

DRIVING CHANGE

Sustainability highlights 2025

"SUSTAINABILITY AND LONG-TERM SUCCESS GO HAND IN HAND. IN THE END, IT IS ABOUT BUILDING A STRONG, RESILIENT BUSINESS FOR GENERATIONS TO COME."



SUSTAINABILITY SHAPES TOMORROW

At Royal Terberg Group, sustainability is at the heart of our family business.

What does "sustainability" mean for Terberg?

Sustainability is about building a company that thrives in a changing world. It means responding to climate change, resource pressures, safety requirements and evolving regulation with agility and integrity. It also means looking ahead to understand risks and seize opportunities.

I am proud of our progress

Our 2025 achievements include setting Group-wide climate targets, assessing our climate-related risks and opportunities, developing a transition plan and advancing our circularity initiatives. We also invested in learning and development to build skills for future success.

Across Terberg, I am delighted to see colleagues engaging, collaborating and pushing our sustainability agenda forward with professionalism and purpose. Sustainability is not the responsibility of a single team, but is part of how we all think, operate and make decisions.

The pace of change is increasing

We live in a time of geopolitical uncertainty and, at the same time, our customers, regulators and the public are becoming more demanding. By integrating sustainability into our strategy and operations, we are ready to adapt, to innovate and to lead.

Godfried Terberg

CEO of Royal Terberg Group
Royal Terberg Group

How do we approach sustainability at Terberg?

We set our sustainability priorities through a process known as Double Materiality Assessment or DMA which asks two key questions:

1. How do we as a company **impact** the people and the environment around us?
2. How can sustainability-related **risks** and **opportunities** affect our **financial** performance?

We look not only at our own company operations, but also at our suppliers and how our vehicles are used by our customers.

Through this process, we have identified three priority topics for Terberg: Climate Change; Circularity and Health & Safety. Underpinning these is a fourth topic – good business conduct.

For each of these three priority topics, we have identified three key areas to focus on.

TOGETHER, THESE FORM OUR 3X3 SUSTAINABILITY STRATEGY



Climate

- CO₂ reduction
- Opportunities
- Climate risks



Circularity

- Circular business models
- Circular design & engineering
- Circular manufacturing



Health and Safety

- Safety of own workforce
- Safety and comfort of users
- Safety of general public

BUSINESS CONDUCT

Sustainability is not an add-on, it is how we do business

Meet Leonie Jesse:
Our Group Sustainability Manager

Leonie leads the drive to integrate sustainability across our business. She joined Terberg in 2024 with a background in the financial sector and at KPMG.

Sustainability is not an add-on. It is a business discipline that drives better decisions, stronger performance and long-term value creation. At Terberg, we have made clear progress in embedding this mindset across the organisation and engaging colleagues at all levels." "Our focus is on making sustainability part of how we operate every day. That requires clear processes, reliable data and defined accountability. Only then does it move from ambition to execution." What stands out most to Leonie is Terberg's culture. "As a family business, there is a strong sense of ownership, pragmatism and entrepreneurship. The 'can-do' mentality means ideas do not stay on paper. They are translated into action, which makes real impact possible.



WHAT CLIMATE CHANGE MEANS FOR TERBERG

We have three priorities related to climate change, under our 3x3 Sustainability Strategy.

1. REDUCE OUR EMISSIONS

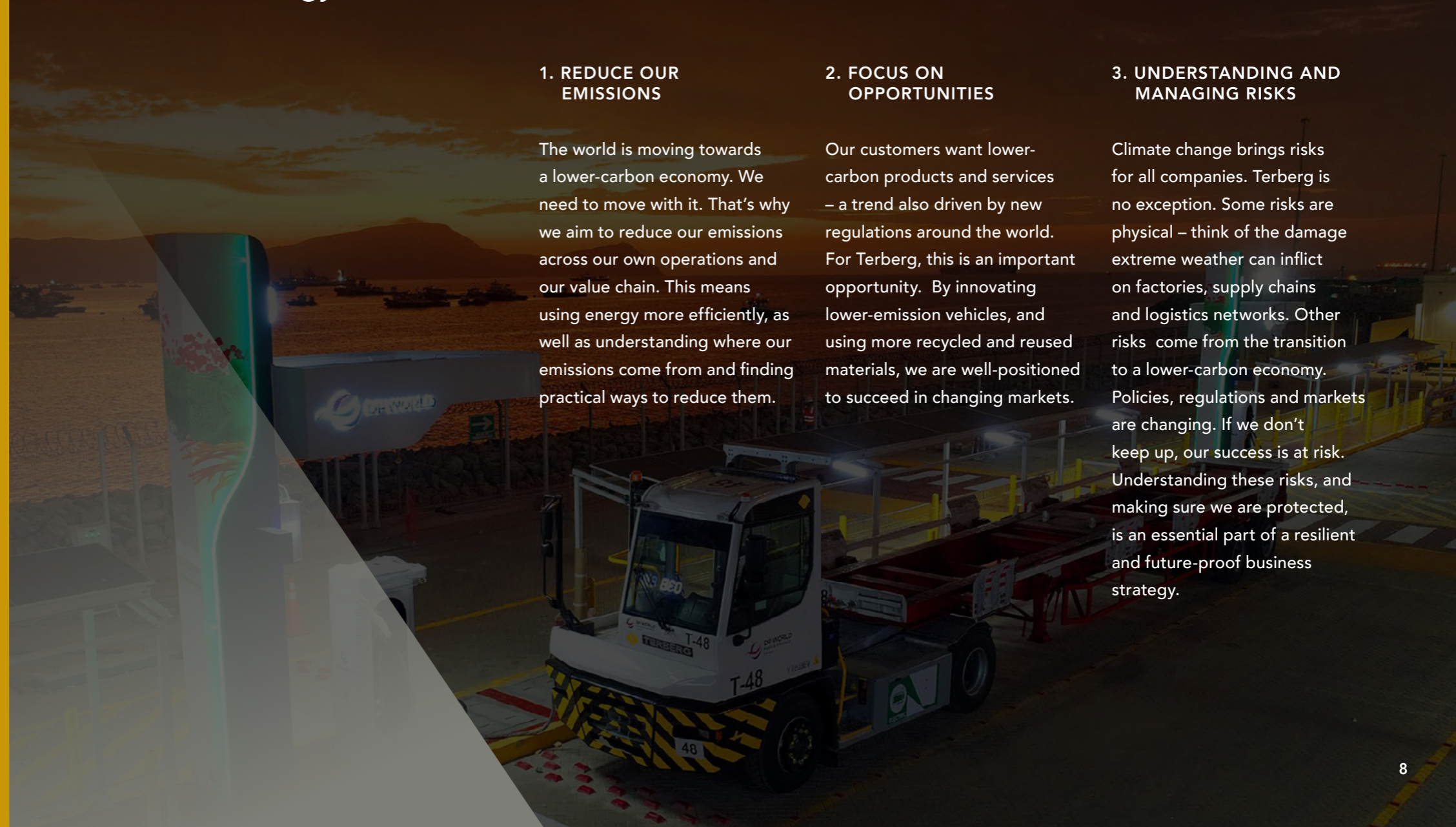
The world is moving towards a lower-carbon economy. We need to move with it. That's why we aim to reduce our emissions across our own operations and our value chain. This means using energy more efficiently, as well as understanding where our emissions come from and finding practical ways to reduce them.

2. FOCUS ON OPPORTUNITIES

Our customers want lower-carbon products and services – a trend also driven by new regulations around the world. For Terberg, this is an important opportunity. By innovating lower-emission vehicles, and using more recycled and reused materials, we are well-positioned to succeed in changing markets.

3. UNDERSTANDING AND MANAGING RISKS

Climate change brings risks for all companies. Terberg is no exception. Some risks are physical – think of the damage extreme weather can inflict on factories, supply chains and logistics networks. Other risks come from the transition to a lower-carbon economy. Policies, regulations and markets are changing. If we don't keep up, our success is at risk. Understanding these risks, and making sure we are protected, is an essential part of a resilient and future-proof business strategy.



We have set climate targets for the Group

In June 2025, Terberg took an important step by adopting our first Group-wide climate targets. They represent a strong and shared commitment between the Board and the leaders of our divisions and operating companies.

We have spent several years building knowledge, collecting data and strengthening governance. Now, these targets set a clear direction for us to reduce our emissions and a common foundation to guide our decision-making and direct our investments.

At the same time, the targets allow each operating company flexibility to contribute in the most appropriate way for their own products, processes and market context.

Our Group climate targets

TARGET DATE	TARGETED SCOPE 1 & 2 REDUCTION	TARGETED SCOPE 3 REDUCTION
2030	-42%	-25%
2040	-90%*	
2050		-90%*

N.B. Targeted reductions are based on a 2023 baseline

*or more (net zero)

We have developed transition plans

A climate transition plan sets out a company's journey to a net-zero future. Each Terberg operating company has developed its own transition plan, focusing on common themes of:

Together, these plans form the blueprint for our transition to a low-carbon and, ultimately, net zero economy. They ensure that decarbonisation is embedded into Terberg's strategic outlook and operational reality across all our companies.

"Setting our climate targets is a milestone we are proud of. It reflects our collaborative commitment and determination across our global organisation to contribute meaningfully to combatting climate change and to transitioning successfully to a lower-carbon and circular economy."

Edwin van Wijngaarden
CFO

Using energy efficiently

Electrifying our business

Innovating lower-carbon solutions

Adopting circularity

Engaging with suppliers

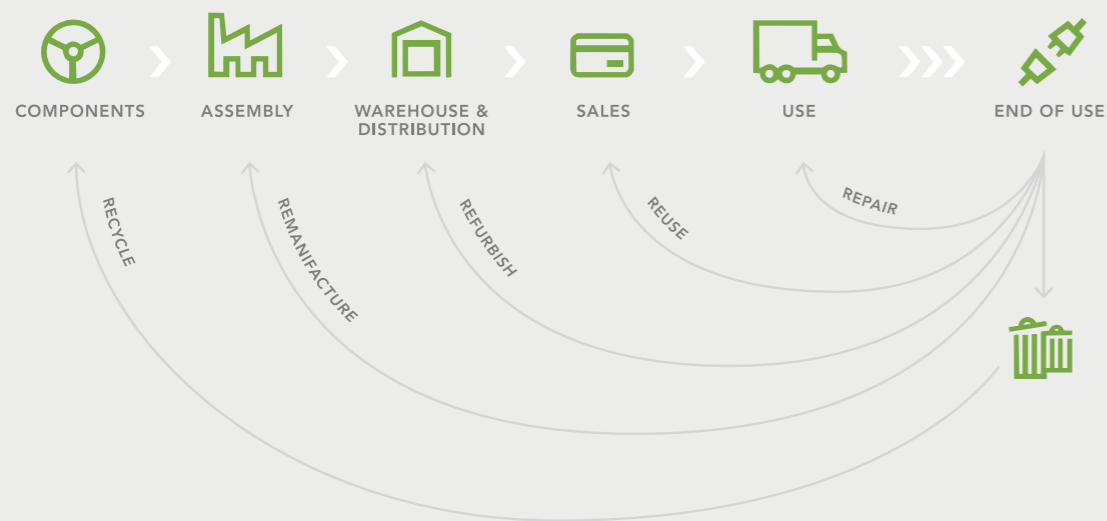
CIRCULARITY

IS OUR FUTURE

At Terberg, circularity helps us retain the highest possible value in our products and materials at all times, while maximising vehicle uptime.

Under our 3x3 Sustainability Strategy, we are focusing on three key areas.

Circularity at Royal Terberg Group



1. DEVELOP CIRCULAR BUSINESS MODELS

We're continuously evolving our business model to preserve resources and move further towards circularity. One way we do this is by growing our leasing and rental businesses, alongside servicing and maintenance. Refurbishing and reselling vehicles—and reusing and reselling components—are also key parts of our circular strategy.

2. DESIGN AND ENGINEER FOR CIRCULARITY

We design our vehicles and key systems with durability, long service and intensive use in mind. They're built to support repair, replacement and refurbishment. This creates the technical foundation for our circular business models and remanufacturing programmes.

3. MAKE MANUFACTURING CIRCULAR

We are committed to making our manufacturing circular. One way we do this is by using high-quality materials to ensure our products are long-lasting and waste is minimised. We are also increasing our focus on remanufacturing and refurbishing vehicles, assemblies and components to "as new" condition. Another key element is our approach to recovering components from end-of-life vehicles, remanufacturing and reintroducing them.

HEALTH & SAFETY

IS CORE TO OUR BUSINESS

Health and safety is of the utmost importance to Terberg and at the centre of our 3x3 Sustainability Strategy, along with Climate Change and Circularity. Our approach to health and safety has three dimensions.

1. ENSURE THE SAFETY OF OUR OWN WORKFORCE

The health and safety of our employees is fundamental to our business. We strive to provide safe workplaces, prevent injuries and occupational illness, and foster a strong safety culture across all our activities. Protecting our people is a core responsibility and a prerequisite for sustainable performance.

2. ENHANCE THE SAFETY AND COMFORT OF VEHICLE USERS

The safety and comfort of the operators who use our vehicles are integral to our sustainability approach. Through vehicle design, technology and guidance on responsible use, we aim to reduce risks, support safe operation and enhance comfort throughout the vehicle lifecycle.

3. CONTRIBUTE TO SAFER TRAFFIC

Our vehicles operate in busy public environments such as cities, ports and distribution centers. We are committed to enhancing traffic safety by designing vehicles that help protect pedestrians, cyclists and other road users, and by reducing risks in public spaces where our vehicles operate.

BUILDING OUR BUSINESS ON GOOD GOVERNANCE AND RESPONSIBLE CONDUCT

Ethical and responsible conduct – along with good governance – are the cornerstones of Terberg. Looking ahead, we'll focus on **five key risks and opportunities** affecting how we run our business.

Five key risks and opportunities.

1. **Geopolitical change**

Geopolitical changes can destabilise supply chains, making trade and the economic environment unpredictable. "We assess how geopolitical change affects our procurement, logistics and market access, and incorporate the insights into decision-making," says Jeroen Ywema, Purchase Manager.

2. **Non-compliance**

Operating across multiple jurisdictions exposes Terberg to a complex and evolving regulatory landscape. Hein de Groot, Director of Legal, Tax & Compliance, notes, "Our integrated compliance approach ensures we don't just react to new requirements, we anticipate them."

3. **Cybersecurity**

As we become more digitally connected, we face new vulnerabilities along with opportunities. "By staying vigilant, we safeguard our organisation and everyone connected to it," says Jaco Reitsma, Chief Information Officer.

4. **Innovation**

Innovation is one of our most powerful levers for shaping a future-proof Terberg. "Our innovations reflect our commitment to leading responsibly, supporting customers, and staying relevant and competitive," says Rob van Hove, Deputy Chair of the Board of Directors.

5. **Partnerships and acquisitions**

Partnerships and acquisitions help Terberg grow, diversify and innovate. "Our partnerships accelerate our ability to innovate and respond to customer needs," says Ron van Arkel, Director of M&A and Dealer Development, Terberg Special Vehicles.

WHAT WE ACHIEVED IN 2025:

1.

WE STRENGTHENED OUR FOUNDATIONS

In 2025, we completed our second Double Materiality Assessment to identify our most important sustainability impacts, risks and opportunities. This made our priorities clearer and helped us improve our data and governance, getting us ready to report under the European Sustainability Reporting Standards in 2028.

2.

WE SET GROUP-WIDE CLIMATE TARGETS

We reached a key milestone when we adopted our first Group-wide climate targets. These targets set a clear long-term path for reducing emissions in our own operations and across our value chain.

3.

WE DEVELOPED CLIMATE TRANSITION PLANS

All Terberg companies have created Climate Transition Plans which translate our climate ambitions into concrete, product-specific actions.

4.

WE ASSESSED OUR CLIMATE RISKS AND OPPORTUNITIES

We carried out our first Group-wide assessment of climate risks and opportunities to identify the potential impacts of climate change on our business. The results help us to take well-informed decisions and to manage the risks effectively.

5.

WE MAPPED OUR CIRCULARITY INITIATIVES

We mapped the various circularity initiatives across the Group, bringing together a strong portfolio of mature and proven practices. This overview highlights the scale of what we already have in place. It also shows how we can further develop circularity and refurbishment as strategic levers of our business.

6.

WE ASSESSED OUR POLLUTION IMPACT AND CHEMICAL SAFETY RISKS

We carried out a comprehensive assessment of potential air, water and soil pollution risks. We found no material issues. We also strengthened our chemical safety protocols.

7.

WE BUILT INTERNAL AWARENESS OF SUSTAINABILITY

Through our Embedding Sustainability programme, we built awareness across the Group of what an effective sustainability strategy requires and how each team can contribute. Through training and engagement, we showed how sustainability connects to our strategy and daily decisions, creating a shared, future-focused mindset.

8.

WE INVESTED IN OUR PEOPLE

We implemented a global online learning platform for all our employees, based on themes around personal development, management and leadership. We also introduced Global Leadership Development programmes, aligned with our strategy and core values.

WHAT'S NEXT?

In 2026 and beyond, we are continuing to drive forward our 3x3 Sustainability Strategy, focusing on our key priorities of **Climate Change, Circularity** and **Health & Safety**.

We are putting our **Climate Transition Plans** into action, rolling out more Group-wide **sustainability policies**, and further developing our **circular business models** while scaling-up our **circular design and manufacturing**.

To guide us, we will introduce more **key performance indicators** (KPIs) and **targets**. We will make sure all Terberg companies and colleagues have **the right tools** to ensure that sustainability becomes **measurable, actionable** and **embedded**.

Strengthening compliance

We will further strengthen our compliance infrastructure by streamlining our data collection and reporting processes, preparing to report under European Sustainability Reporting Standards. We will seek external reviews to reinforce transparency and improve the quality of our disclosures.

Spreading the message

Our colleagues are essential to accelerating sustainability within Terberg. In 2026 we will expand internal communication on sustainability, implement training and launch sustainability-focused communities and committees across our organisation.

Roadshows, site visits and knowledge-sharing initiatives, will help our teams connect, exchange insights and embed our sustainability ambitions into their day-to-day work.

A WORD OF THANKS

I'd like to thank everyone who helped bring our 2025 Sustainability Report together, as well as all those who contributed to the work it reflects.

We're really proud of the progress we made in 2025. None of this would have been possible without the commitment, expertise and energy of colleagues across Terberg.

Sustainability is becoming a natural part of how we think, work together and make decisions every day. At the same time, we know this is an ongoing journey, and we're very aware there's more to do.

We're also grateful to our stakeholders for their continued engagement and trust. Your input helps shape our approach and strengthens the impact we can make together.

We remain committed to doing the right thing - embedding sustainability into everything we do and being open and transparent as we continue to move our company forward.

Edwin van Wijngaarden

Chief Financial Officer
Royal Terberg Group



**DRIVE THE CHANGE
AND SHARE YOUR
BEST PRACTICES
WITH US**

sustainability@terberg.com

Newtonstraat 2
3401 JA IJsselstein
The Netherlands

Tel: +31 30 68 68 700
E-mail: sustainability@terberg.com