

QUPAQ[®]

ESG Report 2025



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Letter from the CEO

I am pleased to present QUPAQ’s ESG report for 2025. This year’s report highlights our continued progress within the environmental, social, and governance areas and reflects the steps we have taken to strengthen our foundation for responsible and transparent business practices.

In 2025, our overall activity level increased compared to 2024. Alongside this growth, we used this period to intensify our ESG efforts by refining our governance framework, improving data quality, and strengthening the structures that support QUPAQ’s long-term objectives. At the same time, we focused on developing our business through innovation, a re-fined product portfolio, an expanded market presence, and our ability to attract and retain skilled employees. We also delivered a large volume project in the United States, which opened new opportunities and markets, and we expect to build on this momentum in 2026 as we continue expanding our market presence.

Our employees are the foundation of our success at QUPAQ. We continued to prioritize well-being, health, and safety, and built further on the structured initiatives introduced in 2024. This year, we continued our well-being surveys, providing valuable insights into employee needs, and helping us strengthen our workplace culture and support an environment that fosters innovation and creativity.

On the environmental side, we prepared the groundwork for our future reduction efforts and the calculation of our Scope 3 emissions. While we had initially expected to begin this work in 2025, the year was primarily used for preliminary assessment and planning. In 2026, we expect to advance our environmental work by initiating the full development of our reduction plan and expanding our climate accounting to gain a clearer picture of our overall environmental impact.

Good governance continues to guide QUPAQ’s ESG efforts. In 2025, we enhanced our data oversight and aligned our structures with external expectations and best practices. Strong governance is essential for meeting our ESG commitments and for building trust with stakeholders, and we will continue to refine our governance framework to ensure it remains robust and transparent.

Thank you for your support and commitment to QUPAQ’s ESG progress.

Best regards,

Christian Bols

CEO



General Information

Basis for Preparation (B1)

QUPAQ's 2025 ESG Report has been prepared in accordance with the Voluntary Standard for Small and Medium Enterprises (VSME), which is closely linked with the European Sustainability Reporting Standard (ESRS) and Corporate Sustainability Reporting Directive (CSRD).

As a medium-sized enterprise, QUPAQ ApS is not required to comply with the ESRS. The report is prepared on a consolidated basis for the financial year 2025 using disclosures from the VSME Basics Module and Comprehensive Module based on the material sustainability matter from our Double Materiality Assessment (DMA).

QUPAQ is a Danish private limited liability undertaking located in Brønderslev, North Jutland. In 2025, the company had 72 employees, of whom 70 were based in Denmark and 2 in the United States. The number of employees is based on a headcount at the end of the reporting period. The reporting period extends from January 1, 2025 to December 31, 2025.

Note that QUPAQ has two addresses in Brønderslev. The headquarters and the warehouse are included in the ESG data.

The company's NACE sector classification code is NACE C 28.93: Manufacture of machinery for food, beverage, and tobacco processing. In 2025, the annual result before taxes was -19,498,357, DKK.

In 2025, QUPAQ divested its subsidiary, Damgaard Automatiks A/S, located in Pandrup, Denmark, and took over operations previously associated with our organization. In the same year, QUPAQ established a new subsidiary, QUPAQ Inc., located in New York, USA. Although QUPAQ owns the subsidiary, its registered address is at the headquarters of Danish Industry (DI) in the United States. As the subsidiary had no operational activities relevant to QUPAQ's ESG Scope in 2025, only ESG data related to S is included in this report.

The data in this report has been internally validated, and as part of conducting our double materiality assessment, we involved a broad range of internal stakeholders to ensure that our ESG efforts and reporting reflect the most relevant issues.

QUPAQ's History

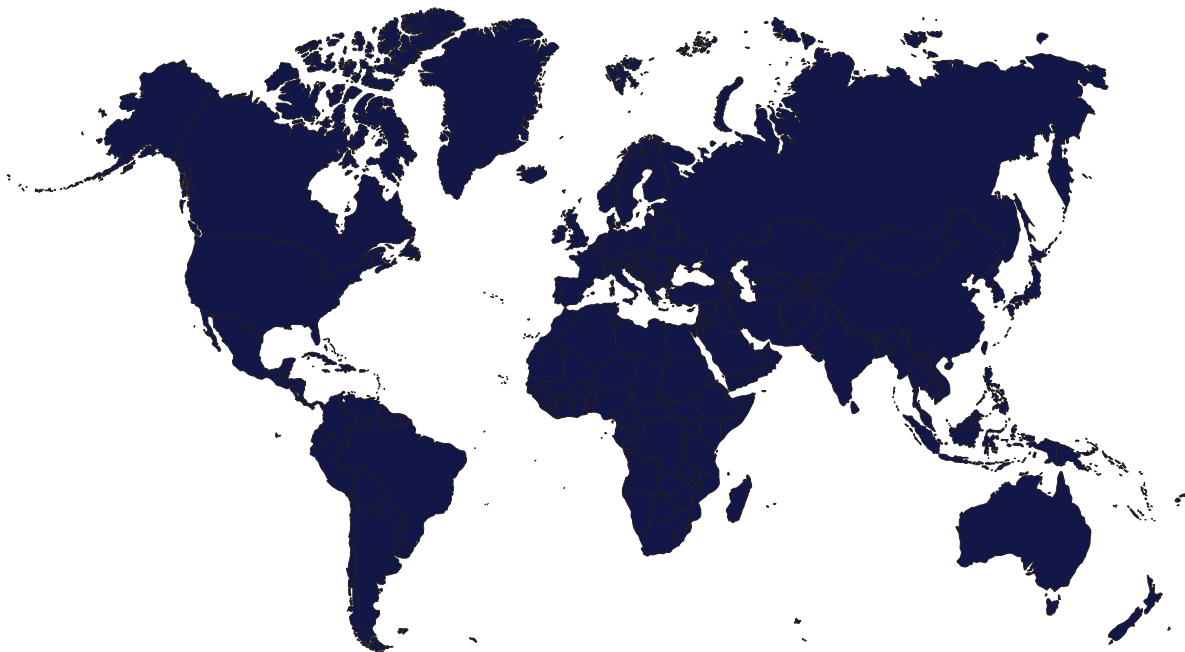
Carsoe A/S was founded by Carsten Trudslev and Søren Ibsen	1993
Intech International A/S was founded by Leif Andersen	1999
Carsoe A/S initiated the development and production of denesters	2005
Intech International A/S moved to a new factory in Brønderslev	2006
Carsoe A/S launches the ANYTRAY denester	2007
Intech International A/S began the development of INTRAY	2012
Intech International A/S obtained their first Intray patent. Now the group holds 10 patents	2013
Intech International A/S commenced the production of INTRAY	2013
Intech International A/S expanded the company in Brønderslev with 3500 square meters	2017
Solix acquired Carsoe A/S	2018
Intech International A/S acquired Damgaard Automatiks A/S	2019
Solix acquired Intech International A/S and consolidated tray dispensing from both companies into one integrated company	2021
The production of ANYTRAY is relocated in Brønderslev	2022
The new consolidated company was named QUPAQ	2022
QUPAQ sets the world record in denesting trays with a total of 1,094 denested trays in 60 seconds	2023
QUPAQ sold its subsidiary, Damgaard Automatiks A/S	2025
QUPAQ established a new subsidiary, QUPAQ Inc., located in New York, USA	2025

Strategy, Business Model, & Sustainability-Related Initiatives (C1)

QUPAQ is one of the world’s leading providers of tray denesting, product loading, tray and product handling, and lid applying solutions for the food industry. Our business model and value chain are centered around innovation, global presence, close collaborations with customers and partners,

enabling us to deliver high-quality, high-hygiene and innovative solutions to the food industry.

QUPAQ has a strong international presence, and we are the preferred supplier in more than 50 countries worldwide.



Our Own Operations

At QUPAQ’s headquarters in Brønderslev, we proudly handcraft our machines in-house at our own factory. With an extensive product range, we specialize in tray denesting, our core area of expertise. However, our capabilities extend far beyond that, as we also deliver advanced solutions for precise product loading and handling. Every product and denesting tool we offer is tailored to the specific trays, needs, and preferences of our customers.

All packaging and shipping preparations also take place at our headquarters once each product has

been manufactured and quality checked. We provide automatic tray solutions to at least nine different market segments: meat, poultry, ready meals, seafood, produce, snacks, bakery, chocolate, and pet food.

In addition to supplying our machines, we also provide after-sales service, including the sale of spare parts and components as well as servicing the machines. When components and spare parts are ordered, we receive them from our suppliers before shipping them to our customers.

Upstream

At QUPAQ, we have a well-organized supply chain that ensures timely and high-quality delivery of raw materials and components, enabling efficient production and delivery of finished products to our customers. Our supply chain is global, and we primarily use Danish and local suppliers to support responsible sourcing and reduce environmental impact.

While most of our materials come from Danish suppliers, it cannot be ruled out that they come from suppliers abroad. Currently, we have limited visibility into the geographical distribution of activities beyond this stage of the supply chain.

Looking ahead, we aim to enhance transparency across our value chain, with a particular focus on the origin of our materials and the sourcing practices of our suppliers. We expect to gain deeper insight into this as we begin working on our Scope 3 emission mapping.

In terms of transportation, most deliveries from our suppliers arrive by road, although some shipments shift to other modes of transport, such as sea. Likewise, all our products leave our factory by road but may shift to sea or air transportation depending on their final destinations.

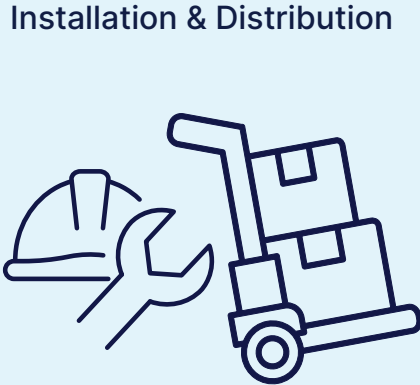
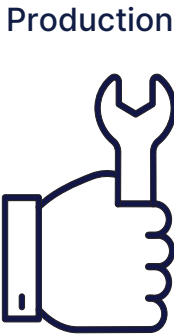
Downstream

QUPAQ’s products are sold and installed worldwide. We sell our products either directly to customers or through partner sales.

We have a responsibility to ensure that our materials and components are of high quality. Therefore, all materials used in our products can withstand water and industrial cleaning to maintain a high level of hygiene.

At QUPAQ, we design for disassembly and provide guidance on recycling to our consumers. The main material used in our products is steel, a highly recyclable material that contributes to improving the circularity of our products. The same applies to our packaging materials, as we strive to use recycled materials and to reuse as much packaging as possible.





Double Materiality Assessment

In 2023, QUPAQ conducted a double materiality assessment in line with the guidelines from EU’s Corporate Sustainability Reporting Directive (CSRD). This exercise was guided by external ESG experts and served to identify the most material ESG-related matters in the context of QUPAQ’s business model, strategy, and value chain.

The DMA consisted of three main phases to ensure a thorough analysis and credible results:

- 1 Understand: In this phase, interviews and a workshop were conducted with key internal stakeholders and industry specific research was carried out to inform the next project phase.
- 2 Identify: Building on the research, interviews and workshop carried out in the previous project phase, key stakeholders from the management team and relevant subject matter experts were gathered in a workshop to create an initial long list of potential material impacts, risks, and opportunities (IROs) across the ESG spectrum.
- 3 Assess: With the long list of IROs the key stakeholders from the management team and relevant subject matter experts were consulted on the severity of the IROs across the parameters scale, scope, irremediability, financial magnitude, and likelihood. Applying an appropriate threshold served as the cut off for whether or not a sustainability matter was considered material.

The results of the DMA can be seen in the matrix to the right. These results serve as the foundation for our ESG priorities and provide a foundational structure for how QUPAQ manages sustainability across our own operations and the value chain.





SDGs & Targets

The United Nations created The 2030 Agenda for Sustainable Development which aims to create a better future for people and the planet. At the heart of this is UN's 17 Sustainable Development Goals (SDGs) which contribute to addressing the most pressing challenges the world faces, including poverty, inequality, climate change, and environmental degradation.

At QUPAQ, we are committed to contributing to this agenda by focusing on the SDGs where we can make the most significant positive impact.

Selection of SDGs & Targets

In 2023, QUPAQ conducted a Double Materiality Assessment (DMA), including an SDG analysis, to identify the areas with the greatest impact on society and the environment. Based on the analysis, four SDGs most relevant to QUPAQ were selected.

The selection process involved a thorough assessment of our impacts and our potential for positive change. Based on the DMA, the same SDGs continue to form the basis of our focus in 2025, leading to a continued emphasis on the following four SDGs:



Decent Work & Economic Growth S

We strive to create a good working environment for all employees, which is essential for achieving economic growth. We promote entrepreneurship, creativity, and innovation through development-oriented policies, product development, knowledge sharing, and collaboration with educational institutions.



Reduced Inequality S

Equal opportunities are essential for enabling our employees to thrive and perform their best. By embracing inclusion and equality, we foster a work environment and company culture that attract and retain qualified employees.



Responsible Consumption & Production E

Our responsibility begins in the design phase of our products. We work to minimize our environmental impact through innovative production practices and promote responsible consumption by developing resource-efficient products. We strive to reduce waste, promote recycling, and encourage conscious consumption.



Climate Action E

We take climate change seriously and work purposefully to reduce our environmental footprint. We implement innovative methods and support initiatives that contribute to combating climate change.



Our ESG Strategy

In 2022, we began integrating ESG into our strategy to improve our overall ESG performance. At QUPAQ, we have a clear ambition to develop a strategy that meets quality requirements of both top management and other stakeholders. This work is supported through collaboration with external consultants, whose expertise forms the foundation of our strategic direction and objectives.

Our ambition is to work more systematically with ESG. Several initiatives originally planned for 2025, including the development of an ESG strategy, a reduction roadmap, the preparation of our SBTi roadmap, and the calculation of our Scope 3 emissions, have been rescheduled and are now expected to be completed in 2026. This adjustment ensures that the work is carried out with the necessary depth and accuracy.

In 2025, we purchased Guarantees of Origin (GoO) as part of our efforts to reduce our Scope 2 emissions. This step supports our transition toward adopting specific reduction targets for Scope 1 and 2 emissions going forward. Likewise, we will continue to use market-based instruments such as

GoOs and power purchase agreements (PPA), to maintain zero Scope 2 (market-based) emissions.

Based on our Double Materiality Assessment (DMA) from 2023, we identified several climate-related risks within our organization that we will continue to focus on mitigating. In the coming years, we expect to continue strengthening and further integrating social responsibility and health and safety into our strategy. We are committed to creating an inclusive workplace, and we believe that diversity among our employees fosters a dynamic, innovative, and healthy work environment.

Furthermore, we will continue to strengthen our governance principles and ensure good governance at all levels of the company. We will maintain transparent communication of our ESG progress, both internally and externally, to create awareness and engagement among our stakeholders. By reinforcing our governance practices, we aim to promote transparency, accountability, and ethical decision-making across all departments.

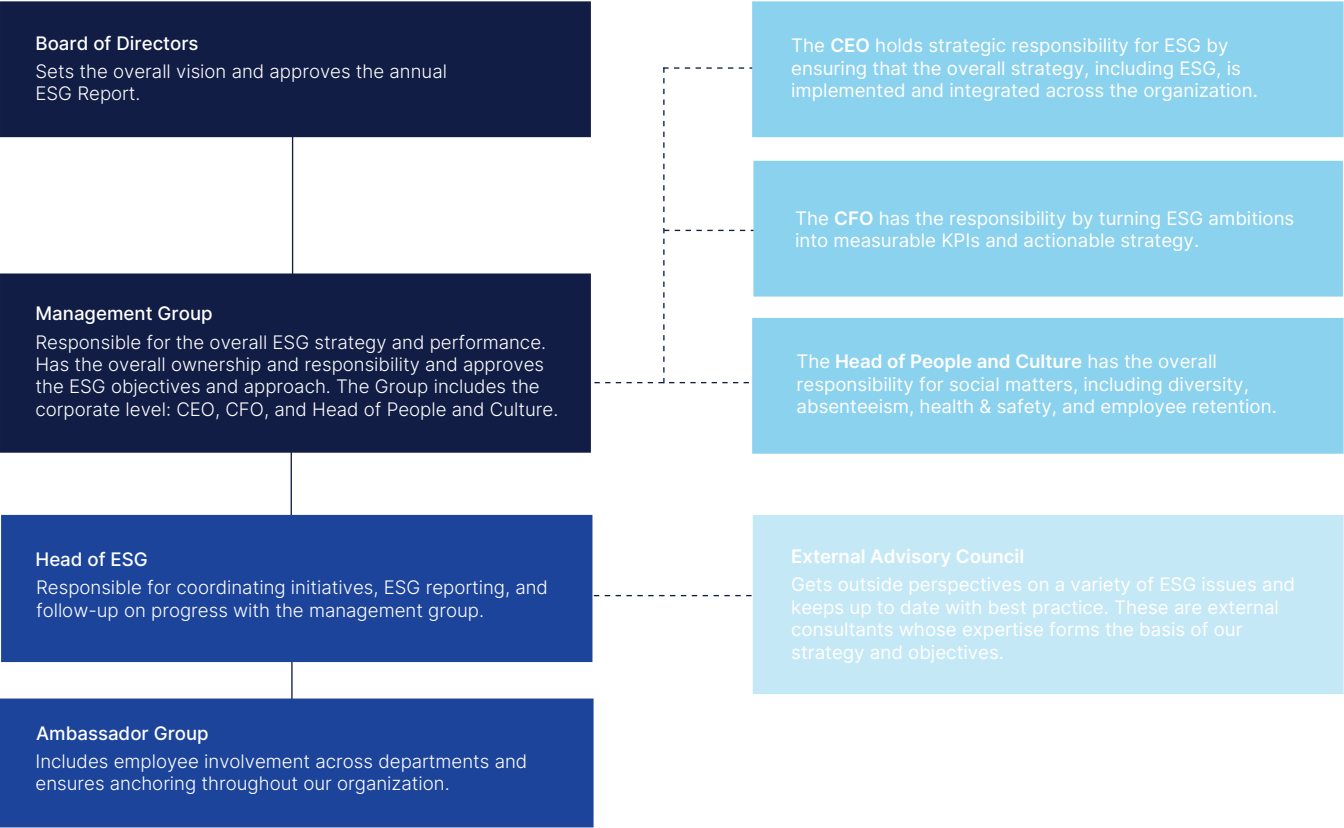
Our ESG Governance

In 2024, QUPAQ made several adjustments within our organization and in our ESG efforts. A board of directors was established, adding an additional level to our governance structure. The board sets the overall vision for ESG at QUPAQ and approves the annual ESG report. This governance structure remained in place throughout 2025.

The Management Group consists of QUPAQ's C-level executives. They hold ownership of and responsibility for promoting necessary actions and initiatives to ensure that sustainability is embedded across the organization. The management group approves the ESG objectives and approaches and defines the ESG strategy.

The Head of ESG is responsible for coordinating the various sustainability initiatives. This position is placed within the Finance Department, which oversees QUPAQ's ESG reporting. The purpose of this role is to collect and monitor data across departments and follow up on the progress of ongoing projects.

To ensure the anchoring of ESG throughout QUPAQ, an ambassador group has been established. This group consists of employees across the organization. The purpose of the ambassador group is to strengthen employee involvement, as our employees are a key resource for identifying opportunities to improve QUPAQ's ESG performance.





Environmental Disclosures

In 2025, we took action to strengthen our focus on environmental impact by beginning our journey to reduce our GHG emissions and overall environmental footprint. In 2025, we purchased our first Guarantees of Origin for our electricity consumption, which has contributed to a positive improvement in our environmental performance. In 2026, we will evolve our focus on environmental impact further, as we will initiate our Scope 3 assessment.

Based on the selected SDGs where we believe we can make a positive contribution, two of these SDGs are related directly to our organization's environmental impact.



Energy & Greenhouse Gas Emissions (B3)

In 2025, we observed a significant decrease in the total amount of market-based Scope 1 and 2 greenhouse gass emissions compared to 2024. However, we saw a slight decrease in the total amount of location-based Scope 1 and 2 emissions compared to 2024.



Energy Consumption

The 2025 ESG report includes a revision of the energy consumption compared to the 2024 ESG report. The total energy consumption for 2024 did not include stationary combustion (natural gas), which means that the actual energy consumption in 2024 was higher than initially anticipated.

Mobile combustion at QUPAQ increased in 2025 compared to 2024 due to a rise in business travel. In 2025, QUPAQ sold two diesel cars and entered into a new leasing agreement for a petrol-powered vehicle in the sales department.

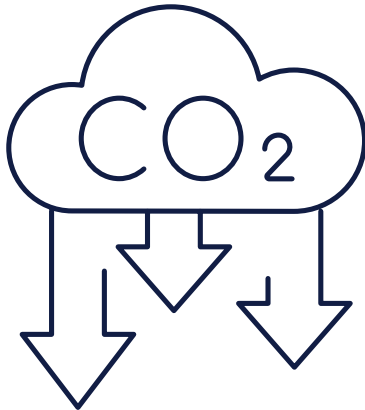
As a result, petrol consumption increased significantly compared to the previous year, while diesel consumption decreased.

In 2025, stationary combustion showed the most significant change compared to the previous year, with a substantial decrease. Consumption was lower in each quarter, primarily due to reduced activity levels, a low order intake during the summer period, and a milder winter compared to the previous winter. This resulted in a notable reduction in stationary combustion in 2025.

Energy Consumption (MWh)		2025	2024
Fossil fuels from vehicles	Petrol	24.90	7.78
	Diesel	80.73	93.36
Gas truck	Liquefied petroleum gas (LPG)	4.44	4.36
Electricity	Non-renewable	0	257.36
	Renewable	254.25	0
Natural gas	Non-renewable	185.01	245.96
Total energy consumption		549.33	608.82

Greenhouse Gas Emissions

The climate accounting for 2025 includes Scope 1 and Scope 2 emissions. Scope 1 primarily covers our mobile and stationary combustion, whereas Scope 2 covers our purchased electricity. During the reporting period, our vehicles consumed 2,734.15 liters of petrol and 8,045.89 liters of diesel. Our Scope 2 emissions consist exclusively of purchased electricity. In 2025, the purchased electricity was renewable due to our acquisition of a Guarantees of Origin. As a result, QUPAQ’s Scope 2 emissions were solely location-based. The reduction in GHG emissions is therefore entirely attributable to the purchase of GoOs and the use of renewable energy.



In 2025, we anticipated strengthening our climate accounting practices by establishing a Scope 3 emissions baseline and developing a roadmap for targeted reduction across our value chain. However, we did not initiate the Scope 3 assessment during the reporting year. We now aims to begin the Scope 3 assessment in 2026.

GHG-Emissions (tCO2e)	2025	2024
Scope 1	68.79	80.16
Scope 2 (location-based)	13.02	10.91
Scope 2 (market-based)	0	149.97
Total Scope 1 and Scope 2 (location-based)	81.81	91.07
Total Scope 1 and Scope 2 (market-based)	68.79	230.13

GHG Reduction & Climate Transition Plans (C3)

In 2024, QUPAQ identified key areas to measure but had not yet established specific targets. The aim was for QUPAQ to begin work aligned with Science Based Targets initiative (SBTi) and initiate our Scope 3 assessment in 2025, which unfortunately did not materialize. As QUPAQ is an SME but has an organizational setup that does not allow entry into the SBTi through the SME track, an SBTi commitment and validation is not feasible. Nevertheless, we still want to set targets in line with science, and therefore we will develop near-term and

long-term targets for reducing our GHG emissions as part of developing our climate transition plan in 2026. These targets will use the same methodology as SBTi, however we are not able to get them validated under the SME track. Additionally, we expect to continue purchasing renewable electricity in 2026 to maintain zero Scope 2 (market-based) emissions and minimize our overall climate impact.

Climate Risks (C4)

Following the double materiality assessment, we identified a number of climate-related risks, three of which were deemed material:

1

Changing Customer Demands
As awareness of climate impact increases, QUPAQ faces a risk that customers may demand more sustainable packaging solutions. This includes potential shifts away from QUPAQ's current solutions in favour of new technologies or materials perceived as more environmentally friendly. Such shifts could affect future revenue if QUPAQ fails to adapt its offerings in time.

2

Disruptions in the Supply Chain Due to Climate Change
QUPAQ relies on a global supply chain. Increasing climate-related disruptions, such as extreme weather events, could affect the availability and delivery of components and materials. These disruptions may cause delays and increase costs.

3

Future Carbon Pricing
Anticipated CO₂ taxes or stricter regulatory frameworks on emissions represent a financial risk to QUPAQ. In particular, the CBAM regulation has the potential to increase the price of steel, which is a key material in our products. This also presents a business opportunity to reducing emissions and transition to low-carbon materials.



Biodiversity (B5)

QUPAQ’s sites do not operate in or near biodiversity-sensitive areas, nor do they fall within any other key land-use categories. As mentioned in the general information, QUPAQ operates in two sites in Brønderslev, North Jutland.



Total use of land (hectares)	2.50
Total sealed area (hectares)	1.41
Total nature-oriented area on-site (hectares)	1.09
Total nature-oriented area off-site (hectares)	0

Water Withdrawal (B6)

QUPAQ’s sites are not located in areas of high water-stress. Our production processes do not consume a significant amount of water, as water is primarily used in connection with acid baths and high-pressure cleaning related to these baths. The total annual water withdrawal in 2025 was 402.10 m3, a reduction of -6.59% compared to 2024.



Water Withdrawal (m3)	2025	2024
Total	402.10	430.48



Resource Use, Circular Economy, & Waste Management (B7)

At QUPAQ, we apply circular economy principles across the entire organization. The primary focus area, and the area where the greatest impact and positive improvements can be achieved, is our production and design processes. At QUPAQ, we design for disassembly, provide recycling guidance to our consumers, use recycled steel, and partially package our orders with recycled materials.

Our focus on circular economy aligns with the SDG on Responsible Consumption and Production, where we work to minimize our environmental impact through innovative production practices. To extend product lifecycle, we aim to update our product catalogues with detailed disassembly instructions as part of the product documentation. The catalogues will also include an overview of the recyclable components of each product.

Waste

QUPAQ does not operate in a sector using significant material flows, however QUPAQ has two main sources of waste: production materials and packaging materials. In 2025, our total waste amounted to 33.38 tons, representing an increase of 18.17% compared to 2024. The increase is primarily driven by the hazardous waste category, specifically organic-chemical waste, which accounted for 7.6 tons and became our second-largest waste category. In 2024, there was no data to report for this category. Additionally, there was zero waste related to industrial batteries, meaning that organic-chemical waste was the only hazardous waste category reported. At the same time, we generated no waste from confidential document shredding or paper, which would otherwise have contributed to the total volume.



We began reporting on this metric in 2024, and QUPAQ will continue to do so to track our performance over time. Despite our ongoing efforts to reduce packaging material and related waste, we expect to identify more efficient solutions for packaging and transport in the coming years. These improvements are anticipated to support further reductions in material use and enhance logistical efficiency, particularly as we initiate our Scope 3 assessment in 2026.

We did not complete the anticipated mapping of our resource and waste inflows as part of calculating our supply chain emissions (Scope 3) in 2025. However, this mapping will be carried out in 2026 as part of the Scope 3 assessment, enabling a more comprehensive understanding of our resource use and waste generation across the value chain.

Waste Materials (tons)	2025	2024
Confidential papers, security shredded	0.00	0.13
Paper & cardboard	0.00	0.19
Industrial batteries & hazardous waste	7.60	0.10
Plastic	4.65	4.10
Packaging cardboard	5.53	3.62
Combustible waste	9.28	9.07
Iron & metal	0.34	1.24
Stainless steel	4.72	8.04
Organic waste	1.08	1.00
Claims	0.20	0.75
Total	33.38	28.25

In 2025, 19.42 tons, corresponding to 58.17% of our total waste was diverted to recycling or reuse.

Waste Disposal Method (tons)	2025	%	2024	%
Recycled	14.71	44.07	17.17	60.78
Incinerated / sorted for recycling & energy recovery	13.96	41.83	11.07	39.18
Landfill	0.00	0.00	0.01	0.00
Other material recovery	4.71	14.10	0.00	0.00
Total	33.38	100	28.25	100

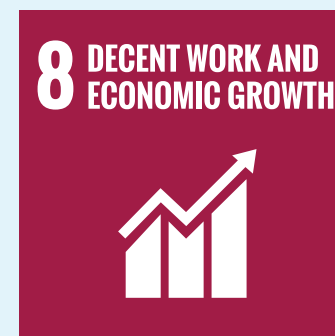


Social Disclosures

In 2025, our responsibility towards our employees remained a central priority. We continued to strengthen employee health and safety performance and advanced efforts to foster an inclusive and supportive work environment. In 2025, employee well-being was a key focus area at QUPAQ. We will maintain and further strengthen previously implemented initiatives to ensure that health, safety, and inclusion remain embedded in our organizational practices.

Throughout the reporting period, our organizational culture and values played a central role in guiding and shaping the development of new initiatives. Therefore, another significant focus area in 2025 concerned the implementation of an onboarding process designed to support the effective and structured integration of new employees by promoting inclusion, clarity, and readiness for their role from the outset.

Based on the selected SDGs where we believe we can make a positive contribution, two of these relate directly to our organization's social responsibility and impact.



Workforce General Characteristics (B8)

Reduced inequality continues to be a central pillar of our social responsibility efforts. We are committed to ensuring that all employees have equal opportunities to develop, thrive, and perform their best. To support this ambition, we actively promote inclusion and equal treatment across the organization.

Our goal is to foster a work environment and company culture that attracts, engages, and retains qualified employees, regardless of gender or other personal characteristics.

In 2025, we maintained a workforce of 72 employees. While we continue to prioritize equality across the organization, our gender distribution remains predominantly male due to the nature of our production activities. The core manufacturing processes involved in machine production take place in an industry that has historically been male dominated.

During 2025, we also carried out a restructuring of our management team. As a result, the composition of our top management has changed compared with 2024.

Workforce General Characteristics	2025	2024
Total number of employees	72	63
Temporary contracts	1	0
Permanent contracts	71	63
Number of apprentices	4	3
Female apprentices	1	1
Male apprentices	3	2
Number of female employees	16	14
Number of male employees	56	49
Percentage females	22.22	21.67
Percentage males	77.78	78.33
Employees who are under 30 years old	10	14
Employees who are between 30-50 years old	34	30
Employees who are 50+ years old	28	19
Total number of people in management	2	3
Employees, top management, female	0	1
Employees, top management, male	2	2

The data collection method is headcount.



Workforce Health & Safety (B9)

At QUPAQ, we are committed to creating a responsible and healthy work environment. The standards regarding working conditions by the Danish regulation are high, which contributes to strong basis conditions for a good and healthy work environment. A process centered on workforce health and safety has been conducted with a focus on our employees’ well-being in the workplace. At QUPAQ, we do not tolerate discrimination, harassment, or bullying of any kind.



GAIS: Good Work Motivation Index

In 2025, QUPAQ continued to conduct quarterly well-being surveys through GAIS (Good Work Motivation Index), with the possibility of benchmarking against the industry average. GAIS measurements were first introduced in 2024, and the quarterly approach will be continued going forward. During the reporting period, QUPAQ also completed the mandatory workplace assessment (APV), which included an evaluation of both physical and psychosocial risks. The findings were used to identify improvement areas within health, safety and employee well-being. In addition, employee development interviews were conducted as part of our ongoing focus on workforce well-being and development.

In 2025, QUPAQ continued to perform above the GAIS benchmark. GAIS measures job satisfaction across seven parameters that influence overall well-being, and QUPAQ’s results remained above the benchmark in all areas throughout the year. The benchmark is according to the job satisfaction across Danish companies. Our ambition is not tied to a specific percentage but to continuous improvement across all seven parameters. The consistently strong results are satisfactory, and QUPAQ will continue to work towards exceeding the benchmarks going forward.

Based on the quarterly GAIS surveys conducted in 2025, the average employee satisfaction score was 80.25 percent. This is a slight increase from 2024, where the score was 79.50 percent, indicating a stable level of well-being and a solid foundation in the work environment. Although overall satisfaction remained the same, there was a positive development within the parameter “Co-determination”, which increased from 76.75 percent in 2024 to 80.75 percent in 2025. This improvement is partly linked to employees’ active involvement in the development of QUPAQ’s new value framework. As part of this process, workshops were held across the organization, allowing employees to contribute input on how QUPAQ creates value and delivers the best possible customer experience.

The result is a new shared set of values that the company now works from, reflecting employees’ own understanding of QUPAQ’s culture and identity. In the same period, the employee turnover rate increased. However, this development does not conflict with the overall satisfaction level, which reflects the experience of employees who remained in the organization.

The Results of the Seven Different Measurement Areas of the GAIS 2025 Survey					
	Q1	Q2	Q3	Q4	Benchmark
Responses	57/64	60/74	57/70	57/68	
Response rate	89%	81%	81%	84%	
Score of 100	79	80	79	83	72
Colleagues	90	91	92	90	76
Results	83	81	80	83	74
Mastery	80	78	79	81	73
Balance	77	76	79	81	69
Opinion	80	78	77	80	74
Leadership	78	80	80	85	69
Co-determination	81	79	80	83	72

Average Employee Satisfaction 2025

80.25

of 100 possible

Employee Turnover Rate 2025

16.67%

Stress Prevention & Employee Well-Being

As part of our long-term focus on employee well-being towards 2030, QUPAQ initiated the development of a new stress policy in late 2025. The 2025 GAIS survey indicated a need for greater clarity on how QUPAQ prevents and manages stress-related situations, which formed the basis for this work.

The new stress policy, which will be implemented in 2026, clearly outlines preventive procedures, support pathways, and expectations to ensure

that employees feel confident that stress is handled professionally and with care. The policy is designed to strengthen early prevention, promote psychological safety, and support healthy and sustainable working environments.

By continuing this initiative into 2026, QUPAQ reinforces its commitment to employee well-being and to maintaining a workplace where challenges can be addressed openly and responsibly.



Health & Safety

In 2025, QUPAQ offered a first aid course as part of our ongoing efforts to enhance and strengthen workplace and employee safety. The training ensures that employees have the necessary knowledge and skills to handle emergency situations, including incidents such as cardiac arrest. This initiative contributes to increased everyday safety and strengthens QUPAQ's overall preparedness, enabling a quick and appropriate response in critical situations.

In QUPAQ's production area, we have implemented additional safety measures, as this is where most accidents occur. It is the employee's responsibility to comply with our company's safety rules. Employees working in the production area must therefore receive instructions on the production machinery and how to operate it safely. Administrative staff are generally not permitted to enter the marked areas designated for workstations and machines

Type of Accident	2025	2024
Number of work-related accidents	4	6
Number of near-miss incidents	0	1
Total recordable injury rate, injuries per 200,000 hours	6.29	10.96
Near-miss frequency rate, per 200,000 hours	0.00	1.83
Total fatalities as a result of work-related injuries and ill health	0	0

In 2025, there were four recordable work-related accidents and zero recordable near-miss incidents during the reporting period. QUPAQ monitors the employers' legally required reporting of work-related accidents to the Danish Labour Market Insurance, the Danish Working Environment Authority, and the occupational injury insurance provider. None of the registered accidents have been subject to further investigation by the Danish Working Environment Authority, indicating that the severity of the incidents has been low.

In the event of near-miss incidents, the occupational health and safety committee is responsible for managing the reporting process and implementing preventive actions to avoid similar situations. We aim to increase awareness of near-miss reporting to improve safety and prevent accidents. To strengthen near-miss reporting, the occupational health and safety committee will establish a formal definition in 2026 to ensure consistent reporting and support the prevention of potential workplace accidents.

Sickness Absence

The reported number of sickness days in 2025 was 606.83 days, representing an increase compared with 322.35 days in 2024. We experienced two cases of long-term illness, which, though

unrelated to workplace factors, nonetheless contributed noticeable to the increase in the overall absence rate.



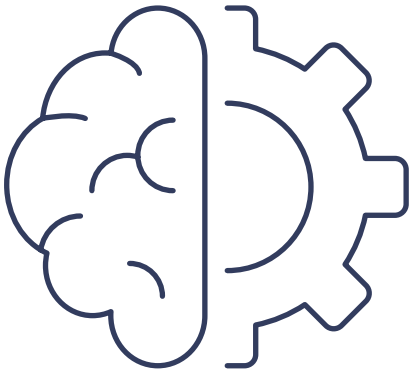
Workforce Remuneration, Collective Bargaining, & Training ^(B10)

QUPAQ is a member of Danish Industry (DI), which is a private business and employers' organization, and has joined the Industrial Workers' Agreement. Our employees are either employed under The Danish Salaried Employees Act (Funktionærloven) or a collective agreement, which governs and ensures our employees' rights and obligations within their employment. At QUPAQ, the wage levels are consistent and reasonably relative to the market and our competitors. We strive to ensure that we live up to and match the wage level of the industry standard and other businesses in the local community, being Brønderslev and Northern Jutland.



Training & Skills Development

In 2025, QUPAQ offered a range of training activities to strengthen employee safety, competence development and the overall working environment. The total number of training hours in 2025 was 1,736. Among these initiatives was a first aid course, supporting our ongoing efforts to enhance workplace safety and ensure that employees have the necessary knowledge and skills to handle emergency situations, including incidents such as cardiac arrest. This initiative contributes to increased everyday safety and strengthens QUPAQ's overall preparedness, enabling a quick and appropriate response in critical situations.



Additional courses were offered across departments, including training related to strategic work and other professional development activities. As part of QUPAQ's cultural development efforts, cross-organizational workshops were held in which employees contributed input on how QUPAQ creates value and delivers the best possible customer experience. These workshops focused on company culture and values and resulted in a new shared set of values that the organization works from today. The value framework reflects employees' own understanding of QUPAQ's culture and

identity and has been translated into concrete initiatives that support collaboration, customer focus and organizational cohesion.

The significant increase in the number of courses offered in 2025 compared to 2024 explains the higher participation rate. The difference between male and female participation reflects the gender distribution in the organization, as QUPAQ operates in male-dominated production sector where the number of male employees is considerably higher than female employees.

Training & Skills Development	2025	2024
Average number of training hours per person, men	27.98	26
Average number of training hours per person, women	10.56	0
Number of employees that participated in regular performance and career development review, men	No data to report on*	49
Number of employees that participated in regular performance and career development review, women	No data to report on*	14

*We have no data for 2025, but we expect to report on this for 2026.

Employee Development Dialogue (EDD)

In 2024, well-being surveys and EDDs were implemented with the purpose of ensuring ongoing use and continuous development. At the beginning of the year, our objective was to ensure that all employees received an annual EDD.

At QUPAQ, the skills of our employees are crucial to our success, and development is equally essential to individual well-being. We want all employees to grow and acquire new competencies that can benefit both the employees and the company, and we therefore support their development by promoting their lifelong learning. An employee development dialogue (EDD) is held at least once a year, during which employees’ professional and personal development opportunities are discussed with their immediate manager.

Unfortunately, this goal was not achieved in 2025 due to high activity level, increased workload, and the implementation of multiple initiatives. As a result, we do not have a complete overview of the number of EDDs conducted during the year. We acknowledge that this represents a significant shortcoming in relation to our ambitions for skills development and employee well-being. Therefore, continuing the annual EDD practice in 2026 is a high priority, and by the end of 2025 we had already initiated measures to ensure a more structured and stable implementation of the dialogues going forward.



Workplace Assessment (APV)

In 2025, QUPAQ conducted its regular Workplace Assessment (APV) to evaluate physical and psychological working conditions across the organization. Every three years, APV are carried out in collaboration with QUPAQ’s two health and safety representatives, one representing production and one representing office staff. The APV group also includes a Health and Safety Manager, the Head of People and Culture from HR, and an external occupational health and safety consultant who provides professional guidance throughout the process.

The purpose of the APV is to develop a written action plan that ensures a healthy and safe working environment. The action plan is based on identified issues and is prepared jointly with employee health

and safety representatives from both production and office functions.

The 2025 assessment identified relevant improvement areas, which were addressed through targeted initiatives, including follow-up dialogues with employees, adjustments to work processes, and preventive measures to mitigate potential risks. The APV process remains an important tool in strengthening employee well-being, ensuring early identification of challenges, and supporting continuous improvement of working environment. QUPAQs health and safety representatives are listed in the employee guide distributed to all staff.

Onboarding Process

We implemented a new onboarding process in 2025, designed to support effective and structured integration of new employees by promoting inclusion, clarity, and readiness for their role from the outset. This initiative will continue in 2026, where we will further strengthen and standardize the onboarding process to ensure a consistent, profes-

sional and value-creating introduction for all new employees. Building on the foundation established in 2025, the initiative includes developing manuals and clear procedures for the pre-boarding, onboarding and post-onboarding phases, ensuring that new colleagues experience a structured and supportive start in the organization.



Statement of Intent

In 2026, QUPAQ will continue to strengthen its efforts through new and ongoing initiatives within the social (S) area to enhance employee well-being, leadership capabilities, and organizational resil-

ience. Therefore, QUPAQ has a statement of intent regarding two new initiatives for 2026: Leadership Development and Succession Planning.

Leadership Development

In 2026, we will initiate a leadership development program for the management team. The program aims to enhance collaboration, ensure strategic alignment, and strengthen the team's collective capacity to support organizational objectives. It will be conducted in partnership with an external provider and is planned to begin in the first quarter of 2026.

Succession Planning

In 2026, we will initiate a structured succession planning process to ensure long-term organizational continuity. The process includes identifying critical roles, assessing potential internal successors, and retaining and developing talents for key positions. This approach strengthens the company's resilience and its ability to maintain stable operations, including during transitions in leadership or other critical functions.

Apprentices, Interns, & Student Workers

In addition, we also want to contribute to the education of apprentices and students, where we strive to always have at least one apprentice, intern, or student worker. At QUPAQ, it is the

responsibility of all employees to pass on the company's values, attitudes, and knowledge to our apprentices and student workers, so that they can be trained at a high professional level.

Numbers of Apprentices & Student Workers	2025	2024
Female apprentices	1	1
Female student workers	2	0
Male apprentices	3	2



Additional (General) Workforce Characteristics (Management Level) (C5)

In 2025, QUPAQ underwent a restructuring at the management level, which resulted in a change in the composition of the leadership team. By the end of 2025, the management team consisted of two men, compared to two men and one woman in 2024. As a result, there were no women represented at the management level in 2025. QUPAQ continues to focus on gender equality and diversity across the organization.

Management Level	2025	2024
Female managers	0	1
Male managers	2	2

Additional Own Workforce Information – Human Rights Policies & Processes (C6)

In the Code of Conduct in the Employee Handbook policy, we outline our commitment to upholding human rights and labor laws throughout our value chain. When entering into contracts, we regularly commit to complying with the customer's Code of Conduct, which is adapted to their organization and local legislation. At present, QUPAQ do not have a specific Code of Conduct for our suppliers, but as we continue our ESG efforts, we will increase our focus on this area to ensure social responsibility across our value chain.

If an employee experiences a problematic situation, such as fraud, abuse of power or sexual harassment, which may be difficult to report openly, they have the option to use the company's whistleblower scheme. The system allows employees to report concerns confidentially or anonymously. For more details about QUPAQ's whistleblower scheme, see the governance section and the chapter on Convictions and Fines for Corruption and Bribery.

Severe Negative Human Rights Incidents (C7)

QUPAQ has neither previously nor during the 2025 reporting period had any confirmed incidents within our workforce, nor are we aware of any confirmed incidents involving workers in our value chain, affected communities, consumers or end-users related to child labour, forced labour, human trafficking, discrimination, or similar violations.



Number of Incidents	2025	2024
Severe negative human rights	0	0



Governance Disclosures

In 2025, QUPAQ remained committed to good governance by upholding high standards of transparency, ethical conduct, and responsible leadership. Building on the foundation we established in 2024, where our primary focus was to develop a structure for transparent communication around our ESG efforts, we continued to strengthen this work throughout 2025.

During the 2025 reporting period, we further strengthened our governance framework by updating and adjusting key policies and initiating strategic and cultural adjustments to support responsible business practices. These initiatives reflect our ambition to ensure that our governance structures remain robust, relevant and aligned with regulatory requirements and stakeholder expectations.

QUPAQ will continue to uphold our foundational governance principles and assess opportunities for further development in coming years.

Convictions & Fines for Corruption & Bribery (B11)

During the reporting period, there was no recorded cases of corruption or bribery within the organisation, nor in our value chain, affected communities or among end-users.

To mitigate the risks of corruption and bribery, we maintain a personnel handbook, an IT policy and a set of policies and procedures that outline internal guidelines and rules related to anti-corruption and bribery.

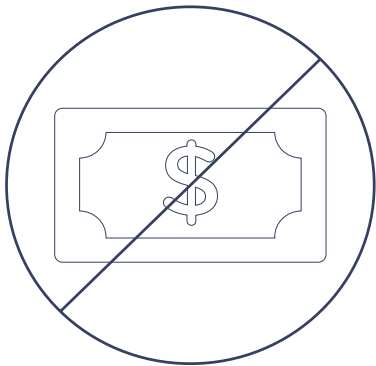
Number of Incidents	2025	2024
Convictions and fines for corruption and bribery	0	0

Anti-Corruption

QUPAQ works actively against corruption, including extortion and bribery. We do not accept offers, requests or acceptances of bribes, extortion or money laundering. Employees are encouraged to avoid situations where loyalty to the company may conflict with personal interest.

QUPAQ has zero tolerance for bribery, and no employee should offer or receive a gift that could be considered an unfair advantage or influence the recipient’s behaviour. Employees must not accept, offer or provide gifts, benefits, payments or entertainment that could compromise their own, or a customer’s or partner’s, objectivity and professional judgement.

Only gifts, rewards, events and similar gestures of modest value that do not influence the recipient’s behaviour are permitted, provided they are presented, promised or offered openly. If an employee is offered gifts or other benefits that could be considered a bribe, this must be reported to management immediately.

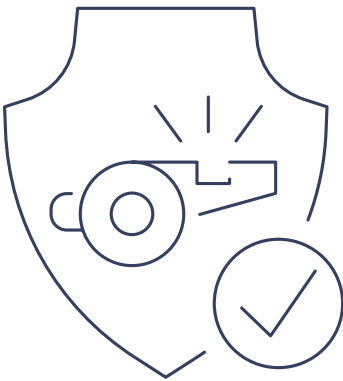


Whistleblower Scheme

If an employee experiences problematic situations such as fraud, abuse of power or sexual harassment, which may be difficult to report through normal channels, they have the opportunity to use QUPAQ’s whistleblower scheme.

The whistleblower scheme allows employees to report concerns confidentially or anonymously. All reports are handled by an independent third party that is an approved provider and complies with all relevant EU regulations, ensuring full anonymity.

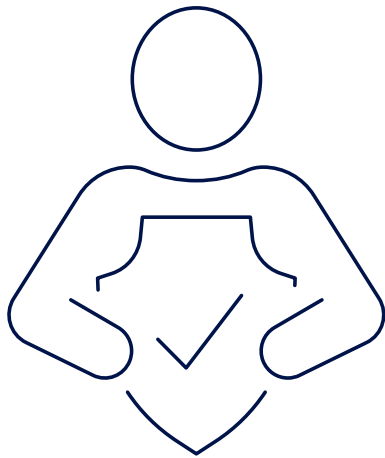
The company has a strong interest in ensuring that critical matters come to light, and the whistleblower scheme is therefore a positive initiative for all parties, as it can strengthen employees’ sense of safety and security.



Cyber Awareness Training

In 2025, in line with our IT-policy, we implemented mandatory Cyber Awareness Training for all employees in QUPAQ's organization. Throughout the year, employees completed a series of training modules consisting of short videos and related knowledge checks to ensure continuous learning. The purpose of the program is to strengthen awareness of cyber risks and promote responsible behavior in handling personal and sensitive data. As cyber threats continue to increase in both scale and sophistication, employee awareness remains a critical component of our organizational resilience. The training program will therefore continue in 2026.

To reinforce responsible digital conduct and ensure compliance with data protection requirements, all employees completed training focused on information security, data protection, secure digital practices, and recognizing potential security risks. These efforts supported a culture of accountability and compliance across the organization and contributed to reducing the risk of security incidents. Ongoing awareness activities further strengthened a consistent security-conscious culture throughout the year.

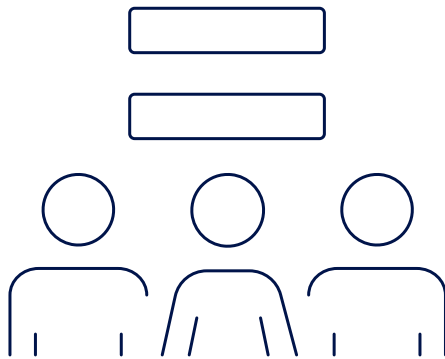


Gender Diversity Ratio in the Governance Body (c9)

Although Section 99b of the Danish Financial Statements Act was repealed in December 2024, we have chosen to continue reporting on the gender distribution on our board of directors.

At the end of the reporting period, QUPAQ had a governance body (board of directors) consisting of three female members and two male members. The board of directors remained female-dominated in 2025, reflecting the same gender distribution as in 2024.

Apart from the former requirements under Section 99b, we do not have a defined objective of maintaining a female-dominated board of directors, but we are proud to have a board that is strongly represented by women.



Governance Body	
Number of female board members at the end of the reporting period	3.0
Number of male board members at the end of the reporting period	2.0
Gender diversity ratio	1.5

ESG KPI Overview

Indicator	Unit	2025	2024
Scope 1	Tons CO2e	68.79	80.16
Scope 2	Tons CO2e	0.00	149.97
Scope 3	Tons CO2e	No data to report on*	No data to report on
Total water usage	m3	402.10	430.48
Total recordable incident rate (TRIR)	Per 200,000 WH	6.29	10.96
Near miss frequency rate (NMFR)	Per 200,000 WH	0.00	1.83
Employee turnover rate	%	16.67	13.53
Employee satisfaction survey	GAIS	80.25	79.50
Full-time employees	Number of employees	72	63
Employee sickness absence	Days	606.83	322.35
Management females	%	0	33.33
Management males	%	100	66.66
Employee females	%	22.22	21.67
Employees males	%	77.78	78.33
Board of Directors females	%	60	60
Board of Directors males	%	40	40

*We have no data for 2025, but we expect to report on this for 2026.

Disclosure Index

The table below provides an index of all material disclosures included in the report, along with corresponding page references.

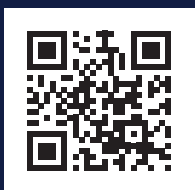
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