Climate transition plan
Van Gelder Group 2026



Van Gelder's Climate Transition Plan 2025-2050

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1. Our task

The Netherlands runs on infrastructure. On roads, rail, cables and pipelines, energy and water. That infrastructure must continue to function reliably, while the world around it is changing rapidly. Networks are becoming more crowded, raw materials are becoming scarcer and the climate is placing increasingly higher demands on how we design and work. What we build today determines whether the Netherlands will remain safe, healthy and liveable tomorrow.

Van Gelder is working in the middle of that task. We design, build and maintain the networks on which the Netherlands runs. We not only look at whether something works technically, but also how we carry out the work and what the impact is in the long term. Fewer emissions, smarter use of energy and materials and more attention to climate and nature are self-evident.

At Van Gelder, sustainability is not a separate program, but part of our daily work. It is in design, procurement, implementation and cooperation in the chain. We have laid this down in this climate transition plan, in which we describe our course, goals and approach for the medium and long term.

Due to our size, role in the infrastructure sector and long-term relationship with clients, we have the opportunity to make a positive contribution to making the sector more sustainable. That is why we do not limit ourselves to reducing our own emissions, but we also invest in innovations, new forms of cooperation and solutions that help the entire chain move forward.

2. Our ambition and objectives

Van Gelder has already taken important steps in recent years. Compared to 2010, we have reduced our scope 1 and scope 2 emissions by approximately 72% by making buildings more sustainable, greening energy facilities, using equipment more efficiently and optimising our business operations.

With 2025 as the new foundation year, we are focusing on the next phase of the climate transition. In doing so, we focus on both absolute emissions and emission intensity per activity. In line with the Trias Energetica, we have a relative target on energy reduction (relative energy intensity per activity). This way we keep a grip, even when the organization grows or the work changes. For monitoring, the objective is divided by scope and by main activity.

Our objectives are:

- 21% CO_2 reduction by 2030 compared to 2025
- 41% CO_2 reduction by 2035 compared to 2025
- Net zero emissions by 2050

The objectives apply to scope 1, scope 2 and scope 3. In doing so, we focus not only on the emissions from our own vehicles, buildings and installations, but also on the emissions within our value chain.

Our energy objectives are:

- 15% energy reduction and at least 40% self-generated and used renewable energy by 2030 compared to 2025;
- 18% energy reduction and at least 55% self-generated and used renewable energy by 2035 compared to 2025.

Our objectives are based on national and international climate objectives, the transition paths within the infrastructure sector,

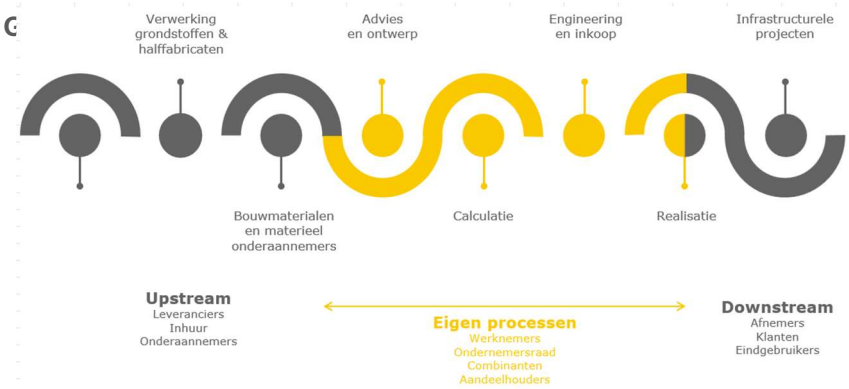
expectations regarding technological developments, insights from clients, suppliers and employees, and developments in the field of emission-free construction and the circular economy.

We have translated the climate objectives into a clear roadmap. In doing so, we focus on the themes of energy and emissions, materials and climate and nature. Within these themes, we work with concrete measures and actions that give direction to our climate transition and contribute to reducing our emissions.

3. Where are we today?

In order to effectively reduce our emissions, we focus on the emission sources that make the greatest contribution to our climate impact.

Our roadmap is based on the impact and influence analysis and the insights from our value chain. As a result, we focus our efforts on the activities where the greatest climate impact and reduction opportunities lie.



The main emissions are caused by the use of equipment and transport. The daily use of machines, vehicles and logistical movements is essential for our operations, but at the same time accounts for a significant part of our emissions. Therefore, the biggest reduction task lies within these categories.

In addition, materials play an important role. Asphalt, cables, concrete, aluminium, plastics and wood in particular determine the climate impact of projects. Because a large part of these emissions originate in the chain, sustainability requires not only internal measures but also cooperation with suppliers and clients.

A smaller part of the emissions is related to waste processing, commuting, buildings and the energy consumption of products and installations we have realised. Although these emissions are relatively limited, we continue to look for opportunities for further improvement.

The largest emissions occur within activities over which we have direct influence, such as equipment, transport and energy use, but also within our value chain. That is why we not only look at our own business operations, but also at the impact of materials, suppliers and subcontractors. It is precisely within these chains that the challenge lies to further reduce emissions.

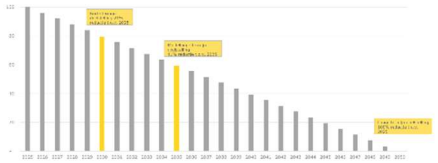


Figure 1 - Absolute CO2 target

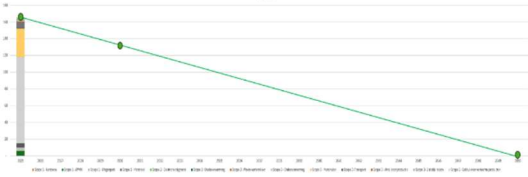


Figure 2 - Relative CO2 target

4. Our roadmap to zero emissions

The route to net zero emissions does not start at zero. For years, we have been investing in emission-free working, circular materials and climate-adaptive solutions. We will use what we have learned to further improve our approach and accelerate the sustainability of our projects and business operations.

Not all emission reductions can be achieved with techniques that are already widely available today. That is why Van Gelder invests in the development, testing and upscaling of innovative solutions. Using Technology Readiness Levels (TRL), we assess the technical maturity of new techniques and the expected moment when they become more widely applicable.

Examples include bio-based asphalt, which is currently around TRL 6, hybrid asphalt production at TRL 5 and fully electric asphalt production at TRL 3. These innovations are an important pillar of our long-term strategy. As the techniques continue to develop and become more widely applicable, they can make an increasing contribution to the reduction of emissions within both our own business operations and the chain.

Energy and emissions

Van Gelder has been investing in emission-free working since 2018, including the first electric excavator, electric trucks, mobile cranes and asphalt machines. In 2022, we realized several national firsts and built our first E-HUB. The first fully electric asphalt train followed in 2023. These experiences help us to further scale up emission-free working.

In the coming years, all passenger cars will become emission-free and the share of electric work buses, light trucks and light machinery will grow considerably. In addition, we invest in charging facilities, energy hubs and emission-free construction sites.

For applications for which no emission-free alternatives are yet available, we use the cleanest feasible techniques and encourage sustainable fuels where this is responsibly possible.

We optimise transport flows through better planning, higher load factors and more efficient use of vehicles. In addition, we include CO_2 requirements in contracts with subcontractors and transporters.

Asphalt production will also be made more sustainable. Our goal is to achieve emissions of no more than 15 kg CO_2 per ton of asphalt by 2030.

By 2040, we expect the majority of our equipment to operate emission-free, supported by a well-developed energy andcharging infrastructure.

By 2050, emissions will mainly remain from activities for which no completely emission-free alternatives are yet available. Through innovation, collaboration and continuous sustainability of our business operations, we are working towards net zero emissions.

Materials

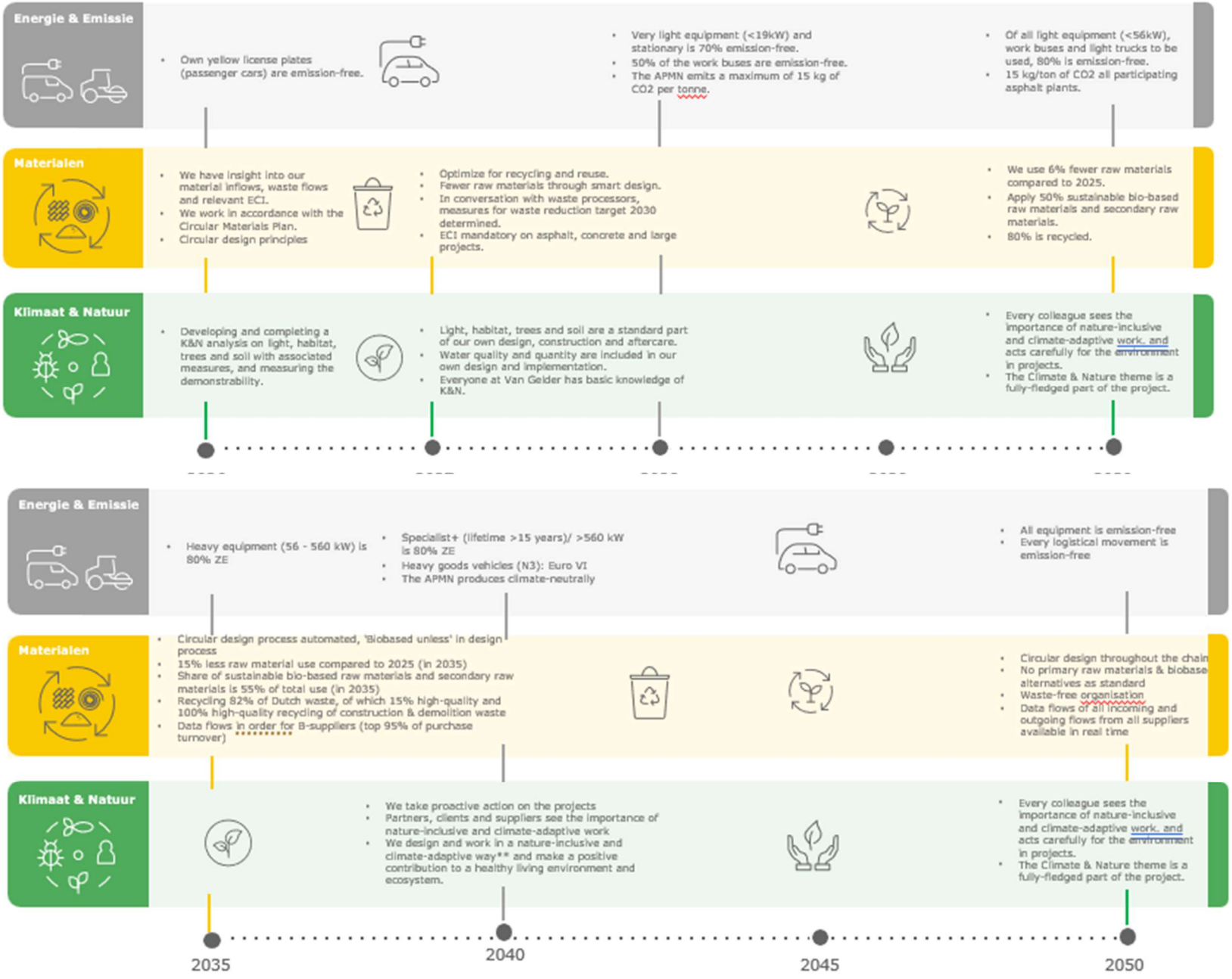
Materials cause about one third of our climate impact. That is why we are committed to a smarter and more sustainable use of raw materials.

We have been taking concrete steps in the field of circularity for years. Since 2017, we have been investing in circular hubs for the reuse of

materials. In 2022, we will make our asphalt production more sustainable with innovations for high-quality reuse of milled asphalt. In 2024, we opened a Circular Raw Materials Hub and an innovation lab for circular and bio-based asphalt. We also actively work with chain partners on material reuse.

We are increasing the share of circular and bio-based materials, reducing the use of primary raw materials and increasingly focusing on environmental performance with the help of the ECI.
In addition, we encourage high-quality reuse of materials within our projects and chains.

Our short, medium and long-term roadmap



By 2030, we want to use 6% fewer raw materials than in 2025 and at least 50% of the raw materials used must consist of secondary or sustainable biobased materials.

In the years that followed, the focus shifted further and further from recycling to circularity. Materials are more often designed for reuse, material flows are becoming more transparent and secondary raw materials are increasingly becoming the norm. We also expect a greater use of bio-based materials and innovative alternatives to traditional raw materials.

Towards 2050, we are working towards as many closed material cycles as possible, in which the dependence on primary raw materials is greatly reduced and materials retain their value within the chain.

Climate and nature

In addition to reducing emissions, we invest in climate adaptation and nature-inclusive working. Within projects, light, soil, trees, habitat and water are increasingly taken into account as standard in design and implementation.

In the coming years, we will strengthen the integration of these themes in our project approach. In doing so, we look for measures that
contribute to healthy soil, more biodiversity, better water management and a climate-proof design of the living environment.

In order to add value in the longer term, an integrated approach is needed in which climate, nature and infrastructure are viewed in conjunction. This requires cooperation with clients, site managers and other partners, but also the development of new knowledge and working methods. In this way, we contribute to infrastructure that is not only functional and reliable, but also makes a positive contribution to the quality and resilience of the living environment.

6. Together on the road to sustainability

The climate transition is embedded in our regular business operations. Our sustainability ambition is part of the business strategy and is translated into divisional plans, annual plans and project objectives.

The management sets the course and monitors progress. Regional directors translate these ambitions into practice within their operating companies. Project managers, work planners, buyers, foremen and equipment department then play a key role in the implementation.

Involving employees and chain partners is essential for the climate transition. That is why we share knowledge, results and practical experiences through our sustainability report, internal communication channels, roadshows, master classes and project evaluations. In addition, we actively communicate about innovations, results achieved and lessons learned to clients, suppliers and other stakeholders.

We realize that a large part of our emissions originate outside our own organization. That is why we explicitly invest in cooperation with:

- clients;
- suppliers;
- subcontractors;
- trade associations;
- knowledge institutions;

- civil society organisations;
- public authorities.

Collaboration plays an important role in achieving our goals. That is why we work with suppliers on circular material flows, with clients on emission-free construction and with knowledge partners on the development of new techniques. Examples of this are the collaboration with Wavin for high-quality reuse of pipelines, participation in Chain Cooperation Emission-Free Construction North Holland and investments in innovative companies such as OMLAB.

7. Staying the course

The climate transition does not stop with setting goals. To stay on track, we monitor the development of our emissions every year, the progress of our measures and the results we achieve within the themes of energy and emissions, materials and climate and nature.

To do this, we use our own data in the field of energy consumption, emissions and materials. These insights help us to see where we are on schedule, where extra attention is needed and which measures are most effective. We use the results in drawing up annual plans, investment decisions and managing projects.

The world around us is constantly changing. New techniques are becoming available, laws and regulations are developing and the wishes of clients are changing. That is why we do not see this climate transition plan as a fixed document, but as a roadmap that is periodically recalibrated. When new insights require it, we adapt our approach and take advantage of opportunities to become more sustainable faster.

The concrete measures, responsibilities, planning and intended reduction contributions for the coming years are detailed in the Climate Transition Action Plan 2026-2028. This climate transition plan thus sets the course for the long term, while the action plan gives direction to the implementation of the next steps.

Our objectives have not been externally validated through a program



like SBTi. However, they are based on the same principles as national and international climate goals and are in line with developments within the infrastructure sector. Through the CO_2 Performance Ladder, transparentreports and periodic evaluations, we safeguard progress and continue to work on further improvement.

Van Gelder Sustainability Policy

Energie & Emissie

- We meet zero-emission requirements of clients who have signed the SEB covenant or prescribe emission-free working.

- Our investment strategy is linked to SEB and focuses on annual investments in the best available technology for Zero Emission equipment.
- We aim to achieve SEB's timelines at least 80%.
- We do not wait for fully developed products, but opt for innovations that are available now.
- We will continue to talk to subcontractors and suppliers and take measures together to achieve our policy.
- We actively contribute to making the construction sector more sustainable and offer customers future-proof solutions that match their ambitions and social challenges.
- We comply with all applicable laws and regulations and follow the developments surrounding the SEB covenant, which forms the foundation for us but not the end point.
- Energy needs on projects are met emission-free with smart solutions.
- Smart working and travel demonstrably reduces the CO2 footprint.
- In 2050, fossil-free working will be the norm: emission-free equipment, green energy on location, energy-neutral offices.

Materialen

- All incoming materials are traceable to sources.
- Product information is standardized and recognizable throughout the chain.
- We work with a closed soil balance.
- Van Gelder consciously deals with secondary building materials in the soil, with a view to health and future stability.
- Primary raw materials are only used if there is really no other option.

- Materials are chosen for optimal lifespan and reusability.

- Released materials are given a high-quality second life.
- Waste is completely prevented or recycled to a high standard.
- Purchasing conditions encourage circular behaviour among suppliers.
- Circular design is the new standard.
- By 2040, bio-based, reusable and environmentally friendly alternatives will be the norm.
- By 2050, Van Gelder will work in a completely circ… waste-free way, without new raw material extracti…

Klimaat & Natuur

- Van Gelder makes a demonstrably positive contribution to a healthy living environment and ecosystem.

- We take nature into account in the projects and, where possible, actively use nature as a solution.
- Biodiversity is demonstrably enhanced at project locations.
- Each project contains a Climate & Nature analysis with measurable impact and local knowledge.
- Light, habitat, trees and soil are a standard part of design, construction and aftercare.
- Water quality and quantity are included in the design and implementation.
- In infrastructure projects, we advise and/or design specifically on climate-adaptive solutions that are resistant to heat, drought and flooding, and nature-inclusive measures that strengthen nature and biodiversity.

- *By 2050, we will work in a nature-inclusive and climate-adaptive way.*