

OUR SUSTAINABILITY STRATEGY

At XP Power, sustainability is a cornerstone of our strategy and driver of growth. It is central to our vision of being a trusted partner for our customers and a recognised leader in sustainability within our industry.

Sustainability guides our efforts to minimise negative impacts on stakeholders and the environment while creating value across our entire value chain. It also reinforces our “Powering Progress” initiatives as well as our Safety and Quality frameworks.

Our sustainability strategy addresses issues identified as material through our 2021 materiality assessment

(see page 54 of our 2021 Annual Report) and is reconfirmed through continued engagement with internal and external stakeholders.¹

We group our material issues under four areas: Sustainable Products, Environmental Leadership, People and Workplace, and Ethics and Compliance.

 1. Sustainable Products	 2. Environmental Leadership	 3. People and Workplace	 4. Ethics and Compliance
We produce quality products that are safe and solve our customers' power problems.	We minimise the impact that we, and our products, have on the environment. We adopt responsible sourcing practices that consider social and environmental impacts.	We ensure that XP Power is a workplace in which our people can be at their best. We maintain a safe, diverse and inclusive environment, which attracts and retains the best talent.	We uphold the highest standards of business ethics and integrity.
Our power converters are safety critical elements of the end application and provide an isolation barrier between the end user and relatively high-voltage mains electricity.	Our sustainable business goal is to lead our industry in environmental matters, and minimise the impact we, and our products, have on the environment.	Our sustainable business goal is to improve the physical and mental health of our employees, provide them with a safe place to work and create an environment in which our people can be their best.	Our sustainable business goal is to have zero breaches of our Code of Conduct and uphold the highest standard of ethics and integrity.
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Material issues key:

01 Product responsibility (safety and quality)	05 Employee welfare	09 Energy efficiency
02 Responsible supply chain	06 Health and Safety (inc. Occupational)	10 Waste management
03 Product solutions and innovation	07 Ethical conduct and compliance	11 Emissions
04 Attracting retaining and rewarding talent	08 Diversity and equal opportunity	

Our Sustainability Council delivers the XP Power sustainability action plan and, within this, the net zero action plan. The CEO chairs the Council and receives support from sustainability representatives within each business unit, who play an active part in reporting and leading site ESG initiatives. Full details of our sustainability governance model and its responsibilities are outlined in our Climate-Related Risk Report on pages 56-65.

¹ More information on our engagement with stakeholders can be found in our Section 172 statement (page 98).

OUR STRATEGY IN ACTION

What we've done this year

- We made significant improvements in our health and safety performance with a 64% reduction in Injury Rate (TRIR) and 79% reduction in Lost Time Injury Rate (LTIR) vs 2024.
- We transformed our Environmental, Health and Safety (EHS) training approach by establishing a global EHS programme that delivered universal standards across all locations, ensuring consistent practices, clear accountability and site-level compliance worldwide.
- In 2025, we reassessed our supplier engagement programme and enhanced it by expanding ESG surveys to manage risks. We launched the process in a pragmatic, value-driven way, with a view to expanding its scope over time.
- We continued to integrate the Product Carbon Rating system launched last year to influence our sales and bring more efficient products to market. In 2025, we launched 11 product families (2024: 6) in our highest efficiency ratings of Titanium, Platinum or Gold.
- In recognition of the strength of our climate transparency and action, we received an A in our CDP Climate Change 2025 disclosure, from a B in 2024, placing us in the top 4% of c.20,000 assessed companies.
- We received EcoVadis Bronze Medal status for our 2025 disclosure, which placed us in the top 30% of businesses assessed. Our overall score improved from 60/100 to 65/100, and we aim to improve further this year.
- We launched our "Powering Progress" initiative, based on the three pillars of Quality, Sustainability and Safety. The initiative provides a platform for team engagement and internal ambition in 2026.
- We developed a site-specific Sustainability Dashboard to better monitor site performance against our new KPIs: Energy Efficiency (energy/output); Waste Diversion;

Internal Audit Score; and Local Impact Programmes. Through the dashboard, we can further identify site-specific opportunities to improve our performance and work towards our Net Zero by 2040 target.

2026 plan

- We will develop and implement an action plan that will help us deliver improvements against key rating agencies such as MSCI and EcoVadis.
- We will continue to assess our sales and New Product Development (NPD) against our Carbon Rating Framework with further progression on higher efficiency open-frame products and expansion of framework coverage to include more products.
- We will strengthen sustainability culture by driving meaningful engagement, ensuring leaders and employees connect sustainability goals with their work, and building a culture of visibility and shared ownership.
- We will implement Responsible Business Alliance (RBA) standards by developing and deploying a scalable management system to meet customer expectations while navigating RBA protocols.
- We will continue our roll-out of solar installations across our estate, driving progress towards our 2040 Net Zero target, engaging employees and showcasing our sustainability leadership.
- We will enhance supplier engagement through expanded ESG surveys to manage risks, while selecting a practical tool and launching the process in a pragmatic, value-driven way.
- We will elevate electrical safety as a core risk-reduction focus by standardising practices across sites and engaging employees in hazard identification and elimination goals.

Our ESG indicators

Rating agency scores

We engage with the following rating agencies to assess our sustainability performance and delivery against our sustainability strategy:

MSCI		CDP Climate Change score		EcoVadis Sustainability Rating	
ESG Rating: AA		Climate Change 2025: A (2024: B)		Overall score: 65/100 'Bronze Medal'	
Sustainalytics				ISS Corporate Score	
ESG risk rating: 17.6 (Low Risk)		Ranked 16th out of 303 within the Electrical Equipment Industry		ESG Risk Management score: 66.7 (Strong)	
				Performance score: 48.05	
				Rating C Non-Prime with a decile ranking of 3 (2024: C, Non-Prime with a decile ranking of 3)	

The background of the cover is a photograph of a renewable energy farm. In the foreground, rows of blue solar panels are tilted towards the sun. To the left, a green field with yellow wildflowers is visible. In the background, several white wind turbines stand against a bright blue sky with scattered white clouds. The sun is high in the sky, creating a lens flare effect. Overlaid on the left side of the image are several large, semi-transparent, light blue chevron shapes pointing to the right.

Sustainability Report



In the following chapters, we report on our performance in 2025 in line with our strategic pillars on sustainability.

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SUSTAINABILITY REPORT

1. SUSTAINABLE PRODUCTS

How this strategic pillar links to the UN SDGs:

UN SDG 9 “Industry, innovation and infrastructure” in promoting sustainable industrialisation, and UN SDG 12 “Responsible consumption and production” in the efficient use of natural resources.



Sustainable products

We produce quality products that are safe and solve our customers’ power problems.

Our power converters are safety-critical elements of the end application and provide an isolation barrier between the end user and relatively high-voltage mains electricity.

Link to

Material issues

UN SDGs

01

03

Our R&D investment drives our ambition to be an industry leader on sustainability. We have one of the broadest ranges of efficient products in our industry.

To maintain our leadership position, we recognise a continued need to develop low-carbon products that solve our customers’ power problems, optimise energy efficiencies and safety, and remain cost effective.

The carbon footprint of power conversion products is dominated by their lifetime conversion efficiency. By increasing energy efficiency, we can make a significant reduction to the lifetime environmental impact of a power system and the equipment into which it is installed, while supporting compliance with applicable downstream energy-efficiency criteria.

By developing smaller power conversion products, which consume less physical material and reduce component count, we can also further reduce our carbon footprint and help our customers limit their environmental impact.

CASE STUDY

FLXPro series

The FLXPro’s compact size, high power density and extensive range of user-defined performance parameters reduced application size, complexity and component count while enhancing end application efficiency, addressing application space constraints and the need for increased power. Designed with SiC/GaN technology and a fully digital architecture, the FLXPro achieves efficiencies up to 93%, which reduces system operating costs and cooling requirements. With these improvements in efficiency versus the fleXPower series, our initial calculations indicate ~20% reduction in carbon emissions.

Additionally, multiple internal temperature measurements enable fast status checks through extensive temperature diagnostics, which drive intelligent fan control and over temperature warnings and alarms.



CASE STUDY

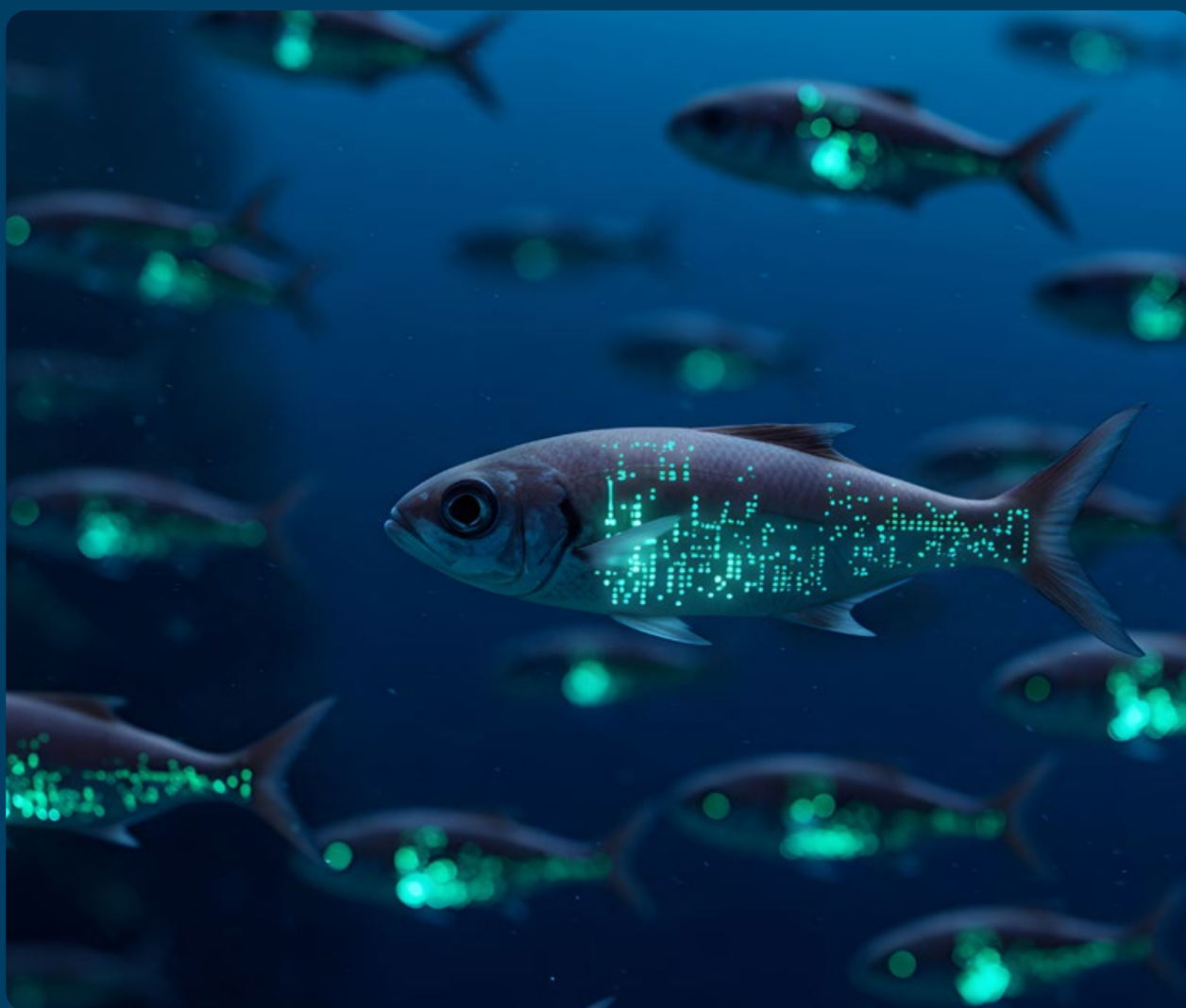
Sustainable aquaculture

Sea lice control is a major challenge in salmon and trout aquaculture. Traditional chemical and mechanical delousing methods can harm marine ecosystems, increase fish stress and contribute to parasite resistance. As the industry moves towards more sustainable practices, optical, laser-based delousing systems are emerging as a low-impact alternative.

XP Power's CCR200, a 200W high-efficiency AC-DC power supply, was selected to power a low-energy laser delousing system deployed in commercial aquaculture. CCR200 delivers stable, efficient power to the system's optical sensors, control electronics and precision laser modules, enabling continuous, unattended operation.

High conversion efficiency minimises energy losses and heat generation, reducing overall power consumption and life-cycle emissions. Reliable operation supports non-invasive, chemical-free lice removal, improving fish welfare while protecting surrounding marine environments.

By combining efficiency, reliability and compact design, the CCR200 series demonstrates how XP Power enables sustainable innovation, helping aquaculture operators reduce environmental impact while maintaining high system performance.



SUSTAINABILITY REPORT

1. SUSTAINABLE PRODUCTS CONTINUED

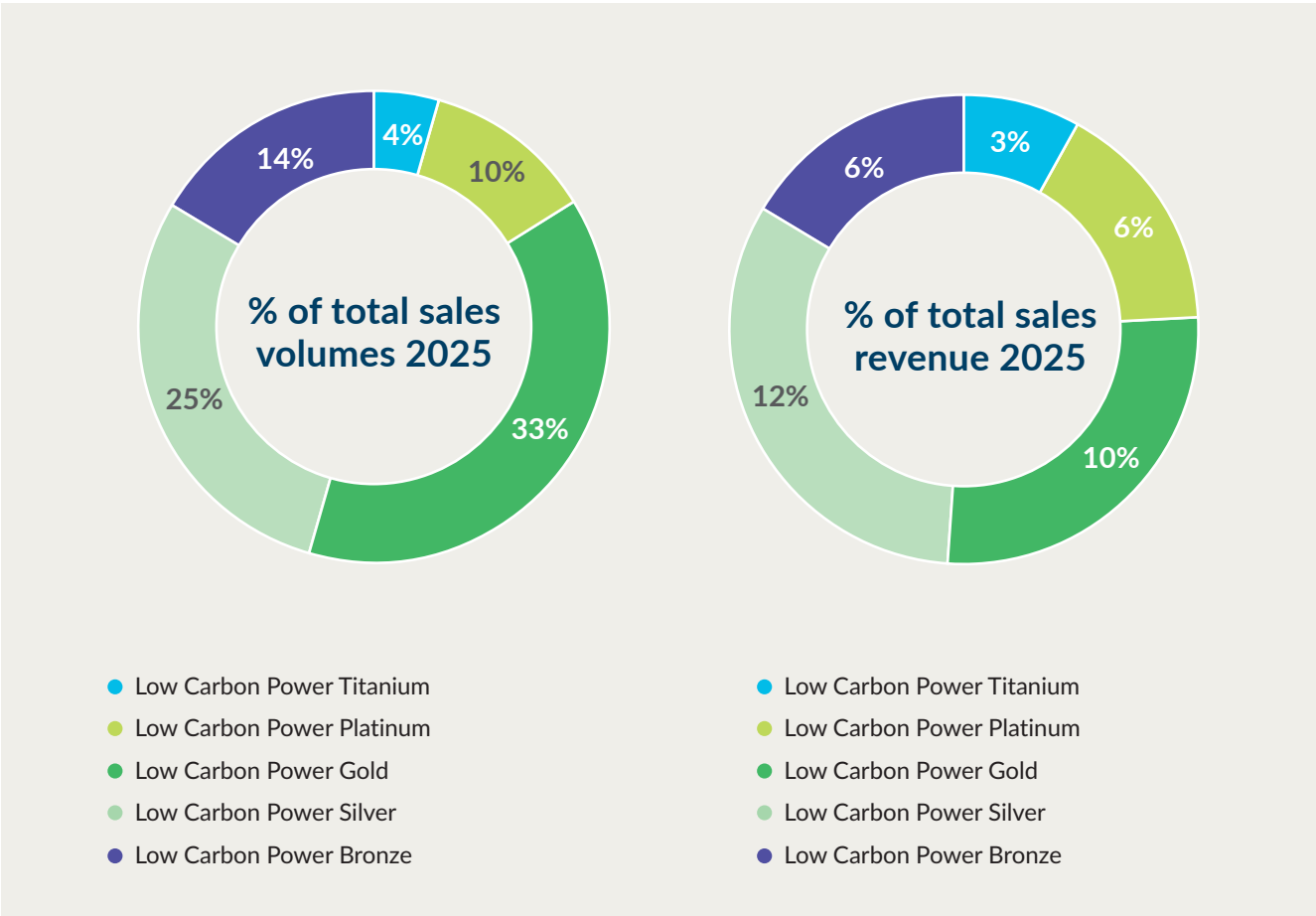
2025 Product Carbon Rating Framework results

During 2025, we revisited the carbon rating for our low voltage DC-DC portfolio and have increased the scope of the Product Carbon Rating Framework (PCRF) to include them, based on conversion efficiency, to identify products with the lowest operational losses. These products are now included in the overall sales data by carbon rating, allowing us to monitor performance across the entire low-voltage portfolio.

Our PCRF divides products into five groups reflecting various efficiency levels – Titanium, Platinum, Gold, Silver and Bronze. This creates an easy and transparent process for customers to identify external and component power supplies with the highest energy efficiency and lowest waste power.

In 2025, 53% of Group revenue (86% of sales volume) were included in the analysis boundary of our Product Carbon Rating Framework.

In 2025, 14% of sales by volume came from Titanium and Platinum products, 33% were Gold products and 25% Silver. From a revenue perspective the percentage of Group revenue from Carbon Rated Products increased from 32% in 2024, after adding the DC-DC portfolio into the 2024 base, to 37% in 2025.



Internally, we can better grade our products and manage our sales towards more efficient products to reduce our Scope 3 downstream emissions. We will not set any public sales targets on these criteria as we need to balance our customers' commercial considerations alongside improving efficiency.

2025 marked a significant improvement over 2024:

- Launched 20 carbon-rated product families, 17 of which were Titanium, Platinum or Gold, which have our highest efficiency ratings.
- Two of our introduced products were Titanium rated.

Carbon product rating	Number of products introduced
Titanium	2
Platinum	6
Gold	9
Silver	3

Boosting innovation

We embed environmental considerations in our product development process with "Design for Sustainability" serving as an important area of focus reviewed by our Sustainability Council. Our design process considers energy efficiencies in product manufacturing and in the product use-phase, in addition to products' various applications in the broader energy transition. Our New Product Development process is guided by a sustainability policy, which requires the development team, where economically feasible, to maximise product efficiency and reduce the component count.

Emerging indications suggest that customers focus more on in-use efficiency. Interest in our FLXPro power supply series is a good example of this, as it boasts a market-leading efficiency of 93%, which helps to reduce our customers' carbon footprints.

Our product design process considers:

- **Energy efficiency** – We consistently lead the industry in developing high-efficiency XP Carbon Rated Products in the industrial and healthcare sectors, consuming less electricity in powering the application or on standby, resulting in significantly reduced CO₂ emissions over the lifetime of the customers' equipment (c.7–10 years).
- **Novel materials** – Where possible, we introduce novel materials into our higher-end products, such as ultra-efficient silicon carbide devices. Future developments in power transistor technology are expected to significantly reduce the size of power converters, which will increase their efficiency in some applications. We will continue to investigate opportunities to reduce this component count.
- **Product life-cycle management** – Our design process considers the complete product life-cycle of our power

conversion products from the outset, extending useful product life wherever possible. Characteristics that improve energy efficiency also increase reliability and useful lifetime, as highly efficient products run cooler, which reduces the impact on heat-sensitive components, such as electrolytic capacitors. This year, we started a cradle-to-grave product carbon footprint on two of our products in accordance with the GHG Protocol Product Standard. The goal was to compare carbon performance across the products' life-cycles and identify carbon hotspots. We are finalising the results of the product carbon footprint and will disclose further detail on the results in the coming months.

- **Hazardous substances** – We avoid the use of hazardous substances in our products, facilitating the recycling at the end of their lifetime and reducing their environmental impact.
- **Low-carbon manufacturing** – We also consider energy use in the manufacturing process. Post-manufacturing, products traditionally undergo stress testing (burn-in) to eliminate early failures. We actively reduce burn-in where we can and we recycle burn-in power into the manufacturing facility to significantly reduce our carbon footprint.
- **Product safety** – A power converter is critical to the safety of any electrical system or application as it provides the isolation barrier between the end-user and potentially lethal high-voltage mains electricity. 74% of our sites in 2025 are certified to ISO 9001, and we carry out employee training to ensure product safety.
- **Packaging** – We need to improve our use of plastics within our product packaging. While most products are shipped using cardboard containers, many items are still packed in plastic or foam. We aim to optimise our packaging to become more sustainable and focus on more renewable materials.

CASE STUDY

Optimise packaging sustainability

During the year, our Vietnamese site led the development of a more sustainable packaging initiative. The site designed and tested alternative packaging solutions that reduce or eliminate foam and plastic, using recyclable and renewable materials. The team partnered with a supplier to develop a corrugated-based prototype. The initial prototype underwent drop testing but did not meet performance requirements, indicating that further design strengthening is needed. During the next phase, we will refine the packaging design with the supplier, develop a revised prototype and conduct a new round of performance testing. The goal remains to transition towards recyclable and renewable packaging materials while ensuring product protection and logistics integrity.

SUSTAINABILITY REPORT

1. SUSTAINABLE PRODUCTS CONTINUED

Product Responsibility Policy

Our Product Responsibility Policy outlines our commitment to the responsible design, manufacturing and disposal of products, and their positive impact on individuals, society and the environment. The policy can be found here: corporate.xppower.com/sustainability/policies-and-procedures.

Responsible sourcing and supply chain

We require all suppliers to adhere to our Code of Conduct and Supply Chain Policy, which cover diversity, modern slavery, human trafficking, health and safety, business integrity and ethics, the environment and sustainability. It is vital that our suppliers apply the same principles of value, transparency and respect as we do.

Our supplier qualification and audit programme evaluates suppliers' adherence to our Code of Conduct and Supply Chain Policy and we disengage from those who fail to meet these standards. As part of our commitment to achieving net zero, we will further engage with suppliers and component distributors to address and reduce emissions across our upstream supply chain.

This year, we have reassessed our supplier management strategy, which will help improve information flow between XP and our suppliers, improve transparency and support our broader corporate objective for supply chain resilience. We are currently developing a new ESG Supplier questionnaire, risk assessments, supplier non-conformance procedures, training plans and a new supplier metrics scorecard to track progress. We plan to roll this out during 2026.

XP Power's Code of Conduct and Supply Chain Policy are available at corporate.xppower.com/sustainability/policies-and-procedures.

Conflict minerals

We support initiatives and regulations to avoid the use of any "conflict minerals", or 3TG, which originate from mining operations in the Democratic Republic of the Congo (DRC) and adjoining countries. We only purchase our electronic components from reputable sources, and materials such as solder are purchased from vendors on the Conformant Smelter & Refiner Lists. We obtain information from our suppliers, concerning the origin of the metals used in the manufacture of our products, to assure our stakeholders that we do not knowingly use conflict minerals.

Our supply chain organisation is responsible for the qualification and ongoing monitoring of our suppliers. We can confirm that 100% of our products' minerals come from verified conflict-free suppliers. XP Power's policy on conflict minerals is set out at xppower.com/company/policies.

Substances of concern

Our use and management of substances of concern in our operations is conducted within the bounds of international regulation and our Environmental Management System. We are governed by ROHS, REACH and Conflict minerals directives and our main production sites are ISO 14001 approved. With third-party-audited systems in place, we ensure we have appropriate controls in our operations for the management of substances of concern.

Product recall procedure

XP Power has an established product recall system, which assigns responsibilities for recalled products, enabling us to monitor product safety and performance. All customer complaints, field non-conformances and manufacturing defects related to the safety or quality performance of an XP Power product are investigated. The investigation and failure analysis is reviewed by our Quality and Engineering teams. If the return is a potential safety risk or abnormal field reliability issue, then we initiate and coordinate a Recall Committee team meeting. The CEO is informed immediately if there is a potential safety issue. If it is agreed that a recall is the appropriate action, then a Recovery Plan must be developed by the Recall Committee. Product performance feedback and return data are monitored and documented, and appropriate corrective and preventive actions are implemented as needed.

SUSTAINABILITY REPORT

2. ENVIRONMENTAL LEADERSHIP

How this strategic pillar links to the UN SDGs:

UN SDG 13 "Climate action"



Environmental leadership

We minimise the impact that we, and our products, have on the environment. We adopt responsible sourcing practices that consider social and environmental impacts.

Our sustainable business goal is to lead our industry in environmental matters, and minimise the impact we, and our products, have on the environment.

Link to

Material issues

01 03

UN SDGs



XP Power recognises the significance of climate change and aims to reduce its climate impact across all operations by managing and reducing carbon emissions.

Our near-term and long-term targets are approved by the SBTi, and our targets reaffirm our long-term goal of net zero across our value chain by 2040. More detail on our targets and plans for achieving them are included in our Net Zero Transition Plan corporate.xppower.com/storage/reports/XPPower-NetZero2023.pdf.

Our transparency commitments include regular public disclosures of our carbon emissions, collaboration with CDP Climate Change, and reporting against TCFD recommendations (page 56), which includes details of our oversight, risk assessment and climate-related strategy.

Managing environmental performance

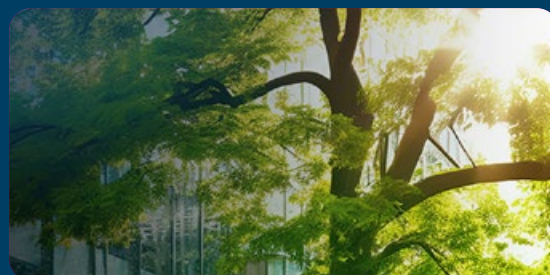
The Group's comprehensive environmental policy outlines our commitment to continuously improving our environmental performance. We communicate our environmental policy and objectives to our suppliers and employees and encourage their participation in environmental best practices. Our environmental policy is available at corporate.xppower.com/sustainability/policies-and-procedures.

As part of our environmental commitment and to monitor environmental performance, our main production centres, which account for around 72% of the Group's employees, have an internationally accredited Environmental Management System (ISO 14001). Our ISO 14001-certified management system includes our handling and auditing of waste and hazardous materials, among other issues. Compliance is ensured through our internal audit process together with external assessments by our registrar, the British Standards Institution (BSI). Our new Sustainability Scorecard ensures all sites are internally audited each year, including environmental audits. The Group has had no environmental fines in the last 12 months (2024: nil).

CASE STUDY

Sustainability training

In 2025, XP Power expanded its training framework to include sustainability education and launched a dedicated sustainability training video through the LMS as part of its Earth Day initiative. The course achieved 100% completion and significantly increased employee engagement and awareness of XP Power's net zero goals, reinforcing the connection between individual actions and environmental performance. The success of this initiative strengthened enterprise-wide sustainability awareness and positioned EHS leadership to take on ownership of XP Power's broader sustainability programme, further integrating safety, environmental responsibility and operational excellence across the business.



SUSTAINABILITY REPORT

2. ENVIRONMENTAL LEADERSHIP CONTINUED

Update on net zero

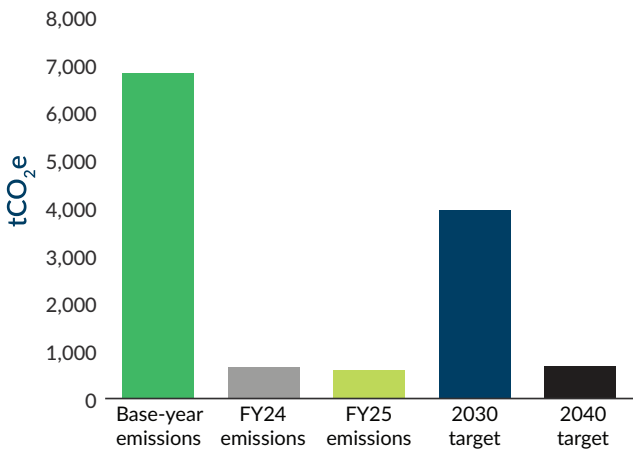
Our net zero targets were approved by the Science Based Target initiative (SBTi) in 2024. This year, we continue to report our progress against our net zero targets in line with the SBTi and Transition Plan Taskforce (TPT) criteria.

	Near-term target (2030)	Long-term target (2040)
Scopes 1 & 2	42% reduction	Net zero
Scope 3	25% reduction	Net zero

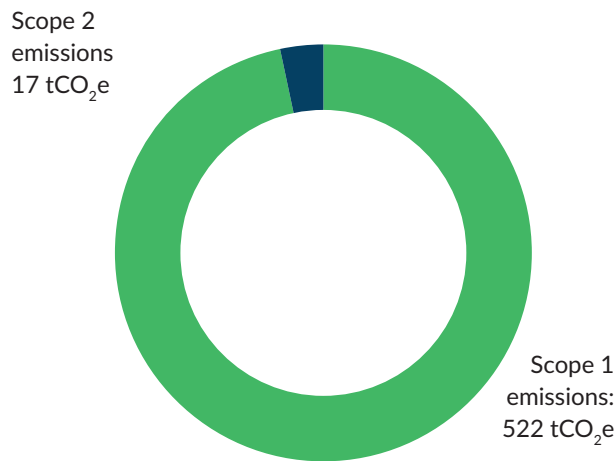
Scope 1 and 2 emissions

Our 2025 market-based operational emissions were 539 tCO₂e. This reflects a 92% reduction on our base-year emissions, which were 6,821 tCO₂e. We surpassed our near-term targets largely due to our purchase of Energy Attributable Certificates (EACs) as an interim measure to reduce Scope 2 emissions, which contribute the largest portion of our base-year emissions. During 2025, all electrical energy within German operations was procured from renewable sources. For our operations in the UK, USA, Singapore, Vietnam and China, we purchased EACs. This has resulted in the Group having no market-based Scope 2 electricity emissions for 2025. The purchase of EACs will continue to be a temporary strategy until we can purchase green energy directly from the energy provider or increase our own renewable energy generation via solar panels. Our remaining market-based Scope 2 emissions reflect the use of municipal heat in our German operations.

Scope 1 and 2 emissions (market-based)



FY 25 Scope 1 and 2 emissions (market-based)



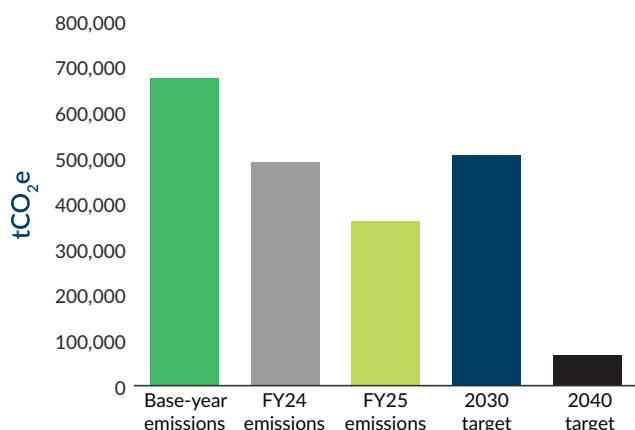
During 2025, absolute location-based Scope 1 and 2 emissions increased 5% year on year. This partly reflects an increase in natural gas combustion at the Group’s Rosenheim and Gloucester facilities. An increase to location-based Scope 2 emissions also reflected the increased power usage at our Vietnam facility, reflecting less frequent power cuts in the year and consequently lower reliance on diesel fuel to power back-up generators.

We report our emissions and energy intensity as tonnes CO₂e/£m revenue and kWh/£m revenue. Our overall location-based Scope 1 and 2 emissions intensity increased by 9% this year, while our energy intensity increased by 7%. The general energy efficiency measures used to drive energy reductions are discussed in detail below.

Scope 3

Our 2025 Scope 3 emissions were 333,445 tCO₂e. This reflects a 51% decrease on our base year emissions of 674,968 tCO₂e. Our reductions in Scope 3 emissions to date have put us on track to achieve our interim target.

Scope 3 emissions



During 2025, our Scope 3 footprint reduced 8% year on year, with the categories “Use of Sold Products” and “Purchased Goods and Services” remaining the most material, representing 77% and 21% of the footprint, respectively, in 2025. Use of sold products decreased 12% compared to 2024, reflecting a modest decline in sales volumes, reductions in grid intensity in the Group’s key markets, and an increase in the sales’ higher-efficiency products. This counteracted increases to upstream Scope 3 emissions, in particular increases to Purchased Goods and Services emissions from increased output in China and Vietnam, helping to build product inventory.

Our full emissions data and tables can be found in our non-financial performance indicators section on page 74.

Energy efficiency initiatives

Energy efficiency initiatives are key to reducing our operational emissions. During 2025, a range of initiatives were implemented that reduced our energy consumption and carbon footprint. These included:

- the phasing out of fluorescent/compact lights and installation of energy-efficient LED lights on our premises and on neighbouring street lights;
- enhanced testing for air leakage and the installation of sensor door alarms to prevent loss of air conditioning and the replacement of inefficient air-conditioning units;
- modifications to chillers to set minimum temperatures; and
- relocation of operations in Silicon Valley and Orange County to new facilities that are compliant with the latest building regulations and feature energy-efficient technologies to reduce energy costs and consumption.

Energy consumption reduction activities

XP Power continued its programme of renewable energy installations in 2025, with the replacement of damaged or low-efficiency panels in Vietnam and further plans to extend the rooftop solar array and scoping of solar installations at other Group sites. In addition, the facility in Rosenheim, Germany benefitted from the installation of a heat pump powered by a solar PV system, which has a peak output of 170 kWh.

CASE STUDY

XP Power Malaysia

XP Power’s new manufacturing facility in Perak, Malaysia demonstrates the Group’s strong sustainability credentials and alignment with leading international building standards. Although located outside Singapore, the facility has been developed to align with the Singapore Green Building Index and targets BCA Green Mark Gold certification, reflecting XP Power’s commitment to energy efficiency and best practice across its global estate.

The facility performs strongly on energy efficiency. High-performance walls and glazing reduce heat gain while maximising natural daylight, contributing to lower cooling demand. Overall heat transfer through the building envelope is approximately 10% better than Singapore’s regulatory maximum. Cooling is provided by a highly efficient, water-cooled air-conditioning system, supported by smart controls that adjust ventilation based on occupancy and enable continuous performance monitoring.

Water efficiency measures are embedded across the site. The facility incorporates rainwater harvesting for landscape irrigation, alongside water-efficient fittings, sub-metering and leak-detection systems to support effective water management. Landscaping uses drought-tolerant planting to minimise ongoing water demand.

The facility also integrates measures to reduce wider environmental impacts. Lower-carbon materials have been used where feasible, including cement with reduced clinker content and masonry products containing recycled materials. Recycling facilities and electric vehicle charging points are provided for building users.

The building has been future-proofed, with a flat rooftop designed to accommodate solar photovoltaic panels in the future. Independent assessment by Singapore’s Building and Construction Authority is planned.

This report, in conjunction with our net zero ambition, covers our governance of climate change and demonstrates how we incorporate climate-related risks and opportunities into our risk management, strategic planning and decision-making processes.

Specific details of our pathway to net zero are outlined in our Transition Plan. We believe the following disclosure is consistent with the TCFD All Sector Guidance and the obligations under Listing Rule 6.6.6R(8). Additionally, they fulfil the climate-related financial disclosure requirements outlined in the Companies (Strategic Report) (Climate-related Financial Disclosure) Regulations 2022. This alignment is further detailed in the TCFD cross-reference and disclosure consistency summary provided above.

Governance

Board level

XP Power has a robust governance structure to manage its climate-related risks and opportunities. The Board of Directors has overall responsibility and oversight of climate-related risks and opportunities, all Group policies (including the Environmental Policy) and all matters that impact the strategy, risk management, vision and values of the Group.

Climate change is a standing item on the Board agenda and is discussed twice a year at scheduled Board meetings and more regularly if anything more urgent is required, such as signing off major capital expenditure. The flow of information regarding climate-related issues occurs within both the strategic and risk functions of the Group. The Board monitors the Group's sustainability strategy, progress against key initiatives and performance in relation to the net zero plan, and our sustainability scorecard. This ensures climate-related issues are considered within strategy, budgets, major capital expenditures and business plans. Polly Williams, the Senior Independent Director, supported the Board in this function throughout 2025. Through the risk function, the Audit Committee integrates climate-related issues into the Group's risk management process and is responsible for approving the Group's TCFD disclosure.

Management level

At management level, the Executive Leadership Team (ELT) meets monthly to monitor progress and key sustainability strategy actions, and reports to the Board. The Sustainability Council supports the ELT with the Group's sustainability objectives. The Sustainability Council, which meets quarterly, is a cross-functional team chaired by the CEO tasked with the formation and successful delivery of our sustainability action plan (including the net zero plan). The Council monitors the policies, processes, objectives, targets and KPIs linked to our sustainability issues. By reviewing our sustainability scorecard, the Council determines progress against our plan, resolves issues, mitigates plan risks and creates actions for the ELT, senior management and site

representatives. In relation to net zero, the sustainability scorecard tracks our Scope 1, 2 and 3 emissions, renewable electricity roll out, low-carbon product introduction, waste reduction and supply chain initiatives.

Sitting below the Sustainability Council, sustainability reps are appointed within each business unit and play an active part in reporting and leading site-specific ESG initiatives. Each representative is responsible for the regular monitoring and reporting of site-specific sustainability metrics and risks, as well as the implementation of site-level corporate projects.

Risk management

Our process for identifying and assessing climate-related risks

Our external consultants, CEN Group, assisted in the identification and analysis of climate-related risks and opportunities, which were refined through Sustainability Council consultation. XP Power considers climate-related risks and opportunities in all physical and transition risk categories (current and emerging) whether they occur within our operations, upstream or downstream of the Group. Our stakeholder engagement and desktop review ensure we are aware of relevant or emerging risks. We assess risks within our short-, medium- or long-term strategic planning horizons. Typically, transition risks occur top down and are considered at Group level. As part of operational risk assessments, the Group undertakes site-level environmental risk assessments. Our site-level analysis of physical climate risks enhances the depth of insight into our global operations and, this year, no physical climate-related incidents impacted our operations.



Climate-related risk management is integrated into the XP Power risk management framework. Risks are assessed in the same manner as other Group risks, so their relative significance is comparable. This includes an assessment of likelihood (on a five-point scale, low to high) and impact (on a five-point scale, minor to severe), to ensure the significance of climate-related risks is considered in relation to risks identified during our standard risk management processes. The same process is used to assess climate-related opportunities. Climate-related risks are included in the risk register and reviewed by the Audit Committee to incorporate ongoing refinement and risk quantification, and to ensure the register reflects any material changes in the operating environment and business strategy. Further details on each key risk and opportunity, such as a quantification of the financial impact, the appropriate strategic response, the cost of the response and the variance of key risks regarding climate-related scenarios, are provided where possible. We combine this with the impact and likelihood assessment to determine the treatment of each risk (e.g. mitigation, acceptance or control) to help us prioritise resources to manage the most material climate-related impacts. Other risks that require further analysis are accepted within the Group's business-as-usual risk appetite. This year, we reviewed both our transition and physical risks and opportunities to ensure there was no change in exposure during the year.

Strategy

Climate-related risks and opportunities

The identification of climate-related risks and opportunities underpins our net zero strategy and the management of these dovetails with our Net Zero Transition Plan; the mitigation of climate-related risks and the development of opportunities are effectively integrated into our strategic planning. The analysis has helped focus our strategy towards managing these issues. The time horizons for our climate-related risk assessment are as follows:

Time horizon		Rationale
2026-2028	Short term	In line with the existing risk management time horizon and specific business plan strategy
2028-2035	Medium term	Encompasses XP Power's near-term emission targets
2035 onwards	Long term	Encompasses the Group's net zero by 2040 target and the UK Government's net zero by 2050 target

As part of our assessment of climate-related risks and opportunities, we use climate scenario analysis to assess the resilience of the Group's business model and strategy to climate change under different scenarios. Please see the risk and opportunities tables on pages 58-62 for the implications of this scenario analysis.

In aggregate, our risk assessment and scenario analysis shows that our overall climate risk exposure is moderate. The Group is financially resilient and strategically robust to climate change. We understand that, considering our existing and planned mitigation strategies and net zero action plan, any asset impacts are limited, and risks can be accommodated in our business-as-usual activities. We do not foresee any additional fundamental changes to our business strategy or capital expenditure envelopes resulting from climate change or net zero for the foreseeable future. No effects of climate-related matters reflected in judgements and estimates are applied in the Financial Statements.

We will continue to develop our analysis as new data becomes available, internally and externally, and we will continue to monitor our climate exposures and action plans through the Group's risk management framework. We will continue to develop the opportunities identified in line with Company strategy and objectives.

Transition risks and opportunities

We have assessed the risks and opportunities arising from the transition to a low-carbon economy, which may have a material impact on the Group. Risks may carry financial, legal and/or reputational impacts. Our Net Zero Transition Plan helps mitigate transition-related risks. We used the following two International Energy Agency (IEA) scenarios to perform scenario analysis for our transition risks and opportunities.

Net Zero 2050 (NZE): a narrow but achievable pathway for the global energy sector to achieve net zero CO₂ emissions by 2050. This scenario meets the requirement for a "below 2°C" scenario and is used as a positive climate pathway. NZE also informs the decarbonisation pathways used by the Science Based Targets initiative (SBTi).

Stated Policies Scenario (STEPS)¹: represents projections based on the current policy landscape and is used as a base/low-case pathway. Global temperatures rise by around 2.5°C by 2100 from pre-industrial levels, with a 50% probability.

Assumptions

- Scenarios often only provide high-level global and regional forecasts.
- Not all risks are easily subject to scenario analysis.
- Scenario analysis analyses specific factors and models them with fixed assumptions.
- Impacts will be considered in the context of current financial performance and prices.
- Net impacts are assumed to occur with assumptions and reduction initiatives from our Transition Plan to mitigate risk exposure.
- Impacts are modelled to occur in a linear fashion, when, in practice, dramatic climate-related impacts may occur suddenly after tipping points are breached.
- The analysis considers each risk and scenario in isolation, when, in practice, climate-related risks may occur in parallel as part of wider set of potential global impacts.
- Carbon pricing is informed by the Global Energy Outlook 2025 report from the International Energy Agency (IEA).

¹ IEA (2025), World Energy Outlook 2025, IEA, Paris www.iea.org/reports/world-energy-outlook-2025, Licence: CC BY 4.0 (report); CC BY NC SA 4.0 (Annex A)

Transition risks identified

Carbon price impacts in own operations

XP Power is exposed to potential carbon prices within its direct operations.

Response/actions we're taking and how they are managed

Low Scope 1 & 2 exposure, with a 42% reduction target by 2030; near-zero market-based Scope 2 emissions minimise carbon tax impact.

Scenario implications

Carbon prices are expected to rise under NZE and STEPS, impacting operations and supply chain.

Risk type

Policy and Legal

Potential impact on the business

Higher cost of inputs

Time horizon



Medium term

Likelihood

Medium

Magnitude of impact

Moderate

KPIs

Scope 1 and 2 emissions

Carbon price impacts in the value chain

XP Power faces potential upstream carbon price impacts, increasing transportation and goods costs.

Response/actions we're taking and how they are managed

Targeting 25% Scope 3 reduction by 2030 and net zero by 2040; emissions reduced through product innovation, supplier engagement, logistics and global grid decarbonisation.

Scenario implications

Carbon prices are expected to rise under NZE and STEPS, impacting operations and supply chain.

Risk type

Policy and Legal

Potential impact on the business

Higher cost of inputs

Time horizon



Medium term

Likelihood

Medium

Magnitude of impact

Moderate

KPIs

Upstream Scope 3 emissions

Risk of not meeting our net-zero target

Achieving net zero partly depends on emerging technologies and third parties; failure could raise costs, impact reputation and affect investor confidence.

Response/actions we're taking and how they are managed

Scope 2 emissions are cut via EACs, efficiency and onsite renewables; use-phase emissions improve through product design, and transportation emissions are reduced via freight, travel and commuting initiatives.

Scenario implications

NZE accelerates policy and technology progress, while STEPS poses higher risk due to slower development.

Risk type

Market and reputation

Potential impact on the business

Lower profit margins through increased costs and lower revenue

Time horizon



Long term

Likelihood

Low

Magnitude of impact

Major

KPIs

Scope 1, 2 and 3 emissions

Transition opportunities identified

Solar power

The Group invests in solar where viable, reducing grid reliance, emissions, carbon tax exposure and operating costs.

Response/actions we're taking and how they are managed

Expanding global solar capacity lowers adoption costs, enabling greater renewable generation; planned Vietnam site installation will supply ~25% of electricity needs.

Scenario implications

Global solar PV capacity is projected to double by 2030 under STEPS and quadruple under NZE.

Risk type

Energy source and resilience

Potential impact on the business

Reduced direct costs

Time horizon

 Short to medium term

Likelihood

Medium

Magnitude of impact

Minor

KPIs

Scope 2 emissions

% of renewable from total electricity

Purchased renewable energy

EACs reduce market-based Scope 2 emissions without capital investment

Response/actions we're taking and how they are managed

Non-European sites use EACs, while European sites are supplied via PPAs.

Scenario implications

Global renewable energy investment is projected at \$2.5tn by 2030 under NZE versus \$1.7tn under STEPS.

Risk type

Energy source

Potential impact on the business

Reduced direct costs

Time horizon

 Short to medium term

Likelihood

High

Magnitude of impact

Minor

KPIs

Scope 2 emissions

% of renewable from total electricity

Reduction of air freight

Shifting from air to sea freight provides reductions in both costs and emissions for the Group.

Response/actions we're taking and how they are managed

Supply routes are assessed to manage transportation emissions

Scenario implications

NZE offers greater opportunities than STEPS due to faster investment, electrification and freight decarbonisation.

Risk type

Transportation

Potential impact on the business

Reduced costs

Time horizon

 Short to medium term

Likelihood

Medium-high

Magnitude of impact

High

KPIs

Scope 3 emissions – upstream transportation and distribution

Innovation for lower carbon products				
The Group's NPI process targets lower-carbon products by improving efficiency and reducing component count, also limiting upstream carbon pricing exposure.				
Response/actions we're taking and how they are managed Market and policy trends are expected to drive the adoption of our low-carbon innovations, e.g. power conversion efficiency legislation and future standards are anticipated to extend to healthcare and industrial applications.		Scenario implications NZE expects stronger enforcement of energy standards and higher demand for efficient products, while STEPS anticipates slower developments.		
Risk type Products and services, market	Potential impact on the business Higher revenue	Time horizon Long term	Likelihood High	Magnitude of impact Minor
KPIs Scope 3 emissions – use of sold products, purchased goods and services				
Electrification				
Electrification is a global megatrend, creating opportunities and reducing reliance on fossil fuels in the transition to net zero.				
Response/actions we're taking and how they are managed Focus areas monitored to capitalise on opportunities include wind turbines, 5G infrastructure and mobile network densification		Scenario implications Electrification drives growth in NZE and STEPS, fuelled by electric mobility, heating technologies and market confidence in new technologies.		
Risk type Market	Potential impact on the business Higher revenue	Time horizon Medium to long term	Likelihood High	Magnitude of impact Major
KPIs Revenue growth rate				



Energy and waste savings

Energy efficiency and consumption reduction actions improve emissions at low or zero cost.

Response/actions we're taking and how they are managed

Site-specific and Group-wide initiatives, including packaging reductions and enhancing energy efficiency.

Scenario implications

NZE provides greater opportunities than STEPS due to increased investment and a focus on energy-efficiency measures.

Risk type

Material efficiency

Potential impact on the business

Reduced costs

Time horizon

Medium term

Likelihood

Medium-high

Magnitude of impact

Minor

KPIs

Energy use Scope 1, Scope 2 emissions (location-based) waste generation

Supplier efficiencies

We are committed to high supplier standards to reduce environmental risks and costs, enhancing long-term efficiency and partnerships.

Response/actions we're taking and how they are managed

We engage with key suppliers to drive material and energy efficiencies, as well as collaboratively develop value-adding products.

Scenario implications

Under NZE, increased regulatory and market pressure is expected to encourage suppliers to engage and improve efficiencies.

Risk type

Material efficiency and products and services

Potential impact on the business

Reduced costs

Time horizon

Medium term

Likelihood

High

Magnitude of impact

Minor

KPIs

Scope 3 emissions – Purchased goods and services



Physical climate-related risks

We continue to use a location risk analysis tool to better understand the exposure of our sites and develop further mitigation efforts. Our risk assessment evaluates site-specific exposure to natural hazards, and the evolution of climate risks under the scenarios for global temperature rise. The scenarios embedded in the physical risks tool are as follows:

RCP 4.5¹: an intermediate scenario, more likely than not to result in global temperature rise between 2°C and 3°C, by 2100.

RCP 8.5¹: a bad case scenario where global temperatures rise between 4.1 and 4.8°C by 2100.

¹ www.ipcc.ch/report/ar5/syr/.

Flood risk

Rosenheim (5% revenue) faces localised river flooding, which could disrupt operations and reduce output.

Response/actions we're taking and how they are managed

Business interruption insurance, flexible production shifts, adjusted working patterns and a new Malaysia site enhance operational resilience.

Scenario implications

Heavy rainfall is expected to be more frequent and intense under RCP 8.5, increasing flood risk.

Risk type

Acute

Potential impact on the business

Lost production and revenue

Time horizon

 Medium term

Likelihood

 Medium

Magnitude of impact

 Moderate

KPIs

Approximate revenue contribution

Supply chain risks

Physical climate impacts may disrupt supply chains via affected supplier sites, transport or energy; metals supply is flexible, but some specialised electronic components are less replaceable.

Response/actions we're taking and how they are managed

Supplier exposure is mitigated through multiple sourcing, strategic reviews of critical suppliers, and engagement surveys assessing upstream emissions and risks.

Scenario implications

RCP 8.5 projects more frequent extreme weather, increasing risk exposure in key supply chain regions.

Risk type

Acute

Potential impact on the business

Lost production and revenue

Time horizon

 Medium term

Likelihood

 Medium-high

Magnitude of impact

 Moderate

KPIs

N/A

Metrics and targets

Climate-related metrics

We report on our Scope 1, 2 and 3 emissions. Our carbon footprint is calculated using methodologies consistent with the Greenhouse Gas (GHG) Protocol: A Corporate Accounting and Reporting Standard, with additional guidance from the GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard and the GHG Protocol Technical Guidance for Calculating Scope 3 Emissions, as required. We measure all greenhouse gases as relevant and our targets cover CO₂, CH₄, N₂O and HFCs. Our Scope 1 and 2 GHG emissions are derived from measured data sources with no estimates. Most of our emissions are represented by our Scope 3 emissions (99% of footprint) and, within that, our downstream Scope 3 emissions associated with the use phase of our products (77%). We calculated all applicable Scope 3 categories for our 2025 carbon footprint. Five Scope 3 categories are not applicable to our business. Four Scope 3 categories (Capital goods, Waste are generated in operations, Processing of sold products and End-of-life treatment of sold products), are excluded from our reporting and our science-based targets as they are negligible and collectively account for under c. 0.5% of our Scope 3 inventory. For more information on our emissions, see Energy and Greenhouse Gas Emissions (pages 74-75).

We monitor additional environmental metrics including emissions intensity, energy use, energy intensity, renewable solar energy generation, freshwater withdrawal and waste management, as reported on page 76. We report on our annual launch products under our Product Carbon-Rating system, designed for a lower-carbon economy, and the lifetime emissions savings from the use of efficient products (in relation to standard products) sold in the year as reported on page 50.

Climate-related targets

Our science-based, net-zero targets ensure that we are aligned to the UK Government's Net Zero Strategy and set out our pathway to reaching net-zero GHG emissions ahead of 2050. Our science-based targets were approved by the Science Based Targets initiative (SBTi) in February 2024. See the XP Power Transition Plan for further details on our science-based targets and Transition Plan. In line with the SBTi, our targets and Transition Plan do not use carbon credits. While we do not plan such action, we may consider using offsets to achieve additional emission reductions beyond the science-based targets.

Our aim is to be net zero across Scopes 1, 2 and 3 by 2040 with minimal use of offsets. Our absolute emissions reduction targets, which have been approved by the Science Based Targets initiative (SBTi), are to:

- reduce absolute Scope 1 and 2 GHG emissions by 42% by 2030 from a 2022 base year;
- reduce absolute Scope 3 GHG emissions by 25% by 2030 from a 2022 base year; and
- reach net-zero GHG emissions across the value chain by 2040.

ESG targets are embedded in our Executive Leadership Team's remuneration. Part of this includes climate action.

For more information on our performance against these targets, see Energy and Greenhouse Gas Emissions on pages 74-75.



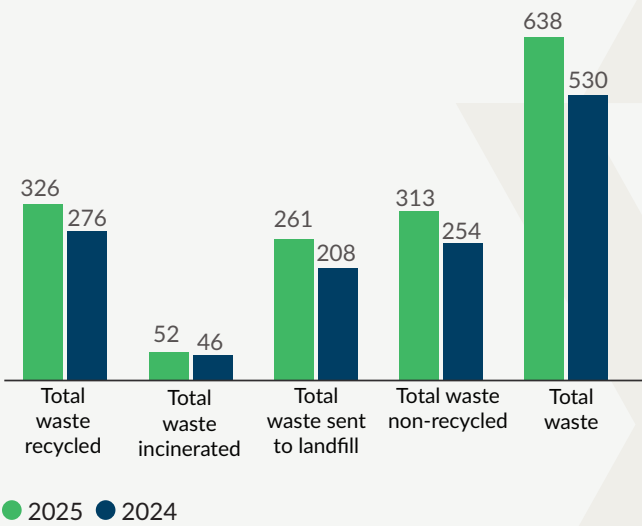
Waste management

Our manufacturing processes produce relatively little waste, but we are committed to reducing both non-hazardous and hazardous waste where possible across our operations. We have a specific Waste Management Procedure, which outlines our risk prevention measures, how waste should be classified, handled, collected, stored and disposed. In case of waste-related emergencies, employees follow the “Emergency Preparedness and Response Control Procedure”. Additionally, any employees involved in hazardous waste disposal have appropriate personal protective equipment (PPE) to protect them against environmental and health and safety accidents. Our People and Organisation (P&O) department supervises annual training on waste management with prompt additional training if procedures or personnel change. Training includes waste management proficiency, including handling measures in emergency situations and enhancing environmental awareness.

As part of our RBA-compliance approach, our facilities undergo internal assessments aligned with RBA requirements, applicable local regulations and XP Power standards. These assessments include environmental aspects such as waste management, air emissions and water.

A major waste source is excess solder from wave solder machines, so-called “solder dross”, which is recycled into new solder and reused. In 2025, we sent 9.8 tonnes of solder dross for recycling and received 8.2 tonnes of recycled solder back, which is an 83% recovery rate. We use activated carbon and certain chemicals to clean flux from printed circuit boards. These chemicals and their containers are safely disposed of through a certified, licensed third-party professional. In 2025, we had no reportable spills.

Waste management data (tonnes)



The figure below outlines XP Power’s waste by treatment type. Full waste data can be found in our non-financial performance indicators section on page 76. We are still refining our processes for the collection and reporting of waste data. Consequently, we expect some variability in the waste data as coverage of reporting increases across sites.

We aim to reduce our waste intensity (Tonnes/\$m) by 10% year on year. However, in 2025, both total absolute waste and total waste intensity increased from 2024 by 20% and 28%, respectively, primarily due to increase operation at our Vietnam site.

CASE STUDY

Vietnam waste and plastic reduction

XP Power implemented on-site segregation of hazardous, recyclable and non-recyclable waste, with all streams managed by licensed contractors. Employees were provided with clear waste classification guidance to support correct segregation at source. The Company also restricted the use of single-use plastics across operations, supporting responsible resource use and reduced environmental impact.



Water

We do not consider water to be a material topic for our business. We have a low water intensity in operations and, unlike some of our electronics industry peers, we do not use water in our products' design, manufacture or service. Our water use is almost entirely related to our employees (amenities, catering and personal consumption). Of our 11 facilities, our Southern California design centre is the only facility in an area of extremely high-water stress¹ as identified by the WRI Aqueduct Tool. As an R&D-focused facility, its water requirements are minimal. Our Group's water policy is available at xppower.com/company/policies.

Global water metrics and targets

Our global freshwater withdrawal is outlined in the table below. Our full data on water, including regional breakdown, are included in the non-financial metrics section on page 76.

	2025	2024
Freshwater withdrawal (m ³)	54,988	51,800
Freshwater withdrawal intensity (per employee)	24	23

¹ Assessed using the World Resources Institute's (WRI) Aqueduct Water Risk Atlas tool. Areas of extremely high-water stress, according to the WRI definition, are where human demand for water exceeds 80% of resources.

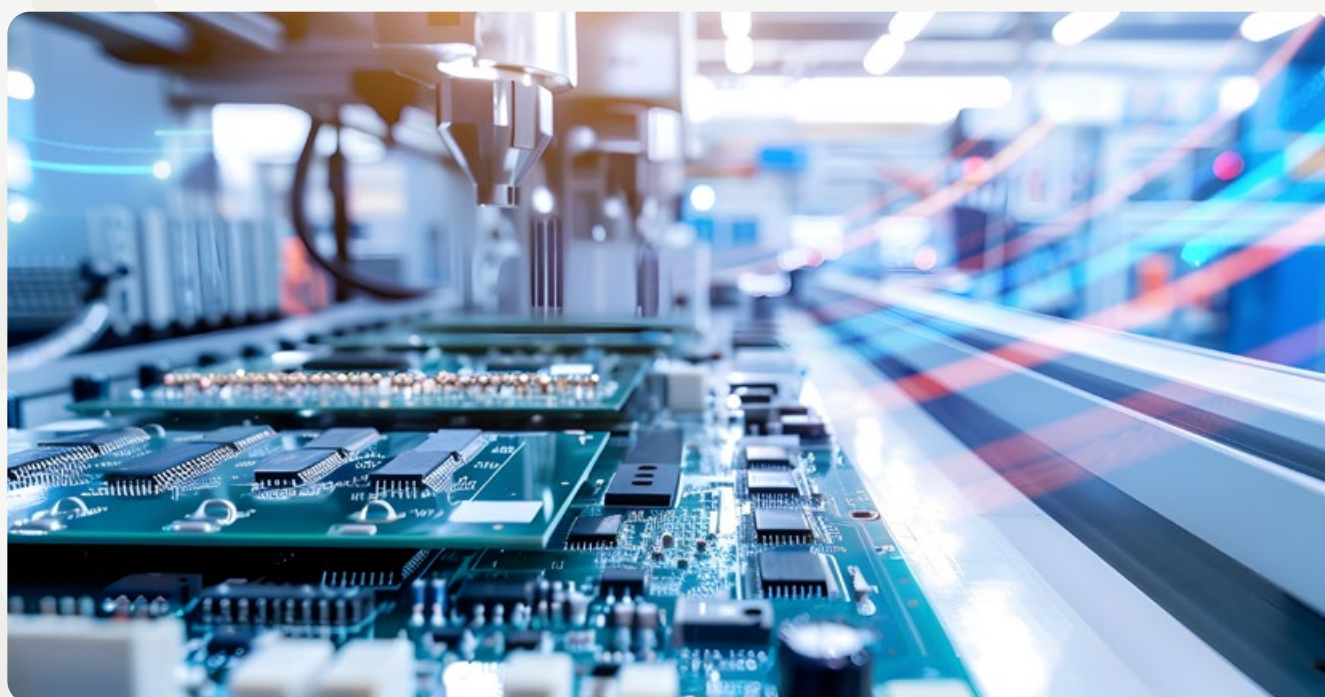
In 2025, our freshwater withdrawal increased by 7%. Water withdrawal per employee was 24.4 m³, slightly above the 2024 intensity.

Actions to reduce water usage

We established a range of initiatives to reduce our water withdrawal and increase the amount of water recycled and reused. In FY 25, these initiatives included the installation of new water dispensers with flow metres, the separation of deionised water from other wastewater to avoid unnecessary treatment, and the installation of low-flow faucets and other water-saving adaptations to employee amenities.

Biodiversity

We understand the importance of, and are committed to, protecting the natural environment, preserving biodiversity and, where possible, minimising the potential negative impact that our business may have on the environment. We recognise that climate change, deforestation, land degradation and water pollution each pose a severe threat to the sustainability of important ecosystems, and that business and industry contribute to this. We do not consider biodiversity to be a material topic for our business. Our biodiversity policy is also available at corporate.xppower.com/sustainability/environment.



SUSTAINABILITY REPORT

3. PEOPLE AND WORKPLACE

How this strategic pillar links to the UN SDGs:

UN SDG 3 “Good health and wellbeing”, 5 “Gender equality”, 8 “Decent work and economic growth”, and 10 “Reduced inequalities”



People and Workplace

We ensure that XP Power is a workplace in which our people can be at their best. We maintain a safe, diverse and inclusive environment, which attracts and retains the best talent.

Our sustainable business goal is to improve the physical and mental health of our employees, provide them with a safe place to work and create an environment in which our people can be their best.

Link to

Material issues

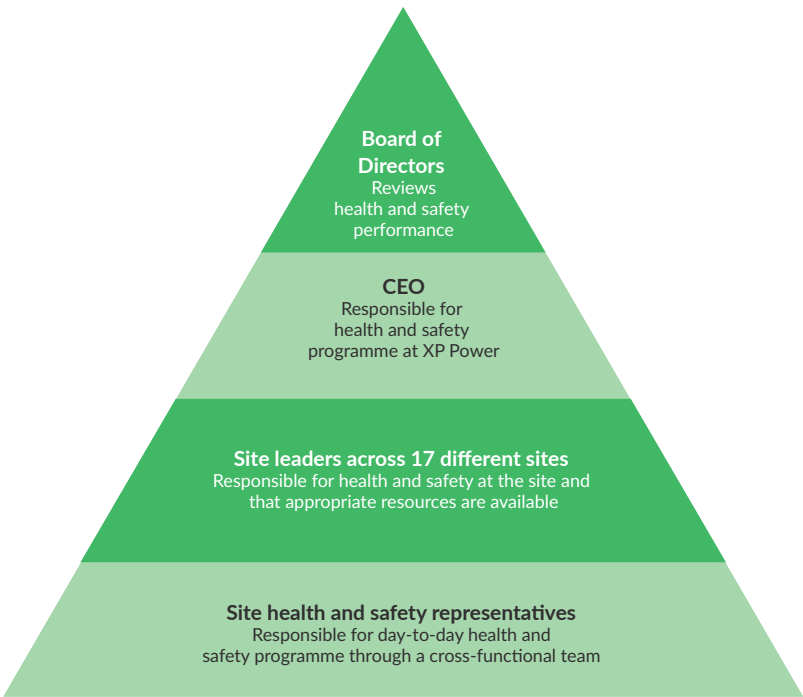
UN SDGs

As a responsible employer, health and safety is of paramount importance. Whether working on site or from home, we strive to safeguard the health, safety and wellbeing of all our people (including contractors).

Our health and safety programme is driven from the top, with ultimate responsibility sitting with the Board.

Our corporate health and safety framework defines those who are responsible and accountable at each of our key sites, while our Company procedures define the minimum standards required. These can be summarised as follows:

- Risk assessments are based on the activities performed at each site, which are reviewed and updated annually.
- An annual internal audit of health and safety processes is conducted at each site to ensure they are in line with RBA requirements, applicable local regulations and XP Power standards.
- Health and safety metrics are recorded covering incidents and near misses, and these are reported and analysed. The Board reviews these metrics at each Board meeting.
- Metrics related to walkthrough safety audits, fire drills and risk assessment updates are recorded and monitored.
- Consideration is given at each site to ergonomics, laboratory and electrical safety, legal requirements, use of chemicals, use of equipment and tools, facility preparedness and evacuation, and slips, trips and falls.



We are committed to maintaining a healthy and safe working environment to minimise the number of occupational accidents, diseases and illnesses, and ultimately achieve an accident-free workplace. We have enhanced health and safety at XP Power through improved product safety tracking, and the use of health and safety consultants, advisers and Auditors. XP Power's Health and Safety Policy is available on our website at xppower.com/company/policies.

All our employees have role-appropriate health and safety training. The number of employees trained on health and safety standards within 2025 is 2,336 (2024: 2,465), which gives us a training completion rate of 99%.

Our full list of employee-related data can be found in our non-financial performance indicators section on pages 77-79.

Safety performance

We keep safety front of mind in everything we do and ensure that employees actively recognise and manage risks to keep everyone safe, with the ultimate aim of achieving no injuries across our operations.

The safety of XP Power employees is paramount, and we do everything we can to protect them. We have established safety policies to ensure hazard control systems are effective and to achieve our no injury goal. Our health and safety performance this year highlights how our "Safety Begins with Me" approach has strengthened engagement, empowered individuals at every level, and further embedded a proactive, people-focused safety culture across XP Power.

We ended 2025 with a global TRIR of 0.15, representing a 64% reduction compared to 2024 (0.42 to 0.15). This significant improvement reflects the continued maturation

of our EHS framework, stronger site-level engagement and increased focus on hazard identification, training and prevention. The sustained downward trend throughout the year demonstrates meaningful progress in reducing overall injury frequency. Our LTIR closed at 0.04, a 79% reduction from 2024 (0.19 to 0.04). This result highlights continued improvement in preventing more serious injuries and reinforces the effectiveness of our controls, training and leadership engagement across sites.

Absolute injury counts show a clear and sustained improvement over time, with the most significant reductions occurring in 2025. First Aid/Record Only cases declined sharply from 55 in 2024 to 18 in 2025, while Medical Treatment cases dropped from 11 to four. Lost Time injuries were reduced to a single case in 2025, compared to five in 2024 and nine in 2023. These improvements were achieved despite an increase in total hours worked compared to 2024, confirming that the reductions reflect meaningful improvements in safety performance.

This year, we will continue to strengthen governance and evolve our safety culture to ensure every employee goes home safe each day.

Our health and safety statistics are reported below. The figures cover all employees and contractors.

Health and safety LTIR¹ and TRIR² table

	2025	2024
LTIR	0.04	0.19
TRIR	0.15	0.42

- ¹ Lost-time Incident Rate (LTIR) is defined as total number of lost time incidents in a year, divided by the total number of hours worked, multiplied by 200,000. We define a lost time incident as an incident that occur when a worker sustains a lost time injury that results in time off from work, or loss of productive work
- ² Total Recordable Incident Rate (TRIR) is defined as total number of medical injuries, divided by the total number of hours worked, multiplied by 200,000.

CASE STUDY

Global EHS training programme

In 2025, XP Power transformed its Environmental, Health and Safety (EHS) training approach by establishing a Global EHS Programme that delivers universal standards across all locations, ensuring consistent practices, clear accountability and site-level compliance worldwide. Each site was audited to verify adherence to these standards, and detailed Standard Operating Procedures (SOPs) were developed for key EHS areas, providing clear guidance and a strong foundation for ongoing compliance and operational excellence. This effort addressed previous inconsistencies in site-specific training and created a unified framework aligned with XP Power's Safety Begins with Me culture.

To support global deployment and accessibility, XP Power transitioned to a centralised Learning Management System (LMS), replacing fragmented local training methods with structured, video-based courses. The LMS leveraged AI-powered voice translation to support multiple languages and QR code access to ensure participation from employees without regular computer access. In 2025, ten custom EHS training courses were developed and deployed globally through the LMS, which achieved a 99% completion rate and ensured consistent EHS knowledge, expectations and accountability across the organisation.

SUSTAINABILITY REPORT

3. PEOPLE AND WORKPLACE CONTINUED

Health and wellbeing

We encourage our employees to have active lifestyles, and we provide facilities and programmes designed to improve wellbeing. These include sports facilities (e.g. basketball courts), shower facilities on site and group events (e.g. softball leagues and yoga sessions). At XP Power, the wellbeing of our people is vital. Examples of initiatives run by our sites to promote health and wellbeing amongst our employees are set out below:

- Our comprehensive Employee Assistance Programme (EAP) provides confidential expert advice and compassionate guidance 24/7, online or by phone. The programme offers a complete support network, is delivered in the relevant languages, and covers a wide range of topics and resources for our employees and their families.
- Alongside the EAP, we offer a cycle-to-work scheme within the business, which is beneficial for both employees and employers through tax savings, health improvements and environmental contribution.
- We held our third European Fitness Challenge this year, which encouraged a significant increase in physical activity and the active collaboration of teams across the region.
- In Vietnam, all employees completed a medical check-up in Q4 2025.
- Throughout the year, we focused on facilitating access to mental health services and reducing the associated stigma, with the appointment of four mental health first aiders, flexible working arrangements for staff where required, and team-building activities around culture and staff wellbeing. At our German locations, we implemented wellness initiatives such as a wellness pass, which provides access to a wide range of fitness, health and relaxation offerings, a health day offering services such as health checks, ergonomic advice, and prevention workshops, and team activities to support social and mental health.

Our people

We look after our employees, support their training and development, recognise cultural differences, respect their human rights and promote a fair working environment with equal opportunities for all. As a global business, we capitalise on our cultural differences and strive to make XP Power a fulfilling workplace.

Engagement

Our vision is to deliver the ultimate experience for our stakeholders. Through workforce engagement, our Board listens to employees' views and these are discussed when decisions are made. Pauline Lafferty is the designated Non-Executive Director responsible for workforce engagement. As a former Chief People Officer, she is passionate about employee engagement.

We use several methods to engage our people but derive high value from our Gallup engagement survey, first conducted in 2020. We use the survey to drive further employee programmes and enhancements to our engagement and retention. Participation rates were excellent again in 2025, at 93% (2024: 92%). This year, our engagement score was 4.15 out of 5.00¹ (2024: 4.03), putting us at the 54th percentile in the Gallup database. We compare our year-on-year results to observe consistent significant improvements in the engagement levels of the people within our organisation. This improvement is driven by engagement initiatives such as the provision of monthly engagement calendars, opportunities to provide feedback on GALLUP, and virtual and in-person meet-ups to connect and check in with colleagues. Our goal is to offer a consistent employee experience globally and observe the current spread in results. We distribute newsletters, hold townhalls and update the intranet to further engage our employees and keep them informed of our progress and sustainability-related information, such as plastic reduction initiatives.

¹ Results exclude Vietnam and China employees.

CASE STUDY

Safety Begins with Me – Global Safety Day video contest

In 2025, XP Power built on the strong foundation established in 2024 to further advance our global Environmental, Health and Safety (EHS) programmes. Following the launch of the Safety Begins with Me programme, we implemented a unified global EHS standard, strengthened governance and continued evolving our safety culture to ensure every employee goes home safe each day. Throughout the year, initiatives were scaled, global processes were standardised and consistent safety best practices were reinforced across all regions.

To drive engagement and celebrate site-level success, XP Power launched its first-ever Global Safety Day video contest. The contest showcased creativity, collaboration and a proactive safety mindset across our global sites, bringing the Safety Begins with Me programme to life through real employee experiences. Teams demonstrated how safety ownership, leadership commitment, and employee involvement translated into meaningful actions on the shop floor and beyond.

The contest reinforced the impact of the Safety Begins with Me programme by highlighting shared accountability for safety and encouraging peer-to-peer learning across regions. In parallel, 2025 also marked the global rollout of the Safety Begins with Me observation programme and dashboards, which provided employees with practical tools to identify, report and address safety risks. Together with the Global Safety Day campaign, these initiatives strengthened engagement, empowered individuals at every level, and further embedded a proactive, people-focused safety culture across XP Power.

Labour

We are committed to the fair treatment of our employees. We recognise the importance of work-life balance and offer flexible working arrangements to allow employees to balance their work and other priorities. The Group aims to eliminate excessive working hours and respect national legislation and industry-referenced maximum working hours standards.

Diversity and equality

Becoming a truly diverse and inclusive company is crucial to supporting business growth and innovation, attracting and retaining talent, and engaging customers. Different experiences and perspectives allow us to explore options and decisions more widely, which generates better outcomes for the business and its stakeholders. We recognise the cultural differences that exist in our global operations and acknowledge that a diverse workforce reflects our markets and will help us be successful.

We are committed to non-discrimination and offer equal opportunities in all our employment practices, procedures and policies. When hiring, promoting or considering business partners, we choose the best candidate, irrespective of age, race, national origin, disability, religion, gender, gender reassignment, sexual preference, social background, political opinion, marital status or membership/non-membership of any trade unions.

We support initiatives that promote inclusion, engagement and representation across the organisation. During 2025, foundational work was completed to design a Women Employee Resource Group (ERG), including defining its purpose and structure. The ERG will formally launch in North America in 2026 as a pilot programme and will provide a platform for connection, development and engagement aligned with business priorities.

In 2025, XP Power increased focus on International Women's Day through employee engagement activities across sites in North America. This included an internal leadership interview that highlighted the experiences of our North America Controller, employee-submitted stories celebrating inspirational women, and site-wide participation to raise visibility and foster connection. We shared activities, internally and externally, on social media to reinforce engagement. During a year focused primarily on restructuring rather than hiring, XP Power conducted appropriate reviews to ensure workforce actions did not disproportionately impact women or other underrepresented groups. These efforts reflect our continued commitment to fairness, equity and responsible people practices.

We have promoted inclusivity through initiatives such as structured mentorship programmes, which enable more experienced employees to share knowledge with junior employees, multilingual communications and town halls, cross-site workshops and visits, and flexible working arrangements.

Our employees receive annual training on diversity through our Code of Conduct training. Employees in the UK and Europe receive bi-annual training on Equality, Diversity and Inclusion. This course is CPD accredited and IIRSM and Citation approved. In 2025, 59 employees completed this training (2024: 57).

We will:

- create an environment in which individual differences and the contributions of all team members are recognised and valued;
- create a working environment that promotes dignity and respect for every employee;
- not tolerate any form of intimidation, bullying or harassment, and will discipline those that breach this policy;
- make training, development and progression opportunities available to all employees;
- promote equality in the workplace, which we believe is good management practice and makes sound business sense;
- encourage anyone who feels they have been subject to discrimination to raise their concerns so we can apply corrective measures; and
- regularly review our employment practices and procedures to maintain fairness.

The Group is supportive of flexible working, including working from home, part-time and flexible hours according to the requirements of the position. This commitment to flexible working ensures that we recruit from a wider pool of candidates with different personal circumstances. The Group employs contract and temporary workers across many locations to fill local requirements, sometimes for short periods. We do this, particularly, in our manufacturing facilities globally, to ensure we meet customer requirements. Many temporary staff choose to become permanent employees.

In the UK, we pay employees who have more than two years of service maternity or adoption leave for three months at 100% of salary compared to the statutory six weeks at 90% of salary. We also provide two weeks of paid paternity leave at 100% of salary compared to statutory paternity leave of two weeks at £151 or 90% of usual pay if lower.

We recognise the importance of pay equality and undertook analysis around gender representation to help understand our gender pay gap. We report our UK gender pay gap, even though we have fewer than 250 employees in the UK and are exempt from gender pay gap reporting. For 2025, our mean gender pay gap is 43.8% and our median gender pay gap is 43.8% (2024 mean: 36.4%, median 38%).

The Board oversees the Company's Diversity Policy, which is embedded in our Code of Conduct at corporate.xppower.com

SUSTAINABILITY REPORT

3. PEOPLE AND WORKPLACE CONTINUED

Our workforce in numbers

This page provides a workforce summary. Full data can be found in our non-financial performance indicators on pages 77-79.

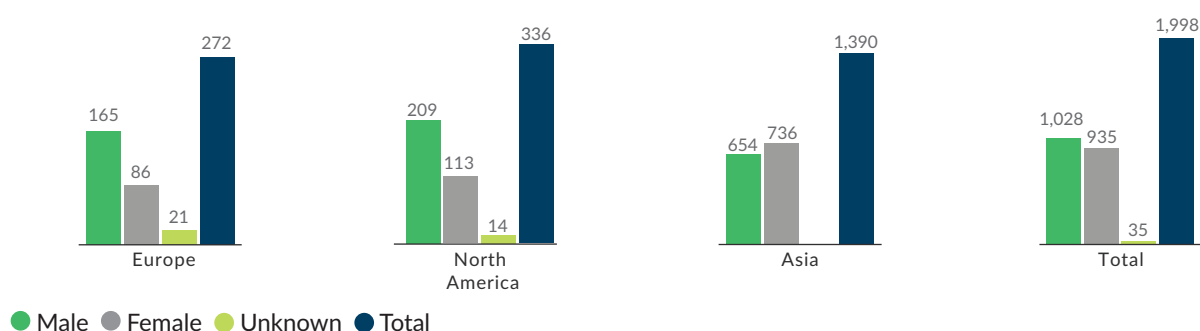
Number and percentage (%) of contract or temporary workers to total employees

	2025	2024
Average number of employees	2,062	2,303
Average number of temporary or contract employees	187	263
Percentage of temporary or contract employees to permanent	9%	11%

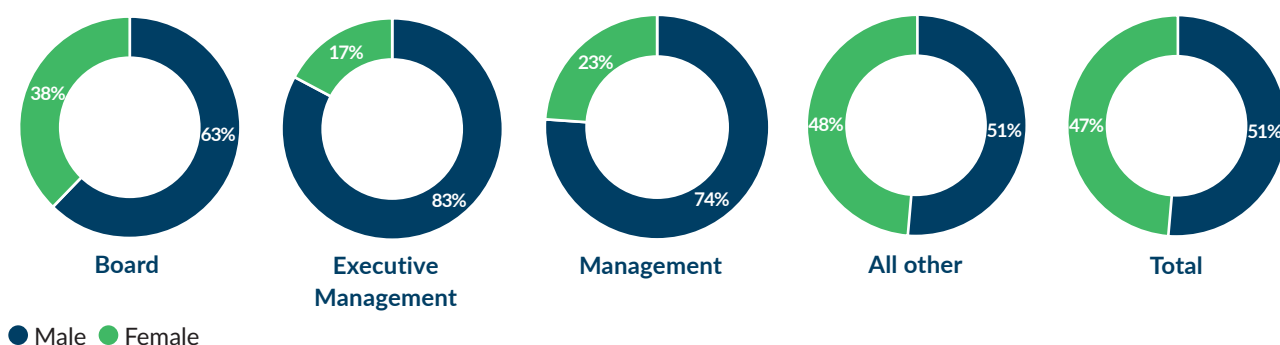
Full-time employee voluntary turnover percentage (%)

	2025	2024
Average number of employees	2062	2,303
Voluntary leavers	656	870
Voluntary turnover	32%	38%

Employees by gender and region as of 31 December 2025



Gender diversity statistics



Of the members of our Board, 38% are women, including in roles such as Chair of the Remuneration Committee, Senior Independent Director and Designated Director for Workforce Engagement.

Talent and career management

We have a wealth of talented individuals working across the business and recognise the importance of supporting and developing the skills, knowledge and experience of our teams. From our structured onboarding process, during which managers identify a day-one buddy and build a detailed initial training plan, to career conversations as part of the annual review process, we commit to promoting training and career development.

Developing our talent is key to our ongoing success. As a key leadership responsibility, our line managers identify high-potential employees, create development opportunities and support internal progression. Talent management and succession planning for the Executive Directors and Senior Leadership team is reviewed and discussed at Board level. We agree personalised people and organisation plans, aligned with the attainment of the Group's strategy, with all our executive leaders.

We aspire to ensure that all XP Power employees receive regular performance feedback. We run this alongside our formal performance review process, through which objectives are set, aligned and measured against our Core Values and key business priorities. In most cases, employees receive performance reviews twice or more in a year. 100% of employees receive a performance review at least once a year. We operate various bonus schemes, and all non-sales commissioned employees are eligible to participate in our general or executive bonus scheme. Healthcare benefits and life assurance are provided according to the customs in the regions in which we operate.

During the year, we launched a Leadership Programme for Germany, which is designed to support our leaders and strengthen their leadership capabilities. The programme focuses on developing skills in areas such as people management, communication and change management, with the goal of enhancing team performance and overall engagement.

In 2025, we had 18 apprenticeships and 43 interns (2024: 18 apprenticeships and 31 interns), and ran programmes in areas such as finance, human resources, information technology and logistics.

Average training time (in days) per employee

		2025	2024
Global	Average number of employees	2,062	2,303
	Total hours	24,591	21,971
	Hours per employee	12	10
	Days per employee	1.5	1.2

Freedom of association

We allow our employees to freely associate with any relevant unions. The number and percentage of employees covered by collective agreements in 2025 was 923 and 44.8% (2024: 818 and 35.5%). See page 79 for a full breakdown of employees covered by collective bargaining agreements by region.

Community partnerships

We believe that we should give back to the communities we work in as they are an integral part of our lives. We encourage all employees to get involved in local environmental and community activities and we provide every employee with a day's paid leave so they can contribute to a charitable or worthy cause in the community.

In June and July, we encouraged our employees to use their volunteering day at a local charity called Greenshoots. The charity serves to provide rehabilitation and training for adults with recurring mental ill health or learning disabilities. We help on site with general maintenance, such as painting, weeding and building sheds.

Employees are encouraged to use their volunteering day to support other charities that are close to their hearts. During the year, XP Power supported Macmillan Cancer Support, Breast Cancer Awareness and Crisis, which the Group supported through coffee mornings, raffles, bake offs and "Wear it Pink" days.

The Group and its employees made donations to local charities totalling £8,860 in 2025 (2024: £4,003).

SUSTAINABILITY REPORT

4. ETHICS AND COMPLIANCE

How this strategic pillar links to the UN SDGs:
UN SDG 16 “Peace, justice and strong institutions” through internationally promoting the rule of law and reducing corruption and bribery in all forms



Ethics and compliance	
We uphold the highest standards of business ethics and integrity.	
Our sustainable business goal is to have zero breaches of our Code of Conduct and uphold the highest standard of ethics and integrity.	
Link to	
Material issues	UN SDGs
02 07	

It is Company policy to conduct all business in an honest and ethical manner. “Integrity” is the first of five core values embedded into our culture, as well as our Code of Conduct and the policies outlined in the following sub-sections.

To ensure our employees are aware of and understand the Code of Conduct, we use our learning management system (LMS) to monitor all employees on their annual Code of Conduct training. In 2025, employee compliance with the annual Code of Conduct training was 93% (2024: 96%).



Whistleblowing

We provide an environment in which open, honest communications are expected. Employees should feel comfortable bringing forward any concerns regarding violations of policies or standards and know that their concerns will be taken seriously. They should be aware that, when they have acted in good faith, we will protect them from adverse repercussions and/or detrimental treatment, as set out in our Code of Conduct. An independent whistleblowing service is available to employees who cannot raise issues of concern with their line manager or superior. Our confidential whistleblowing programme “Speak Up” is administered through an independent third party, which is available 24/7. Speak Up runs in each operational country and is available in each local language. This guarantees that employees’ experiences of legal or ethical misconduct, such as discrimination, are heard and acted upon quickly. Concerns can be raised anonymously online or by phone.

The Audit Committee is responsible for monitoring whistleblowing, and compliance matters are regularly reviewed by the Board. A whistleblowing report is automatically distributed to the Chair of the Audit Committee by the independent third-party provider. It is then reviewed and assigned to management or an independent

third party for further investigation and response as required. Whistleblowing and Fraud is a scheduled agenda item at Audit Committee meetings. The Company takes appropriate action regarding all upheld qualifying disclosures. In 2025, there were two whistleblowing reports (2024: five), relating to discrimination. Both reports were investigated and closed. While the reports highlighted that effective processes for handling concerns were established, they indirectly led to the re-launch of the Ethics & Speak Up process, and updates to the formal reporting process through NAVEX to ensure that all employees had knowledge of the process. We provided counselling for managers to ensure that issues are raised promptly, with a review of expectations and training for line managers to manage issues quickly and sensitively.

Anti-bribery and corruption

XP Power has a zero-tolerance approach to bribery and corruption, and is committed to acting professionally, fairly and with integrity in all business dealings and relationships, enforcing effective systems to counter bribery. Our policy on anti-bribery and corruption is embedded in our Code of Conduct, which includes numerous examples to ensure employees understand what is and is not acceptable. Our Code of Conduct requirements are communicated to our

suppliers, who must comply with its provisions. In 2025, Executive Management and the Board were not aware of any instances of bribery and corruption.

Our UK and EU employees also conduct biennial training on anti-bribery, which is CPD accredited and IIRSM approved. In 2025, 49 employees conducted Anti-Bribery training (2024: 79), 64 conducted Insider Dealing training and 308 conducted Fraud training.

Modern slavery

The Board reviews and publishes an annual statement, which sets our relevant and supporting policies to prevent slavery or human trafficking in our own business and supply chains. A copy of the latest Modern Slavery Statement is available on the Company's website at corporate.xppower.com

Human rights

Human rights are at the heart of sustainable business. We are committed to respecting human rights in accordance with international principles, including the UN Guiding Principles on Business and Human Rights, the UN Universal Declaration of Human Rights, and the International Labour Organisation's Declaration on Fundamental Principles and Rights at Work. Employees are trained on Human Rights through our annual Code of Conduct training. No human rights violation incidents were reported during 2025 (2024: 0). Our Human Rights Policy is available here: corporate.xppower.com/about-us/corporategovernance

Information systems and technology

The Group has appropriately robust and secure information technology (IT) systems but acknowledges that no IT system can be completely secure. The Group IT Director is responsible for the integrity and security of the IT systems and communications network. The Group has penetration testing, data back-up and recovery processes in place and

various processes, software and hardware prevent data security breaches and unauthorised access to the Group's systems and data. The Group holds regular cybersecurity training and awareness to ensure that our employees remain alert to threats. During 2025, the Group experienced no cyber incidents (2024: 1).

Tax transparency

The Group is compliant with all applicable tax laws and regulations in all areas in which it operates or is required to make filings. All required tax filings are made accurately and on time with the relevant authorities. It is Group policy to not engage in any aggressive tax planning or tax avoidance schemes.

We prohibit tax avoidance through transfer pricing. All intra-group transactions are priced on an arm's length basis in accordance with the Group's internal transfer pricing policies, which reflect internationally accepted transfer pricing standards and local tax laws. We commit to not transferring value created to low tax jurisdictions and not use tax structures intended for tax avoidance.

Government contracts

The Group has no direct relationships with any government entity through which it sells products or services.



KEY NON-FINANCIAL PERFORMANCE INDICATORS

Environmental data

Emissions and energy

The Group has prepared this section for the reporting period 1 January 2025 to 31 December 2025. The Group defines its organisational boundary using an operational control approach with no material omissions from within the organisational boundary of the Group. We report on all material GHG emissions sources and GHG emissions have been calculated from business activities in accordance with the principles and requirements of the World Resources Institute (WRI) GHG Protocol: A Corporate Accounting and Reporting Standard (revised version) and Environmental Reporting Guidelines: Including Streamlined Energy and Carbon Reporting requirements (March 2019). The information in this section and tables in our key non-financial performance indicators on pages 74-79 address our requirements under Part 7 of the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 and under the UK's Streamlined Energy and Carbon Reporting (SECR). In line with the Greenhouse Gas Protocol, we continue to review our reporting considering any changes in business structure, calculation methodology and the accuracy or availability of data. We have verified our Scope 1, 2 and 3 emissions for 2024 in accordance with the requirements of "Limited Assurance" procedures by Carbonology. The verifications were performed in accordance with ISO 14064-1: 2019 and may represent minor differences to those reported in the 2024 Annual Report. Please see www.xppower.com/company/certification for more information.

	2025			2024		
Operational emissions	UK	Global (excl UK)	Group Total	UK	Global (excl UK)	Group Total
Scope 1 fugitive emissions (tCO ₂ e)	2	87	89	9	188	197
Scope 1 combustion emissions (tCO ₂ e)	0	433	433	4	384	388
Total Scope 1 (tCO₂e)	2	520	522	13	572	585
Scope 2 market based (tCO ₂ e)	0	0	0	6	0	6
Scope 2 location based (tCO ₂ e)	17	5,482	5,499	18	5,139	5,157
Scope 2 purchased heat and steam (tCO ₂ e)	0	17	17	0	11	11
Total Scope 2 – Market based (tCO₂e)	0	17	17	6	11	17
Total Scope 2 – Location based (tCO₂e)	17	5,499	5,516	18	5,151	5,169
Total Scopes 1 & 2 – Market based (tCO₂e)	2	537	539	19	584	602
Total Scopes 1 & 2 – Location based (tCO₂e)	19	6,019	6,038	31	5,723	5,754
Scope 3 emissions (tCO₂e)						
1. Purchased goods and services			69,682			63,637
3. Fuel-and-energy-related activities (not included in Scope 1 or 2)			1,288			1,204
4. Upstream transportation and distribution			3,065			2,367
6. Business travel			284			441
7. Employee commuting			2,549			2,764
11. Use of sold products			256,577			290,817
Upstream Scope 3 (tCO ₂ e)			76,865			70,413
Downstream Scope 3 (tCO ₂ e)			256,577			290,817
Total Scope 3 (tCO₂e)			333,442			361,230
Total Scope 1, 2 & 3 – Market based (tCO ₂ e)			333,981			361,832
Total Scope 1, 2 & 3 – Location based (tCO ₂ e)			339,480			366,984
Scope 1 + 2 GHG Emissions Intensity ratio (location-based) (per Group turnover) £'m			25.6			23.3

Environmental data continued

Energy consumption (kWh)	2025			2024		
	UK	Global (excl UK)	Group Total	UK	Global (excl UK)	Group Total
Total renewable fuels consumption (kWh)	0	0	0	0	0	0
Diesel	0	3,702	3,702	0	5,603	5,603
Gas	0	1,796,071	1,796,071	21,929	1,640,772	1,622,701
Propane	0	481,796	481,796	0	381,448	381,448
Total non-renewable fuels consumption (kWh)	0	2,281,569	2,281,569	21,929	2,027,823	2,049,751
Total fuels consumption (kWh)	0	2,281,569	2,281,569	21,929	2,027,823	2,049,751
Consumption of purchased or acquired electricity renewable	0	475,885	475,885	0	489,045	489,045
Consumption of self-generated non-fuel renewable energy (solar)	26,829	33,514	60,343	27,887	28,606	56,493
Consumption of purchased or acquired electricity non-renewable	97,926	10,905,502	11,003,428	87,443	10,859,607	10,947,050
Total electricity consumption (kWh)	124,755	11,414,901	11,539,656	115,330	11,377,258	11,492,588
Consumption of purchased or acquired heating (kWh)	0	94,639	94,639	0	63,808	63,808
Total renewable energy consumption (kWh)	26,829	509,399	536,228	27,887	517,651	545,538
Total non-renewable energy consumption (kWh)	97,926	13,281,711	13,379,637	109,372	12,951,237	13,060,609
Total energy consumption (kWh)¹	124,755	13,791,110	13,915,865	137,259	13,468,888	13,606,147
% renewable electricity from total electricity	100%	100%	100%	24%	100%	96%
% On-site solar generation	22%	0.29%	1%	24%	0.25%	0%
% Renewable electricity purchased	0%	4%	4%	0%	4%	4%
% Electricity purchased covered by Energy Attribute Certificates (EACs)	78%	96%	95%	0%	95%	95%
% Grid electricity from total electricity	78%	96%	95%	76%	95%	95%
Energy intensity ratio (per Group turnover) £m			58,966			55,019

¹ All electricity consumed is either covered by EACs, generated by solar or purchased from renewable contracts

KEY NON-FINANCIAL PERFORMANCE INDICATORS CONTINUED

Environmental data continued

Freshwater withdrawal	2025	2024
UK	43	360
Germany	1,850	2,057
China	14,731	11,793
USA	5,058	8,539
Vietnam	30,832	26,193
Singapore	2,475	2,682
Global (excl UK)	54,946	51,265
Group Total	54,989	51,625
Water Intensity ratio (per Group turnover) £m	233.0	209.2
Water Intensity ratio (per employee)	24.4	22.4

Waste generation (tonnes)	2025	2024
Hazardous Waste	56	18
Non-Hazardous Waste	592	513
Total Waste	648	530
Hazardous Waste Intensity ratio (per Group turnover) £m	0.24	0.07

Waste Treatment/disposal (tonnes)	2025	2024
Hazardous Waste recycled	40	13
Hazardous Waste incinerated	5	3
Hazardous Waste sent to landfill	1	1
Non-Hazardous Waste recycled	249	263
Non-Hazardous Waste incinerated	46	43
Non-Hazardous Waste sent to landfill	250	207
Solder sent for internal recycling	10	8
Recycled waste (solder) received and used	8	5
Internal rate of recovery of solder (%)	83%	72%
Solder dross disposed ¹	2	2
Total Waste recycled	326	276
Total Waste incinerated	51	46
Total Waste sent to landfill	261	208
Total Waste non-recycled	313	254
Total Waste	638	530

¹ Transferred to treatment contractor for recycling.

Social data

Health and safety training		2025	2024
Europe		284	233
Asia		1,710	1,775
US		342	457
Global		2,336	2,465

Full-time employee voluntary turnover percentage (%)		2025	2024
Europe	Average number of employees	287	319
	Voluntary leavers	17	17
	Voluntary turnover	6%	5%
Asia	Average number of employees	1,396	1,522
	Voluntary leavers	603	793
	Voluntary turnover	43%	52%
US	Average number of employees	379	463
	Voluntary leavers	36	60
	Voluntary turnover	10%	13%
Global	Average number of employees	2,062	2,303
	Voluntary leavers	656	870
	Voluntary turnover	32%	38%

Number and percentage (%) of contract or temporary workers to total employees		2025	2024
Europe	Average number of employees	287	319
	Average number of temporary or contract employees	18	17
	Percentage of temporary or contract employees to permanent	6%	5%
Asia	Average number of employees	1,396	1,522
	Average number of temporary or contract employees	161	226
	Percentage of temporary or contract employees to permanent	12%	15%
US	Average number of employees	379	463
	Average number of temporary or contract employees	8	21
	Percentage of temporary or contract employees to permanent	2%	5%
Global	Average number of employees	2,062	2,303
	Average number of temporary or contract employees	187	263
	Percentage of temporary or contract employees to permanent	9%	11%

KEY NON-FINANCIAL PERFORMANCE INDICATORS CONTINUED

Social data continued

UK gender pay gap – April 2025	Male (hourly pay)	Female (hourly pay)	Total	Male %	Female %
Lower quartile pay band	11	14	25	44%	56%
Lower-middle quartile pay band	10	15	25	40%	60%
Upper-middle quartile pay band	17	8	25	68%	32%
Upper quartile pay band	20	5	25	80%	20%
Total	58	42	100	58%	42%

	2025			2024		
Employees by gender and region	Male	Female	Total	Male	Female	Total
Europe	165	86	272	180	98	303
North America	209	113	336	264	139	420
Asia	654	736	1,390	613	802	1,415
Total	1,028	935	1,998	1,057	1,039	2,138

	2025			2024		
Gender diversity statistics ¹	Male	Female	Total	Male	Female	Total
Board	5	3	8	4	4	8
Executive Management	5	1	6	5	1	6
Management	48	15	65	69	19	91
All other	972	919	1,924	980	1,019	2,038
Total	1,030	938	2,003	1,058	1,043	2,143
Board	63%	38%		50%	50%	
Executive Management	83%	17%		83%	17%	
Management	74%	23%		76%	21%	
All other	51%	48%		48%	50%	
Total	51%	47%		49%	49%	

¹ There are a total of 35 undisclosed employees, 2 of whom are in the management layer and the remaining 33 are in 'All other' layer.

Social data continued

Average training time per employee		2025	2024
Europe	Average number of employees	287	319
	Total hours	2,730	2,476
	Hours per employee	10	8
	Days per employee	1.2	1.0
Asia	Average number of employees	1,396	1,522
	Total hours	11,273	15,411
	Hours per employee	8	10
	Days per employee	1.0	1.3
US	Average number of employees	379	463
	Total hours	10,588	4,085
	Hours per employee	28	9
	Days per employee	3.5	1.1
Global	Average number of employees	2,062	2,303
	Total hours	24,591	21,971
	Hours per employee	12	10
	Days per employee	1.5	1.2
Freedom of Association		2025	2024
Europe	Average number of employees	287	319
	Average number of employees covered by collective agreements	0	0
	Percentage of employees covered by collective agreements	0%	0%
Asia	Average number of employees	1,396	1,522
	Average number of employees covered by collective agreement	923	818
	Percentage of employees covered by collective agreements	66%	54%
US	Average number of employees	379	463
	Average number of employees covered by collective agreement	0	0
	Percentage of employees	0%	0%
Global	Average number of employees	2,062	2,303
	Average number of employees covered by collective agreement	923	818
	Percentage of employees	45%	36%

SASB INDEX

Topic	Metric	Category	Unit of measure	Code	2025 response
Energy Management	(1) Total energy consumed	Quantitative	Gigajoules (GJ), Percentage (%)	RT-EE-130a.1	Page 75
	(2) Percentage grid electricity				
	(3) Percentage renewable energy				
Hazardous Waste Management	(1) Amount of hazardous waste generated	Quantitative	Metric tonnes (t)	RT-EE-150a.1	Page 76
	(2) Percentage recycled waste				
	(1) Number and aggregate quantity of reportable spills		Percentage (%)	RT-EE-150a.2	Page 64
	(2) Quantity recovered (long-term activities to remediate spills that occurred in years prior to the reporting period but for which remediation activities are ongoing)		Number, Kilogrammes (kg)		
Product Safety	(1) Number of recalls issued	Quantitative	Number	RT-EE-250a.1	Not reported
	(2) Total units recalled		Number		
	Total amount of monetary losses as a result of legal proceedings associated with product safety		Presentation currency	RT-EE-250a.2	Not reported
Product Life-cycle Management	Percentage of products by revenue that contain IEC 62474 declarable substances	Quantitative	Percentage (%) by revenue	RT-EE-410a.1	Not reported
	Percentage of eligible products, by revenue, certified to an energy efficiency certification	Quantitative	Percentage (%) by revenue	RT-EE-410a.2	Page 50
	Revenue from renewable energy-related and energy efficiency-related products	Quantitative	Presentation currency	RT-EE-410a.3	
Materials Sourcing	Description of the management of risks associated with the use of critical materials	Discussion and analysis	n/a	RT-EE-440a.1	Page 52
Business Ethics	Description of policies and practices for the prevention of: (1) corruption and bribery and (2) anti-competitive behaviour	Discussion and analysis	n/a	RT-EE-510a.1	Page 72
	Total amount of monetary losses as a result of legal proceedings associated with bribery or corruption	Quantitative	Presentation currency	RT-EE-510a.2	Zero
	Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behaviour regulations Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behaviour regulations	Quantitative	Presentation currency	RT-EE-510a.3	Zero