

A photograph of a forest with tall, thin trees and a mossy ground. Sunlight filters through the trees, creating a warm, golden glow. The text is overlaid on the left side of the image.

FOM
TECHNOLOGIES

ESG REPORT

2025

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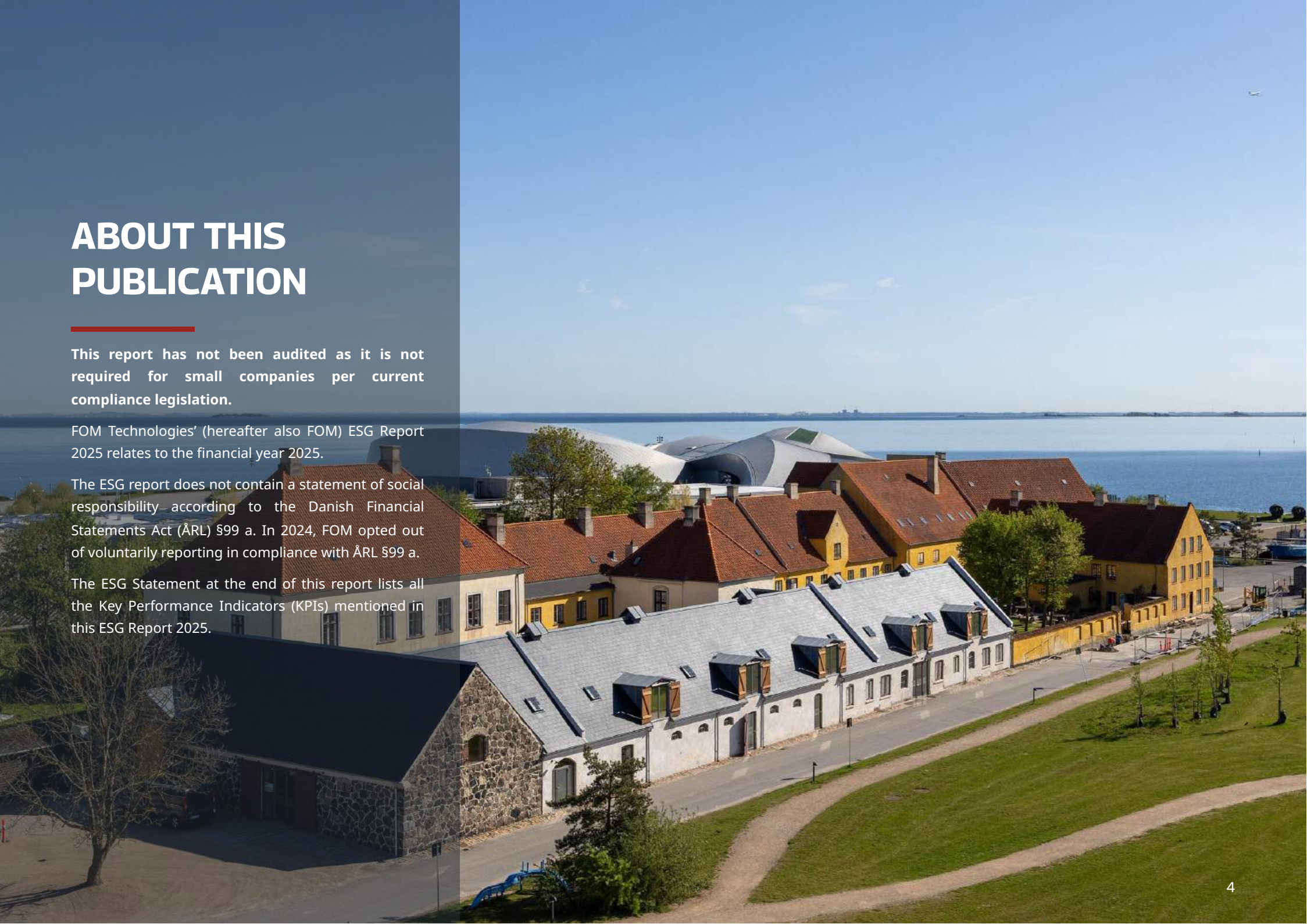
ABOUT THIS PUBLICATION

This report has not been audited as it is not required for small companies per current compliance legislation.

FOM Technologies' (hereafter also FOM) ESG Report 2025 relates to the financial year 2025.

The ESG report does not contain a statement of social responsibility according to the Danish Financial Statements Act (ÅRL) §99 a. In 2024, FOM opted out of voluntarily reporting in compliance with ÅRL §99 a.

The ESG Statement at the end of this report lists all the Key Performance Indicators (KPIs) mentioned in this ESG Report 2025.





LETTER FROM THE CEO

Dear Stakeholders,

I am pleased to present FOM Technologies' ESG Report 2025, providing insight into how Environmental, Social, and Governance (ESG) considerations are integrated into our business as we deliver advanced equipment for materials science.

The year 2025 was marked by continued external uncertainty and shifting market conditions. To best navigate this challenging environment, we have been adjusting our cost and activity levels. Complementing these measures, we successfully completed a rights issue in late 2025, achieving approximately 91% subscription and raising DKK 21.6 million in gross proceeds. The capital raise was essential to strengthen our capital structure as we work toward achieving positive cash flow and EBITDA.

Rather than introducing new ESG initiatives this year, we focused on consolidating existing practices. We reinforced expectations toward our business partners by implementing Codes of Conduct for both suppliers and distributors, clarifying our standards for ethical business conduct and respect for human rights.

During the year, we updated our mission and vision to clearly reflect our role as an enabler of materials science innovation. At the core of our business remains a simple ambition: to help professionals worldwide develop and commercialize new materials through equipment, technology, and knowledge. This combination of strategic focus and technical depth was reflected in our selection as a finalist for the 2025 Cleantech Alliance Awards in the United States, underscoring the relevance of our technology even in a difficult external environment.

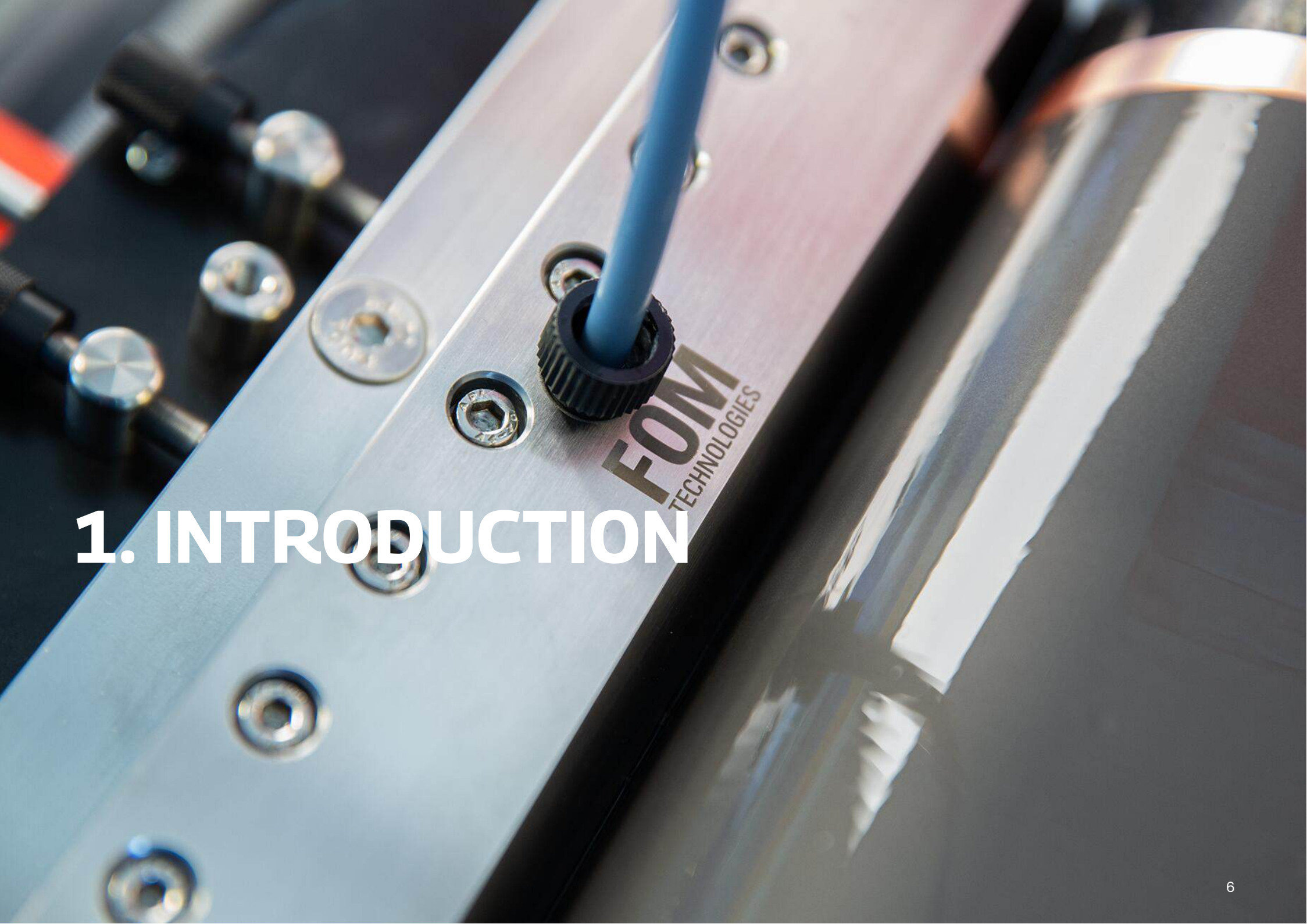
Our people remain fundamental to our success. Their expertise and commitment in a changing environment are vital to how FOM Technologies continues to deliver value.

I invite you to explore this report and gain insight into how we approach ESG matters in a transparent manner, aligned with our size, risk profile, and long-term strategic direction.

Sincerely,

Michael Stadi

Group CEO of FOM Technologies A/S



FOM
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1. INTRODUCTION

1.1 ESG Highlights 2025

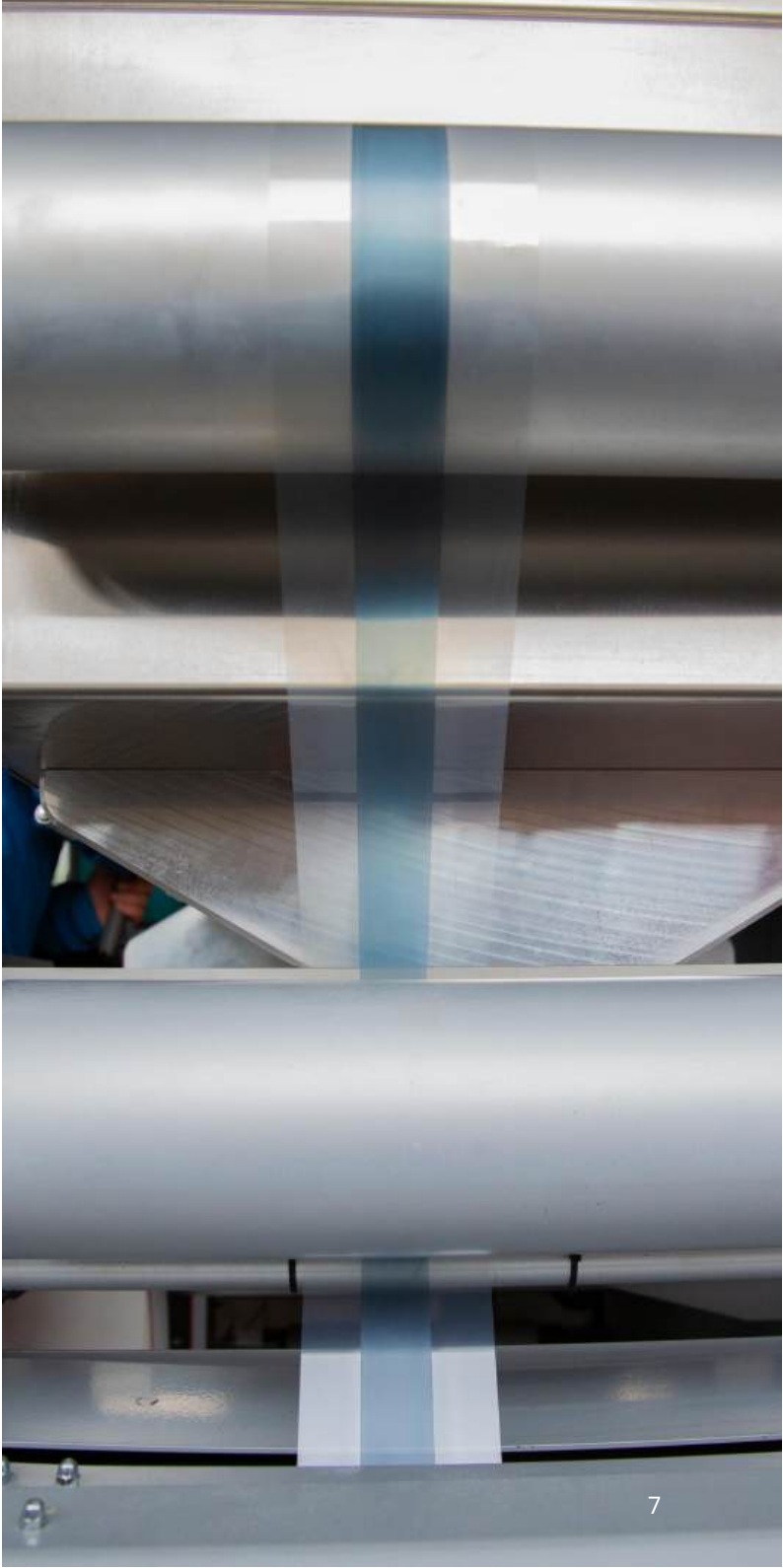
AR | Financial highlights 2025

KEY FIGURES	2025	2024	2023
Total income (Group)	41.6 mio. DKK	51.6 mio. DKK	80.5 mio. DKK
Revenue (Group)	39.1 mio. DKK	44.2 mio. DKK	78.2 mio. DKK
Revenue (Parent, FOM A/S)	34.1 mio. DKK	42.6 mio. DKK	77.7 mio. DKK
Staff costs (Group)	-27.5 mio. dkk	-23.7 mio. DKK	-22.0 mio. DKK
EBITDA (Group)	-24.9 mio. DKK	-14.6 mio. DKK	3.5 mio. DKK
Equity (Group)	52.8 mio DKK	63.0 mio. DKK	73.1 mio. DKK

ESG | Data highlights 2025

The numbering of the key figures below corresponds to the KPI overview enumerated in the ESG Statement at the end of the publication. These KPIs throughout the report are based solely on the parent company, FOM A/S.

#	KEY FIGURES	KEY FIGURES	2025	2024	2023
2	Energy intensity	GJ / mio. DKK	13.7	12.1	n/a
8	CO ₂ intensity	Ton CO ₂ e / mio. DKK	0.3	0.3	n/a
11	Different nationalities	#	13	15	15
15	Gender diversity - whole organization	%	31.0	25.0	30.0
16	Gender pay gap	Ratio (X)	1.3	1.3	1.2
18	Employee satisfaction	1-10	7.7	7.0	7.6





1.2 Who We Are

We are FOM Technologies. FOM stands for **F**uture **O**f **M**aterials. We are a design, research, and engineering-based company specializing in cutting-edge precision slot-die coating technology. The company was founded in 2012 as a spin-out of the Technical University of Denmark (DTU), Risø, focusing on machinery for organic photovoltaics R&D.

We support our customers with our hardware, software, and expertise, enabling scaling of research and innovation in materials science, both in academia and among industry leaders. Whether conducting fundamental research or establishing lab- and pilot-scale production, we support our markets with premium coating platforms to elevate material R&D projects. More on our target industries and application fields can be found in [1.3 Our Markets and Megatrends](#).

Our strategic ambition is to become the leading provider of slot-die coating technology in the field of materials science.

FOM was listed on the NASDAQ First North Growth Market in Copenhagen in 2020.

Mission

To help professionals around the world **discover, develop & commercialize** material science, through **equipment, technology & knowledge**.

Vision

To grow and develop into the **leading company for lab and pilot-scale slot die coating** solutions, enabling material science.

We are born global

FOM Technologies has established a worldwide customer base since its establishment in 2012.

We are a true “Born Global” company with most of our customers around the globe and only a few in Denmark.

We have several hundreds of customers on 6 continents: Europe, North America, South America, Africa, Asia, and Oceania.



We are knowledge leaders

We enable clean energy R&D by bringing industry-grade coating solutions to the R&D environment of leading universities, research institutes, and corporate companies worldwide.

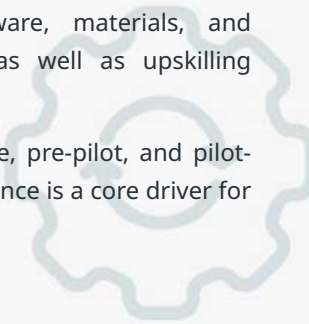
We pride ourselves on our passionate, knowledgeable team of PhDs and postdocs who share their research and expertise with the world through upskilling and leading talks at national and international conferences.



We offer innovation

Our offering includes technology research contributions, coating equipment, ultra-precision print heads, software, materials, and services, including repairs and maintenance, as well as upskilling through courses and training.

All of our efforts are aimed at research, lab-scale, pre-pilot, and pilot-scale production in industries where materials science is a core driver for supporting the solutions of tomorrow.



We partner for success

Our addressable market is vast and growing. That's why we have developed strong manufacturing partners, built on nearshoring and research collaborations, with common goals to sustain global reach.

We have also established global distribution partnerships to cover markets in Europe, the Americas, the Middle East, and the Asia-Pacific region. At present, we have established valuable partnerships with 11 distributors across the globe.





1.3 Our Markets and Megatrends

The target industries for slot-die coating technology encompass a diverse range of high-tech sectors, reflecting the technology's versatile application in both established and emerging markets. While our precision coating solutions are widely used in energy-related research, we are increasingly seeing significant adoption and value-addition across a broad spectrum of industries.

Our primary focus remains on supporting customers who are transitioning from fundamental laboratory R&D to pilot-scale production. To this end, we actively cater to several specialized sectors where precision thin-film coating is a critical enabler, including Defence, MedTech, Direct Air Capture, and beamline synchrotrons, among many others. This multi-application strategy ensures that FOM Technologies remains at the forefront of global materials science innovation across industries.

In the overview on the following page, we present a brief list of application areas for our knowledge, products, and services, followed by an introduction to megatrends in our markets and those specific to slot-die coating.

Energy Storage

Slot-die coating plays a crucial role in the fabrication of energy storage options by enabling precise and uniform deposition of functional materials.

- **Batteries:** Slot-die coating is used for applying cathode and anode slurries onto current collectors in lithium-ion and solid-state batteries. This ensures optimal electrochemical performance, uniform layer thickness, and controlled porosity, all of which contribute to battery efficiency, lifespan, and energy density.
- **Fuel Cells:** The technology is essential for depositing catalyst layers onto membrane electrode assemblies (MEAs), optimizing reaction sites for efficient electrochemical conversion. It also supports the uniform application of proton exchange membranes, enhancing fuel cell durability and power output.
- **Supercapacitors:** Slot-die coating is utilized in the production of high-performance supercapacitor devices, such as electrolyzers, where it enables the controlled deposition of functional layers, including ion-conductive membranes and catalyst coatings, thereby maximizing charge storage and energy conversion efficiency.

Energy Harvesting

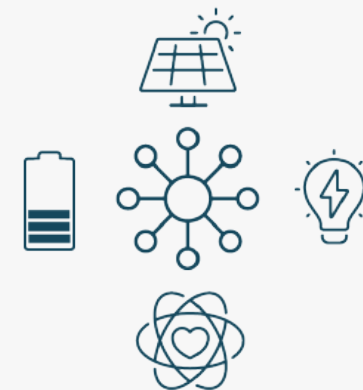
Slot-die coating plays a crucial role in solar energy technologies, where precise material deposition enhances light absorption, carrier transport, and overall efficiency.

- **Tandem PV & Perovskite-Silicon Solar Cells:** Slot-die coating enables multi-layer deposition, ensuring defect-free films with high optical and electrical performance.
- **Thin-Film Solar Panels:** This technology enables the roll-to-roll deposition of semiconductor materials onto flexible substrates, offering lightweight and cost-effective alternatives to traditional silicon panels.

Emerging Applications

Slot-die coating is also a key enabler in high-tech industries requiring precise material layering and functional coatings.

- **Defence:** Slot-die coating enables the production of rugged thin films for sensors, power sources, EMI shielding, and anti-reflective surfaces on flexible or rigid substrates.
- **MedTech:** The technology is used in drug-delivery systems, biosensors, and diagnostic devices, ensuring controlled deposition of biocompatible coatings on medical implants and pharmaceutical films.
- **Beamline Physics & Wafer Coating:** Used for ultra-thin film deposition in semiconductor manufacturing, enabling advanced research in optics, sensors, and integrated circuits.
- **Direct Air Capture (DAC):** Slot-die coating facilitates the application of sorbent materials onto structured substrates, optimizing CO₂ adsorption efficiency in carbon capture systems.
- **Paper & Packaging:** Precise deposition of barrier, heat-seal, and functional layers (oxygen/moisture/grease barriers, bio-based and PFAS-free coatings, antimicrobial features) to enable recyclable, sustainable packaging.



Global Market Megatrends

1. Decarbonization & Renewable Energy Integration

The global shift towards carbon neutrality and renewable energy sources is accelerating. Efforts to integrate renewable energy into power grids, enhance energy storage systems, and mitigate greenhouse gas emissions are crucial for addressing climate change and achieving sustainability goals.

2. Circular Economy & Resource Optimization

The transition towards a circular economy is gaining momentum, focusing on reducing waste, recycling, and designing products with longer life cycles. Industries are increasingly seeking to optimize resource use and minimize environmental impact through more sustainable manufacturing processes.

3. Energy Harvesting & Low-Impact Power Solutions

Energy harvesting technologies, which capture ambient energy from sources like light, heat, and motion, are gaining attention. These solutions are essential for powering small-scale devices and wearables while reducing reliance on traditional energy sources, contributing to sustainability in electronics and IoT.

Slot-Die Coating Megatrends

1. High-Performance Coatings for Energy Storage Devices

Slot-die coating technology is essential for developing advanced coatings for energy storage systems, including batteries and supercapacitors. These coatings help improve performance, efficiency, and longevity, which are vital for the future of clean energy storage solutions.

2. Nanotechnology & Functionality-Driven Coatings

The integration of nanotechnology into coatings is revolutionizing the industry. Slot-die coating enables precise application of functional coatings that provide unique properties, such as self-healing, antimicrobial, and conductive features, unlocking new possibilities for electronics, medical devices, and advanced manufacturing.

3. Digitalization & Smart Manufacturing

The adoption of digital technologies is transforming coating processes. Automation, real-time monitoring, and data analytics are optimizing production efficiency, enhancing quality control, and minimizing energy use. These innovations are crucial for streamlining operations and reducing waste in coating applications.





1.4 ESG Governance

Responsibility for ESG is anchored in the Board of Directors and the Executive Board of FOM Technologies. The Executive Board is responsible for implementing relevant policies and ensuring that corporate practices and working methods align with policies and recommendations for good corporate governance.

Birthe Tofting, a member of the Board of Directors, is the board's designated member concerning sustainability and ESG advisory and governance. Michael Stadi, the Group CEO, is overall responsible for sustainability and ESG in the Executive Board, while operational tasks are delegated to relevant team members and staff as appropriate.

Our sustainability and ESG strategy is revised at least once a year as part of the Board of Directors' annual wheel. Our ESG risk management is an integrated part of the company's overall risk management.

Board of Directors

Executive Board

Senior Management

Staff

ESG Anchoring



ESG Contribution



1.5 Policies

At FOM Technologies, we are committed to transparent communication of company policies and governance measures. That is why we have focused on establishing public and corporate policies to communicate our goals of setting high governance standards and to create a foundation for building trustful partnerships in the future.

The Board of Directors of FOM Technologies has adopted and revised the following ESG-related policies:

- [Anti-corruption and Anti-bribery Policy \(Appendix A\)](#)
- [Environmental Policy \(Appendix B\)](#)
- [Diversity, Equality, and Inclusion \(DEI\) Policy \(Appendix C\)](#)
- [Human Rights Policy \(Appendix D\)](#)
- [People and Social Policy \(Appendix E\)](#)
- [Unconscious Bias Policy \(Appendix F\)](#)
- Whistleblower Scheme

We adopted a formal whistleblower scheme in 2024 to protect our employees and create a safe, secure place for anyone to speak up. The scheme is administered by an external law firm and offers an anonymous reporting option. This policy is available to FOM employees in the internal Employee Handbook.

Our policies are reviewed annually by the Board of Directors and converted into strategy and action plans spearheaded by the Executive Board.





2. ESG PROCESS & STRATEGY

As a business, we support the UN Global Compact – the world's largest voluntary corporate sustainability initiative – and strive to become transparent in our measures to support all principles.

We support the Sustainable Development Goals and strive to contribute and positively impact wherever possible.

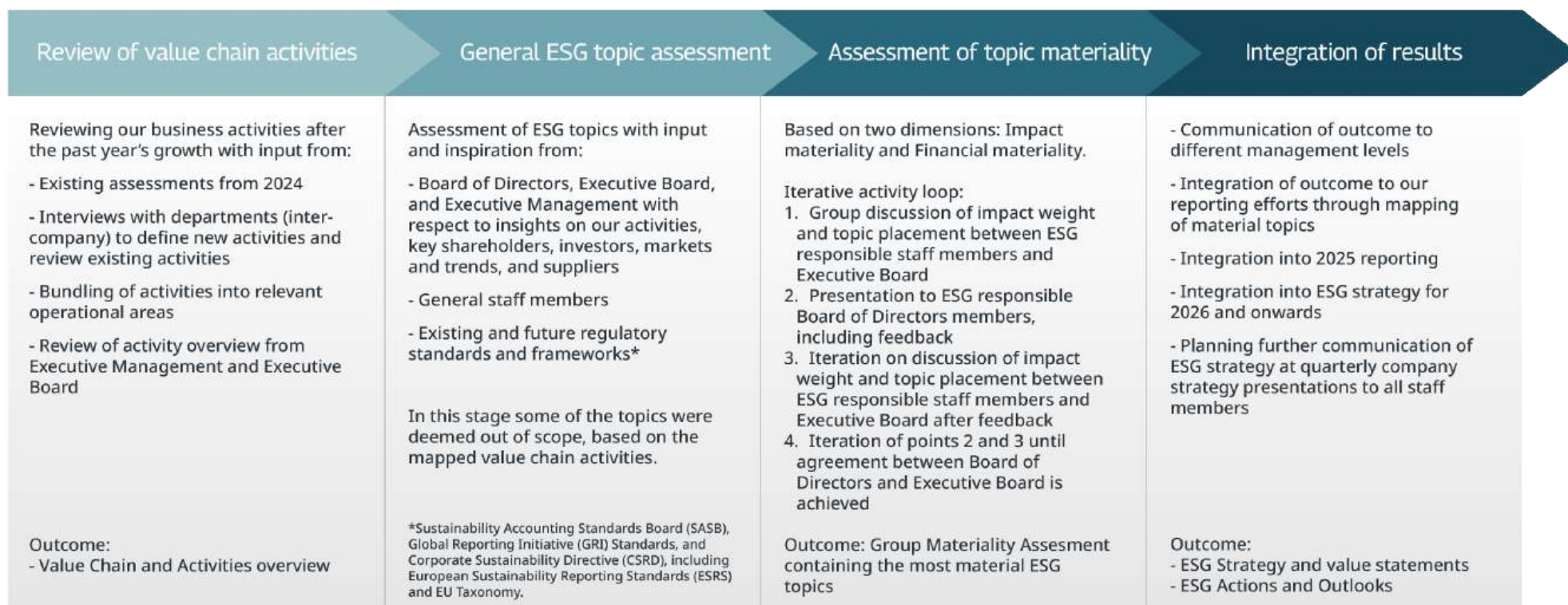
We support the utilization of relevant ESG reporting frameworks to improve comparability, and we aim to adhere to best practice guidelines for reporting in the EU until we are subject to legislation regarding this.

2.1 Our ESG Process

This section will take you through our process to review and identify our material topics related to ESG and how we utilize this to strategize and structure the reporting journey ahead of us.

Our ESG process has been documented to provide transparency in our approach to managing our material topics related to ESG. By defining and grouping our material topics inspired by the Corporate Sustainability Reporting Directive (CSRD) and European Sustainability Reporting Standards (ESRS), we aim to strengthen alignment between our ESG goals and our operations while enabling greater transparency in reporting to our stakeholders.

See below our process of defining and anchoring the most material ESG topics in our strategy.



2.1.1 Value Chain and Activities

At FOM, we recognize that all our activities, direct or indirect, shape our impact on the world. In our sustainability reporting journey, we have consistently adopted a comprehensive approach to evaluating material topics through our activities. While this broader perspective initially requires more of us as a smaller organization, we view it as the most transparent way to recognize the material impacts on global sustainability.

Within our value chain, we categorize activities into three key areas:

1. **Primary activities:** The internal day-to-day activities in FOM include inbound/outbound logistics, product design, procurement management, manufacturing and production, quality assurance, sales and marketing, and service offerings.

2. **Supporting activities:** The activities that guide how we do things, comprising people and culture aspects, including human resources (HR) management, training and development, innovation opportunities, and general business administration, including financial accounting.
3. **External activities:** The external activities impacted by FOM concern producing our equipment and using our products, services, and knowledge.

In combination, these three categories, along with their underlying activities, comprise our business activities. For each of the three categories, we have mapped the underlying activities in greater detail to gain deeper insights into our potential impact areas and material ESG-related topics.



2.1.2 Assessment of Topic Materiality

Based on the defined list of topics in step two of the process, we evaluated relevant ESG topics using insights and guidance from pertinent internal stakeholders, along with considerations of existing and future regulatory standards and frameworks.

Each topic underwent assessment or a review of the assessment along two dimensions:

Impact materiality: An ESG topic is deemed material if it relates to the tangible (current or potential) effects of FOM on people or the environment in the short, medium, or long term.

Financial materiality: An ESG topic is considered material if it triggers, or has the potential to trigger, significant financial implications for FOM, including risks or opportunities that could materially influence cash flows, development, performance, position, cost of capital, or access to finance in the short, medium, or long term.

Group Materiality

In 2024, we reviewed our ESG double-materiality assessment (DMA) to refine how we identify and prioritize ESG topics. For 2025, we maintain the Group Materiality

Picture and the DMA unchanged, focusing on the most material topics in this report to maintain a realistic, aligned view of where we concentrate our efforts. The Group Materiality Picture overview appears on the next page. Throughout this report, our focus remains on transparently communicating our efforts and perspectives on these topics.

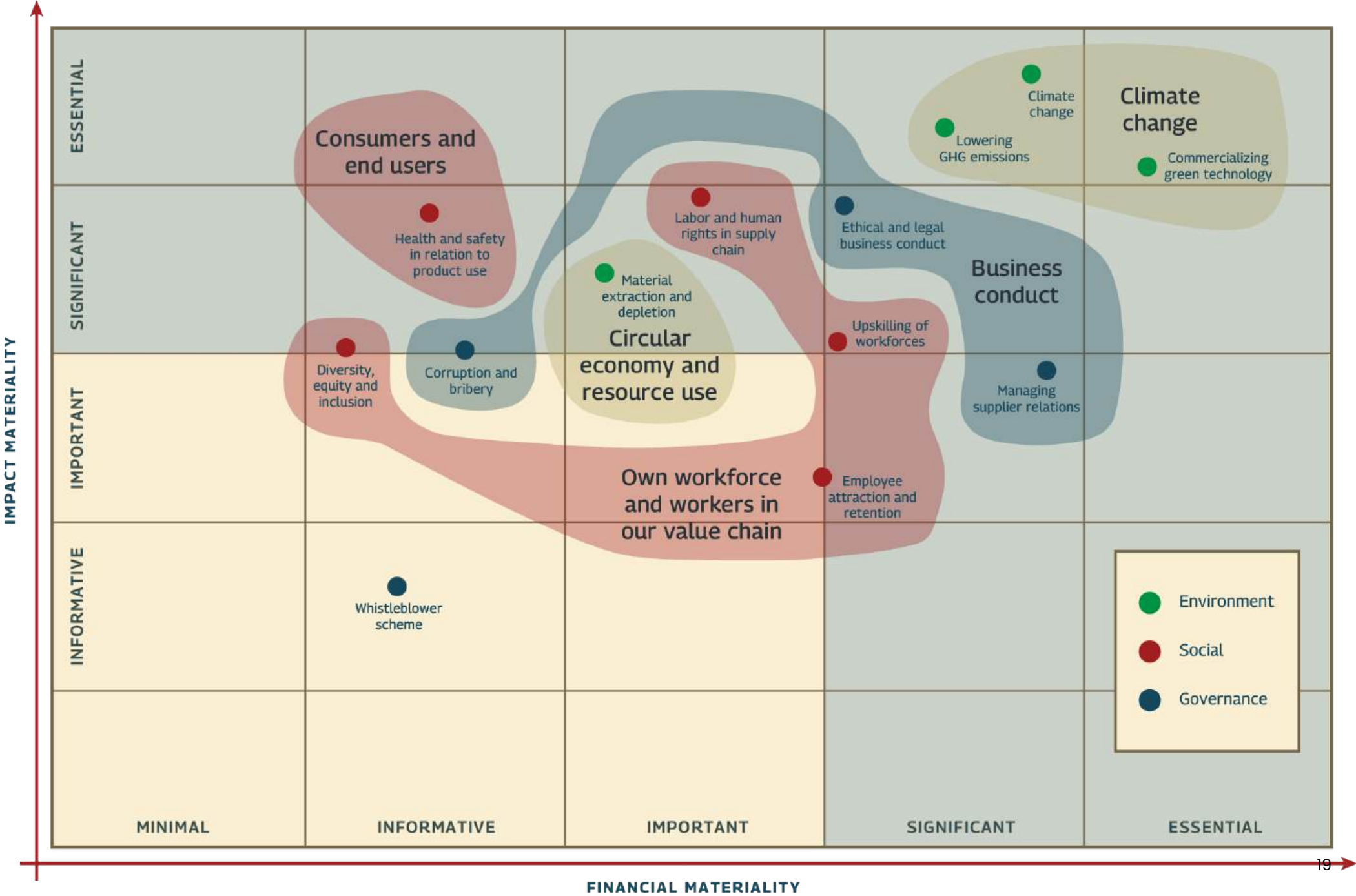
As we progress in our reporting journey, we will review and build on our presented DMA to continuously validate our most material ESG topics.

FOM Technologies Inc. & FOM Technologies AB

To ensure accuracy and proportionality in 2025, our reporting boundary focuses on operations where reliable, decision-grade data is available. Our Seattle, USA office is located in leased premises and is therefore not included in building-level environmental metrics at this time, as landlord-provided data is not accessible. Our Swedish workshop/production site has an operational profile different from that of our headquarters office, and it will be incorporated into our ESG reporting when inclusion becomes mandatory.



2.1.3 Group Materiality Picture



2.2 Sustainable Development Goals (SDGs)

We are committed to advancing the SDGs and working toward a greener future. The SDGs listed below are those most closely aligned with FOM's activities, products, and value chain impacts.



We focus on quality education through several initiatives. As our employees are our primary asset, we continually develop their skills to drive innovation and stay at the forefront. We believe it is essential to make our technology accessible, share knowledge, and establish a framework for a more informed future. We achieve this by disseminating knowledge through E-learning platforms, collaborating with research institutes and open universities to better understand the sustainable possibilities of our technology, and by providing training and educational services to upskill workforces in slot-die coating.

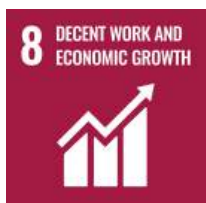
Sub-target 4.4: By 2030, substantially increase the number of youth and adults with relevant skills, including technical and vocational skills, for employment, decent jobs, and entrepreneurship.



We focus on supporting the global demand for cheaper, cleaner, and more efficient energy. We first and foremost do this by supporting researchers and organizations worldwide in manufacturing and innovating clean energy initiatives, such as solar cells and batteries, with higher energy efficiency and reduced material usage in production. Regarding this, we have developed our line of machinery and equipment based on slot-die coating technology, which uses functional organic materials to support a wide range of research applications, including energy harvesting, energy storage, and quantum technology.

Sub-target 7. a: By 2030, enhance international cooperation to facilitate access to clean energy research and technology, including renewable energy, energy efficiency, and advanced and cleaner fossil-fuel technology, and promote investment in energy infrastructure and clean energy technology.

Target 7.3: By 2030, double the global rate of improvement in energy efficiency.



Through our production and distribution of slot-die coating equipment, we strive to ensure that our products and technology are manufactured under ethical and legal conditions, are safe for use, and are utilized correctly. We focus on contributing to the creation of secure working environments in the production, research, and commercial industries by utilizing slot-die coating technology. As a result, we view ourselves not only as manufacturers of slot-die coating machinery and equipment, but also as specialists in our technology and product offerings, covering the educational and upskilling aspects of using or producing slot-die coating technology. In an FOM context, this SDG aligns closely with our contribution to SDG 4.

Sub-target 8.8: Protect labor rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants and those in precarious employment.



We focus on promoting and supporting cleantech industries, scientific research, and innovation globally. We do this throughout our entire value chain – from suppliers to markets. We collaborate with small and well-established research institutes and corporations, providing them with the technological solutions necessary for research and innovation. We invest in fostering innovation and entrepreneurship by providing scalable technology, from lab-scale production to commercialization. More directly, this occurs through our involvement in research projects within core fields, such as batteries, solar, and Power-to-X, which aim to optimize and streamline green energy initiatives. We further focus on internal development, continuously researching and testing our equipment to find more sustainable solutions.

Sub-target 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.

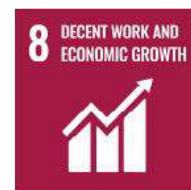
Sub-target 9.5: Enhance scientific research and upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including, by 2030, encouraging innovation and substantially increasing the number of research and development workers per 1 million people and public and private research and development spending.



We focus on responsible consumption and production throughout our value chain. As a small-to-medium-sized enterprise (SME), we aim to foster strong collaboration and enhance circularity throughout our value chain as early as possible to maximize our positive impact on production and consumption patterns. We strive to take responsibility for all activities related to the production and use of our equipment over time and to provide sustainable guidelines for our external collaborations.

Sub-target 12.2: By 2030, achieve the sustainable management and efficient use of natural resources.

Sub-target 12.5: By 2030, substantially reduce waste generation through prevention, reduction, recycling, and reuse.



2.3 ESG Strategy

In 2025, we continue to focus on our short-term ESG strategy, guided by our 2024 double materiality assessment (DMA), and on building a measurable reporting and data foundation. In 2024, we established a new baseline for the report's Environmental KPIs, and in 2025, we are reviewing results to identify areas for improvement.

Given evolving ESG requirements for smaller companies, we apply a proportional reporting boundary and will limit detail on our subsidiaries in the USA and Sweden for now. They will be incorporated into Group ESG reporting when required.

We continue to maintain a close collaboration with our supply chain, raising awareness of ESG topics among smaller providers and learning from peers who are making greater strides in their reporting.

The direct ambition of our current reporting and data collection efforts is to build trustworthiness and transparency in ESG insights and to increase broader awareness of the sustainability agenda.

At FOM Technologies, we have combined the findings from our most material topics and focused SDGs to create the starting point for communicating our long-term strategy. This concludes three value statements we strive to live by throughout our ESG journey:

1) We pave the way for a sustainable future

Concerning Environment matters, we work for a greener future through what we do best. Our slot-die coating technology, knowledge, and equipment support research teams worldwide in developing functional materials for clean energy purposes. It is of high importance to us that all aspects of producing, delivering, and using our equipment are treated with the utmost respect for people and the environment.

2) We advance people, our technology, and our communities

For Social sustainability, our focus is on creating a continuously more diverse, inclusive, and knowledgeable workplace for ourselves and the people in our value chain, including end users. Priding ourselves on being knowledge leaders in our field, we prioritize upskilling across our entire value chain for the technology we develop, produce, use, and innovate on together.

3) We conduct ethical and legal business

In all Governance matters, we aim to conduct business ethically and legally. We focus on labor and human rights governance across our value chain to ensure we enter into ethical collaborations. We further strive to push the sustainability agenda in our supply chain with a focus on governance structures and close partnerships to ensure that our partners and we grow sustainably.



2.4 ESG Actions and Outlooks

Action highlights in 2025

- Updated our value chain assessment with new business initiatives and a more detailed view of activities throughout.
- Maintained our DMA baseline and focused on decision-grade data collection to strengthen the reporting foundation.
- Applied a proportional reporting boundary and, for now, chose not to elaborate in depth on our USA and Sweden subsidiaries.
- Began streamlining our reporting processes and evaluating whether our disclosures need adjustment to comply with future ESG regulations.
- Continued integrating our ESG strategy into day-to-day business (governance, procurement, product development, training, and communications).
- Reviewed and refreshed relevant ESG-related policies to support consistent practices.

Outlook for ESG actions in 2026

In 2026, we will continue to strengthen our reporting foundation with a clear focus on data quality, consistency, and internal controls, while periodically revisiting our DMA and material topics as our activities evolve. We will reassess our proportional reporting boundary and subsidiary coverage in step with regulatory developments and the availability of decision-grade data; streamline KPI definitions; expand coverage where feasible; and deepen collaboration with suppliers to improve upstream data. In parallel, we will prepare for anticipated regulatory changes by aligning our formats, metrics, and disclosures to future requirements to ensure our reporting remains reliable, comparable, and compliant.

We look forward to inviting you follow our journey as we map and understand our impact on the environment and society.



3. ENVIRONMENTAL

At FOM Technologies, we are committed to running our business operations continually more sustainably. We strongly focus on the impact of climate change and reducing the excess use of resources, including a focus on responsible sourcing.

We will continue to seek areas and initiatives to promote more sustainable practices while simultaneously expanding reporting on impacts in our supply chain.

We support the Paris Agreement to reduce greenhouse gas emissions to net zero by 2050 and the Danish Government's climate goals to lower total greenhouse gas (GHG) emissions by 70% by 2030.

3.1 Impact, Risks, and Opportunities Related to the Environment

Global pledges toward achieving net zero and addressing other environmental concerns are catalyzing significant transitions and fostering a growing demand for innovative solutions within the markets we serve. At FOM Technologies, we have a clear opportunity to contribute to the global green transition by delivering research contributions, equipment, and services for cleantech coating solutions, supporting the development of innovative, functional materials that can contribute to a cleaner and more sustainable future.

Aligned with our mission, we see a long-term opportunity to support global agendas to minimize the risks of resource depletion and pollution from material extraction. As a company that develops and delivers technological equipment for markets that also rely on materials extracted from mineral deposits, we recognize the risk of indirect negative contributions to the same agendas. Given the current global research and production trends shaping our industry's supply chain reliability, standard procedures, and market competitiveness, we do not expect these risks to disappear overnight. Our focus is on mitigating our risks and continuously improving our practices as we deepen our awareness of these topics.

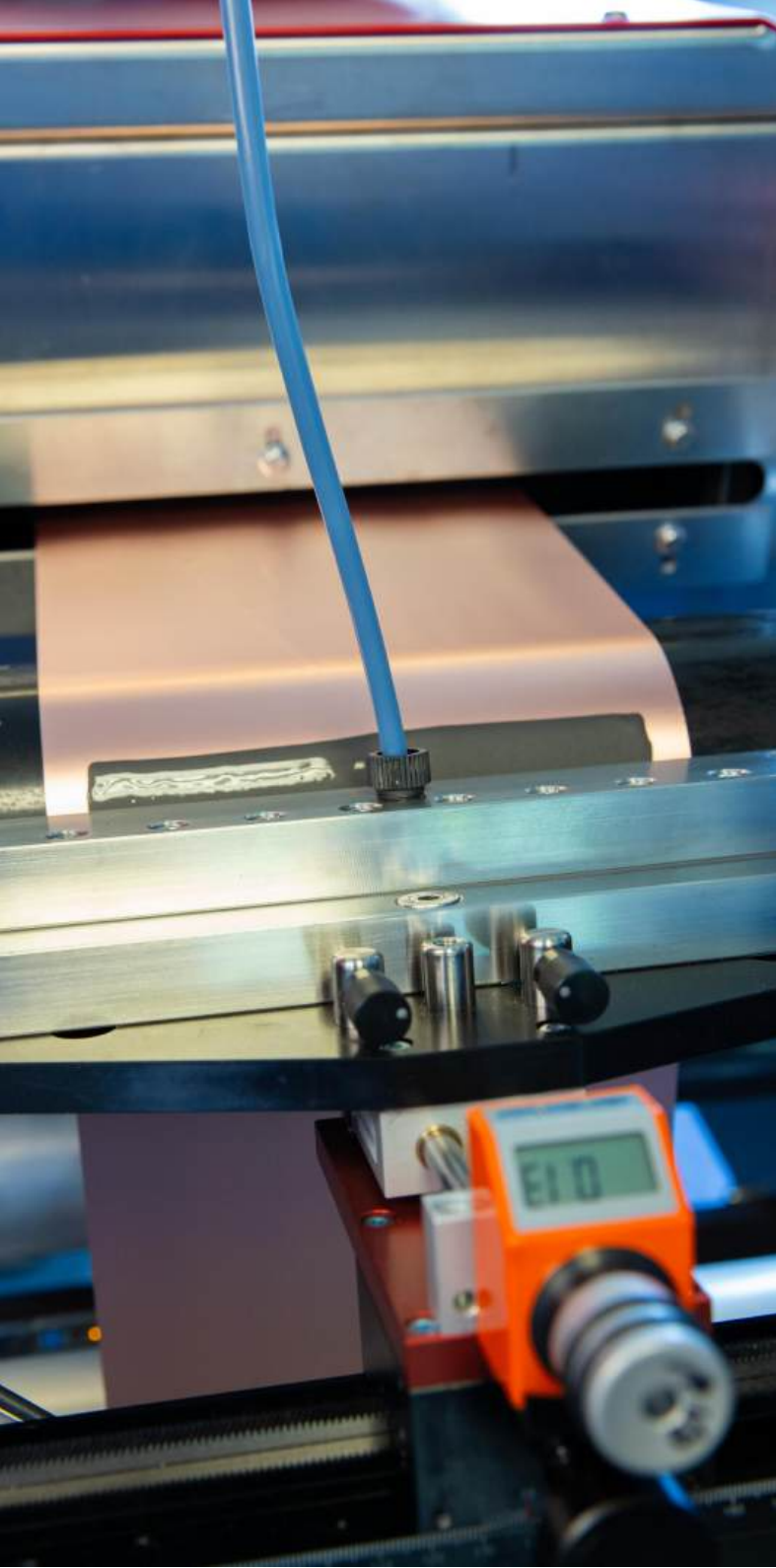
We continue to push the sustainability agenda in our supply chain through closer collaboration with our tier-1 European suppliers, supported by an online platform for sharing ESG-related documents and data to enhance transparency and knowledge exchange. For smaller suppliers, we maintain a focus on building awareness of sustainability and ESG principles and supporting the early stages of their ESG journeys.

3.1.1 Operational Changes Affecting Environmental Metrics

For 2025, we will not include our Swedish workshop/production facility in building-level environmental reporting. In parallel, we have introduced a company minivan to support travel between our headquarters and operational sites, and its use is rigorously measured. It will be incorporated into our Scope 1 reporting. To reduce transport emissions, we have also tightened guidelines for travel to and from Sweden, limiting private car use in favor of pooled company transport.



GHG emissions are globally categorized into 3 scopes under the widely-used international accounting standard, the Greenhouse Gas Protocol. Scope 1 emissions are direct emissions from company-owned and controlled resources. Scope 2 emissions are indirect emissions from purchased energy from a utility provider. Scope 3 emissions are all indirect emissions, not included in Scope 2, that occur in the value chain or company operations.



3.2 Climate Change

While we are a small company of 25, we recognize the importance of our role in global efforts to combat climate change. This is evident in research on functional materials via slot-die coating, which has the potential to contribute to climate change mitigation by enabling the development and commercialization of green technologies. Here, functional materials produced through slot-die coating, such as organic semiconductors for solar cells or light-emitting diodes (LEDs), can enhance energy efficiency, reduce greenhouse gas emissions, and promote the adoption of renewable energy. Additionally, slot-die coating technology offers scalability and a cost-effective manufacturing method for innovative functional materials, enabling broader deployment and accelerating the transition to a low-carbon economy.

Although there are several opportunities to make a positive contribution to climate action, we cannot avoid or mitigate the risks of negative climate impacts without a deeper understanding of our impact across our value chain. Our internal commitment to addressing climate change focuses on reducing our GHG emissions and commercializing green technology to support climate change adaptation. We recognize the importance of addressing material extraction and depletion, as these activities significantly contribute to climate change by emitting greenhouse gases and altering ecosystems. Through our customer engagements and research partnerships, we commit to a strong focus on research contributions that support clean energy innovation and advance climate change mitigation.

As part of our ESG reporting journey, we are actively working to understand and reduce our specific GHG emissions and their negative climate impact. To make meaningful contributions to climate change adaptation, our strategic approach is to reduce our carbon footprint through targeted measures, such as adopting energy-efficient practices and implementing emission-reducing technologies.

We are on the right path with our data collection, and this year we can begin measuring our impact by comparing our emissions with those in the previous report. We continue aiming to minimize our impact on climate change while contributing to a more sustainable future.

3.3 Commercializing Green Technology

While our core contribution is technological, environmental outcomes ultimately depend on how our equipment is applied across research and industrial contexts. Through slot-die coating expertise and engineering capabilities, we support decarbonization and sustainable material development in the markets we serve. This positioning was externally recognized in 2025, when FOM Technologies was selected as one of four finalists for the CleanTech Alliance Award in the Emerging Company category in the United States. The nomination highlights the role of our coating platforms in enabling the commercialization of sustainable materials and clean technology solutions, supporting the transition from research innovation to industrial scale.

3.3.1 Coating the Future of Material Science

The growing demand for renewable energy continues and calls for sustainable solutions in production and storage to combat climate change. At FOM Technologies, we believe that innovative cleantech coating solutions are key to addressing these environmental challenges. This is reflected in FOM Technologies' engineering capabilities in slot-die coating solutions, supporting precise material application and more resource-efficient production processes.

Our machinery supports the transition from lab research to pilot and industrial scale-up by enabling consistent slot-die processes, allowing knowledge, parameters, and quality controls to be transferred efficiently. This accelerates learning, improves reproducibility, and reduces scale-up risk. Through our expertise and unique products, we are proud to contribute to the future of material science, enabling cleaner, more sustainable outcomes.

3.3.2 Research and Innovation

Developing knowledge in cleantech and advancing functional materials remains core to our mission. In 2025, our research portfolio spans EU and national programs in energy harvesting, storage, conversion, and quality control, as well as collaborations with universities, research institutes, and industry partners. The common thread is scaling research and innovation by keeping methods and process parameters consistent from lab R&D to pilot and industrial production.

BATMACHINE (batteries). In 2025, we delivered a modular slot-die coating system integrated with drying and calendaring, completed functionality testing across all modules, and passed factory acceptance testing in early October. The machine was delivered and installed in late 2025, and the project continues with on-site cell production, demonstration, and optimisation until completion in November 2026.



PEPPERONI (solar). Our main 2025 task is the development of a new coating module in-house, following a consortium-approved deviation. Specifications are being finalized, and engineering drawings are being prepared, with delivery planned for spring 2026.

SuPerTandem (tandem PV). The project concluded in September 2025. FOM contributed a production blueprint for slot-die manufacturing of tandem solar cells, including process, cost, and efficiency considerations, alongside smaller technical inputs. Final technical and financial reports are being completed.

Power-to-X metrology. This national project finished in August 2025. Together with DTU and DFM, FOM helped develop and validate an optical thickness measurement setup with dedicated software, tested on FOM equipment.

QualSurf. The consortium placed the project on hold in March 2025 due to a partner's insolvency. A partner substitution is in process with the relevant funding bodies. Activities are expected to resume once approvals are confirmed, with a schedule adjustment.

Beyond project execution, we continued scientific dissemination by participating in targeted conferences. Looking ahead, we are engaging with multiple consortia in 2026, prioritizing applications that extend our coating platforms and support a clear path from lab to pilot to production.

As application areas expand, we continue to develop equipment, software, and expertise aligned with sustainable technologies.

Machine Innovations in 2025

In 2025, we introduced a complete portfolio of roll-to-roll slot-die coating machines to the market.

FOM compact moduloR2R - Built for scale-up teams moving from lab to pilot production. Ideal for university-industry consortia and corporate R&D that need a configurable platform to validate processes, qualify materials, and de-risk tech transfer before investing in full lines.

FOM omicronR2R - Designed for research labs and method developers working with sensitive chemistries. A great fit for perovskites, OPV, sensors, and barrier layers where glove box compatibility and tight process control in limited space are essential.

FOM omegaR2R - Perfect for teaching labs, start-ups, and early-stage process screening. A desktop roll-to-roll that helps teams learn quickly, compare inks and substrates, and build standard operating procedures that carry forward to larger platforms.





3.4 Lowering GHG Emissions

Climate change is closely linked to greenhouse gas (GHG) emissions, which drive the greenhouse effect and contribute to global warming. Addressing GHG emissions is critical to mitigating climate impacts and promoting a cleaner, more resilient future. At FOM Technologies, we are committed to mapping, understanding, and reducing our climate impact through GHG accounting and continuous improvement.

In 2024, FOM acquired a Swedish subcontractor, now operating as FOM Technologies AB, and a company minivan. We are now seeing the effect in our data collection, reporting, and overall GHG emissions. However, while Scope 1 emissions increased significantly, the combined reduction in Scope 2 and 3 emissions has lowered the company's overall GHG emissions.

We continue to report on our GHG emissions in upstream categories, including *Fuel- and energy-related activities* and *Employee commuting*, as well as the downstream category *Transport and distribution*.

3.4.1 Company Transport (Scope 1)

In 2025, we began tracking our company minivan's usage and incorporating the data into Scope 1 reporting. To reduce individual transportation emissions, employees are encouraged to use company-provided transport rather than private cars when traveling to and from Sweden or other facilities.

3.4.2 Headquarters Emissions (Scope 2 and 3)

In 2025, we operate from our rented headquarters in Kastrup, where we continue to track the environmental KPIs established in previous reports and will compare 2025 results against the 2024 baseline for annual electricity, district heating, and water consumption.

After assessing a transition to fully renewable electricity with our landlord, we concluded that the change would be disproportionately resource-intensive at this time. We are therefore not proceeding for now and will revisit the option if conditions change or suitable contractual solutions become available.

Our location remains well-positioned for inbound and outbound logistics, with access to road, air, and sea connections, which helps limit transport distances for day-to-day shipments. We also retain efficiency upgrades implemented at the premises, including sensor-driven LED lighting and water-saving fixtures, and will keep refining office procedures to support lower consumption over time.

We have outsourced the production of our equipment and access to training and research facilities to third parties; therefore, we don't have any in-house emissions or waste related to the production of or



from our products at our headquarters. In addition to the power required for day-to-day office activities, we are responsible for electricity consumption for in-house testing of received goods and for maintaining a showroom of power-supplied equipment for occasional showcasing.

Compared with last year's data, our water consumption has increased, even as the number of full-time employees is lower. Overall, energy consumption at our HQ is lower due to a significant reduction in heating-related energy use.



Our office is...

1 metro stop
from the airport

Right by the
harbour

1 minute
from the highway

Holding more than
270 years of
history

3.4.3 Indirect Emissions (Scope 3)

With the outsourcing of most of our supply chain activities, we are increasingly focusing on mapping our climate change impact areas and associated GHG emissions. Within our supply chain, our starting point for Scope 3 GHG emissions is to assess the energy types and sources used at tier 1 to identify opportunities to reduce the GHG footprint and, in general, to prioritize renewable energy for outsourced energy-intensive activities. Over time, we aim to further improve our understanding of GHG emissions sources across our supply chain and assess appropriate reporting approaches, taking into account proportionality and data availability

In 2025, we continue the work we started in 2024, when we initiated a high-level assessment of ESG-related data availability among our top 10 tier 1 suppliers, prioritized by spend. As part of this process, suppliers were engaged through dialogue and initial requests for information on sustainability and reporting considerations. We have, at a conceptual level, discussed potential approaches to estimating supplier-related emissions for 2025, without applying any calculations or methodologies. We recognize that establishing a long-term data-reporting approach for our machinery's carbon footprint will require ongoing evaluation and development.

We found that several of our key suppliers are already making strides in sustainability. For example, our electrical cabinet provider has transitioned to electric company cars and implemented a recycling program. Other suppliers have started by installing solar panels, reusing water through filtration, joining energy sustainability clusters, and optimizing production processes with automation and energy-efficient technologies. An example of the last-mentioned is a supplier who started using battery-powered robots at night to move stock around the warehouse.



Overall, the decrease in Scope 3 emissions in 2025 is primarily driven by lower sales volumes in the first half of the year. Because several Scope 3 categories are directly linked to sales and procurement, reduced commercial activity results in lower associated upstream and downstream emissions. The change reflects activity levels rather than structural improvements in emission intensity.

Shipping of Goods

It is important that we establish awareness and transparency of our emissions in the areas of transportation and distribution of goods. Being an SME, we recognize that our ability to impact large shipping vendors can be limited. Therefore, our main focus for the near future will be to strive to opt for the most sustainable options available.

The decision to produce our equipment with partners within a relatively short travel distance from Copenhagen is viewed to have the benefit of limiting Scope 3 emissions related to the transportation of goods, as no long-haul flights are required for visits and delivery of goods to our headquarters. Yet, it is acknowledged that we cater to a global market, making it important to seek out the most environmentally friendly solutions to distribute our goods.

Our intention is to create incentives for future improvements and do our best to minimize any negative impact on the environment through shipping and transporting goods.

Business and Travel

Client visits used to be an inevitable part of our work to ensure that equipment would be appropriately installed. Since the COVID-19 pandemic, we have developed a plug-and-play approach that allows clients to set up equipment under our online supervision. We continue to use online supervision when possible for installation, maintenance, and support.

In 2025, we launched our e-learning platform for customers, FOM coatLAB, which provides subscription-based training modules, onboarding guides, and process know-how. The platform reduces the need for extensive travel, shortens ramp-up time, and enables our Science & Learning team to focus in-person visits where they add the most value.

With expanded staff presence in the United States, we can now support customers regionally and limit long international travel. When travel is required, we prioritize efficient planning and virtual-first support to reduce both cost and emissions while maintaining service quality.

3.5 Material Extraction and Depletion

Given that natural resources are limited, we believe every business has a responsibility to use them responsibly and safely. This involves responsible sourcing, consumption reduction, and pollution prevention across our value chain.

While slot-die coating technology enables precise application in surface coating processes across diverse industries, its widespread adoption raises concerns about material extraction and depletion. Slot-die coating technology can have mixed effects on this topic. On the positive side, it enables precise application of coatings, reducing unnecessary raw material use and minimizing waste. This helps conserve resources and mitigate the environmental impact associated with material extraction. However, the production of slot-die coating equipment and functional materials entails the extraction and processing of raw materials, thereby increasing the risk of material depletion. The technology's overall impact on material extraction and depletion depends on factors such as production practices, material sourcing, and user application practices.

Regarding material extraction and depletion, FOM Technologies maintains a high-level understanding of supply chain characteristics and supplier practices. Given that FOM Technologies produces certain components in-house and that the majority of components and raw materials are sourced from external suppliers and subsequently assembled internally, this topic is primarily addressed through engagement with key suppliers rather than through direct control of material sourcing.

In 2025, no new supplier onboarding activities, surveys, or data collection related to material extraction and depletion were conducted. Our approach during the year focused on maintaining dialogue with key suppliers and monitoring developments at a qualitative level. Where relevant, suppliers are requested to provide material documentation and certificates as part of procurement and quality assurance processes.

As supply chain risks and dependencies continue to evolve, we will assess appropriate and proportionate ways to address material-related impacts over time.

Even though many of our end users operate under non-disclosure agreements, we will, through close collaboration with relevant stakeholders and as needed, identify the most sustainable material alternatives to promote responsible sourcing practices in developing new functional materials and mitigate the risk of material depletion.



3.5.1 Increased Circularity Through Service Lifecycle Management

In 2025, service lifecycle management (SLM) remains an integral and essential part of our business. The team continued to provide global maintenance support, remote supervision, and repairs. While no new programs were launched in 2025, SLM focused on maintaining the optimal condition of our installed base by maximizing uptime and extending product lifecycles through timely spare parts, refurbishments, and targeted upgrades where applicable. This approach supports circularity by helping customers keep equipment longer, reducing the need for new materials, and preventing unnecessary resource depletion.



ENVIRONMENTAL

3.6 Actions, Performance, and Development

Action highlights in 2025

- Started tracking and reporting FOM company van emissions data within the energy consumption and Scope 1 GHG emissions.
- The internal ESG team has streamlined environmental data collection and can now confidently compare reported data.
- Continued to standardize the roll-to-roll systems to reduce resources in maintenance, materials, and process downtime.
- Launched the FOM coatLAB e-learning platform.
- Continued active participation in high-impact research projects.
- Achieved recognition as a finalist for the 2025 Cleantech Alliance Award in the US.

KPI performance and development 2025

These KPIs are only considering the parent company FOM Technologies A/S.

#	ENVIRONMENT KPIs	UNIT	TARGETS	2025	2024
1	Energy consumption	GJ	n/a	468.1	517.2
2	Energy intensity (Total energy consumption / Revenue)	GJ / mio. DKK	n/a	13.7	12.1
3	Water consumption	m ³	n/a	181.7	161.1
4	Water consumption / FTE	m ³ / FTE	n/a	7.3	5.4
5	Greenhouse gas emissions - Scope 1	Ton CO ₂ e	n/a	3.6	0.2
6	Greenhouse gas emissions - Scope 2	Ton CO ₂ e	n/a	4.4	6.8
7	Greenhouse gas emissions - Scope 3	Ton CO ₂ e	n/a	3.2	4.3
8	CO ₂ intensity (Total CO ₂ e / Revenue)	Ton CO ₂ e / mio. DKK	n/a	0.3	0.3
9	Ratio of energy consumption for office spaces from renewable energy	%	n/a	0.0	0.0

ENVIRONMENTAL

3.7 Initiatives and Plans

We will in 2026

- Continue our contributions to high-impact research projects and review new projects for involvement.
- Continue our research into where and how slot-die coating can contribute to the future of materials science and the green transition.
- Continue the established collaboration with our tier 1 suppliers and support them where needed in their ESG journey.
- Reflect on the data collected at our headquarters and identify potential improvement points.





4. SOCIAL

At FOM Technologies, we strive for the growth of our employees and to create a work environment where flexibility, development, and safety are at the forefront. We want to give not only our employees but also our suppliers, distributors, and customers the best possible opportunities for upskilling and growth.

We value an inspiring culture where leadership and motivation are key drivers to ensure our employees grow in their positions. We believe that attracting and retaining knowledgeable talent should be a core part of our operations.

Diversity, inclusion, and well-being at work are high priorities, and it is essential that a good working environment is an integrated part of our business.

4.1 Impact, Risks, and Opportunities Related to Social Conditions

Our employees are one of our most significant assets. They bring knowledge, cultural backgrounds, and passion to our business. Our employees are thus both our biggest internal opportunity and risk.

Given the limited global talent pool of highly skilled slot-die coating professionals, we recognize that competition to attract specialized talent extends beyond Danish borders. Therefore, we must ensure that our work environment caters to a diverse range of international candidates and that inclusion is integral to our business. This is a focus as we want to develop and retain the talent we attract.

We see a strong opportunity to align SDGs 4 and 8 to upskill internal and external workforces and promote diverse educational approaches to create safer, more inclusive work environments. We do this by educating ourselves, our customers, and our partners on both the technical and social aspects.

As we outsource a larger share of our value-chain activities, it is important that safe working conditions and equal opportunities for development outcomes are maintained throughout the chain.





4.2 Employee Attraction and Retention

As attracting and retaining talent is crucial to our growth prospects as a smaller organization, we focus on addressing risks and opportunities through the initiatives outlined in this report. We continue to identify the factors that influence our ability to be a more diverse, equal, and inclusive workplace, and we invest in developing the skills of our internal teams.

4.2.1 Consolidating Our People Practices

The rapid growth of prior years prompted us to formalize HR processes and publish an internal Employee Handbook to ensure transparent policies and clear communication. The handbook is updated regularly with relevant information and guidelines, which are presented at our weekly meetings.

Now that the company's growth has stabilized, we have fewer vacancies, but when they do arise, we continue to work with an external HR partner to support searches and reduce the risk of mis-hires. Given our size and low-risk setup, we do not maintain an active Working Environment Committee, as we do not operate heavy machinery or handle dangerous or toxic materials on our office premises.

We also continue to run annual employee satisfaction surveys and Appraisal and Development Dialogues to review results, discuss performance, and identify improvements to working conditions.



In 2025 FOM consists of...

25 individual
talents

13 different
nationalities

8 collaborating
departments

31% gender
diversity

4.2.2 Strategic Organizational Adjustment and Workforce Reduction

While FOM Technologies has historically focused on rapid expansion, the first half of 2025 presented a "perfect storm" of extraordinary geopolitical uncertainty and a temporary standstill in global academic order-flow. To protect the company's capital structure and align costs with fluctuating activity levels, we implemented a strategic workforce reduction of approximately 25% by mid-2025.

This difficult but necessary measure was accompanied by a 20% reduction in salary and remuneration for the Executive Management and the Board of Directors, effective 1 May 2025. These actions were taken to preserve financial resources and to streamline the Group for future growth as market conditions normalize.

These organizational adjustments, together with voluntary resignations as employees pursued new



career opportunities amid restructuring and market uncertainty, resulted in a total employee turnover rate of 60.4% in 2025. As a small organization, staffing changes have a proportionally significant impact on turnover metrics, and management is therefore prioritizing retention efforts and organizational development to support greater workforce stability going forward.

Despite these reductions, we have maintained our core innovation capabilities and continue to invest in the specialized skill sets required to serve our expanding markets in Defence and MedTech.

4.2.3 Reward and Recognition

Recognizing and rewarding colleagues fairly and straightforwardly is crucial for retaining and motivating talent. We are committed to fair pay practices, ensuring that everyone receives appropriate compensation for their work and has opportunities to share in our success. We view reward and recognition as essential to a motivating work and learning environment.

We run annual employee satisfaction surveys and Appraisal and Development Dialogues (ADDs) to review results, discuss performance, identify improvements to working conditions, and consider promotions or additional responsibilities where they align with growth ambitions. We also offer an annual bonus scheme linked to revenue development and value creation (EBITDA).

4.3 Promoting Diversity, Equity, and Inclusion

We focus on enhancing diversity, equity, and inclusion across all organizational levels and roles to create an inclusive environment that retains our diverse talent. We are dedicated to understanding and addressing factors that may impede their progression at FOM and across our value chain.

We recognize that everyone holds personal biases, intentional or unintentional. Therefore, we work to identify these and adopt policies that target, raise awareness of, and minimize bias in the most effective way, to promote a more inclusive and equitable future.

4.3.1 Diversity to Create Better Results

At FOM Technologies, we believe that a diverse team delivers better, more innovative results. We focus on the following areas to support diversity within our organization:

A diverse workforce: Gender, experience, education, nationality, age, and background are key components of a diverse foundation that supports an engaging environment and delivers business results.

Personal leadership styles: We encourage and promote diverse leadership styles to maximize employee engagement.

Our team comprises individuals from 13 different nationalities, speaking various languages and embodying diverse perspectives. We embrace these differences and advocate for actions that foster an inclusive and supportive work environment. It's crucial that every member of the FOM team feels a sense of belonging, enabling them to be their best selves. We understand that when colleagues feel included, valued, and encouraged to contribute meaningfully, FOM will thrive by attracting and retaining the diverse talent we need.

Diversity also goes beyond our employees. We recognize that we operate in heavily male-dominated fields. Across our employees and value chain, we aim to drive diversity. We recognize that the entire field's diversity won't change overnight, but we will do what we can by promoting a diverse workforce.



4.3.2 Creating an Inclusive Workplace

At FOM, inclusion means creating a culture where everyone is welcome. Our People and Social Policy ([Appendix D](#)), along with our internal Employee Handbook, guides our interactions. While recognizing that different approaches work for different people, our values and policies outline how colleagues should behave to promote respect and understanding. Key to this approach is clear and honest communication, and setting the right example.

We recognize that priorities and ambition evolve, and it is important that we support our employees' needs and interests at each stage of life. We focus on the following initiatives to generate an inclusive workplace for everyone at all times throughout their lifetime:

Work-life balance: We offer the option to work remotely or from home, subject to manager approval.

Reduced or part-time working hours: We offer reduced working hours, as well as schedule changes and part-time arrangements.

Senior policy: We have a senior policy for employees aged 60 and over, offering the option to enter into individual senior agreements as an alternative to early retirement.

4.3.3 Equity and Opportunities

We strive to provide equal employment opportunities and continuously address bias in our recruiting to promote a more equitable future. We seek to hire, support, and advance our employees based on their qualifications, skills, aptitudes, and attitudes. Discrimination, harassment, or retaliation is strictly prohibited, and we maintain a zero-tolerance policy.

We strive to create a work environment that provides all employees with development opportunities, regardless of their aptitude or skill set, and to promote equal development outcomes for all.

To enhance social equity in a FOM context, and besides our diversity and inclusion initiatives, we continue to address the following matters:

Income inequality: Addressing disparities in income distribution through activities and initiatives such as:

- *Skill development and training:* Investing in skill development and training programs to empower employees to enhance their capabilities and advance in their careers, thereby increasing their earning potential. More on these initiatives can be found in [Section 4.4 Upskilling of Workforces](#).
- *Employee benefits and support:* Providing benefit packages and support programs that address the needs of employees at all levels, including healthcare coverage and assistance programs, e.g., pension and pension investment schemes. Every employee has the opportunity to speak with our



pension and health insurance providers to update their pension scheme or learn how to use their insurance benefits.

Employment equity: Addressing equal employment opportunities and fair treatment in the workplace, including issues related to hiring practices through activities such as:

- *Awareness of unconscious bias:* We have implemented our People and Social Policy ([Appendix D](#)) and an Unconscious Bias Policy ([Appendix F](#)) in our HR processes.
- *Access to education:* Promoting equitable access to educational opportunities for all employees through initiatives described in section [4.4 Upskilling of Workforces](#).





4.4 Upskilling of Workforces

We see continuous competency development as essential to meeting business requirements, overcoming challenges, and remaining competitive, now and in the future. We believe it is the company's responsibility to ensure that development opportunities are available to all our employees, and we view this as crucial to attracting and retaining talent internally and across our value chain.

4.4.1 Developing and Upskilling Our Employees

FOM Academy, started in 2023, is now fully integrated into our onboarding practices. The program ensures that all employees acquire the necessary knowledge about our products, slot-die technology, and application fields.

Every employee begins with Onboarding Level 1, tailored to the role's required depth of knowledge. Onboarding Level 2 and higher is available for positions requiring more in-depth expertise or for employees seeking to broaden their skills. Training is delivered by FOM staff through TechTalks and workshops covering products, coating principles, and application areas. We recognize and celebrate each employee's progress during our Friday meetings as they reach new milestones within the Academy.

We continue to run Academy sessions throughout the year to support ongoing learning and to keep materials current as our platforms and methods evolve.

LEVEL 	OUTCOME 
Onboarding I	Supplier visits + introduction to coating with PhD researcher
ALL EMPLOYEES	
Onboarding II	Tech Talk product and technology insights + glossary exam on slot-die coating terms
White belt	Detailed products and services knowledge (obtained on specific equipment)
Red belt	Equipment installation and repair abilities (obtained on specific equipment)
Black belt	Coating application abilities (obtained on specific equipment across specific application fields)
RELEVANT EMPLOYEES	

Training programs and results are evaluated at least once a year at the annual ADDs. Moreover, we support further relevant education and training of all employees. All employees can apply for financial support or time allocation for relevant courses and training.



4.4.2 Upskilling of Workforces Externally

We partner with leading institutions worldwide to provide wider access to training facilities and instructions. Our slot-die coating training sessions provide new users with a hands-on introduction to all aspects of precise, continuous, and scalable thin-film production using slot-die coating. Experienced users will also benefit from the opportunity to sharpen their skills, address knowledge gaps, and discuss their most pressing challenges with world-leading instructors during the sessions.

We offer four different training formats for external workforces to develop their skills:

Technology demonstration: Entry-level training for those who want to know what slot-die coating is and see practical examples of FOM equipment.

Application testing: Specialized level upskilling and demonstration, where a FOM scientist teaches how to use a FOM machine to slot-die coat materials used in various application fields such as photovoltaics, batteries, or fuel cells.

Commissioned research: Advanced-level workshop, where a FOM scientist helps improve the participants' coating process. The coating specifications to be reviewed include coated area, wet film thickness, patch coating, and process repeatability, among others.

FOM coatLAB e-learning platform: Launched in 2025, FOM CoatLab is our subscription e-learning hub with step-by-step tutorials, setup guides, and maintenance support for FOM slot-die systems. It complements our Science & Learning training by speeding onboarding, reducing travel, and standardizing methods across teams.

4.5 Health and Safety in Relation to Product Use

We recognize the importance of providing products that are safe to both handle and use. Internally, we see this as a strict requirement for our future growth, not only for our customer segments but also for our reputation and brand image across research, scaled production, and commercial production. As a result of this recognition, we are committed to continuously improving our safety, quality, and compliance in product development and use.

In addition to having our machinery CE-marked (EU) or UL-approved (for use in the US and North America), we continually implement and document additional safety features and compliance checks throughout development and product design. We continuously update our operations manual to prioritize health and safety.

Our Quality Assurance Specialist has continued to refine our equipment quality testing procedures and conduct Factory Acceptance Tests (FAT) for all our machines. This is to assume additional responsibility for managing quality, compliance, and safety risks and to leverage this opportunity to provide our users with the best possible equipment. These tests are conducted either at our workshop in Denmark or Sweden.

We have stopped receiving ink samples and other potentially toxic materials from customers who have requested commissioned research on our machines. Instead, these samples are to be sent directly to Risø Campus, where we collaborate with DTU Electro.

4.5.1 Prioritizing Customer Support

Even though the long-term environmental purpose of our Service Lifecycle Management (SLM) business area, as introduced in section [3.5.1 Increased Circularity Through Service Lifecycle Management](#), is to target services related to extending the life and lifecycle of our product portfolio, it has its roots in customer support and the understanding of our different user cases.

In 2025, the SLM team continued to use our support ticketing system to document resolutions and track potential technical issues for future reference. This enables us to spot patterns, standardize fixes, and expand internal FAQs and troubleshooting guides. As our platforms become more standardized, diagnostics and resolution times improve, and lessons from tickets feed directly into user documentation and maintenance guidance, strengthening the overall customer experience.



SOCIAL

4.6 Actions, Performance, and Development

Action highlights in 2025

- Continued focus on employee development and internal upskilling through established training activities through FOM Academy.
- Launched the FOM coatLAB e-learning hub to support and educate FOM system users.
- Increased the gender diversity across the whole organization.
- Executed a strategic 25% workforce reduction to align with global market activity.
- Implemented a 20% salary reduction for Executive Management and the Board of Directors.

KPI performance and development 2025

#	SOCIAL KPIs	UNIT	TARGETS	2025	2024	2023
10	Total - Full-time employees (FTE)	#	n/a	25	30	27
11	Different nationalities	# out of FTE	n/a	13	15	15
12	Gender diversity - Executive Board	%	n/a	0.0	0.0	0,0
13	Gender diversity - Senior Management	%	≥ 20.0	0	25.0	33.3
14	Gender diversity - Staff	%	≥ 20.0	28.2	27.8	30.8
15	Gender diversity - Whole organization	%	≥ 20.0	31.0	25.0	30.0
16	Gender pay gap	Ratio (X)	n/a	1.3	1.3	1.2
17	Employee sickness absence	Days / FTE	≥ 8.0	4.0	4.9	4.4
18	Employee satisfaction	1-10	≥ 6.5	7.7	7.0	7.6
19	Employee turnover	%	≤ 20.0	60.4	33.3	29.6

SOCIAL

4.7 Initiatives and Plans

We will in 2026

- Further adopt our People and Social Policy ([Appendix D](#)) for FOM employees.
- Organize a First Aid course for management and staff.
- We remain committed to motivating our core team through our incentive programs, ensuring that the organization's specialized knowledge remains a key driver of our 2026 objectives.
- A primary focus for 2026 will be establishing new global sales channels and further strengthening our local presence in the U.S. market.
- Continue building on the system we have in place to handle support requests and complaints from our end users.
- Extend more structured maintenance and support offerings for existing customers.



FOM TECHNOLOGIES

5. GOVERNANCE

FOM Technologies is committed to acting ethically and responsibly in its dealings with suppliers, customers, and all other third parties.

We are committed to acting professionally, fairly, and with integrity in all business dealings and relationships wherever we operate.

As we scale our business, we aim to set the stage for long-term success by focusing on doing the right things and doing them right.

5.1 Impacts, Risks, and Opportunities Related to Governance

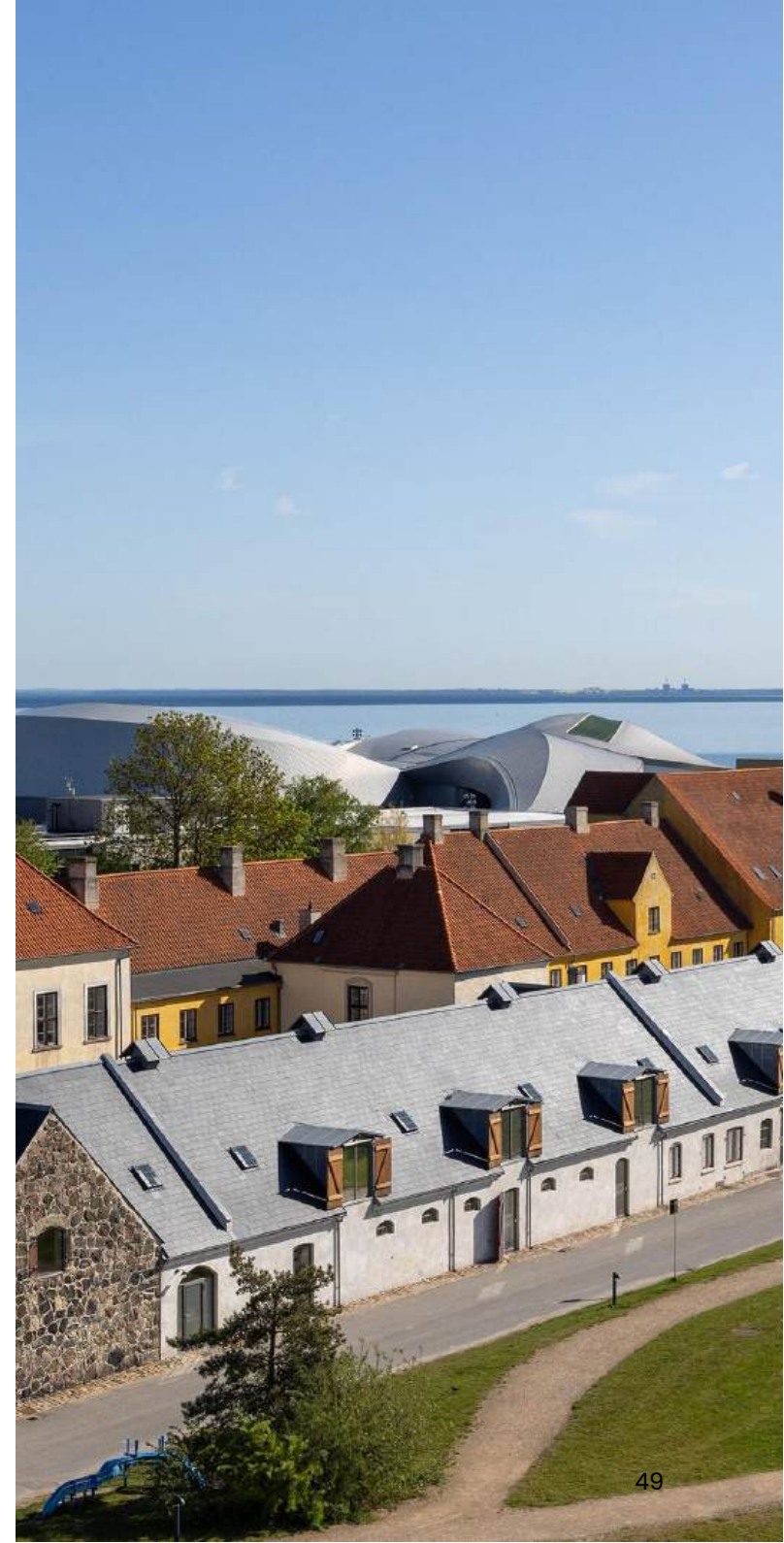
As FOM Technologies continues to expand its customer base beyond academia and further into the corporate sector, the importance of strong governance, ethical business conduct, and responsible third-party relationships has increased. This development introduces both risks and opportunities for governance, particularly in supply chain management, compliance, and reputational integrity.

Operating in a global market, we recognize that corruption risks, regulatory requirements, and human rights standards vary across regions. While no cases of unethical use of our technology have been identified, engagement with third parties inherently exposes the company to risks of corruption, human rights violations, and other forms of ethical misconduct. These risks are primarily associated with suppliers, distributors, and customers operating in different regulatory and cultural environments.

To mitigate such risks, we emphasize governance measures that establish clear expectations for ethical conduct and compliance. Our sourcing strategy, which prioritizes direct main suppliers located near Copenhagen, upholds high standards for labor rights, working conditions, and ethical values. As the company grows, managing governance risks across the supply chain remains a key focus.

In 2025, our approach centered on strengthening governance foundations rather than expanding operational ESG activities. We reinforced expectations for responsible business conduct across our supply chain and applied a proportional approach reflecting differences in supplier size, maturity, and risk exposure. While some suppliers have established ESG policies and monitoring processes, we acknowledge that ESG reporting maturity varies across suppliers. As such, comprehensive ESG data collection was not a focus in 2025.

We see opportunities to further strengthen governance across our value chain over time, including through enhanced supplier engagement, clearer accountability mechanisms, and, where relevant, more structured assessments. These opportunities are considered part of our ongoing evaluation of governance needs and future development.





5.2 Ethical and Legal Business Conduct

Adhering to ethical principles and maintaining integrity are core aspects of our culture.

We are committed to conducting business ethically and honestly and to implementing and enforcing systems that prevent misconduct. We strive to adhere to the highest standards of business conduct, which, at a minimum, includes compliance with Danish law and tax regulations.

It is important to us that our employees and any partnerships share a commitment to high ethical standards in their operations.

5.2.1 Labor and Human Rights

We find violations of human rights to be reprehensible crimes. Actions that exploit workers or deprive them of legally entitled rights and benefits are entirely incompatible with our values and policies and are not accepted. At FOM Technologies, we are committed to respecting labor and human rights and to acknowledging and complying with the requirements of the Universal Declaration of Human Rights, ensuring that no part of the company is complicit in any human rights abuses. We endorse the vision of a world where everyone has access to decent work and can enjoy their universal human rights.

Our stance on this matter is set out in our Human Rights Policy (Appendix B), which covers topics such as modern slavery, child labor, freedom of association, collective bargaining, social, mental, and physical well-being and safety, and disassociation from discrimination.

We expect all employees and partners to share the values reflected in this policy. The policy requires suppliers to avoid any human rights violations. Further information on our efforts to establish governance in this area can be found in sections [5.2.3 Knowing Our Customers](#) and [5.3. Managing Supplier Relations](#).

5.2.2 Corruption and Bribery

FOM Technologies holds a zero-tolerance stance towards corruption and bribery. We have established internal policies and procedures to address bribery and corruption risks, requiring that any suspicions be reported to our team managers, the Executive Board, or our established Whistleblower Scheme. Our Anti-bribery and Anti-corruption Policy ([Appendix A](#)) consolidates our initial approach, covering aspects such as giving and receiving gifts and our view on appropriate hospitality.

We view it as essential to communicate that each employee is responsible for ensuring that FOM Technologies is not involved in any form of corruption or bribery. During onboarding, we ensure that our employees familiarize themselves with the Company's Anti-corruption and Anti-bribery Policy ([Appendix A](#)), and we require that our suppliers, distributors, and partners, in general, do not engage in any human rights violations. Further



information on our efforts to establish governance in this area can be found in sections [5.2.3 Knowing Our Customers](#) and [5.3. Managing Supplier Relations](#).

5.2.3 Knowing Our Customers

We expect our customers to adhere to the same high standards of ethical business conduct that we uphold internally.

We continue to focus on understanding our customers in relation to sales opportunities. This relates specifically to the risk of unethical use, the country's level of corruption, and other relevant factors. In 2025, we updated our Terms and Conditions for Sales and distributed a Code of Conduct for our distributors to sign. This Code of Conduct establishes a common ground for conducting business ethically and sustainably, encompassing anti-bribery, anti-corruption, and human rights principles. We also require that companies with which we do business sign agreements confirming compliance with U.S. Export Regulations.

We operate within the established compliance framework and have not implemented additional compliance guidelines in 2025, as our level of compliance is already very high as a listed company. Our Executive Board and Board of Directors oversee the company's sales and governance activities, assess the need for new compliance guidelines, and implement them as necessary.

5.2.4 Employee Handbook

Our internal Employee Handbook outlines the guidelines for how we conduct business and govern ethical and legal conduct across our operations. The Handbook specifies guidelines and rules on data privacy and GDPR, our IT Policy and guidelines for AI use, adequate working hours, competition law, gift policy, parental leave, and more. We expect all our employees to act in accordance with the Employee Handbook and our published policies.

As we progress with our Employee Handbook, we strive to make more relevant aspects of our guidelines and policies public to enhance transparency around our ESG strategy and core values.

Whistleblower scheme

The whistleblower scheme and policy was published in our internal Employee Handbook in 2024 to enable employees to report concerns about severe or unlawful irregularities confidentially. The scheme is managed by an external law firm supported by the Danish Data Protection Agency's system, with designated members of the Board of Directors governing reported matters to protect all parties involved. We are pleased to inform that no cases have been reported during 2025. We continue to view this scheme as crucial for fostering a culture of transparency and safeguarding the company's integrity.

5.3 Managing Supplier Relations

Supplier relations are an integral part of FOM Technologies' governance framework and approach to ethical and responsible business conduct. We aim to manage supplier relationships to ensure legal compliance, mitigate governance risks, and align our supply chain with the company's values and standards.

5.3.1 Governance of Supplier Conduct

In 2025, our primary supplier governance activity was formalizing expectations for key suppliers through a Supplier Code of Conduct. The Supplier Code of Conduct sets out requirements related to ethical business conduct, anti-corruption, labor and human rights, and compliance with applicable laws and regulations.

The Code of Conduct was distributed to our top 10 suppliers, all of whom formally acknowledged and signed the document during the year. This establishes a shared baseline for responsible conduct and clarifies expectations within our tier 1 supply chain.

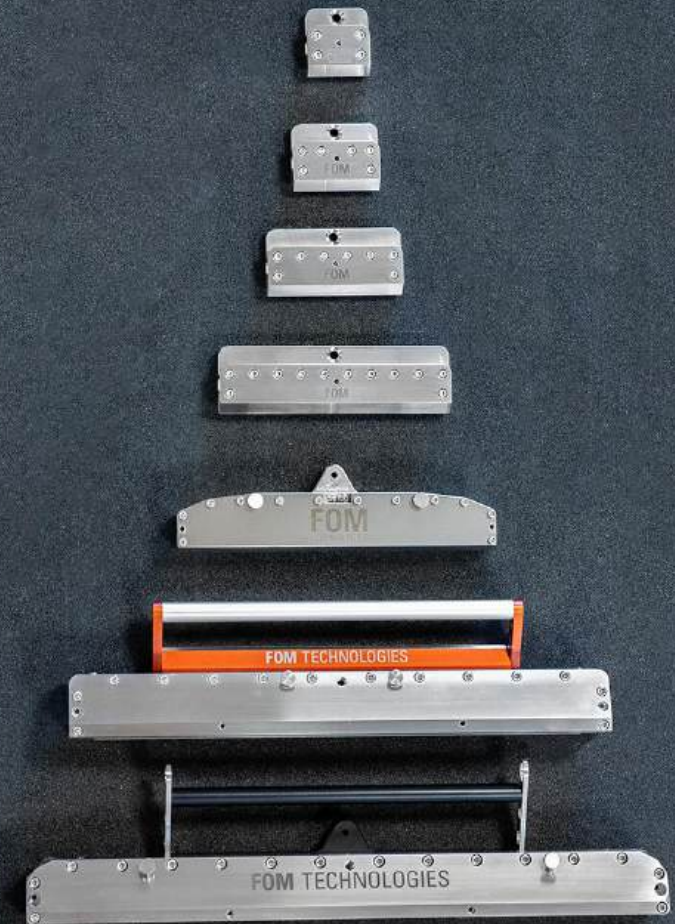
No additional ESG data collection, supplier audits, assessments, or training activities were conducted in 2025. The Supplier Code of Conduct currently serves as the primary governance instrument for supplier relations, and further measures will be evaluated as part of the company's ongoing governance assessment.

5.3.2 Responsible Procurement

Responsible procurement is embedded in FOM Technologies' overall governance and risk management framework. We seek to engage with suppliers that demonstrate integrity, compliance, and alignment with recognized ethical standards.

Our procurement strategy continues to emphasize nearshoring, with the majority of equipment production sourced from suppliers located in Scandinavia, Northern Europe, and the Baltics. This geographic focus supports regulatory compliance and reduces governance-related risks within our tier 1 supply chain. We also collaborate with established component suppliers that maintain their own governance and compliance frameworks.

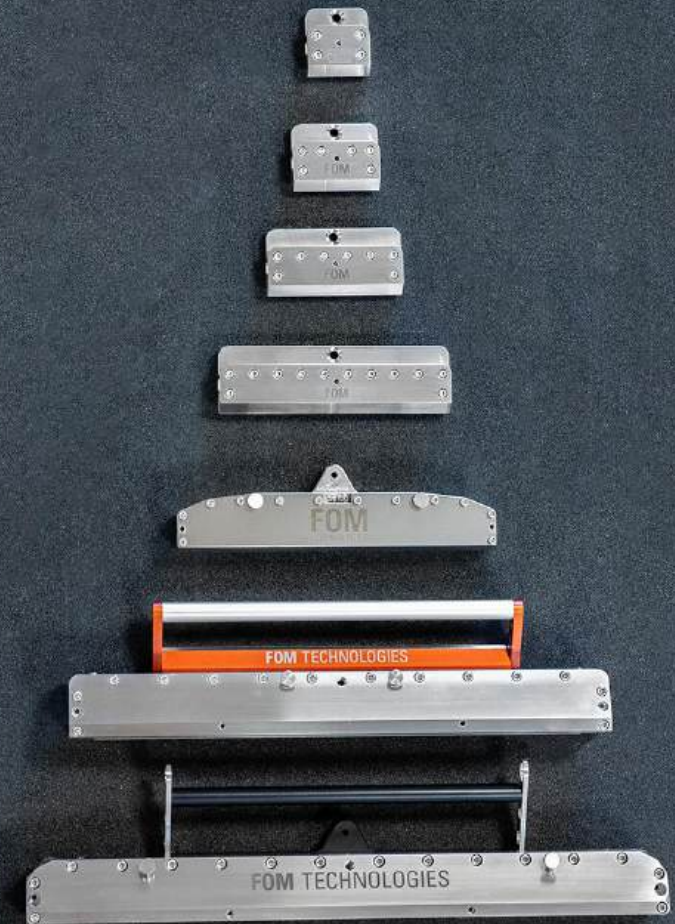
Procurement activities are carried out in accordance with internal procedures approved by the Board of Directors, including internal review processes for supplier selection and contract approvals. No new procurement or supplier governance guidelines were introduced in 2025.



5.3.3 Labor and Human Rights in Supply Chain

Respect for labor and human rights is a fundamental component of responsible supplier management. Given the geographic concentration of our main suppliers in jurisdictions with strong labor and human rights protections, we assess the overall risk in our tier 1 supply chain as limited. However, we remain aware that risks may arise beyond direct suppliers.

In 2025, our approach to labor and human rights in the supply chain focused on setting clear expectations through the Supplier Code of Conduct. By signing the Code of Conduct, suppliers confirm their commitment to respecting human rights, ensuring fair working conditions, and complying with applicable labor laws. This approach is consistent with our broader governance framework and supports alignment with the principles described in [Sections 5.1](#) and [5.2](#).



5.5 Board of Directors and Executive Board

See right a visual representation of the Board of Directors (BoD) and Executive Board. There were no changes to the BoD or Executive Board during 2025.

Overall, the distribution of gender and nationalities across the BoD and the Executive Board is 40% women and 60% men, with one nationality represented. The gender division on the Board of Directors specifically is 50% women and 50% men.

The governing organ as a whole has higher gender diversity than the rest of the organization, while nationality diversity is significantly higher across the FOM organization as a whole than within the governing organ. In conclusion, we strive to improve overall diversity as the company grows.

5.5.1 Participation in Board Meetings

Since the founding of FOM Technologies, the number of participants has always been recorded at board meetings as part of the documentation. The participation percentage at board meetings throughout 2025 has remained at 100% for both the BoD and the Executive Board.

5.5.2 CEO vs. Employees Pay Gap

At FOM Technologies, the CEO's compensation-to-median-employee-salary ratio is 2.0. This figure reflects the 20% reduction in salary and remuneration for members of the executive management and the board of directors, effective 1 May 2025. In FOM, we have not set a target for this KPI as the median salary across 25 employees can quickly skew with a smaller workforce. As the organization grows, we will strive to set a fair target for this KPI.

Board of Directors



Andreas Nielsen
Chairman of Board



Karina Rothoff Brix
Board member



Birthe Tofting
Board member



Birger Sørensen
Board member

Executive Board



Michael Stadi
Group CEO

GOVERNANCE

5.6 Actions, Performance, and Development

Action highlights in 2025

- Drafted, approved, and implemented a Supplier Code of Conduct, establishing expectations related to ethical business conduct, anti-corruption, labor and human rights, and legal compliance.
- Distributed the Supplier Code of Conduct to key suppliers and obtained a formal signed acknowledgment.
- Finalized and implemented a Code of Conduct for distributors to reinforce ethical and responsible business practices in sales-related activities.
- Maintained the whistleblower scheme, ensuring continued awareness of reporting channels and whistleblower protections.
- Maintained internal governance controls related to IT security, data protection, and responsible use of digital tools, including cybersecurity awareness and restrictions on unauthorized software and AI use.
- Successfully executed a capital raise through a rights issue, which was approximately 91% subscribed, raising DKK 21.6 million to ensure at least 12 months of working capital.

KPI performance and development 2025

#	GOVERNANCE KPIs	UNIT	TARGETS	2025	2024	2023
1	Gender diversity - Board of directors	%	≥33.3	50	50	66.7
2	Presence at board meetings	%	≥75	100	100	100
3	CEO vs. Employees' pay gap	Ratio (X)	n/a	2.0	2.4	2.1

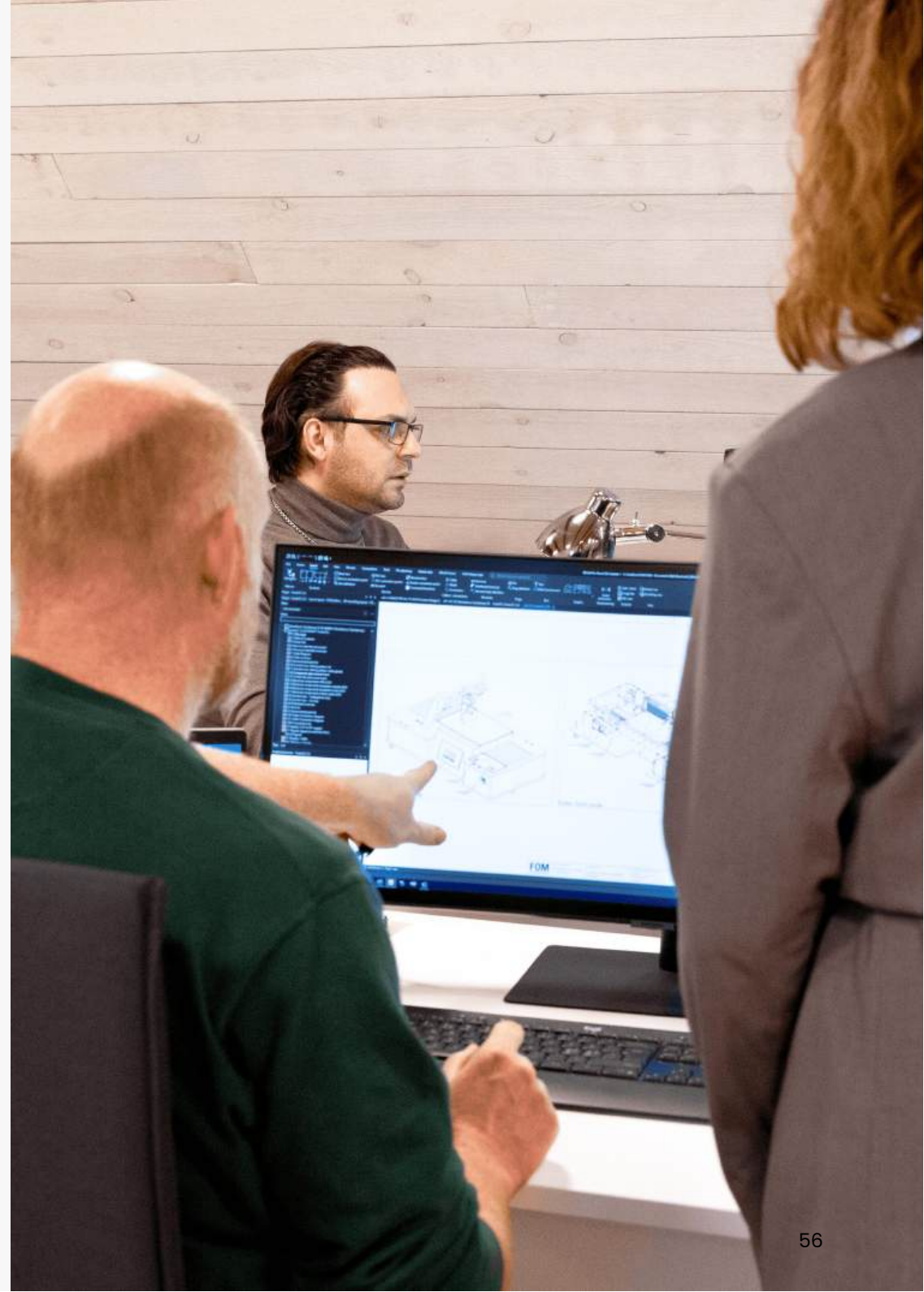
GOVERNANCE

5.7 Initiatives and Plans

We will in 2026

- Review existing governance policies and codes of conduct to ensure continued relevance and alignment with regulatory developments and business activities.
- Consider further alignment of distributor agreements with the principles set out in the Distributor Code of Conduct.
- Gradually extend the application of the Supplier Code of Conduct to additional suppliers, based on relevance and risk considerations.
- Evaluate opportunities to improve internal structures and processes supporting governance and compliance as the organization grows.
- Explore appropriate and proportionate approaches to structuring future supply chain data collection and reporting.

All initiatives are subject to ongoing assessment and prioritization and will be implemented in line with available resources and business needs.





6. EU TAXONOMY ELIGIBILITY

The EU Taxonomy Regulation is a framework for classifying “green” or “sustainable” activities. The EU Taxonomy is part of the European Union’s Green Deal and enables investors to understand whether the economic activities of companies are sustainable and to help them navigate the transition to a low-carbon economy.

As of 2025, FOM Technologies is not subject to the EU Taxonomy. During the financial year 2023, we started the process of investigating how we can adhere to the guidelines. We have identified that we do have eligible activities, as our core activities fall under the category “climate change adaptation” in the category “Professional, scientific and technical activities involving close to market research, development, and innovation.” Some of our research activities within this field could be eligible to fall under the category of “climate change mitigation” due to our participation in research projects with targets for achieving a Technology Readiness Level (TRL) of 7 by 2026.

As it has been established that we are eligible to report on the EU Taxonomy, we have begun the process of understanding the different requirements for this, so we can be best prepared for complying with this in due time.

7. ESG STATEMENT

Our ESG Statement is based on the ESG Key Figure Overview from NASDAQ, FSR, and CFA Society Denmark. Over the coming years, we will continue to build on these as we progress with our data collection and reporting.

#	ENVIRONMENT KPIs	UNIT	TARGETS	2025	2024	2023	2022
1	Energy consumption	GJ	n/a	468.1	517.2	n/a	n/a
2	Energy intensity (Total energy consumption / Revenue)	GJ / mio. DKK	n/a	13.7	12.1	n/a	n/a
3	Water consumption	m ³	n/a	181.7	161.1	n/a	n/a
4	Water consumption / FTE	m ³ / FTE	n/a	7.3	5.4	n/a	n/a
5	Greenhouse gas emissions - Scope 1	Ton CO ₂ e	n/a	3.6	0.2	n/a	n/a
6	Greenhouse gas emissions - Scope 2	Ton CO ₂ e	n/a	4.4	6.8	n/a	n/a
7	Greenhouse gas emissions - Scope 3	Ton CO ₂ e	n/a	3.2	4.3	n/a	n/a
8	CO ₂ intensity (Total CO ₂ e / Revenue)	Ton CO ₂ e / mio. DKK	n/a	0.3	0.3	n/a	n/a
9	Ratio of energy consumption for office spaces from renewable energy	%	n/a	0.0	0.0	0.0	100*
*According to the landlord at the time.							

#	SOCIAL KPIs	UNIT	TARGETS	2025	2024	2023	2022
10	Total - Full-time employees (FTE)	#	n/a	25	30	27	17
11	Different nationalities	# out of FTE	n/a	13	15	15	8
12	Gender diversity - Executive board	%	n/a	0.0	0.0	0.0	0.0
13	Gender diversity - Senior management	%	≥ 20.0	0.0	25.0	33.3	33.3
14	Gender diversity - Staff	%	≥ 20.0	28.2	27.8	30.8	16.7
15	Gender diversity - Whole organization	%	≥ 20.0	31.0	25.0	30.0	17.7
16	Gender pay gap	Ratio (X)	n/a	1.3	1.3	1.2	1.0
17	Employee sickness absence	Days / FTE	≤ 8.0	4.0	4.9	4.4	2.5
18	Employee satisfaction	1-10	≥ 6.5	7.7	7.0	7.6	7.7
19	Employee turnover	%	≥ 10.0	60.4	33.3	29.6	5.9

#	GOVERNANCE KPIs	UNIT	TARGETS	2025	2024	2023	2022
20	Gender diversity - Board of directors	%	≥ 33.3	50.0	50.0	66.7	66.7
21	Presence at board meetings	%	≥ 75.0	100.0	100.0	100.0	100.0
22	CEO vs. Employees' pay gap	Ratio (X)	n/a	2.0	2.4	2.1	1.8



8. NOTES TO ACCOUNTING STATEMENT AND ACCOUNTING PRINCIPLES

About this statement

The ESG data has been compiled to ensure a high degree of transparency between FOM Technologies and our stakeholders on Environment aspects, Social conditions, and Governance issues.

We have applied the accounting principles suggested in the Danish Business Authorities' ESG KPI catalog. Reporting of accounting principles applies only to KPIs for which we have been able to retrieve and report data for the financial year 2025.

In 2025, all KPIs are measured and calculated for the parent company, FOM Technologies A/S, not including any of our subsidiaries.

1. Energy consumption

Calculated as the parent company's (FOM A/S's) consumption of energy measured in GJ.

2. Energy intensity (Total energy consumption / Revenue)

Calculated as the parent company's (FOM A/S) total consumption of energy measured in GJ divided by FOM A/S's Revenue in Mio. DKK.

3. Water consumption

Calculated as the parent company's (FOM A/S) consumption of water measured in m³.

4. Water consumption / FTE

Calculated as the parent company's (FOM A/S) consumption of water measured in m³ divided by the number of FTE in FOM A/S.

5. Greenhouse gas emissions - Scope 1

Scope 1 contains the emissions from use of the company van, and is calculated using the public governmental site provided by the Danish Business Authorities, Klimakompasset.dk (input is only based on the parent company, FOM A/S).

6. Greenhouse gas emissions - Scope 2

Scope 2 considers purchased electricity and heating, and it is calculated using the public governmental site provided by the Danish Business Authorities, Klimakompasset.dk (input is only based on the parent company, FOM A/S).

7. Greenhouse gas emissions - Scope 3

Scope 3 contains the use of electricity and heating in leased assets along with indirect measures of diesel use for the company van, and is calculated using the public governmental site provided by the Danish Business Authorities, Klimakompasset.dk (input is only based on the parent company, FOM A/S).

8. CO₂ intensity (Total CO₂e / Revenue)

Calculated as the company's (FOM A/S) total ton CO₂ emission divided by FOM A/S's Revenue in Mio. DKK.

9. Ratio from renewable energy

Calculated as the ratio of renewable energy as part of total energy consumption (input is only based on the parent company, FOM A/S).

10. Total – Full-time employees (FTE)

Total FTEs have been calculated as the sum of full-time employees + full-time equivalents of temporary and part-time employees on average during the calendar year 2025 (input is only based on the parent company, FOM A/S).

11. Different nationalities

Calculated as the number of nationalities in the organization at the end of the calendar year 2025 (input is only based on the parent company, FOM A/S).

12. Gender diversity – Executive board

The gender diversity in the Executive Board has been calculated as (total number of women employees among the Executive Board ultimo 2025 / total number of employees in the Executive Board ultimo 2025)*100, (input is only based on the parent company, FOM A/S).

13. Gender diversity - Senior management

The gender diversity in Senior Management has been calculated as (total number of women employees among Senior Management ultimo 2025 / total number of employees in Senior Management ultimo 2025)*100, (input is only based on the parent company, FOM A/S).

14. Gender diversity - Staff

The gender diversity in Staff has been calculated as (total number of women employees among Staff ultimo 2025 / total number of employees in Staff ultimo 2025)*100, (input is only based on the parent company, FOM A/S).

15. Gender diversity - Of the whole organization

The gender diversity in the whole organization has been calculated as (total number of women employees among the whole organization ultimo 2025 / total number of employees in the whole organization ultimo 2025)*100, (input is only based on the parent company, FOM A/S).

16. Gender pay gap

The gender pay gap has been calculated as the median salary for all employed men divided by the median salary for all employed women (input is only based on the parent company, FOM A/S).

17. Employee sickness absence

Employee sickness absence has been calculated as total hours of absence due to sickness divided by total working hours (input is only based on the parent company, FOM A/S).

18. Employee satisfaction

Has been calculated as the average score 1-10 (1 lowest - 10 highest) of all Appraisal and Development Dialogue (ADDs) in the calendar year 2025 (input is only based on the parent company, FOM A/S).

19. Employee turnover

Employee turnover in 2025 has been calculated as (voluntary + involuntary FTEs leaving / average number of FTEs)*100, (input is only based on the parent company, FOM A/S).

20. Gender diversity – Board of directors

The gender diversity in the Board of Directors has been calculated as (total women among the Board of Directors ultimo 2025 / total members of the Board of Directors ultimo 2025)*100.

21. Presence at board meetings

Presence at board meetings has been calculated as (total members of absence at all board meetings during the calendar year 2025 / total members present at all board meetings during the calendar year 2025)*100.

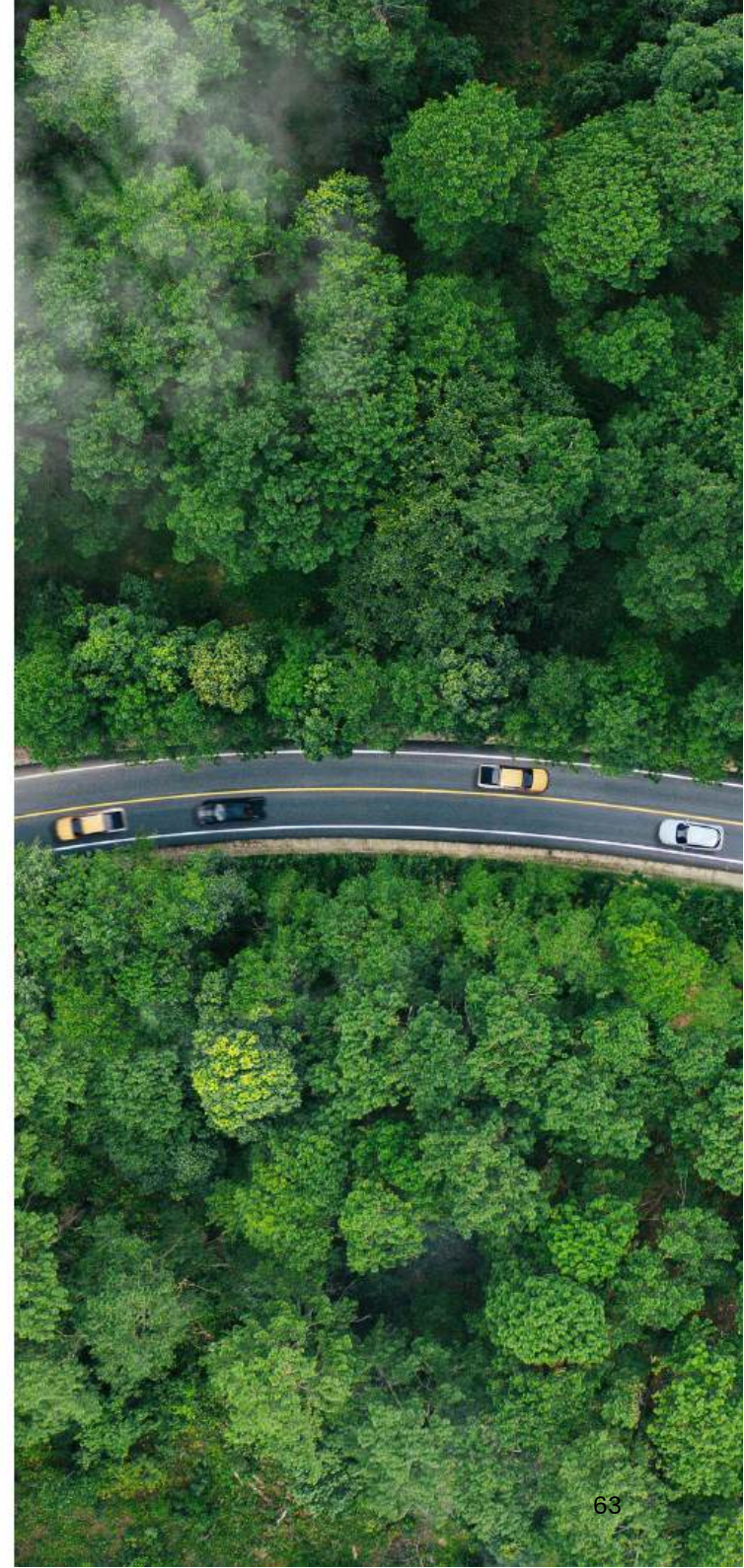
22. CEO vs. Employees pay gap

The CEO pay gap has been calculated as CEO compensation compared to the median salary of all employees for the calendar year 2025 (input is only based on the parent company, FOM A/S).

FOM

TECHNOLOGIES

FOM Technologies | (+45) 88 70 89 00 | info@fomtechnologies.com |
Bryggergaarden 2 | 2770 Kastrup, Denmark | Company nr: DK 34715726



9. APPENDIX

[Appendix A - Anti-corruption and Anti-bribery Policy](#)

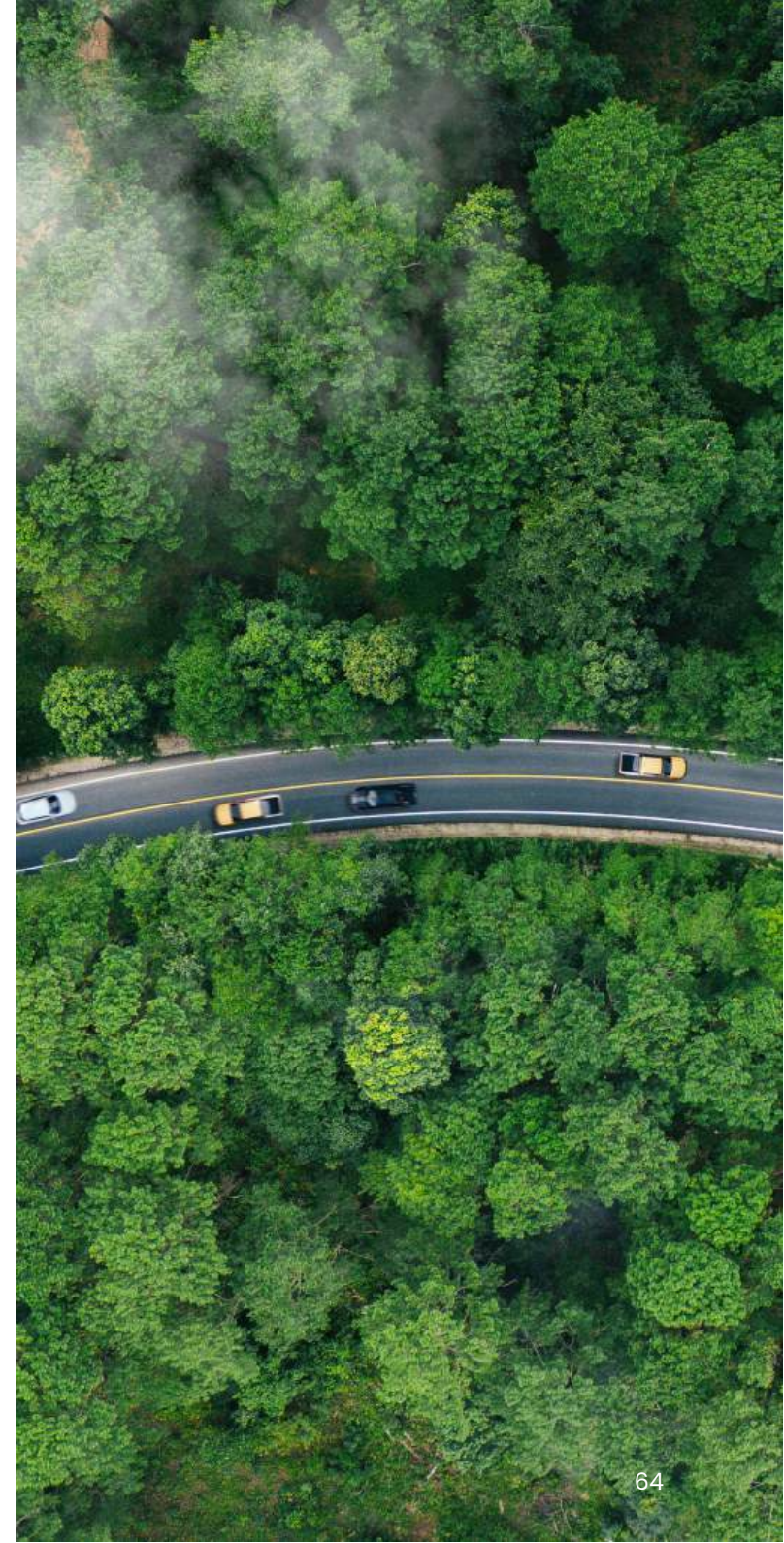
[Appendix B - Human Rights Policy](#)

[Appendix C - Environmental Policy](#)

[Appendix D - People and Social Policy](#)

[Appendix E - Diversity, Equality, and Inclusion Policy](#)

[Appendix F - Unconscious Bias Policy](#)



Appendix A - Anti-corruption and Anti-bribery Policy

This policy outlines FOM Technologies' zero-tolerance stance in relation to corruption and bribery. The purpose is to ensure that FOM Technologies does not get involved in any kind of corruption or bribery at any point in time. The Anti-corruption and Anti-bribery Policy applies to all employees and all functions in FOM Technologies. The basic principles are as follows:

- FOM Technologies is committed to adhering to the highest standards of business conduct, which as a minimum includes compliance with the law
- FOM Technologies holds a 'zero-tolerance' stance towards bribery and corruption
- Each employee has a responsibility to ensure that FOM Technologies does not get involved in corruption or bribery of any kind
- FOM Technologies does not tolerate the offering, giving, solicitation, or acceptance of any bribe regardless of size:
 1. To or from any person or company, wherever they are situated and whether they are a public official, a private person, or a company
 2. By any individual employee, agent, third party, or other person acting on behalf of FOM Technologies
 3. To gain any commercial, contractual, or regulatory advantage for FOM Technologies in a way that is illegal or unethical
 4. To gain any personal advantage for the individual or anyone connected with the individual
- However, it is not the intention of FOM Technologies to prevent the following activities:
 1. Normal and appropriate hospitality
 2. The giving and receiving of ceremonial gifts or modest seasonal gifts
 3. Such hospitality or gifts must be in moderation, reasonable, and justifiable, and not place any expectation on the part of the giver to expect preferential treatment of any sort from the recipient or the recipients' employers or on the part of the recipient to reciprocate either in like or by performing, or failing to perform, any other task in return.
- Should any FOM Technologies employee hold suspicion of bribery or attempted bribery committed by or against an employee or other party acting on behalf of FOM Technologies, the employee must immediately report the suspicion to the Executive Management Team
- We enforce disciplinary action and/or dismiss any employee that breaches the Company's Anti-corruption and Anti-bribery Policy
- All FOM Technologies employees must ensure that they familiarize themselves with the Company's Anti-corruption and Anti-bribery Policy

Appendix B - Human Rights Policy

This policy outlines how FOM Technologies observes and respects globally recognized human rights. The purpose is to ensure that FOM Technologies acts as a responsible employer that respects human rights in all aspects of its business conduct.

The Human Rights Policy applies to all employees, all managers, and all functions in FOM Technologies.

The basic principles of the policy are:

- At FOM Technologies, we are committed to respecting human rights, and we work to prevent any kind of modern slavery or child labor in our business.
- FOM Technologies acknowledges and complies with the requirements of The Universal Declaration of Human Rights and ensures that no part of the company is complicit with any human rights abuses.
- We treat all employees with dignity and respect.
- We respect the rights of our employees to associate freely and engage in collective bargaining.
- The safety and well-being of our employees are paramount to us, and we regard the continual development of our employees' competencies and their social, mental, and physical well-being and safety to be of high importance.
- In all aspects, FOM Technologies respects and acknowledges cultural differences and disassociates itself from all discrimination based on race, religion, age, nationality, or sexual orientation.

FOM Technologies requires suppliers, that they do not engage in violation of human rights in any way.

Appendix C - Environmental Policy

This policy outlines how FOM Technologies strives to run its business operations in a continually more sustainable and environmentally friendly way.

The policy aims at ensuring that FOM Technologies' contributions to sustainable and environmentally friendly business practices are communicated and enacted.

The environmental policy applies to all employees and all functions in FOM Technologies.

FOM Technologies strives to enact and follow the principles below:

- FOM Technologies' primary business is to sell machines and equipment for material research.
- We are committed to running our business operations in a continually more sustainable way. The aim is to reduce the negative environmental impact of our business operations.
- We encourage all employees to act with environmental awareness in their daily business conduct.
- We are committed to reducing energy consumption and carbon emissions deriving from our own operations (Scope 1+2). We are aware that most of our environmental impact is indirect and relates to our value chain (Scope 3). We have deliberately embarked on nearshoring to limit transportation and secure high quality and production standards. We will address the environmental impact on the value chain in more detail in the coming years.
- We will calculate and report our carbon emissions according to the GHG Protocol Corporate Accounting and Reporting Standards. The completeness and accuracy of data will be gradually improved over time.

Appendix D - People and Social Policy

This policy outlines how FOM Technologies strives to act as a socially responsible employer. The People and Social Policy applies to all employees, all managers, and all functions in FOM Technologies.

As a science-based company, working closely together with some of the brightest minds in the world, we are highly dependent on our people and their highly specialized skill sets. Being a respected and attractive employer is thus of utmost importance to us. Our principles are built on our principles and corporate values and culture below:

FOM Technologies Principles, Values, and Culture:

- FOM Technologies is a workplace for all. We are committed to ensuring diversity in the workforce including employees with different nationalities, ethnicity, disabilities, age, and gender.
- We are committed to ensuring equal opportunities and a safe and healthy work environment for all employees.
- We have zero tolerance for harassment or assaults of any kind.
- We try to hire international-minded employees.
- We strive to attract, retain, and continually develop our employees.
- We believe continuous training and development is a must, and we encourage all employees to train and grow in their roles. We have lots to learn – both as a company and as individuals.
- We know that to accomplish this as a team, we need to work together and embrace knowledge-sharing.
- We admit mistakes and provide honest feedback to the team.
- We have a strong focus on high employee satisfaction.
- We follow up on employee satisfaction through regular surveys.
- We encourage a supportive and inclusive culture amongst the entire workforce.
- We maintain an open dialogue and communication with all employees to ensure a mutual understanding of objectives and to make sure everyone's voice is heard.
- Our corporate language is English.
- We employ many with niche competencies (e.g., Ph.D. in Nano-technology and Chemistry) for R/D.
- We visualize and celebrate our successes.
- We prepare for meetings with agendas and action points and try to avoid unnecessary meetings.
- Our management principles are that we want to be the best in class within our field.
- We go to work with the purpose of creating a green and sustainable world (cf. Mission + Vision).

Appendix E - Diversity, Equality, and Inclusion Policy

FOM Technologies is committed to encouraging diversity, equality, and inclusion among our workforce, and eliminating unlawful discrimination. The aim is for our workforce to be truly representative of all sections of society and our customers, and for each employee to feel respected and able to give their best.

The organization - in providing goods and/or services and/or facilities - is also committed against unlawful discrimination of customers or the public.

This policy's purpose is to:

1. Provide equality, fairness, and respect for all in our employment, whether temporary, part-time, or full-time.

2. Not discriminate based on characteristics of but not limited to:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and parental leave
- Race (including color, nationality, and ethnic or national origin)
- Religion or belief
- Sex
- Sexual orientation

3. Oppose and avoid all forms of unlawful discrimination. This includes in:

- Pay and benefits
- Terms and conditions of employment
- Dealing with grievances and discipline
- Dismissal
- Redundancy
- Parental leaves
- Requests for flexible working
- Selection for employment, promotion, training, or other developmental opportunities

The organization commits to:

1. Encourage diversity, equality, and inclusion in the workplace.
2. Creating a work environment free of bullying, harassment, victimization, and unlawful discrimination, promoting dignity and respect for all, and where individual differences and the contributions of all staff are recognized and valued. This commitment includes training managers and all other employees about their rights and responsibilities under the Diversity, Equality, and Inclusion Policy. Responsibilities include staff conducting themselves to help the organization provide equal opportunities in employment and prevent bullying, harassment, victimization, and unlawful discrimination. All staff should understand that they, as well as their employer, can be held liable for acts of bullying, harassment, victimization, and unlawful discrimination against fellow employees, customers, suppliers, and the public.
3. Taking seriously complaints of bullying, harassment, victimization, and unlawful discrimination by fellow employees, customers, suppliers, visitors, the public, and any others during the organization's work activities. Such acts will be dealt with as misconduct under the organization's grievance and/or disciplinary procedures, and appropriate action will be taken. Particularly serious complaints could amount to gross misconduct and lead to dismissal without notice. Further, sexual harassment may amount to both employment rights and criminal matters, such as sexual assault allegations. In addition, harassment under the Protection from Harassment Act 1997 – which is not limited to circumstances where harassment relates to a protected characteristic – is a criminal offense.
4. Make opportunities for training, development, and progress available to all staff, who will be helped and encouraged to develop their full potential, so their talents and resources can be fully utilized to maximize the efficiency of the organization.
5. Make decisions concerning staff being based on merit (apart from any necessary and limited exemptions and exceptions allowed under the Equality Act).
6. Review employment practices and procedures when necessary to ensure fairness and update them and the policy to take account of changes in the law.
7. Monitor the makeup of the workforce regarding information such as age, sex, ethnic background, sexual orientation, religion or belief, and disability in encouraging diversity, equality, and inclusion, and in meeting the aims and commitments set out in the Diversity, Equality, and Inclusion Policy. Monitoring will also include assessing how the diversity, equality, and inclusion policy, and any supporting action plan, are working in practice, reviewing them annually, and considering and taking action to address any issues.

Appendix F - Unconscious Bias Policy

At FOM Technologies, we recognize that all human beings bring their own unconscious biases to the table. We try our best to mitigate these unconscious biases by staying aware and disseminating information. We have taken the first steps toward uncovering and unlearning unconscious bias in the realm of gender by including and implementing this Unconscious Bias Policy in our Employee Handbook.

When recruiting, we seek candidates through different channels and media. The hiring committee typically consists of people from at least two different departments to make sure that screening of applications and resumés are seen from different perspectives. Furthermore, our HR Specialist participates in at least one interview per candidate focusing on minimizing potential biases and contributing with another perspective.

FOM Technologies always welcomes potential candidates, no matter any social or demographic circumstances.

We try to minimize unconscious bias among our current employees by giving them access to and letting them in on our policies hereon. We strive to create equal opportunities for all employees both in terms of opportunities related directly to responsibility and tasks at FOM Technologies, but also opportunities related to personal/private preferences which we as a company can support. This can include but is not limited to opportunities for all employees to gain relevant training and courses and receive financial support for these.