Sustainability Report 2024

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The following ESG reporting covers the company:

MODU Valves A/S
Ferrarivej 12, 7100 Vejle, Denmark

NACE Code: 468400 – Wholesale of hardware, heating equipment, and accessories. Number of employees: 38

This report has been prepared in accordance with the voluntary standard for non-listed small and medium-sized enterprises, VSME – latest version from December 2024.
Information regarding the company's revenue has been omitted.

Cover Image:
MODU ONE® A10, October 2025

Reflections from the CEO

Our direction is clear: MODU Valves aims to be the most attractive partner in valve technology, characterized by high performance, strong engineering capabilities, and a commitment to sustainability. Last year, MODU Valves took significant steps on this journey with the introduction of modular valves a new category within the MODU ONE® valve system and with the publication of our first ESG Report, documenting progress across product development, operations, and the supply chain.

In 2023, we reached an important milestone with the launch of our first comprehensive sustainability strategy. The strategy defines our priorities in reducing negative impacts on people and the environment, while amplifying our positive contributions to the industry. A key focus area is developing better products and solutions that strengthen the industry and support critical sectors such as energy, food production, water supply, and healthcare.

For us, sustainability is now an integrated part of our business and innovation strategy. Over the past year, we have worked purposefully to reduce our climate impact from production, transport, and waste management. MODU Valves has also strengthened its commitment to being an attractive workplace one that values integrity, professional development, and collaboration as core principles.

We will continue to develop products and processes that reduce environmental impact and create value for both customers and society. At MODU Valves, this ambition is embedded in everything we do and drives our continuous progress.

I would like to thank our employees, partners, and customers for being part of this journey. Together, we create solutions that contribute to a more sustainable future.

This is the mindset we live by — it lies at the heart of our *Make it better* promise.

Henrik Aarup Svendsen
CEO

Highlights 2024

From **69** to **31**

Total emissions - Scope 1+2 (tCO_2)

From **2** to **1.2**

Emissions per employee (tCO_2)

From **0** to **0**

Workplace accidents

From **34** to **38**

Number of employees

About MODU

MODU is a Danish valve technology company specializing in industrial flow technology. With its own development and engineering departments and a carefully selected product portfolio, the company has achieved a market-leading position within valve technology and related services simplifying and optimizing customer processes across sectors ranging from energy and food production to pharmaceuticals and OEM industries.

In 2024, MODU completed a strategic transformation from a valve distributor to an engineering-driven valve technology partner. Through the development of a modular valve ecosystem, the company combines high performance with safety and sustainable design fully aligned with the ambition to make MODU the world's most innovative valve brand.

Innovation is at the core of MODU's DNA, while integrity is our fundamental value the very foundation of how we operate. For us, integrity means acting with respect, transparency, and accountability in every relationship. This applies to collaboration among colleagues, dialogue between employees and management, and our partnerships with customers, suppliers, and other external stakeholders.

Integrity is our most important value because it builds trust both internally and externally. MODU believes that a workplace characterized by openness, fairness, and clear expectations enhances both well-being and performance. By meeting colleagues and partners with respect and integrity, we foster a culture where everyone feels heard, valued, and motivated to contribute. This approach is reflected in our management philosophy, where MODU is guided by an agile and collaborative leadership structure enabling decisions to be made close to both people and technology.

Sustainability at MODU

Sustainability is an integral part of our business and decision-making processes. We are guided by our core value of integrity to act responsibly and take ownership of the impact our products and activities have on people, the environment, and society.

As a development partner to the industry, we aim to take active responsibility in the green transition. We see one of our most important tasks as shaping the future creating solutions that are more climate-friendly, intelligent, and efficient. Our goal is to be a driving force in developing sustainable valve solutions that reduce waste, increase reliability, and support more responsible production for our customers.

Our sustainability strategy is based on a materiality assessment and aligned with the United Nations Sustainable Development Goals particularly Goal 9 (Industry, Innovation and Infrastructure), Goal 12 (Responsible Consumption and Production), and Goal 13 (Climate Action).

Our sustainability efforts are led by a dedicated sustainability team with both strategic and operational responsibilities. The team ensures that initiatives are embedded throughout the organization and continuously prioritized in line with new requirements, opportunities, and technological advancements. Lotte Svendsen, ESG Manager, is responsible for collecting and documenting the company's environmental impact and sustainability efforts, including coordination of sustainability initiatives, as well as monitoring and reporting in accordance with voluntary standards. The team also includes representatives from the company's executive management and owners.

We track our progress through annual ESG reporting, based on the recognized voluntary standard VSME, which forms the foundation for our specific sustainability objectives updated annually. The current goals and targets for the coming year are presented in the section: *Future Ambitions*.

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Left to right: Lotte Svendsen, Morten Sejrskilde, Magnus Svendsen og Henrik Aarup Svendsen.

The Voluntary Standard, VSME

To qualify our ESG reporting and ensure a comprehensive and systematic approach to sustainability, MODU Valves has conducted a mapping of our current environmental impacts, social conditions, and governance practices. This work has been carried out based on the Voluntary Standard for Sustainability Reporting for Non-Listed Small and Medium-Sized Enterprises (VSME), version December 2024. The mapping forms the foundation for the data and analyses presented throughout this report under the specific disclosure points.

By applying the VSME standard, MODU Valves ensures that our reporting is structured, transparent, and comparable. This enables our customers, partners, and other stakeholders to gain a clear understanding of our efforts within sustainability, social responsibility, and corporate governance.

The voluntary standard consists of two modules:

- The Basic Module (B1–B11): Includes 11 disclosure points that must be reported if they are relevant to the company in question.
- The Extended Module (C1–C9): Includes 9 optional disclosure points that can be included based on relevance and need.

Our report covers the disclosure points from the voluntary standard that are relevant for MODU to report on. From the Basic Module, points B4 and B5 have been excluded, as the company's activities do not give rise to reporting on pollution or biodiversity.

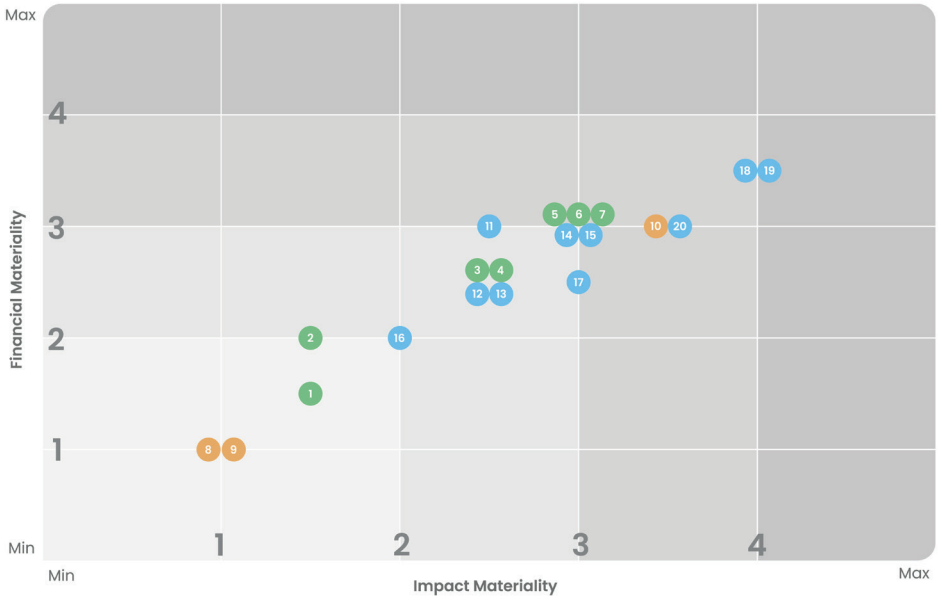
	Basic Module	Page
B1	Basis for the preparation of the sustainability report	7
B2	Practices, policies, and initiatives for the transition to a more sustainable economy	9
B3	Energy and CO_2 emissions	13
B6	Water consumption	13
B7	Resource consumption, circular economy, and waste management	14
B8	Workforce: General characteristics	16
B9	Workforce: Health and safety	16
B10	Workforce: Wages, collective agreements, and education	16
B11	Legal proceedings and fines related to corruption and bribery	18
	Extended Module	Page
C1	Strategy, business model, and sustainability-related initiatives	6
C2	Description of practices, policies, and initiatives for the transition to a more sustainable economy	11
C7	Severe negative incidents related to human rights	18

Materiality Assessment

As part of the preparation of this ESG report, we have conducted a materiality assessment to identify the topics most significant to both MODU and our stakeholders. The process has provided valuable insight into where our impact is greatest and where we can create the most value through our sustainability efforts.

The results of the assessment are illustrated in a materiality matrix, where each topic is positioned according to its importance to stakeholders and its impact on our business. The matrix provides a clear visual overview of the areas forming the foundation of our ESG work going forward.

A detailed description of the methodology behind the materiality assessment can be found in the section: *Methodology and Data Basis*.



- **Environment (Environmental Impact)**

1. Waste management
2. Product recycling
3. Reuse and recycling of product components
4. Implementation of sustainable transport solutions
5. Packaging requirements for suppliers
6. Climate compensation in invoicing
7. Product lifespan

- **Social (Social Responsibility)**

8. Working environment
9. Working conditions
10. Compliance with legal and ownership requirements – employee rights throughout the value chain

- **Governance (Leadership / Management)**

11. Family-owned and owner-led company
12. Knowledge sharing – key employees
13. Compliance with tax regulations and legislation
14. Systems, procedures, and policies
15. Systems and data security
16. Leadership values and view of people
17. Customer management
18. Supplier management
19. Code of Conduct
20. Compliance with legal and ownership requirements – corruption and bribery

Key Impacts

The materiality assessment has enabled us to identify the areas where our impact is greatest and where we can contribute the most to sustainable development. The analysis includes both risks and opportunities, and the findings serve as a foundation for creating value through concrete actions.

The following topics have been assessed as the most material to our business, employees, and stakeholders.

		Risks	Opportunities
	CO_2 Emissions	• Emissions from product manufacturing, transportation, and facilities.	• Transition to electric company vehicles as current contracts expire. • Product optimization to reduce resource consumption. • Climate compensation for product transportation and internal energy use.
	Resources, Circular Economy, and Waste Management	• Limited options for replacing environmentally harmful substances in components. • Use of custom-manufactured packaging.	• Initiatives to reduce wood waste in packaging. • Reduction of residual waste. • Take-back program for product components to enable recycling.
	Employee Health and Safety	• Ensuring workers' rights throughout the value chain.	• Implementation of a supplier code of conduct with social responsibility requirements.
	Responsible Business Conduct	• ESG-related management of the supply chain. • Lack of a whistleblower mechanism.	• Establishment of anti-corruption and anti-bribery guidelines. • Strengthening of data security. • Implementation of a supplier code of conduct. • Enforcement of internal and external policies and procedures.

Status 2024

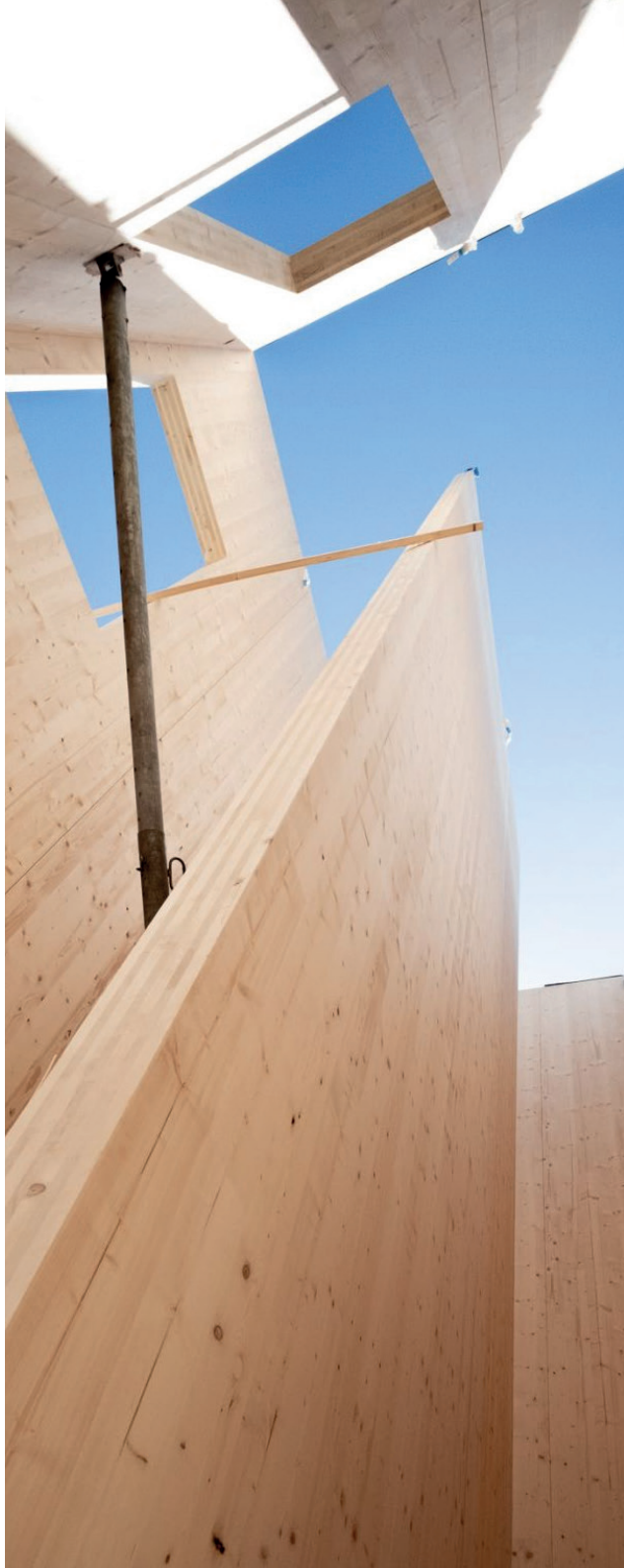
The table below provides an overview of the progress and results of our ESG initiatives for 2024.

2024 Goals	Status	Comment
Reduce CO_2 emissions (Scope 1+2)	●	Emissions reduced by 54% compared to 2023.
Increase recycling rate	●	Recycling rate increased from 93.7% to 95.1%.
Improve waste sorting and reduce residual waste	●	Residual waste reduced by 42%.
Collect data on employee training	●	Data collection has begun. First reporting planned for 2025.
Develop and screen the supply chain through implementation of a Supplier Code of Conduct	●	Code of Conduct has been developed and implementation initiated.
Set requirements for certified and recyclable wooden pallets	●	Dialogue with suppliers initiated and expectations communicated.
Develop more sustainable valves compared to comparable products	●	MODU ONE® A10 demonstrates lower resource consumption and CO_2 emissions, documented through LCA (Life Cycle Assessment).

Future Goals and Ambitions

For the coming years, we have defined new goals and initiatives to ensure continued progress in our ESG efforts.

	Goals and Ambitions	Actions	Timeframe
	Reduce total CO_2 emissions	Transition to a 100% electrified vehicle fleet	2025
	Maintain recycling rate above 95%	Strengthen waste sorting and implement a responsible procurement policy	2025-2026
	Increase transparency on employee development	Collect and integrate training hours into the HR system	2025
	Expand supplier code of conduct	Train and implement the code of conduct across suppliers	2025-2026
	Establish a whistleblower scheme	Introduce an anonymous reporting channel accessible to employees and partners	2025
	Enhance data security and crisis preparedness	Roll out and test data security and emergency response procedures	2025-2026
	Contribute to reduced global CO_2 emissions	Expand the MODU ONE® valve ecosystem globally	2025 →



Sustainability as a Driver of Innovation

– documented through Life Cycle Assessment (LCA) analysis

At MODU, sustainability acts as a driving force for innovation. In developing the modular valve ecosystem MODU ONE®, the goal has been to ensure that sustainability is not an afterthought but an integral part of the design creating tangible value for both end users and international distributors. The project brings together expertise in design, production, and innovation with a shared focus on reducing CO_2 emissions, resource consumption, and total cost of ownership across the product life cycle.

During the development of the MODU ONE® A10 ball valve, the first product within the MODU ONE® ecosystem, sustainability was made an engineering discipline. Chief Engineer Allan Jørgensen, one of the key figures behind the project, describes the process:

"We wanted to create a product that sets new standards for how sustainability is integrated into valve design. For us, it's about designing a valve ecosystem where the whole is greater than the sum of its parts and where this can be measured in reduced CO_2 emissions and energy consumption."

From the early concept stage, three development goals were defined: Higher energy efficiency, Extended product lifespan and More efficient material use. These goals laid the foundation for a design philosophy in which modular components provide greater flexibility for maintenance, service, and upgrades. This approach extends the product's lifespan, reduces material waste, and ensures that the valve system can evolve alongside new technological advancements and industrial needs.

A third-party verified Life Cycle Assessment (LCA) was conducted to document the results. The analysis demonstrates up to 50% lower CO_2 emissions over the product's lifetime compared to market-leading alternatives.

Safety and quality are embedded in the design itself. The patented MODU Safe Mounting® solution minimizes the risk of errors that could otherwise lead to production downtime, equipment damage, or unnecessary energy consumption. Quality assurance is built into the design and verified post-production, enhancing operational reliability and reducing resource consumption.

This approach results in significant ESG-related benefits:

- **Environmental (E):** Significantly lower emissions and fewer operational error scenarios
- **Social (S):** Improved operational safety
- **Governance (G):** Verified LCA documentation, ensuring data transparency and traceability across systems and processes

Emissions and Resources

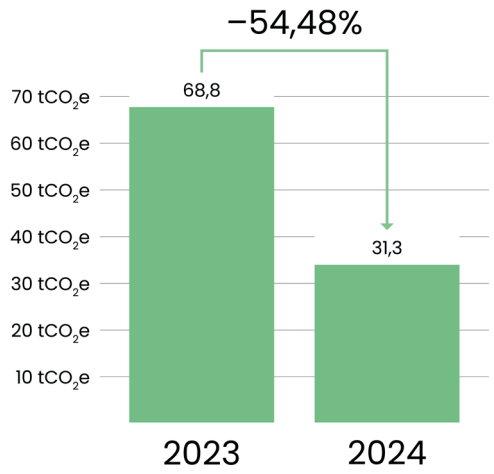
Emissions (Environment)	Unit	2023	2024
CO_2 Emissions			
Scope 1 – Direct emissions	tCO_2e	63.3	24.62
Scope 2 – Indirect emissions (Environmental Declaration)	tCO_2e	5.48	6.69
Total emissions (Scope 1 + 2)	tCO_2e	68.78	31.31
CO_2e per full-time employee	tCO_2/FTE	2.02	1.22
Energy Consumption			
Natural gas (total)	MWh	89.04	-
Natural gas (renewable energy)	MWh	-	91.03
Natural gas (non-renewable energy)	MWh	-	5.98
Electricity (renewable energy)	MWh	26.46	74.20
Electricity (non-renewable energy)	MWh	5.42	8.44
Total energy consumption	MWh	120.92	179.64
Total water consumption	m^3	73	118

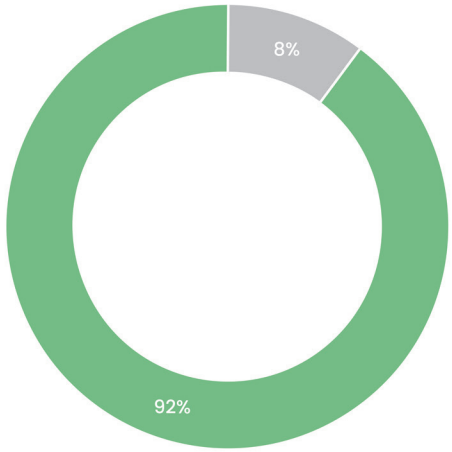
In 2024, total CO_2 emissions (Scope 1 and 2) were reduced by more than 50% compared to 2023, while emissions per full-time employee also decreased significantly.
This result reflects a focused effort to improve energy efficiency and promote the use of renewable energy sources.

Electricity consumption increased during the period as a result of investments in electric company vehicles and the related charging infrastructure. Despite this increase, the overall CO_2 emissions were significantly reduced, confirming the positive effect of the company's green transition efforts.

Natural gas consumption has been partially climate compensated through the purchase of biogas certificates. These have not yet been included in the calculations, as they are not currently covered by the Climate Compass methodology, but the initiative supports MODU's long-term strategy for green energy and climate-neutral operations.

Total CO_2 Emissions – Reduced





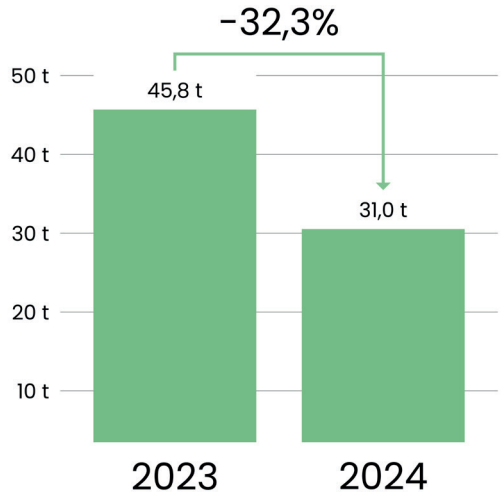
Renewable energy Non-renewable energy

Waste and Recycling

Waste Management (Environment)	Unit	2023		2024	
		Total amount	Recycled	Total amount	Recycled
Waste Type					
Residual waste*	kg	2.608	0	1.507	0
Cardboard and paper	kg	7.488	7.488	5.685	5.685
Wood waste	kg	34.240	34.240	20.520	20.520
Iron	kg	652	652	801	801
Food cartons**	kg	14	14	87	87
Organic waste**	kg	420	420	1.671	1.671
Plastic**	kg	343	63	812	712
Total waste	kg	**45.765**	**42.877**	**30.993**	**29.476**
Recycling rate	%	**93.7**		**95.1**	

* This fraction is used for energy recovery.
** These fractions have been collected separately since June 2023.

Total Waste – Reduced



In 2024, total waste generation was significantly reduced, and the recycling rate increased. Residual waste decreased notably, while cardboard, paper, and wood waste continued to be fully recycled. Organic waste rose as a result of daily efforts to improve sorting practices. MODU continues to optimize processes and workflows to further enhance recycling performance.

As part of our responsibility for packaging, MODU joined the VANA producer responsibility scheme in 2024. This ensures our active contribution to the collection and recycling of packaging waste in accordance with current legislation and circular economy principles.

Make it better with less

Less materials

Less energy

Less waste

People and Well-being

MODU systematically addresses social factors to promote a healthy, safe, and inclusive working environment. Policies have been developed and implemented covering smoking and substance use, leave and employment, vacation and parental leave, as well as workplace safety. These policies form a solid foundation for our work on well-being, equality, and responsible people management.

The social data for 2023 and 2024 show that MODU's workforce consists exclusively of permanent employees, supporting the company's focus on continuity, engagement, and mutual loyalty. The distribution across gender and age groups contributes to a diverse and competent work environment, where different perspectives and experiences drive creativity and innovation. As in 2023, no workplace accidents or work-related fatalities were recorded in 2024, reflecting a high level of safety and MODU's continuous focus on preventing risks and ensuring a safe work environment.

As part of our focus on competence development, MODU has established a structured system for tracking employee training hours, enabling more detailed reporting in the future. All new employees undergo a structured onboarding program, and all staff are offered continuous competence development through shared training and staff events that strengthen knowledge-sharing, professional skills, and well-being across the organization.

Employment Conditions
Employees are offered competitive salaries and access to continuous training opportunities. All employees are treated with respect under employment and wage agreements, ensuring either a competitive salary or compensation aligned with applicable apprenticeship agreements.

MODU has chosen not to enter into a collective bargaining agreement. Since none (0%) of our employees are covered by such agreements, we offer terms that exceed the benefits typically included in collective agreements especially regarding salary and vacation. Permanent employees also benefit from initiatives such as MODU Time-to-Thrive, described in the section: *A Workplace with Room to Dream*.

Gender Distribution	**2023**	**2024**
Women	10	13
Men	24	25
Age Distribution	**2023**	**2024**
≤30	9	11
30-50	15	15
≥50	10	12
Employment Types	**2023**	**2024**
Permanent	34	38
Temporary	0	0
Employee Training Hours	**2023**	**2024**
Hours	Not available	Not available
Safety Statistics	**2023**	**2024**
Workplace accidents	0	0
Work-related fatalities	0	0

A Workplace with Room to Dream

At MODU, we aim to create an environment where employees can thrive both professionally and personally. That is why we introduced Time-to-Thrive, an initiative that offers full-time employees the opportunity for up to ten additional days off per year or up to two hours of company-paid time off each week. Employees also receive the day off on their birthday a chance to celebrate with family and friends.

Our HR policies further support employees through different life stages. Both parents have the option to extend their parental leave by 8 or 14 weeks beyond the standard 32-week period. This approach provides flexibility and freedom to pursue both major and minor dreams inside and outside the workplace.

Balance in Everyday Life
A good example of how Time-to-Thrive makes a difference is Thomas Wendicke, Mechanical Engineer at MODU. Alongside a busy work life, he and his partner have completely renovated their home a demanding project made possible thanks to the flexibility that the initiative provides.

A Workplace Built on Well-being
Thomas' experience is just one example of how Time-to-Thrive contributes to a sustainable balance between work and personal life. When employees have space for both career and personal ambitions, well-being and performance strengthen side by side. At MODU, we believe that strong results are created together by people who thrive. Time-to-Thrive is therefore a cornerstone of our social responsibility and an integral part of our ESG strategy.

Background of Time-to-Thrive
The idea originated in 2016, when CEO Henrik Aarup Svendsen realized his lifelong dream of traveling across the United States by motorcycle. Along the journey, the vision grew: to create a workplace where freedom and flexibility are part of the culture. The goal was to give employees the time and space to pursue their dreams through more freedom in everyday life and the opportunity to recharge away from work. Today, that vision lives on through MODU Time-to-Thrive.

> *It's an incredible feeling to have the energy for bigger projects and dreams outside of work.*

Thomas Wendicke
Mechanical Engineer

Governance and Responsibility

As previously described, MODU's management foundation is built on our core value of integrity, which is deeply rooted in leadership, employees, and business processes. Integrity serves as a shared ethical compass that guides our decisions and behaviour in everyday work.

In 2023, the company's sustainability strategy, ESG responsibilities, and ESG reporting were formally established and integrated into corporate governance. A Supplier Code of Conduct was developed and is being implemented to strengthen accountability and transparency across the supply chain. In addition, MODU has established IT security policies designed to protect the data of customers, employees, and partners in accordance with applicable legislation and best practices.

In 2024, as in previous years, no incidents of corruption or bribery were recorded. Likewise, there were no cases of child labour, forced labour, human trafficking, or discrimination reported neither within MODU's operations nor in its supply chain. Should such incidents occur in the future, the company is committed to handling and reporting them transparently and taking all necessary corrective actions to prevent recurrence.

Going forward, MODU will continue to strengthen its governance structure through the ongoing development of policies, risk assessments, and supplier monitoring. Our objective is to maintain a high level of integrity, transparency, and accountability throughout the entire value chain.

Legal Proceedings and Fines Related to Corruption and Bribery	2023	2024
Number of cases	0	0

A Strong Local Cultural Institution

As a company deeply rooted in Vejle, MODU prioritizes actively contributing to the local community. Our partnership with Vejle Boldklub (VB) is an example of how we combine business with social responsibility while supporting one of Denmark's most historic and tradition-rich cultural institutions.

Local Engagement with Visible Impact
In 2023, we entered into an expanded partnership with Vejle Boldklub, which included acquiring the naming rights to one of the stadium's stands now known as the MODU Stand. Here, some of the club's most passionate fans, especially those in Blok E, are celebrated for their energy and engagement, which help strengthen both the club, the city, and the local identity.

A Community of Shared Values – From Local to National
The partnership is about more than visibility. Football is part of a broader national culture a place where clubs act as gathering points and advocates for values that reach far beyond the pitch.

Vejle Boldklub works purposefully with social responsibility through the Kong Hans Eg initiative, which unites the club's CSR activities and supports social inclusion and well-being. Projects such as FOR KUNSTEN, FOR KAMPEN, FOR KULTUREN donate all proceeds to vulnerable citizens, while campaigns in collaboration with Børns Vilkår (Children's Welfare) demonstrate how a football club can use its platform to raise national awareness of important social issues.

Our Social Commitment in Practice
Through our partnership with Vejle Boldklub, MODU aims to:
- Strengthen local communities through sports, culture, and shared experiences.
- Support initiatives that help vulnerable groups in Vejle and the surrounding area.
- Recognize and highlight the fans and volunteers who create togetherness and community spirit.

> *VB's supporters combine passion with decency and respect, a rare balance that makes sponsoring the supporter's section feel natural for us.*

Henrik Aarup Svendsen
CEO

Methodology and Data Basis

This section describes the approach used for preparing the ESG report, climate accounting, and the materiality assessment.

About the Report
This year's ESG report was prepared by MODU Valves A/S with advisory support from Improve Business Aps. The report is based on the Voluntary Standard for Non-Listed Small and Medium-Sized Enterprises (VSME) latest version from December 2024. VSME is aligned with the EU's Corporate Sustainability Reporting Directive (CSRD) and the corresponding European standards, ESRS (European Sustainability Reporting Standards).

Certain disclosure points have been omitted as they are not relevant for MODU Valves.
For the Basic Module, this means that the report does not include topics such as pollution (air, water, or soil) or biodiversity. Due to confidentiality, information about the company's revenue has also been excluded. All ESG data were collected from multiple sources, covering the financial year 2024 (January 1st 2024 – December 31th 2024).

Overview of ESG Data Points, Data Sources, and Calculation Methods:
- Energy Consumption: Based on annual consumption reports for natural gas and electricity.
- Share of Renewable Energy: Calculated based on Vejle Municipality's environmental declaration, where 87% of electricity originates from renewable sources (excluding nuclear power). The share of renewable energy for biogas in Vejle Municipality is 40%.
  Source: Energinet.dk
- Greenhouse Gas Emissions: Calculated using the Klimakompasset (Climate Compass) tool with data from invoices. Certificates for wind energy are included, while certificates for biogas are excluded, as they are not yet compatible with Klimakompasset.
- Waste: Based on waste management invoices. The distinction between recyclable and non-re cyclable waste depends on whether the waste fraction can theoretically be recycled. Combustible waste is classified as non-recyclable, even if used for energy recovery.
- Workforce: Based on the company's employee registry.
- Headcount: Total number of employees as of 31 December, based on CPR registration data.
- Workplace Accidents: Number of recorded workplace accidents during the year.
- Training Hours: Data not yet available.
- Qualitative Information: Collected through management interviews regarding the company's transition toward a more sustainable economy (B2) and sustainability strategy (C2), as well as internal policies and governance practices.

About the Climate Accounts
The climate calculations were prepared by MODU Valves A/S with advisory support from Improve Business Aps. The Klimakompasset tool from the Danish Business Authority serves as the basis for calculating MODU Valves' greenhouse gas emissions, and the calculations follow the recognized Greenhouse Gas Protocol (GHG).

The report exclusively covers Scope 1 and Scope 2 emissions, applying the most recent emission factors available (2023). Scope 1 includes natural gas consumption and fuel used for company vehicles, while Scope 2 covers electricity consumption and charging of electric vehicles.

About the Materiality Assessment
The purpose of the materiality assessment was to identify and prioritize MODU Valves' internal and external ESG opportunities and risks. The assessment evaluates various ESG topics based on their impact and financial materiality within the company's business model. The first phase focused on identifying key stakeholders within MODU Valves and its value chain. For each group, specific stakeholders were selected based on their relationships and relevance to sustainability.

The materiality assessment was conducted in 2024 in close collaboration between MODU Valves A/S and Improve Business Aps. The process included a series of workshops involving both management and employees from across MODU Valves.

The purpose of these workshops was to:
• Identify ESG-related impacts, risks, and opportunities
• Assess the degree of impact and financial materiality
• Engage and involve employees in the process

The identified ESG topics were prioritized and compiled into a materiality matrix. The evaluation of impact and financial materiality was based on templates from Erhvervshus Hovedstaden (Greater Copenhagen Business House) for materiality assessment.

Criteria for Assessing Impact:
• Actual or potential impact
• Positive or negative influence
• Severity (scale: 1–5)
• Likelihood (scale: 1–5)

Criteria for Assessing Financial Materiality:
• Risk or opportunity
• Economic effect – magnitude and scope (scale: 1–5)
• Likelihood (scale: 1–5)

Make it better.