DELO

Fiscal year 2025 / 26

Sustainability Report with Integrated Environmental Statement

Table of Contents

This sustainability report contains the environmental statement of the environmental management system in accordance with the EMAS Regulation. The chapters of this statement that have been validated by the environmental verifier are each marked with the following symbol:

Foreword by the Management 3

Company 4
DELO at a Glance 5
Locations 6
Business Development 6
Application Fields and Products 7
Risk Management 8

Sustainability Strategy 9
Our Contribution to the Social Development Goals 10

Updated Environmental Statement 11
Environmental Metrics and Key Indicators 12
DELO Environmental Goals for 2030 20
Legal Requirements and Proof Regarding Compliance 21
Declaration of Validity 22

Employees 23
Apprenticeship 24
Careers and Training 25
Occupational Safety and Health 26
Social Engagement 26

Supply Chain 27
Scope 3 — Emissions According to the GHG Protocol 28
Life Cycle Assessment of DELO Adhesives 29

About this Report 30

Figure 1: DELO Management (from left to right): Christian Walther, Dr. Karl Bitzer, Sabine Herold, Dr. Wolf-Dietrich Herold

Dear Readers,

From the very beginning, DELO has set itself the goal of contributing to sustainable development through innovations in bonding and process technology. We have remained true to this commitment to this day.

High-tech adhesives are not only pioneers for the technologies of tomorrow. They enable the careful use of resources and can help reduce CO_2emissions.

As a company, we are mindful of our social, environmental, and economic responsibilities. In all areas, we do our utmost to generate healthy growth that is in harmony with the environment and the needs of our employees and customers.

Concrete successes show that we are on the right track: With our PV system, we were able to cover 20% of our electricity needs ourselves in the last fiscal year. The use of light instead of heat when curing adhesives ensures significantly more energy-efficient processes and lower CO_2emissions for our customers. In addition, the proportion of bio-based raw materials—which replace those from fossil sources—already stands at over 10%, and we have established a solid data foundation for determining the product carbon footprint of our adhesives. We are also particularly proud of our steady, healthy growth, which enables us to remain a secure employer for our more than 1,200 employees.

With this voluntary sustainability report and the integrated environmental statement in accordance with EMAS requirements, we would like to take you along on our sustainability journey. We'll show you in detail where we stand and what our focus is in the short and long-term.

Let's make a difference together, and please consider this report an invitation to exchange ideas and engage in dialogue.

Company

DELO is a leading manufacturer of high-tech adhesives and other multi-functional materials, as well as related dispensing and curing equipment. Our specialty adhesives are found in nearly every smartphone and every other car worldwide — for example, in cameras, speakers, electric motors, and sensors.

The company was founded in 1961 and acquired by Sabine and Wolf-Dietrich Herold in a management buyout in 1998. Since then, DELO has been owner-managed and independent, and has developed into a successful global market leader in specialty adhesives and turnkey solutions.

A key reason for our success is our consistent focus on innovation. We are already working today on materials for the technology of tomorrow.

With our high-tech adhesives, we make an essential contribution to forward-looking technologies such as assisted and autonomous driving, e-mobility, semiconductor packaging, and new approaches to solar applications.

We have made it our mission to strengthen our customers' innovative capabilities through innovations in adhesives, materials, devices, and process technologies. To this end, we identify the requirements of the future and are constantly working on the development of new, intelligent product and process solutions. Accordingly, we invest a total of 15% of our annual revenues in Research & Development (industry average: ~6%, source: VCI 2024). With our solutions, we support our customers in designing their new products, increasing the efficiency of their production processes, and reducing their CO_2 footprint.

Our more than 2,000 customers include well-known and internationally successful companies such as Bosch, Huawei, Mercedes, Siemens, and Sony. We have been working closely with most of these companies in a spirit of partnership for many years. Trust and loyalty form the foundation of our relationships with customers, suppliers, distributors, and partners.

Innovative adhesive solutions

Whether in smartphones, cars, or smart cards — many products we use every day contain high-tech adhesives from DELO. You can find detailed information in our numerous brochures.

Learn more now
go.delo.de/brochures

DELO at a Glance

1,200+
Employees worldwide

264
Millions of euros in revenues

20
Charging stations for electric cars

~20%
Self-consumption of PV electricity

1,700+
MWh of PV electricity generated per year

5,300+
PV modules

100%
Green electricity

10.9%
Bio-based raw materials in adhesive formulations

Locations

DELO is an internationally active company. Since our move in 2007, our headquarters has been located in a secluded area in Windach, near Munich. Since the construction of our first production facility in the Schöffelding industrial park—which we founded—we have been able to steadily expand our site in line with our growth. Through our subsidiaries, we are represented in China, Japan, Malaysia, Singapore, and the U.S. We also have representative offices in many other countries. We are present where our customers are, to offer them the best possible service.

Our products are "Made in Germany." They are developed in Windach and manufactured to the highest quality standards. We use state-of-the-art laboratories to comprehensively test our adhesives and process solutions. All process steps in adhesive and equipment production are carried out at our headquarters. We can also perform a wide range of adhesive tests on our customers' components at our subsidiaries.

An important step toward the further internationalization of our business activities is the expansion of our existing locations as well as the design of a production facility in Asia. In a few years, in addition to Windach, we will also be producing high-tech adhesives in Malaysia according to our high standards, enabling us to supply our customers more quickly and strengthen our delivery reliability.

Our headquarters in Windach, along with all associated buildings and processes is certified according to DIN EN ISO 9001, IATF, as well as ISO 14001 and EMAS certified.

Business Development

DELO places particular emphasis on sustainable, healthy growth. This is based on innovative, high-quality products that are developed and produced to the highest quality standards.

In the fiscal year 2025/26, revenues totaled 264 million euros, representing an 8% increase compared to the previous year. With a 53% share of revenues, East Asia remained the most important revenue region, followed by Europe with 27% and North and South America with 13%.

At DELO, we are already planning for the future today. By continuously expanding our application fields and tapping into new sectors, we are steadily increasing our economic growth and, at the same time, creating new jobs in the region.

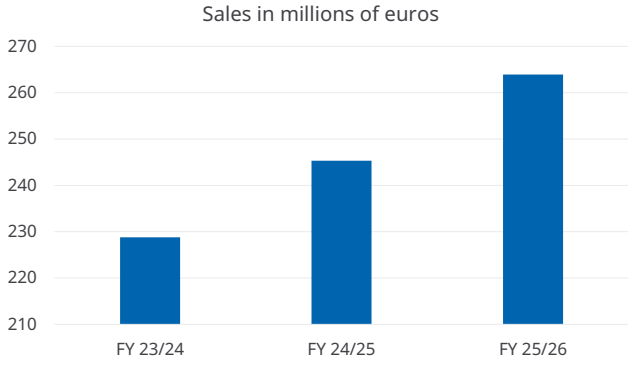

Figure 2: DELO business development

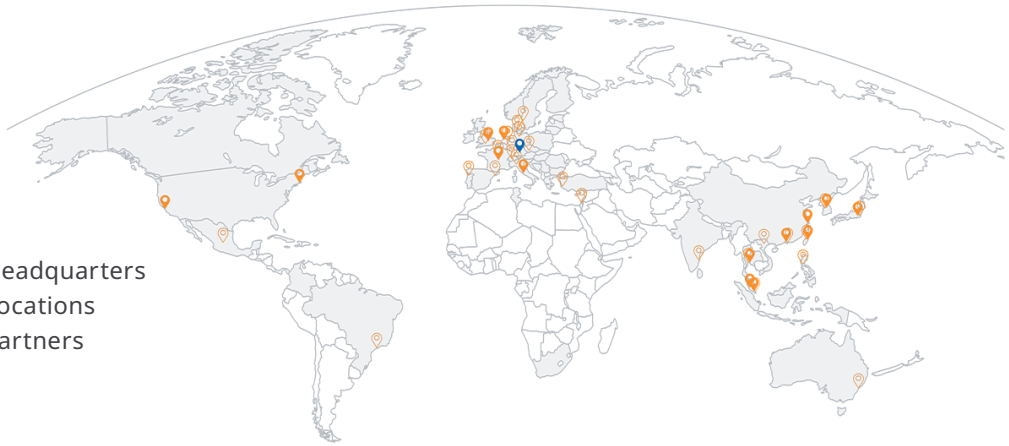

Figure 3: DELO locations worldwide

- Headquarters
- Locations
- Partners

Application Fields and Products

DELO adhesives are used whenever requirements are particularly demanding and adhesives must do more than "simply" bond two components together reliably. They are multi-functional materials that can conduct heat or electricity, possess acoustic properties, or be designed into microstructures on printed circuit boards. The multifunctionality of our products, paired with our focus on developing materials that enable automated, energy-efficient mass production, is our USP. This involves a wide range of chemical classes and mechanisms. We develop our products primarily for the automotive and semiconductor industries, as well as for consumer electronics. Each sector is subdivided into various application fields to address our customers' specific topics and offer corresponding products and process solutions. Our application fields include, for example, consumer and automotive cameras, optics and photonics, advanced packaging solutions, electric motors, RFID, and sensors. With medical technology, we added another application field several years ago.

Our application field teams work closely together to develop forward-looking ideas and drive innovation through interdisciplinary collaboration.

When developing our products, in addition to ensuring specific mechanical properties, we make sure that our customers can use them to increase manufacturing efficiency and conserve resources. For this reason, the majority of our adhesives feature a light-curing mechanism. Thanks to innovative technologies such as "Activation on the Flow"—in which the adhesive is irradiated during the dispensing process—light curing can be used even for opaque components with complex geometries. This allows energy-intensive heat-curing processes to be replaced by component-friendly light-curing methods.

Figure 4: Adhesive solutions for various components in LiDAR systems

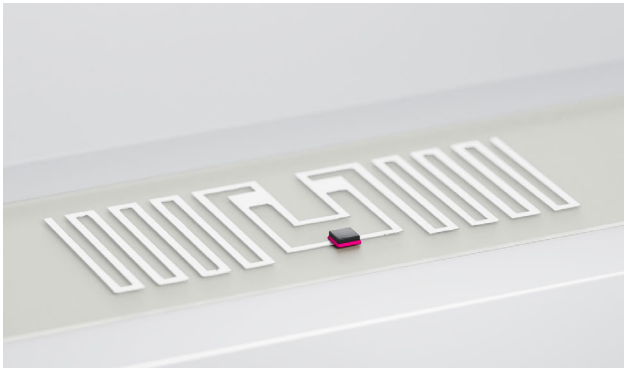

Figure 5: Bonding of RFID tags

Figure 6: "Activation on the Flow" with DELO-ACTIVIS

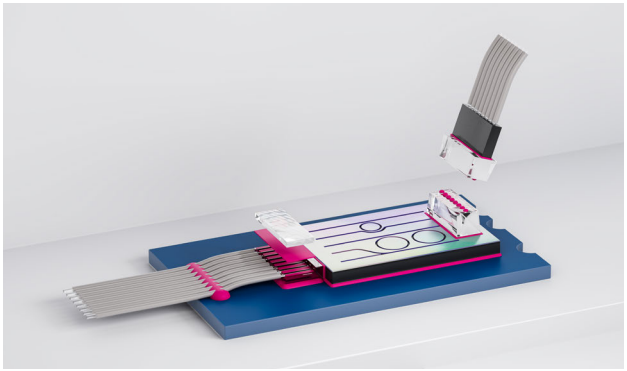

Figure 7: Adhesive solutions for the Optics & Photonics sector

Furthermore, even a tiny drop of our adhesives is often sufficient to reliably bond components. For example, one liter of DELO adhesive can be used to bond 30 million RFID chips.

In addition to high-tech adhesives, tailored equipment systems — such as energy-efficient LED lamps and microdispensing valves for precise dispensing — form another important area of expertise at DELO. For the lamps we use, we prioritize the latest LED technology, which enables energy-saving processes and has a longer service life than conventional lamps.

We distribute all of our products exclusively through B2B channels.

Risk Management

DELO operates an integrated risk management system based on the ISO 31000:2018 standard, which enables the early identification, assessment, and control of risks. To this end, a cross-departmental risk management board has been established. This ensures the sustainable maintenance of our economic production capacity and our ability to deliver to our customers. Furthermore, it makes a valuable contribution to achieving our strategic goals.

The Risk Management Board manages our risk portfolio, in which all significant risks are analyzed. These include, but are not limited to:

- Risks associated with the manufacture and development of adhesives and devices, as well as the handling of chemicals
- Market risks
- Risks in our supply chain
- Risks arising from natural disasters and force majeure
- Political risks
- IT and information security risks
- Human resources risks
- Risks related to occupational health and safety at workstations

Since our production site in Windach, Germany, is not located in a flood zone, a heat-prone area, or an earthquake zone, we assess these risks as immaterial to DELO.

Our risk portfolio is verified regularly and expanded as needed. Risks are assessed based on their likelihood of occurrence and potential impact, as well as the mitigation measures we have implemented.

Based on our risks, we have developed business continuity plans that are regularly tested and refined as needed. In addition, we have designed a crisis management system that can act quickly and effectively in exceptional emergencies. As a result, we have always been a reliable partner for our customers, even in challenging times.

Sustainability Strategy

DELO views sustainability as a triad of environmental, economic, and social aspects. Responsible and sustainable conduct is a matter of course for us and is solidly anchored in our corporate DNA. In all areas, we aim to do our utmost to generate healthy growth that is in harmony with the environment and the needs of our employees and customers. Through responsible conduct and innovative products and process solutions, we aim to contribute to a sustainable future.

To this end, we have set the following top-level goals:

1. **Climate action strategy in Scope 1 & 2**
   We already source 100% of our electricity from renewable sources. In addition, in fiscal year 25/26, we contributed to climate projects according to our Scope 1 emissions through projects certified under the CDM and VCS standards. Instead of investing into climate certificates in the future, we aspire to develop a climate ation strategy, e.g. through electrification and the transition to climate-friendly refrigerants. In doing so, we are aligning ourselves with the climate goals of the Federal Republic of Germany and the Paris Agreement.

2. **Making bonding technology compatible with the circular economy**
   Bonding technology makes it possible to bond components made of a wide variety of materials with vastly different properties. Furthermore, the ongoing digitalization and miniaturization would be virtually inconceivable without bonding technology. However, this poses major challenges for the recyclability of the materials used. We recognize these challenges and are committed to addressing them. That is why we are already working with bio-based raw materials and researching methods for making adhesives reversible. We intend to continue pursuing this path in the future with the goal of making bonding technology compatible with the circular economy.

3. **Increasing energy and raw material efficiency**
   We are aware that sustainability must be approached holistically. That is why we are already addressing the emissions caused by our products throughout their lifecycle, both in our upstream supply chain and during use by our customers. The majority of emissions occur during the curing process at our customers' sites. The use of light-curing technology and optimized storage temperatures can significantly contribute to reducing emissions. Our goal is to achieve the highest possible energy and raw material efficiency through both effective environmental management at our site and targeted Research & Development.

All sustainability issues at DELO are centrally coordinated by our sustainability team. In addition, we have established a cross-departmental technology roadmap team that is working together with the DELO Management to continuously integrate sustainability aspects into our overall strategy and to embed them in our annual planning data.

Our Contribution to the Sustainable Development Goals

As a manufacturing company, we share responsibility for global CO_2 emissions. Through responsible action and sustainable product and process solutions, we aim to contribute to reducing global warming and achieving the 1.5°C target set out in the Paris Agreement.

We intend to continue expanding and deepening our contribution to the Sustainable Development Goals (SDGs) in the future, focusing on SDGs 7, 9, 12, 13, and 17.

We generate 20% of our electricity ourselves (since April 2024) and develop adhesive solutions for the renewable energies sector (» pp. 4, 7).

We develop innovative adhesives and equipment systems that enable our customers to reduce CO_2 emissions in their processes (» pp. 7, 29).

We manufacture using the least possible resources and create efficient process solutions for our customers (» pp. 7, 11 ff.). We already prioritize the highest possible recycling content in all secondary packaging and are also exploring this for our primary packaging.

We are doing our part to reduce CO_2 emissions and limit global warming (» pp. 7, 11 ff.).

Trust-based, global collaboration with our customers and partners, as well as with DELO employees worldwide, is a cornerstone of our success. We are convinced that sustainability challenges can only be solved collectively.

Updated Environmental Statement

DELO is committed to its responsibility in environmental, occupational health and safety. We view continuous improvement in these areas as a solid part of our corporate goals. We have articulated our principles in this regard both in our Code of Conduct and in a specific environmental and corporate policy.

We operate an integrated management system that is certified according to the international standards ISO 9001 and IATF 16949 (quality) and ISO 14001 (environmental protection), and is also assessed according to the EC Eco-Audit Regulation (EMAS). In addition, we integrate sustainability management processes into the existing system.

The tasks arising from the management system are carried out by the Central Quality Management department, which reports to management. An environmental management representative and a deputy have been appointed to oversee the operational implementation of the environmental management system.

As part of our environmental management system, we analyzed our environmental aspects and identified the following significant aspects over which DELO has control.

- Heating oil consumption and associated emissions
- Disposal of hazardous waste and associated resource consumption and emissions
- Energy consumption resulting from the curing of our adhesives at the customer's site and associated emissions

The use of heating oil and diesel, as well as the disposal of hazardous waste, are relevant to us both within the scope of our own operations and in our downstream value chain — and thus constitute indirect environmental aspects, provided we have the ability to influence them. Details can be found in the following chapters on our environmental performance indicators.

By focusing on significant environmental aspects, we prioritize areas where we have a major impact. These form the basis for our environmental goals and measures.

To make our goals measurable, we monitor our consumption in each environmental area and define corresponding key performance indicators. The development of key performance indicators is of particular importance to us, as we continue to strive for annual growth.

All of the following environmental figures relate exclusively to our German location — our headquarters in Windach.

Environmental Metrics and Key Indicators

Energy

The composition of our energy consumption at the site includes three energy sources: heating oil, diesel, and electricity. We use small amounts of diesel for our company vehicles and emergency generators.

Heating oil and electricity are used to operate our buildings.

We use energy as efficiently as possible and plan new facilities and buildings accordingly; for example, our newly commissioned logistics building features state-of-the-art building technology with high energy efficiency. The new building is heated via a heat pump with concrete core activation. In addition, waste heat from the cooling systems is utilized, and the office spaces are climate-controlled via heating and cooling ceilings.

We regularly raise awareness among our employees via our intranet and on-screen displays in the break rooms. They are encouraged to use natural resources appropriately and sparingly.

Measures Implemented:
- Switch to energy-efficient LED lighting
- Installation of a PV system with a peak power output of 2.3 MWp on our building roofs
- 20 charging stations for electric cars on the premises

DELO energy consumption

During the last fiscal year, our total energy consumption increased due to growth. This was caused by the high electricity consumption of our logistics building during the construction and commissioning phases. At the same time, the number of hours employees spent on-site decreased despite an increase in headcount. Both factors had a significant impact on the rise in the electricity metric (electricity consumption per employee-hour). Despite growth, we were able to keep our heating oil consumption nearly constant.

DELO energy consumption: A three-year comparison

	FY 23 / 24	FY 24 / 25	FY 25 / 26
Heating oil [MWh]	3,360	3,983	4,010
Diesel [MWh]	707	479	497
Electricity [MWh]	5,806	5,809	7,355
Total energy consumption [MWh]	9,874	10,270	11,862
Share of PV electricity consumed on-site in total electricity consumption [MWh]	–	964	1,535
Share of renewable energies in total consumption [%]*	59	57	62

* 100% green electricity (including self-generated electricity since April 2024)

For the coming years, we expect this metric to continue rising due to the start-up of our new laboratory and forum and to stabilize at a high level.

We were able to improve our metric for heating oil consumption slightly, even though we did not meet our goal of reducing heating oil consumption.

Energy metrics

	FY 23 / 24	FY 24 / 25	FY 25 / 26
Heating oil consumption per heating day and m^3 [kWh / HT / m^3]	0.104	0.118	0.111
Electricity per employee-hour [kWh / EH]	4.95	4.14	5.70

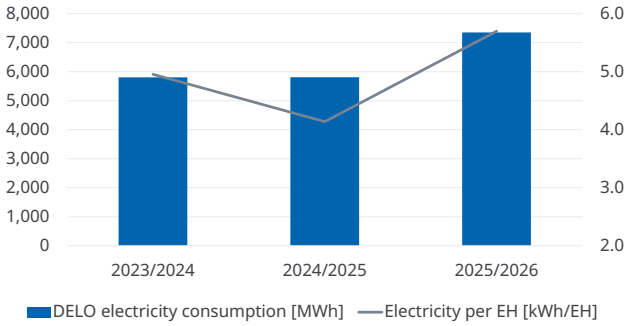

Figure 8: DELO's electricity consumption and consumption per employee-hour

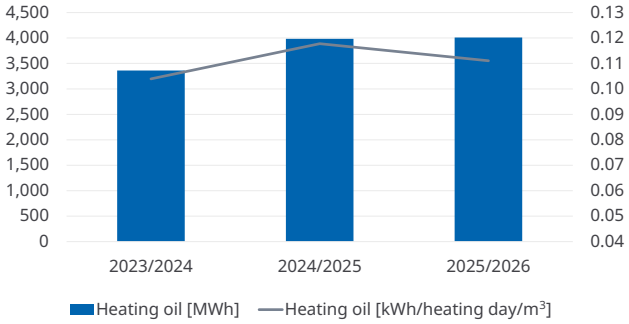

Figure 9: Heating oil consumption based on consumption per heating day and m^3

Emissions

Scope 1 emissions at the Windach site originate from the fossil fuels heating oil and diesel, as well as volatile emissions from dry ice used for dispatch of our adhesives and the loss of refrigerant. We were able to reduce Scope 2 emissions—that is, indirect emissions from the consumption of purchased energy—to zero by switching to 100% green electricity in July 2022.

To calculate emissions, emission factors from our suppliers were used wherever possible; all other emissions were determined using factors from databases such as GEMIS. No upstream emissions were considered for Scope 1 and 2.

Other emissions into the air (SO_2, NO_x, and particulate matter) remain at a low level and are therefore not reported separately. Our emissions metrics show a slight increase due to slightly higher emissions from dry ice and diesel consumption by our vehicle fleet.

We have increased our financial contribution to certified climate protection projects in the last years.

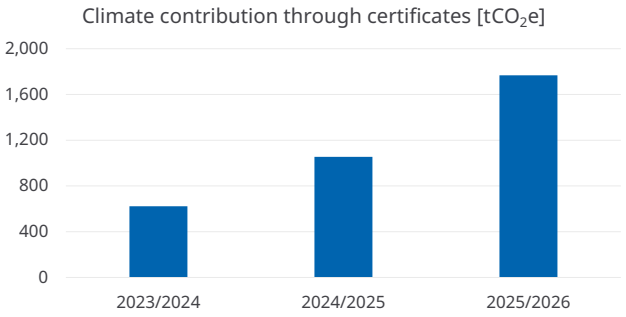

Figure 10: Investments in certified climate projects have increased in recent years

Measures implemented:

- Switch to 100% renewable electricity in 2022
- Financial climate contribution according to our Scope 1 emissions
- Development of the DELO-ACTIVIS series to reduce emissions for customers
- Calculation of the product carbon footprint of our products

Greenhouse gas (GHG) emissions in metric tons of CO_2 equivalents

	FY 23 / 24	FY 24 / 25	FY 25 / 26
Scope 1 [tCO_2e]	1,253	1,336	1,370
Scope 2 [tCO_2e]	0	0	0
Total	1,253	1,336	1,370
Support of emission reduction projects [tCO_2e]	623	1,055	1,767

By purchasing climate protection certificates totaling 1,767 tCO_2e, we are contributing to the achievement of the international climate goals set forth in the Paris Agreement. Since the avoided emissions of 1,767 t are already counted as reductions in the greenhouse gas inventories of the project countries, we do not use these certificates to formally offset our emissions. However, the funding enables the implementation of reduction measures, such as the installation of PV systems and energy generation using biomass in the project countries, which in turn contribute to global climate goals.

Source of CO_2 emissions

	Amount	Type of offset	Projects / origin
Heating oil	1,437 tCO_2e	CDM certificate, CDM Registry No. 8978 VCS Standard certificate, Verra Registry No. 2059	Biomass in Heilongjiang, China, Contribution Project 1411 Solar Energy in Madhya Pradesh, India, Contribution Project 1676
Electricity	5,575 kWh	Renewable energy with 0 emissions through market-based approach; Certificate of origin available	Hydropower Plant Rain: Plant Identifier 439990210000002344 Hydropower Plant Ellgau: Plant Identifier 439990210000002290
Diesel, refrigerant, dry ice	330 tCO_2e	Gold Standard certificate GS1-1-IN-GS5928-2-2020-22038-145361-145690	2*50 MW Orange Suvaan Solar Energy in Maharashtra, India Offset Project; certificate of decommissioning is available

Emission metrics

	FY 23 / 24	FY 24 / 25	FY 25 / 26
Scope 1+2 emissions per revenues [tCO_2e / Mio. €]	5.47	5.45	5.19

Waste

When it comes to waste, DELO follows the general principle: “Prevent before recycling before disposal of.” By regularly conducting awareness activities among our employees and introducing an organic waste system, we were able to further reduce the volume of mixed commercial waste despite our growth. The volume of hazardous waste showed a slight increase compared to the previous year, which is attributable to our growth; this is not reflected in the key performance indicator.

Measures implemented:

- Economical use of solvents for cleaning our production systems using a two-stage cleaning process
- Use of the largest possible raw material containers to avoid producing unnecessary waste
- Separation and recycling of organic waste

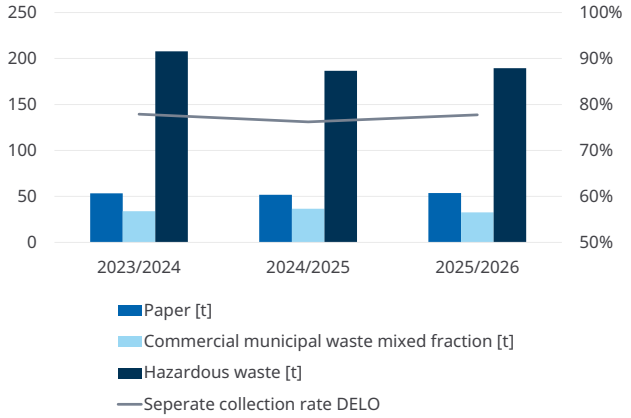

Figure 11: Total Waste Volumes

Key waste metrics: a comparison of the last three fiscal years

	FY 23 / 24	FY 24 / 25	FY 25 / 26
Hazardous waste [t]	208	187	189
of which contaminated cleaning materials	60.6	59.2	55.1
of which solvents	47.1	39.6	40.8
of which reaction and distillation residues	23.9	24.0	22.2
Commercial municipal waste [t]	33.9	36.5	32.6
Paper & cardboard [t]	53.4	51.8	53.8

Waste metrics per employee-hour

	FY 23 / 24	FY 24 / 25	FY 25 / 26
Hazardous waste [g / Mah]	177.4	133.0	146.8
of which contaminated cleaning materials [g / Mah]	51.7	42.2	39.3
of which solvents [g / Mah]	40.2	28.2	29.1
of which reaction and distillation residues [g / Mah]	20.4	17.1	15.8
Paper [g / Mah]	45.5	36.9	41.6
Commercial municipal solid waste [g / Mah]	28.9	26.0	25.3

Materials used

The primary materials used in the chemical production of our adhesives can be divided into four categories:

1. Chemical raw materials
2. Packaging that comes into contact with the product, such as cartridges and containers
3. Other packaging, e.g., cardboard boxes
4. Dry ice for cooled dispatch

The category of chemical raw materials accounts for the largest share of material usage and is tracked comprehensively through our production planning. The same applies to our cartridges and containers, with cartridges accounting for the largest share. We use a wide variety of other packaging, including both paper/cardboard boxes and plastic.

DELO's raw material efficiency has remained virtually constant compared to the previous fiscal year, with slight increases in the area of product-contact packaging (cartridges). This is primarily due to more granular data collection on cartridge weights.

At the same time, we regularly verify whether we can increase the proportion of recycled materials in our cardboard boxes without compromising stability. We are conducting an in-depth analysis of plastic packaging that comes into contact with products, thoroughly exploring how the use of renewable or recycled materials can be successfully implemented.

Measures implemented:

- Use of temperature-controlled World Courier shipping containers to reduce dry ice
- Use of reusable boxes
- Use of recycled materials in packaging
- Over 10% of raw materials used in fiscal year 2025/26 were bio-based

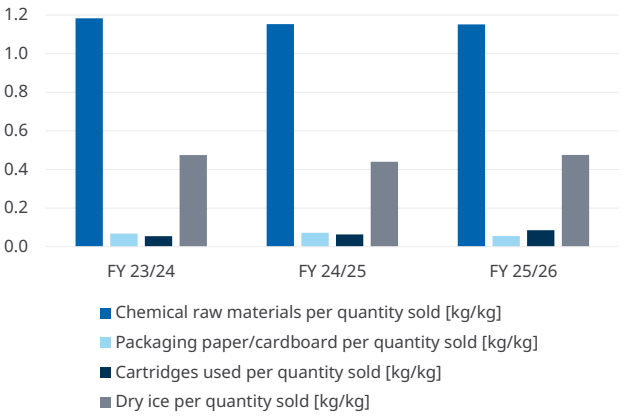

Figure 12: Key material inputs in a year-over-year comparison relative to the total volume of adhesives sold

Material usage at DELO, relative to the volume of our chemical products sold

	FY 23 / 24	FY 24 / 25	FY 25 / 26
Raw materials / volume sold [t / t]	1.183	1.153	1.152
Paper / cardboard packaging per unit sold [t / t]	0.068	0.072	0.055
Cartridges used per unit sold [t / t]	0.054	0.063	0.085
Dry ice per unit sold [t / t]	0.47	0.44	0.48

Water

Water is a valuable resource that we use carefully. In fiscal year 2025/26, we were able to reduce our water consumption thanks to awareness measures.

We do not use cold or process water in our production. We use cooling units in closed-circuit systems in our production processes. In addition, we water our green spaces exclusively with rainwater collected in cisterns.

Water used for cleaning in production is disposed of separately, so that our wastewater contains only sanitary water.

Measures implemented:

› Improvement of building measurements
› Employee awareness campaigns

Water metrics

	FY 23 / 24	FY 24 / 25	FY 25 / 26
Water consumption [m³]	6,262	7,147	6,176
Water consumption per employee-hour [l / Mah]	5.34	5.09	4.78

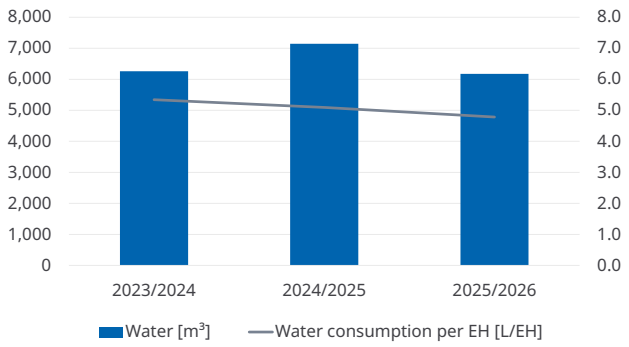

Figure 13: Total DELO water consumption and consumption per employee-hour

Land use and biodiversity

As a medium-sized company, land consumption at our headquarters in Windach is not a key focus for us. As the sole company located in the designated industrial zone, the site offers a campus-like atmosphere in the midst of a rural pre-Alpine landscape.

Measures implemented:

- Wildflower meadow directly next to the company headquarters

To offset our construction activities, we maintain several compensation areas on our company grounds and in the surrounding area of Windach, which are, for example, landscaped as wildflower meadows and can thus support biodiversity.

Land use at the Windach site

	FY 23 / 24	FY 24 / 25	FY 25 / 26
Water-permeable, paved area [m^2]	8,080	9,240	10,440
Sealed area [m^2]	55,770	63,840	65,350
Near-natural area [m^2]	121,020	111,790	109,080
Total [m^2]	184,870	184,870	184,870
Proportion of near-natural area [m^2]	65%	60%	59%

DELO Environmental Goals 2030

The goals from the last fiscal year were reviewed and largely achieved. Goals that were not achieved were refined, reformulated as new, ambitious targets, and supported by new measures. In addition, the target range was extended to 2030.

Based on the identified significant environmental aspects, we have set the following environmental goals to improve our environmental performance. Fiscal year 2024/25 has been set as the base year.

The construction of our new logistics center and forum in Windach will result in significant changes in our energy consumption over the next few fiscal years. Electrification and climate-friendly heating and cooling were already taken into account in the planning of the new buildings.

Overview of environmental goals and measures

Environmental goal	Excerpt from DELO's action plan
Increase the share of renewable energies of total energy consumption to 80%	› Commissioning of new buildings, including energy-efficient systems and an electrified heating system › Commissioning of additional PV systems on our new buildings
10% increase in electrical energy efficiency in existing buildings	› Smart warehouse ventilation › Compressed air screening › Efficient air drying › Conversion of systems
40% reduction in heating oil consumption	› Electrification of heaters in new buildings
Aspiring to implement a climate action strategy for Scope 1 & 2 in alignment with the Paris Agreement	› Electrification of heaters in new buildings › Efficient air drying
Reduction of hazardous waste by 7.5%	› Development of an energy-saving plan
Improvement of life cycle data and -impacts of our raw materials	› Increase in the proportion of primary PCF data › Increasing the proportion of direct suppliers with EMAS, ISO 14001, or ISO 50001 certification
Energy savings in the customer process	› Expansion of our DELO-ACTIVIS portfolio for next application areas
Strengthening environmental and sustainability awareness	› Regular communication of the measures we have implemented and training of our employees

Legal Regulations and Proof of Compliance

Compliance with relevant legal regulations and official requirements is a matter of course for DELO. As part of our management system, we are committed to complying with applicable legal regulations and other binding obligations.

Since March 2026, our facility has met the criteria for a lower-class major-accident facility, which is attributable to the increased storage volumes following the commissioning of the new logistics building. This results in additional legal requirements according to the Major Accidents Ordinance of the Federal Immission Control Act.

The following legal regulations are of particular importance to us. We manage all legal regulations in a legal registry and regularly review them for currency and relevance. This ensures that we remain in compliance with the law at all times.

We also collaborate with our contractual partners and the authorities on all environmental matters. Requirements arising from regulatory mandates are monitored by our respective responsible contacts.

The compliance report for fiscal year 2025/26 confirms that there were no legal violations. Furthermore, there were no compliance-related complaints from local residents or other stakeholders.

Overview of relevant regulations

Waste management law	› Circular Economy Act	› Commercial Waste Ordinance
Occupational safety	› Occupational Safety Act › Workplace Ordinance	› Occupational Safety Act
Chemical regulation	› Chemical Prohibition Ordinance › CLP Regulation – Regulation (EC) No. 1272/2008 › REACH Regulation – Regulation (EC) No. 1907/2006 › German Chemicals Act › Ordinance on Hazardous Substances	
Dangerous goods regulations	› Dangerous Goods Transportation Act › Annexes A and B to the Agreement on the International Carriage of Dangerous Goods by Road – ADR 2025 › RSEB Directives for the Implementation of the Hazardous Materials Regulation for Road, Rail, and Inland Waterways › Regulation for hazardous materials officer › IATA Dangerous Goods Regulations	
Energy and environmental law	› Energy Efficiency Act	› Building Energy Act
Water law and pollution control	› Industrial Emissions Directive 2010/75/EU › Federal Immission Control Act › Technical Rules for Hazardous Substances 510 › Ordinance on Installations for the Handling of Substances Hazardous to Water › 4th BImSchV (Installations Requiring Permits) and 12th BImSchV (Major Accidents Ordinance)	

Declaration of Validity

ERKLÄRUNG DES UMWELTGUTACHTER5 ZU DEN
BEGUTACHTUNGS- UND VALIDIERUNGSTÄTIGKEITEN

Der Unterzeichnende,
Dr. Uwe Götz, Angerstraße 2, 85247 Schwabhausen, EMAS-Umweltgutachter mit der Registrierungsnummer DE-V-0306

akkreditiert oder zugelassen für den Bereich Herstellung von chemischen Erzeugnissen NACE-Code 20
bestätigt, begutachtet zu haben, ob der Standort bzw. die gesamte Organisation, wie in der aktualisierten Umwelterklärung 2026 der

DELO Industrieklebstoffe GmbH & Co. KGaA
Delo-Allee 1
86949 Windach

alle Anforderungen der Verordnung (EG) Nr. 1221/2009 des Europäischen Parlaments und des Rates vom 25. November 2009 über die freiwillige Teilnahme von Organisationen an einem Gemeinschaftssystem für Umweltmanagement und Umweltbetriebsprüfung (EMAS) erfüllt.

Mit der Unterzeichnung dieser Erklärung wird bestätigt, dass

- die Begutachtung und Validierung in voller Übereinstimmung mit den Anforderungen der Verordnung (EG) Nr. 1221/2009 in Verbindung mit VO (EU) 2017/1505 und 2018/2026 durchgeführt wurden,
- das Ergebnis der Begutachtung und Validierung bestätigt, dass keine Belege für die Nichteinhaltung der geltenden Umweltvorschriften vorliegen,
- die Daten und Angaben der Umwelterklärung der Organisation ein verlässliches glaubhaftes und wahrheitsgetreues Bild sämtlicher Tätigkeiten der Organisation innerhalb des in der Umwelterklärung angegebenen Bereichs geben.

Diese Erklärung kann nicht mit einer EMAS-Registrierung gleichgesetzt werden. Die EMAS-Registrierung kann nur durch eine zuständige Stelle gemäß der Verordnung (EG) Nr. 1221/2009 erfolgen. Diese Erklärung darf nicht als eigenständige Grundlage für die Unterrichtung der Öffentlichkeit verwendet werden.

Schwabhausen, 12.08.2026

Employees

DELO is growing steadily. At the end of the last fiscal year, we had 1,227 employees worldwide. Colleagues from 32 different countries work closely together across national borders in our international team.

Gender breakdown FY 25 / 26

	female	male
Employees absolute	546	681
Employees %	44.5	55.5
Management absolute	2	8
Management %	20%	80%

DELO offers its employees a modern and secure workstation, even during economically challenging times. Never in our history have there been layoffs or furloughs. This is because we consistently hire according to the motto: “Once you start with us, you should stay.” As a result, the percentage of fixed-term employment contracts in fiscal year 2025/26 was only 7% across all locations. Our turnover rate is encouragingly low at 2.5%.

We view our employees as co-entrepreneurs who, thanks to a high degree of autonomy, are encouraged to actively contribute to continuing DELO’s success story.

That is why all our employees receive compensation above the minimum wage. The only exception to this are apprentices, who are compensated under separate regulations.

Regular profit-sharing distributions to our employees are an additional expression of our gratitude and have become a matter of course over the years.

To enable our employees to achieve an excellent work-life balance, we give them a great deal of freedom in organizing their work and offer flexible working hours. We have opted for a hybrid model combining in-office work and working from home. This ensures informal interaction and a high level of availability and responsiveness for our customers as well as for team members.

In addition, through various part-time models, we enable an excellent balance between work and family life.

Our corporate culture is characterized by solidarity, openness, and appreciation—all three aspects form an important foundation for lasting job satisfaction. The comprehensive benefits we offer our employees are also designed to contribute to this. These include discounted access to the EGYM Wellpass program, fresh fruit, free beverages, and meal and travel allowances. In addition, DELO founded its own company sports club in May 2023, which is intended to strengthen a sense of community and promote health.

The fact that our employees are satisfied with the work environment at DELO and view us as an attractive employer is evident, among other things, in the results of the anonymous "Great Place to Work" survey, which we commission on a regular basis. Our most recent award dates back to 2024, when DELO ranked 12th among the best employers in Germany and 3rd in Bavaria.

Apprenticeship

DELO has been a training company since 2000, and the number of apprentices has risen steadily.

In the fiscal year 2025/26, we employed a total of 31 apprentices in nine different trades (f/m/d—including apprentice chemical laboratory technicians, electronics technicians, materials testers, apprentice industrial management assistants, IT specialists, and apprentice mechatronics technicians—11 of whom were in their first year of training. Our apprenticeship rate was thus 4.3%, a slight decrease compared with the previous year (2024/25: 4.7%).

In addition, DELO offers a dual study program in cooperation with the Baden-Württemberg Cooperative State University (DHBW). Students can enroll in the following degree programs: Business Administration, Business Informatics, Electrical Engineering, and Mechanical Engineering. We currently have seven dual students at the company who have chosen Business Administration, Mechanical Engineering, or Business Informatics.

From day one, our apprentices and dual-track students are a solid part of the team. They receive comprehensive professional guidance from their respective Apprenticeship Officers and, like all new colleagues, are also assigned a mentor.

Another special feature of our apprenticeship program is that learning takes place during working hours. For all aspiring industrial business clerks at DELO and other companies in our district, we also organize annual exam preparation in collaboration with the Chamber of Industry and Commerce (IHK).

We see evidence of the success of our apprenticeship program in several ways: First, nearly all apprentices stay at DELO after successfully completing their training and continue their careers here. Second, our apprentices—for example, those specializing in materials testing and plastics technology—regularly rank among the best in their graduating class. With us, they receive the necessary support and the freedom they need to achieve such results.

Career and Training

Our growth continually opens up new career opportunities. We distinguish between technical and managerial career paths to address the diverse professional development needs and strengths of our employees. In a technical career path, the focus is on developing technical and methodological skills. A management career is the “traditional” career path, which involves the disciplinary and technical leadership of a team. All managers are supported in their roles through various training programs and resources.

In addition, we can offer our employees — especially those in sales, engineering, and Product Management — international career paths, both temporary and long-term. With the design of our production facility in Malaysia, we will create new opportunities for assignments abroad.

To meet the professional development needs of our employees and the complex and growing demands of our customers, we offer our employees a diverse continuing education program. Our DELO Academy plays a major role in this by organizing a wide range of seminars, including in-person training sessions as well as a growing number of e-learning courses. New employees begin their tenure with a three-month program of training in bonding technology. Each new employee also receives training on environmental management and environmentally relevant topics at DELO.

In the fiscal year 2025/26, a total of 1,360 internal training sessions on 298 different topics took place; 21 of these were offered for the first time. The content ranged from bonding technology to methodical skills and leadership training, as well as regular safety training.

Training on the use of AI tools is also part of our continuing education program. In addition to the internal courses, our colleagues attended nearly 400 external continuing education events during the last year.

It is our ongoing goal to remain an attractive and secure employer where mutual respect and team spirit form the foundation of collegial cooperation. We do not rest on our laurels, but aim to further strengthen and expand our appeal as an employer in the coming years. Maintaining an open dialogue with our employees through various channels is particularly important to us and will remain an essential part of our culture.

Professional development

	Number
Internal training courses	1,360
New training courses (since FY 2025 / 26)	21
External training courses	390
Average training per employee	10.54 hours
Including external training	19.6 hours

Occupational Safety and Health Protection

DELO places great value on a high level of occupational safety. In addition to department-specific risk evaluations and operating instructions, our regular, specific safety training sessions, as well as the personalized counseling services provided by safety specialists and the company physician, are key components in this area. We also provide our employees with high-quality protective clothing. This includes custom-fit prescription safety glasses and inlays for safety shoes.

Once a year, mandatory occupational safety training is held for all employees. The curriculum ranges from security and ergonomics at workstations to fire safety procedures and the proper handling of chemicals.

In addition, DELO's internal occupational safety committee, in collaboration with the respective departments, organizes various safety training sessions each year (e.g., fire extinguisher drills, forklift training, and handling hazardous materials). Training sessions for our approximately 200 first aiders and fire safety assistants are also conducted annually. Floor representatives, who assist in the event of an evacuation, are also trained.

We maintain regular contact with authorities such as the employers' liability insurance association and the trade supervisory board, as well as with two local fire departments, with whom we conduct drills and site inspections each year.

In the calendar year 2025, there were five reportable workplace accidents and six commuting accidents at DELO. This corresponds to a rate per 1,000 employees of 4.7 for workplace accidents and 5.7 for commuting accidents. According to information from the BG RCI (Occupational Accident Insurance Association for Raw Materials and the Chemical Industry), the chemical industry recorded approximately 14 occupational accidents per 1,000 employees and three commuting accidents in 2024.

In addition to workplace safety, we also place special emphasis on preventive measures to promote health. For example, DELO covers more than half of the monthly fees for the EGYM Wellpass program. Employees can thus use a wide range of sports and fitness offerings throughout Germany for a small personal contribution. In addition, employees at the Windach location have access to a company-owned fitness center. Since May 2023, there has also been a company sports club to provide further fitness offerings and an additional way for employees to network.

In addition, DELO invests in an Employee Assistance Program for its employees. This program provides external, anonymous consulting from trained licensed psychologists, psychiatrists, attorneys, and other professionals who offer support with various personal and professional matters, thereby contributing to the health and well-being of our employees.

Social Engagement

DELO supports education and culture and, for example, has been sponsoring the annual career fair, the Landsberg City Theater, and various cultural events in the region for several years. In the last fiscal year, DELO sponsored "Nightgroove," a music event in Landsberg am Lech, as well as the Music Night in Dießen. By supporting regional events, we aim to contribute to greater cultural diversity. In addition, our employees are also meant to benefit from these sponsorships by receiving free tickets and being able to participate.

We also support several racing teams from various technical universities every year. The students design and build lightweight race cars — often with electric drives or autonomous systems — and receive a variety of adhesives as well as technical advice and support for their bonding technology challenges from DELO.

In addition, DELO has been organizing an annual blood donation at its Windach location in collaboration with the Bavarian Red Cross for many years. This allows employees to make a blood donation during their working hours and do a good deed. A total of 92 colleagues made blood donations in fiscal year 2025/26, 15 of whom were first-time donors.

Supply Chain

DELO sources goods and services from a total of 3,000 suppliers, of which approximately 1,200 are classified as active primary suppliers. These suppliers come from the chemical and electronics industries. We source 42% of our raw materials from Europe, 22% of which come from Germany. We are also committed to working with companies in the surrounding area wherever possible to support to the local economy. We have maintained a partnership-based relationship with the majority of our suppliers for decades. Loyalty and trust form the foundation of these close and positive business relationships.

DELO continuously addresses the topic of risk management within the supply chain. Using a risk matrix, we evaluate all suppliers according to their risk potential. Our analyses to date have shown that less than 1% of our suppliers pose a low to medium risk. Specifically for this group of suppliers, DELO employs a comprehensive code of conduct that covers ESG criteria (Environment, Social, Governance).

Although we are not yet affected by the implementation of the new Supply Chain Act, we have further expanded our compliance and risk management in this regard. We are committed to advocating for the human rights of every individual and take a clear position against inhumane working conditions, child labor, and corruption, and we expect the same from our suppliers. Should we identify violations by our suppliers—for example, of the UN Global Compact, the Supply Chain Act, or our code of conduct for suppliers—we would support them in complying with the relevant requirements. If they fail to do so, we will terminate the business relationship.

Scope 3 – Emissions According to the GHG

In fiscal year 2025/26, we were able to comprehensively determine DELO's Scope 3 emissions for the first time. To do so, we used the GHG Protocol standard as well as the requirements of ISO 14064. We considered all Scope 3 categories for which a material and quantifiable impact by DELO could be calculated. The category "Capital Goods" was not determined due to a lack of data. The category "Processing of Sold Products" is also not reported, as the emissions cannot be sufficiently estimated due to our broad product portfolio of over 400 products and several possible customer applications per product. We are aware, however, that the use of our adhesives is associated with significant emissions, which is why this was also classified as an indirect environmental aspect.

The majority of our Scope 3 emissions are attributable to our material usage (35%), as well as upstream and downstream transport (17% and 24%) of our raw materials and finished goods.

Results of the Scope 3 calculation

	FY 23 / 24	**FY 24 / 25**	**FY 25 / 26**
Purchased goods [tCO_2e]	10,342	7,748	7,396
Combustible- and energy-related emissions [tCO_2e]	673	669	719
Upstream transport [tCO_2e]	3,619	3,818	3,633
Waste [tCO_2e]	549	499	522
Business travel [tCO_2e]	711	737	593
Employee commuting [tCO_2e]	1,365	1,431	1,506
Downstream transport [tCO_2e]	5,220	6,431	5,277
Management of sold products at the end of their life cycle [tCO_2e]	2,194	2,055	2,076
Total Scope 3 [tCO_2e]	24,697	23,388	21,723
Share of Scope 3 in total Scope 1 – 3 emissions [tCO_2e]	95.2%	94.6%	94.1%

Life Cycle Assessment of DELO Adhesives

As a premium partner, we strive to offer our customers not only innovative solutions but also those that save energy and reduce costs. With a new case study on sensor potting, we can demonstrate that light curing via pre-activation results in the lowest emissions over the entire product life cycle.

The study utilized a heat-curing DELO MONOPOX adhesive, a DELO DUALBOND adhesive that cures via both light and heat, and a DELO KATIOBOND adhesive that can be pre-activated via light curing. All three products can be used for potting automotive sensors. A customer in Belgium was considered as an example (2025). The emissions were scaled to the required adhesive quantity per component.

The analysis clearly shows that emissions can be reduced by 80% when using the pre-activated DELO KATIOBOND adhesive compared to a heat-curing DELO MONOPOX. It also highlights the minimal difference in the products' carbon footprints (cradle-to-gate).

In addition to developing high-tech adhesives, DELO has also specialized in state-of-the-art dispensing and curing equipment. The dispensing units in the DELO-ACTIVIS series consist of a dispensing and irradiation unit, enabling the "Activation on the Flow" process developed by DELO. In this process, the adhesives are irradiated—and thus pre-activated—during the dispensing process itself. This process technology offers a CO_2-saving alternative to heat curing processes.

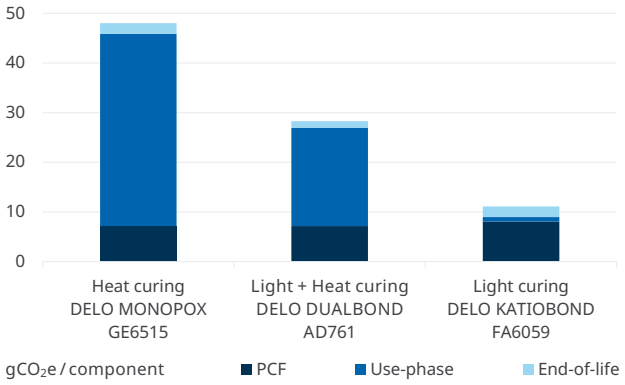

Figure 14: Product comparison with a sample calculation from a case study

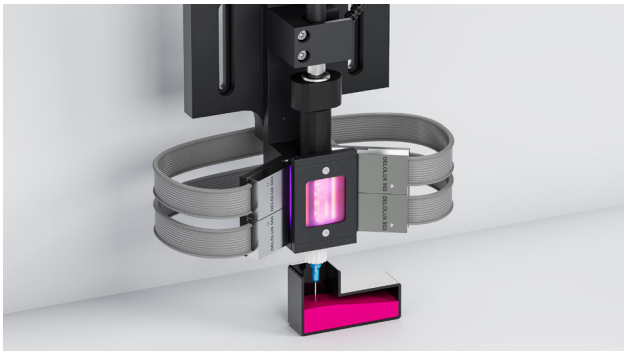

Figure 15: CO_2-reducing technology "Activation on the Flow" by DELO

About this report

This report is a translation of the validated document.

The environmental statement may also be made available in other languages, provided that the content of the translated document matches the content of the original environmental statement validated by the environmental verifier and that it is clearly stated that the document is a translation of the validated document.

With this report, we aim to inform DELO's stakeholders — such as customers, employees, business partners, and local residents — about the company's sustainability performance, foster dialogue, and simultaneously meet the requirements of our environmental management system under EMAS. This report was prepared in accordance with the provisions of REGULATION (EC) No. 1221/2009 (EMAS III) as well as Amending Regulations (EU) 2017/1505 and 2018/2026, and is valid as an environmental statement only for the Windach site of DELO Industrial Adhesives GmbH & Co. KGaA (NACE 20.52). The environmental statement is updated annually and will be published again as a consolidated statement no later than 2028.

Report contents

The format of the report is based on the requirements of the EMAS Regulation described above regarding the content of an environmental statement, as well as the VSME guidelines for voluntary sustainability reporting. The content and structure of the report take into account the three dimensions of sustainability: corporate governance, the environment, and social issues.

Reporting period and scope

The 2026 Sustainability Report covers the fiscal year 2025/26 and spans the period from April 1, 2025, to March 31, 2026. Unless otherwise stated, the figures, facts, and information reported here apply to the company's headquarters in Windach. During the reporting period, there were no changes in the company's structure or ownership.

Data collection and comparability

For key performance indicators for which no trend can yet be identified, we aim to do so in the future. Due to new calculation methods, improved data quality, and updated information, figures from previous periods may be corrected in individual cases. Deviations may occur when totaling data due to rounding. For better readability, we use the term CO_2 to represent all greenhouse gases. Information related to CO_2 is always expressed in CO_2 equivalents.