ESG Report 2024

TENCATE

TABLE OF CONTENTS

MANAGEMENT REVIEW

MESSAGE FROM THE CEO

2024 was a breakthrough year for TenCate. It marked the large-scale rollout of a product that we believe represents the future of synthetic turf. The positive market response to Pure PT, or Pivot® as it is known in the US, has been really rewarding to see. Given the years of research and testing we dedicated to developing it, we're proud it is now being enjoyed by people across the world.

When we started developing Pure PT, our objective was to develop a synthetic turf system that plays like natural grass. Not just in appearance, but in feel and function. We studied what makes natural turf perform the way it does. For example, how the top layer and root zone interact, and how the surface responds underfoot. We then used this knowledge to build a turf system with bespoke fibers that replicates these dynamics. We chose the name 'Pure PT' because the product contains no performance or stabilizing infill. That's a deliberate choice. Pure PT feels and plays differently than other filled turf products because that is not the benchmark. Natural grass is.

With Pure PT, we've been able to create a product that combines industry-leading performance with a significantly lower impact on the environment. And that's 100% by design: circularity and sustainability are vital elements of our approach to innovation. This product doesn't require polymeric infills (meaning added microplastics) or even organic infills. It doesn't require intentionally added sand as ballast, cutting out greenhouse gas emissions from transport of this heavy material. It has a greatly decreased risk of yarn degradation from abrasive sand and infill materials. And it's much more easily recycled, to a high degree of quality. All in all, we've created a product that is longer-lasting, generates fewer emissions over its lifecycle, and is designed along circular principles. And we've done that while also making a product that customers and players love.

"Circularity and sustainability are vital elements of our approach to innovation."

MICHAEL VOGEL, CEO

Play on, today & tomorrow is the title of this report, and it's a perfect summary of our purpose. We create surfaces on which sports, play and recreation can occur year-round, in any climate, and for everyone – from young children to elite professional athletes. Our goal is to support health, wellbeing and social connection for generations to come. That's why we focus so heavily on performance: a better user experience creates more enjoyment, and perhaps more enthusiasm for sport, play and recreation – helping unlock physical and mental health benefits. The social impact of good turf systems should not be underestimated.

Though we've made great progress this year, we keep pushing boundaries. We continue to innovate. We shall keep improving our product range while reducing our environmental impact.

Pivot® at Beyers Highschool California, USA.

I hope this report provides all our stakeholders with a clear idea of the progress we've made in pursuit of this goal, and of the important work that still lies ahead.

DESIGNING SUSTAINABILITY INTO OUR PRODUCTS

We fully understand that our products consist of polymers. And that puts a particular responsibility upon our shoulders.

To that end, we seek to minimize waste in our operations, aiming to get the most out of every input we use in our production process. In 2024, we achieved a 94% waste diversion rate at our manufacturing sites globally, up from 88% in 2023, and I'm proud to say we met – and actually surpassed – our target of 90%.

And just as importantly, we are working towards full circularity. For us, that means that every product should be collected at the end of its life and the harvested polymer fully regenerated to virgin-like quality. Pure PT is already a huge step in this direction. And in 2024, we took another significant step with the soft launch of our first ONE-DNA™ products. These are turf systems made entirely from a single polymer. That means no blending, cross-linking or downcycling when these turf systems reach end-of-life.

OUR PEOPLE MAKE THE DIFFERENCE

Our 4,200+ employees are at the heart of everything we do. They develop our products. They extrude yarn and weave backings. They tuft and assemble the systems that become our turf. And they install and maintain fields that facilitate sport, recreation and play.

Together, they form an ever-expanding community that shares a passion for our mission and purpose: to deliver high-quality surfaces for people to enjoy, and on which they can compete and connect.

This sense of shared purpose and belonging is reflected in the outstanding results of our 2024 Global Employee Engagement Survey, which you'll read about later in this report.

PLAY IT FORWARD

We've developed the next-generation of turf products. Now, we must ensure they reach more and more people. The broader the adoption, the greater the positive impact: better playing surfaces and significantly reduced resource use. Our direction is clear. Let's keep playing it forward.

Michael Vogel, CEO

HIGHLIGHTS FROM 2024

eNPS SCORE

55

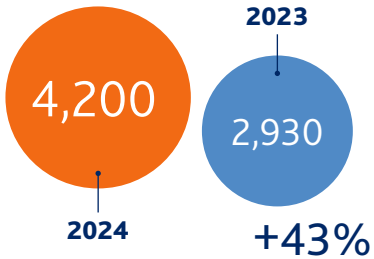
2023: 49

+6↗

WORLD-CLASS WORKPLACE AWARD

This "excellence-in-employership" label is awarded to high performing organizations based on the opinions of employees

EMPLOYEES



+43%↗

REVENUE ($ BILLIONS)

1.75

2023: $1.36

+29%↗

COMPANIES VALIDATED BY UL FOR WASTE-TO-LANDFILL DIVERSION RATE

5

Including our 3 largest yarn facilities in Europe, the UAE and the US

6

NUMBER OF COMPANIES ACQUIRED

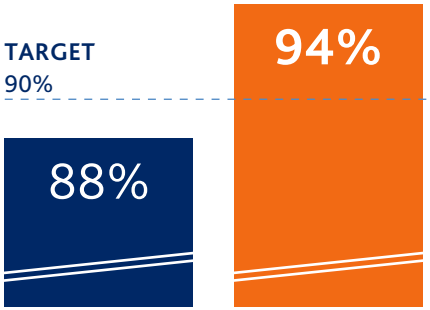
ELIMINATION OF PFAS FROM OUR PRODUCTION PROCESSES

100%

JOHAN CRUYFF COURTS INSTALLED

22

TARGET
90%



WASTE DIVERSION RATE AT OUR MANUFACTURING SITES

An increase from 88% in 2023, exceeding our target of 90% by the end of 2024. Percentages include energy recovery

LOST-TIME INJURY FREQUENCY RATE (LTIFR)

1.34

2023: 1.80

-25%↘

NEXT-GENERATION NON-FILLED TURF SYSTEMS INSTALLED GLOBALLY IN 2024

120

ABOUT TENCATE

TenCate is a global family of companies creating the most advanced, high-performance synthetic turf systems on the market for sport, play and outdoor living. Surfaces that perform in all conditions, require less maintenance, and are built with sustainability in mind. From elite sports clubs to neighborhood pitches and gardens, these systems open up space to move, connect and thrive.

OUR HISTORY

Founded in 1704 in the Netherlands, TenCate has deep roots in textile innovation. In the 1960s, the company became one of the first to enter the synthetic turf space. That spirit of reinvention has continued ever since, evolving through science, data and design. From early prototypes to today's fourth-generation turf systems, development has always focused on one thing: real-world performance.

TODAY

TenCate operates in more than 60 countries, with 42 companies and over 4,200 employees who share our commitment to quality, integrity, and expanding access to sport, play and outdoor living. In 2024, our global revenue was $1.75 billion. Through our products, we enable over 350 million hours of playtime annually.

OWNERSHIP

In February 2024, Leonard Green & Partners (LGP), a US-based private equity firm that is focused on long-term value creation, acquired the majority of the shares of TenCate from Crestview Partners. Under the ownership of LGP, TenCate's focus will remain on growth, innovation, circularity and impact.

BUSINESS MODEL

TenCate is vertically integrated. We have companies covering all parts of the value chain: producing yarn and backing in-house, manufacturing the turf itself, and covering installation, maintenance and end-of-life recycling. This model allows for speed, consistency and close customer alignment.

Our companies are deeply embedded in their communities and markets, enabling us to blend global reach with local expertise.

Our business model also accelerates innovation: product feedback travels fast, straight from the field into R&D, and from the lab to the market. Our Center for Turf Innovation in the Netherlands keeps us at the cutting edge of turf design, with groundbreaking research, rigorous testing, and real-world validation by elite athletes. That's how new ideas turn into better products, faster.

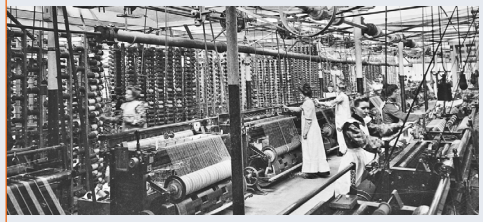
A LEGACY OF INNOVATION

With roots dating back to 1704, TenCate's story spans centuries of craftsmanship, reinvention, and forward-thinking design. From textile mills to turf systems, our legacy is one of transformation, built on deep expertise, shaped by global shifts, and driven by a constant pursuit of progress. What began over 300 years ago continues to shape the future today.

1704
Founded as a textile manufacturer in Nijverdal, the Netherlands

1860
Starts manufacturing textile mill belts for power transmission, a global first.

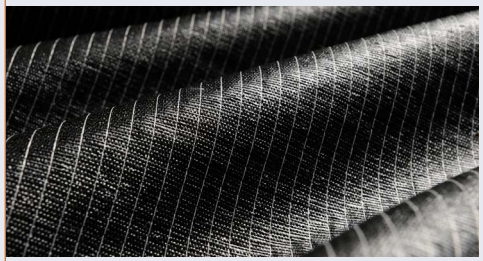
1872
Goes public as Koninklijke Stoomweverij N.V.



1960
Begins developing synthetic turf systems.

1969
Launches Europe's first generation of artificial turf.

1980
Starts manufacturing backing fabrics for sports turf.

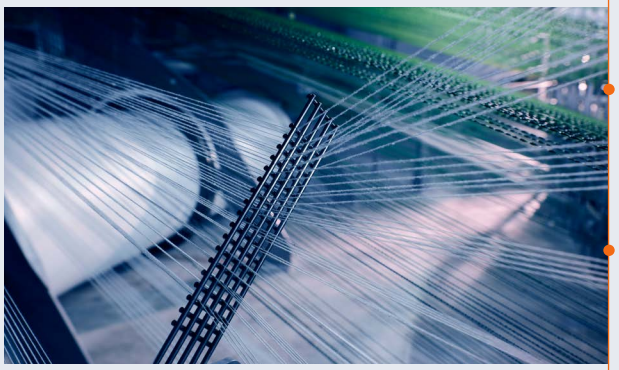


1987
Introduces slit-film polypropylene yarn with enhanced strength.

1989
Begins monofilament yarn manufacturing for landscaping.

2001
Acquires Polyloom in Dayton, Tennessee, entering the US market.

2002
Introduces third-generation infilled turf systems.



2007

Acquires yarn manufacturing plant in Dubai, the United Arab Emirates.

2009

Moves toward full vertical integration — from yarn to system installation.

2010

Launches woven sports turf in Europe.

2016

- Launches Ironturf™, woven sports turf in the US.
- Parent company Royal TenCate N.V. delisted by Gilde, TenCate Grass becomes an independent group.

2017

Expands into European sports installation and US outdoor living distribution.

2018

Enters US sports installation market.

2019

- Co-founds GBN-AGR for turf recycling in Amsterdam, the Netherlands.
- Installs first non-filled football field in the Netherlands.

2020

Establishes the Centre for Turf Innovation, our global innovation hub.

2021

Crestview Partners becomes TenCate Grass's new majority shareholder.

2022

- Launches TenCate Turf Recycling Solutions in the US.
- Introduces ONE-DNA™ turf.

2023

First Pure EP zero-water hockey field installed.

2024

- Leonard Green & Partners becomes TenCate Grass's new majority shareholder.
- Global launch of TenCate's next-generation turf, branded Pivot® (US) and Pure PT (rest of world).

BUSINESS MODEL

INNOVATION & PRODUCT DEVELOPMENT

TenCate's long-term success is rooted in our continuous focus on innovation. Our dedicated Center for Turf Innovation (CTI) leads our R&D process, developing new products and optimizing existing ones. The CTI puts turf components and systems through a rigorous process of testing, refining, due diligence, and validation. Our innovations help us improve the performance, durability, safety, and sustainability of synthetic turf systems, and launch innovative new products and technologies such as Pivot®, Pure PT and ONE-DNA™.

YARN & BACKING MANUFACTURING

To create a synthetic turf system, you first need to manufacture yarn (to make the grass-like strands) and backing (to hold the turf together). TenCate offers a wide range of high-quality synthetic turf fibers designed for different applications, from sports to landscaping – meeting customers' varied needs in terms of yarn color, thickness, texture, shock absorbance and more. Produced to the highest standards, our yarns and backings can be used to create good-looking, durable, high-performing turf systems.

TURF MANUFACTURING

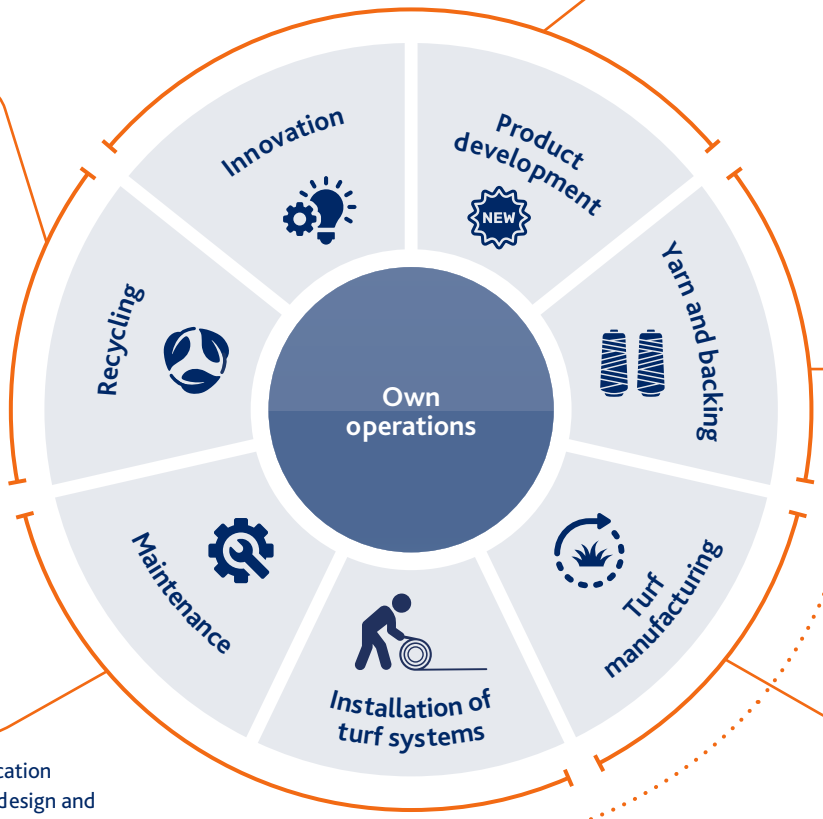
At this stage in the manufacturing process, yarns and backings are tufted and transformed into turf "carpet". Our turf systems are designed with the right properties to meet customers' and users' specific needs, whether the turf is destined for a sports field, a play area, a golf course or a landscaping application.

DESIGN, INSTALLATION & MAINTENANCE

From the factory floor to the application itself. We work with customers to design and install the right solution for them, whether that's a no-infill turf system, or an infilled turf system with materials such as sand, cork or rubber. Beyond turf, we also design and install other sports surfaces including athletics tracks and tennis courts. We offer turnkey solutions that make the installation experience as smooth for our customers as possible, including construction of fencing and lighting. Once our product is installed, we offer ongoing customer support, repair and maintenance services.

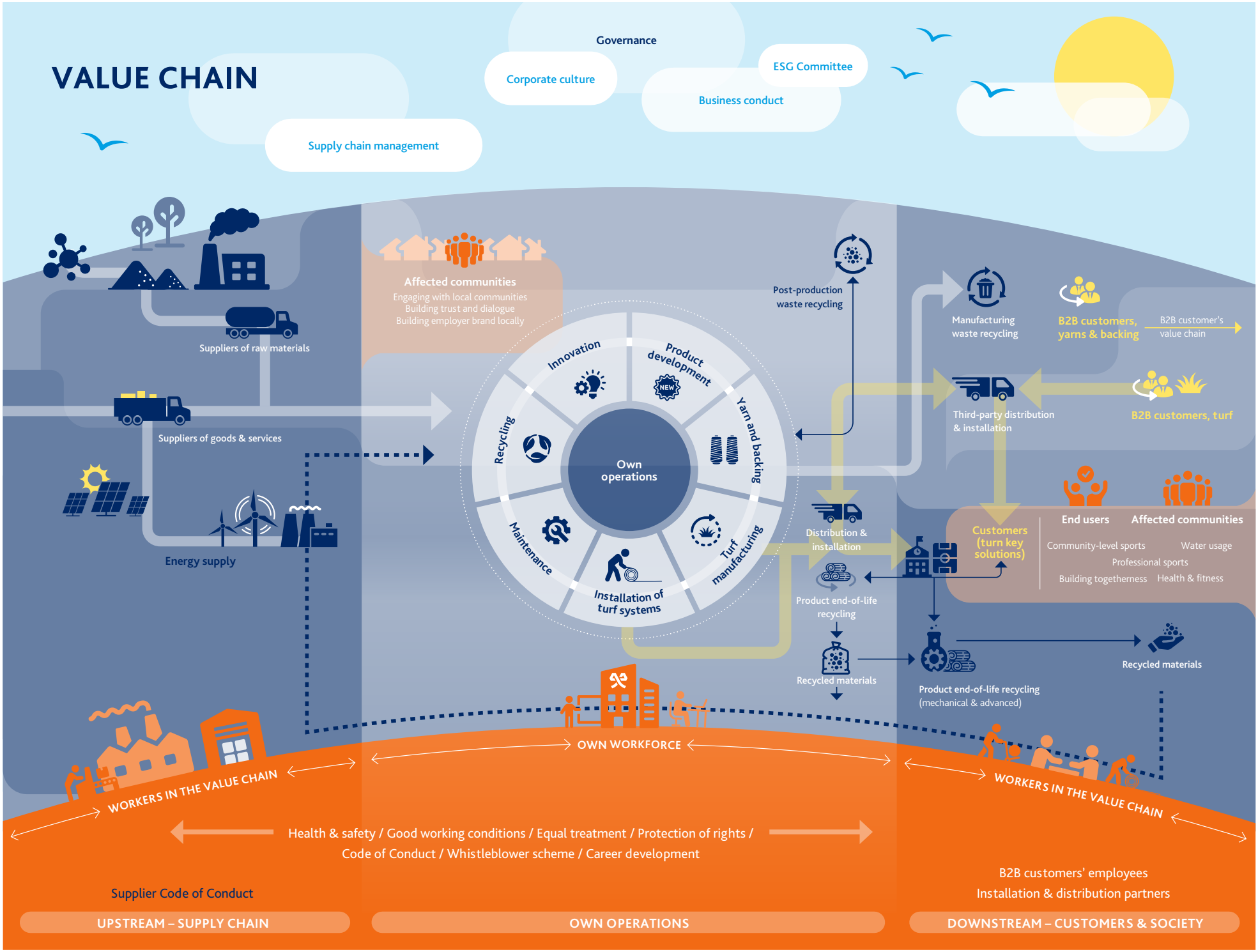
END-OF-LIFE RECYCLING

When turf reaches end-of-life, we seek to preserve the value of those raw materials. Through partnerships with companies such as ExxonMobil and GBN, we have recently become more directly involved with turf recycling – helping to close the loop and support the circular economy.



OUR MANUFACTURING OPERATIONS

Across our global operations, we cover the full spectrum of turf manufacturing, with 13 manufacturing companies in the TenCate Group. Some of our companies are focused on specific parts of the process (e.g., yarn manufacturing), while others create turf in-house from start to finish. Our companies may be varied, but they share a common dedication to the TenCate values and to upholding the highest manufacturing standards.


VALUE CHAIN
Governance
Corporate culture
ESG Committee
Business conduct
Supply chain management
Affected communities
Engaging with local communities
Building trust and dialogue
Building employer brand locally
Suppliers of raw materials
Suppliers of goods & services
Energy supply
Innovation
Product development
Yarn and backing
Turf manufacturing
Installation of turf systems
Maintenance
Recycling
Own operations
Post-production waste recycling
Manufacturing waste recycling
B2B customers, yarns & backing
B2B customer's value chain
Third-party distribution & installation
B2B customers, turf
Distribution & installation
Customers (turn key solutions)
End users
Affected communities
Community-level sports
Water usage
Professional sports
Building togetherness
Health & fitness
Product end-of-life recycling
Recycled materials
Product end-of-life recycling (mechanical & advanced)
Recycled materials
OWN WORKFORCE
WORKERS IN THE VALUE CHAIN
WORKERS IN THE VALUE CHAIN
Health & safety / Good working conditions / Equal treatment / Protection of rights /
Code of Conduct / Whistleblower scheme / Career development
Supplier Code of Conduct
B2B customers' employees
Installation & distribution partners
UPSTREAM – SUPPLY CHAIN
OWN OPERATIONS
DOWNSTREAM – CUSTOMERS & SOCIETY

COMPANIES & LOCATIONS

- Design & Installation
- Manufacturing
- Distribution
- TenCate Recycling Activities

These companies are in scope
of the 2024 ESG report.
See Appendix I for List of companies.

13 COUNTRIES / **42** COMPANIES / **4,200** EMPLOYEES

OUR SHARED VALUES

WE PUSH BOUNDARIES
We push boundaries with a relentless focus on innovation, developing products that lead the industry in performance, appearance, durability, safety, and sustainability.

WE PLAY FAIR
We play fair by always being true to our commitments and by listening to our employees, customers, suppliers, and the community in general.

WE OWN IT
We own it by bringing our customers the benefits of a global leader. By taking responsibility and by fully relying on each other's expertise, as one team of problem solvers with a "can do" mentality.

WE WIN TOGETHER
We win as a team, together with all TenCate companies and our partners, to become better every day.

WE CARE
We care for the health, safety and well-being of our employees, the communities we operate in, our customers and the environment.

OUR PURPOSE / MAKING AN IMPACT

We believe play is essential for everyone. From children in a schoolyard to elite athletes on a pitch. From inner cities to community clubs to world-class sports stadiums. For everyone, everywhere, access to durable, high-quality turf surfaces unlocks the physical, mental and social benefits of sport and play. It leads to healthier people, stronger communities and a more inclusive world.

That is why we aim to develop turf systems that go beyond the expected. Our solutions enable play 24/7, year-round, in all climates. They look good, feel great, and are manufactured to the absolute highest standards. We aim to shape the future of artificial turf.

And with our next-generation turf systems, we're creating more sustainable surfaces that help protect our shared future on this planet. Everything we do is focused on enabling more people to play, more safely, more often, and in more places than ever before. That commitment is what motivates us every day.

350 million+

estimated hours of play enabled by our turf systems in 2024 alone

Through our longstanding relationship with the Johan Cruyff Foundation, we have jointly realized 227 Cruyff Courts in more than 20 countries, helping to provide high-quality, disability-inclusive sports facilities for children.

TENCATE IN 2024 / REALIZING OUR AMBITIONS

LAUNCHING THE NEXT-GENERATION OF TURF

We are proud to have officially launched our "next-generation" turf systems in 2024 – including our flagship non-filled turf system, Pure PT, branded as Pivot® in the US.

After years of development, numerous design iterations and very rewarding feedback sessions with elite athletes, we believe that we have engineered a synthetic turf system that truly resembles the highest quality natural turf in performance, feel and appearance. A special word of thanks to the players and staff at PSV Eindhoven's Herdgang Academy for their contributions to this journey.

The "soft" launch of our next-generation product yielded far more orders than we expected, with customers ranging from European Premier League soccer clubs and local communities to schools, colleges and municipalities in the US. The feedback has been exceptional, motivating us to keep working on further finetuning as we head into 2025.

Of course, "performance" is the key.
But "sustainability" is always equally high on the priority list. With Pure PT and Pivot®, that is no different. From the onset, we tried to develop a product that does not require stabilizing and performance infill of any kind. We were looking for a combination of yarns to mimic the performance of natural turf. The end product meets those objectives.

FEEDBACK ABOUT PURE PT AND PIVOT®

"As a coach with 27 years of experience, I see how players move naturally on this field. We receive **many compliments from visiting teams and referees**."

Keith Fimple, Director of Athletics, Springdale Public Schools, Arkansas

"At first, it took some getting used to because it feels different from the artificial grass we're familiar with. But once we started training, **it felt great and played amazingly well**. The best part? No more hassle with infill!"

Emil Søgaard, Captain, Hobro Idræts Klub

"This turf provides excellent shock absorption, which helps reduce stress on young players' joints. And without rubber infill, there are fewer turf burns and scrapes from sliding. I've seen a **noticeable reduction in injuries** throughout the season as well as an improvement in player performance and development – which is great!"

Dr Mimi Nartey, Head of Soccer, Wiseburn Da Vinci High School

"From the very first moment, I was impressed by how the field felt. This is the **best artificial grass pitch** I know – I would choose it over any other."

Mike Bloomgren, Head Football Coach, Rice University.

"At first, **we couldn't believe this was artificial grass**. The playing experience is unmatched – I've never played on such a great artificial turf before!"

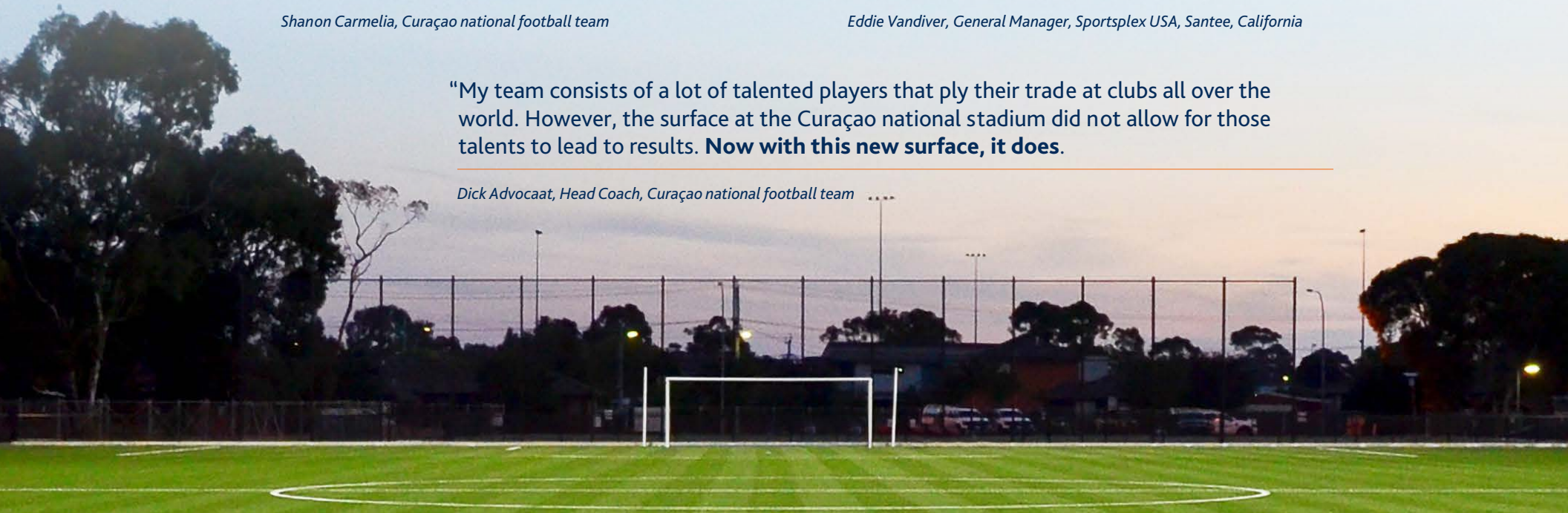
Shanon Carmelia, Curaçao national football team

"As well as being a **comfortable and safe surface for children to play on**, our Pivot® fields also require way less maintenance than infill turf and natural grass – so switching to Pivot® is really a no brainer!"

Eddie Vandiver, General Manager, Sportsplex USA, Santee, California

"My team consists of a lot of talented players that ply their trade at clubs all over the world. However, the surface at the Curaçao national stadium did not allow for those talents to lead to results. **Now with this new surface, it does**.

Dick Advocaat, Head Coach, Curaçao national football team



Naturally, developments start with football and soccer in mind, with both sports being huge users of synthetic turf. But we also see great opportunities in baseball, softball, rugby and as a multi-purpose surface for smaller schools and clubs. We therefore look forward to 2025!

POWERED BY USER-FOCUSED INNOVATION

At TenCate, innovation is our playing field.
The engineers at our global Center for Turf Innovation (CTI) design turf from the ground up. We always start with the athletes, not specifications. Our research is underpinned by biomechanics and movement science and validated through rigorous real-world testing and player feedback. With top R&D talent and access to the latest technology, like high-speed cameras, movement sensors and pressure plates, our CTI is at the leading edge of science-based and data-led product design.

What performance is to the sports industry, appearance is to the outdoor living segment. We always aim to create the most natural-looking solutions for all climates around the world, so that our customers can make gardens and community areas look wonderful while not requiring irrigation, fertilizers, pesticides and maintenance. Our most recent products truly enhance their surroundings through their natural appearance.

Our solutions fundamentally change turf as we know it, driving advancements across our portfolio and shifting perceptions of synthetic turf. And the process doesn't stop now: we are improving all the time, with never-ending innovation at our CTI to keep making these products better and better. We are now developing new versions of Pure PT and Pivot® that are suitable for a broad range of sports and outdoor living applications – watch this space!

SUSTAINABILITY THROUGH PRODUCT DESIGN

We never lose sight of our sustainability and circularity objectives during our innovation process. We often say that "sustainability is the wingman of product innovation". Below, we've highlighted three ways our focus on sustainable product design is making an impact.

Pursuing 100% circularity

All our innovations are underpinned by our circular design-to-recycle philosophy. With our next-generation turf systems, we're making it easier for our products to be recycled at end-of-life. We achieve this by creating single-polymer turf systems using ONE-DNA™ technology.

By reducing the number of different polymers used in a turf system, we can enable more effective recycling – helping to avoid "downcycling" and preserve the value of the raw materials. Reaching 100% circularity will mean that the materials that make up our turf systems can be re-used, again and again, to create high-quality plastic products such as brand-new turf.

What is ONE-DNA™?
ONE-DNA™ is a patented new technology that enables us to make fully circular, single-polymer turf systems. We have started to apply this technology in a variety of product lines, increasing recyclability for infilled and non-filled turf systems alike.

Phasing out microplastic infill

In pursuing sustainable design, we were also determined to address another issue: intentionally added microplastics.

The introduction of infilled turf products took the market by storm around the millennium. They were a great, comparatively affordable option for contact sports. And, as performance infill, the industry turned to end-of-life car tires which were recycled as "crumb rubber" infill – giving those tires a second life. But amid growing concerns about the environmental impacts of microplastics, and with an incoming EU ban on products with intentionally added microplastics, in many areas there is a sharp move away from polymeric performance infills. And we're moving too.

In addition to offering turf systems with organic infills such as cork and olive pits, we saw the need – and the opportunity – to develop a turf system that requires no infill at all. So that's what we did. Non-infill turf systems not only cut out the need for intentionally added microplastics, but our research has shown that they also generate fewer microplastics during use, thanks to the lack of abrasive infills. This also extends the longevity of the surface, keeping it in action for many more years of use.

Enabling water savings

Synthetic turf systems benefit from not needing water, in contrast to natural grass. The exception is field hockey. Field hockey – especially at an elite level – is played "wet". This is a fundamental part of the playing experience – but it relies on the use of vast quantities of clean water, which is sprinkled onto the pitch during matches. And clean water is a precious resource.

That's why we developed a next-generation turf, especially for field hockey. Called Pure EP, this "zero water" hockey field replicates the experience of playing wet, but without the water. In a hockey club in Weesp, the Netherlands, we installed a Pure EP turf in place of a conventional synthetic hockey turf. Data from this project shows significant water savings of 6.3 million liters per year – equivalent to 67,000 ten-minute showers.

VALUING AND SUPPORTING OUR PEOPLE

Behind TenCate's success in the turf market stands a robust business with a dedicated workforce who are passionate about what they do. In fact, our latest Global Employee Engagement Survey (GEES) showed that 82% of employees feel inspired by the future vision of their company within the TenCate Group, revealing a strong sense of alignment with our strategy and goals.

We seek to create a safe, diverse and inspiring environment in which our people can excel, develop themselves and pursue careers based on their skills and aspirations. In 2024, we were delighted to achieve an employee Net Promoter Score (eNPS) of 55, our highest yet, benchmarking well beyond our peer group.

The engagement level of our workforce is a testament to TenCate's actions as an employer and as a responsible company. For example, we prioritize health and safety (H&S) across the Group, whether that's in our factories or during installation, by building an H&S culture backed by clear policies, ongoing training and H&S management systems. In our 2024 survey, 93% of our people confirmed they felt safe at work.

PURSUING MORE SUSTAINABLE OPERATIONS

Waste generation and disposal at our manufacturing sites is a key area of focus. In 2024, we achieved – and exceeded – our target of an average of 90% waste diversion at our manufacturing sites, and we are also pursuing Zero Waste to Landfill (ZWtL) certification across the Group – with 5 of our companies now validated by UL for their waste-to-landfill diversion rate.

HARNESSING THE BENEFITS OF EXPANSION AND VERTICAL INTEGRATION

TenCate has grown significantly in recent years, organically and inorganically. A large number of acquisitions have now resulted in a global geographical presence, with capabilities across the entire value chain and a focus on both the sports and fast-growing outdoor living segments. The new additions to the TenCate family all share the same passion that we have for our market and our products. We greatly benefit from the reputation they have built in their local markets and the knowledge they have. By adding the TenCate product portfolio to the equation, the Group goes from strength to strength, and we go to great lengths to ensure that our new colleagues feel at home as quickly as possible within the TenCate Group.

A REPUTATION FOR QUALITY AND DEPENDABILITY

The quality of an advanced turf system is only as good as the quality of the components upon which it is configured. And component manufacturing is where TenCate's roots are. Our five yarn manufacturing plants and one backing manufacturing plant manufacture components to the highest quality standards to ensure maximum durability, resilience and consistency. The same applies to the several turf manufacturing plants we have across the world where quality is the priority in combination with being very close to our end markets.

Underlying this is our robust supply chain. This is critical in the synthetic turf industry, as we rely on a complex network of suppliers. This ranges from raw materials suppliers (upstream in our value chain) to end-of-life recycling partners (downstream). We minimize potential impacts of disruptions to the supply chain by dual- or triple-sourcing. And, by manufacturing close to our markets in Europe and the US, we cut down on the risk of global supply chain disruption.

Our companies work exclusively with suppliers whose ethical and environmental standards match our own. We are in the process of gathering data on our key suppliers' environmental, social and governance policies and practices. In 2025, we will expand the number of suppliers included in this process. As we move forward, this will allow us to make more informed procurement decisions, and we believe it will also encourage good practice among all our suppliers.

Pure PT pitch at Curaçao's Ergilio Hato Stadium

1/2

For Curaçao's national stadium owner FDDK, and for the Curaçao Football Federation, the top priority for upgrading the stadium's pitch was finding a surface that combined excellent performance with minimal maintenance. Natural grass was not feasible due to the island's weather conditions, and hybrid turf options were ruled out because of their complex installation and upkeep. What the stadium needed was a new artificial turf pitch.

Ultimately, both FDDK and the federation were impressed by TenCate's Pure PT non-filled turf because of its natural feel, its consistency, and its easy maintenance – especially in comparison to conventional artificial turf systems that use rubber infill.

Raising the standard of play with a higher-quality turf surface

Curaçao's national team consists of many talented players who compete in leagues all over the world. But the worn out, rubber infilled pitch did not do justice to their quality of play. To support head coach Dick Advocaat's possession-based style of play, Curaçao needed a pitch that offered greater consistency than the legacy surface could provide. The old pitch's infill made for an uneven and unpredictable playing surface which made fast paced play difficult.

By contrast, the new infill-free Pure PT pitch is fast, consistent and predictable, hence much more suited to the coach's technical style of soccer. Since its installation, players have also reported that the surface feels noticeably softer and stays cooler during training and matches – a key additional benefit in such a warm climate.

Aiming for qualification to the 2026 FIFA World Cup

Upgrading the pitch at the Ergilio Hato Stadium was necessary to give Curaçao the best chance of qualifying for the 2026 FIFA World Cup. With additional qualification spots being awarded to countries from North and Central America and the Caribbean, improving the quality of the national team's pitch strengthens Curaçao's chance of reaching the tournament for the first time in its history.

The new Pure PT field needed to be fully installed and certified by FIFA in time for two important CONCACAF Nations League qualification fixtures in November 2024. TenCate worked closely with FDDK, CWM and the federation to remove and replace the old turf and ensure the new Pure PT surface was assessed and certified by FIFA on time. The pitch delivered instant success with two comfortable home victories for Curaçao that helped the team gain promotion to League A of the Nations League and seal qualification for the 2025 Gold Cup.

The potential impact of qualification extends beyond the soccer team itself. Success on the global stage could inspire more young people to embrace soccer and participate in team sports, with positive effects on wider society.

Protecting the island's wildlife and ecosystem

As a small island nation with rich biodiversity, environmental considerations played a large role in the decision to move away from rubber infill. For example, Curaçao's beaches provide nesting spots for sea turtles. When infill migrates into the environment, it contaminates these areas. By selecting Pure PT, a non-filled turf system, FDDK and the federation made a small but telling contribution to the sustainability ambitions of Curaçao.

"By partnering with TenCate, we've equipped our national team with the type of high-quality infrastructure it needs to help Curaçao become the smallest country ever to qualify for the FIFA World Cup. This pitch is a symbol of what we can achieve when we believe in our potential and invest in our future. After all, only those who can see the invisible can do the impossible!"

GILBERT MARTINA
President, Curaçao Football Federation

2026

FIFA World Cup for which Curaçao hopes to qualify.

First-ever

FIFA-certified GreenFields Pure PT turf system.

12 weeks

Available time to install the pitch and achieve FIFA certification in time for the first of the Nations League qualification matches.

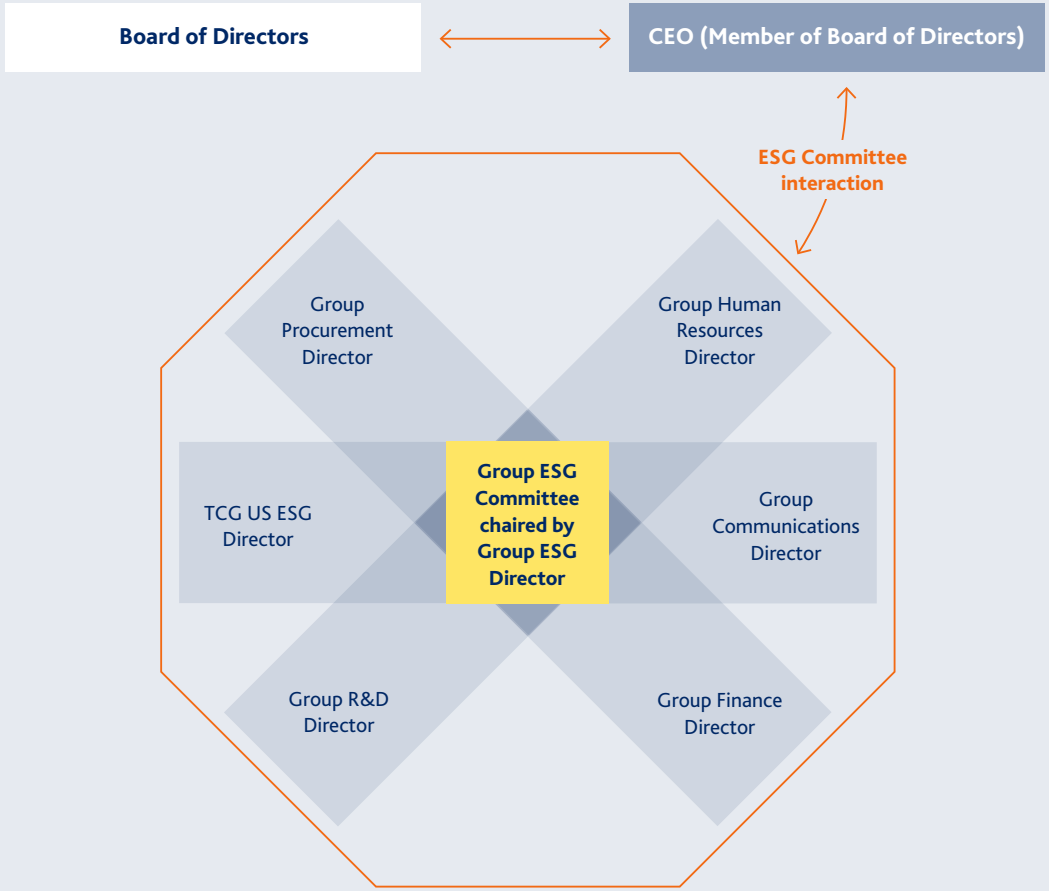
ESG GOVERNANCE

The ESG Committee, which is led by the Group ESG Director, comprises key representatives from various departments, thereby ensuring that all functional areas are represented in decision making.

The Committee guides our decision-making processes and ensures that ESG considerations are embedded throughout our operations. It organizes materiality assessments; reviews and validates implementation plans; establishes working groups; proposes initiatives and policies; and assesses and monitors risks associated with ESG factors. The Committee liaises closely with the CEO, who is also a member of TenCate's Board of Directors.

TenCate's ESG Committee meets regularly during the year. In addition, members of the Committee interact regularly between meetings to ensure that progress is made. Individual members of the Committee take responsibility for specific working groups in their areas of expertise, such as HR and Procurement.

TenCate ESG Committee



Q&A WITH THE GROUP ESG DIRECTOR

The EU Omnibus legislation was announced in February 2025. How has this affected TenCate's approach to sustainability?
Most importantly, while there may be changes to our reporting obligations, the EU Omnibus announcement has not changed how we approach sustainability at TenCate – and has not affected the actions we take on environmental, social and governance (ESG) matters. TenCate is dedicated to moving forward with innovative products designed along circular principles. We're setting up our decarbonization strategy, getting more companies ISO certified, and pursuing UL waste certification programs. Safety is a priority across our operations, and we cultivate our corporate culture by nurturing our colleagues' careers and sense of purpose. Led by our values, we are focused on continuing our ESG journey, with a clear roadmap for the coming years.

How has Omnibus affected TenCate's preparations for CSRD compliance?
As you'll see in the following chapters, we have already made significant headway towards CSRD compliance, using the previously published European Sustainability Reporting Standards (ESRS) as a guide. We carried out our first double materiality assessment (DMA) in 2023. We identified impacts, risks and opportunities (IROs) related to our material topics and, in many areas, we are already able to present information about our policies, targets and actions.

However, for a company such as ours, the sustainability reporting challenge is especially complex: the TenCate group includes a wide range of subsidiary companies of different sizes, based in different countries, and covering different parts of the value chain. We are therefore making full use of the extra time created by the EU Omnibus to get our companies ready for CSRD compliance. This includes supporting our companies' efforts to put the right mechanisms in place to collect accurate data. We also plan to carry out a new DMA pending publication of the amended ESRS.

"Led by our values, we are focused on continuing our ESG journey, with a clear roadmap for the coming years."

NIKOLETA KONSTANTINIDOU,
GROUP ESG DIRECTOR

What progress has TenCate made this year in terms of measuring, collecting and sharing sustainability data?
We are steadily streamlining the data collection processes for different types of ESG data, in close collaboration with colleagues at the many companies that make up the TenCate group. During 2024, we introduced a unified process for reporting safety incidents, created a unified accounting manual, and refined our waste reporting process in alignment with the UL 2799 protocol. We implemented a more robust carbon-related data validation process to update our emissions baseline, and we introduced an ethics and compliance training platform and third-party whistleblower tool. All these initiatives increase our transparency and our ability to report accurate, informative data about our activities, impact and workforce.

The TenCate Group contains diverse companies of different sizes. As ESG director, how do you align ESG reporting across the Group?
It is a complex exercise to align across different countries, business segments and sizes. We are trying to build and empower a network of ESG ambassadors and colleagues that are responsible for project implementation and reporting. Our companies also exchange knowledge and best practices.

For example, one colleague in Dubai – who was our internal ambassador for the ZWtL program at his company – transferred his knowledge and expertise to colleagues at other TenCate companies before their kick-off phase to help them understand the process and requirements of the program and equip them with tangible operational examples.

I also want to highlight that working with colleagues across different countries and cultures has been a great opportunity to build up a multinational group of colleagues with different seniority levels, backgrounds and expertise. I really appreciate how everybody, including colleagues from companies that are smaller and/or are newly acquired, has worked hard to align with TenCate's strategic approach.

Regarding sustainability reporting, what are your top priorities for 2025?

Our focus is on continuing to align our companies with ESG principles, initiatives and actions. We also expect to enrich our targets related to our material topics. And, like so many companies, in 2025 we are keenly awaiting the revised ESRS so we can get a better understanding of required data points. This will allow us to finalize our ESG accounting manuals and launch the process for our next DMA.

ESG CHAPTERS

DOUBLE MATERIALITY ASSESSMENT

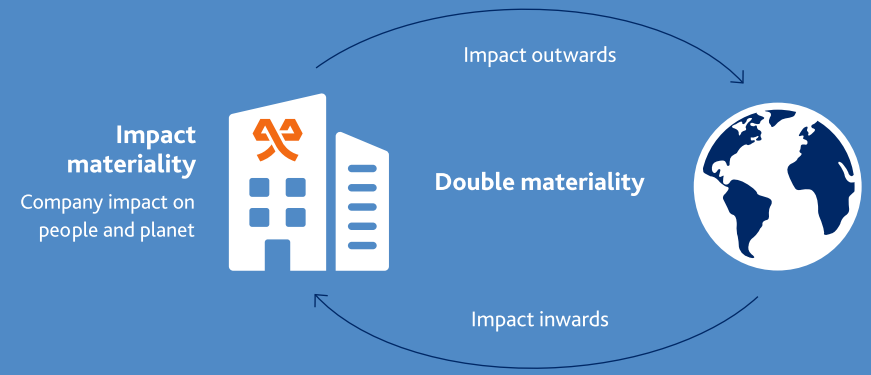
In 2024, we finalized the results of our first double materiality assessment (DMA). The DMA followed on from our previous smaller-scale materiality assessment and represents a maturing of our sustainability reporting approach. The material topics we identified in our DMA form the backbone of this ESG report.

What is a DMA?
A DMA looks at the same topic through two lenses:

- Is it financially material to the business?
- What impact is the company having on the environment and society more widely?

By bringing together the financial and non-financial perspectives, we can gain a clear picture of the topics that matter.

A sustainability matter is "material" when it meets the criteria defined for impact materiality, or for financial materiality, or for both. For our DMA, we followed the European Financial Reporting Advisory Group (EFRAG) guidelines.



Through the DMA, we have gained a greater understanding of our impacts, risks and opportunities, enabling us to identify the topics that we should prioritize in our overall business strategy – so we can achieve the greatest positive impact.

CSRD AND ESG REPORTING

When we began the DMA process in 2023, TenCate was preparing to come into scope of the European Union (EU) Corporate Sustainability Reporting Directive (CSRD). The DMA was therefore initiated and carried out with CSRD compliance in mind. We used the draft European Sustainability Reporting Standards (ESRS) as part of our DMA and carried out an assessment of the materiality of ESRS topics and sub-topics.

Over the past year, the ESG reporting landscape has changed. The EU Omnibus legislation, announced in February 2025, has significant implications for current and future corporate sustainability reporting requirements. The Omnibus package is expected to streamline CSRD disclosure requirements and delay reporting obligations for organizations such as ours. This will also be reflected in the publication of updated ESRS and DMA guidelines, once finalized by the EU and the European Financial Reporting Advisory Group EFRAG.

Those updates may have implications for how we carry out future DMAs, including the process for identifying impacts, risks and opportunities (IROs).

In addition, TenCate's legal corporate structure has changed, which will impact our CSRD reporting scope in future.

Regardless of developments in the EU and globally, we are continuing our efforts to identify, collect and ultimately disclose the data relevant to our material topics. Materiality assessments are a valuable component of our sustainability journey. We hope to be able to start our next DMA process in late 2025, depending on when the updated ESRS are published, and we are closely monitoring the situation.

ENRICHING OUR PREVIOUS UNDERSTANDING OF MATERIALITY

TenCate previously identified a list of material topics that we explored in our ESG Update for 2022. Although this served as a good starting point when it came to longlisting potential topics for the DMA in 2023, we also considered it critical to enrich the list by looking at the topics, sub-topics and sub-sub-topics outlined by the ESRS, and seeing what should be considered under the concept of 'double materiality'.

This involved evolving our approach from the single materiality dimension to the double materiality dimension. For our previous materiality assessment, we used the sector-specific Materiality Finder tool published by the Sustainability Accounting Standards Board (SASB). This identifies issues that are likely to be material, on an industry-by-industry basis. We complemented this by looking at the Global Reporting Initiative (GRI) standards, to see what would be relevant to our company, and we conducted an internal survey and had discussions with internal stakeholders across the US, Europe and the Middle East.

By comparison, the DMA we began in 2023, which we carried out with the support of a third party, was a much more extensive process. It involved many more stakeholder consultations (both internal and external) with a wider range of people and groups. The DMA also involved in-depth consideration of the financial materiality of different topics, as well as a process to identify TenCate's impacts, risks and opportunities.

Scope of this report

This is a group-level report for TenCate Grass Group B.V., encompassing all subsidiary companies in scope for the ESG Report 2024 (see Appendix I). If any information (quantitative or qualitative) does not relate to TenCate as a whole, but relates only to one TenCate company or region, this will be explicitly disclosed.
The scope of this ESG report may differ from any future CSRD-compliant reports.

OUR DMA PROCESS

The purpose of the 2023-2024 DMA was to identify actual and potential negative and positive impacts TenCate has on people and the environment, and to identify financial risks and opportunities to the company. In this way, business can prioritize their actions linked to ESG material topics.

In designing our assessment process, it was therefore critical to capture the input and feedback of key stakeholder groups. The process is set out in the following table.

STEP IN THE PROCESS	DETAILS
1. Establish a steering committee at the Group level to monitor the progress of the DMA and act as the approval body in different stages of the process.	DMA steering committee membership: the CEO, CFO, Group Finance Director and Group ESG Director.
2. Create a working team for the DMA.	The working team included the members of the ESG Committee, as well as invited representatives from a) human resources and b) TenCate's biggest global operational companies. Members of the working team were allocated different responsibilities per E, S and G topics, based on their expertise and knowledge. Our subject matter experts were invited to participate in a series of workshops.
3. Prepare the value chain analysis and identify stakeholders who should be consulted and included in the process.	A depiction of our value chain can be found in the chapter About TenCate. Details of the stakeholder groups, and how we engaged with each of them, can be found later in this chapter.
4. Identify potentially applicable material topics (longlist).	This drew on the previous materiality assessment, as well as the recently published ESRS guidelines. For each topic identified as potentially being material, we also longlisted which sub-topics and sub-sub-topics should be included, based on TenCate's business segments and industry sector.
5. Engage with internal stakeholders about the longlist of potentially applicable material topics. Identify impacts, risks and opportunities (IROs) for each.	The working team held internal workshops and received feedback from internal stakeholders. We conducted interactive impact materiality assessment workshops for each ESRS topic. The ISO certification process is complete or underway at many of our manufacturing plants. Some of our companies have therefore already identified IROs relating to occupational health and safety (for ISO 45001 certification) and/or environmental management (for ISO 14001 certification) and have developed plans to mitigate risks and negative impacts. We drew on these as we identified our IROs at a group level.
6. Engage with external stakeholders via a survey and interviews.	We wanted to understand our external stakeholders' perspectives on the shortlisted topics. The questionnaire covered three areas: • Which longlisted topics should be considered material, and why? Participants were invited to consider both financial and impact materiality. • What is the relative importance of the sub-topics and sub-sub-topics for each potentially applicable material topic? • What are the risks and opportunities related to the potentially applicable material topics?

STEP IN THE PROCESS	DETAILS
7. **DMA Steering Committee incorporates internal and external opinions, creating scores for financial materiality and impact materiality. Validation of short list of topics.**	The Steering Committee assessed and scored each of the topics based on a) the internal evaluation process for impact and financial dimensions per topic, and b) evaluation of external stakeholder consultations, covering both impact and financial materiality. In addition, our Group Finance team assessed the financial impacts, using a 1-5 scale to evaluate the magnitude of the impact and the likelihood of longlisted material topics based on the EBITDA and free cash flow. The scoring parameters used (1-5) are based on the requirements of ESRS: • Impact materiality: scale, scope, irremediability, likelihood (based on whether an impact is direct/indirect, positive/negative and actual/potential). • Financial materiality: financial magnitude of risk/opportunity, likelihood, and the nature of the financial effect. When considering whether an impact/risk was short-, medium-, or long-term, we defined "short" as less than 1 year, "medium" as 1-5 years and long as more than 5 years. Materiality thresholds were established by the DMA Steering Committee.
8. **Final validation of the material topics, sub-topics, and sub-sub-topics.**	The materiality matrix (see page 32) was filled out, showing whether each topic met the thresholds for impact materiality and/or financial materiality. This enabled us to finalize TenCate's material topics. The DMA Steering Committee, alongside other ESG Committee members, further evaluated and finalized the sub- and sub-sub-topics for each material topic.

IDENTIFYING AND ENGAGING STAKEHOLDERS

For the purpose of carrying out our DMA, as well as assessing our impacts, we divided our stakeholder groups into whether they are internal or external. Guided by the definitions set out in the ESRS, we also considered whether they are a) affected stakeholders or b) users of sustainability statements.*

All stakeholder groups were included in our DMA survey, and some members of these stakeholder groups were also interviewed.

STAKEHOLDER GROUP	TYPE (ESRS DEFINITION)	HOW WE ENGAGE WITH THIS STAKEHOLDER GROUP	HOW THEIR FEEDBACK WAS CAPTURED IN THE DMA
Customers External	Affected	We carry out both formal and informal reviews of our customer relationships and our customers' project requirements. Our sales representatives regularly receive feedback from customers about their needs and priorities. We also engage with certain groups of customers at key conferences, exhibitions and industry events – as well as via our customers' due diligence processes – and we provide feedback to their ESG information requests. For more, see our chapter on Customers & end users.	We sent the DMA questionnaire to key customers.
Local communities External	Affected	We have frequent communication with local authorities in the areas in which we operate. We also ask company leadership to pass on feedback they receive from local communities. Our employees take part in local initiatives to support the community. Where applicable, we hold public meetings and consultations about developments at our manufacturing plants. For more, see our chapter on Affected communities.	We circulated the DMA questionnaire to local authorities. In doing so, we sought the input of affected communities via credible proxies that have insight into their situation.
Investors and insurance companies External	Users of sustainability statements	We engage with investors, including when they carry out ESG reviews or via investor calls and questionnaires, and periodic investor updates. We engage with our insurance companies during the risk assessment process.	We sent the DMA questionnaire to members of this stakeholder group.

** Using the definitions set out in ESRS 2 3.1, all TenCate's affected stakeholders could potentially also be considered users of sustainability statements.*

STAKEHOLDER GROUP	TYPE (ESRS DEFINITION)	HOW WE ENGAGE WITH THIS STAKEHOLDER GROUP	HOW THEIR FEEDBACK WAS CAPTURED IN THE DMA
Employees Internal	Affected	We ensure regular opportunities for feedback including via: • team meetings • open forums with the CEO, managing directors and company presidents, and other business leaders • performance and development discussions • safety meetings and training sessions We also completed a group-wide employee engagement survey in 2023. At a senior level, we have executive meetings such as our International Management Meetings. For more, see our chapters on Working at TenCate and Corporate governance.	For the DMA, employees considered as part of this stakeholder group include those employed at both the group and local levels. The stakeholder group also includes members of the ESG Committee and the DMA Steering Committee, as well as senior leadership including the CEO and CFO. Members of these committees were closely involved in the DMA process.
Suppliers and contractors External	Affected	We keep an open dialogue with our suppliers, including during the contract agreement process and while the contract is effective. We gather data on their ESG performance and practices. We ensure their awareness of the Supplier Code of Conduct and the terms and conditions. For more, see our chapters Supply chain and Workers in the value chain.	We sent the DMA questionnaire to a selection of key suppliers.
Peers and industry External	Users of sustainability statements	We benchmark against our peers and competitors, including against recognized sustainability leaders. We are active participants in industry associations, for example via technical working teams within ESTC, and through joint research projects. We also engage with our peers at key conferences, exhibitions and industry events.	We circulated the DMA questionnaire to members of this stakeholder group, including business associations and sports governing bodies.
Government / policymakers External	Users of sustainability statements	We engage with policymakers and other government figures at conferences, exhibitions and industry events. We carry out regular reviews of voluntary and regulatory ESG-related requirements. We share feedback on any public consultations.	We circulated the DMA questionnaire to members of this stakeholder group.
Product end-of-life partners External	Affected	We have entered into joint initiatives and projects with product end-of-life partners in Europe and the US. For more, see our Circularity & innovation chapter.	We circulated the DMA questionnaire to members of this stakeholder group.
(Social) Media & non-governmental organizations (NGOs) External	Users of sustainability statements	Through a communications agency, we monitor media and social media coverage of TenCate, the synthetic turf industry, and key sustainability issues. We publish news on our own website. We engage with NGOs via partnerships to support the community.	We sent the DMA questionnaire to relevant NGOs.

RESULTS OF OUR DMA

This matrix shows the topics that were assessed to establish their materiality, both in terms of impact materiality (the x-axis) and financial materiality (the y-axis).

Fifteen potentially material topics, drawn from the ESRS list of topics and sub-topics, were considered during the DMA. Three were ultimately determined to be non-material, while the rest were determined to be material and are therefore covered in this ESG Report.

ENVIRONMENTAL

1. Climate change
2. Energy use
3. Pollution management & prevention (microplastics)
4. Chemicals (substances of concern)
5. Water management
6. Biodiversity
7. Circularity

SOCIAL

8. Working conditions and rights of own workforce
9. Health & safety of own workforce
10. Diversity, equity, and inclusion of own workforce
11. Working conditions and right of workers in the value chain
12. Affected communities (non-consumer) (positive)
13. Consumers & end users

GOVERNANCE

14. Supply chain management
15. Corporate governance

MATERIAL TOPICS

This table shows which of the topics, sub-topics and sub-sub-topics listed in the ESRS were ultimately identified as material.

To aid understanding of the materiality matrix, the left column shows the terminology we used during the DMA process to identify material topics, and how these pair with the ESRS-defined topics.

TERMINOLOGY USED IN MATERIALITY MATRIX	ESRS	ESRS TOPIC	SUB-TOPIC	SUB-SUB-TOPIC
Climate change	**E1**	Climate change	Climate change adaptation	n/a
			Climate change mitigation	n/a
Energy use			Energy	n/a
Pollution management & prevention (microplastics)	**E2**	Pollution	Microplastics	n/a
Circularity	**E5**	Circular economy	Resource inflows, including resource use	n/a
			Resource outflows related to products and services	n/a
			Waste	n/a
Working conditions and rights of own workforce	**S1**	Own workforce	Working conditions	Adequate wages
				Social dialogue
Health & safety of own workforce				Health and safety
Diversity, equity, and inclusion of own workforce			Equal treatment and opportunities for all	Gender equality and equal pay for work of equal value
				Training and skills development
				Measures against violence and harassment in the workplace
				Diversity
Working conditions and rights of own workforce			Other work-related rights	Child labor
				Forced labor
				Privacy

TERMINOLOGY USED IN MATERIALITY MATRIX	ESRS	ESRS TOPIC	SUB-TOPIC	SUB-SUB-TOPIC
Working conditions and right of workers in the value chain	S2	Workers in the value chain	Working conditions	Adequate wages
				Social dialogue
				Health and safety
			Equal treatment	Gender equality and equal pay for work of equal value
				Training and skills development
				Measures against violence and harassment in the workplace
				Diversity
			Other work-related rights	Child labor
				Forced labor
				Privacy
Affected communities (non-consumer)(positive)	S3	Affected communities	Communities' economic, social and cultural rights	Land-related impacts
			Communities' civil and political rights	Freedom of expression
				Freedom of assembly
				Impacts on human rights defenders
Consumers & end users	S4	Consumers and end users	Information-related impacts for consumers and/or end users	Access to (quality) information
			Personal safety of consumers and/or end users	Health and safety
			Social inclusion of consumers and/or end users	Access to products and services
				Responsible marketing practices
Supply chain management	G1	Business conduct	Management of relationships with suppliers including payment practices	
Corporate governance			Corporate culture	
			Protection of whistleblowers	
			Corruption and bribery	Prevention and detection including training
				Incidents

Three topics were evaluated during the DMA but did not meet the threshold for either impact or financial materiality. As can be seen in the bottom-left quadrant, these topics are water management, biodiversity and chemicals (substances of concern).

1. **Water management**
   This topic was not found to be material for our own operations due to limited water usage in our manufacturing facilities and low financial impact. Our Dubai facility, which is located in a region with a high risk of water stress, already implements water recycling and internal reuse processes to increase water quality discharges according to local requirements. Both the impact materiality score and financial assessment score were low for this topic.

2. **Biodiversity**
   We – and our value chain partners – manufacture and install our turf systems in line with national and local building codes and construction criteria. These criteria may in the future include biodiversity assessment studies. In addition, our manufacturing facilities are responsible for acquiring the required operational permits from the municipalities / states in which they operate. Our stakeholders have evaluated this topic as medium to low during the external engagement process.

3. **Chemicals (substances of concern)**
   TenCate has already proactively implemented measures to ensure compliance with national legislation. All products and components comply with the following norms for product safety in Europe and the USA (ASTM and CEN and REACH, TSCA and Prop 65). Our products and components are tested and validated against all these criteria and legislative requirements to ensure compliance. Records are kept and are available to our clients upon request. The financial impact was assessed as low to medium.

IMPACTS, RISKS & OPPORTUNITIES

For each topic, the impacts, risks and opportunities (IROs) can be found at the beginning of the Environment, Social and Governance chapters.

OUR COMPANIES' CERTIFICATIONS

This section outlines the certifications and validations our manufacturing companies are either pursuing or have already achieved.

OUR APPROACH

Our companies have quality, environmental and safety management systems in place to facilitate continuous improvement. With safety, quality and environmental management systems in place at our companies, we can set and maintain systems to protect our people, the world around us, our customers and our reputation as a business.

In many cases, we consider it valuable to pursue third party certifications and validations. These can help us align with industry best practices and ensure our policies and processes are suitable. Achieving these certifications can also help us meet customer requirements.

The decision to pursue certification or validation is taken at a group level and implemented at a company level. We have established dedicated local teams that are responsible for the implementation of each system in each company given the wide range of regional and national requirements. The Managing Directors or Presidents of our companies are responsible for the supervision of the systems.

Overview – certifications at our manufacturing companies (as of April 2025)

TENCATE COMPANY	ISO 9001-QUALITY	ISO 14001-ENVIRONMENT	ISO 45001-HEALTH & SAFETY	ZERO WASTE-TO-LANDFILL UL 2799 CERTIFICATION	ISCC PLUS	SMETA AUDIT
TenCate Thiolon Middle East LLC	in preparation	in preparation	in preparation	✓ Gold 2024 97%	✓	n/a Achieved Taqdeer Award (2003, 4 stars)
TenCate Thiolon BV [1]	✓	✓	in preparation	2024: 88% [2]	✓	✓ Applicable to 3D weaving activities
TenCate Thiolon USA	✓	✓	✓	✓ Gold 2024 95%	in preparation	n/a
Archon Fibers LLC USA	✓ 2025	in preparation	in preparation	in preparation	n/a	n/a
Challenger Turf Inc USA	✓	✓	✓	✓ Silver 2024 92%	in preparation	n/a
Spears Industries LLC USA	in preparation	in preparation	in preparation	in preparation	n/a	n/a
Ace Sports Turf USA [2]	x	x	x	✓ Gold 2024 96%	n/a	n/a
TigerTurf UK [1]	✓	✓	✓	in preparation	n/a	✓ 2 pillars
TigerTurf NZ [1]	✓	✓	✓	in preparation	n/a	✓ 4 pillars
Roxie Polymers LLC USA	in preparation	in preparation	x	in preparation	n/a	n/a
Grassroots Surfaces Inc USA	in preparation	in preparation	in preparation	in preparation	n/a	n/a
Safina LDA	✓	in preparation	in preparation	in preparation	n/a	✓ 2 pillars
Eurofields [4]	✓	✓	in preparation	in preparation	n/a	n/a

[1] *SMETA and SAS audit was conducted which included all of Labour Standards, Health & Safety, Environment and Business Ethics.*
[2] *TenCate Thiolon BV is not officially validated as Zero Waste to Landfill (ZWtL). However, the company has achieved a landfill diversion rate of 88% excluding energy recovery, and 99% including energy recovery. UL 2799 requires waste-to-energy to be less than 10% in order to qualify for ZWtL validation.*
[3] *Operations merged with Spears Industries at the end of 2024.*
[4] *Acquired 2024.*

✓ Achieved
in preparation
x Not yet achieved

ISO MANAGEMENT SYSTEMS

The International Organization for Standardization (ISO) develops and publishes international standards. The three systems that we are focusing on are ISO 9001, ISO 14001 and ISO 45001. These standards provide a framework for organizations to design and implement the relevant management system and continually improve it.

Quality management system (ISO 9001:2015)

The purpose of a quality management system is to ensure an organization can meet customer requirements and strive to exceed customer expectations in terms of quality. The ISO 9001 standard helps our companies to achieve the intended outcomes of this system.

Environmental management system (ISO 14001:2015)

The purpose of an environmental management system is to guide how an organization takes proactive measures to minimize its environmental footprint, complies with relevant legal requirements, and achieves its environmental objectives. The system encompasses areas including resource usage and waste management.

Occupational health and safety management system (ISO 45001:2018)

The purpose of an occupational health and safety management system is to enable an organization to systematically assess hazards and implement risk control measures, leading to reduced workplace injuries, illnesses and incidents.

ZERO WASTE TO LANDFILL

We continuously aim to reach zero waste to landfill (ZWtL) across our manufacturing operations. We are pursuing validation of our companies' landfill diversion rates from an independent third party, UL Solutions, a product safety and certification organization.

To achieve validation, our manufacturing companies must bring their waste management practices in line with UL 2799A, the UL Solutions Standard for Environmental Claim Validation Procedure (ECVP) for Zero Waste Classification. The scope of this standard is material flows that are not part of an organization's final product, i.e., the waste generated during their manufacture.

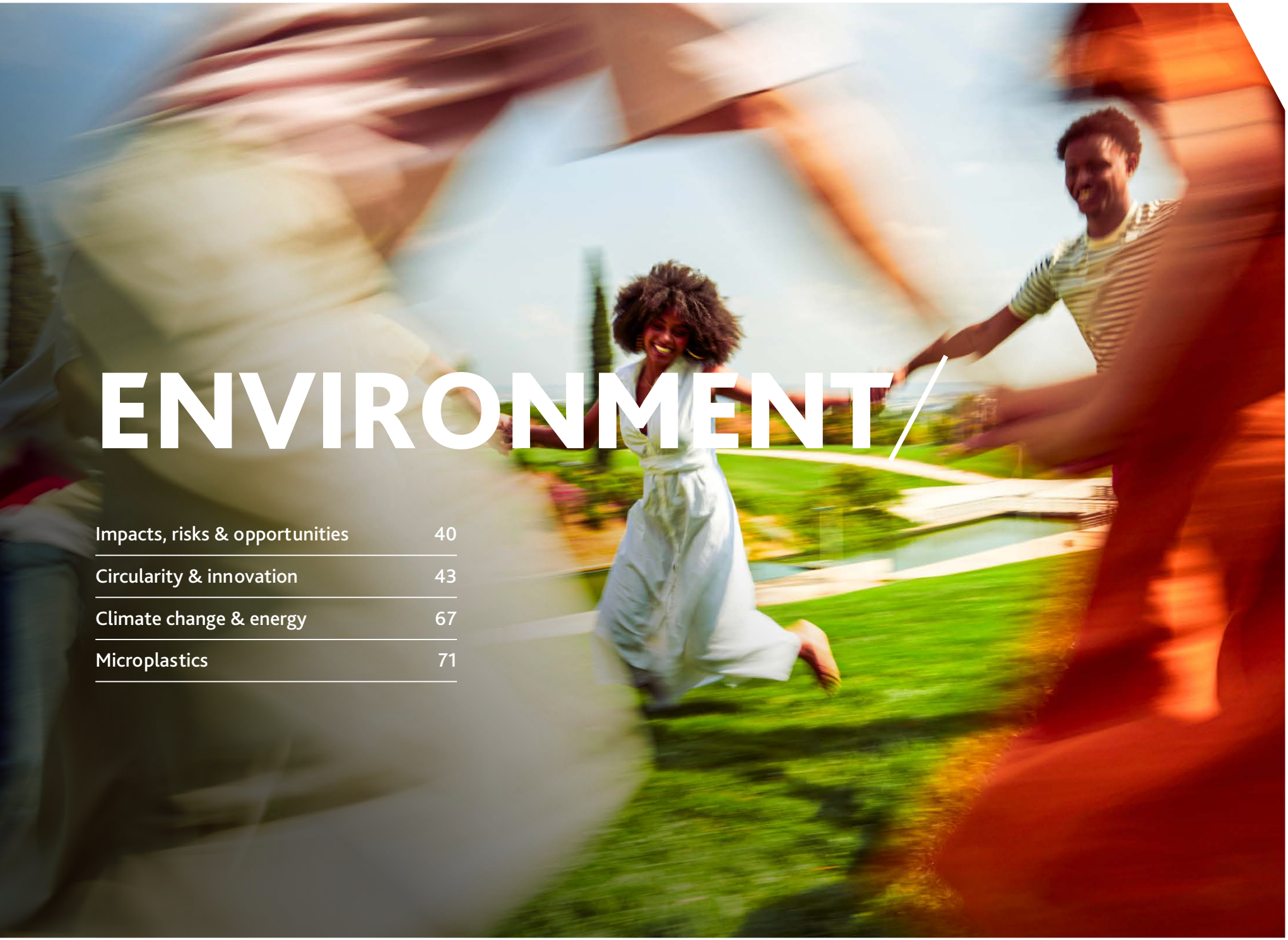
Companies require at least 90% diversion from landfill – through methods other than waste-to-energy – to achieve a Zero Waste to Landfill (ZWTL) designation. The designations are Silver (90-94% diversion rate), Gold (95-99%), and Platinum (100%).

ISCC PLUS CERTIFICATION

ISCC PLUS certification is a voluntary scheme that covers bio-based and circular (recycled) raw materials, including plastics. It is focused on the traceability of raw materials within the supply chain. To receive an ICCS certificate, a company must be able to demonstrate complete traceability across the value chain.

SMETA AUDIT

A SEDEX Members Ethical Trade Audit (SMETA) encompasses audits of labor conditions and occupational safety, as well as environmental standards and ethical business practices. It uses a methodology based on the Ethical Trading Initiative (ETI) Base Code, as well as other related requirements. An auditing team assesses the extent to which a company meets the SMETA criteria, including by carrying out in-person visits.



ENVIRONMENT/

IMPACTS, RISKS & OPPORTUNITIES

We have identified impacts, risks and opportunities (IROs) related to TenCate's material topics in E1, E2 and E5.
On the right, we provide a short summary of how we are managing our IROs, with more details available further in this chapter.

E1 | Climate change

IMPACTS	RISKS & OPPORTUNITIES	MANAGEMENT
Positive Product innovation, enabling climate adaptation solutions. ●● **Negative** Emissions from own operations. ●● Emissions in value chain, from production/processing and transportation of raw materials. ●●	**Opportunities** Increase the use of renewable energy in manufacturing to improve LCA scores and generate new revenue. Develop non-filled synthetic turf technologies to increase resource efficiency and reduce emissions, creating new market opportunities. Develop recyclable synthetic turf systems to reduce raw material emissions and unlock new revenue streams. Develop innovative products such as water-free hockey turf systems to address climate challenges and open up new markets. **Risks** Market readiness delay could hinder the implementation of innovations. High innovation costs may reduce short-term uptake and impact. Policies and laws related to carbon emissions taxes and Environmental Product Declarations could increase compliance and operating costs.	We have initiated comprehensive measures to manage our greenhouse gas emissions. Our innovative, next-generation turf systems offer benefits in terms of durability, end-of-life recycling, microplastics, energy consumption and playability. We have developed new water-free hockey pitches, which will reduce water usage and facilitate play even in harsh climate conditions – an example of a climate change adaptation solution. We are participating in the EU initiative to develop common LCA standards in the synthetic grass industry. Environmental management systems (ISO 14001) are being implemented across our yarn and turf manufacturing entities.

● Short term ● Medium term ● Long term

E1 | Energy

IMPACTS	RISKS & OPPORTUNITIES	MANAGEMENT
Negative Energy use from non-renewable sources in own operations (manufacturing, distribution and installation). ●●	**Opportunities** Increase renewable energy use to improve LCA scores and generate new revenue. Develop recyclable synthetic turf systems to open new markets and revenue streams. **Risks** Limitations in equipment/processes may hinder energy efficiency improvements. Volatile energy prices and increased demand may raise operating costs.	Continuous monitoring of energy consumption throughout the production process enables TenCate to identify areas of inefficiency and implement targeted improvements. We have a range of energy efficiency projects, including projects to efficiently streamline vehicle movements and minimize fuel consumption. Our non-filled products and our ONE-DNA™ technology enable reduced energy consumption during both manufacture and use.

E2 | Pollution management & prevention (microplastics)

IMPACTS	RISKS & OPPORTUNITIES	MANAGEMENT
Positive Managing, monitoring and reducing microplastics pollution in the value chain. ●●● **Negative** Microplastics use in turf systems (as infill) and secondary microplastics generation during product use. ●●●	**Opportunities** Invest in research to understand and mitigate microplastic impacts from turf systems, leading to new products / technologies and market opportunities. **Risks** Microplastic generation may complicate regulatory compliance and pose legal risks.	We are rapidly transitioning to turf systems that do not use microplastics as infill. During the transition period towards the EU ban on intentionally added microplastics, we are leading the market towards compliance. We have designed new turf systems with a much lower rate of wear and tear, reducing the generation of secondary microplastics.

● Short term ● Medium term ● Long term

E5 | Circular economy

IMPACTS

Positive

Product innovation, leading to products that are more circular (i.e. more easily recyclable into high-quality raw materials). ● ● ●

Transitioning to using more recycled polymers reduces dependency on non-renewable resources. ● ●

Facilitating end-of-life product recycling, ensuring resources are retained within the system for reuse. ● ●

Negative

Waste generation from manufacturing. ● ●

RISKS & OPPORTUNITIES

Opportunities

Commitment to circularity and advanced recycling can differentiate the company and enhance reputation, providing a competitive advantage and opening new revenue streams.

Advanced recycling of difficult-to-recycle polymers can maximize resource efficiency and create new economic opportunities.

Waste minimization and resource efficiency could lead to savings and operational excellence improvements, in conjunction with positive environmental results.

Risks

Transitioning to sustainable alternatives requires significant up-front research and material validation.

The lack of standardization in end-of-life waste management can lead to an inconsistent quality of recycled material being incorporated into turf products, which may affect functional performance.

Downcycling of difficult-to-recycle polymers may result in a loss of material value and economic opportunity.

Implementing waste management strategies can introduce complexity and increase costs and operational inefficiencies.

Location-based challenges and regional legislative differences can complicate waste management and recycling efforts.

MANAGEMENT

We have a well-established, well-resourced R&D department focused on developing yarns, backing components, turf systems and technologies along circular principles, taking into account lifecycle impacts. E.g., ONE-DNA™ technology enables single-polymer turf systems.

We have entered into partnerships for product end-of-life recycling, including both mechanical and advanced recycling, and we continue to look for additional recycling opportunities.

We are using waste materials for innovative products. E.g. EcoLoop system and EcoCept shock-pad.

Waste protocols (Zero Waste to Landfill UL 2799) are being implemented across our yarn and turf manufacturing entities. Group waste diversion rate reached 94% in 2024.

● Short term ● Medium term ● Long term

CIRCULARITY & INNOVATION

Innovation is a strategic driving force for TenCate, with a major focus on circular design. Our groundbreaking, high-performance, longer-lasting new turf products are designed to be much easier to recycle at end-of-life. We have also made waste reduction and diversion a priority, both in our manufacturing operations and by engaging in partnerships around the world to facilitate turf recycling.

CIRCULARITY THROUGH PRODUCT INNOVATION

Our innovation drive is already yielding considerable benefits, both for the planet and for TenCate. Our "next-generation" turf products are the result of years of product development, as our Research & Development (R&D) teams explored how to embed circularity into TenCate's products.

Developing products with circular principles

The team at our Center for Turf Innovation (CTI) in the Netherlands led efforts to explore different options for materials and systems designs to enable products that can fulfil our circular ambitions. The first prototypes were developed in 2019 and have gone through extensive iterations and a rigorous process of testing, refining, due diligence, and validation before they were ready to place upon the market.

Functionality, in terms of both performance and safety, is always our number one priority for all our products. We were determined not to compromise on functionality while developing our next-generation turf systems – and in fact saw this as an opportunity to create products offering a better-than-ever experience. Therefore, to give us a better understanding of player-surface interaction, our surfaces were thoroughly tested in our innovation labs and in the real world, including with the help of people and players, to fully understand the impacts of changing the system designs. For example, we tested our prototypes at our Field Lab at PSV Eindhoven, the Dutch professional soccer club. Collecting extensive feedback from players and other potential users is fundamental to our development process.

About the Center for Turf Innovation

The CTI, our 3,000 square meter indoor testing facility in Nijverdal, focuses on developing innovative solutions that meet the evolving needs of the industry and end users, both by optimizing existing products and creating new products such as our next-generation turf systems. Our R&D team experiments with various combinations of fibers, backing materials, and infills to create turf products that offer improved performance, resilience and sustainability. The facility serves as a hub for testing and evaluating different components and systems related to synthetic turf, looking at factors such as playability, durability, shock absorption, ball roll characteristics, traction and environmental impact. We invite top-level players to test our latest developments, simulating real game situations. By observing them running, kicking, turning and sliding, we can research the impact of our turf on their performance. The CTI also fosters collaborations and partnerships with industry stakeholders such as universities, research institutions, and sports organizations. By working together, they exchange knowledge, share insights, and leverage expertise to drive innovation in the field of turf technology. These collaborations help to accelerate the development and adoption of cutting-edge solutions.

Examples of our recent successes have been the development of our innovative, high-performance, non-filled turf, marketed as Pivot® in the United States and Pure PT in Europe and the rest of the world.

This turf system does not require an infill layer, making it much easier to recycle at end-of-life. It only consists of polymers, eliminating the need to separate materials as part of the recycling process.

Another product development success is the creation of ONE-DNA™ technology in pursuit of our ultimate ambition: 100% circularity. ONE-DNA™ allows us to make turf systems from one single polymer, polyethylene (PE). This includes the primary backing, yarns and coating. When a product is made entirely of PE, it can be recycled at very high quality, creating PE that can be recirculated in a wide range of new products. In the coming year, we hope to expand the use of ONE-DNA™ technology to more of our products, including our innovative, non-filled Pure PT and Pivot® solutions.

How our next-generation nonfill turf system works

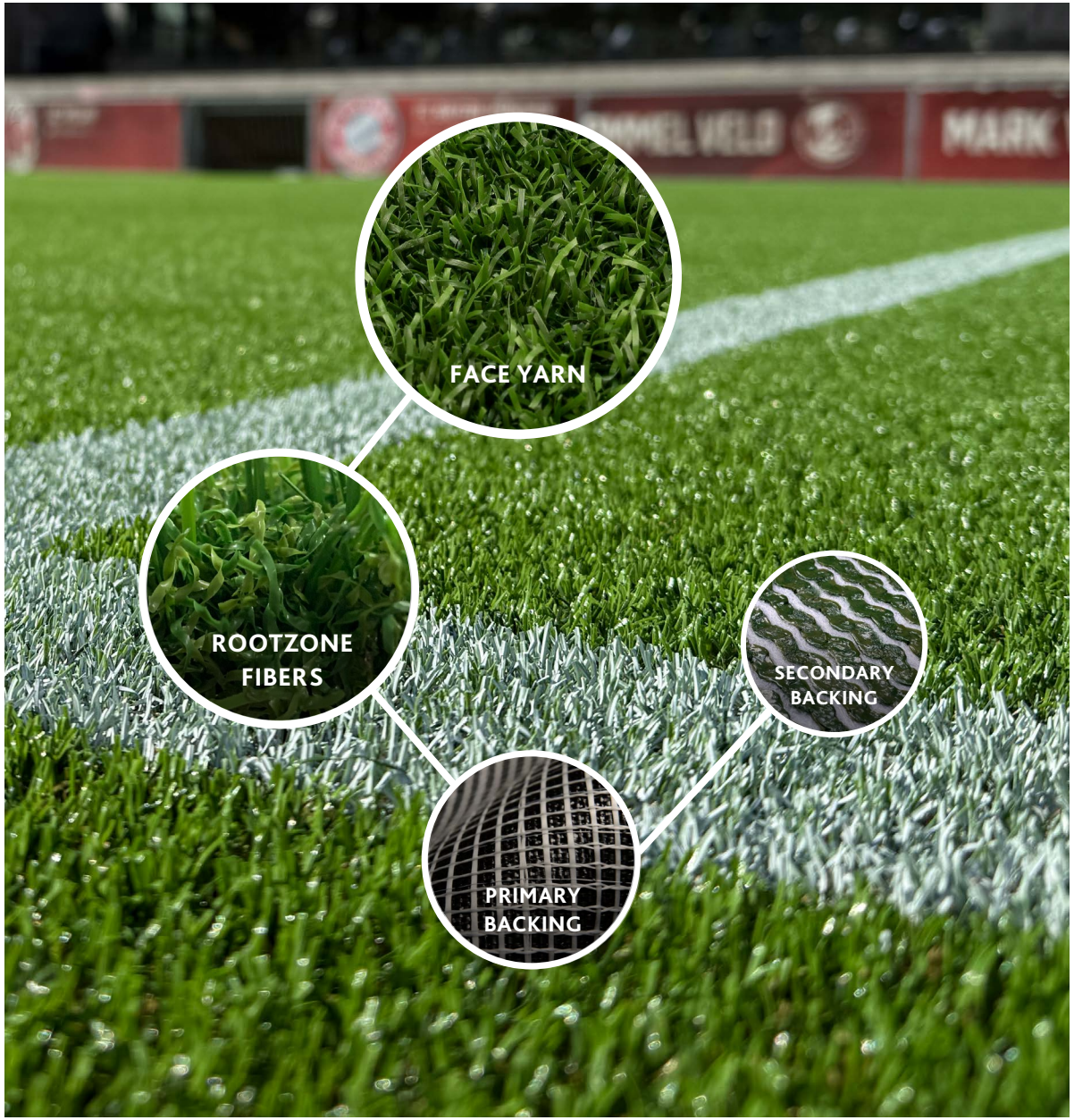
Face yarns
The most visible layer consists of face yarns, also known as pile yarns. These are designed to replicate natural grass blades.

Rootzone fibers
These fibers provide players with grip and comfort. They are designed to mimic natural grass and eliminate the need for infill in traditional turf systems that use rubber or other polymeric materials. They are typically textured to give them more volume and ensure they function like the root zone of natural grass.

Primary backing
This complex layer is the fabric that is used to tuft the fibers and to make the turf carpet, providing support and stability.

Secondary backing
An adhesive, generally latex or polyurethane (PU), is applied to the backside of the turf to secure the tufted fibers to the primary backing.

As part of our innovation roadmap, we are developing **non-fill turf systems without coating**, fully based on our **ONE-DNA™ philosophy**. Our development focus includes new technologies such as **film lamination and fixation** to eliminate the need for latex or PU altogether.



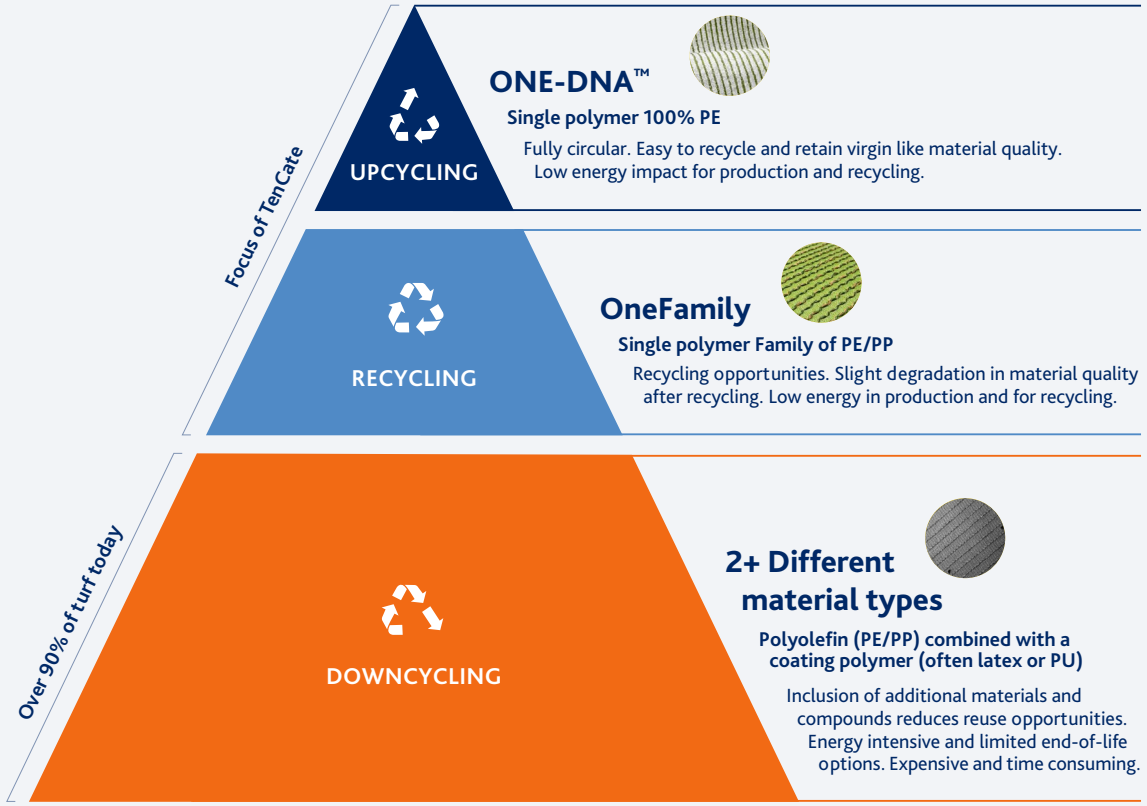
Roots of our innovation

Our journey to this point comes from a long-term focus on circularity and innovation. Our first product with circular properties was launched in 2012. Marketed as "MX", this premium turf is woven rather than tufted, eliminating the need for large quantities of non-recyclable adhesive. The fibers are held in place by the strength of the weave and a small quantity of polypropylene dispersion coating. This product design makes it easier to recycle the materials in the end-of-life phase, allowing them to be reused in new products and contribute to the circular economy.

We refer to MX as a OneFamily product, because it contains polymers from the same 'family'. It is easier to recycle than traditional systems, although not the gold standard we have since developed with ONE-DNA™. Our MX product lines remain popular around the world.

Another milestone on our circularity journey was the development of an innovative elastic base layer called EcoCept. This product is now regularly used around the world in place of traditional e-layer shockpads. EcoCept is made using mixed recycled plastic agglomerate and – since 2018 – plastic from recycled end-of-life turf. Until ONE-DNA™ turf systems are widely adopted, and until they reach end-of-life and are ready to be recycled, we see EcoCept as a valuable and pragmatic solution. It helps us utilize end-of-life multi-material legacy turf systems – turning waste to value and contributing to the circular economy.

Designed for circularity



Next-generation product launch
In 2024, we completed the full rollout of Pivot® and Pure PT as a commercial product. This product has now been installed in more than 100 fields globally. Uptake has been even stronger than expected, and the number of installations is expected to approximately triple in 2025. The growing demand has been driven by player feedback and quality of experience, but also by clients wanting more sustainable solutions with a longer life span and lower total cost of ownership than legacy turf systems.

We chose to introduce our ONE-DNA™ technology to the outdoor living segment first. This was achieved through a partnership with LimeGreen, which has enabled this company to use our intellectual property (IP) and incorporate ONE-DNA™ technology into outdoor living products. LimeGreen, based in the Netherlands, has begun franchising its ONE-DNA™ products across France, Germany and the US. We are now working on the 2025 launch of ONE-DNA™ in our sporting products.

TenCate is in the process of developing specific, timebound targets for enhancing circular product design, with elements such as durability, dismantling, repairability and recyclability. Additionally, we will set targets for increasing the circular material use rate, minimizing the use of primary raw materials and ensuring sustainable sourcing and use.

What next?
Innovation does not end on the day we launch a product. We are continuously improving and iterating our next-generation turf products to make them better and better. The areas we worked on in 2024, and that we will continue to pursue in 2025, are:

- Increasingly incorporating ONE-DNA™ technology into our sports turf systems. Making these turf systems from one single polymer will enable end-of-life recycling into high-quality plastics.

"We're expanding the scope of our product design by **making subtle technical adjustments** to enhance flexibility for various users."

DR. COLIN YOUNG, GLOBAL DIRECTOR R&D

- Developing a wider range of non-filled turf systems based on Pivot® and PurePT. This will include multi-sport applications to increase adoption of this technology outside of the current application. In many locations, such as local sports clubs, the venue is shared between people playing a range of different sports on the same field, so the need for flexibility is a key market driver.
- Expanding our testing procedures to include a wider range of users – see box-out.

Testing player-surface interaction with more female athletes
In 2024, we expanded our research and testing at the CTI to address a wider range of user groups, focusing particularly on gender differences in player-surface interaction. Research has shown that female soccer players experience a higher frequency of lower-limb injuries – particularly in the ankles and knees – than their male counterparts. As women's soccer continues to grow, this disparity is becoming more pronounced, especially with professional female players missing significant portions of the season due to ACL injuries.

To understand whether field surface types play a significant role in the frequency of such injuries, we conducted initial testing with female athletes across a range of age groups and skill levels. Although it remains very early, anecdotal feedback has been very informative, with many players reporting that playing on non-filled turf surfaces felt better both during and after sessions, especially the day after training – when most pain is usually felt. Notably, many female participants also indicated that their recovery times were shorter, enabling them to return to full training sooner compared to when playing on traditional rubber infill fields.

We are also funding a PhD program at Loughborough University to support this area of research. While this remains an area for further exploration, the early results are promising. We are committed to continuing our research to better support female athletes and help mitigate injury risks through surface design wherever possible. Once more tangible outcomes are established, we look forward to sharing them.

CIRCULARITY AND SUSTAINABILITY IN MATERIAL USAGE

We are committed to using materials responsibly across all our operations and products, with a strong focus on sustainability and circularity.

Our companies have policies governing their material and resource usage, waste management, and environmental practices. These policies are tailored to meet local and regional regulations and other strategies to improve the sustainability of our operations.

We aim to lower our environmental footprint and align with our broader circularity and climate objectives. We continue to invest in sustainable design, supply chain partnerships, and innovations that support a regenerative, closed-loop material system.

Our approach prioritizes:

- **Minimizing waste:** We design products and processes to reduce material waste at every stage of the value chain, from production through to end-of-life.
- **Reducing fossil-based inputs:** Where possible, we actively minimize the use of virgin fossil-based materials by choosing circular alternatives and making our products easier to recycle at end-of-life. We integrate both post-production waste (PPW) and post-consumer waste (PCW) into many of our products, contributing to the circular economy. This reduces reliance on virgin resources and contributes to keeping valuable materials in use for longer.

Use of recycled plastics

We make a range of bespoke products using recycled content. We can either a) blend recycled content into the process (e.g., post-industrial or post-consumer waste), and/or b) source recycled resins to use as a proportion alongside virgin resins.

These blends are validated through internal and external testing to ensure that the longevity and quality of the finished product is equivalent to 100% virgin materials. The percentage of recycled content is also validated, with our Dubai and Nijverdal sites (Thiolon Middle East LLC and Thiolon BV) now ISCC PLUS certified. This voluntary certification enables us to issue sustainability declarations for products containing recycled feedstocks.

Overview: materials we use and products we create

Manufacturing yarns & turf systems → Material inputs*	Distribution & installation of turf systems → Material inputs*	Finished products → Outputs
Plastics (polymers) • Virgin plastics in the form of base resin, derived from oil • Recycled plastics from TenCate's own waste, or purchased from upstream suppliers Colored pigments UV stabilizers Antioxidants	Polymeric infills Natural/organic infills • Sand. Where possible, we use recycled sand. Otherwise, we use newly quarried sand • Other organic infills such as cork and olive pits Components for athletic tracks	Sport and play, e.g., • Soccer fields • American football fields • Hockey fields • Community pitches • Athletic tracks Outdoor living, e.g., • Gardens • Communal spaces • Roof terraces • Courtyards

** TenCate's inflows do not include any critical raw materials or rare earths.*

Efforts to expand the use of recycled materials are high on our agenda, and we have frequent conversations with our suppliers and other industry players to accelerate these developments. Currently, we face two challenges that prevent us from more systematically rolling out the use of recycled materials:

- The market and supply chain for recycled resins are not yet mature enough to guarantee access to the same quality resin, with consistent composition, on a continuous basis, in the quantities we require.
- For sports turf systems, there are codes and standards set by sport governing bodies that we must meet. These requirements have very tight tolerances that cannot be guaranteed with the variations inherent in the blended recycled resins. We are working with these organizations to support the implementation of recycled materials within the regulatory frameworks.

Removal of plastic infills by utilization of no-infill and of natural/organic infills

Turf systems traditionally use granulated materials known as 'performance infills' to enhance the playing characteristics and experience for users. Polymeric infills such as styrene butadiene rubber (SBR) have been widely used since the early 2000s. However,due to concerns about microplastics, they are being phased out in parts of the world. At TenCate we are leading on this phase-out and driving alternative solutions, including the aforementioned non-filled systems or alternative natural infill options.

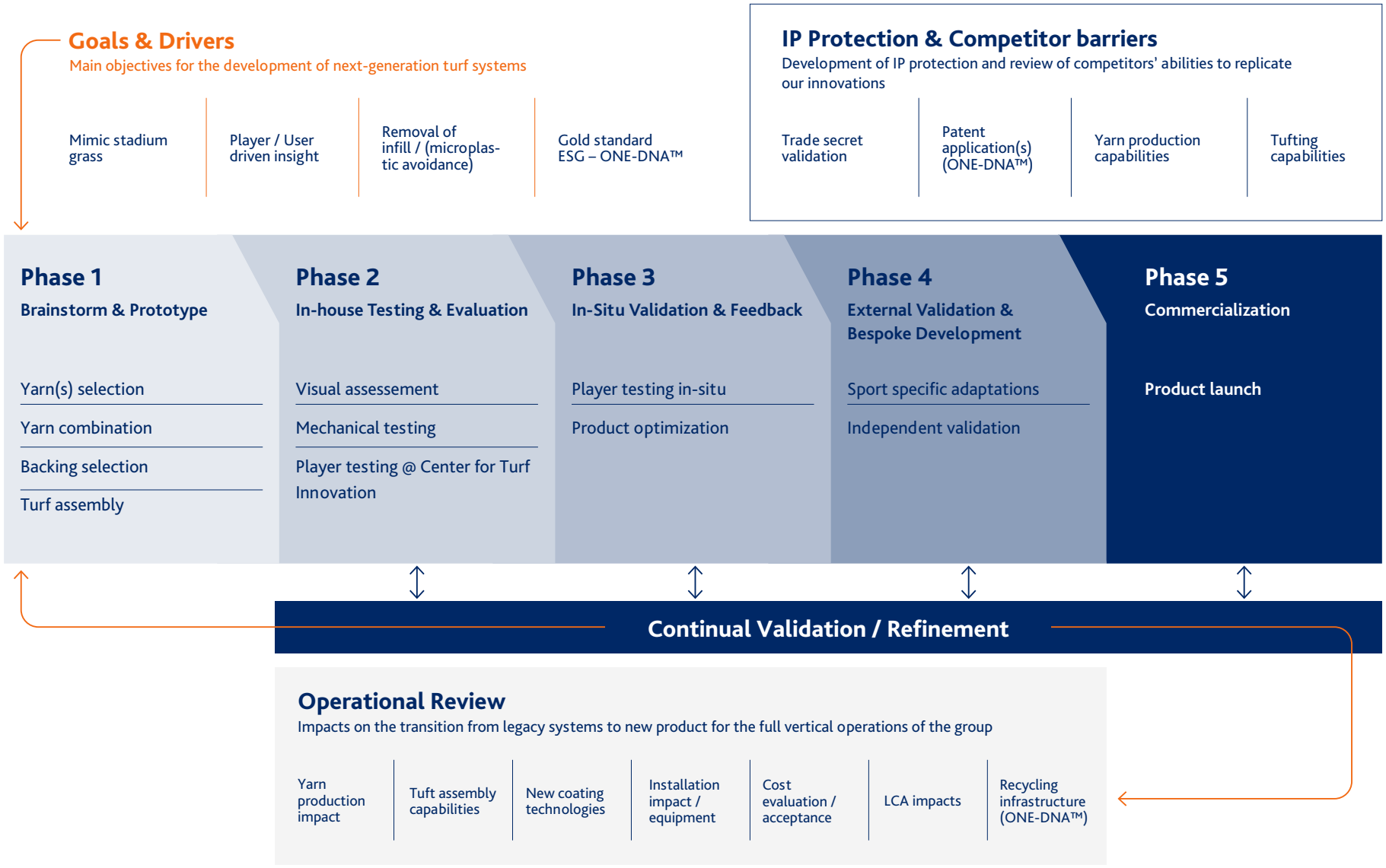
TenCate now offers a wide range of alternative infill materials, such as:

- **Olive pits**. After being crushed and rounded, olive pits can provide a natural infill for turf systems. The pits are strong and provide good performance for a wide range of applications.
- **Cork.** Waste from the production of cork is granulated into an infill for turf.
- **GeoCool**. This is an inorganic cooling agent designed to reduce surface temperatures on synthetic turf fields. It is composed of egg-shaped oolitic aragonite, a naturally occurring form of calcium carbon.

These options offer benefits in terms of both performance and sustainability. However, the natural infills of olive and cork tend to require more intensive maintenance, which can be costly, and they may not be suitable for all climates – particularly those with extreme weather.

In the right locations and applications, we consider natural infill systems as complementary to our next-generation non-infill turf solutions, enabling us to better serve our global customer base.

TenCate Development Process



Reduced weight, lower emissions

Circularity isn't the only environmental advantage of our next-generation non-filled turf systems: they can also generate fewer emissions from transportation of raw materials and finished products. Conventional infilled turf systems require heavy materials for the infill layer (e.g., sand and rubber) whereas non-filled turf systems do not. While the non-filled product may require greater quantities of yarn (i.e., polymer), the overall turf system weighs far less. This means fewer vehicles on the road carrying heavy materials for installation or disposal of our products.

Pure PT versus conventional pitches

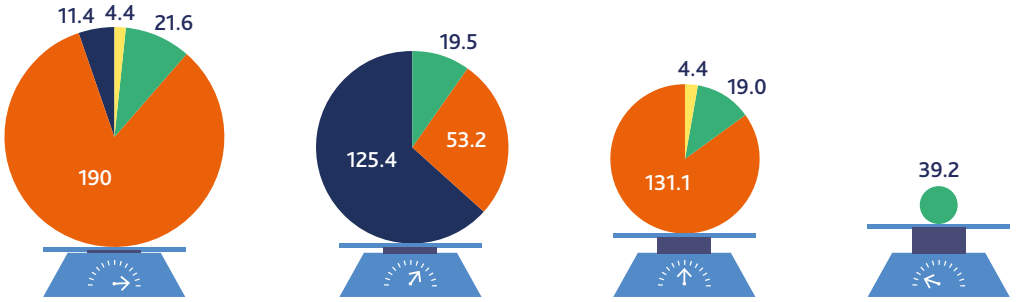
Conventional pitch - number of trucks needed

Total **27** trucks

Pure PT - number of trucks needed

Total **6** trucks

Lighter construction (x 1,000 kg)



Organic	Rubber SBR	Sand/Mineral	Pivot®/Pure PT
227,424 kg	198,079 kg	154,547 kg	**39,246 kg**

Shockpad · Artificial grass · Sand · Infill

Durability
The longer a surface lasts, or the more it can be used before needing replacement, the more sustainable the system becomes. Our innovations focus on enhancing durability and longevity.

Life cycle assessment (LCA)
TenCate is actively participating in the European Union (EU) Product Environmental Footprint Category Rules (PEFCR) process, to develop a common life cycle assessment (LCA) methodology. This initiative, led by the European Synthetic Turf Council (ESTC), aims to create a standardized LCA process to measure and validate products' environmental impact, including their durability and carbon footprint. This process is ongoing. Drafts were made public in 2023 for consultation, and rules were finalized and approved in 2024 by the European Commission. An official launch is expected in 2025, with the LCA process becoming widespread in subsequent years.

Based on data from TenCate and our industry peers in Europe, the life expectancy of the average or "representative product" has been estimated at eight years. This number can be used as a basis for an LCA process once finalized.

We estimate the durability of our conventional turf systems to be eight to ten years, slightly above industry averages. The exact lifespan of each turf will depend on how heavily the product is used, its application, and the environment in which it is installed.

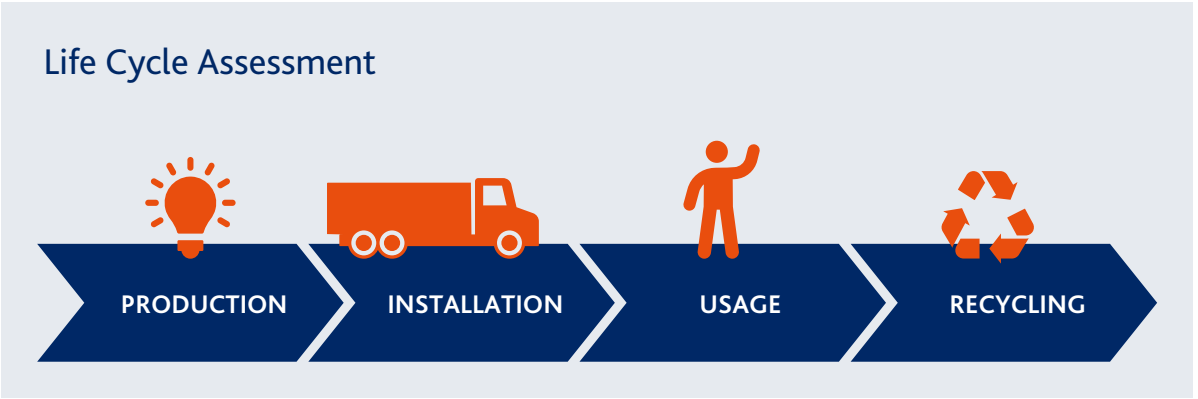
However, our lab tests at the CTI, and all our projections and models, indicate that our non-filled turf systems will last an estimated 25-30% longer due to reduced wear and tear between different materials – amounting to approximately 12-15 years of use.

Our non-filled turf systems will last an estimated
25-30% longer

A longer usable lifespan preserves the value of raw materials for longer and also benefits customers in terms of total cost of ownership. A better LCA rating will help customers make informed decisions based on both sustainability and financial criteria. For our innovative products, we now offer customers extended warranties that reflect the longer expected lifespan of the products.

Maintenance and lifetime extension
Maintenance is crucial for circularity because it extends a product's lifetime, delaying the need for replacement. This also benefits the customer.

We regularly repair our products post-installation, either through our own installation companies or through third parties. While there is no established rating system for repairability of synthetic turf systems, we have established processes and protocols to carry out patch repairs. This is especially helpful for repairing heavy-traffic areas (e.g., around a goal) without needing to replace the entire pitch.



WASTE MANAGEMENT

Preventing waste generation during manufacturing

We are pursuing Zero Waste to Landfill (ZWtL) certification across the Group. Our target is to achieve a 90% waste diversion rate at each of our 13 manufacturing sites. This is the figure needed to achieve Zero Waste to Landfill (ZWtL) Silver validation according to the UL 2799 protocol.

In 2024, we achieved – and exceeded – our target of 90% for average landfill diversion rate (including energy recovery) across our manufacturing sites. Per-company details of our ZWtL validation progress so far can be found in the table on page 37.

TARGETS - ZWTL (END 2024)
Per site **90%**

✓ Achieved or exceeded at 9 sites
Work in progress at 4 smaller sites

Average across manufacturing sites **90%**

✓ Achieved

RESULTS - ZWTL AVERAGE ACROSS MANUFACTURING SITES
(with energy recovery[1])

2023[2] **88%**

2024[3] **94%**

[1] *Energy recovery refers to waste sent to the thermal processing unit that generates useable heat, electricity or fuel for export as energy.*
[2] *Data includes 11 companies – all TenCate manufacturing companies in 2023, excepting one company acquired in December 2023.*
[3] *Data includes all 13 TenCate manufacturing companies in 2024.*

In pursuing ZWtL, our focus has been on addressing waste at our largest facilities, enabling us to make change at the scale required. The figures for our three largest facilities, which accounted for 67% of the total waste generation from TenCate's manufacturing companies in 2024, are:

	Waste diversion rate[1]
TenCate Thiolon Middle East LLC[2]	**97%**
TenCate Thiolon USA[2]	**95%**
TenCate Thiolon BV[3]	**88%**
Average	**93.3%**

[1] *This figure excludes energy recover from waste sent to incineration. Including energy recovery, the diversion rate of Thiolon BV was 99%.*
[2] *UL 2799 ZWtL validated for 2023 data, during 2024.*
[3] *UL 2799 ZWtL validated for 2024 data, during 2025.*

2.8%
Reduction in total waste generated, vs 2023

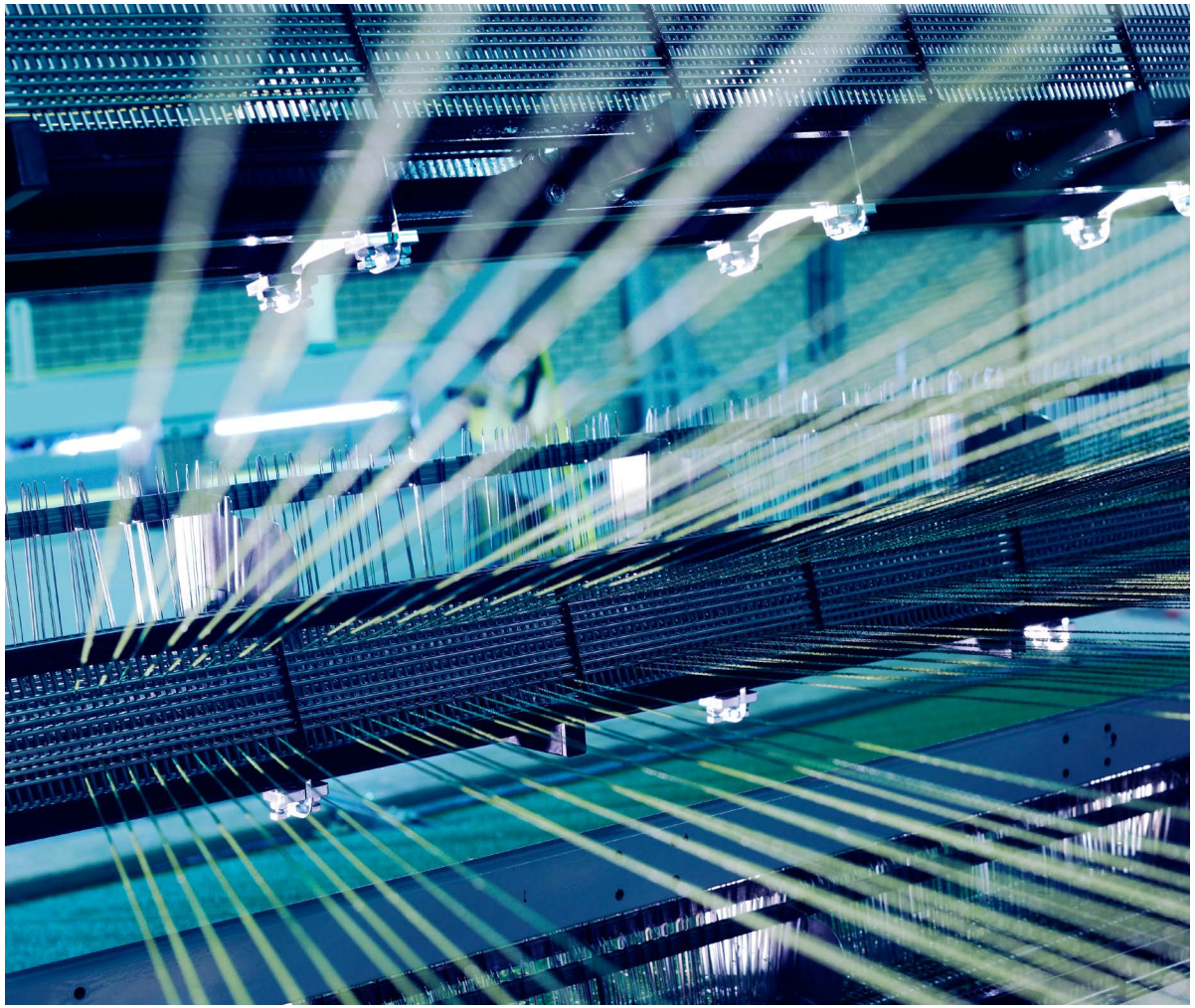
92%
Recycling / reuse rate, vs 86% in 2023

5
Five of our thirteen manufacturing companies have had their waste diversion rates validated by UL

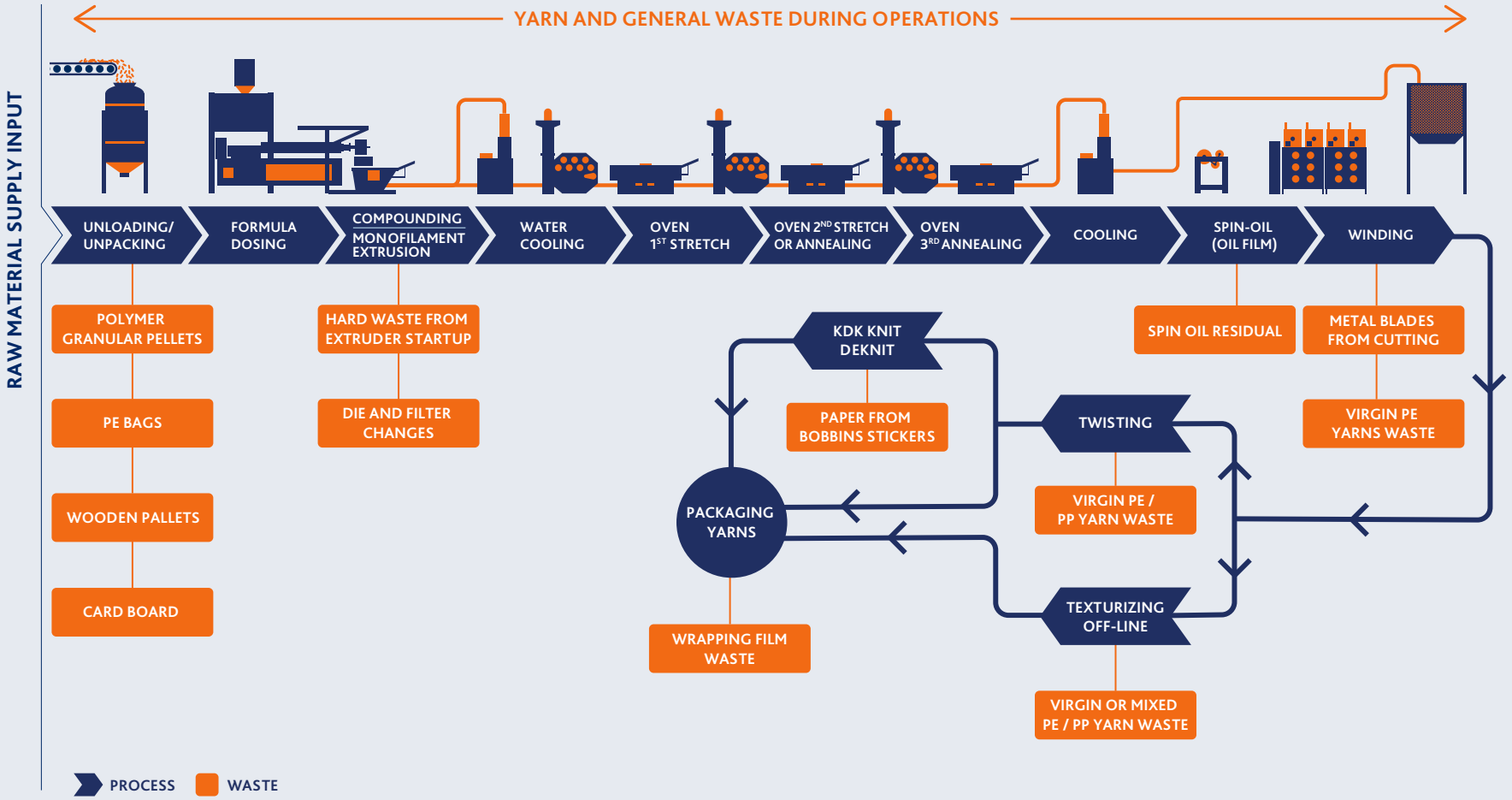
Our yarn extrusion facilities have invested in machinery and technology to recycle plastic waste from the manufacturing process in a closed-loop system. This internal recycling approach combines both financial and sustainability benefits, allowing us to reuse self-generated waste in our operations while also saving money.

Previously, the initial polymer output from the extruder – before it reached the correct temperature, flow and quality – would go to waste, as would the last polymer after the extruder had been switched off. This accounted for approximately 10% of material waste.

Now, we have machinery that can collect these polymers and transform them into polyethylene resins, which we reintroduce into our production process – cutting waste by over 50%. This does not compromise the quality of our products. This process has been validated via an ISCC Plus audit, providing external verification. First implemented at our company in Dubai over a decade ago, this process has since been adopted by other TenCate yarn manufacturers, including our Dutch and USA sites in 2022.



Typical yarn production line with waste stream process



Some of our companies have also been exploring waste-to-value from their operations. For example, the team at Hellas Fibers has developed EcoNailer, a nailer board used in the turf installation process to secure the synthetic turf in place. This product is derived from recycled yarn and waste resin, combined with other types of post-consumer waste. In 2024, Hellas Fibers produced a total of 260,820 feet (79,498 meters) of EcoNailer. In addition, we utilize recycled plastics in Ecocept, a shockpad layer we developed (see page 46).

WASTE GENERATED	2023 METRIC TONS	2023 PERCENTAGE	2024 METRIC TONS	2024 PERCENTAGE	2023-2024
Weight of total waste generated *	**11,113.42**		**10,802.71**		**-3%**
Waste diverted from disposal, by recovery operation type:	**9,808.13**	**88%**	**10,173.17**	**94%**	**4%**
Preparation for reuse (internal)	410.11	4%	401.24	4%	-2%
Recycling	9,180.64	83%	9,491.27	88%	3%
Other (combusted with energy recovery)	217.39		280.66	3%	29%
Waste directed to disposal, by waste treatment type:	**1,305.28**	**12%**	**619.18**	**6%**	**-53%**
Incinerated, with energy recovery		n/a	2.35	0.02%	n/a
Landfill	1,305.28	12%	616.83	6%	-53%
Total amount and percentage of non-recycled waste* Landfilled and combusted (with and without energy recovery)	**1,522.67**	**14%**	**899.84**	**8%**	**-41%**
Composition of waste					
General and municipal waste	1,508.00	14%	820.00	8%	-46%
Metals and electronics	80.68	1%	93.66	1%	16%
Paper	1,175.52	11%	1,357.49	13%	15%
Plastics	7,172.59	65%	7,572.68	70%	6%
Wood	1,113.38	10%	879.15	8%	-21%
Others	63.25	1%	79.74	1%	26%

** Excluding Eurofields manufacturing facility*

DOWNSTREAM VALUE CHAIN: RECYCLING USED PRODUCTS

We are determined to reduce our products' environmental impact across their entire life cycles, including their end-of-life disposal. As much as possible, we aim to enable this disposal to take the form of recycling, so that the materials that make up our products can ultimately make their way into new products.

Compared to how we manage waste in our manufacturing facilities, we cannot always control what customers do with our products once they reach the end of their functional lives. These products may only come back out of the ground more than a decade after they leave our factories. We also know that a one-size-fits-all approach is not appropriate, as waste disposal practices and regulations will differ from country to country and state to state.

Context: the challenge of recycling legacy products

Conventional synthetic turf systems are made up of a range of different materials such as polyethylene, polypropylene, and latex or polyurethane. These products are made to be extremely robust and long-lasting, so they are not easy to separate. The technical challenge is to harvest these materials in a useful form without consuming unsustainable amounts of energy during transport and processing.

However, there are two tangible things we currently do to facilitate end-of-life recycling:

1. Designing for recyclability

We have developed products that are more easily recycled, and that produce more versatile and higher quality materials once recycled. At the start of the innovation process, we set ourselves the challenge of making our products easier to recycle at the end of life, while not losing the advantages of longevity and quality. While we will continue to use plastics derived from fossil fuels, we opted to explore how to use them in a circular way and maintain their value. The result of this investment in innovation is our new non-fill products, as well as our ONE-DNA™ technology that can be used to create single polymer turf systems.

2. Recycling through partnerships

We partner with others to offer avenues and options for recycling of our turf systems once they reach the end-of-life stage. There are a wide range of viable options for recycling which have been successfully implemented in regions around the world, including both mechanical recycling and advanced recycling.

These two recycling methods – mechanical and advanced – are not mutually exclusive. In fact, they often complement one another. Mechanical recycling typically forms the first step in the recycling process because it enables the separation of materials, which is a necessary precursor to advanced recycling. In many cases, this approach allows us to maximize material recovery. By investing in both methods, we aim to ensure a more complete recycling process. Mechanical and advanced recycling work in tandem to support our goal of responsible end-of-life solutions for synthetic turf.

Mechanical recycling

In 2018, we initiated and formed a coalition of industry peers and competitors to explore ways to recycle our legacy products and ensure they can be recycled once removed from the ground. We collaborated with GBN, a Netherlands-based recycling company that works with a variety of materials and minerals from construction. Together, we developed a joint recycling initiative, with coalition companies becoming shareholders. The recycled materials produced are sold on the open market.

Through mechanical recycling, infills like sand and rubber can be extracted, cleaned using various technologies, and reused in other applications. For the turf itself, including its backing, the mechanical recycling process primarily results in agglomeration or "downcycling." This process produces a relatively rigid, granular material of lower quality and functionality than the original, limiting its range of uses. However, many companies have found ways to utilize its properties, such as its uniformity. For instance, at TenCate, we mix these granules with recycled car tires to create a shock-absorbing layer (EcoCept) that can be installed as an alternative to infill in our turf systems.

Advanced Recycling

In 2022 we launched a first-of-its-kind synthetic turf recycling program in the US, "TenCate Turf Recycling Solutions", as a joint program with ExxonMobil and Cyclyx International. This initiative uses advanced recycling techniques to reclaim materials for reuse. As with mechanical recycling, the first step is to separate and condition the turf. We then send it to our partners, who chemically recycle them into high-quality, virgin-like plastic resins. We have the option to purchase these resins again for our own products, or ExxonMobil can sell them to the open market.

Outside of this initiative in the US, chemical recycling is not yet widely adopted due to its complexities and its energy consumption. There is rapid innovation in this space as the technology matures, and we wish to support this development by working with our partners. We are working on a diverse range of options in this fast-evolving area and will continually review as we move forward.

Local initiatives

Wherever there are more regional recycling projects, we try to support those. Sportex in Scotland is an installation company we have supplied to for many years, and they recently set up a recycling initiative. We loaned them machinery, expertise and licenses to utilize some of our technologies in recycling for the UK market.

How TenCate Turf Recycling Solutions (US) works

1 Turf removal

Before installing new turf, the aged turf is cut and removed by TenCate.

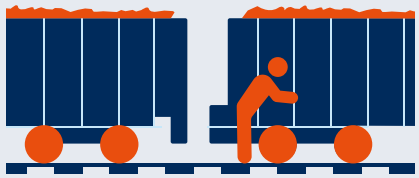
2 Initial processing

It is sent to our processing facility to separate the sand and rubber infill from the plastic base layers and artificial grass.

3 Thorough sorting

All materials are sorted for cleaning and recycling, and the turf is shredded and packaged for transport to Cyclyx to prepare it for recycling.

4 Initial recycling



Once Cyclyx processes the turf carpet for greater density, it is sent to ExxonMobil's ISCC PLUS-certified facility in Texas.

5 Advanced recycling

Using ExxonMobil's advanced recycling technology, the plastic from the turf is broken down into its base molecules and mixed with other materials to create high-quality feedstock for polyethylene and other products.

6 Reintegration

The certified circular plastic pellets are sold to manufacturers that will use them to create new products, including turf, reducing the need for virgin plastics and diverting valuable waste from landfills.

ZERO WATER HOCKEY TURF

Unlike natural turf, synthetic turf does not need water for their upkeep. The big exception is hockey turf. Field hockey, especially at the elite level, is played on wet turf. Over the course of a match, 20,000 liters of water must be added to the pitch so that players can dive and slide at speed, in pursuit of a ball that glides along the surface.

Using such quantities of clean water is not sustainable, especially in regions that are increasingly experiencing water shortages. It also adds to the cost of the field (an irrigation system must be installed) and its operating costs. In 2018, the International Hockey Federation (FIH) challenged the synthetic turf industry to develop turf systems with good playability that do not use significant quantities of water.

At TenCate, we have led the charge by developing a product called Pure EP, which mimics the experience of playing wet – while playing dry. After a five-year development process, the first Pure EP field was installed in 2023 and certified by the International Hockey Federation (FIH). By the end of the year, we had installed three additional Pure EP pitches in the Netherlands. In 2024, we continued this limited rollout, installing 10 fields across Spain, France, Germany and the Netherlands.

Benefits of Pure EP

Our goal in creating Pure EP was to retain all the desirable qualities of a wet field, ensuring that the game would not be inadvertently altered by the introduction of a dry product. We recognize the incredible speed and skill exhibited in the game, and we acknowledge that any slowdown could significantly affect the enjoyment of both players and fans.

"Pure EP is not a mere incidental improvement built upon the existing status quo. It represents a **fundamental and innovative leap**, introducing a completely different design principle."

DR. COLIN YOUNG, GLOBAL DIRECTOR R&D

The benefits of this development can be seen from two sides:

1. **Water conservation**
   When Pure EP is installed instead of a conventional "wet" hockey turf, it saves immense volumes of clean water, reducing pressure on water supplies. It also means the field can still be used during droughts and water use restrictions. The player's experience remains very similar to that of playing on a wet field.

   At the Midden Haagsche Hockey Club, where we installed the first Pure EP pitch, an estimated 4.2 million liters of water were saved during its first season of use from September 2023 to May 2024. That's approximately 525,000 liters per month, based on a comparison of training and match play on the Pure EP pitch versus a standard irrigated hockey field. To put this into perspective, this amount of water is equivalent to 67,000 ten-minute showers or 42,000 laundry cycles.

2. **Equitable access to sports**
   When Pure EP is installed instead of a conventional "dry" hockey turf (e.g., one containing sand), it enables players to experience what it is like to play on a "wet" field. This not only benefits amateur players who may otherwise have to play on a "dry" or sanded field, but also supports the development of the game in resource-poor countries where access to water – and therefore to the "wet" fields used at the elite level – is limited.

   Countries including India, Pakistan, South Africa and Australia have a huge legacy and interest in field hockey. However, these countries experience serious water shortages that have hindered them from developing the game at the grassroots level since wet fields were introduced. One of our main drivers for developing this product is to ensure that this field can be used globally in places with limited water, so that everyone has access to the sport and the social benefits it can bring.

CASE STUDY: WEESP

First Dry Hockey Turf:
PureEP field at MHC Weesp

Water saved

September 2023 – May 2024

4.2 million

liters

THIS IS EQUAL TO:

525,000

liters per month

OR

6.3 million

liters per year

* Data based on training and games and vs current wet / irrigated fields

Data used in calculations

- Domestic use of water in the Netherlands is 1.25 billion m^3. Estimates range from 41,000 to 71,000 liters per person. Total water withdrawal for municipal (domestic) purposes: municipal water is the annual quality of water withdrawn primarily for the direct use by the population.
- The FIH estimates 6,000 liters per application (irrigation of a hockey field), with 1 million liters used at the Tokyo 2020 Olympics.
- Data includes water consumption from both training and games on a Pure EP pitch, compared to existing wet / irrigated fields.

Source: Food and Agriculture Organization of the United Nations - AQUASTAT. Total water withdrawal for municipal (domestic) purposes, measured in cubic metres (m^3) per year. Municipal water is the annual quality of water withdrawn primarily for the direct use by the population.

WHAT THIS MEANS IN REAL SAVINGS PER YEAR

67,000

10-minute showers

Equals 184 years of showers for a single person per day

525,000

toilet flushes

Equals 480 years of toilet flushes, 3 times a day for a single person

42,000

wash cycles

Equals 114 years of washing cycles with one per day

Recyclable single-polymer turf for the Tomorrowland festival

1/2

In 2024, TenCate supported Belgian music festival Tomorrowland with the installation of 10,000 m^2 of ONE-DNA™ turf across its grounds. The turf, made from 100% polyethylene (PE), is designed to be fully recycled. After the event, the turf was recovered and recycled into PE agglomerate, which was then used by TenCate to produce new yarn. Working with our partner, LimeGreen, the project represents one of the most extensive uses of circular synthetic turf in the outdoor festival industry to date.

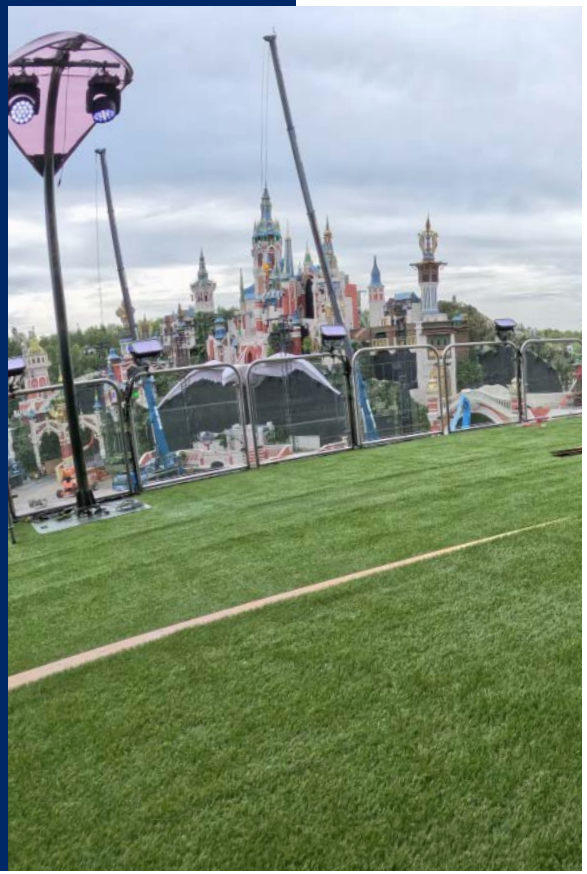
Reducing waste from single-use turf

Artificial grass has long been used in various sections of the Tomorrowland festival site. Traditionally, this turf was made from a mixture of materials, such as PE, polypropylene (PP) and latex. These polymers are difficult to separate from each other during the recycling process, which often leads to "downcycling", where the recycled agglomerated plastic is only suitable for a more limited number of applications.

By switching to ONE-DNA™ turf, Tomorrowland adopted a "mono-material" turf system made entirely from a single ingredient: PE. This made large-scale recycling possible, meaning we were able to avoid the linear make-use-dispose model and create a circular turf solution.

"This project highlights the enormous potential of circular systems for artificial turf when different parties collaborate and innovate together."

DEBBY WILMSEN
Press & Media Relations Lead,
We Are One World, spokesperson
for Tomorrowland



Laying the groundwork in 2023

The successful installation in 2024 followed on from a smaller first project run in 2023. That year, 7,000 m² of ONE-DNA™ turf was used to construct multiple "comfort zones" at Tomorrowland, which were later recycled into 4,500 kg of clean PE agglomerate.

The success of this initial project proved the technical viability of recycling this kind of turf on a large scale. Overall, it laid the foundation for the success of an even larger circular project in 2024.

10,000 m²

of ONE-DNA™ turf installed.

1

type of polymer used in ONE-DNA™ turf.

4,500 kg

of clean PE agglomerate from recycling the previous year's ONE-DNA™ turf.

1/2

Recycling 1 million square feet of turf at LakePoint

At LakePoint Sports Baseball Village in Georgia, our US-based company GeoSurfaces replaced and recycled 1 million square feet of synthetic turf across multiple baseball fields. To put the scale of the project into perspective, that is equivalent to removing 25 million plastic bottles' worth of polyethylene (PE) from the waste stream. The entire project was completed in just 30 workdays and demonstrated how turf systems can be recovered and recycled efficiently on a large scale rather than ending up in landfill sites.

The recycling process

When extracting the original turf, GeoSurfaces tagged, tracked and transported it to TenCate Turf Recycling Solutions in Baton Rouge, Louisiana. Here, the sand and rubber infill components of the turf system were separated from the backing and PE turf fibers. The PE was then cleaned, shredded and baled before being sent to our third-party partner, which is equipped to process it back into virgin-grade PE. This recycled material can be used to manufacture new turf or other PE-based products.

The crumb rubber infill was also cleaned and prepared for reuse in shock pads or other rubber applications. The sand was cleaned and repackaged for use as top dressing on natural grass and golf courses, or as fill sand in construction projects.

This process ensures that almost all the components of the original turf system are recycled at the end of their lifecycle.

Improving playability for baseball

The old turf system at LakePoint was generic and used a large quantity of rubber infill. By contrast, the new system that GeoSurfaces installed was designed specifically for baseball. By using less infill and more "grass", the newly installed fields create a more consistent playing surface, which means the ball moves more predictably. In addition, using less black rubber infill means less heat gets trapped at the turf's surface, resulting in a cooler and more comfortable playing experience for participants. This is especially important given the facility is located near the Gulf Coast of the United States, where temperatures can soar during the warmer months of the baseball season.

Designed for longevity

GeoSurfaces guaranteed the new turf system with a 10-year non-prorated warranty. When it does eventually reach the end of its service life, our team will be ready to collect, recycle and replace it again with even greater efficiency.

"Completing such a large-scale project so efficiently demonstrates TenCate's world-class capabilities when it comes to extracting and recycling synthetic turf systems at scale – and replacing them with new, purpose-built replacements."

CHARLES DAWSON
Chief Executive Officer, TenCate Sports

1 mln sq ft

synthetic turf replaced and recycled.

25 mln

equivalent number of plastic bottles it would take to reach this volume of PE.

30

working days – project completed.

CLIMATE CHANGE & ENERGY

As a manufacturer of plastic-based products, we are keenly aware of our responsibility to reduce our greenhouse gas emissions, cut our non-renewable energy usage, and minimize our impact on the environment. We are pursuing a strategy focused on product innovation and operational optimization.

PLANS AND STRATEGIES

Transition plan

We are proactively adjusting our strategy and business model to help limit global warming and to move towards a more sustainable economy. Our formalized transition plan for decarbonization, climate change mitigation and adaptation is under development as of 2025-2026.

Physical and transition risks, opportunities and evaluations aligned with the framework of the Task Force on Climate-Related Financial Disclosures (TCFD) will be included in our transition plan as well.

We are developing new products that require much less energy to manufacture, transport, install and maintain. Secondly, we are continuously adjusting and optimizing our manufacturing operations and finding innovative ways to reduce energy consumption.

Regional production and procurement

Our vertical integration strategy means that, within the TenCate Group, we have companies engaged in manufacturing, distribution, design, installation and recycling. We complement this by procuring locally where possible, and by working with third-party companies, such as distributors and installers, where needed. This approach has already allowed us to create regional manufacturing hubs, especially in the US and the Netherlands, significantly reducing emissions from transport and logistics across our value chain.

ISO 14001 certification

Each TenCate company has environmental management policies suited to their activities and regions of operation. Additionally, the ISO 14001 certification process is complete or underway at most of our manufacturing sites (see page 37). Achieving certification requires implementing suitable policies for environmental management, including aspects such as climate change mitigation and adaptation, energy efficiency, renewable energy use and waste management.

Targets

- So far, energy use reduction targets have primarily been set at the company level. At the group level, we have set internal energy efficiency targets for our four yarn manufacturing facilities. We anticipate sharing specific targets in future reports.

- Due to significant M&A activities, we re-established our Scope 1, 2 and 3 emissions baseline during 2024. We intend to set timebound, outcome-oriented targets in 2025.
- We have conducted a first screening for Scope 3 emissions in 2024, and we provide for the first time a spend-based screening of our Scope 3 emissions. Our decarbonization strategy will include reduction targets for Scope 3.

PRODUCT DESIGN

In our R&D process and in creating our next-generation turf systems, the changing climate has been a key consideration. In terms of climate change mitigation, we have sought to design new products with reduced impact on the environment (e.g., through emissions) throughout their lifecycles. In terms of climate change adaptation, we have considered how our turf systems can contribute to wider climate change adaptation strategies, considering their ability to withstand tough environmental conditions. In this way, we can continue to make a positive social impact in a changing climate.

Below are some examples of how product design interacts with climate change mitigation and adaptation:

- **Recyclability:** All our next-generation turf systems are designed with recyclability in mind. The increasing use of our new ONE-DNA™ technology will help use produce more single-polymer products that are 100% circular.
- **Emissions:** Greenhouse gas emissions from transportation of our next-generation non-filled turf systems are also far lower than those of traditional infilled turf systems, given their reduced weight.
- **Energy:** Developing products that use thermal fixing instead of energy-intensive latex fixing significantly reduces energy consumption and greenhouse gas emissions. We estimate that, compared to conventional artificial turf with latex or polypropylene-coated backing, producing non-filled turf requires 90% less energy.
- **Water conservation:** Our hockey product, Pure EP, can be played dry while mimicking the feel of a wet field, saving significant quantities of water.

MITIGATION AND ADAPTATION IN OUR OPERATIONS

Across the group, many TenCate companies – including the yarn companies consuming the largest amounts of energy – have developed and implemented plans to increase their energy efficiency. Efforts are ongoing. Highlights from across the Group are below:

- Thiolon BV (Netherlands) and Thiolon USA (also known as Polyloom) are cutting out an energy consuming pre-compounding step, moving instead to in-line dosing at our yarn extrusion facilities. The switchover is complete in the Netherlands. In the US, two lines switched in 2023, with the remaining two due to switch over in 2026. In addition, we have initiated the construction of a new factory in the Netherland, which will incorporate many new energy-efficient measures and process automations. Furthermore, a plant renovation of our newly acquired company Safina took place during 2024-2025. Safina's manufacturing facility has two solar RES on-site with a capacity of one with 100kw of power, the other with 350 kW of power.
- In 2023, Hellas US installed 10-megawatt solar panels at its Headquarters, as well as electric vehicle charging stations in the parking lot.
- Thiolon ME (Dubai) now uses solar energy to preheat the water for the steam baths and to power the Heating, Ventilation and Air Conditioning (HVAC) systems.
- Hellas US is using a platform called Samsara to monitor fuel purchases, consumption and idling in real time. This data will allow the company to gain an accurate picture of its fuel efficiency and introduce improvements. Similarly, in 2023, Thiolon BV implemented an energy-saving system, Optivolt, to improve energy efficiency in the manufacturing of yarns and backing.
- LED lighting has been introduced at Thiolon BV, TigerTurf UK, TigerTurf NZ and Polyloom.
- Weitzel Sportstättenbau covered 100% of its electricity consumption via renewable sources.
- CSC is being audited for CO_2 Performance Ladder certification. The ladder is an instrument to certify companies' climate action, and CSC is being certified for level five (the highest level). A company with a CO_2 Performance Ladder certificate demonstrates the will and ability to do business sustainably by structurally reducing CO_2 emissions. This may also be taken into account during tendering processes.

ENERGY CONSUMPTION AND GHG EMISSIONS	2024 (MWH)	2024 (GJ)
Energy consumption		
a. Direct energy consumption (GHG Scope 1)	**150,262.84**	**540,945.77**
Fuel consumed for own generation	-	-
Diesel	-	-
Other fuel consumed (natural gas, liquified petroleum gas, propane, diesel and gasoline for vehicles, kerosene)	150,262.84	540,945.77
b. Indirect energy consumption (GHG Scope 2)	**130,667.73**	**470,403.85**
Consumption of purchased electricity, heat, steam, cooling	130,396.77	469,428.39
Consumption of self-generated electricity from renewable energy sources	270.96	975.46
c. Total direct and indirect energy consumption (a+b)	**280,930.58**	**1,011,349.62**

GHG EMISSIONS	2024 (METRIC TONS)
Direct GHGs emissions (Scope 1)	
Total Scope 1 GHG emissions	40,826.52
Indirect GHGs emissions (Scope 2)	
Location-based	46,712.76
Market-based	51,724.99
Total Scope 1 and 2 GHGs emissions	
Total Scope 1&2 GHGs emissions location-based	87,539.28
Total Scope 1&2 GHGs emissions market-based	92,551.51

E1-6 - GHG EMISSIONS INTENSITY	METRIC TONS/USD
Total Scope 1 and 2 GHGs emissions location-based per net revenue	0.000050
Total Scope 1 and 2 GHGs emissions market-based per net revenue	0.000053

SCOPE 3 GHG EMISSIONS

For the first time, TenCate can present its Scope 3 GHG emissions for 2024. We undertook a detailed review and mapping exercise to determine which Scope 3 categories are material and relevant to our business. These categories are shown in the table below. We used a mixed calculation methodology to calculate our 2024 Scope 3 emissions. We utilized a spend-based approach for most categories, applying a $100,000 threshold that accounted for approximately 90% of available procurement data*.

**Companies that are not yet included in our spend based calculations Scope 3: Eurofield SAS, Fieldservices SAS, Art Dan SAS, Art Dan Lle De France SAS, SGW, Safina LDA, Spears Industries LLC*

Categories 3 and 5 were calculated using an average-based method with data on primary electricity and fuel (category 3) and waste from our manufacturing operations (category 5).

Measuring categories 7, 9 and 12 will be a priority focus area in our 2025-2026 emissions inventory, alongside integrating more primary/activity data where possible for the existing categories. Our Scope 3 GHG emissions account for 80% of our overall emissions inventory. An initial hotspot analysis has shown our biggest emitting (sub-categories) to include polymers & plastics, asphalts & aggregates, construction activities, chemicals and other synthetic turf materials.

SCOPE 3 CATEGORIES		RELEVANT FOR TENCATE	DATA STATUS	SCOPE 3 EMISSIONS (TCO_2e)	% TOTAL SCOPE 3 EMISSIONS
1	Purchased goods and services	Yes	Reported	297,676.09	85.9%
2	Capital goods	Yes	Reported	5,582.93	1.6%
3	Fuel- and energy-related activities	Yes	Reported	24,563.92	7.1%
4	Upstream transportation and distribution	Yes	Reported	16,136.46	4.7%
5	Waste generated in operations*	Yes	Reported	630.27	0.2%
6	Business travel	Yes	Reported	80.45	0.0%
7	Employee commuting	Yes	In progress		
8	Upstream leased assets	Yes	Reported	1,894.48	0.5%
9	Downstream transportation and distribution	Yes	In progress		
10	Processing of sold products	No	n/a		
11	Use of sold products	No	n/a		
12	End-of-life treatment of sold products	Yes	In progress		
13	Downstream leased assets	No	n/a		
14	Franchises	No	n/a		
15	Investments	No	n/a		
Total scope 3				**346,564.59**	

** Excluding Eurofields SAS*

1-8 Upstream Scope 3 emissions **9-15** Downstream Scope 3 emissions

MICROPLASTICS

TenCate is an industry leader in addressing the microplastics issue. We offer organic infills for filled turf systems, and our next-generation non-filled turf systems eliminate the need for polymeric infill altogether. Additionally, we have expanded our research into reducing unintentionally produced microplastics.

What are microplastics?
Microplastics are tiny piece of plastic, defined by the ESRS as measuring 5mm or less. Microplastics are either **unintentionally produced** and released through wear and tear of larger pieces of plastic or **intentionally added** to products for specific purposes. There are increasing concerns about the presence of microplastics in different environments, such as rivers and oceans, and about their impact on the environment and potentially human health.

WHAT MICROPLASTICS DO WE USE?

As context, there are two ways we use microplastics to create TenCate products.

Firstly, our manufacturing process turns microplastics into "macroplastics". The polymers (resins) we use as raw materials are delivered in the form of granules, and we then process them into yarns and backings. Migration of these granules into the environment is minimal to none, as the logistics process is very controlled – including shipping, trucking, staging in silos, and internal transport through blown lines.

Secondly – but decreasingly – we use polymeric infills as performance infills for turf systems. The most frequently used polymeric infill is styrene-butadiene rubber (SBR), while other materials such as Thermoplastic elastomer (TPE) and Ethylene Propylene Diene Monomer (EPDM) are also sometimes used in turf systems. At TenCate, we are transitioning away from the use of intentionally added microplastics. Our next-generation, non-filled turf systems are at the heart of our strategy.

Why we're transitioning from polymeric infills
SBR is highly functional, cheap and widely available. It is mainly sourced from end-of-life car tires. From a recycling perspective, this was previously considered an ideal way to provide car tyres with a second functional life.

However, the disadvantages of polymeric infills, including SBR, have become more apparent over time. Friction causes the granules to gradually break down, resulting in smaller particles. These granules and particles end up migrating from the field via wind and rain, as well as via players' shoes and clothing. The migration of such microplastics into the environment is very difficult to control, hence the EU's decision to ban the sale of products with intentionally added microplastics from 2031 (see box-out).

Microplastics ban in the European Union
After several years of research and public consultation, the European Union (EU) legislated to ban intentionally added microplastics. Announced in September 2023, the ban includes an eight-year transition period, after which it will be illegal within the EU to sell products with intentionally added microplastics. TenCate actively supported this legislation, and we are encouraged to see how the industry is beginning to shift in response.

How we're transitioning from polymeric infills
TenCate's transition away from polymeric infill is based on the three 'R's – **reduce**, **replace**, and **remove**. We seek to meet our customers' needs by offering attractive alternatives that do not compromise the turf's performance. As visualized on the following page: where rubber infill is installed, we can **reduce** the impact. If an infill is needed, we can **replace** rubber with organic alternatives. And, most crucially, we can **remove** the need for performance infill altogether. We achieve this via our next-generation turf systems, e.g., Pivot® / Pure PT.

We recognize that the transition away from polymeric infills cannot happen overnight. Our approach is therefore based on meeting customers' varied requirements, while also raising awareness of – and helping stimulate demand for – our options to 'reduce, replace, remove'. For example, if a tender from a local municipality specifies a rubber infill, we may place a bid that meets the requirements while also outlining and advocating for the more sustainable solutions that we can offer.

We are already seeing less demand for polymeric infill during the tendering phase. In parallel, we are seeing very strong interest in – and sales of – our next-generation non-filled turf systems. We expect demand for polymeric infills to decrease rapidly in the coming years.

UNINTENTIONALLY GENERATED MICROPLASTICS

Turf is subject to wear as it is being used. Now that intentionally added microplastics is dealt with on a legislative level (in Europe) and the use of polymeric infill is decreasing overall worldwide, we are increasing our focus on addressing unintentionally generated microplastics.

In 2024, we expanded our research into, and modeling of, unintentionally generated microplastics. Our laboratory is fully equipped to simulate all types of wear. Researchers have made progress in collecting and verifying data about microplastic generation so that we can assess potential solutions.

Advantages of non-filled turf systems
Through our product innovations, we have dedicated significant resources to prevention and delay of wear, and de-engineering the drivers of wear. For example, our non-filled turf systems do not require sand, which is commonly used as ballast and is extremely abrasive; without sand in the turf system, unintentional microplastic generation is reduced.

With our 100% non-filled systems, our early findings suggest that wear is approaching negligible levels. Our investigations also suggest that the functional lifetimes of these turf systems could increase by between two and four years.

ELIMINATING PFAS FROM PRODUCTION PROCESSES

Alongside concerns about microplastics, we're also seeing growing concerns worldwide about a separate issue: the health and environmental impacts of exposure to PFAS. Known as "forever chemicals", PFAS are a group of chemical compounds (per- and polyfluoroalkyl substances) that have been in use in consumer and commercial products for eight decades.

When we assessed our manufacturing processes, we found that TenCate's PFAS usage was extremely limited. The particular PFAS we did use was not deemed dangerous nor subject to restrictions. However, we took the strategic decision, out of an abundance of caution, to completely eliminate all PFAS from our production processes. This also provides customers with peace of mind about our product.

COMPLETING THE ELIMINATION

In early 2024, we completed the process of eliminating all PFAS from our manufacturing processes in our production sites across the world. This was the final step of the PFAS-elimination project we began in 2023 with the formation of a dedicated task force.

The PFAS we eliminated was used as an ingredient in one of our process aids (essentially, lubricants). Our task force developed an alternative solution for the process aid that did not contain PFAS. This was rolled out across all our operations over a course of several months, and the transition away from using PFAS is now complete.

REDUCE REPLACE REMOVE / TAKING ACTION ON MICROPLASTICS

REDUCE

- We can reduce the volume of microplastic infill in our turf systems by adding a shock pad which means that less infill is required.
- Where rubber infills are used, we can advise our customers on how to enhance containment to prevent the infill from migrating off the field via shoes and clothing.

REMOVE

We can remove the need for infills of any kind entirely, with our new non-filled turf systems.

REPLACE

We can apply organic materials such as cork, wood or olive pits instead of polymeric infills.

1/2

The success of our next-generation Pivot® turf in California

In California, the need for high-quality synthetic turf is clear. Natural grass is difficult, expensive and resource-intensive to maintain in such a dry climate, especially with frequent water shortages. And combined with intense, year-round use of sports fields, there's a strong demand for durable synthetic solutions.

However, there have been rising concerns in California about synthetic turf systems that use crumb rubber as infill, because of how these microplastics can leak into the wider environment. Organic infills have been used as an alternative in some parts of California, but this has created a varied playing experience across the state.

That's why our next-generation, infill-free Pivot™ product provides a clear solution. GreenFields – a TenCate company – began successfully rolling it out across California in 2024. Designed for use without any infill, it is particularly appealing to Californian municipalities and educational organizations in the K-12 sector that are increasingly concerned about the impacts of microplastics on the environment and on the health of players and local communities.

Growing adoption of Pivot® across the state

After beginning with early adopters in Northern California, we are now fitting Pivot® turf across Southern California as well. We installed six new sports pitches in 2024, with a projected 30 more fields due to be completed by the end of 2025. This demonstrates the growing reputation of Pivot® turf in the synthetic turf market. Players and maintenance crews continue to provide us with positive feedback.

Another factor accelerating the adoption of Pivot® in the Californian market is the quality of our recycling program. For those installing Pivot® on existing pitches, our recycling program ensures that their old turf is handled in the most environmentally responsible manner. As a result, interest is growing in a product that allays concerns about microplastics while providing users with an exceptional experience in sport, play and relaxation.

"With Pivot®, we're helping communities move away from rubber infill without compromising the playability of their sports fields. It's rewarding to see so many municipalities and schools in both Northern and Southern California choose a turf that helps reduce microplastic pollution and creates safer, low-maintenance spaces for sport to be played."

DAVID DIGERONIMO
VP Business Development West,
TenCate Grass America

6

Pivot® pitches installed in 2024 in California.

200

projects installed in USA by the end of 2025.

0

infill needed in a Pivot® turf system, which means no intentionally added microplastics.

SOCIAL /

IMPACTS, RISKS & OPPORTUNITIES

We have identified impacts, risks and opportunities (IROs) related to TenCate's material topics in S1, S2, S3 and S4. On the right, we provide a short summary of how we are managing our IROs, with more details available further in this chapter.

S1 | Working conditions and rights of own workforce

IMPACTS	RISKS & OPPORTUNITIES	MANAGEMENT
Positive Providing above-standard salaries. ● ● Open communication and collaboration between employees and management. ● ● Ensuring no child and forced labor in the value chain. ● ● Ensuring employees' personal data is protected. ● ●	**Opportunities** Better understanding of employees' perspectives, e.g., via work councils and engagement surveys, can lead to strong workplace culture and communication. Paying above-standard salaries can boost employee satisfaction, engagement and productivity, while reducing turnover. **Risks** Insufficient wages can hinder talent attraction and retention, impacting productivity and competitiveness, especially with inflation. Variations in social dialogue structures across countries may lead to decreased employee engagement if issues are not effectively addressed. Non-compliance with labor laws and privacy regulations can result in legal penalties, fines, and reputational damage.	Where possible, we offer wages above minimum wage and/or (if applicable) above wages specified by collective labor agreements (CLAs). We offer employee benefits tailored to different countries and locations. We completed a global employee engagement survey in 2023. The results are now being evaluated and will inform our HR strategies going forward. We have a Code of Conduct for all employees. This includes our policy on child and forced labor. We have a data protection policy, and we include data privacy agreements with third party companies where necessary.

● Short term ● Medium term ● Long term

S1 | Health & safety (own workforce)

IMPACTS

Positive
Implementation of occupational health and safety systems in the workplace. ● ●

Negative
Occupational health and safety incidents. ● ●

RISKS & OPPORTUNITIES

Opportunities
Implementing and analyzing occupational health and safety systems can identify improvement areas, prevent incidents, and enhance workplace safety.

A safe workplace boosts employee morale, well-being and productivity.

Risks
Unsafe conditions can harm employee well-being, decrease morale and increase compliance costs.

Poor performance in occupational injuries and illnesses could trigger reputational risk and damage the license to operate.

MANAGEMENT

We are implementing occupational health and safety systems in the workplace, including by pursuing ISO 45001 at all our facilities.

Steps we take to ensure safety include comprehensive and continuous training; providing personal protective equipment; risk and hazards identification; and incident root case analysis.

We are tracking and monitoring the effectiveness of our efforts to ensure employee safety. This includes alignment efforts across companies in the TenCate Group.

● Short term ● Medium term ● Long term

S1 | Diversity, equity and inclusion of own workforce

IMPACTS

Positive

Promoting gender equality, equal pay, and a culture of diversity and inclusion. Ensuring all employees feel valued and respected, boosting morale, engagement and job satisfaction. ● ●

Providing training and skill development opportunities, leading to increased competency, productivity and job satisfaction in the workforce. ● ●

Implementing measures against violence and harassment, creating a safe and secure work environment. ● ●

RISKS & OPPORTUNITIES

Opportunities

Emphasizing gender equality and equal pay can attract diverse candidates and improve retention.

Regularly enhancing training programs can meet evolving workforce and business needs.

Risks

Gender disparity can perpetuate stereotypes and limit advancement opportunities for female employees.

Inadequate training can create skill gaps, hindering performance and competitiveness.

Measures against violence and harassment may incur up-front costs, impacting the budget and resources.

MANAGEMENT

We are inclusive of employees of different ages, valuing what they bring to our company.

We pursue gender diversity, including in our leadership. At the c-suite minus one level, 25% of our employees are female.

At a local level, our companies organize training and skills development opportunities for employees. A global policy is under development.

Our employee Code of Conduct prohibits violence and harassment in the workplace. Global anti-harassment trainings have been included in the new compliance training scheme starting in 2024.

● Short term ● Medium term ● Long term

S2 | Working conditions and rights of workers in the value chain

IMPACTS

Positive

ESG screening favors suppliers that ensure proper working conditions, equal treatment and respect for workers' rights. Taking ESG factors into account in supplier selection therefore ensures positive impacts for workers in the value chain and incentivizes positive behavior by employers. This can also improve workers' performances across the value chain. ● ●

RISKS & OPPORTUNITIES

Opportunities

TenCate can discuss relevant topics with its suppliers and ensure awareness about relevant new compliance legislation.

Risks

Non-compliance with human rights laws and labor regulations can lead to legal consequences. Regulations vary between countries and states, raising the risk of inadvertent non-compliance.

MANAGEMENT

We have a Supplier Code of Conduct that sets out our expectations.

We use the Assent ESG screening platform to evaluate suppliers across 10 areas. These include Human Trafficking & Slavery, Labor Rights, Human Rights, Diversity & Inclusion, Organizational Commitment, and Data Protection.

● Short term ● Medium term ● Long term

S3 | Affected communities (non-consumer)

IMPACTS

Positive

New turf installations and manufacturing developments bring economic and social benefits to nearby affected communities. Provision of spaces for sports and recreational activities can create positive benefits at a local level, creating a forum for social interactions that promote a sense of belonging and cohesion. ● ●

The presence of sports pitches within a community can encourage active lifestyles and help combat issues such as obesity and related health problems. ● ●

Negative

The construction and operation of synthetic turf manufacturing sites may generate vehicle congestion and noise pollution. ●

RISKS & OPPORTUNITIES

Opportunities

Investing in community development, such as sports and recreational facilities, strengthens community ties.

Minimizing potential disturbances to local communities enhances reputation and social relationships.

MANAGEMENT

We strictly follow all laws and regulations, including building and construction codes. We are also proactive about reducing potential negative impacts of our operations, e.g., from vehicle movements.

Our companies particate in social dialogue with local communities when needed, e.g., regarding expansion plans for a manufacturing site.

We participate in open dialogue with the communities and municipalities to understand stakeholders' perspectives and provide feedback or information when necessary.

By enabling and promoting sports activities through the installation of synthetic turf fields, we contribute to improving the overall health and well-being of the community.

We engage in social partnership initiatives to create a positive impact in the community, e.g., via the Johan Cruyff Foundation.

● Short term ● Medium term ● Long term

S4 | Consumers and end users

IMPACTS

Positive

Providing access to quality information enables consumers to make informed decisions about the company's products and services. ● ●

Ensuring that products comply with safety regulations and standards, including those specific to certain regions, sports or applications. ● ●

Products create opportunities for community gatherings, sports events, and social activities. ● ●

Committing to follow all relevant regulations demonstrates a commitment to transparency in marketing practices. ● ●

RISKS & OPPORTUNITIES

Opportunities

Open dialogue and access to information promote transparency, trust and long-term customer relationships.

Educating communities about artificial turf benefits encourages participation and promotes social inclusion.

Developing responsible marketing policies demonstrates commitment to ethical standards and integrity.

Risks

Misinterpretation of information can lead to misconceptions about product features and risks.

Lack of universal safety standards for artificial turf can cause regional inconsistencies and consumer confusion.

Improper installation or maintenance of artificial turf may pose health and safety risks.

Absence of internal marketing policies can result in legal violations, penalties and reputational damage.

MANAGEMENT

We cultivate open dialogue with customers and provide quality information that ensures trust and confidence in our offerings, helping consumers choose products that best meet their needs and preferences.

We make the safety of our products a top priority. We test and validate against product norms, standards and regulations. Records are available to our clients upon request.

TenCate shares best practises on installation with our own workforce and contractors to eliminate the danger of improper installation techniques and poor maintenance practises.

Through our products, we facilitate community engagement and interaction.

Our marketing and compliance teams monitor the different marketing compliance regulations across the Group and we are in the process of aligning our policy on responsible marketing practises.

● Short term ● Medium term ● Long term

WORKING AT TENCATE

One of the standout moments of 2024 at TenCate was when we received the results of our global employee engagement survey. Our high scores demonstrate our workforce's commitment to our mission and vision, and reflect TenCate's dedication to creating a safe workplace where people of all backgrounds are able to thrive and grow.

EMPLOYEE ENGAGEMENT

We were delighted to achieve an employee Net Promoter Score (eNPS) of 55 in 2024. Based on our second-ever annual global employee engagement survey (GEES), the result was even higher than our 2023 eNPS (49). We also maintained a high participation rate in the survey, with 76.3% of employees completing the GEES.

The survey was conducted on our behalf by a widely used independent third-party organization. In 2024, this organization also named TenCate as a World-Class Workplace, an "excellence-in-employership" label that is awarded to high performing organizations based on the opinions of employees. In the category of employers with 1,000-10,000 employees, we have been recognized as the best employer of 2024-2025.

An eNPS of 55 is significantly above the peer group used as a benchmark – a group that includes employers of a similar size, with a global presence, working in the complex manufacturing industry. By comparison, the industry benchmark is an eNPS of 9. The global benchmark, which encompasses all employers of all sizes and types, is an eNPS of just 2.

Each year, the GEES gathers information from all our subsidiary companies. Firstly, this provides TenCate's management with an aggregated global view of our employees' perspectives, at both a group level and at a company level. Secondly, it provides management at each individual TenCate company with insights and metrics related to their workforce.

We were especially pleased to receive high eNPS scores for the two most recently-acquired companies that were included in the survey – with a score of 23 at Safina and 30 at Unanime Sport SAS. This is an indication that our integration of these workforces has been successful, with a high degree of employee satisfaction and engagement.

Responding to feedback

After our 2023 GEES, which was TenCate's first global survey, each of our companies developed its own action plan to address weaker performance areas. Leadership, HR, managers and supervisors at the respective subsidiary companies were responsible for implementation of these action plans. Keeping employees informed and involved was a priority: we organized a workshop with all HR colleagues in January 2024 to discuss internal and external communication of the GEES results, and in September, leaders at each TenCate company updated employees about progress so far.

GROUP EMPLOYEE ENGAGEMENT SURVEY

In our 2024 GEES, every single company had an improved score. These high scores, and the fact that we had only a 0.3% difference in participation rate compared to the previous year, are testament to both a) the effectiveness of the per-company action plans, and b) our employees' confidence that their feedback matters.

One of the overall findings from the previous survey was that our employees wanted more information about the Group and its performance, and this was feedback we saw again in 2024. We have been working on how to improve our internal communications at the group level, and this is something we will be focusing on in 2025.

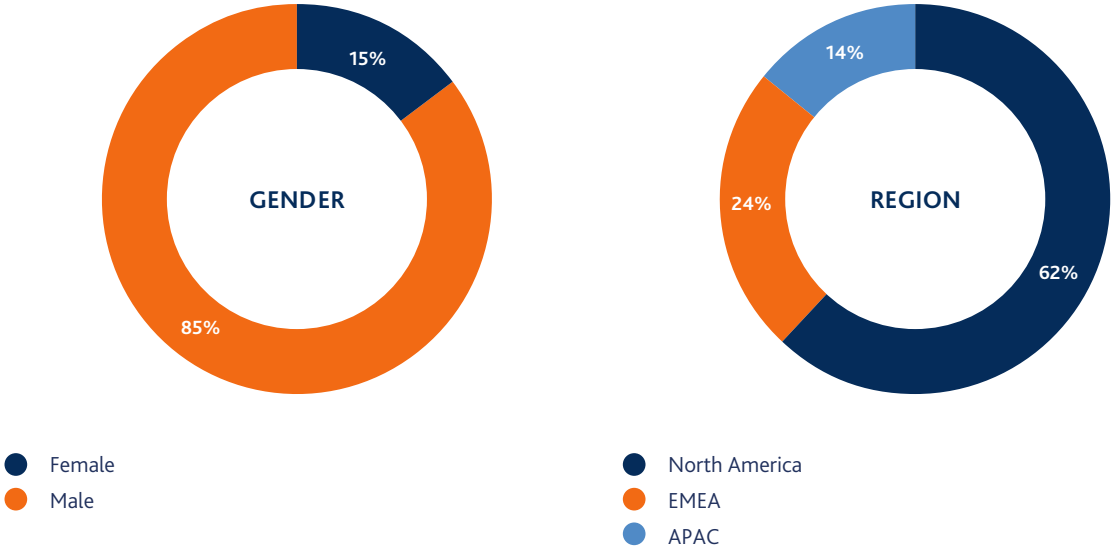
We are grateful to everyone who shared their feedback with us so we can further strengthen our organization.

55
eNPS for 2024, up from 49 in 2023

76%
of all employees participated in the GEES (industry benchmark: 66%)

82%
of employees feel inspired by TenCate's vision

CHARACTERISTICS OF TENCATE'S OWN WORKFORCE*



** These companies are excluded: M&As 2024: Intercesped SL; GeoSurfaces Midwest; Midwest Sport and Turf Systems LLC; Byrom Davey, Inc; The LandTek Group, LLC; LTG Sports Turf One, LLC.*

ABOUT OUR WORKFORCE

Our workforce includes both employees and non-employees.

- Employees have an employment contract directly with a subsidiary of TenCate. Employees are on the payroll. This contract is either permanent (an indefinite period of time, in principle ending at the official pension date), or temporary (a definite period of time of two years or less).
- Non-employees in our workforce are either agency workers or self-employed contractors. Agency workers have an employment contract with an employer other than TenCate. Self-employed contractors have a contract directly with TenCate.

EMPLOYMENT TYPE	FEMALE	MALE	TOTAL
Employees			
Permanent	**524**	**2,855**	**3,379**
% of permanent employees within our own workforce	15%	79%	
% of female/male employees who have permanent contracts	97%	93%	
Temporary	**8**	**162**	**170**
% of temporary employees within our own workforce	0%	5%	
% of female/male employees who have temporary contracts	1%	5%	
Non-employees	**8**	**42**	**50**
% of non-employees within our own workforce	0%	1%	

AGE DISTRIBUTION OF OWN WORKFORCE	FEMALE	MALE	TOTAL
Under 30 (excluding 30)	**90**	**722**	**812**
% of people under 30 within our own workforce	3%	20%	23%
Between 30-50 (including 49)	**307**	**1,661**	**1,968**
% of people between 30-50 within our own workforce	9%	46%	55%
Over 50 (including 50)	**146**	**674**	**820**
% of people over 50 within our own workforce	4%	19%	23%

GENDER DISTRIBUTION AT TOP MANAGEMENT LEVEL	FEMALE	MALE	TOTAL
c-suite	**0**	**3**	**3**
% of gender distribution in this category	0%	100%	
c-suite minus one	**6**	**18**	**24**
% of gender distribution in this category	25%	75%	

For tables above these companies are excluded: M&As 2024: Intercesped SL; GeoSurfaces Midwest; Midwest Sport and Turf Systems LLC; Byrom Davey, Inc; The LandTek Group, LLC; LTG Sports Turf One, LLC.

UPDATED CODE OF CONDUCT

Our Group HR team plays a supportive role for the 42 TenCate companies around the world. This includes managing the group-wide Code of Conduct, which sets common standards that employees at our companies around the world are expected to follow. In 2024, we published an updated Code of Conduct. This was disseminated across the group, including as an integral part of new online compliance training for employees. In 2024, one-third of employees in our organization – primarily desk workers – took part in this training, which is covered in more detail in our Corporate governance chapter.

About the Code of Conduct

TenCate's Code of Conduct sets out the values and principles we expect all our employees to uphold and the behaviors we expect them to display. It covers a range of topics in areas including sound business practices, health and safety, the environment, company property, human rights and whistleblower protection.

Responsibility for the Code of Conduct is held by our Group Compliance Officer, Group HR, and our companies' HR staff. All employees must report any breach, or suspected breach, of the Code of Conduct to the Group Compliance Officer or a regional counsellor.

HUMAN RIGHTS & WHISTLEBLOWING

Whistleblower scheme and hotline

In 2024, we introduced a new whistleblowing hotline hosted by a third party. This provides members of our workforce with a channel through which they can raise concerns.

Additionally, we have an internal whistleblower scheme through which employees can confidentially make a report. Possible violations of the Code of Conduct should be reported to the Group Compliance Officer and/or one of our team of regional counsellors. If, after investigation, a breach is found, sanctions may be taken against the employee(s) in question, as appropriate to the seriousness of the offence. Employees who make reports in good faith will face no disadvantages or retaliation as a result. More details can be found in our Code of Conduct.

Human rights

Our Code of Conduct also contains TenCate's statement on human rights. We acknowledge the provisions of the Universal Declaration of Human Rights and respect both the International Labour Organization Declaration and the Ethical Trading Initiative Base Code on Fundamental Principles and Rights at Work. Specifically, we attach great importance to the elimination of forced and child labor, freedom of association and compliance with guidelines on working time and minimum pay.

Privacy

As stated in our Code of Conduct, TenCate is committed to respecting the privacy of all individuals. Our data protection policy includes privacy clauses corresponding to the relevant legislation in the countries where we operate. We ensure that our data management practices comply with legal and contractual obligations, in line with the Global Data Protection Regulations, and where necessary, we include data privacy agreements in our contracts with third-party companies.

WORKING CONDITIONS

We aim to reduce employee turnover as much as possible by providing meaningful work, ample training and development opportunities and a safe and supportive working environment.

Health and safety

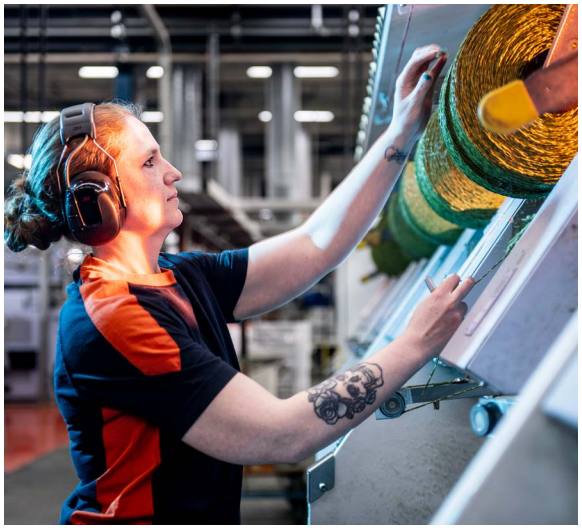
With our products manufactured and installed by our people and our partners, health and safety is our top priority. We have stringent measures in place at all TenCate companies and sites to prevent accidents and support the well-being of our workforce. See the chapter Health & safety for more details.

Rights and freedoms

We follow all relevant local and regional legislation on workers' rights and freedom of association. Globally, all our employees are paid an adequate wage in line with applicable benchmarks.

Training and skills development
The TenCate group has been expanding fast, and all our companies are investing in training and skills development. While we do not currently have a group-wide platform to track the average number of training hours per employee, or the percentage of employees who took part in regular performance and career development reviews, we are now seeking better insight into how training and skills development is carried out across the Group and exploring how this data can be collected.

Given the diversity of activities within TenCate, training is to a large extent carried out at a company level. However, we will start to expand group-level training provision, where we have identified a need or opportunity. In 2024, we started implementation of a global learning management system (LMS), beginning with compliance training for relevant employees in 2024 (see chapter Corporate governance). Over time, our intention is to further enrich the LMS environment with additional training sessions on further topics.



For more information about our approach to health and safety training in particular, see the chapter on Health & safety.

Diversity & Inclusion
As a market leader and global organization, TenCate aims to build a diverse and inclusive workforce. We believe this is key to ensuring a creative and engaging work environment for our people, in turn supporting and enhancing the success of our company. Our success in this area can be seen in our high scores in the GEES (see the numbers on the right).

Our approach to these topics is laid out in our Code of Conduct. We do not tolerate any form of discrimination on the grounds of race, gender, religion, life principles, political preferences, age, disabilities, sexual preferences or other non-performance-related factors. Any form of aggression, harassment, bullying, or intimidation – whether physical, verbal, written or sexual – is unacceptable at TenCate. Employees who experience or witness undesirable behavior of this kind can reach out to our regional counsellors, who are trained to respond to questions and complaints related to interpersonal matters.

GEES SCORES

8.3
"I can be myself around everyone I work with"

8.5
"I am accepted the way I am within my immediate work environment"

8.2
"Within my immediate work environment, everyone is treated equally and with respect regardless of their background or personal characteristics"

Earning the World-class Workplace label for 2024-25

1/2

In 2024, TenCate was officially awarded the World-class Workplace label by Effectory. This prestigious award is based entirely on anonymously gathered employee feedback, and to qualify, organizations must outperform industry benchmarks for employee engagement and satisfaction.

The award followed our second global employee engagement survey (GEES), completed in November 2024. With a 76% response rate and an eNPS score of 55, the results demonstrated high levels of pride and commitment across our global workforce.

Empowering local people with our decentralized approach

One of the key reasons behind our high employee engagement score is our decentralized approach. We give our local teams the freedom to run their operations in a way that suits them. That trust leads to higher ownership over work, happier teams and a better working environment for all.

Turning insights into action

Once the GEES results came in, the Group HR team worked closely with local HR teams to review each company's individual performance. We focused on the three highest- and three lowest-scoring topic areas for each individual company, using these insights to co-create custom action plans for improvement.

In the spirit of employee engagement, we made it a priority to share these results and action plans with our colleagues. By listening to feedback and proactively improving weaker areas, we're well positioned to make our colleagues even happier in their roles – and retain the World-class Workplace label in the coming year.

Celebrating with our people

We celebrated officially becoming a World-class Workplace by sharing gifts with our colleagues. Local HR teams were given the freedom to decide what gifts would resonate most with their colleagues. For example, in the Netherlands, our colleagues received portable speakers printed with the World-class Workplace logo. At TenCate Americas, we gave out large, branded coffee mugs to mark the occasion.

The label reinforces what many at TenCate already feel: pride in being part of a company that cares about the safety and happiness of its people.

"We're extremely proud to be recognized as a World-class Workplace, but we're even prouder of what this recognition means: a global workforce that feels valued, motivated and proud to be part of the TenCate Group. As we grow, listening to our people will remain at the heart of how we continue to develop and improve our operations."

KIRSTEN LAURENTZEN KUPPER
Group HR Director

76%

Response rate on Global Employee Engagement Survey (GEES)

55

eNPS score

HEALTH & SAFETY

Health and safety is fundamental to our everyday operations. To provide all our workers with a safe and secure work environment, we continuously evaluate and strengthen the measures we have in place to minimize the risk of work-related injuries and illnesses. We cultivate a safety culture within our business, including by implementing near-miss reporting and focusing on hazard identification and awareness.

MANAGEMENT & CERTIFICATION

Our subsidiary companies operate across various stages of the value chain and in multiple jurisdictions, each with distinct health and safety regulations. To ensure consistently high safety standards throughout the TenCate group, all subsidiaries are required to comply with the most stringent national, regional or state health and safety regulations applicable to their operations.

The internationally recognized standard for occupational health and safety (OHS) management systems is ISO 45001, and our larger manufacturing companies seek ISO 45001 certification to secure third-party assurance that they are following best practices and meeting independently developed standards. Four of our largest manufacturing companies have now achieved certification, and a further five have ISO 45001 certification in their roadmap. We therefore aim to achieve certification at nine of our 13 manufacturing companies by the end of 2026.

At this time, we do not consider ISO 45001 certification a suitable goal for our four smaller manufacturing companies, or for our design and installation companies. Every TenCate company – regardless of certification status – has an OHS management system that fully complies with legal requirements at regional, national, and state levels, as well as with relevant industry standards and guidelines. Across the Group, our OHS management systems are designed to reduce occupational risks and promote safe working conditions. Further information about our companies' certifications can be found on page 37.

At each of our ISO-45001-certified companies, several individuals have been trained as ISO auditors. At our companies in the US, the ISO internal auditor teams consist of 11 main members and three lead auditors for both 14001 and 45001. Their expertise helps reinforce a proactive approach to identifying and mitigating safety risks in our day-to-day operations, further embedding a strong safety culture across the workforce.

	PERCENTAGE	NUMBER
Own workforce covered by an OHS management system	100%	4,200
Own workforce covered by an OHS management system certified by ISO 45001	11%	473

** The following manufacturing companies are out of scope for ISO 45001 certification in 2024: Ace Sports Turf Landscaping LLC, Roxie Polymers LLC, Safina LDA, and Spears Industries LLC.*

OCCUPATIONAL INJURIES

TenCate has a standardized reporting mechanism that all our companies use to log recordable incidents, adhering to all relevant legislation across the regions where we operate. This system enables us to continuously monitor and analyze health and safety performance across the Group. Our companies also have policies in place for accident prevention and near-miss investigation, so that we proactively address potential hazards.

Moving forward, we are working to consistently record and report cases of work-related ill health, as well as the number and rate of recordable work-related accidents. By aligning our safety reporting processes across the Group, we aim to improve data consistency, facilitate performance comparisons and keep our entire workforce safe.

Where health and safety incidents have occurred, each incident is promptly and fully investigated. Our response measures are focused on learning from incidents so that we can strengthen our health and safety culture and practices. For example, we may reinforce training around the correct policies and procedures, raise employee awareness on relevant areas, and review the relevant working environments to identify specific actions.

BEHAVIORS & CULTURE

Our commitment to prevention and promoting safe behaviors is the foundation of our global health and safety approach. A strong focus on best practices is already an integral part of maintaining high standards at all our locations. As we continue to develop and implement a group-wide health and safety management framework, we are further embedding strong safety values in every aspect of our operations.

We are pleased with the feedback we received from employees in the 2024 GEES survey, with the vast majority of our workforce agreeing with the statement "I feel safe while doing my work". Based on analysis by the third-party company that carried out the survey, TenCate scored 8.7 on this question against an industry benchmark of 8.2.

8.7 2024 / 8.7 2023

Global Index: 7.7, benchmark: 8.2

GEES score for

"I feel safe while doing my work."

Our manufacturing sites in the Netherlands set a strong example of how to integrate safe practices into daily operations.

By introducing several safety-related programs for our workers on site - many of which are now part of the onboarding process - we're helping our existing workers and new joiners protect themselves and others at all times.

In the US, meanwhile, the daily Toolbox Talks led by supervisors at our manufacturing sites continue to serve as an important platform for engaging with employees on specific safety topics. These sessions not only reinforce safe working practices but also encourage employees to proactively identify and address potentially unsafe working conditions.

Safe behaviors are also essential on the road, as our teams travel to job sites. To encourage responsible driving, our Hellas company continues to deploy fleet tracking software across all company vehicles.

To further strengthen our safety culture across all locations, in 2024, we introduced dedicated webinars and forums where managers from our teams all over the world can share health and safety issues, discuss challenges, and collaborate on solutions. These sessions provide managers with a structured opportunity to flag health and safety concerns raised by their teams and ensure that best practices are shared across our global operations.

Training

Our employees perform their duties in different environments, each with unique risks and challenges. Recognizing this, we tailor our health and safety measures to the specific needs of different groups of workers and our different locations. Regardless of role or experience, training remains an ongoing priority for both our manufacturing and installation teams. In 2024, we continued to provide training programs covering essential topics such as fire safety, first aid CPR and AED, height safety, BT lifting, VCA safety, and the 5S productive work environment (sort, set in order, shine, standardize, sustain the cycle).

In Texas, for instance, where our installation teams frequently work outdoors in high temperatures, we provide multi-day training sessions and refresher courses to help workers manage the risks associated with extreme heat. We combine safety awareness with the practical protection that our workers need, including sunhats and sunscreen, three-liter bottles of water with added electrolytes, and shorter working hours during periods of intense heat.

In Dubai, meanwhile, we continue to incentivize training participation through a points-based system linked to various benefits. Our manufacturing workforce accesses training modules through an online learning management system (LMS), with content designed to fit within the duration of their daily bus journey to the manufacturing site. This approach has proven effective in reinforcing safety knowledge without disrupting work schedules. Given its success, we are now working to integrate these training modules into a new global LMS.

Our US company, Hellas, provides safety trainings at every manufacturing or installation crew member's onboarding at HQ, covering Hellas's health and safety handbook. The company also regularly provides on-site training on topics such as heat-related safety, equipment operations, CPR and first aid.

Our four yarn manufacturing facilities achieved significant improvements in 2024 in terms of lost-time injury frequency rate (LTI FR). Compared to the previous year, this decreased 57%. Overall, the consolidated LTI FR for TenCate employees across the group decreased by 25% vs 2023.

Another metric we track is total recordable incident rate (TRIR), calculated by combining the actual number of safety incidents and total work hours of all employees with a standard employee group.
At our yarn facilities, the TRIR for our employees in 2024 was 1.61. For our own workforce (including non-employees) the figure was 1.81. These figures are both below the relevant industry average in the US.*

**US Bureau of Labor Statistics, TABLE 1. Incidence rates(1)of nonfatal occupational injuries and illnesses by industry and case types, 2023., https://www.bls.gov/web/osh/table-1-industry-rates-national.htm#soii_n17_as_t1.f.1*

In terms of safety, 2024 was the most successful year in Hellas history. Hellas conducted safety audits at 625 job sites across the US, encompassing 1,640 employees. In addition, Hellas improved its Experience Modifier Rate (EMR). This is a numerical rating used to measure a company's risk compared to other businesses in its industry. An EMR below 1.0 generally indicates an above-average safety record. In 2024, Hellas achieved a rating of 0.79, outperforming its peers in the '236200 - Non-Residential Commercial Construction' category. During the same period, total man-hours increased from 2.5 million in 2023 to 2.9 million in 2024.

WORK RELATED INJURIES*	METHODOLOGY / DEFINITION	2024 EMPLOYEES	2024 NON- EMPLOYEES	2024 OWN WORKFORCE	2023 EMPLOYEES	Δ% ('24-'23) EMPLOYEES
Lost-time injuries (LTIs)	A lost-time occupational injury is an incident that results in time lost from work.	61	3	64	60	1.7%
Total days away from work	Lost days are counted from the next day of the incident that employee is not able to work due to an occupational injury.	2,145.50		2,145.50	1,274.26	68%
Lost-time injury frequency rate (LTIFR)	Number of LTIs that occurred in 2024 divided by total hours worked x 200,000.	1.34	2.72	1.38	1.80	-25%
Fatalities resulting from work-related injuries and ill-health		0	0	0	0	
Fatalities of other workers working on TenCate's sites		0	0	0	0	

** These disclosures cover TenCate's employees, unless otherwise specified.*

Under Hellas's Safety Program, CG&B in Henderson, Nevada, along with the El Paso, Houston and Midwest Regional Offices, each completed a full year without a single OSHA recordable incident. Hellas's Sports Lighting division also achieved two consecutive years without an OSHA recordable incident in 2024.

Hellas recognized with bronze health and safety award

In November 2024, Hellas achieved bronze level in the Associated Builders and Contractors' (ABC) STEP Safety Management System. STEP is a framework designed to measure and strengthen workplace safety programs, helping participating companies reduce job site incidents. Over the past year, our safety team worked to lower the total recordable incident rate, implementing training initiatives and site audits to minimize on-site hazards. This recognition reflects our ongoing focus on improving our overall safety standards. For more details, please refer to the full case study on the next page.

Supporting employee well-being

We support the well-being of our employees by encouraging them to lead healthy and active lives - and by accommodating such lifestyles during busy workdays. For example:

- In the Netherlands, we introduced a lease-a-bike scheme to encourage more of our employees to cycle to work.
- At Hellas in the US, our employees benefit from on-site gym and training facilities, which are free to access.
- In Dubai, our teams can participate in on-site yoga sessions, use the free gym, or enjoy the basketball court at the accommodation – providing welcome opportunities for relaxation and stress relief.

These initiatives reflect our commitment to creating a supportive work environment that prioritizes both the physical and mental well-being of our workforce. We aim to implement initiatives like these at more of our sites and locations in the near future.

Hellas' health and safety plan wins industry award

1/2

In November 2024, Hellas achieved a prestigious health and safety award from the Associated Builders and Contractors (ABC), the national US trade association representing the construction industry.

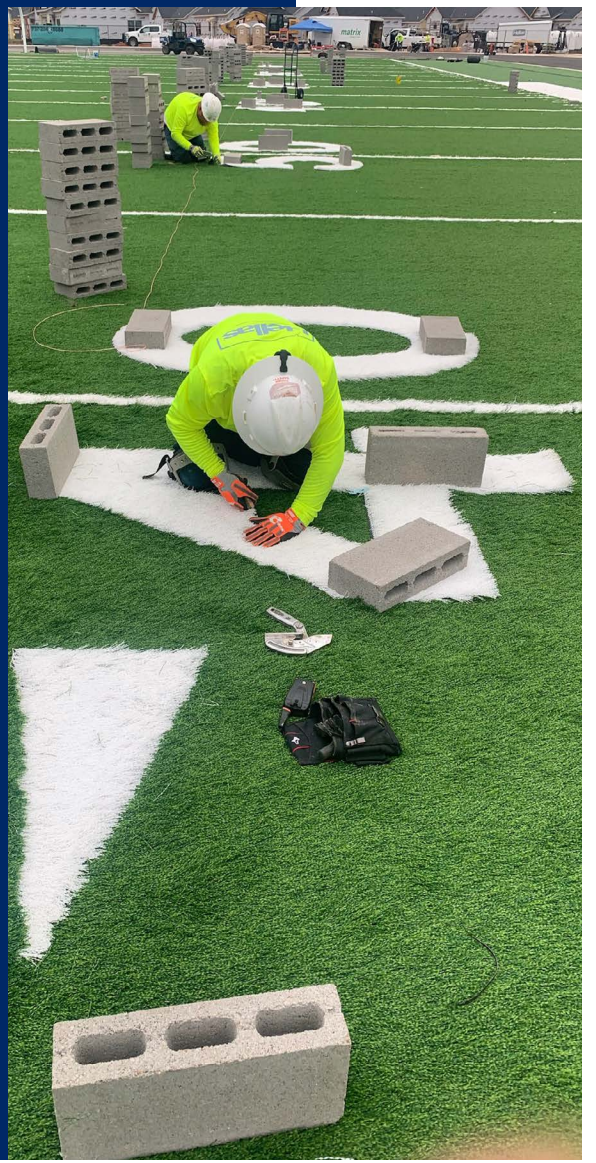
Following a year of coordinated efforts to improve Hellas' health and safety performance throughout its operations, ABC's Safety Training and Evaluation Process (STEP) program recognized the company with a bronze award in 2024. And we are delighted to say that, early in 2025, this was upgraded to a silver award – an indication of Hellas' continuous improvement.

The STEP program

As a member of the ABC Health and Safety Alliance, Hellas takes part in the STEP program, a national framework that helps US-based organizations benchmark and improve their health and safety practices. Participants measure their safety processes and policies via a detailed questionnaire. The overall goal of the program is to help construction companies improve safety measures to reduce job-site incidents and build stronger safety cultures.

Strengthening safety culture

Led by Hellas' Director of Health & Safety, Ismael A. Maese, the company implemented a new plan to strengthen its safety culture. This included site awareness sessions, mock Occupational Safety and Health Administration (OSHA) audits and specific staff training programs. The senior leadership team fully supported the plan, enabling successful implementation at all Hellas sites across the US.



Our colleagues at Hellas are proud to have achieved this award from the ABC, which recognizes their hard work in formulating and implementing the plan. But they are even more proud of the results: in 2024 Hellas achieved the lowest total recordable incident rate in its 20-year history.

Now, like everyone working at TenCate, our Hellas colleagues are determined to keep improving. That means protecting our people even more effectively and creating ever safer working environments for all our colleagues.

"STEP measures performance on key components, strengthens and expands best practices and builds safety culture. Our people are our greatest asset, and I commend Hellas Construction Inc. for consistently fulfilling those commitments to raise the bar of safety performance."

GREG SIZEMORE
ABC Vice President of Health, Safety, Environment and Workforce Development

In 20 years

lowest total recordable incident rate

ABC Award

Received in November 2024

WORKERS IN THE VALUE CHAIN

A huge variety of people across the world work in TenCate's value chain, which stretches from the extraction of the raw materials used to make our turf, all the way to end-of-life recycling. It is important that all workers in our value chain are assured of positive and safe working conditions, equal treatment, and protection of their rights.

WHO ARE THE WORKERS IN OUR VALUE CHAIN?

The information in this chapter relates primarily to those working in the upstream value chain. This includes workers employed by:

- Our raw materials suppliers, e.g., suppliers of polyethylene, polypropylene, fossil energy and water.
- Our suppliers of manufactured materials, e.g., manufactured artificial turf compounds, vehicles, packaging and construction materials.

Downstream, workers in our value chain include those employed by:

- Distribution and installation companies (outside our own operations).
- Waste management services (outside our own operations).

SUPPLIER CODE OF CONDUCT

Our policies to ensure the wellbeing of workers in the value chain are set out in our Supplier Code of Conduct, as well as in our terms and conditions. Suppliers are asked to agree to the Code as part of the wider "General Purchase Conditions and General Conditions For Work" they agree to in their contracts with TenCate. Both documents are publicly available on the TenCate website.

In some cases, suppliers may request to work under the terms of their own code. We may accept this if their code is robust – including, for example, commitments to working conditions and treatment of workers that are in line with TenCate's own approach.

The Code includes commitments to respecting the personal dignity, privacy, and rights of individual employees; ensuring employees are not harassed or discriminated against; ensuring that their working hours comply with applicable laws; ensuring that employees are compensated properly for overtime; and allowing workers to join trade unions.

Health and safety is also covered in the Code, which includes provisions specifying what suppliers should provide to their employees, such as adequate lighting, ventilation, drinking water and personal protective equipment.

Human rights and forced labor

As part of our human rights policy commitments for workers in the supply chain, we require suppliers to acknowledge the provisions of the Universal Declaration of Human Rights (UDHR), and to respect the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work. As our partners in business, our suppliers are asked to uphold "the highest standards of ethical behavior and compliance with all legal requirements."

The Code states that TenCate "specifically attaches great importance to the elimination of forced and child labor" and requires that suppliers avoid any form of child, forced, or compulsory labor. Human trafficking is implicitly included in this statement.

TenCate does not operate in any contexts or geographies where there is a risk of child labor or forced labor in the value chain.

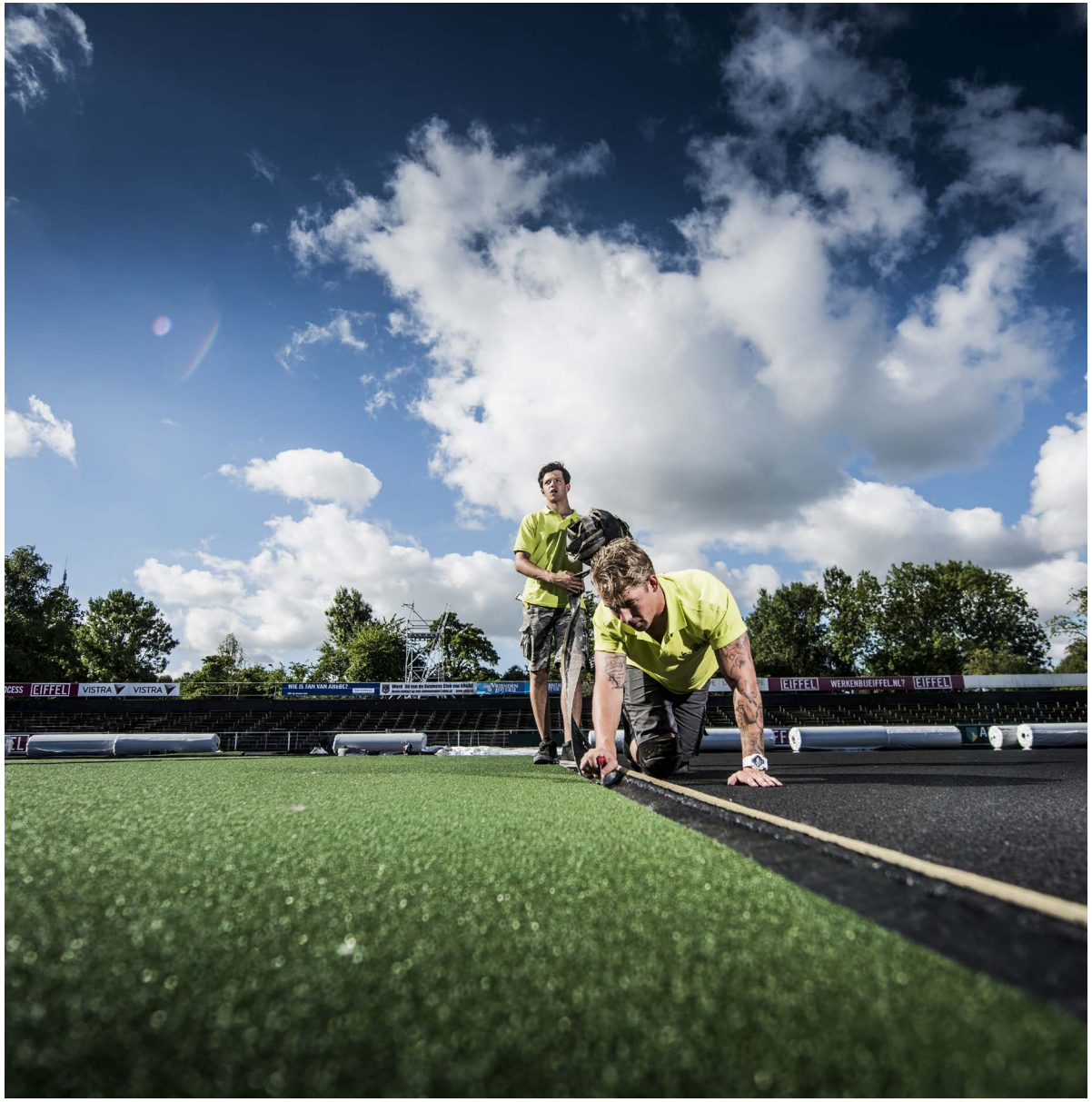
SCREENING OUR SUPPLIERS

We have implemented an ESG screening platform, Assent, and are in the process of populating it with data from our suppliers across the globe. This data will give us more insight into how our suppliers assure positive and safe working conditions and equal treatment, and how they guarantee and respect their employees' rights. It will also allow us to consider these factors in procurement decisions.

Through the Assent platform, we ask our suppliers to report information on topics including human trafficking and slavery, labor rights, human rights, diversity and inclusion, data protection, and organizational commitment. The platform will show us which suppliers are tracking their data and sharing information transparently, and which suppliers are ultimately top performers in these areas.

By gathering ESG data about our suppliers, including their employment practices, we can make procurement decisions that encourage and reward responsible employers across the value chain. We can also stimulate suppliers to improve their performance and become more competitive.

We acknowledge that, if we choose not to use certain suppliers because they perform poorly in our ESG screening, there is a risk that our production costs may increase. However, we believe that the treatment of workers in our value chain reflects on us as a responsible company. We also believe that well-treated, satisfied employees perform at a higher level, leading to positive impacts for TenCate.



AFFECTED COMMUNITIES

As a company, we have an impact on our customers and the people who use our products for sport and play, and – more widely – on the communities whose lives may be affected by our products and our operations.

WHO ARE OUR AFFECTED COMMUNITIES?

When we talk about 'affected communities' and how this relates to our company, we are talking primarily about:

1. People living near manufacturing sites, as well as those working and spending time in close proximity, whose lives may be affected by our operations.
2. People living near our installed products, whose lives may be affected by the presence of sports or outdoor living installations in their communities.

1. People living near TenCate's manufacturing sites

We are mindful that constructive relationships with people living near our manufacturing sites can bring business benefits, such as stable and conflict-free operations and easier local recruitment because of our good reputation as an employer. Minimizing potential disturbances to local communities maintains TenCate's good reputation and ensures we can continue to operate smoothly, with positive social relationships.

For people living near TenCate's manufacturing sites, and also for local communities near where we are installing our products, the main negative impact that we try to mitigate is from traffic, i.e., congestion, noise and pollution. We minimize and mitigate our impacts via prevention, mitigation and innovation.

Prevention

- Where possible, we prevent impacts from arising via our choice of manufacturing site location. Most of our sites are located outside built-up or urban areas. However, sometimes a site may have been encroached by nearing urban development, in which case mitigation becomes relevant.

Mitigation

- Where sites are located in urban or congested areas, we plan our logistics to minimize or prevent congestion.
- We plan our installations to avoid disruption to local communities, including having protocols to prevent pollution during installation.
- We are increasingly investing in electric vehicles for our fleet, where the recharging infrastructure makes this a viable option. This reduces air and noise pollution.

Innovation

- A significant benefit of our non-filled products is that they do not require heavy materials for infill, such as sand. This greatly reduces the number of trucks needed to deliver raw materials and transport our products for distribution or installation. Among other benefits, this reduces congestion and emissions.

Our companies engage with the communities in which they are active. Each company's approach to community engagement is tailored to its main activities, the needs of specific projects, the needs of the local communities, and applicable regulatory requirements (e.g., applying for permits). We keep an open dialogue with local authorities, who can represent the rights and views of affected communities in their areas. While TenCate does not have any specific channels in place for affected communities to raise their concerns or needs and have them addressed, we and our companies are open to being contacted directly and will attempt to resolve any concerns or needs that arise.

In March 2024, TenCate agreed to a 20-year lease for a new factory that is set to be built in Nijverdal in the Netherlands. Throughout the process, we have engaged with municipalities and others at a local level to ensure that our long-term commitment in Nijverdal can create a positive impact in the community.

Human rights impacts

In addition to following our own Code of Conduct, we follow local laws and regulations regarding engagement with, and effects on, the communities in which we operate. Were TenCate to breach the rights of affected communities, such laws and regulations would provide or enable remedies for human rights impacts.

2. People living near TenCate's installed products

The social benefits related to end users of our products are covered elsewhere in this report, but there are also benefits that spread out into the wider community. For example:

- By providing inclusive spaces for sports and recreational activities, and through our partnership with the Cruyff Foundation (see "Partnering with the Cruyff Foundation" on page 103), we enable communities to come together, promoting a sense of belonging and social cohesion. This is one way that we facilitate freedom of expression and freedom of assembly.
- A person living near a sports turf installation may realize there is an opportunity to engage in sport, e.g., by joining a local amateur team, when they may not otherwise have done so.
- When populations are fitter, they are healthier – reducing the burden on healthcare systems.

HOW HELLAS SUPPORTS THE LOCAL COMMUNITY

As an example of how our companies give back to the communities where they operate, we're highlighting the activities of our US-based company, Hellas.

- Each year, Hellas participates in local initiatives that provide Christmas gifts for children in the community. In 2024, staff at Hellas Headquarters worked with the Salvation Army's Adopt an Angel program to fulfil the wishes of 20 "Angels," who are children from families falling below the federal poverty threshold. Staff who chose to participate picked an ornament from the Hellas Christmas tree that contained a present wish list. Most children wished for toys and clothes. Hellas's Office Administrator, Jessica Herrera, who organizes the gift-giving programs, says: "The holidays are about sharing our joy, so it is only natural for us to look to the community at large, and especially children, as we extend our holiday cheer."
- Hellas partners with the Cedar Park Police Department and sponsors the Blue Santa project. This charity brings joy to babies, toddlers and teenagers in foster homes.
- Employees at Hellas help care for Keebler Park, near Dadeville, Alabama. Employees frequently take part in activities such as removing invasive species, opening the tree canopy, and performing general cleanups. On Earth Day 2023 and 2024, volunteers participated in a two-day event organized by the city to beautify the park and prepare it for planned renovations.
- Employees at Hellas Textiles participated in 'Christmas in the Park', where we sponsored a Christmas tree in partnership with the Chatsworth City Council.
- Some Hellas employees are active members of the Austin Chapter of the National Association of Women in Construction. Here, they either volunteer or serve on the committee for Camp NAWIC, a free yearly construction-oriented summer camp for female students in grades 6-9. One Hellas member is being nominated to serve on the association's board of directors.

CUSTOMERS & END USERS

We are committed to retaining the trust and credibility of our customers by operating with honesty, integrity and transparency. By selling our products in more than 60 countries worldwide, we serve a diverse range of consumers and end users and make a positive social impact across multiple sectors.

WHO ARE OUR CONSUMERS AND END USERS?*

Outdoor living products

- Primarily, we sell our products to installers, distributors, DIY chains and garden centers.
- A variety of consumers then purchase our turf systems, including private individuals and commercial businesses. These consumers use our turf systems for a wide range of applications, such as landscaping and play.

Sports turf systems and athletic surfaces

- Primarily, we supply organizations such as municipalities, schools and sports clubs.
- We either install the products ourselves or sell our products to third-party customers, who handle installation themselves.
- End users of our products range from school children to members of professional sports organizations.

Other manufacturers

- A significant proportion of our customers are other manufacturers who purchase components such as yarn and backing to make their own turf products.
- The consumers and end users they serve are similar to those of our own products.

CREATING POSITIVE SOCIAL IMPACTS

Our products contribute to health, social connection and enjoyment by enhancing outdoor spaces and enabling more opportunities for sports and recreation.

Outdoor living products

We help create welcoming environments where people can gather, socialize and enjoy shared spaces together. Access to synthetic turf systems enables our customers to create beautiful environments that are functional and low maintenance.

Sports turf systems and athletic surfaces

Our synthetic fields are playable 24/7 in all weathers - hot, cold, wet or dry. This means there are more opportunities to practice, compete and play compared to grass fields. This benefits sports participation at all levels, across a range of sports. It means more children and more adults doing more sport, more often, in safe and pleasant environments.

The health benefits of exercising and staying active are well documented, and it is critical that the upcoming generation of children is given the opportunity to stay fit and healthy – especially in the face of rising childhood obesity worldwide. We also know that engaging in sports and play can promote social cohesion and even lead to reductions in youth crime.

* *Based on our understanding and knowledge, all consumers and/or end users who are likely to be materially impacted by our business are included in the scope of our disclosures.*

By facilitating community engagement and interaction, we are pleased to contribute to the creation of inclusive environments where people from diverse backgrounds can come together and build relationships. We always look for ways to add value for consumers and end users of our products. For example, if we are making and installing a hockey or soccer field for a school, we may also suggest upgrading the playground space from asphalt to turf.

Partnering with the Cruyff Foundation
For almost two decades, TenCate has worked with the Johan Cruyff Foundation to support the development of high-quality sports facilities for children, including those with disabilities. Over time, we have jointly realized 227 Cruyff Courts in more than 20 countries. The Cruyff Foundation's values and ambitions align closely with our own, making this partnership a natural fit with clear synergies. We are grateful for the opportunity to support the Foundation's growth and make sure that children have a safe, high-quality place to go out and play. Over the next two years, we aim to build another 70 fields as a result of this long-standing partnership.

INFORMATION FOR CUSTOMERS

We ensure that our customers have access to high-quality information about our products, so that they can a) make informed purchasing decisions, and b) use our products safely and maintain them effectively.

Accessible and accurate product details help prevent improper use and maximize performance. We therefore provide all of our customers with relevant details directly, including, when applicable, information independently validated by certification laboratories.

What information do we share?
Each of our turf products comes with a product declaration sheet that describes its technical characteristics, such as its color, weight and material composition. Similarly, when we sell components to manufacturers who use them to create turf, we provide detailed product specifications.

Typically, a turf system will come with an operations and maintenance manual, including instructions on what to do, what not to do, and how to maintain the product, as well as who to contact if there is a problem.

Further information varies by region as well as the type/purpose of the turf, but we always ensure we communicate relevant information and abide by any legislation or standards applicable to the local market. In particular:

- If a turf system has been independently tested to a relevant standard set by a sports governing body or federation (e.g., standards set by FIFA or the FIH), that test report will be made available to the buyer. These standards are driven primarily by function and performance.
- Our products meet international, regional, and country-specific safety standards, including those set by the International Organization for Standards (ISO). In Europe, our products carry the Conformité Européenne (European Conformity) CE mark, which indicates that the manufacturer or importer affirms the product's conformity with European health, safety and environmental protection standards. Meanwhile, in the US, we meet standards set by ASTM International.
- We gather relevant data for our products, including from across our supply chain, to ensure compliance with chemical regulations (e.g., REACH in Europe and Prop 65 in the US), making this information available to any of our customers upon request.
- We readily and transparently provide information to customers who require or request further information about the environmental impact of our products and the different options for mitigating this impact.
- We aim to keep product information simple and accessible, especially in the landscaping market. This helps consumers make informed choices without being confused by unnecessary and complex technical information.
- When a TenCate Sports turf system is installed, the customer must sign a document confirming receipt and understanding of the information provided. They also have access to a dedicated TenCate account manager for any further questions or inquiries.

Safety for children

One vulnerable group that we particularly consider, in terms of safety, is children. Strict regulations govern the manufacturing and installation of turf for playgrounds, including compliance with "critical fall height" standards to reduce head injury risks from falls. Whenever we design turf systems for playgrounds, we make sure they meet these stringent safety requirements to keep children safe.

Life cycle assessments

We have conducted detailed life cycle assessments (LCAs) of our products, including both components and turf systems. LCAs evaluate the environmental impact of a product or service across its entire lifecycle, helping our (potential) customers make evidence-based purchasing decisions. The LCA can also enable us to project the lifecycle of new products.

Until now, however, there has been no cross-industry standardization of LCAs. For example, some companies may factor in the end-of-life impacts of their products on the environment, and some may not, leading to hugely varying data. This means customers cannot easily compare the environmental impact of products from different companies.

As a funder and member of the European Synthetic Turf Council, we have led the development of a standardized approach to LCAs. In 2023, draft Product Environmental Footprint Categorization Rules (PEFCR) were made public, and throughout 2024 they were refined and updated based on industry consultations. By the end of 2024, the categorization rules were finalized and approved by the European Commission. PEFCR will be officially launched in 2025, and while voluntary, we expect it to become a widely adopted standard. Assessed products will receive a PEFCR rating, which will help customers make more informed purchasing decisions.

ENGAGING WITH CONSUMERS AND END USERS

Understanding the needs and perspectives of our consumers is essential to how we operate. Their interests and priorities shape our strategy, and we actively work to align our business approach with their expectations.

While we have not set out a specific, structured process to govern our engagement with this key stakeholder group, our relationships with our customers and our methods for capturing their feedback mean that their perspectives inform our decision making and activities. Our Chief Executive Officer is ultimately responsible for ensuring that consumer and end user perspectives are considered in our business strategy.

Direct relationships

Much of our engagement is organic, based on ongoing relationships with our customers. For example, most of our B2B clients will have an account manager with whom they are in regular contact, and we have an open dialogue about our products and services.

Municipalities make up a significant portion of our customer base, and we regularly engage with these organizations to better understand their needs. For example, local authorities in Amsterdam communicated several years ago that they wanted to reuse materials from the city's old fields to create new fields, making them more sustainable. In response, we developed a product, EcoCept, that makes use of agglomerated materials from our end-of-life turf recycling partnership with GBN.

"Our R&D approach is rooted in listening to the users. By engaging directly with players and communities, we gain critical insights into **what works, what doesn't, and where we can do better**. This feedback directly informs the design of our next-generation turf systems, helping us develop more sustainable, higher-performing products."

DR. COLIN YOUNG, GLOBAL R&D DIRECTOR

One of the challenges we face is that our relationship with our products' actual end users is rarely direct, especially for sports turf systems. For instance, a soccer player is unlikely to be involved in the procurement of the pitch, or aware of its sustainability credentials. Instead, we can gauge their experiences and needs indirectly via our customers, such as sports club owners, local governments or hardware stores.

However, in certain circumstances, we also engage directly with end users, especially during research & development (R&D). As we design new products, we seek feedback from those who will ultimately use them to ensure that their experiences and preferences contribute to product innovation.

Seeking feedback on next-generation turf systems
Our next-generation turf systems were extensively tested with potential consumers and end users as an integral part of the development process. At our Center for Turf Innovation and in real-world pilot installations, we invited people to play on prototypes and give feedback, which we then incorporated into the development process.

In 2024, the focus shifted from product development to market rollout, as several of our new turf systems and products moved beyond R&D and into widespread use. Following development and piloting, we closely monitored how these products performed in real-world conditions and gathered feedback from customers, players and end users.

Initial responses have been positive, especially when our turf is used in more extreme hot and cold climates. In Scandinavia, players appreciated that the pitches remained usable in freezing conditions. Snow can easily be blown off the surface to ensure it is safe to be played upon. Meanwhile, in warm locations such as southern Spain, users reported that our turf did not retain as much heat as traditional rubber-filled fields, enabling safe and comfortable use in high temperatures. We're pleased with these results and feel that our innovations are delivering practical benefits for end users in a wide range of environments.

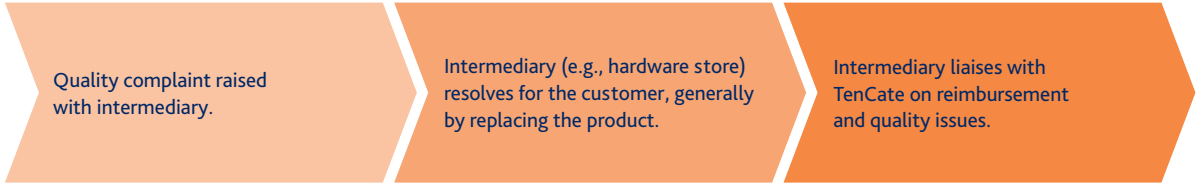
"The opportunity PSV is giving us by allowing us to test new developments in practice is incredibly valuable. **We learn most from the direct feedback of players and staff**. This ultimately enables us to develop new, innovate, high-quality turf systems, which positively impact the performance of the players."

MICHAEL VOGEL, CEO

PSV Eindhoven
In 2024, we continued to work with PSV Eindhoven to further develop and optimize the soccer training fields at PSV Campus De Herdgang in the Netherlands. As part of our ongoing agreement, we have the opportunity to collect real-world data, experiment with new turf technology, and innovate as part of the 'FieldLab' initiative. PSV Academy players train and play on high-quality TenCate pitches – including our next-generation turf – and provide us with valuable feedback to help us further optimize performance, durability and the player experience.

Process example – how complaints are resolved for customers (sports)

Process example – how complaints are resolved for customers (outdoor living)



In developing our non-infill product range, single-polymer ONE-DNA™ technology, and our zero-water hockey turf, we listened to the needs of different customer groups across the global markets we serve. As we proceeded with the rollout of these products in 2024, we continue to engage with customers and end users to ensure we are well-positioned to anticipate future market needs.

Closer to consumers

Since 2016, we have maintained a strategic focus on vertical integration. This allows us to understand customers' needs and perspectives more deeply and is a major contributor to our continued growth and success.

Within the TenCate Group, we now have a range of companies across the value chain – including manufacturers of components (yarn and backings), turf manufacturers, distributors and installation companies. Our distribution and installation teams actively gather customer feedback, assessing what has worked well, identifying areas for improvement and tracking overall product performance. For large projects, there will be a project debrief, and data is also collected at a company level about customer satisfaction to inform future projects.

Our engagement efforts are locally led with global support. Our partners and local installers – who have direct knowledge of their regional markets – can effectively respond to customer needs. We assess whether we are having a positive impact for consumers and end users by liaising closely with our customers. As our new product lines roll out, we have also been able to gain insights via sales data and continue to do so moving forward.

Working with customers to resolve product issues

In our materiality assessment and our overall business, we have not identified any negative impacts on consumers and end users that are widespread or systemic.

However, occasional negative impacts are more likely to be related to individual incidents, such as incidental product defects. While our quality control processes are robust, a small number of product quality issues are still reported.

Our priority is to resolve any reported issues quickly and effectively, which ensures our clients receive products that work and perform the way they expect them to. When a problem occurs, our policy is to remedy the situation for the customer as quickly as possible. We then investigate the root causes of the issue and how we can prevent recurrence. As a general approach, we aim to always confront our problems rather than avoid them. If a product is not complying with our own standards or industry standards and norms, then it will be replaced or otherwise remedied.

There are no specific policies in place to protect individuals from retaliation when they engage with us or our partners about complaints. Retaliation is not a concern for consumers and end users in the synthetic turf market. Consumers and end users can also easily use the available channels to raise concerns, with clear points of contact.

If a quality control issue is reported and confirmed, we will thoroughly investigate to ensure there are no wider problems and that the issue does not recur for other customers.

GOVERNANCE /

IMPACTS, RISKS & OPPORTUNITIES

We have identified impacts, risks and opportunities (IROs) related to TenCate's material topics in G1. On the right, we provide a short summary of how we are managing our IROs, with more details available further in this chapter.

G1 | Business conduct

IMPACTS

Positive

Strong corporate culture, leading to a sense of shared purpose. ●●

Transparent whistle-blower policy and process. ●●

Robust anti-corruption and anti-bribery policies and processes. ●●

RISKS & OPPORTUNITIES

Opportunities

A positive corporate culture boosts employee retention, productivity, trust and financial performance.

Protecting whistleblowers can prevent legal disputes and financial losses.

Building a reputation for ethical practices strengthens relationships with suppliers, customers and employees.

Risks

A negative corporate culture can lead to legal actions, fines, and reputational damage.

Mismanaging whistleblower concerns can result in legal actions and financial losses.

Involvement in bribery and corruption within the value chain can cause reputational damage and financial losses.

MANAGEMENT

Our Whistle Blower Scheme sets out a clear procedure for employees. We have an employee Code of Conduct and a Supplier Code of Conduct, with clauses encompassing anti-corruption and anti-bribery.

We monitor the compliance of our trade relationships with global sanction regimes and regulations, and act accordingly when needed.

Our subsidiaries have employee handbooks with additional local regulations and company rules.

Our updated Global Business Ethics compliance trainings took place in 2024.

● Short term ● Medium term ● Long term

G1 | Supply chain management

IMPACTS	RISKS & OPPORTUNITIES	MANAGEMENT
Positive Selecting suppliers that perform well in TenCate's ESG screening process a) ensures positive impacts in the value chain, and b) incentivizes supplier base to improve ESG performance in future. ●●●	**Opportunities** Influence suppliers positively by prioritizing those aligned with sustainability goals. **Risks** Limiting supplier options based on ESG criteria may negatively impact supply chain continuity, operations and fulfilment of customer orders.	We are using the Assent ESG screening platform to collect data and evaluate suppliers. We have robust systems for managing procurement and ensuring timely payments to suppliers. In our supplier selection, we have measures in place to ensure that our operations and ability to deliver on contracts is not negatively affected.

● Short term ● Medium term ● Long term

CORPORATE GOVERNANCE

TenCate's global success is underpinned by strong corporate governance. We achieve this through an effective leadership structure that promotes accountability. For employees, our approach allows for a balance between local autonomy and shared identity, and we have clear processes and guidelines set out in our Code of Conduct.

CORPORATE CULTURE

TenCate is a global organization that operates across the full value chain. We are proud of the huge diversity in the people we employ. We have grown at a remarkable speed over recent years. Despite such dynamic growth, we all share the same passion for what we do, the products that we make, and the benefits our products provide to our customers. There are five values that we work towards every day, which we've set out on page 13.

We value the openness inside our company and the feedback that our employees give us, including via our Group Employee Engagement Survey.

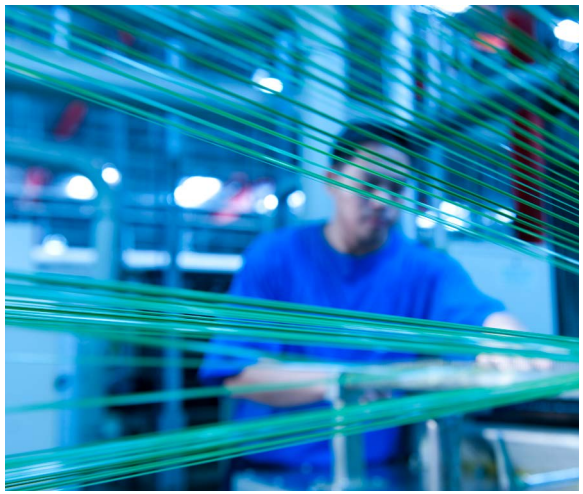
GOVERNANCE AT TENCATE

The Board of Directors has the ultimate decision-making authority over the company.

Strategy development, implementation thereof and the day-to-day management of the company are the responsibility of the Executive Board consisting of the Chief Executive Officer, the Chief Financial Officer and the Chief Executive Officer of the Americas.

TenCate has a decentralized structure. Managing Directors and Presidents are responsible for managing our respective subsidiaries. They are ultimately supervised by a member of the Executive Board.

On a functional level, the Executive Board is supported by functional Directors in the areas of Finance, Human Resources, Information Technology, ESG, Procurement, R&D and Marketing.



Regarding ESG specifically, we have an ESG Committee in place that includes representation from all business functions and main regions. For more information about the Committee, see the chapter About TenCate.

Anti-corruption and anti-bribery

Corruption and bribery have no place at TenCate. We have clear anti-corruption and anti-bribery rules in place that are backed up by training for employees. While we stated in last year's ESG Report that we planned to create a new, specific policy covering anti-corruption and anti-bribery, after further evaluation, we concluded that updating the Code of Conduct – and expanding on the commitments it contains – would be a clearer and more streamlined solution.

The Code of Conduct was updated in 2024, and the anti-corruption and anti-bribery sections within the Code were therefore also updated. These updates have not changed the substance of our anti-bribery and anti-corruption commitments, which were already robust. However, these issues are covered in greater depth in the updated version, making expectations absolutely clear across the entire TenCate Group.

ANTI-CORRUPTION AND ANTI-BRIBERY METRICS	NUMBER
The number of convictions, and the number and monetary amount of fines, for violation of anti-corruption and anti-bribery laws.	0
The total number and nature of confirmed incidents of corruption or bribery.	0
The number of confirmed incidents in which TenCate's own workers were dismissed or disciplined for corruption or bribery-related incidents.	0
The number of confirmed incidents relating to contracts with business partners that were terminated or not renewed due to violations related to corruption or bribery.	0

TenCate has mechanisms for identifying, reporting and investigating concerns about unlawful behaviour, as well as behavior that contradicts the stipulations of our Code of Conduct. The Code also covers related topics such as conflicts of interest, sponsorship and donations, and money laundering. Employees are directed to consult the Compliance Officer if they are in any doubt.

In September 2024, we provided anti-corruption and anti-bribery training to 1,176 desk-based employees via a third-party online platform (NAVEX). Those employees were also provided with a dedicated session focused on workplace harassment.

In all the regions in which TenCate operates, we have specific persons whom employees can contact regarding any concerns or issues, including regarding corruption and/or bribery, as explored further in our chapter on Working at TenCate.

1,176 TenCate employees invited to take part in mandatory compliance training sessions on Group Ethics and the Code of Conduct in 2024.

These sessions covered the following key topics:

- Ethical decision making
- Anti-bribery
- Anti-money laundering
- Discrimination
- Diversity, equity and inclusion
- Environmental health and safety
- Gifts, entertainment and hospitality
- Workplace harassment
- Social media usage
- Working with third parties
- Workplace violence and abusive conduct
- Reporting and retaliation

The session concluded with all attendees making a personal commitment to uphold our Code of Conduct and compliance principles in their daily work.

TenCate has a designated Compliance Officer who can be contacted about breaches in the financial and economic fields, as well as Regional and Group Counsellors that can be contacted about breaches in the interpersonal sphere.

The Compliance Officer will discuss with the employee which course of action they wish to take, including the option to contact an independent external investigator to assess the issue and facilitate an investigation. If this option is pursued, the outcome will be reported to the Compliance Officer, who will also report to the CEO and the Board of Directors. This allows any potential incidents to be investigated promptly, independently and objectively by an investigator separate from the chain of management involved in the matter.

WHISTLEBLOWING

A description of TenCate's whistleblower schemes is set out as an addendum to the Code of Conduct. The addendum outlines what employees should do if they wish to report suspected abuse, how their supervisory manager or counselor must record receipt of the report, how the person receiving the report must inform the CEO, how the CEO will initiate an investigation, and the timeline for informing the employee of the CEO's standpoint (including any measures resulting from the report). Due to varying regulations in different countries and regions, we have separate schemes in place that meet each area's requirements. All our whistleblower schemes also allow employees to escalate the issue to the Board of Directors if necessary.

Hotline & Incident Management
In October 2024, we launched our new Hotline & Incident Management tool. It allows users to raise concerns – including those relating to discrimination – confidentially and anonymously. The tool is available 24/7 in multiple languages, and the platform is externally managed by NAVEX, a global risk, compliance and whistleblowing provider.

Our employees and stakeholders can use the Hotline & Incident Management tool to report breaches of the Code of Conduct or raise other ethical and legal concerns. Reports can be submitted directly or anonymously via the EthicsPoint application.

Since its launch, we have received four reports via NAVEX. All were fully investigated and concluded by the end of 2024.

Retaliation against employees who follow the procedures and report a suspicion of abuse "in good faith" is prohibited by the Code of Conduct, which reads: "Retaliation itself is a serious violation of our Code of Conduct and will be met with appropriate disciplinary action, up to and including termination."

The risk of retaliation is also minimized by the procedure outlined in the Whistle Blower Scheme, which specifies that the employee to whom the suspicion of the abuse has been reported must treat the report confidentially, and that if information must be provided to an external person or entity, the employee's name will not be mentioned, and the information will be provided in a way that safeguards the employee's anonymity.

FAIR COMPETITION

TenCate's policy is set out in the Code of Conduct, specifying that the company and its employees "will refrain from behavior that obstructs or discourages fair competition".

Employees are prohibited from engaging in illegal business practices, including entering into agreements, reaching "understandings" or exchanging information with competitors about our business. They are also prohibited from sharing confidential and proprietary business information with, or requesting such information from, our competitors. All employees are required to comply with antitrust and related competition laws in all jurisdictions in which we operate.

SUPPLY CHAIN

A well-managed supply chain is critical to TenCate's financial and sustainability performance. We make it a priority to ensure ethical and responsible behavior across our entire value chain.

ESG SCREENING

To ensure we make informed decisions and actively promote responsible practices among our suppliers, we have expanded our ESG screening process. This involves tracking and scoring both existing and new suppliers based on their responses to detailed ESG-related questionnaires, which are developed and administered by an independent third-party specialist. These questionnaires cover 10 separate topic areas and assess suppliers' policies and practices across a range of ESG criteria.

Supplier questionnaire topics:

- Climate impact
- Resource use
- Product stewardship
- Human trafficking and slavery
- Labor rights
- Human rights
- Diversity and inclusion
- Resilience
- Data protection
- Organizational commitments

We focus our ESG screening on the "key suppliers" who represent the vast majority of our spend, thereby concentrating our efforts where they are likely to create the biggest impact. In 2023, we included 206 suppliers in this category. Over the course of 2024-2025, we are expanding the screening program to approximately 300 suppliers in total. This increase will reflect a broader share of our global supply chain following recent acquisitions and ensure a more comprehensive assessment of our supplier network.

Each supplier will receive a score out of 100 based on their survey responses and we will be able to see a detailed breakdown of each supplier's performance in specific topic areas. This scoring system will enable TenCate to identify and promptly address any specific ESG-related concerns within our supply chain.

Our project to collect and analyze supplier data is ongoing, with preliminary results expected in Q2 of 2025. Once the process of collecting this data is completed, we will be able to use our suppliers' answers and scores to support future procurement decisions. We will also use the resulting data to set specific Key Performance Indicators (KPIs) for our supply chain, using the risk scores calculated in each of the 10 areas. In all procurement-related decisions, ESG scores will be balanced against other considerations such as quality, product performance, availability of alternative suppliers, and supply chain security.

The process is primarily based on suppliers' self-reported data, supplemented by tracking media coverage of any ESG-related incidents related to that supplier. We continue to conduct media screening for 1,000 of our suppliers, representing around 95% of our total global spend.

TenCate explicitly reserves the right to audit its suppliers, and the Supplier Code of Conduct states that "Suppliers are required to cooperate with TenCate's direct audit or through a third-party auditing firm utilized by TenCate." No audits of suppliers' sites were carried out in 2024.

In addition, for our waste management suppliers in the US and Dubai, we are mandated to carry out in-person inspections under the terms of the advanced recycling partnership and the Zero Waste to Landfill (ZWtL) validation scheme, respectively.

Ensuring timely payments to suppliers
Our payment terms are presented in our "general purchase conditions and general conditions for work", which are publicly available on our website. In addition, we apply the agreed payment terms on the contracts with every supplier, respecting the applicable local regulations.

Anti-corruption and anti-bribery
TenCate upholds strict anti-corruption and anti-bribery standards through its Supplier Code of Conduct. This document outlines fundamental principles and binding provisions to which suppliers must adhere. The Supplier Code of Conduct states that each TenCate manager must emphasize the importance of ethical conduct and compliance in their actions, training and leadership, specifying: "Suppliers do not engage in or tolerate any form of corruption, bribery, extortion or fraud. Suppliers shall not offer any gifts or other benefits to TenCate employees that could improperly influence the TenCate employee."

As part of the supplier evaluation process, we assess whether our suppliers have their own anti-corruption and anti-bribery policies in line with TenCate's standards. We include these considerations in our supplier screening tool, where 'organizational commitments' is one of the 10 key assessment areas.

The Supplier Code of Conduct does not explicitly set out information on how to address allegations of corruption and bribery, should they occur. These would be handled by TenCate on a case-by-case basis.

TenCate also monitors and ensures the compliance of its trade relationships with globally sanctioned regimes, as well as with any new regulations.

A secure and reliable supply chain
To mitigate the risk of supply chain disruptions, TenCate has secondary and tertiary sources of critical materials wherever possible. By manufacturing products close to our key markets in Europe and the United States and by working with multiple local suppliers, we reduce our dependence on extended global supply chains.

In the event of any disruptions to key supply chains, TenCate maintains open lines of communication with suppliers, explores alternative sourcing options, and keeps affected customers informed.

APPENDICES

APPENDIX I: LIST OF COMPANIES

COMPANY NAME	LOCATION	ACTIVITY TYPE	
Academy Sports Turf	Englewood, Colorado - USA	Design & Installation	●
Applied Landscape Technologies	Montville, New Jersey - USA	Design & Installation	●
Art Dan Lle De France SAS	Allée des Vergers, Aigremont - France	Design & Installation	●
Art Dan SAS	Le Prouzeau, Carquefou - France	Design & Installation	●
Athletic Fields of America	Montville, New Jersey - USA	Design & Installation	●
ATT Sports	Berlin, New Jersey - USA	Design & Installation	●
Byrom Davey, Inc	Evening Creek South Drive, San Diego, California - USA	Design & Installation	●
Celebrity Greens	Scottsdale, Arizona - USA	Distribution	●
CG&B	Henderson, Nevada - USA	Design & Installation	●
Challenger Turf	Dalton, Georgia - USA	Manufacturing & Distribution	●
CSC Sport	Zeewolde - The Netherlands	Design & Installation	●
Eurofields SAS	Rue Roger Salengro, Isbergues - France	Manufacturing & Distribution	●
Evergreens UK Group	Rutland - United Kingdom	Manufacturing & Distribution	●
Fieldservices SAS	Allée des Vergers, Aigremont - France	Design & Installation	●
GeoSport Lighting	St. Gabriel, Louisiana - USA	Design & Installation	●
GeoSurfaces North East	Woburn, Massachusetts - USA	Design & Installation	●
GeoSurfaces South East	Mooresville, North Carolina - USA	Design & Installation	●
GeoSurfaces	St. Gabriel, Louisiana - USA	Design & Installation	●
GrassRoots	Chatsworth, Georgia -USA	Manufacturing & Distribution	●
Greenfields	Dayton, Tennessee - USA	Distribution	●
Greenfields	Nijverdal - The Netherlands	Distribution	●
Greenfields	Singapore	Distribution	●

COMPANY NAME	LOCATION	ACTIVITY TYPE
Hellas Construction	Austin, Texas - USA	Design & Installation
Hellas Construction	Carlsbad, California - USA	Design & Installation
Hellas Construction	El Paso, Texas - USA	Design & Installation
Hellas Construction	Frisco, Texas - USA	Design & Installation
Hellas Construction	Glendale, Arizona - USA	Design & Installation
Hellas Construction	Miami, Florida - USA	Design & Installation
Hellas Construction	Wichita, Kansas - USA	Design & Installation
Hellas Fibers - Archon Fibers	Dadeville, Alabama - USA	Manufacturing
Hellas Recycling Center	Dadeville, Alabama - USA	TenCate Recycling Activities
Hellas Textiles - Spears Industries	Chatsworth, Georgia - USA	Manufacturing & Distribution
LTG Sports Turf One, LLC	Woolbright Road Suite 411, Boynton Beach, Florida - USA	Design & Installation
Midwest Sport and Turf Systems LLC	S. Bode St., Unit E, PlainField, Illinois - USA	Design & Installation
OPSA	Madrid - Spain	Design & Installation
Polygreen	Colombara - Italy	Distribution
PST Sportsanlegg	Kristiansand - Norway	Design & Installation
Roxie Polymers	Liberty Hill, Texas - USA	Manufacturing
Safina	Cortegaça - Portugal	Manufacturing & Distribution
SGW Florida	Doral, Florida - USA	Distribution
SGW Florida	Ft Lauderdale, Florida - USA	Distribution
SGW Florida	Miami, Florida - USA	Distribution
SGW Florida	Orlando, Florida - USA	Distribution
SGW Florida	West Palm, Florida - USA	Distribution
SLN Sportstättenbau	Tornesch - Germany	Design & Installation
Solomat Sports Service Sarl	France	Design & Installation
SUE Sports United Europe	Braga - Portugal	Distribution
Synthetic Grass Warehouse	Anaheim, California - USA	Distribution
Synthetic Grass Warehouse	Dallas, Texas - USA	Distribution
Synthetic Grass Warehouse	Fresno, California - USA	Distribution
Synthetic Grass Warehouse	Phoenix, Arizona - USA	Distribution
Synthetic Grass Warehouse	San Francisco, California - USA	Distribution

COMPANY NAME	LOCATION	ACTIVITY TYPE
TenCate Polyloom USA	Dayton, Tennessee - USA	Manufacturing
TenCate Thiolon (Beijing) Co.	Beijing - China	Distribution
TenCate Thiolon Middle East	Dubai - United Arab Emirates	Manufacturing
TenCate Thiolon	Nijverdal - The Netherlands	Manufacturing
TenCate Turf Recycling Solutions	Baton Rouge, Louisiana - USA	TenCate Recycling Activities
The LandTek Group, LLC	Sweeneydale Avenue, Bay Shore, New York - USA	Design & Installation
TigerTurf AU	Melbourne - Australia	Design & Installation
TigerTurf NZ	Auckland - New Zealand	Manufacturing & Distribution
TigerTurf UK	Kidderminster - United Kingdom	Manufacturing & Distribution
Unanime Sports SAS Group	Allée des Vergers, Aigremont - France	Manfacturing & Distribution Design & Installation
Valley Precision Grading	Rancho Cordova, California - USA	Design & Installation
Weitzel Sportstättenbau	Sternberg - Germany	Design & Installation
Weitzel Sportstättenbau	Tornesch - Germany	Design & Installation

APPENDIX II: EMISSIONS INVENTORY RESTATEMENT DISCLOSURE

1. INTRODUCTION

This disclosure outlines the restatement of our company's greenhouse gas (GHG) emissions inventory. The purpose of this restatement is to enhance the transparency, accuracy and consistency of our reported emissions data, aligning fully with the fundamental principles of the GHG Protocol. This effort ensures our inventory accurately reflects our operational emissions profile and provides a more robust foundation for future emissions management and reporting.

2. NATURE AND REASON FOR RESTATEMENT

The primary motivations for this emissions inventory restatement are recent mergers and acquisitions, which necessitated a recalculation of our organizational boundary and associated emissions. Additionally, insights gained from the 2023 reporting cycle highlighted opportunities to refine our data collection and methodologies, ensuring a more stable and reliable baseline for long-term emissions tracking.

This restatement affects the emissions data for 2023 and 2024. Specifically, 2024 has been established as the new baseline year, with updated emissions figures across all Scope 1, Scope 2 and Scope 3 categories. The emissions for 2023 have also been revised to reflect methodological improvements and data corrections, providing a consistent comparison against the new 2024 baseline.

3. DESCRIPTION OF THE CHANGE

Several key changes were implemented to the data, calculation methods and boundaries in this restatement:

- **Data collection prioritization:** For the largest entities within our consolidated operations, primary data collection was prioritized to ensure the highest level of accuracy for significant emission sources.
- **Addressing data gaps:** For instances where primary data was unavailable, historic data from previous reporting periods was utilized to fill gaps. If neither primary nor historic data was available, modeled data based on industry averages or similar operations was employed to provide reasonable estimates.
- **Baseline year and subsequent years restatement:**
  - The 2024 emissions inventory has been comprehensively updated to serve as our new organizational baseline. This restatement incorporates the full impact of recent mergers and acquisitions and integrates refined data collection processes.
  - The 2023 emissions data has also been restated. A notable correction in 2023 involved updates to Hellas vehicle fuel data, which was revised based on additional information gathering post-initial reporting. This adjustment ensures consistency and comparability with the new 2024 baseline.

  Original and restated figures are provided below:
  - Hellas Construction 2023 (original): Total Scope 1 emissions = 33,712 mt
  - Hellas Construction 2023 (corrected): Total Scope 1 emissions = 20,884 mt

  Therefore:
  - Direct GHG emissions (Scope 1) 2023 (original) = 44,842 mt
  - Direct GHG emissions (Scope 1) 2023 (corrected) = 32,014 mt

4. TRANSPARENCY STATEMENT

We reaffirm our unwavering commitment to transparent, accurate and consistent GHG reporting. This restatement process has been meticulously guided by the relevant GHG Protocol standards and our internal policies, ensuring the integrity and reliability of our disclosed emissions data. We believe that robust and truthful reporting is fundamental to effective emissions management and to achieving our sustainability goals.

EMISSIONS ACCOUNTING & REPORTING METHODOLOGY

This appendix describes the calculation of boundaries, methodologies, assumptions and key references used in preparing the 2024 inventory of the Scope 1 and 2 GHG emissions in the TenCate value chain.

Our company's emissions are calculated using methodologies consistent with the Greenhouse Gas Protocol, a corporate accounting and reporting standard. Reference is made to the additional guidance provided in the GHG Protocol Scope 2 Guidance, when applicable. The GHG Protocol was developed by the World Resources Institute (WRI) and the World Business Council for Sustainable Development (WBCSD).

ORGANIZATIONAL AND OPERATIONAL BOUNDARY

To consistently measure emissions throughout our company, we defined organizational and operational boundaries for our GHG accounting based on the Operational Control Approach defined by the GHG Protocol. This approach accounts for 100% of Scope 1 and 2 emissions from operations over which TenCate or one of its subsidiaries has operational control. However, it does not account for emissions from operations in which TenCate owns an interest but does not have operational control.

GHG INVENTORY

TenCate's GHG footprint includes all gases covered by the Kyoto Protocol (CO_2, CH_4, N_2O, HFCs, PFCs, and SF_6), expressed in metric tons and tons of CO_2 equivalent. We disclose figures for all applicable gases based on our activities. According to the GHG Protocol, we account for and report our GHG footprint according to the "Scopes" definitions.

Scope 1 emissions

Scope 1 encompasses GHG emissions from sources that are owned or controlled by the reporting company. Direct GHG emissions are principally the result of the following types of activity undertaken by TenCate:

- Stationary combustion: combustion of fuels in stationary equipment such as boilers and air conditioning equipment.
- Mobile combustion: combustion of fuels in transportation vehicles such as automobiles and trucks.

Scope 2 emissions

Scope 2 emissions are considered indirect emissions from the generation of purchased electricity and steam consumed within the operational boundary of TenCate.

- The purchased electricity is consumed by our manufacturing plants, warehouses and administrative buildings.
- The purchased steam is consumed by one of our manufacturing plants.

According to the GHG Protocol's Scope 2 Guidance, we calculated Scope 2 emissions following both the location-based and market-based approach.

Scope 3 emissions

Scope 3 emissions encompass all indirect greenhouse gas emissions that occur in a company's value chain, both upstream and downstream, excluding those already covered by Scope 1 and 2.

USEEIO - v1.3 by NAICS-6 Codes - Procurement - 2024 (2022 data) holds a collection of emissions factors that are used to convert spent amounts in procurement data to carbon emissions in metric tons of carbon dioxide equivalent (tCO_2e).

For category 3, fuel and energy-related activities, we used WTT and T&D factors EF:

- Factoren - Brandstoffen voertuigen | CO_2-emissiefactoren
- Factoren - Elektriciteit | CO_2-emissiefactoren
- Defra UK

Source: US Environmentally Extended Input-Output (USEEIO) Supply Chain Greenhouse Gas Emission Factors v1.3 by NAICS. Purchaser prices are in 2022 USD. https://www.epa.gov/land-research/us-environmentally-extended-input-output-useeio-models

CALCULATION METHODS AND ASSUMPTIONS

The calculation was carried out using the following formula:
*GHG emissions = Activity data * emissions factors*

To align the different units of measure, we converted all energy data to GJ using the calorific value of each fuel.

Being a global company, activities data are collected with different units of measure, therefore further conversions have been applied to harmonize the calculations.

For refrigerant gas emissions, the global warming potential (GWP) of each gas has been multiplied by the mass of gas refilled.

In a few cases, we used the expenditure approach to estimate fuel consumption for our vehicles. Consumption was calculated by dividing annual expenses for a certain type of fuel by the average price of that fuel in FY 2024 in a specific country.

When data was unavailable, we estimated the corresponding consumption based on the square footage of buildings and manufacturing facilities. We used national dataset statistics to determine the average consumption of gas and electricity per square meter.

EMISSION FACTORS

Scope 1 emissions

USA

- For natural gas and propane, emission factors from the Environmental Protection Agency (EPA) were used.
- For refrigerant gas losses, the GWPs are also taken from the EPA. When these are unavailable, emission factors from the California Air Resources Board are used (with reference to the AR5 IPCC).
- For vehicle fuels such as diesel and LPG, emission factors from the 2025 EPA were used. For gasoline, EPA emission factors were used alongside an internal methodology that estimated an average based on the vehicle's type and year of manufacture.

Europe, Middle East and Oceania

- For natural gas, propane, diesel and kerosene emission factors from the Department for Environment, Food and Rural Affairs (DEFRA) were used.
- For vehicles' fuel, such as diesel, LPG, CNG and gasoline, emission factors from DEFRA were used.

Scope 2 emissions from electricity purchased from the grid:

USA

- For the location-based approach, emission factors from the EPA's [AR6] Subregion eGRID2023 (2025 release) were used.
- For the market-based approach, Green-e 2024 residual mix (2022 dataset) emission factors were used. When suppliers' emission factors were available in the electric company carbon emissions electricity mix reporting database, those factors were used instead.

Europe

- For the location-based approach, emission factors from The Association of Issuing Bodies (AIB) 2023 Data (2024 Release) Production Mixes* were used.
- For the market-based approach, emission factors from Association of Issuing Bodies AIB Residual Mix 2023 Data (2024 Release) were used. When suppliers' emission factors were provided, those factors were used instead. These factors were also used to account for emissions from purchased steam.

UK

- For the location-based approach, emission factors from DEFRA 2024 were used.
- For the market-based approach, emission factors from the AIB 2023 Residual Mixes were used.

Middle East

- For the location-based approach, emission factors from International Energy Agency 2023 Generation Mixes were used.
- For the market-based approach, emission factors from the Dubai Electricity & Water Authority (DEWA) 2023 were used.

* *Physical electricity imports and exports outside the residual mix calculation area are not included in these figures. For emissions from electric vehicles, as a conservative approach, we only used market-based emission factors, which are the most precise available for the country in which we have a fleet of electric vehicles.*

Asia–Pacific (APAC)
Due to the availability of the dataset, emission factors from the International Energy Agency's (IEA) 2024 Generation Mixes were used for both the location-based and market-based approaches.

GLOSSARY

Emission factor
A factor that converts activity data into greenhouse gas emissions data (e.g., kg CO_2-e emitted per GJ of fuel consumed, or kg CO_2-e emitted per kWh of electricity used).

CO_2 equivalent (CO_2-e)
The universal unit of measurement to indicate the global warming potential (GWP) of each greenhouse gas, expressed in terms of the GWP of one unit of carbon dioxide. It is used to evaluate the release (or avoidance) of different greenhouse gases on a common basis.

GHG footprint
The amount of carbon dioxide (CO_2) emissions associated with the activities of a person, building, corporation or country. Direct emissions are included, such as those resulting from the combustion of fossil fuels in manufacturing, heating and transportation, as well as those required to produce electricity.

Activity data
A quantitative measure of the level of activity resulting in greenhouse gas emissions. Examples of activity data include kilowatt-hours of electricity used, quantity of fuel used, process output and building floor area.

The market-based approach
This is a method to quantify Scope 2 greenhouse gas (GHG) emissions of a reporter based on the GHG emissions from generators from which the reporter purchases electricity, either bundled with contractual instruments or the instruments themselves.

The location-based approach
A method to quantify Scope 2 GHG emissions based on average energy generation emission factors for defined geographic locations, including local, subnational or national boundaries.

Organizational boundary
The extent to which a company has ownership or operational control.

Operational boundary
This defines the scope of direct and indirect emissions from operations within a company's established organizational boundary.

Operational control
A company has operational control over an operation if it or one of its subsidiaries has full authority to introduce and implement operating policies.

REFERENCES

- GHG Protocol: Corporate Standard | GHG Protocol
- Energy Data Conversions: CDP-conversion-of-fuel-data-to-MWh.
- EPA: GHG Emission Factors Hub | US EPA https://www.epa.gov/climateleadership/ghg-emission-factors-hub & [AR5] Waste Disposal Factors - EPA 2025
- Kyoto Protocol: Kyoto Protocol Reference Manual on Accounting of Emissions and Assigned Amounts | UNFCCC
- eGreen: 2023 Green-e® Residual Mix Emissions Rates (2021 Data) https://www.green-e.org/2024-residual-mix
- Refrigerant Gases California: High-GWP Refrigerants | California Air
- Resources Board
- Suppliers Dataset: CO_2Emissions Access | (eei.org)
- AIB: European Residual Mix | AIB (aib-net.org)
- DEFRA UK 2024: https://www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2024
- IEA: [AR6] - IEA 2024 (2022 data)- IEA
- eGrid: Summary Data | US EPA
- DEWA: Dubai Electricity & Water Authority (DEWA) | Home

TenCate Headquarters
G. van der Muelenweg 2
7443 RE Nijverdal
Netherlands

ESGUpdate@tencategrass.com
tencategrass.com

© Copywriting 2024
Date of Publication: 30/06/2025

Copywriting
Narrative Labs, The Hague

Concept & Design
DartDesign, Amsterdam