



Flexitallic®

Making the World Safer and Cleaner
Through Engineered Sealing Solutions

2025 Sustainability Performance Report

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A MESSAGE FROM OUR CEO

Dear Stakeholders,

2025 was another strong year for sustainability at Flexitallic. I'm excited to share this report on our progress in environmental and safety performance, customer support and education, employee engagement, and community relations. We believe these elements of sustainability are fundamental to our prolonged business success.

Sustainability is core to who we are. Our mission is to make the world safer and cleaner through engineered sealing solutions. We deliver innovative products and total joint integrity solutions that improve plant performance, reliability, and workplace safety. Flexitallic solved over 500 problems in the field for our customers in 2025 by applying our differentiated technology to leaking joints, resulting in positive impacts to the environment.

Our investment in safety stands out as a highlight of 2025. Safety is a foundational pillar that guides every decision and undertaking at Flexitallic. We developed our Global Health, Safety, and Environmental (HSE) Policy that incorporates HSE best practices from around the world. We rolled out the policy in January 2026 and are reviewing business unit compliance to maintain a workplace where everyone returns home safe, every day.

Each year, Flexitallic invests as much as \$10 million in capital to drive better efficiency, safety, quality, and sustainability in our facilities. In 2025, we completed our new state-of-the-art manufacturing building in the U.K. and upgraded the paint booth in our Deer Park, Texas, production facility, enhancing safety and environmental performance at both sites. To continue delivering total joint integrity for our customers, we implemented a software initiative to enable real-time data access and traceability with digital tools such as a bolting calculator for site operators. In addition, we expanded our INTEGRA-branded joint integrity services to the U.K., the first expansion of our proven controlled bolting and joint integrity services outside North America. We plan to expand our INTEGRA-branded joint integrity services to the Middle East in 2026 and to Southeast Asia in 2027.



We deliver innovative products and total joint integrity solutions that improve plant performance, reliability, and workplace safety. Flexitallic solved over 500 problems in the field for our customers in 2025 by applying our differentiated technology to leaking joints, resulting in positive impacts to the environment.

Lane Walker
President and Chief Executive Officer

A MESSAGE FROM OUR CEO

We took an important step toward business sustainability by launching a formal employee engagement and culture program in 2025. The aim is to transform our culture so we can achieve business results faster as One Flexitallic. We have a unique business offering and value proposition, with immense opportunities around the world to deploy our differentiated technology. Enhancing and aligning our culture will help us improve efficiency, collaborate, and share best practices effectively to accelerate our strong organic growth. At the same time, our local businesses can continue making local decisions that address their customers' unique challenges.

We also take a local approach to employee engagement and development. In 2025, we honored our long-service employees, recognized employees who delivered exceptional value for customers with our annual Solved! Awards, and hosted local employee events to build camaraderie and contribute to our local communities. In its second year, our WOMEN Lead Network gained momentum through professional development and grassroots engagement opportunities across our enterprise.

In all of our endeavors, the Flexitallic Guiding Principles help ensure our actions reflect the highest standards of professionalism, integrity, compliance, and care. The principles underpin our strong corporate governance program and rigorous oversight. The Corporate Governance Committee has oversight responsibility for day-to-day governance and sustainability priorities, including cybersecurity. Our governance policies help Flexitallic maintain a sustainable business.

Going forward, Flexitallic remains focused on our mission, committed to improving our safety and environmental performance, and dedicated to innovation and problem solving. We are actively transforming our culture to build on our business momentum. Now, as a vital member of the Michelin Group, Flexitallic is proud to contribute to the "Michelin in Motion 2030" strategy to leverage the Group's industrial know-how and expand into high value-added markets.

I am grateful for the trust our employees and stakeholders have placed in Flexitallic. We look forward to earning your continued support as we strive to make the world cleaner and safer through engineered sealing solutions.

Sincerely,

Lane Walker
President and Chief Executive Officer



ABOUT THIS REPORT

Welcome to Flexitallic's fourth Sustainability Report. This report presents performance metrics aligned with the Sustainability Accounting Standards Board's (SASB) Industrial Machinery & Goods Standard and includes additional disclosures informed by the Global Reporting Initiative (GRI) Standards. SASB and GRI are independent, internationally recognized frameworks that provide a consistent, comparable structure for reporting on business impacts.

Unless otherwise stated, the report covers policies, programs, and performance data for Flexitallic's globally operated assets for the period January 1, 2025, to December 31, 2025. Information was sourced from company policies, operational data, and interviews with management and subject matter experts, and was reviewed and approved by Flexitallic's executive leadership and Board of Managers.

Topic selection for this report was guided by a materiality assessment completed in 2022 by an independent sustainability consultant. The process included peer benchmarking, review of major reporting frameworks (including GRI Standards), and analysis of Flexitallic's sustainability and diversity survey results.

Input was gathered through surveys and interviews with members of the leadership team, including the CEO. Flexitallic continues to monitor the evolving landscape related to sustainability and will adapt its materiality assessment in the future as needed to conform to that landscape.

Feedback

Flexitallic aims to provide clear, relevant, and transparent sustainability reporting that meets stakeholder needs. We welcome feedback on this report and suggestions for future disclosures. Please contact us at +1 (281) 604-2586 with comments or questions.

Flexitallic's mission is to make the world safer and cleaner through engineered sealing solutions.

We are trusted by customers worldwide to deliver best-in-class sealing solutions and joint integrity services that help them operate safely, complete projects efficiently, and execute turnarounds with confidence. Our solutions are designed to support zero-leaks at startup, reduce emissions throughout the operating cycle, and enhance operational safety.

Since introducing the spiral wound gasket in 1912, Flexitallic has built a legacy of innovation, developing advanced products and materials such as Thermiculite®, Sigma®, and Change®. Guided by our values of safety, quality, continuous improvement, teamwork, integrity, and performance, we have grown into a global leader in sealing technology, serving diverse industries worldwide.

Headquartered in Houston, Texas, Flexitallic operates offices and manufacturing facilities in 12 countries: Australia, Belgium, Canada, China, France, Germany, Italy, Mexico, Thailand, the United Arab Emirates, the United Kingdom, and the United States. Our global customer network is supported through wholly owned manufacturing facilities, licensed manufacturing partners, and distributors.

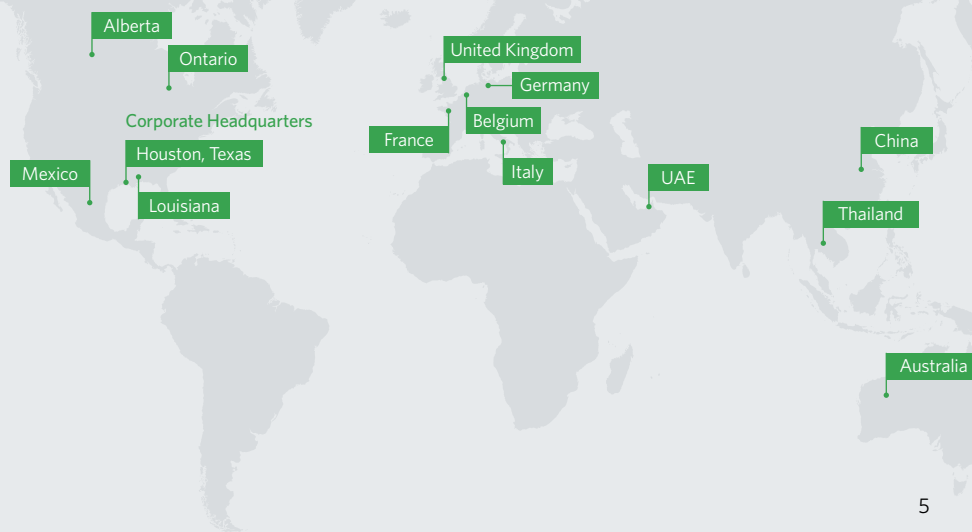
At the end of 2025, we employed 1,119 people across our global operations.

For more information, visit www.flexitallic.com.



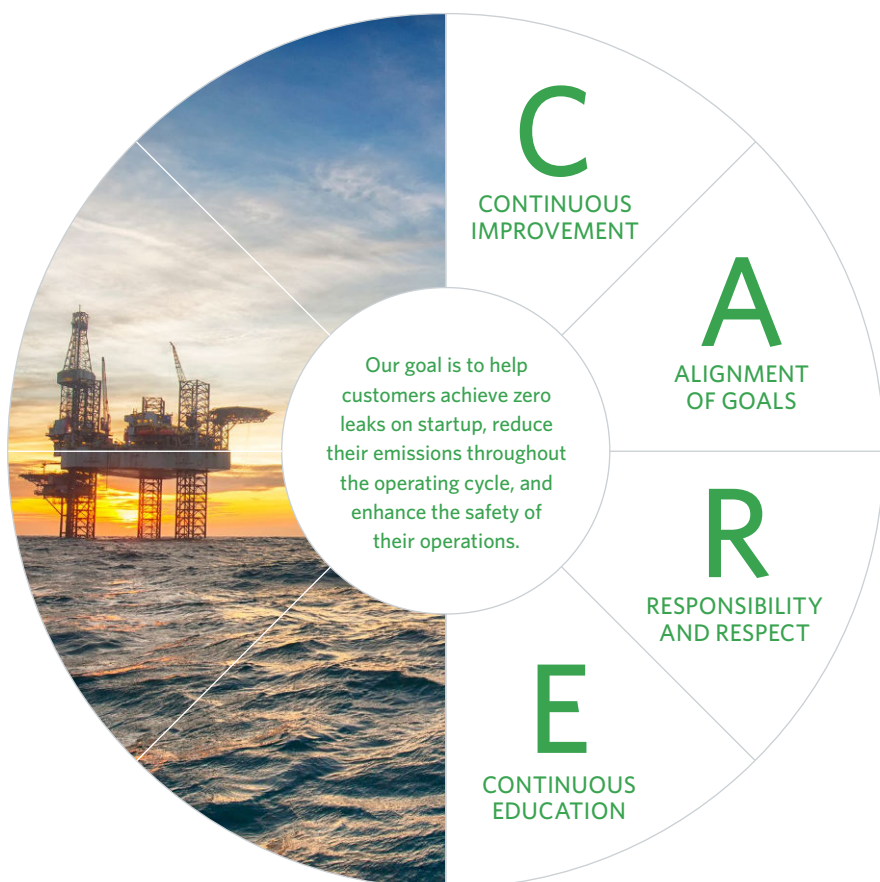
12 Countries | 1,119 Employees

GLOBAL LOCATIONS



ABOUT FLEXITALLIC

We are committed to manufacturing products and delivering total joint integrity services of the highest quality and being the preferred partner of our customers. Our goal remains unchanged — to help customers achieve zero leaks on startup, reduce their emissions throughout the operating cycle, and enhance the safety of their operations. This commitment is guided by our CARE framework, which reflects our focus on:



Our Guiding Principles

We are committed to uncompromising integrity in all that we do and in the way we relate to each other and to people outside Flexitallic, as reflected in our Guiding Principles.

- We obey the laws, rules, and regulations of all countries where we conduct business.
- We do not tolerate, and we actively oppose, corruption in our businesses.
- We use Company assets, such as email, internet access, telephones, and computers, responsibly and honorably.
- We act in the best interests of the Company and spend our money solely for legitimate business purposes.
- We are committed to providing safe, high-quality products and joint integrity services. We address and do not conceal risks or mistakes.
- We protect the privacy of all individuals.
- We communicate accurately with our customers, vendors, and the public.
- We are inclusive, value diversity, and support our global team members in realizing their potential.
- We respect freedom of association and obey all laws on working hours and compensation.
- We safeguard the health and safety of our global team members.
- We believe in vigorous competition and do not use illegal or unethical means to gain an advantage over a competitor.
- We protect the confidential information of Flexitallic and group companies and respect and protect the confidential information we receive from our customers and end-users.
- We comply with all applicable environmental laws and regulations.
- We endeavor to minimize any detrimental environmental impact through waste reduction and efficiency improvement.

Our Sustainability Approach

Flexitallic's approach to sustainability is built on the following pillars:



Corporate Governance

We maintain strong financial controls and uphold a clear Code of Conduct for all dealings in the marketplace. Our Board of Managers, Special Management Committee, and executive leadership meet regularly to review material risks, business strategy, financial performance, and sustainability progress. Ethics and integrity are at the core of everything we do.



Contributing to Customers' Compliance and Quality Goals

We fully respect customer compliance requirements and deliver products and software solutions of the highest quality.



Innovative Solutions

We ensure that all products, services, and sealing solutions provide exceptional sealing performance, use the most suitable materials, and generate minimal waste. We continually improve existing products and develop new sealing solutions as the industries and customers we serve evolve. Our innovative software tools support customers' quality standards and overall success. Our joint integrity services provide the confidence and peace of mind that our customers expect and require for their flanged joints.



Human Resource Management

We have global policies addressing diversity, ethics, incentives and rewards, and training and development.



Environmental Health & Safety (EHS) Management

We meet all regulatory requirements relevant to each operation. Our Global Health, Safety, and Environmental Policy is designed to eliminate injuries and unsafe conditions. We also strive to reduce waste and minimize our environmental impact.



Supply Chain Management

We ensure that our suppliers meet end-user requirements and adhere to our ethical and internal quality standards.



Community and Charity Involvement

We encourage and support employee volunteering in the communities where we live and work.

Excellence in sustainability has long been a defining element of our identity. Since 1912, our commitments to environmental stewardship, social responsibility, and strong governance have been embedded in our Guiding Principles. We remain committed to building on this foundation with greater transparency, accountability, and continuous improvement.

Environment

We Take Our Environmental Responsibilities Seriously

ENVIRONMENT

Environmental stewardship is a guiding principle for how Flexitallic operates. We prioritize assessing and mitigating potential environmental impacts from our activities.

Product Integrity & Innovation

We are committed to delivering the industry's most advanced sealing solutions and ensuring customers receive the right product for their specific application. This commitment drives continual improvement in our materials, processes, and product designs to meet stringent environmental requirements. In doing so, our solutions help reduce fugitive emissions and prevent the release of volatile chemicals, supporting our mission to make the world safer and cleaner through engineered sealing solutions. As a trusted provider of high-quality products, we play a critical role in helping our customers meet and exceed their environmental performance goals, as well as protecting the safety and reliability of our customers' operations.

Innovation to Application

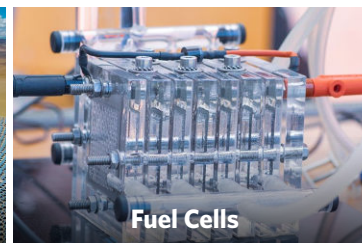
Flexitallic engineers and delivers sealing solutions that prevent potential costly and disruptive spills or leaks, which is critical to the environmental performance of our partners in the industries we serve:



Hydrogen



Solar Power



Fuel Cells



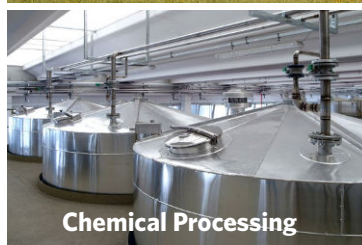
Nuclear



Agrichemical



Power Generation



Chemical Processing



Refining



Petrochemical



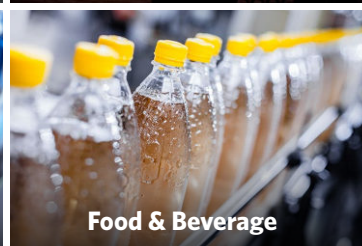
Oil & Gas



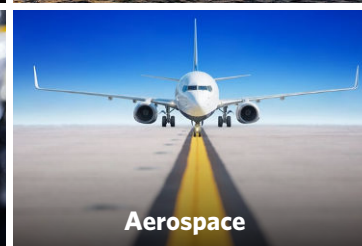
Marine



Pharmaceutical



Food & Beverage



Aerospace

Solving Customer Problems

Each year, Flexitallic solves over 500 field problems for customers. The innovative sealing solutions we delivered in 2025 demonstrate our ability to consistently meet customers where they are and gain their trust. For example, our Change® gasket and custom-engineered Flexpro® gaskets have helped solve complex sealing challenges and enhance operational reliability across diverse industrial applications, while also reducing environmental impacts at our customers' facilities.



We assisted a major refinery that was experiencing frequent sealing failures in specially constructed spiral wound gaskets during high-temperature or cyclic conditions in a reactor. The failures, which were caused by an inadequate gasket configuration, posed a risk to process reliability and safety. Flexitallic recommended upgrading to our Change® gasket with Thermiculite® facing to address these challenges. Our Flexitallic Engineering team also advised using the Change® gasket with a Flexpro® inner ring to counteract the plant's reported flange rotation issues and maintain a reliable, high-performance seal.

This upgraded gasket solution ensures long-term sealing reliability under extreme temperatures and cycling conditions, while eliminating failures caused by flange rotation. These solutions have the added benefits of reduced maintenance demands and enhanced plant safety.

One of our solutions addressed fire risk in four heat exchangers located in the naphtha unit at a large refinery. The exchangers are considered safety-critical due to a history of leaks, typically during start-up, shutdown, or unexpected events, which resulted in installing sealing clamps to maintain continued operation. In addition, process conditions prompted installing a dedicated fire response unit next to the heat exchanger group. The operator wanted to optimize flange connections during their next turnaround.

We recommended the Flexitallic® Change® gasket manufactured using 316L for both the inner ring and outer guide ring and graphite facing, designed to retain as much bolt load as possible. In addition, our calculation indicated that it was critical to ensure the specified bolt loads were accurately achieved in practice. Alongside the upgraded gasket, we supplied hardened washers, FlexLube™ lubricant, rental tooling, and comprehensive on-site technical support during installation. The system performed flawlessly with no issues during start-up. The Change® gasket in the exchanger has maintained a tight seal during subsequent thermal cycling and is now specified as the standard gasket for this application going forward. Additional customer benefits include leak-free start-up with no retightening required, enhanced overall safety, and reliable, data-backed process optimization.

INTEGRA provided a solution that reduced safety risks and saved time and money for a large refinery hydrogen unit that required a high-risk approach to disassembling flanges during turnarounds. The refinery used open flame to cut off the hardware, creating significant safety concerns for personnel, elevated fire risk on top of reactors, and potential explosion hazard. The cutting process took a minimum of three days, which led to costly project delays and standby fees for multiple contractors.

INTEGRA's high-temperature Blackhawk™ Hydraulic Nuts provided a safer, faster, and more controlled bolt load solution for the refiner. The assembly of all four flanges was completed in a record 3.5 hours and disassembly six months later took only six hours, delivering a dramatic reduction in labor time and risk compared to previous methods involving flame cutting. Following this success, the customer plans to purchase 96 high-temperature hydraulic nuts for the first stage of the hydrogen unit, covering three reactors with top and bottom flanges, each flange using 16 studs. The second stage is scheduled for 2026 with the same configuration. Each day of downtime costs the site an average of \$1 million in lost production, so the operational and financial benefits of using INTEGRA's Blackhawk™ Hydraulic Nuts are significant.

Reducing Our Operational Footprint



Our operations in France and Germany recertified to the EcoVadis global sustainability platform, achieving the bronze ranking.

Flexitallic is committed to managing our emissions, minimizing waste, and maximizing the recovery of materials for recycling or re-use. We recycle and repurpose waste from our operations while reducing plastic and water use to limit our environmental impact. The Global HSE Policy we introduced in January 2026 advances environmental stewardship and outlines our environmental management system. To further demonstrate our commitment to strong environmental performance, our high volume manufacturing facilities that supply products to our other all Flexitallic business units are certified to the globally recognized ISO 14001:2015 standard for environmental management systems.

In 2025, we reinforced our commitment to environmental responsibility by advancing initiatives that reduce our operational footprint and support our customers in meeting their sustainability objectives. Across our global operations, targeted projects improved energy efficiency, reduced emissions, and decreased waste.

For example, in the U.K., our major site modernization and consolidation project reduced natural gas consumption in manufacturing by 30-40%, exceeding our expectations. Our U.K. solvent recovery plant that became operational in 2024 increased solvent recovery 75-95%, which lowered emissions and also minimized chemical waste. Our operations in France and Germany recertified to the EcoVadis global sustainability platform, achieving the bronze ranking.

In France, efforts to promote the use of electric and hybrid vehicles for salespeople and workshop use continued, and LED lights were installed in a number of our facilities. In addition, we installed electric car chargers at our facilities in Germany. Upgrades to the paint booth at our Deer Park facility in the U.S., including new spray equipment and improved exhaust systems, made the facility more environmentally friendly and sustainable.

To reduce environmental impacts, INTEGRA does not use technologies or solutions that are considered toxic. INTEGRA's work involves minimal use of fluids, all of which are properly contained, and most of the hydraulic fluids they use are based on environmentally friendly mineral oil.

Looking ahead, we will continue to implement projects that minimize our environmental footprint and align our operations with global sustainability best practices. This includes expanding eco-design practices such as responsible sourcing where feasible, recycling office waste, substituting plastic in packaging, and equipping employees with the knowledge and tools to apply sustainable practices at work and in their daily lives. These efforts ensure our impact extends beyond our operations and into the broader value chain.

Greenhouse Gas (GHG) Emissions

In 2025, we continued to enhance the accuracy of our GHG emissions tracking, recognizing that transparent, reliable data is essential to addressing climate change. We remain committed to conserving energy, improving the efficiency of our operations, and advancing the performance of the products we manufacture to support the long-term sustainability of both our customers’ businesses and our own.

Flexitallic prioritizes environmental sustainability and works to continually reduce the impact of our operations. To that end, employees receive regular training and awareness sessions to ensure they understand our policies and their role in meeting our goals. Each business unit also has a leader with primary responsibility for implementing Flexitallic’s environmental policy.

Greenhouse Gas Emissions (tCO2e) ¹			
Year	2023	2024	2025
Scope 1 emissions	2,956	2,760	2,232
Scope 2 emissions	3,920	3,884	3,709
Total Scope 1 + 2 emissions	6,876	6,644	5,941

¹ In 2025, we applied a more accurate GHG emission factor for natural gas to calculate our scope 1 emissions. Our 2023-2024 GHG footprints are restated with this new emission factor.



Positioning INTEGRA for Global Expansion

INTEGRA Technologies joined Flexitallic in 2023, strengthening our portfolio with advanced torquing, precision tensioning, and leak detection and repair (LDAR) capabilities. This enhanced our ability to help customers improve environmental performance, prevent leaks before they occur, and elevate installation accuracy, operational reliability, and safety standards across diverse industries.

We reached a milestone in 2025 with the expansion of INTEGRA-branded services in the U.K., especially for those high-pressure, high-activity services our customers require.

This menu of branded services is a unit of Flexitallic UK, Ltd., which is the first site outside of North America to offer these INTEGRA-branded services. Future growth plans include offering these services to the Middle East in 2026 and Southeast Asia in 2027.





Social

Protecting Our People and Communities Is Priority One

SOCIAL

Occupational Health & Safety

Employee health and safety remains the top priority across Flexitallic's global operations. We recognize that by working safely, we can go above and beyond with excellence and deliver on time. As a result, we integrate safety into every job, every day. Facility improvements further support workplace safety. We have maintained a record of zero accidents across our operations in France, Italy, and Germany for more than two years, and INTEGRA has maintained an accident-free record for three years.

Driving Consistent Safety Practices Worldwide

Flexitallic rolled out a new Global Health, Safety, and Environmental (HSE) Policy in January 2026 to drive consistent safety programs and practices and continuous improvement throughout our business. The policy is based on a benchmarking study and feedback gathered in multiple site visits and interviews around the world in 2025. It incorporates best practices documented in the study and strengthens our alignment with internationally recognized standards such as ISO 45001 and ISO 14001. The policy reflects our belief that a safe and responsible workplace is essential for protecting our employees, contractors, and visitors, and helps ensure operational excellence, environmental stewardship, and long-term sustainability.

In addition, we launched a guarding initiative for certain machines to apply the best safety precautions uniformly across all our operations worldwide. We expect to complete this initiative worldwide in 2026.

Our global safety program, Safety 365, covers all Flexitallic employees. Led by the Managing Director of our U.K.-based facilities, the program is supported by health and safety managers at each location, who report monthly safety statistics.



2+ years
accident-free across
all EU operations

3 years
accident-free
within INTEGRA

Key developments in 2025 included:

- Expanding our Behavior Based Safety (BBS) Program and behavioral safety metrics from Canada and the U.S. to employees in our U.K. facilities. The U.K. launch included training on how behavior impacts safety and encouragement to submit BBS observation cards. BBS shifts the focus from compliance to the psychology of safety. By understanding the behaviors, attitudes, and decision making that influence workplace outcomes, the program empowers employees to take ownership of safety and integrate it into daily routines. We are introducing BBS in our other European operations in 2026.
- Focusing on leading indicators such as BBS observations and near-miss reporting in the U.S. and Canada to improve working conditions with clear expectations and targets. North American operations also focused on reducing injury severity related to equipment with the highest potential for harm, including a review of all levels of hazard hierarchy by elimination, engineering, or administration efforts and personal protective equipment (PPE) control prevention measures.

SOCIAL

- Enhancing PPE in France to make people in our workshops more visible.
- Our Thailand operations earned certification to ISO 45001, the international standard for occupational safety and health management systems. At year-end 2025, all Flexitallic companies in Asia, Europe, and the Middle East were ISO 45001 certified.
- INTEGRA emphasized training, job qualification, and competency testing, and doing a required Job Safety Analysis (JSA) on every job. A safety director is present at job sites and job audits are conducted regularly, with two operations managers in Canada holding construction safety auditor certification.

Facility Improvements

Every year, Flexitallic invests up to \$10 million to improve our manufacturing sites. In 2025, we consolidated production at our U.K. facility into a modernized building with improved equipment, a new solvent recovery plant, and a local exhaust ventilation system. A new paint booth and exhaust system were installed at our U.S. production facility, decreasing the total dust exposure by 75%. These investments enhanced safety as well as environmental performance.

Every year, Flexitallic invests up to \$10 million to improve our manufacturing sites.

5 C's of Safety

Culture

Working safely is a core value of our business. We want everyone to go home safely every day.

Consistency

Our operations are different, but we will set minimum standards across the Group.

Competency

It is our responsibility to ensure everyone understands the H&S risks and is trained appropriately.

Communication

We encourage open communication up and down the organization.

Conformance

It is everyone's responsibility to conform to the H&S rules and processes in place.



SOCIAL

Culture

Safety is embedded in our policies, everyday behavior, leadership expectations, and peer accountability. In 2025, we continued reinforcing safety as a shared value, encouraging every employee to take ownership of safe practices. With our shift toward a behavior-based approach, more teams are focusing on the “why” behind safety procedures.

Global Safety Day in September 2025 brought together employees worldwide for activities reinforcing health and safety commitments. Safety Day in France involved games to raise awareness about the impact of distractions. Other local safety efforts included weekly “Safety Moments”

to highlight incidents and near misses, regular toolbox talks, and monthly senior leadership facility safety walks and audits. In the INTEGRA business unit, peer-to-peer accountability and Stop Work Authority are standard practice.

We recognize safety leadership at all levels. Our Golden Safety Award honors individuals making impactful safety improvements. Our business units with zero recordable injuries in 2025 that were recognized with safety plaques were Flexitallic Canada, INTEGRA, SIEM France, Flexitallic GmbH, Flexitallic Italy, Flexitallic UAE, Flexitallic China, and Flexitallic Thailand.



Global Safety Day 2025

Safety Statistics			
Metric	2023	2024	2025
Work-Related Injuries*	9	11	8
Work-Related Fatalities	0	0	0
Total Number of Lost Days Due to Injury	19	167	221
Total Recordable Incident Rate (TRIR)	0.67	0.80	0.60
Lost Time Injury Rate (LTIR)	0.37	0.44	0.53
Near Misses	902	838	786

*Over 50% of injuries were hand injuries.

SOCIAL

Competency

Every employee receives general safety training during onboarding and an annual refresher to maintain awareness of critical procedures. All employees are covered by the company's health and safety management system, aligned with ISO 45001 standards.

Field operations rely on thorough technician training and active engagement in risk-based processes, including Job Safety Analyses, project risk reviews, and daily tracking via safety smart cards.

Safety requirements are built into job-specific procedures, and employees are trained to immediately stop work and seek clarification if a procedure deviates from the agreed plan. Pre-entry safety briefings remain mandatory for all visitors and contractors.

Conformance

Employees are expected to take personal responsibility for preventing accidents and injuries on and off the job. Accident prevention and effective production go hand in hand; when on-the-job incidents occur, root causes are examined and corrective actions are implemented.

Business unit leaders remain empowered to introduce innovative safety ideas to reduce risks and strengthen site-level practices. In 2025, several sites continued embedding near-miss reporting into daily routines, linking reports to specific equipment for faster resolution. Our French operations started testing an internally developed near-miss reporting app that makes it easy for operators to take a photo of a near miss and send it through the app. Other conformance efforts included discussions in the U.S. to drive consistent compliance with safety-related policies, align best practices, and build program depth.

Flexitallic prioritizes transparent safety reporting, tracking recordable incidents, and leading indicators such as near misses and lost time rates. All injuries or unsafe conditions must be reported immediately to a supervisor, manager, or Human Resources (HR) so corrective action can follow without delay.

Consistency

Our safety remediation plan includes safety stand-downs, PPE enhancements, additional machine safeguards, and process improvements. All recordable injuries are investigated using a structured cause-analysis process, with employees involved participating directly in the review. Corrective actions are identified, tracked to completion, and verified for effectiveness. Lessons learned from each investigation are shared across the organization and reviewed periodically to ensure proactive measures are applied consistently.



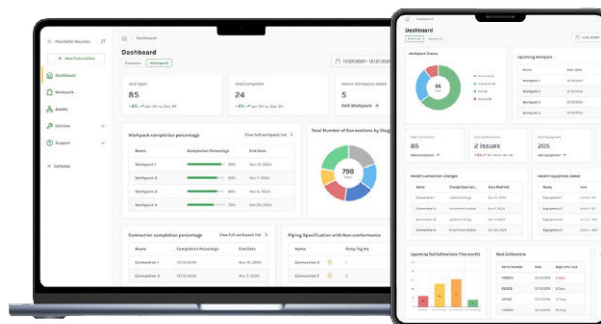
Customer Health & Safety

Our high-performance products are designed to help customers operate safely and efficiently, supported by expert guidance to ensure correct installation and use.



FLEXLOGICS® is Flexitallic's innovative web-based platform designed to improve the safety, consistency, and efficiency of flange management. Building on more than 20 years of experience with INTEGRA's legacy flange-tracking system, FLEXLOGICS® serves as a centralized hub where engineering teams and field technicians can input flange parameters and access detailed bolted assembly data. By drawing on Flexitallic's extensive database, the system generates tailored solutions that help standardize practices, reduce the risk of errors, and strengthen safe bolted assembly performance across sites.

We also deliver practical customer training in gasket fitting, torque values, bolting, and tensioning in FLEXLOGICS®. Monthly training sessions support customer adoption and ensure proficiency, reinforcing Flexitallic's commitment to customer health and safety through reliable, data-driven processes. Customers receive process safety benchmarks and three-year certifications, validating their competence in joint integrity.



Demand to support urgent customer needs alongside our applications engineers remained strong in 2025. Since 2011, we have trained more than 750 customers and delivered an average of 300+ hours of instruction annually.

We completed the integration of all INTEGRA data on 45,000-50,000 flanges in 2025. FLEXLOGICS® replaced printed reports with real-time digital entries used by our field engineers. In addition, in 2025 the Flexitallic team collaborated with our operations in France to adapt a French-language variation of the FLEXLOGICS® software for employees and customers, as well as an EU version using the metric systems and EU standards.

Flexitallic's Applications Engineers

Our applications engineers connect our products and customer operations, providing joint integrity solutions to achieve leak-free startups, operate within planned maintenance cycles, and extend asset life. Their expertise includes designing solutions for complex sealing applications, supervising gasket installations, and contributing to the ongoing development of FLEXLOGICS®, our joint integrity management software.

Customers also benefit from INTEGRA's LDAR services. In Canada, our LDAR division has supported customers for over 20 years, identifying and repairing leaks under government-mandated programs. This work often leads to targeted process improvements such as the use of hands-free tensioning technology, which enhances safety by reducing hand exposure and improving bolt-load accuracy.

SOCIAL

Employee Engagement & Retention

Attracting, engaging, and retaining top talent is central to Flexitallic's long-term success. In 2025, we continued to enhance our work environments and invest in programs that strengthen employee satisfaction and professional development. We continued to improve our facilities to enhance health, safety, and collaboration across our operations.

Throughout the year, we celebrated and supported our people through recognition events, service milestones, and activities that foster teamwork and camaraderie across sites. Employees participated in service award ceremonies, safety celebrations, appreciation lunches, and community initiatives such as charitable donations. Our facilities observed important local cultural events such as National Indigenous Peoples' Day in Canada and Epiphany in France.



Outstanding performance was highlighted through our annual Solved! Awards, which honor employees whose technical expertise and innovation deliver meaningful value for customers. In addition, we celebrate employee milestones through our Service Awards in each local business unit to honor the long-term commitment and meaningful contributions of our global team members.

Aligned with Flexitallic's core values, our appreciation also extends to employees' families through initiatives such as the Pablo Rodriguez Memorial Scholarship, now in its twelfth year. The program provides two \$5,000 awards annually in memory of a valued colleague and remains a meaningful expression of our enduring commitment to support our people and their families.

Accelerating Our Progress

Flexitallic has a unique business offering and value proposition, with exciting opportunities to deploy our solutions around the world and grow. To accelerate our progress, in 2025 we embarked on a formal engagement program designed to transform our culture. Guided by a global leadership advisory firm, the program started with a workshop where our top 25 company leaders identified the most promising improvement opportunities to pursue. The results are cascading throughout our organization, and teams are identifying their own areas for improvement. As part of this program, our global employee engagement survey had a high participation rate and indicated strong employee engagement.

We believe this program will help us improve efficiency, share best practices effectively, and achieve business results faster as One Flexitallic, while enabling our businesses to continue making local site decisions to meet their own unique customer needs.

SOCIAL

Training & Development

Training, developing, and retaining our workforce are essential to sustaining long-term business success. We provide employees with clear growth pathways, meaningful development opportunities, and tools to apply new skills in their roles.

2025 highlights included:

- Flexitallic Accelerated Success Track (FAST) is our structured career ladder for applications engineers that defines technical and soft-skill competencies, sets transparent promotion criteria, and supports individual development plans. Governed by a global steering committee, we launched FAST in 2024 to ensure consistency across regions and create clear opportunities for career advancement. To build capacity, in 2025 we relocated several applications engineers to establish or enhance our application engineering presence in different regions. We also develop our applications engineers through purposeful mentoring and FlexLogics training.
- SPIN selling, a methodology that complements our established sales and marketing by enhancing our understanding of customer needs, helps Flexitallic sales staff deliver the best solutions. We provided the training to several applications engineers at their request to hone their consultation skills and ability to highlight our services' return on investment for customers. In North America, all new sales employees in 2025 took SPIN training and 25 employees worldwide completed the refresher training led by internally certified trainers.
- France conducted career interviews with individual employees to define their career paths and pinpoint training and coaching needs. Identified training, as well as soft skills training, will be delivered in 2026.
- Talent reviews in the U.K. and France identified potential leaders and provided them leadership development delivered by a third party.
- We strengthened our learning culture through centralized training in our global Learning Management System (LMS). We added 20 technical courses and conducted 12 instructor-led technical and professional development sessions to support continued employee growth and capability building. Quarterly global sessions and compliance programs complement this curriculum.
- We hired 15 participants from our internship and student work programs and progressed them into leadership-track roles.
- Employee engagement initiatives included a global culture and engagement survey with an 85% participation rate, followed by manager-led team discussions and action planning to strengthen employee engagement and organizational effectiveness.

Respecting People & Human Rights

We are committed to respecting human rights in all locations where we operate and complying with laws prohibiting forced, compulsory, and child labor, as well as human trafficking. We also expect our business partners to uphold these same standards.

Our Statement on Modern Slavery and Human Trafficking outlines our commitment to preventing all forms of modern slavery in our operations and supply chain, applying equally to contractors, suppliers, and other partners.

Every Flexitallic employee has the right to work in a professional environment that provides equal employment opportunities and prohibits unlawful discrimination and harassment. We encourage prompt reporting of any perceived incidents, and our policy is to investigate such reports thoroughly. Retaliation against individuals who report or participate in investigations is strictly prohibited. Confidentiality is maintained throughout the process to the extent possible while ensuring effective resolution.

SOCIAL

Diversity & Inclusion (D&I)

We see diversity and inclusion as fundamental to building a stronger, more dynamic, and resilient organization. By cultivating an environment where employees of all backgrounds feel valued and empowered to contribute, we not only reflect the diversity of the communities we serve but also enhance collaboration and safety.

Our global D&I Policy further aligns with best practices and stakeholder expectations. In addition to implementing gender and ethnicity initiatives, we have partnered with APF, an interim agency for people with disabilities, since 2022.

A cornerstone of our D&I efforts is the Women LEAD Network, our global female employee affinity group with a mission to:

- Create development opportunities for women at Flexitallic
- Promote women's health and safety at Flexitallic
- Build community among women across Flexitallic

Led by a global steering committee with representatives from North America, Europe, and Asia, Women LEAD meets monthly to plan and execute initiatives. Participants are encouraged to shape the future by leading projects, building expertise, and creating space for others to grow. In 2025, Women LEAD saw growing participation and stronger engagement. Leadership discussions, career development sessions, awareness campaigns, and employee recognition initiatives created opportunities for meaningful conversations around growth, well-being, and representation throughout the workplace. Flagship events, such as International Women's Day and Breast Cancer Awareness Month, demonstrated the power of grassroots engagement paired with leadership support.

2025 highlights from the Women LEAD Network included:

- The first live discussion of the Women LEAD book club, with over 70 participants and an interview featuring two employees with different career paths.
- Mental health awareness initiatives led by healthcare professionals, bringing together more than 80 participants.
- A global breast cancer campaign that included one of the Women LEAD team members who went skydiving to support the cause.



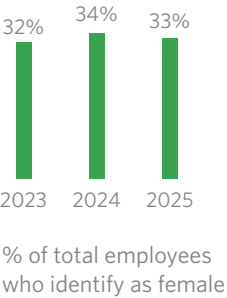
Flexitallic
BENELUX BVBA



Diversity at a Glance

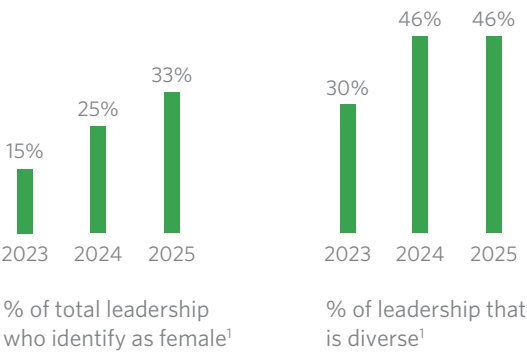
Since 2023, our global D&I metrics have included gender, age, and ethnic background for all employees and new hires. We continue to strengthen our global approach to D&I by expanding our HR System to capture comprehensive workforce data in one centralized platform. This enables tracking of progress, identification of trends, and a more targeted D&I strategy.

Gender

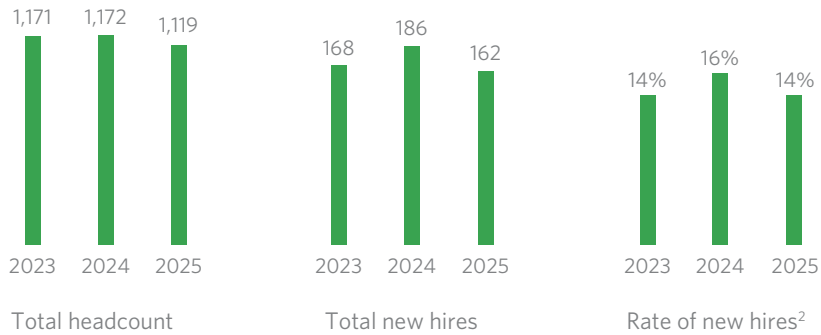


1 Leadership is defined as members of Flexitallic’s Senior Leadership Team

Leadership

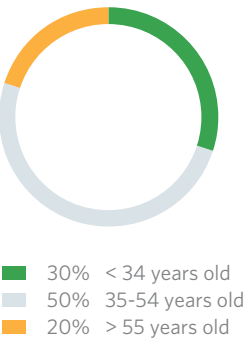


Employee Hiring

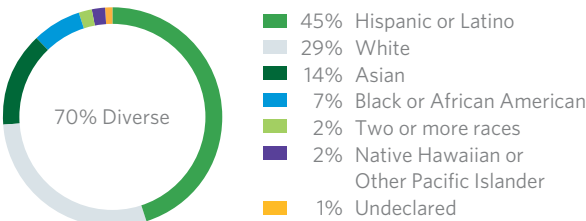


2 Calculated using the total number of new hires over the total employee headcount

Employee Age



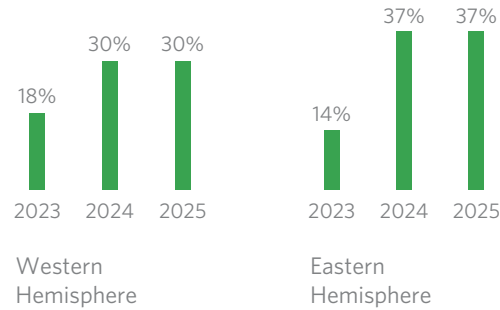
Race/Ethnicity for U.S. Employees



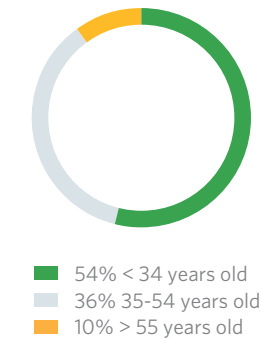
Average Age of Employees by Hemisphere

Western: 45 Eastern: 37

Female New Hires by Region



New Hires by Age



SOCIAL

Community Involvement

Giving back to our communities is an integral part of Flexitallic's culture. We partner with local charities, food banks, and educational institutions, supporting mentorship and STEM programs for students and offering scholarships for higher education.

In 2025, Flexitallic's global community calendar featured events selected through an annual employee vote to reflect the causes our people care about most. Monthly activities in France ranged from supporting an association that assists young people in finding employment to collecting toys for children through the Red Cross in Paris. In the U.S., Flexitallic was a sponsor of the popular Rodeo Run benefiting the Houston Livestock Show and Rodeo and several employees participated in the race. Our U.K. facilities supported a local food bank and held raffles for charitable organizations.



Corporate Governance & Business Ethics

Strong Governance Is Critical to Global Market Leadership

CORPORATE GOVERNANCE

Governance policies approved by our Corporate Governance Committee guide our approach to responsible corporate governance. These policies reinforce strong financial controls, support customer compliance requirements, uphold rigorous practices, and require suppliers to meet the same ethical and quality standards we apply internally.

Oversight and Management Responsibilities

Special Management Committee

Flexitallic's Board appointed a Special Management Committee composed of two independent and four non-independent members, including the Chief Executive Officer (CEO), Chief Financial Officer (CFO), representatives from Bridgepoint (our majority shareholder), and an independent Chairperson with expertise in sustainability, energy transition, and new energy markets. This Committee meets regularly to review material risks, business strategy, financial performance, and sustainability progress, forwarding its recommendations to the Board for final review and approval. Sustainability matters are also reviewed twice per year by the full Board.

The Board and the Special Management Committee view sustainability performance as strategically important to Flexitallic's long-term growth. Related and performance metrics are integrated into senior management compensation plans. Our leadership team regularly reviews sustainability-related risks and opportunities, including those linked to climate change, to ensure they are reflected in business strategy and operational priorities.

Corporate Governance Committee

Day-to-day oversight of governance and sustainability priorities is managed by the Corporate Governance Committee, which meets quarterly. The Committee includes the CEO, CFO, Executive VP - Legal, Compliance, and Corporate Governance, and senior leaders from HR, IT, and Supply Chain.

The Executive VP - Legal, Compliance, and Corporate Governance, oversees the Company's governance reporting process by collecting, consolidating, and reviewing information submitted through quarterly questionnaires from each business unit. These questionnaires cover topics including health and safety, quality, business risks, anti-corruption and antitrust compliance, employment matters, claims, litigation, and supply chain performance. In addition, annual sustainability questionnaires are distributed to all Flexitallic group companies to capture data and updates on training, resource efficiency, employee welfare, and responsible sourcing. Insights from both the quarterly and annual questionnaires are reviewed and discussed by the Committee to guide governance decisions, monitor compliance, and identify opportunities for improvement across the organization.

Our Guiding Principles apply to all employees, officers, directors, suppliers, and third parties, setting clear expectations for ethical conduct and sound decision making. Rigorous business practices, combined with oversight from our Board of Managers, safeguard the interests of our Company, employees, customers, and communities.



CORPORATE GOVERNANCE

Ethics and Anti-Corruption Programs



Training

We conduct robust ethics training to ensure employees understand their legal and ethical obligations. New hires receive onboarding training covering safety, ethics, anti-bribery and anti-corruption, harassment prevention, workplace violence, and related topics. All employees complete an annual refresher on governance and ethics policies.

Employees in customer-facing and supplier-interfacing roles receive additional training on anti-bribery, anti-corruption, antitrust issues, and third-party relationship management. Training is delivered through group sessions, online learning, and one-on-one formats. Completion of online compliance courses primarily targeting sales, purchasing, and senior management employees is tracked through NAVEX. In 2025, all employees completed the annual corporate governance training. Additionally, approximately 95% of relevant employees who were required to participate in the NAVEX compliance training successfully completed the program by the deadline.



Policies

We publish the following governance-related policies and statements on our corporate website:

- Anti-Corruption Policy
- Safety Policy
- Statement on Modern Slavery
- Ethics Policy
- Quality Policy
- Reporting Illegal or Unethical Conduct
- Conflict Minerals Policy

Policy reviews follow a three-year cycle. In 2025, we reviewed 66% of corporate governance policies to demonstrate our commitment to good governance as part of recertifying some European operations to EcoVadis.



Compliance and Reporting

Employees are encouraged to report suspected violations of policies or Guiding Principles through supervisors, HR, Legal, or a confidential, anonymous hotline. All reports are investigated promptly, and retaliation is prohibited.

We assess corruption-related risks through quarterly reports from business units and investigate any potential incidents as they arise. Confirmed incidents involving an employee, distributor, or supplier result in immediate corrective action to prevent recurrence. No corruption-related incidents were reported in 2025, and no governance-related compliance investigations occurred.

CORPORATE GOVERNANCE

Cybersecurity

Our operations depend on secure IT networks and systems to manage business functions and protect sensitive information about customers, employees, and third parties. We invest significantly in safeguarding these systems against internal and external threats.

Flexitallic's cybersecurity strategy and policy are overseen by the Global IT Director and CFO, with quarterly updates to the Corporate Governance Committee and annual reviews by the Special Management Committee and Board. Risks are identified through employee reports, management oversight, insurance risk assessments, Board discussions, and supplier alerts.

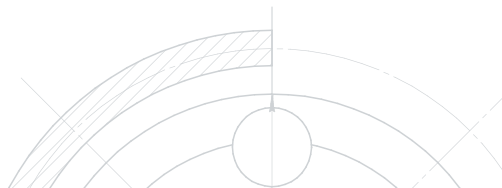
Since 2021, Flexitallic has maintained 24/7 monitoring by a recognized cybersecurity provider. We align with NIST standards, strive to follow ITIL and ISO 27001 best practices, and comply with General Data Protection Regulations. In 2025, we developed an Acceptable AI Usage Policy and our Global IT Director discussed acceptable AI usage during an all-employee meeting. Phishing simulations are conducted periodically, with additional training provided to employees who do not pass. No cybersecurity breaches occurred in 2025.



Supply Chain Compliance

We partner with suppliers that meet our standards for safety, quality, ethics, environmental stewardship, and compliance, as outlined in our Supplier Code of Conduct.

Our supplier due diligence process includes initial qualification and periodic audits. Supplier pre-qualification assessments cover anti-corruption, modern slavery, human trafficking, environmental standards, safety, quality, and delivery performance. Suppliers are evaluated against recognized standards such as ISO 14001 and undergo site visits every two to three years, with remote audits between visits. All suppliers must acknowledge our Anti-Corruption Policy and disclose any instances of non-compliance. In 2025, no supplier non-compliance issues required corrective action.



Appendix

United Nations Sustainable Development Goals (SDGs)

Flexitallic's products and services contribute positively to the achievement of three UN SDGs, which provide a global roadmap for a more prosperous and sustainable future: 6, Clean Water and Sanitation; 9, Industry, Innovation and Infrastructure; and 12, Responsible Production and Consumption.

Specifically, we have identified the following goals where our business activities have the most significant impact:



6.3 By 2030, improve water quality by reducing pollution, eliminating dumping, minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater, and substantially increasing recycling and safe reuse globally.



9.4 By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities.



12.2 By 2030, achieve the sustainable management and efficient use of natural resources.

12.4 By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water, and soil in order to minimize their adverse impacts on human health and the environment.



2025 Sustainability Performance Data

This table contains and refers to information related to the Global Reporting Initiative (GRI) Standards and the Sustainability Accounting Standards Board (SASB) Industrial Machinery & Goods Sustainability Accounting Standard.

Topic	Metric	GRI Code	Location
Employees	Employee Headcount	GRI 2-7 SASB RT-IG-000.B	Located in page 5 of this report. <u>Total Headcount:</u> 2023: 1,171 2024: 1,172 2025: 1,119
	New employee hires and employee turnover	GRI 401-1	Located in page 22 of this report. Total New Hires: 162 Rate of New Hires: 14% <u>Percentage of Female New Hires:</u> Western Hemisphere: 30% Eastern Hemisphere: 37% <u>Percentage of New Hires by Age:</u> Percentage of Employees < 34 years old: 54% Percentage of Employees 35-54 years old: 36% Percentage of Employees > 55 years old: 10%
Anti-Corruption	Operations assessed for risks related to corruption	GRI 205-1	Located in page 26 of this report.
	Communication and training about anti-corruption policies and procedures	GRI 205-2	Located in page 26 of this report. % of employees that received training on corporate governance policies: 100%

APPENDIX

Topic	Metric	GRI Code	Location
Environment	Direct (Scope 1) GHG emissions	GRI 305-1	Located in page 12 of this report. 2023: 6,421 2024: 4,586 2025: 3,709
	Energy indirect (Scope 2) GHG emissions	GRI 305-2	Located in page 12 of this report. 2023: 3,920 2024: 3,884 2025: 2,232
	Energy Management	SASB RT-IG-130a.1	81,169 GJ consumed 51% grid electricity 32% renewable
	New suppliers that were screened using environmental criteria	GRI 308-1	Located in page 27 of this report.
Materials Sourcing	Description of the management of risks associated with the use of critical chemicals	SASB RT-IG-440a.1	See our Conflict Minerals Policy

APPENDIX

Topic	Metric	GRI Code	Location
Employee Health & Safety	Workers covered by an occupational health and safety management system	GRI 403-8	Located in page 14 of this report.
	Work-related injuries	GRI 403-9 SASB RT-IG-320a.1	Located in page 16 of this report. <u>Work-Related Injuries:</u> 2023: 9 2024: 11 2025: 8 <u>Work-Related Fatalities:</u> 2023: 0 2024: 0 2025: 0 <u>Total Number of Lost Days Due to Injury:</u> 2023: 19 2024: 167 2025: 221 <u>TRIR:</u> 2023: 0.67 2024: 0.8 2025: 0.6 The main types of work-related injury: Hand injuries
	Additional safety metrics	N/A	LTIR: 0.53 Near Misses: 786

APPENDIX

Topic	Metric	GRI Code	Location
Diversity and Equal Opportunity	Diversity of governance bodies and employees	GRI 405-1	Located in page 22 of this report. % of total employees who identify as female: 33% % of total leadership who identify as female: 33% % of leadership that is diverse: 46% % of total employees that are ethnically diverse: 70% <u>Employees by Age:</u> Percentage of Employees < 34 years old: 30% Percentage of Employees 35-54 years old: 50% Percentage of Employees > 55 years old: 20%
	New suppliers that were screened using social criteria	GRI 414-1	Located in page 27 of this report.

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