



arteco act

Sustainability
report 2025



About this report

Name of the organisation

Arteco NV

Location of registered office

Metropoolstraat 25, 2900 Schoten, Belgium

Reporting period

01/01/2025 – 31/12/2025

Scope of the report

This sustainability report encompasses the full scope of Arteco NV, including all its divisions. It also includes the monitoring of greenhouse gases (GHG), water, waste, and safety at our main production plant in Schoten, which is financially controlled by TotalEnergies (TE).

Committed to transparent reporting

The EU Corporate Sustainability Reporting Directive (CSRD) came into effect in January 2023. Following the Omnibus revisions proposed in February 2025, Arteco no longer falls within the directive's scope. Even so, we remain committed to transparent communication about our sustainability performance. The double materiality assessment (DMA) we carried out in 2024–2025 continues to guide our priorities and the way we report on them.

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Dear reader,

I am proud to present Arteco's Sustainability Report 2025.

The world in which we operate continues to evolve at a rapid pace. Geopolitical uncertainty, changing market dynamics, accelerating electrification, and the rapid evolution of the data center market are reshaping our industry. At the same time, rising expectations from customers and society continue to raise the bar. Against this backdrop, sustainability has not disappeared - but it has become a more complex topic, sometimes receiving less visibility as attention shifts to short-term external pressures.

Yet, its importance remains unchanged. Sustainability is no longer a parallel track to business performance; we consider it to be a decisive factor in remaining relevant, resilient, and competitive.

For Arteco, sustainability is about enabling progress - for our customers, our partners, and our teams - while reducing our footprint and creating long-term value. In 2025, this conviction was further reinforced: the transition our industry is navigating is not only a challenge, but also a powerful opportunity to innovate, collaborate, and create solutions that make a real difference. Turning ambition into action is key. That is why 2025 was a year of **activation and capability building**.

Under our ACT - Accelerate Change Together - strategy, we focused on making sustainability tangible throughout the organisation. We brought our priorities to life through concrete initiatives, internal engagement, and a growing number of cross-functional projects that connect product innovation, operations, and people. Sustainability became increasingly embedded in how we develop solutions, how we collaborate, and how we make decisions.

A clear illustration of this approach is the launch of our ECO range of products. With this portfolio, we are taking concrete steps to integrate sustainability considerations into our core offerings - supporting customers with solutions that contribute to reduced environmental impact while maintaining the performance and reliability they expect from Arteco. The ECO range reflects our ambition to translate strategy into market-ready solutions and to play an active role in enabling our customers' transition.

At the same time, we invested in strengthening our internal capabilities. By expanding and reinforcing sustainability-related roles across the business, we ensured that expertise sits closer to where impact is created. This growing capability allows us to move faster, go deeper, and turn ambition into execution.

Looking ahead, our focus is clear: **action and impact**. We will continue to advance our ACT priorities - climate action, smart use of resources, and care for people and communities - with an emphasis on initiatives that deliver measurable progress and support our customers in their own transitions. This means scaling what works, learning where we face limitations, and remaining committed to practical solutions that make a real difference.

Sustainability is a journey. One that requires persistence, collaboration, and the courage to keep moving forward, even when the path is complex. I am confident that, together with our teams and partners, Arteco is well positioned to accelerate this change.

Thank you to everyone who contributes to this journey.

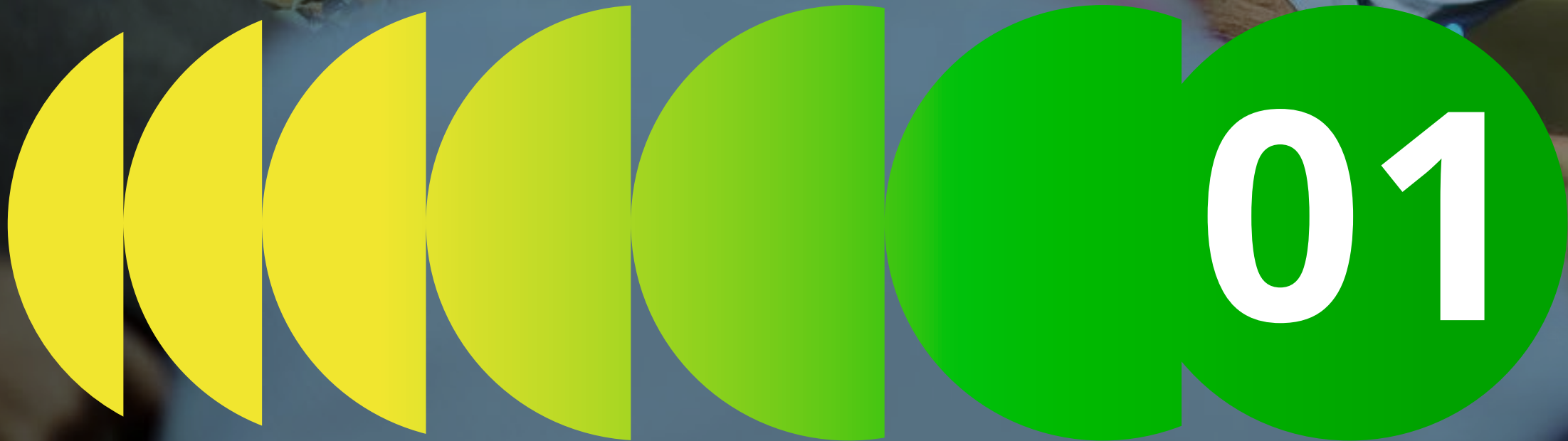
Kind regards,
Alexandre Moireau
General Manager, Arteco



'Sustainability is a continuous journey that requires persistence, collaboration and commitment.'



Sustainability strategy and roadmap





Our sustainability ambition

For more than 25 years, Arteco has been developing and producing high-performance coolant technologies for the automotive, data center, and industrial sectors. Our scientists, engineers, and experts apply the latest science to solve complex cooling challenges - today producing enough coolant each year to fill more than 60 million vehicles.

Why sustainability matters to us

Cooling keeps modern life running: from the vehicles people drive to the data centers behind every digital service. That reach comes with responsibility: how we formulate, produce, and deliver our coolants shapes the environmental footprint of the industries we serve and the communities where we operate.

For Arteco, sustainability is therefore not separate from our business; it is how we create long-term value. We aim for high performance, safe operations, and a responsible and proactive approach to environmental impact and social well-being. Together, these are central to our mission and to the trust our customers, partners, and people place in us.

Our sustainability strategy turns this ambition into action. It sets clear objectives, including our path to decarbonisation and our work on circularity. These priorities are shaped by our own ambitions, our stakeholders' expectations and by the issues most material to our business. The next chapter explains how sustainability is embedded in our strategy through ACT - Accelerate Change Together. It outlines how we identify what matters most, and how our roadmap takes us from ambition to impact.

60 million

We're producing enough coolant each year to fill more than 60 million vehicles



ACT - Accelerate Change Together

What ACT stands for

At Arteco, we develop high-quality coolant solutions that improve efficiency, extend service life and reduce environmental impact. Serving industries ranging from engines and electric vehicles to data centers and industrial applications, we deliver solutions tailored to diverse cooling needs. Our ACT strategy reflects our commitment to meaningful progress beyond technology alone. We believe true progress goes hand in hand with responsibility for the environment, our people, and our communities. As a leader in our market, we have both the ability and the responsibility to drive change.

We do our part

We take responsibility for what we can directly influence: our operations, our products, and our choices. That means improving energy efficiency, cutting emissions, using resources more wisely, and developing more circular cooling solutions. Through concrete actions on

climate, resources, and people, we focus on what we can change ourselves, and lay the groundwork for broader impact.

We collaborate with others

The sustainability challenges ahead are far too complex to solve alone. We work closely with customers, suppliers, research partners, and communities across our value chain. By sharing knowledge, codeveloping solutions, and learning together, we move faster and create greater impact, thus accelerating change together.

We want to inspire others

We lead by example. By showing that sustainable choices can go hand in hand with performance, innovation and quality, we aim to encourage customers, partners, suppliers and communities to join us. ACT is not only about what we do - it is about sparking a broader movement toward a more sustainable future.

ACT reflects our commitment to work together for positive change and progress.



We do our part

We want to change what we can change ourselves.

We collaborate with others

Real change requires teamwork. We work together to accelerate change.

We want to inspire others

We lead by example and inspire others to act towards positive change.



How we defined our priorities

In 2024, we conducted our double materiality analysis, guided by the European Sustainability Reporting Standards (ESRS). It consisted of four steps:

Step 1 → Step 2 → Step 3 → Step 4 → Our material topics

Identifying key stakeholders

We mapped our value chain and identified stakeholders of strategic importance, including employees, suppliers, subcontractors, customers, shareholders, regulatory and public authorities, universities and research partners, and industry federations.

Listing impacts, risks, and opportunities (IROs)

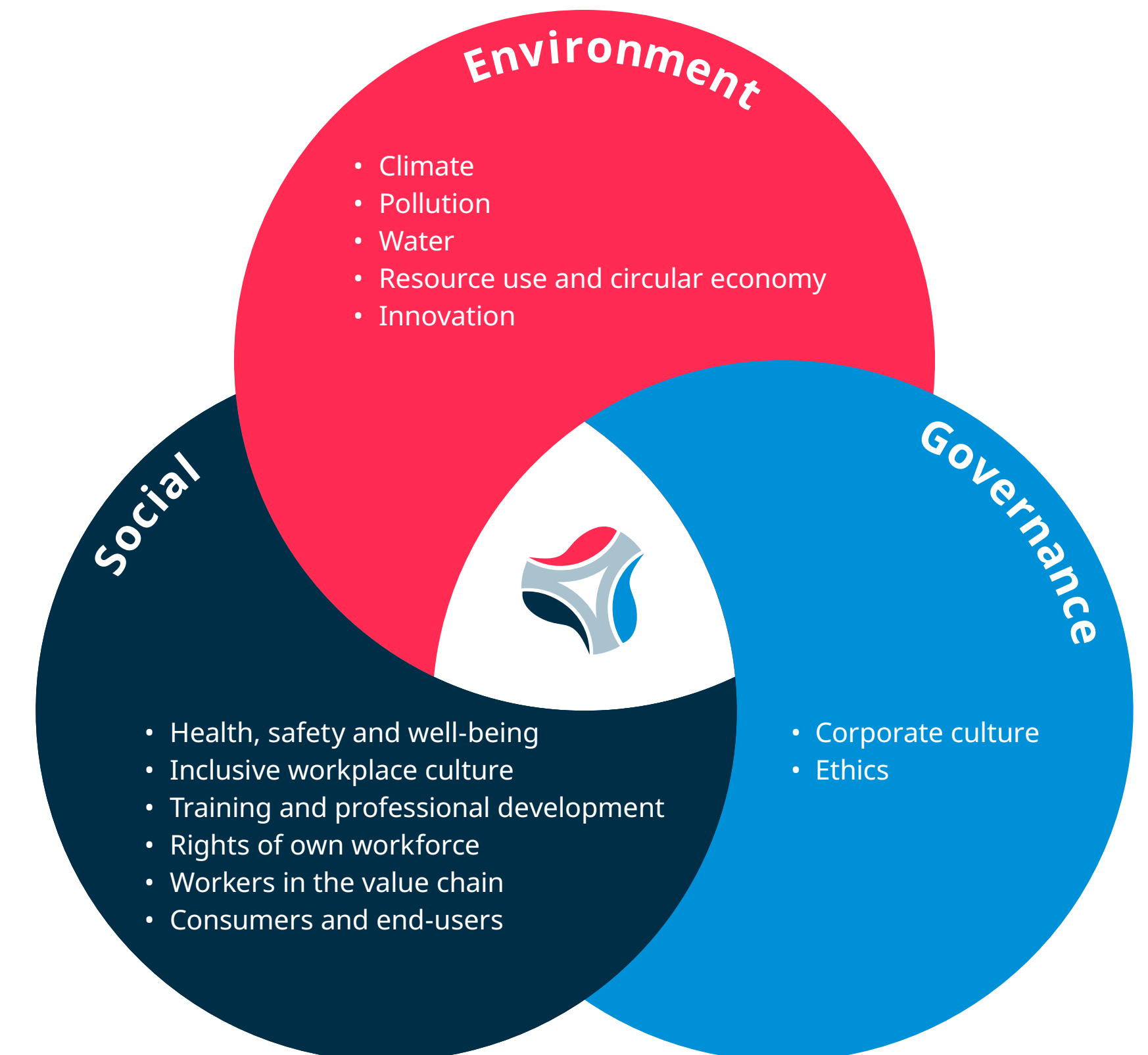
We gathered input from regulatory requirements, benchmarking and stakeholder viewpoints and analysed the identified impacts to establish their connections with associated risks and opportunities.

Evaluating IROs and analysing results

We evaluated all identified IROs against two CSRD criteria: impact materiality and financial materiality. Impact materiality was assessed based on severity – scale, scope, and remediability – and likelihood. Financial materiality was evaluated based on likelihood and potential financial impact. IROs scoring 16 out of 25 or higher were deemed material. In total, 41 subtopics met this threshold.

Validating double materiality

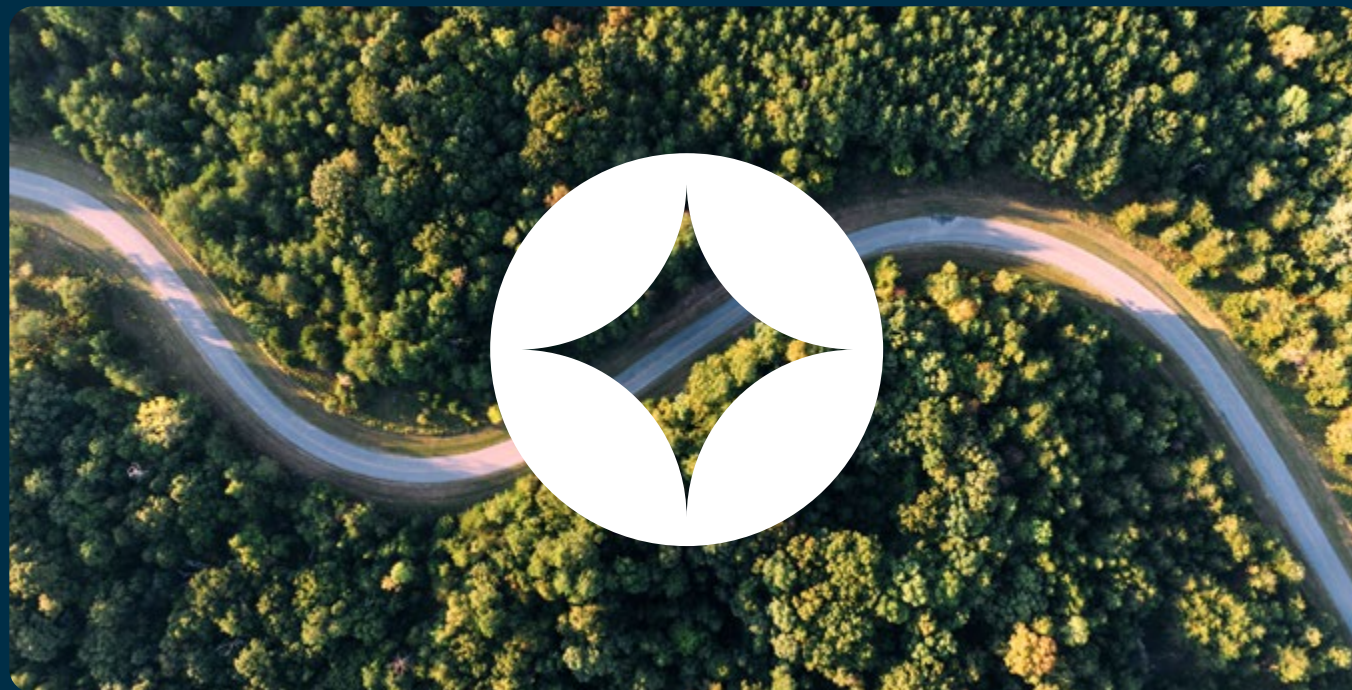
Through a management validation process, we consolidated the 41 material subtopics and their underlying IROs into 13 overarching material topics, each aligned with the ESRS framework and categorised under E (Environmental), S (Social) or G (Governance).





Our sustainability strategy

Our ACT strategy translates the material topics from our double materiality assessment into concrete areas of action.



Climate action

Climate change is one of the greatest challenges of our time. For us, climate action is a clear priority. This means committing to energy-efficient technologies, renewable energy, and reducing carbon emissions. Our goal is to achieve net-zero emissions in our operations by 2030 and a net-zero supply chain by 2050.

→ **Decarbonisation roadmap**

→ **Energy management**



Smart use of resources

Smart use of resources involves the raw materials and water we use throughout the lifecycle of our coolants – from development and production to packaging and end-of-life management. We aim to reduce our dependence on fossil-based raw materials by actively seeking renewable and recycled raw materials and use them as efficiently as possible. Circularity is a core element: we strive to recover glycol raw materials from used coolants and keep them in circulation as long as possible. This requires embedding recyclability into our products from the very first stages of development.

→ **Raw material sourcing**

→ **Water and waste management**

→ **Circular cooling solutions**



People and community care

True sustainability means making a real difference for both people and the planet. We cultivate a diverse, inclusive environment that promotes personal development. Ensuring health and safety for all individuals who interact with us, our products or our services is a key consideration in our actions and decisions. Our commitment to sustainability also extends beyond our organisation - we aim to create lasting positive change by supporting people and communities.

→ **Health, safety & well-being**

→ **Diversity & inclusion**

→ **Community engagement**

→ **Ethics & integrity**



How ACT guides our actions and decisions

Sustainability embedded in our organisation

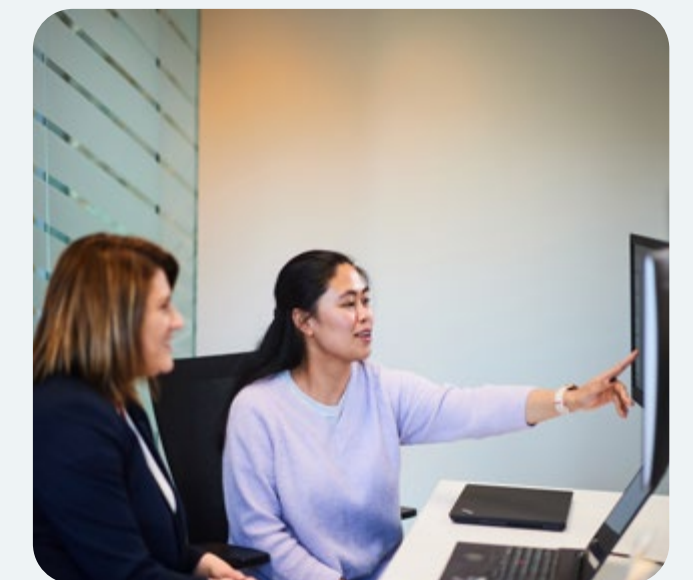
In 2025, we completed an organisational transformation that positioned sustainability at the core of our business. By embedding it across multiple departments, we strengthened our capabilities and made sustainability a strategic driver of our long-term growth and decision-making. A clear governance structure guides our work. At its centre is the **Sustainability Council**, which brings together representatives from key departments. The Council meets every two months to track progress and provide input on strategic and operational matters. We keep improving its effectiveness to strengthen strategic focus.

The **Management Team** translates the Council's input into concrete actions, tracking key financial and non-financial KPIs monthly through a dedicated scoreboard. Twice a year, information sessions keep the wider organisation informed and engaged. Together with the **Board of Directors**, the Management Team oversees our overall strategy, major transactions, and risk management.

Collaborating for greater impact

Sustainability challenges are too complex to tackle alone. Together with customers and suppliers, we design and implement more circular and energy-efficient solutions. We are also building new alliances to help us rethink materials, develop low-impact production processes, and explore various alternatives to fossil-based inputs. Through collaborations with universities and research institutions, we stay at the forefront of science and innovation in our field.

We are a member of various peer groups, networks and sector federations. This allows us to actively support a transition to a more sustainable way of working.



Validated by EcoVadis

In 2025, Arteco received an EcoVadis Bronze medal, placing us among the top 35% of companies assessed by EcoVadis over the past twelve months. The evaluation covers our performance on environment, labour and human rights, ethics, and sustainable procurement. Beyond the recognition itself, the assessment highlighted concrete areas for improvement, which now feed directly into our sustainability planning.



Progress and performance

02



Climate action

Why is this important for Arteco?

Climate change is one of the defining challenges of our time. At Arteco, we respond by making climate action a core pillar of our ACT strategy. We focus on improving energy efficiency, increasing the use of renewable energy, and reducing carbon emissions across our operations, supply chain and logistics.

Since raw material sourcing accounts for the largest share of our footprint, most of our emissions sit upstream in the value chain. Real progress therefore depends on close collaboration, as we shift towards more recycled and bio-based inputs. Our goal is to achieve net-zero operations by 2030 and a net-zero supply chain by 2050.

→ **Decarbonisation roadmap**

→ **Energy management**



→ Decarbonisation roadmap

Monitoring our carbon footprint

In 2025, Arteco's GHG footprint amounted to 293,430 tCO₂e (market-based), representing a 33.4% increase compared to 2024. This rise was primarily driven by a methodological transition, including the addition of a new scope 3 category covering the processing and end-of-life treatment (EoL) of sold products. Not including EoL, our emissions showed a 11.1% decrease, mainly caused by the update of supplier-specific emissions factors.

As in previous years, the vast majority of emissions (>99%) fell within scope 3. Arteco's emissions profile is largely concentrated in a limited number of material hotspots, notably purchased goods and services, end-of-life treatment of sold products, and transport.

1. Purchased goods and services

Within the purchased goods and services category, monoethylene glycol (MEG) - our most important base fluid - remains the primary emissions hotspot, followed by acids and basic chemicals. In 2025, MEG accounted for 129,826 tCO₂e, representing a decrease of 17.8% compared to 2024. Emissions from MEG remain significant due to the high procurement volumes, although the use of more supplier-specific emission factors has reduced the reported emissions intensity.

Emissions from other purchased goods and services are distributed across a broad range of materials, with no single raw material

approaching the scale of MEG. While the purchase volumes of acids and basic chemicals are considerably lower, they still contribute significantly to our carbon footprint due to their relatively carbon-intensive production processes. Packaging materials such as steel, wood and high-density polyethylene (HDPE), which account for 8,206 tCO₂e, also represent a significant source of emissions.

Even modest shifts away from carbon-intensive materials such as HDPE can deliver noticeable emission reductions, making packaging material selection an important lever for further decarbonisation within the purchased goods and services category.

129,826 tCO₂e

Monoethylene glycol (MEG) - our most important base fluid
- remains the primary emissions hotspot





97,928 tCO₂e

EoL emissions representing approximately one third of total emissions: our second-largest emissions hotspot.

2. End-of-life emissions

In 2025, Arteco expanded its scope 3 emissions calculation to include the processing and end-of-life treatment of sold products. Total EoL emissions amounted to 97,928 tCO₂e, representing approximately one third of total emissions. This makes EoL treatment the second-largest emissions hotspot within our carbon footprint.

Emissions from the EoL treatment of sold products were distributed across several waste treatment routes. The incineration of used coolant was by far the largest contributor, accounting for the majority of EoL emissions. This reflects both the high volumes treated and the relatively high emission factor associated with incineration. Landfilling of used coolant also contributed significantly to total EoL emissions, although to a lesser extent than incineration.

The information presented here reflects our best current understanding of the end-of-life phase of our products. However, it is still based on indicative data and statistical assumptions derived largely from public sources. These sources often do not distinguish between the different waste streams that may be grouped under “hazardous waste”, which limits the level of specificity and accuracy currently achievable.

Overall, the results underline that the climate impact of our products does not end at the factory gate: the end-of-life management of coolants and packaging is a major driver of our corporate footprint. The results also highlight a key lever for future emissions reductions: diverting larger volumes from incineration and landfill to higher-value treatment routes such as recycling, in close collaboration with customers, waste handlers, and other downstream partners.

3. Transport and distribution

In 2025, transport and distribution activities accounted for 13,672 tCO₂e.

To reduce emissions from transport and distribution, we continue to engage with logistics service providers (LSPs) and suppliers to promote lower-emission transport solutions. In addition, the opening of the new plant in China is expected to contribute to lower transport-related emissions by reducing distances between regional suppliers, production sites and customers.



13,672 tCO₂e

Transport and distribution activities





Our total emissions

(in tCO₂eq)

Scope 1

59

Direct emissions from sources owned and controlled by Arteco

Scope 2

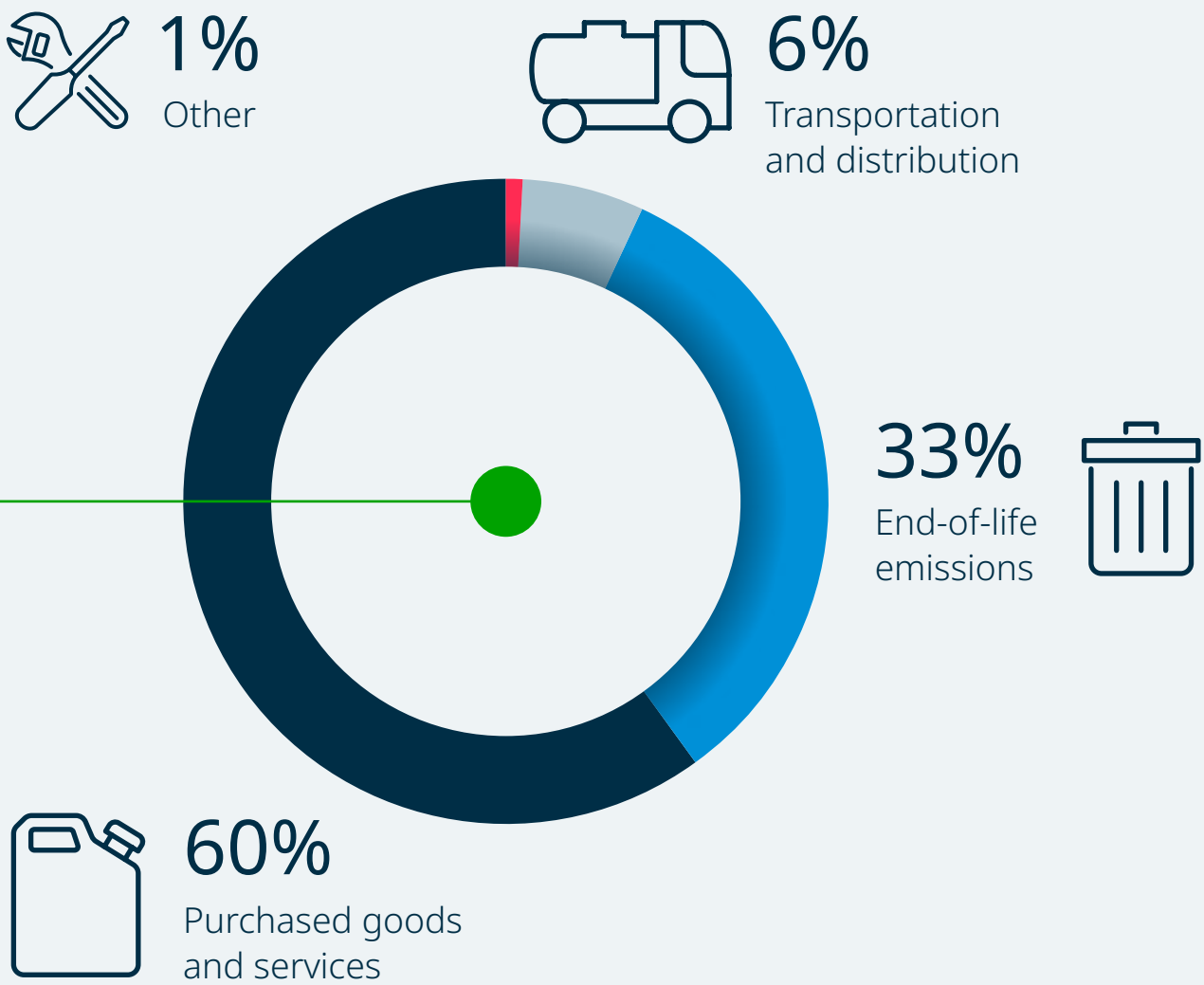
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Indirect emissions from purchased energy (market-based)

Scope 3

293,355

All other indirect emissions in the value chain



≈ 93% of our footprint comes from just two categories:
what we buy and what happens to products at end-of-life

Scopes and categories

2025
(absolute in tCO₂eq)

Scope 1

59

Scope 2

location-based

68

market-based

14

Scope 3

Upstream

Category 1: Purchased goods and services

176,602

Category 2: Capital goods

57

Category 3: Fuel- and energy-related activities (market-based)

18

Category 4: Upstream transportation and distribution

13,672

Category 5: Waste generated in operations

6

Category 6: Business travel

206

Category 7: Employee commuting

37

Category 8: Upstream leased assets

1

Upstream Total 190,599

Downstream

Category 9: Downstream transportation and distribution

4,828

Category 10: Processing of sold goods

0,12

Category 12: End-of-Life Treatment of Sold product

97,928

Downstream Total 102,756

Total scope 3 emissions

293,355

Total location - based

293,641

Total market - based

293,430

OUR PEOPLE

Gunter Verbeken

📁 Regulatory & Quality Assurance Officer 📍 Ghent

“Since joining Arteco last year, I’ve had the opportunity to work on a wide range of topics, including sustainability reporting, GHG emissions, quality management and product stewardship documentation. What I enjoy most about my role is seeing how all these areas connect and how sustainability is becoming part of the decisions we make every day.”

“What stands out to me at Arteco is the open and collaborative culture. People are always willing to help each other, and new ideas are welcomed and taken seriously. That’s something I really appreciate, especially when working on sustainability projects. For me, ACT – and Climate Action in particular – is more than just a framework. It shows that we’re serious about reducing our environmental impact and making a positive contribution for the future.”

“One of the projects I’ve been most proud of over the past year has been our GHG monitoring. I was involved from setting up the data structure and governance through to analysing and reporting the results. It’s rewarding to see how better data can support better decisions and help drive continuous improvement.”





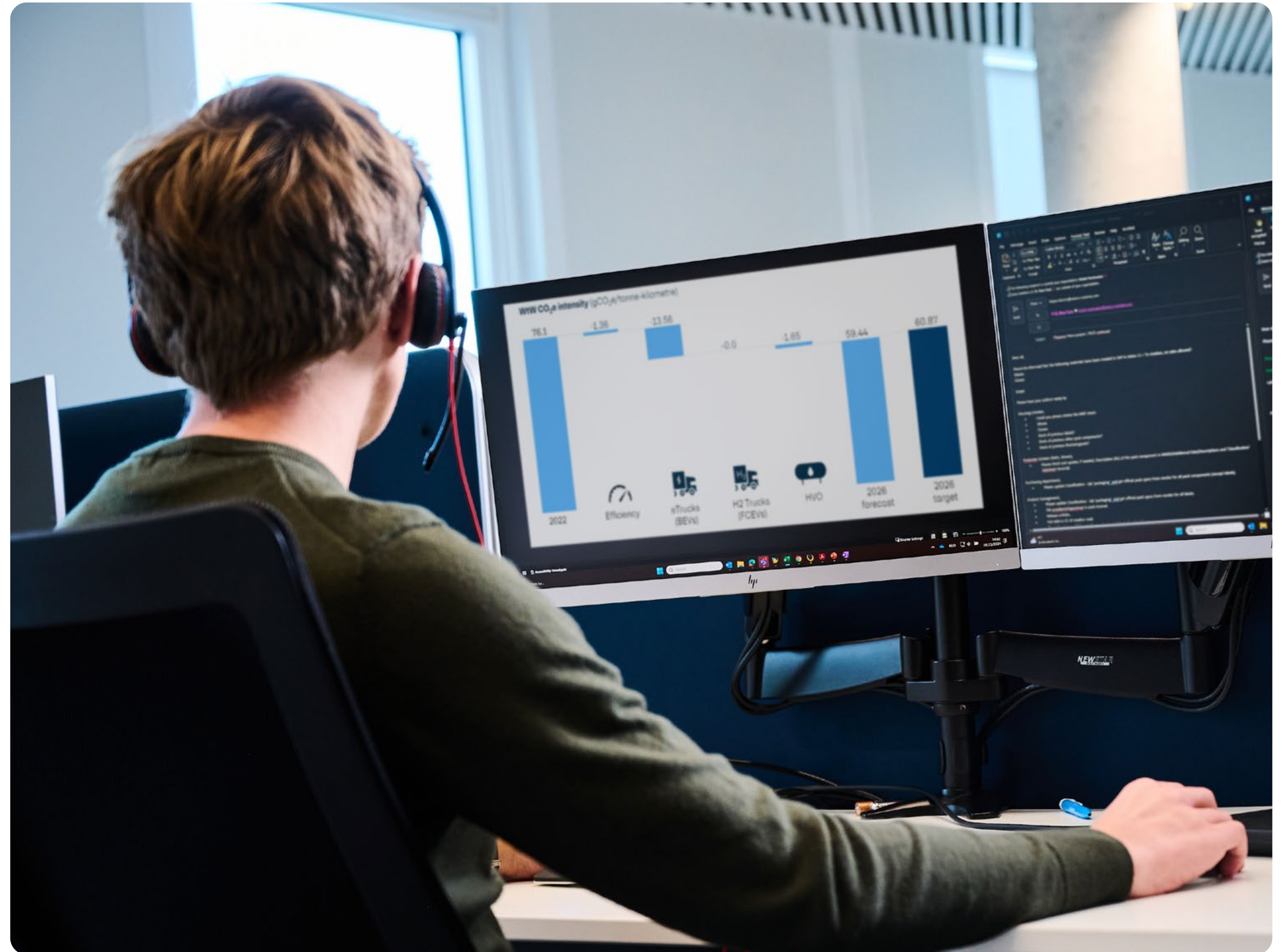
Strengthening our GHG monitoring and decarbonisation approach

To reduce our greenhouse gas emissions, we first need to understand them. In 2023, Arteco partnered with an external expert to develop a structured GHG monitoring system, aligned with the GHG Protocol. Multiple departments were involved to streamline data collection and ensure consistency across the organisation. The system has since been continuously refined and improved. In 2025, Arteco further expanded it to enhance both accuracy and emissions coverage, for example through the inclusion of end-of-life treatment.

However, monitoring alone is not enough. Turning insight into action requires a dedicated **decarbonisation roadmap**. In 2025, we selected a partner to support the development of this roadmap, and we initiated the data collection required to underpin the process. This includes - but is not limited to - GHG monitoring results. The roadmap is still under development and is being refined as new insights emerge.

While our net-zero ambition remains unchanged, the final roadmap will provide greater clarity on the feasibility, timing and dependencies associated with achieving this objective. We aim to maintain transparency throughout this journey. By the end of 2026, we expect to finalise a roadmap that translates our ambitions into **concrete, time-bound actions**.

We continuously improve our GHG monitoring to reduce emissions more effectively





→ Energy management



At our production site in Schoten, our energy team continues to improve energy efficiency. In 2025, the site successfully completed its ISO 50001:2018 recertification audit, with positive feedback on the maturity of the energy management system, the quality of energy data collection, and the strong focus on continuous improvement.

The energy monitoring system was further expanded as the site's central energy monitoring platform. We also integrated extra metering points for electricity, natural gas, compressed air and wastewater, improving the accuracy and completeness of our consumption data. New dashboards and automated alerts now provide clearer insights into energy trends, seasonal variations and abnormal consumption patterns, enabling faster corrective actions. In addition, energy performance indicators are reviewed during daily meetings to embed energy management more firmly into operational decision-making.

Key initiatives in 2025 included:

- **Steam system optimisation** - We organised technical training on steam, condensate and steam traps for maintenance teams, followed by a systematic review of the steam network. Improvements to steam traps and condensate management helped reduce steam losses and improve overall thermal efficiency.
- **Technical energy audit** - A site-wide energy audit was initiated to identify improvement opportunities for significant energy users, and to support a more data-driven approach to future investments and efficiency projects.
- **Decarbonisation roadmap** - In parallel with the energy audit, we started work on a phased decarbonisation roadmap to define and prioritise future emission reduction measures and support the site's pathway towards near-zero emissions.
- **Employee awareness and engagement** - During a dedicated sustainability day, all site personnel received training on ISO 50001 principles and energy management. This strengthened awareness of the link between daily operations, energy consumption and CO₂ emissions, and reinforced energy-conscious behaviour across the organisation.

Across the reporting years, natural gas consumption and purchased electricity have remained relatively stable. This indicates limited change in energy demand and electricity consumption at the site over time. Most optimisation measures have already been implemented, and remaining opportunities are limited, as new measures must not introduce technical issues that could offset energy savings.

Purchased and produced energy in Schoten

Arteco's electricity consumption in 2025 totalled

1,432,267 kWh



34%

Produced electricity (solar panels)

66%

Purchased renewable electricity

Solar panels on our production facility help power our operations, complemented by renewable electricity from the grid



Smart use of resources

Why is this important for Arteco?

As a manufacturer of advanced cooling solutions, our operations rely on key resources such as monoethylene glycol (MEG), water, other raw materials and packaging. We are committed to using these resources in a smarter and more responsible way across the entire lifecycle of our products and services.

Our ambition is to transition from a linear to a circular model - one in which materials are kept in use for as long as possible, waste is minimised, and value is continuously recovered.

To achieve this, we actively reduce our dependence on fossil-based inputs by increasing the use of renewable and recycled feedstocks. We design our coolants for long service life - a long-standing design principle that remains a core criterion for every new development. At our production sites, we focus on efficient water use and waste minimisation, while consistently maintaining the highest standards of performance and quality.

- **Raw material sourcing**
- **Water and waste management**
- **Circular cooling solutions**



Smart use of resources

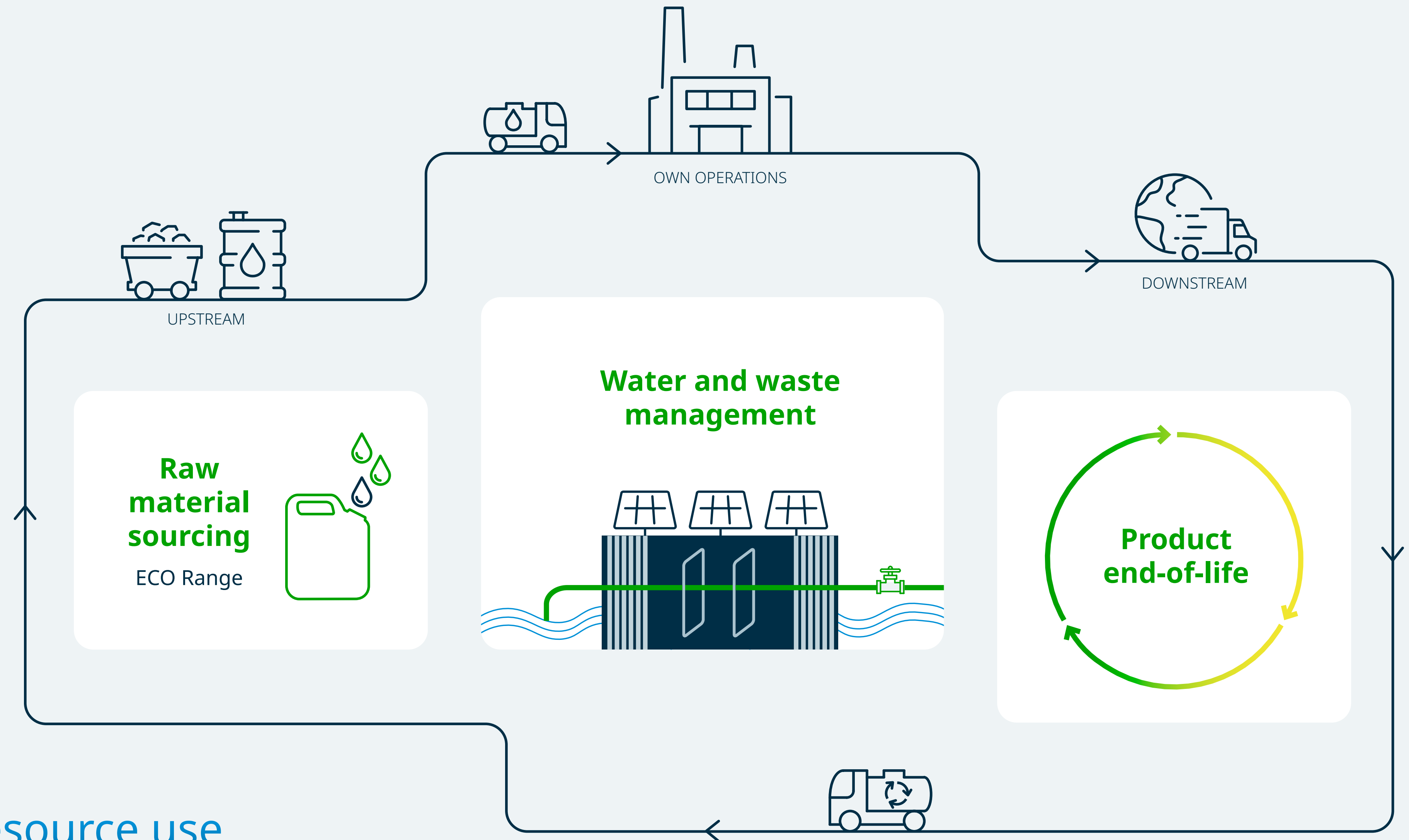
Our approach to a smart use of resources spans the entire value chain.

Upstream, we reduce our environmental footprint through responsible raw material sourcing. With our ECO range, we promote the use of biobased and recycled feedstocks.

In our own operations, we focus on water purification, efficient water use, and responsible waste management.

Downstream, we work with customers, suppliers, and research partners to develop circular cooling solutions. This includes recovering and recycling used coolants to keep materials in use for as long as possible.

We embed smart resource use throughout our entire value chain





→ Raw material sourcing

Arteco has been monitoring its greenhouse gas (GHG) emissions at company level since 2019, with a methodology that has progressively matured in alignment with the GHG Protocol. This work laid the foundation for the introduction of Life Cycle Assessments (LCAs) in 2023, enabling a broader and more comprehensive evaluation of environmental impacts across the full product lifecycle.

The LCAs and GHG monitoring both point in the same direction: the largest impacts of our products come from raw material sourcing - in particular monoethylene glycol (MEG), our most important base fluid - and from the end-of-life treatment of our products. Our LCAs show that raw material sourcing accounts for 57% of the total environmental impact of a typical Arteco coolant. GHG monitoring confirms that the base fluid alone accounts for 44% of total emissions. These findings indicate that sourcing decisions are one of the most impactful levers available for reducing emissions.

Transitioning away from fossil-based base fluids – our ECO coolant range

Our LCA work has identified raw material sourcing - specifically the base fluids monoethylene glycol (MEG) and monopropylene glycol (MPG) - as the single largest contributor to the environmental footprint of our coolants. Acting on this insight, we launched our ECO coolant range in September 2025: a portfolio of existing, proven product lines formulated with lower-impact alternatives such as biobased, recycled or mass-balance-certified glycols instead of conventional virgin fossil-based feedstocks.

Traditional coolant
Fossil base fluid



**Base
fluid
shift**

ECO variant coolant
Biobased or recycled



Since 2023, we have already incorporated recycled MPG, which our LCAs confirm has a significantly lower environmental impact than virgin MPG. Biobased and mass-balance alternatives for both MEG and MPG are now increasingly available across our portfolio. For the different base fluid options, LCA or PCF data were collected (depending on data availability at suppliers), ensuring that our decisions are substantiated with robust data.

ECO coolants are not a separate product category but are ECO-labelled versions of established product lines such as FREECOR®, ZITREC® and ZITREC® TF. These are now available across our key markets: internal combustion and electric vehicles, data centers, and industrial applications. The formulation of the products remains unchanged: ECO labelling reflects the replacement of fossil-based molecules with alternative feedstocks, while maintaining quality and performance, OEM approvals, and safety classifications.



Customers can choose the share of alternative content they wish to use (e.g. partial replacement of fossil-based MEG or MPG), allowing flexibility in their decarbonisation approach. Based on the IPCC 2021 GWP100 methodology, switching to an ECO coolant can reduce the carbon footprint of a cooling fluid by up to 85% compared to a fossil-based equivalent, making it a direct and practical lever for customer emissions reduction.

In 2026, we will continue our efforts to expand the availability of ECO range products. This includes active engagement with suppliers of potential alternative base fluids and continued support for customers through meetings and data sharing.

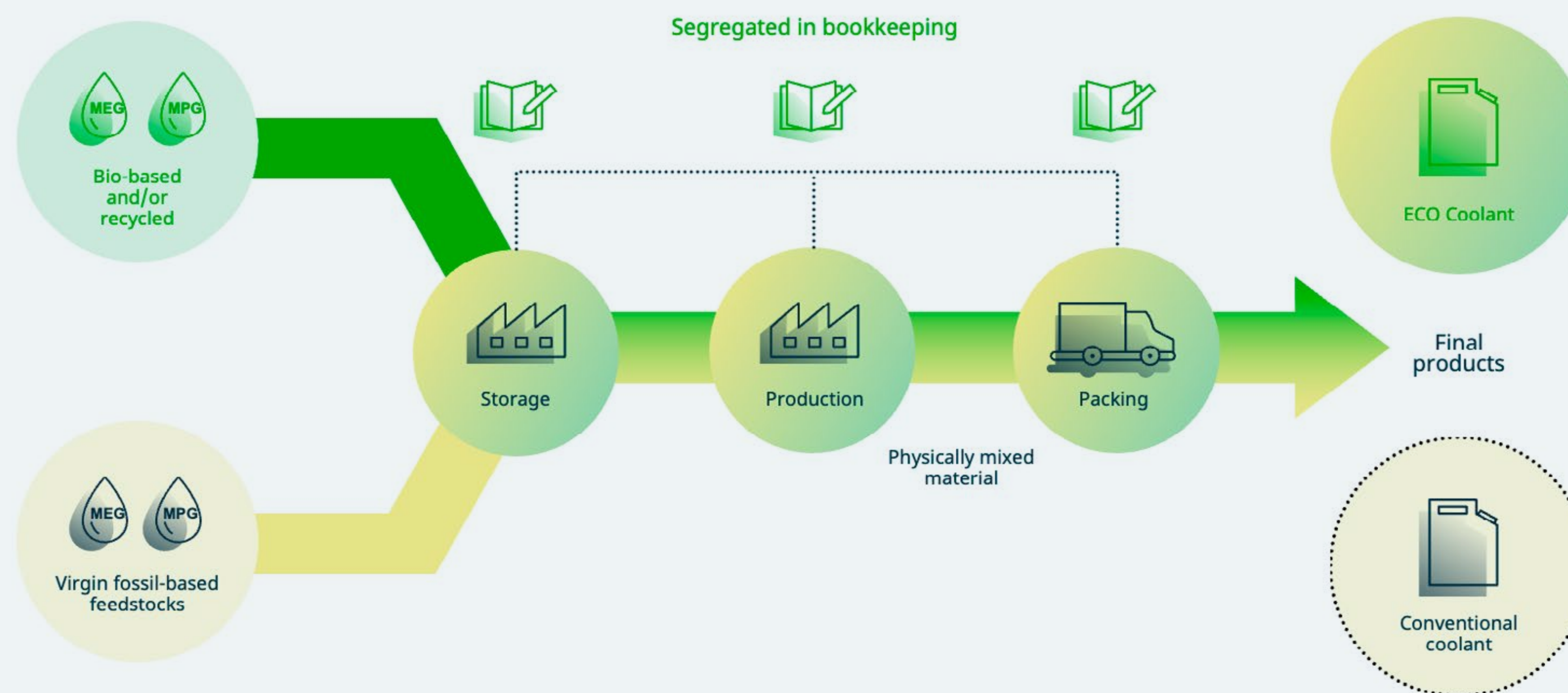
How it works: the mass balance system

The key to making ECO coolants is our certified mass balance approach, which enables both credibility and scalability. At today's volumes of biobased and recycled feedstocks, the streams are too small and diverse to justify segregated infrastructure. Mass balance offers a pragmatic alternative: sustainable feedstocks and conventional fossil-based materials are physically mixed in production, while the sustainable content is tracked and verified in bookkeeping throughout the entire value chain, from storage through production to packing.

This approach lets us scale sustainable inputs now, without waiting for separate systems to become viable. It gives us the flexibility to balance cost and availability, and ensures that every ECO coolant sold is backed by a verified sustainability declaration.

A mass balance system is only as credible as the verification behind it. In 2024, our mass balance methodology was audited against the International Sustainability and Carbon Certification (ISCC) and awarded ISCC PLUS certification, confirming that our process aligns with recognised standards for transparency and traceability throughout the value chain.

[Learn more about our mass balance approach here.](#)





→ Water and waste management

Efficient water and waste management are important elements of Arteco's environmental approach. Our activities focus on reducing the use of natural resources, improving operational efficiency, and limiting the environmental impact of our production processes. In 2025, we continued to invest in initiatives aimed at lowering drinking water consumption for industrial purposes, improving water monitoring, and strengthening waste sorting and management practices across our sites.

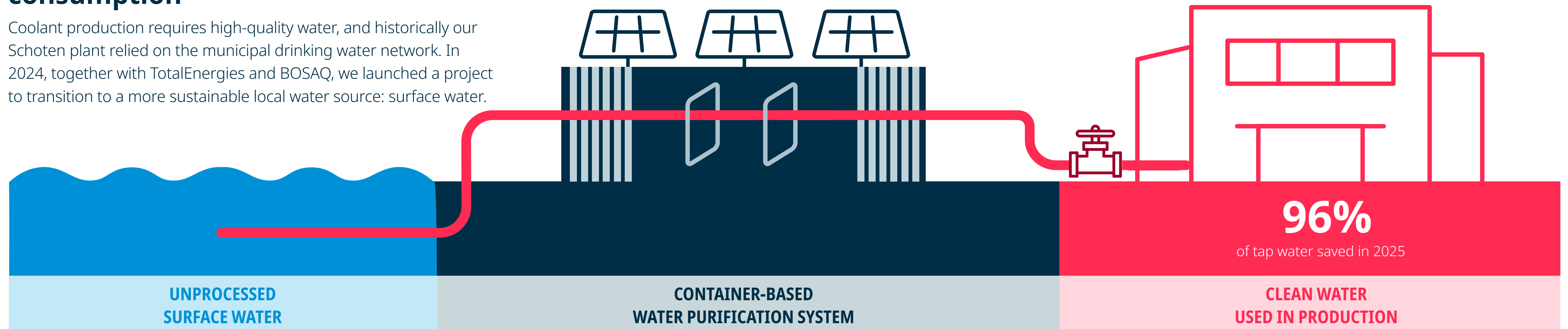
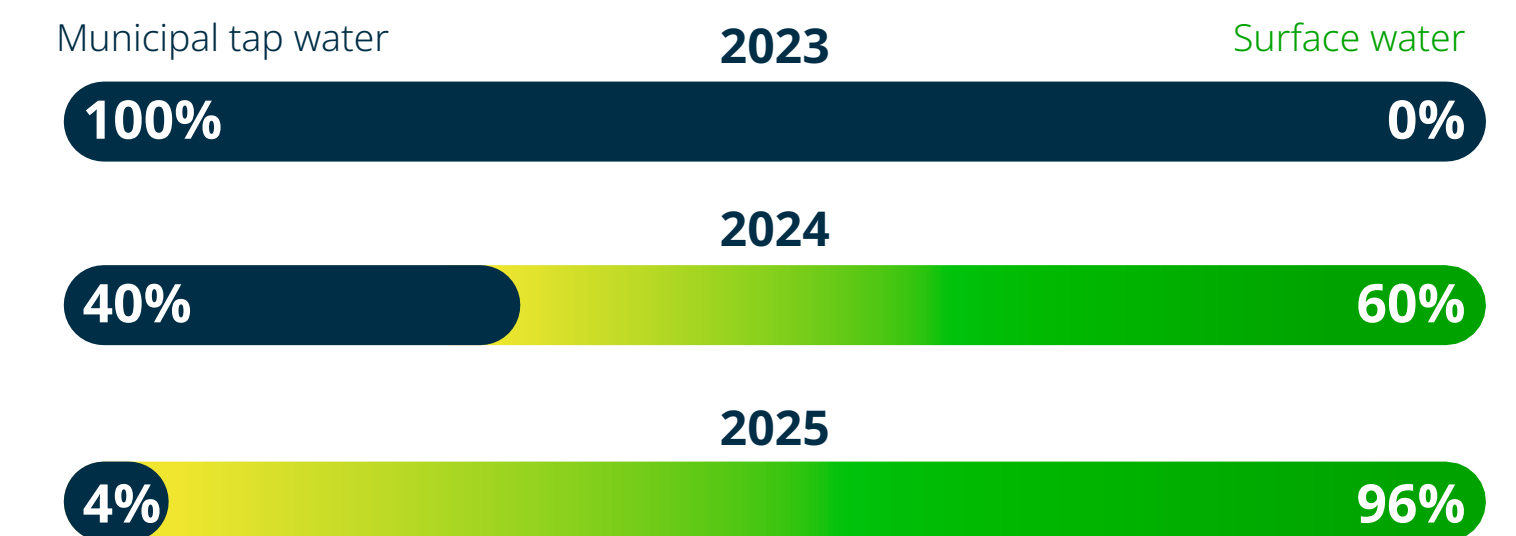
Reducing our drinking water consumption

Coolant production requires high-quality water, and historically our Schoten plant relied on the municipal drinking water network. In 2024, together with TotalEnergies and BOSAQ, we launched a project to transition to a more sustainable local water source: surface water.

Central to this initiative was the Q-Drop unit, a compact container-based water purification system developed by BOSAQ, which produces demineralised water that meets the quality requirements for our coolants while using fewer chemicals in the process.

In 2024, 60% of the plant's water consumption originated from surface water. Following formal customer approval of the new water source, this share increased to 96% in 2025. As a result, the Schoten plant now saves at least 25,000 m³ of tap water annually. In 2026, we aim to further scale up this approach to reduce our consumption of drinking water to near zero.

Our total water consumption





Waste management

Waste management remained an important focus area in 2025, as we continued to improve waste sorting, raise awareness, and identify opportunities to reduce and recover waste across our operations. To strengthen our understanding of waste generation, we carried out a detailed inventory of more than 20 waste streams and assessed optimisation opportunities for each of them. We also improved our waste reporting by making a clearer distinction between hazardous and non-hazardous waste streams.

During the year, we introduced several practical initiatives. We launched employee awareness campaigns through dynamic communication screens and updated onboarding materials and internal presentations to include guidance on waste management practices. We also organised annual operational reviews with waste collection partners to improve collaboration, service quality and sustainability performance.

Reducing and ultimately avoiding coolant waste disposal on site remains an important objective for Arteco, and we continue to assess further optimisation opportunities.

Reducing and ultimately avoiding coolant waste disposal on site remains our priority





Rethinking packaging

While the main environmental impact of our products comes from the coolants themselves, we continue to explore more sustainable packaging solutions that can further reduce our footprint. To identify the most relevant opportunities, we developed a **sustainable packaging roadmap**, drawing on supplier input and broader market analysis. The roadmap assesses both currently available solutions and longer-term innovation.

In 2025, we further strengthened our sustainable packaging roadmap by closing data gaps and investigating different options in greater depth. We also continued implementing various quick wins identified through this roadmap. For instance, the use of mechanically recycled high-density polyethylene (HDPE) can **reduce CO₂ emissions** by up to 70% compared with virgin HDPE. One example is the “green layer IBC”, launched in 2023, which contains a middle layer made from recycled HDPE and whose deployment will be expanded further. In addition, we explored opportunities to reuse steel drums, which can be cleaned and refurbished for multiple reuse cycles. We will continue our collaboration with suppliers and customers to further advance these initiatives.

70%

Mechanically recycled high-density polyethylene (HDPE) can reduce CO₂ emissions by up to 70% compared with virgin HDPE.

We further strengthened our sustainable packaging roadmap by closing data gaps and investigating different options

Both short-term improvements and more ambitious packaging projects included in the roadmap were assessed during a dedicated **evaluation**. The assessment considered environmental impact, technical feasibility, resource requirements, and implementation steps. While some solutions require further validation before large-scale implementation, progress was made in evaluating alternative HDPE materials and expanding the use of recycled content in larger packaging formats such as 1,000-litre IBCs. During the ACT event, our colleagues had the opportunity to explore the different packaging solutions we are currently investigating.

The further rollout of reusable steel drums is planned for 2026. For the remaining actions, we will continue to assess the available options and prioritise those that best align with both carbon reduction objectives and the requirements of the Packaging and Packaging Waste Regulation (PPWR).



OUR PEOPLE

Jari De Craecker

📍 Business Development Manager Sustainability 📍 Ghent

“My name is Jari, and since May 2025 I’ve been working as Business Development Manager Sustainability at Arteco. In my role, I focus on developing business models that are not only innovative, but also more sustainable. Even though I haven’t been with Arteco for very long, I’ve already learned a great deal and had the chance to work on projects that really interest me, such as exploring circular solutions for our coolants. One of the moments that stands out most was sharing our circular ambitions and the challenges involved with colleagues during the Sustainability Fair.”

“What I appreciate about Arteco is that it combines an international environment with the feeling that your contribution genuinely matters. I was given responsibility from the start, which meant a steep learning curve but also the opportunity to gain experience quickly. It’s interesting to see how the company keeps evolving and looking at new applications, such as coolants for data centers.”

“For me, smart use of resources means being mindful of the materials we use and finding ways to use them more efficiently. In my work, that translates into reducing the need for virgin materials through circular solutions. Outside work, I try to apply the same principle in small ways too. I cycle to work most days, and while it may seem like a minor choice, I believe that small actions can add up over time.”





Circular cooling solutions

Transitioning to a circular model is central to our smart use of resources ambition. Rather than treating used coolants as waste, we explore how materials can be recovered, recycled, and reintroduced into new production cycles - thus reducing our dependence on virgin inputs and minimising waste across the lifecycle of our products. This requires collaboration across the value chain, long-term thinking, and a willingness to rethink how cooling solutions are designed, used, and managed at end of life.



The Most Sustainable Coolant initiative defines Arteco's long-term ambition by exploring what a truly sustainable coolant could look like

Most Sustainable Coolant project: defining our long-term ambition

The Most Sustainable Coolant initiative defines Arteco's long-term ambition by exploring what a truly sustainable coolant could look like, beyond current technological and market constraints. This includes exploring concepts such as the use of biobased materials, biomimicry and other innovative approaches to sustainable product design.

Following an extensive ideation phase that translated broad ambitions into tangible future concepts, the project has now moved into a phase focused on refining key research questions and engaging with external partners.





People and community care

Why is this important for Arteco?

People are at the heart of everything we do. We build a workplace where our employees feel safe, supported and able to grow, and we extend the same care to the communities and partners we work with.

Health, safety and well-being come first. Our five-year safety plan translates into annual action plans with tangible initiatives - from training on chemical handling, ergonomics, and electrical safety, to emergency procedures, internal traffic management, and strict monitoring of work permits for high-risk tasks. Every incident is reported, and employees are encouraged to suggest improvements. Beyond workplace safety, we support well-being through flexible working arrangements, including up to three days of remote work per week. Professional growth is fostered through a range of training and development opportunities, such as Development Conversations, a Leadership Development Programme and a dedicated online training platform.

Diversity and inclusion are natural parts of our identity. Our teams bring together different ages, backgrounds and nationalities (see Gender distribution and Age ratio on page 34), and we continuously invest in raising awareness, addressing biases and fostering a collaborative culture.

Our **community engagement** extends this care beyond our own walls - to the partners in our value chain and the communities around our sites - and our commitment to **ethics and integrity** ensures we do business responsibly at every step.

→ **Health, safety & well-being**

→ **Diversity & inclusion**

→ **Community engagement**

→ **Ethics & integrity**



→ Health, safety & well-being

Nothing we do matters more than the safety, health and well-being of our people. We want Arteco to be a place where people feel genuinely at ease: safe in their work, supported in their growth, and valued for who they are.

Safety in daily operations

Safety is more than just a priority for us; it's a core value embedded in our daily operations. Throughout 2025, we undertook several targeted actions to further integrate safety into our processes:

- We organised dedicated training sessions for the hierarchical line on their responsibilities related to well-being and safety. The laboratory team also completed a refresher course on the safe handling of chemical agents.
- We promoted employee well-being through company-wide initiatives, including a healthy lunch event and an expert-led session on menopause awareness.
- To mark World Safety Day in April 2025, we invited all employees to our production facility in Schoten for workshops and training ses-

sions on topics such as stress and burnout, hazardous substances, and last-minute risk analysis.

- We further strengthened safety and health capabilities within the laboratory through the successful completion of the Level 3 Prevention Advisor certification and ongoing participation in additional training.
- We also focused on keeping the chemical products register up to date and following up on periodic inspections.
- Based on the results of the latest employee survey, several improvements were introduced to enhance meeting practices and ergonomics, including adaptations to the small meeting rooms on the first floor.
- We partially revised the risk analyses for all workstations and job functions. We also reviewed the first aid risk analysis and aligned the contents of first aid kits with the types of injuries that could occur within the organisation. We updated the second part of the chemical agents risk analysis to further reduce risks for employees working with hazardous substances.
- In the laboratory and office areas, we carried out a four-week indoor climate study, measuring humidity, temperature and CO₂ concentration levels. Based on the results, we developed an action plan.

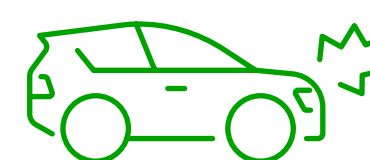
Safety at work

1



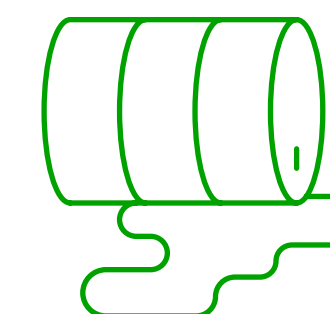
Total Recordable
Incident Rate

0



Motor Vehicle
Crashes

0



Spills



In 2026, we will continue to strengthen our focus on employee well-being and workplace safety. Personal ergonomic advice will remain available to support employees in creating healthy and comfortable working conditions. We will conduct a new employee survey to gather feedback and identify opportunities for further improvement.

In addition, we will review the risk analyses relating to internal traffic, lighting, psychosocial well-being, and home-to-work traffic to ensure that emerging risks are appropriately addressed. We will also develop guidelines for the purchase of supporting equipment, such as ergonomic accessories, specialised eyewear, and adapted footwear, to promote employee health, safety and comfort in the workplace.



Investing in employee well-being

Well-being at Arteco shows up in the everyday choices we make together. In 2025, colleagues once again gathered for a healthy lunch at the office on 18 November, this time with a focus on local and seasonal ingredients. Information cards on each table shared the origins and nutritional benefits of the food, turning a shared meal into a small moment of awareness.

That same spirit of collective care extended to blood and plasma donation. On 10 and 12 June, a group of colleagues visited a donation centre together - now for the second consecutive year. As a token of appreciation, Arteco treated the donors to lunch at Bar Amelia. Both initiatives started as suggestions from colleagues and have since become recurring fixtures in our calendar; a reflection of a well-being culture that is genuinely employee-driven.

Less stress, more focus

A healthy workplace is one where people can perform at their best without unnecessary pressure. Following the results of our 2024 employee engagement survey, which identified stress management and focus as a company-wide priority, we developed a dedicated training programme for managers and supervisors.

Delivered in collaboration with an external psychotherapist and trainer, the programme equips leaders with practical tools to recognise stress signals early, manage their own energy, and create a more focused and resilient team environment. The training combines a full-day session on stress and focus with two in-depth workshops: one on moving from stress awareness to concrete action, and one on reducing distractions and building a culture of deep work. The programme launched as a European pilot in 2025, with plans to extend it to our APME organisation in a subsequent phase, ensuring that the insights and tools reach leaders across all our operations.





→ Diversity & inclusion

At Arteco, we value diversity and inclusion as essential elements of a strong and future-ready organisation. Our workforce brings together people of different ages, backgrounds and nationalities, each contributing unique perspectives and strengths. We are committed to fostering an inclusive workplace where everyone feels respected, heard and empowered to grow. While diversity is a natural part of who we are, we continue to invest in awarenessraising and building a supportive, collaborative culture. By doing so, we aim to create an environment in which all colleagues can fully contribute and thrive.

Menopause webinar

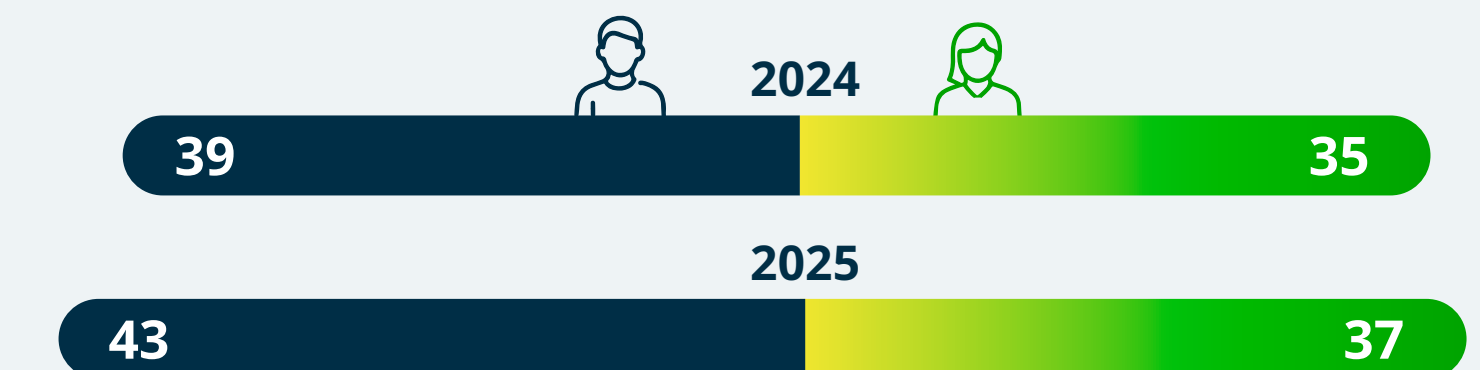
An inclusive workplace means creating space for topics that affect real lives, including those that have long gone unspoken. When colleagues were invited to share their input during the ACT launch event, a webinar on menopause and its impact on the workplace emerged as one of the most frequently requested topics.

On 11 December, we held an online session that colleagues from all our locations could join. The webinar offered practical insights into how menopause can affect day-to-day working life, and contributed to a broader culture of openness and mutual understanding.

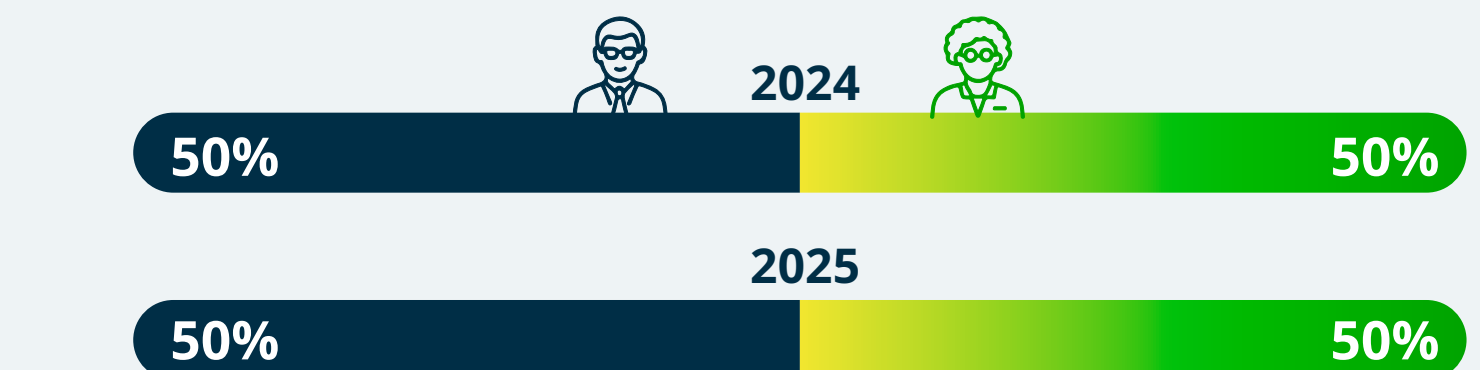


Key Employee Numbers

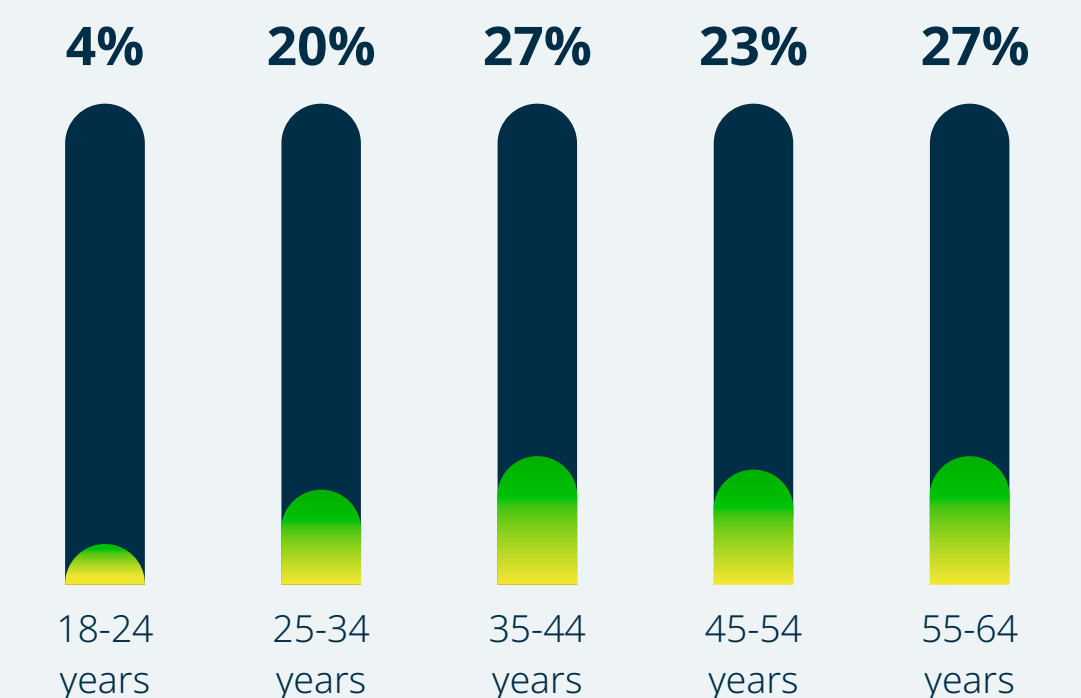
Gender distribution



Gender distribution within management



Age ratio



OUR PEOPLE

Emelie D'Hondt

📁 HR Manager 📍 Ghent

"I joined Arteco in 2022 as HR Manager and felt at home from day one. What stood out to me immediately was the positive atmosphere and the shared drive to make things happen. There's a real sense of teamwork, and colleagues genuinely enjoy sharing ideas and working together. In our international environment, colleagues from diverse cultures and backgrounds bring different perspectives."

"One of the things I value most is the trust and autonomy people are given. If you have an idea or want to take initiative, you're encouraged to go for it. While there's a strong focus on growth and performance, there's also a genuine commitment to employee well-being."

"For me, being part of a responsible company means making a positive contribution beyond our own business. That's why I really appreciate the community initiatives we support. They help worthwhile causes while also bringing colleagues together around a shared purpose. A great example is our You ACT, We Help programme, which supports employees who are involved in social organisations or community projects. It's inspiring to see how a relatively small action can make a meaningful difference in local communities."





→ Community engagement

Being part of a community means showing up, year after year. We invest in local and international partnerships that create lasting impact, and we support the causes our colleagues already believe in.



‘You ACT, We Help’ campaign

At the launch of our ACT strategy in May 2025, we also introduced **You ACT, We Help**: a programme that recognises and amplifies the positive impact of our colleagues in the communities they serve.

Each year, a dedicated committee selects up to three employee-led projects to receive financial support of €1,000. To qualify, employees must be personally involved in a non-profit organisation that creates lasting social or environmental impact. Relevant areas are climate and nature, youth education, water management, road safety, health and humanitarian aid, and social inclusion and diversity.

In the first edition, two projects were selected. Wattmobiel received support for teaching children about renewable energy. The second grant went to Care4CMV, funding additional research on congenital cytomegalovirus, a cause championed by a colleague personally affected by this condition. By backing the initiatives our people already believe in, we reinforce what ACT stands for: that meaningful change happens when people and organisations act together.



Running for good

Sport and solidarity came together at the **Brita Urban Trail Run** in Ghent. Following the ACT launch event, many colleagues had expressed interest in a shared sporting activity with a community dimension. In 2025, we made that happen.

A group of colleagues laced up their running shoes and took to the streets of Ghent, with every kilometre counting for more than a personal goal. For each kilometre completed, Arteco made a donation to two organisations we know well: Patrasche and Welzijnsschakels, both of which we first encountered during our social team-building day in 2024.



WOTR token of appreciation

Our collaboration with the Watershed Organisation Trust (WOTR) in India is one of our longest-standing community partnerships. In 2025, WOTR presented Arteco India with a token of appreciation, in recognition of our continued support for the project **Promotion and Strengthening of Group Irrigation Systems in Sangamner Block**.

The project builds on earlier successful interventions in five villages, which resulted in improved water availability, enhanced crop diversity, and better access to drinking water for 142 families. The current phase focuses on two remote tribal hamlets of the Thakar community, Jambhulvihera and Ghirewadi. Key objectives include improving access to safe drinking water for 28 households,

ensuring reliable irrigation for group-managed farmland, reducing water losses, increasing agricultural productivity, and strengthening livelihood resilience. To date, two Water User Groups have been established, several wells have been developed, and twenty farmers have adopted drip irrigation systems.

For us, this recognition reflects the kind of long-term commitment that creates real impact. Thanks to this partnership, women in the region now have access to tap water for daily domestic use. Dozens of families benefit from improved agricultural and drinking water, and local farmers have adopted more sustainable irrigation practices. A community that was once scattered has found common ground in addressing water challenges together.

→ Ethics & integrity

Acting with integrity is a fundamental part of how Arteco operates. We are committed to conducting business in an ethical and transparent manner towards our employees, our partners, and the communities we serve. This commitment is reflected in our **Supplier Code of Conduct**, which sets clear expectations for responsible business behaviour across our value chain.

Internally, compliance and anti-bribery principles are embedded in our ways of working. We provide targeted training to raise awareness and ensure that ethical conduct is not just a policy on paper, but a shared standard across the organisation.





Looking ahead

In 2026, we will finalise our **decarbonisation roadmap** and integrate it into our broader business strategy, alongside clearly defined ESG targets.

We are also advancing initiatives to **embed sustainability earlier in the product development process**. This approach is guided by the Safe and Sustainable by Design framework, a set of voluntary guidelines introduced by the European Commission. While integrating sustainability at the design stage presents challenges - particularly in the selection of raw materials - we have already defined our vision, taking a full life cycle perspective into account. In 2025, we developed a structured system to integrate safety and sustainability criteria into early-stage product development, which will be implemented by our R&D teams from 2026 onwards.

Following the identification of our **critical suppliers** in 2025, we will prioritise engagement and focus our efforts where we can create the greatest impact. At the same time, we will continue to strengthen our **safety culture** through clear communication, regular Environment, Health & Safety (EHS) newsletters, and specialised training for managers and laboratory staff working with chemical agents.

Looking further ahead, we remain committed to the well-being and growth of everyone connected to Artec. We will continue to offer a **range of well-being initiatives** to help colleagues feel energised, focused and resilient. The **You ACT, We Help** initiative will continue with a new edition in 2027, supporting community projects chosen by our employees.



Our organisation





Let's talk coolants

About Arteco

Founded in 1998 as a joint venture between Chevron and TotalEnergies, we began our journey with a strong focus on water-soluble engine coolants. This commitment has shaped us into what we are today:

- a **leader** in automotive engine cooling
- a reliable **global partner** for our customers
- a trusted **technology solution provider** across a wide range of applications, including data centers

Over the years, we have grown beyond our European roots, expanding into the Asia-Pacific region, the Middle East, and Africa.

Today, we have offices in Belgium, China, India, and Japan.

What we do

We develop, manufacture, and market **engine coolants, heat transfer fluids, and corrosion inhibitors** for a wide range of industries, including automotive, industrial, and electronics. Our tagline '**Engenious Coolants**' – a combination of 'engine' and 'ingenious' – reflects our mission to deliver smart, high-performing, and sustainable cooling solutions.

Our cooling technologies support the performance and design of modern engines or installations, and address the increasingly demanding requirements of various industries. We work closely with Original Equipment Manufacturers (OEMs) and other technology supply-chain partners to meet strict **quality standards** for both factory fill, aftermarket applications, and high-tech environments that demand exceptional reliability and efficiency.

Our reach

Today, we have a strong position in Europe and continue to expand our presence in key regions around the world. Our global reach is built on long-standing customer relationships, trusted supplier partnerships, and a growing international footprint.

We work closely with customers and suppliers to respond to changing market needs in both established and emerging markets. We have clear ambitions to grow further in Asia Pacific and the Middle East (APME). To support this growth, we invest in strategic partnerships, local innovation, and a resilient supply chain. Our local presence in China helps us stay close to regional market developments and technical advancements. This allows us to support our customers wherever they operate.





What drives us

Mission and vision

Our world is evolving as a result of today's innovations in mobility and digitalisation. These innovations are transforming the way we move, live and work, and create new and urgent demands for **advanced cooling and heat transfer solutions**:

- The **automotive industry** is shifting from combustion engines to new energy vehicles (NEVs), requiring more efficient and sustainable cooling technologies. While we may be a small player in this transition, we're proud to contribute.
- **Data centers** are being built quickly around the world to keep up with rising demand for digital services. These high-demand systems require efficient cooling to ensure durability and reduce environmental impact.
- This all takes place within a global context where **climate change** is posing an ever-growing threat, demanding immediate action, while a shifting **geopolitical landscape** further complicates the challenge of ensuring reliable supply chains and resource management.

In such a dynamic and challenging environment, our mission is clear: to deliver 'ingenious' solutions for efficient heat transfer, addressing the evolving needs not just for automotive engines, but for any application that requires indirect heat transfer with exceptional performance, corrosion resistance, and durability.



We cool the systems of our ever-warming planet
by providing **ingenious coolant technologies**
throughout the world.

Together with our customers and partners, we're dedicated to doing our part and to redefining cooling, together with our customers and partners, with **smarter, more sustainable solutions** that contribute to a connected world.

- Our **advanced heat-transfer fluids** manage excess heat across a wide range of systems, from traditional and electric passenger vehicles to trucks, buses, agriculture vehicles, construction machinery, and even charging infrastructure.
- Through our **long-lasting coolant technologies**, we aim to make a meaningful impact by extending the life of heat transfer fluids and contributing to the overall reduction of waste.
- We play our expert role in cooling to support the development of more **energy-efficient data centers**, helping ensure they operate sustainably as the world becomes increasingly reliant on digital infrastructure.

While we understand the challenges are considerable, we are committed to providing tailored, high-quality solutions that meet the unique needs of every single customer. Through our own actions and operations, we contribute to reducing the carbon footprint across industries.

Guided by our dedication to progress, our expert team works tirelessly to realise our bold vision: 'We cool the systems of our ever-warming planet by providing "ingenious" coolant technologies throughout the world.' This vision drives us as we collaborate with partners and customers to build a more resilient and better future, acknowledging that every step, no matter how small, counts towards the greater goal.



Our values

To achieve our vision, we focus on four core values.

We collaborate to accelerate

Collaboration helps us achieve more. By supporting each other, sharing insights, and encouraging openness, we grow together with integrity and respect.

We explore and learn

Innovation and learning fuel our growth. We embrace new ideas, experiment, and learn from setbacks, ensuring we continue to evolve for the future.



We go the extra mile for our customers

Our customers are our focus. We build lasting partnerships by listening closely, anticipating needs, and delivering solutions that exceed expectations.

We strive to excel

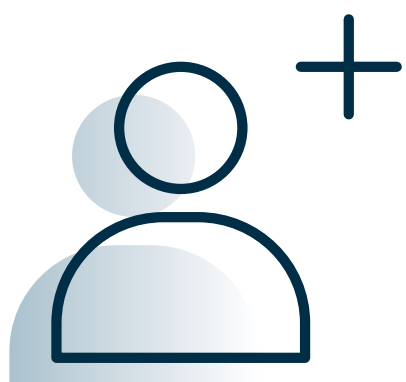
We aim for excellence by upholding high standards, remaining agile, and continuously improving. Every day, we seek to add value and drive sustainable progress.

These values shape our actions and guide our success.

Arteco in numbers



Turnover



Number of employees at Arteco NV



Number of countries with sales





Global operations

Our two main production facilities – a state-of-the-art manufacturing plant in Schoten and a new production facility in Nantong in China – use advanced technologies and robust process controls, delivering consistent excellence while allowing us to scale flexibly and respond swiftly to the evolving demands of diverse regions.

Optimising our global supply chain is our top priority, balancing efficiency with sustainability. Our strategic partnerships with carefully selected subcontractors ensure we meet uncompromising quality standards across the globe, supporting our commitment to operational excellence.

This strategy guarantees smooth operations and strengthens resilient supply chains, enabling us to maintain continuity and timely deliveries globally.

Our commitment to operational excellence is reinforced by certifications such as IATF 16949:2016, ISO 14001:2015, ISO 45001:2018, and ISO 50001:2018, further emphasising our dedication to high quality, sustainability, and reliability across all the industries we serve.



 Production locations  Arteco Main Plants

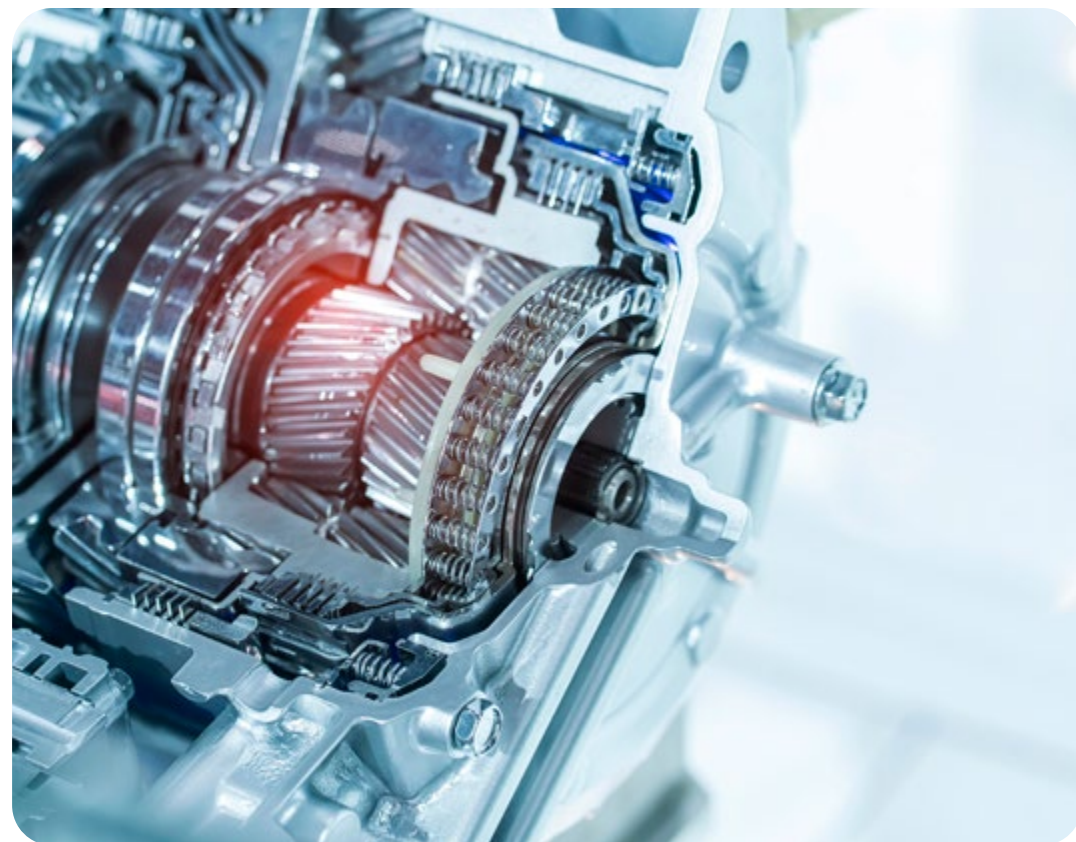


Products and services

We offer a comprehensive range of products designed to meet diverse heat transfer and performance needs across various industries.

Engine coolants

We provide a variety of engine coolants tailored to meet different performance and composition requirements. These coolants are suitable for a wide range of engines, including internal combustion engines (ICE), gas engines, and electrically powered drivetrains, ensuring reliable cooling performance across all vehicle types.

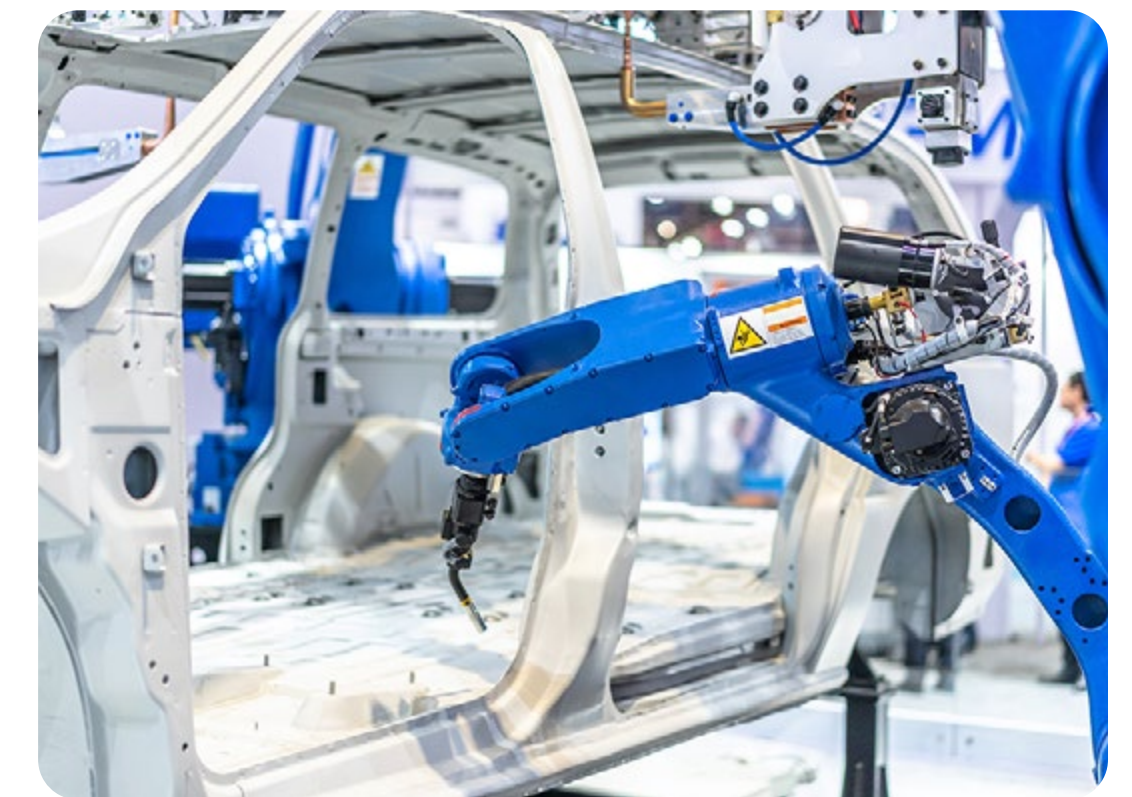


Corrosion inhibitor packages

Our highly concentrated **additive packages** form the technology foundation and the core differentiator of our Research and Development (R&D). They serve as the base for blending coolants and heat transfer fluids and can also be used in other applications, such as boosting inhibitors in fluids already in use. This makes them a versatile solution for diverse industrial needs.

Heat transfer fluids

Our heat transfer fluids, branded as Zitrec® TF, are designed for controlled heating or cooling in a wide range of industrial applications and processes. These fluids are engineered to provide effective thermal management, making them suitable for industries requiring precise temperature control, such as industrial chemical processes, brewery processes, or data center cooling.



End-of-line fluids

We produce specialised End-of-line fluids for engines during testing. These fluids provide corrosion protection in both liquid and vapour phases, ensuring engines are safeguarded during testing or transport.

We complement our product offerings with a range of **additional services**, including laboratory analysis, field sample testing, and technical support. These services provide customers with valuable insights and assistance, helping them optimise performance and ensure fluid quality.



The markets we serve

We serve a diverse range of customers across the automotive and industrial sectors. We tailor our products and services to meet the needs of each segment:

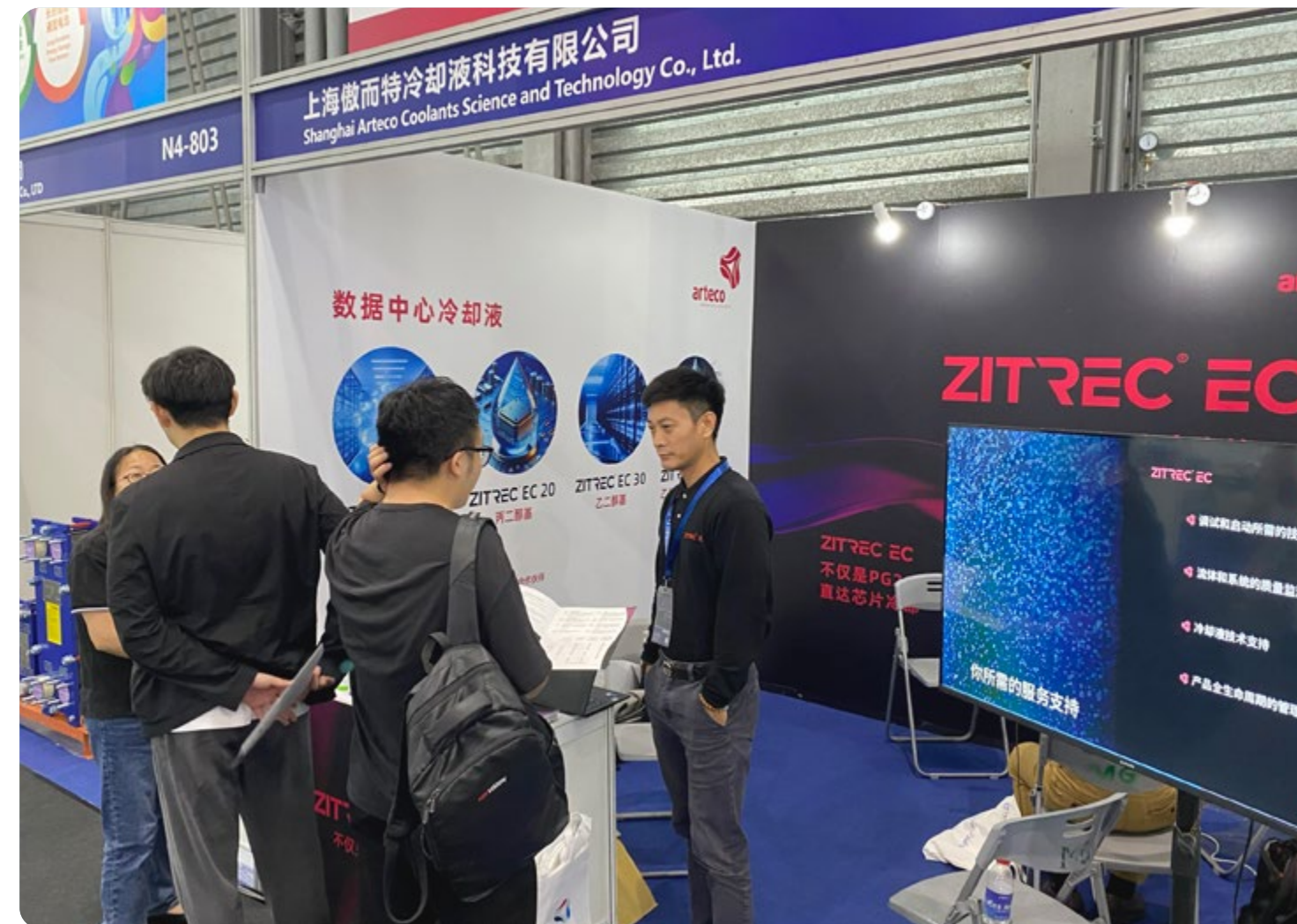
Original Equipment Manufacturers (OEMs)

OEMs are a key customer segment for Arteco. These manufacturers of cars, trucks, buses, and construction and agricultural equipment expect the highest standards for product performance, technical support, reliability, innovation, and safety.

We supply around half of our product volume, including Freecor® and Freecor® EV, to OEMs for initial factory fills worldwide. We also provide approved products under OEM private labels and handle packaging into smaller formats for professional and consumer use.

Aftermarket

Our products are widely distributed in the aftermarket, reaching oil companies, blenders, fillers, chemical distributors, and resellers. Many of these customers also purchase our products under their **private labels**, enabling them to offer cooling and heat transfer solutions to end-users and service providers in the automotive and industrial sectors under their own brand.



Data centers

Data centers represent a particular customer segment within electronics, facing increasingly stringent demands driven by **high-performance computing and AI servers**. Approving liquid coolants requires coordination among multiple stakeholders, including data center owners and operators, hardware OEMs, engineering firms, and commissioning companies. Product selection is further influenced by regulatory and compliance requirements. Our ZITREC® EC product line offers Direct-To-Chip (DTC) liquid cooling options designed to support efficient system operation, prevent overheating, and improve Power Usage Effectiveness (PUE).

Heat transfer fluid distributors

We collaborate with **specialised distributors** serving industrial applications that require heat transfer fluids. These applications include ice rinks, solar energy installations, breweries, and other indirect cooling installations requiring effective thermal management for controlled heating and cooling.

Through these trusted partners, our Zitrec® TF product line reaches diverse industries, supported with complete service and technical assistance.





Value chain and stakeholders

Each area in our value chain – upstream, own operations, and downstream – contributes to our mission of delivering high-quality coolants to our customers. At each stage, various stakeholders are involved.

Upstream

Our upstream activities focus on sourcing critical raw materials and packaging materials essential for coolant development and production. These include:

- **Raw materials:** Heat transfer fluids are composed of three main components: base fluid, additives, and demineralised water. Since 2024, we have been producing our own demineralised water from surface water, reducing our impact on municipal drinking water installations.
- **Packaging materials:** We offer packaging solutions ranging from small packs (1-20 litres) to larger packs (60-1,000 litres) catering to diverse customer requirements.

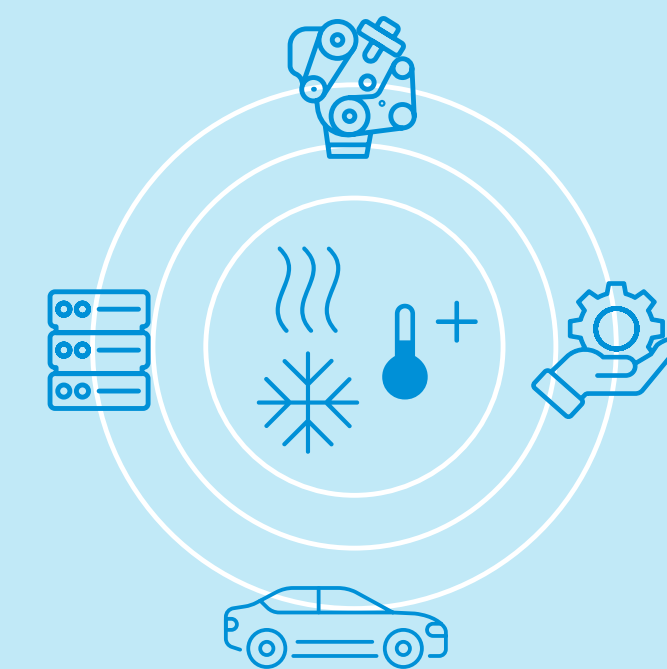
To ensure the availability of high-quality materials, we employ a robust **procurement process**. Raw materials and packaging materials are sourced both locally and globally to ensure reliability and efficiency in the supply chain. Supporting services, including transport and logistics, are integral to our operations, with raw material shipments managed both by us and our suppliers.

Own operations

- **Development of state-of-the-art coolants:** R&D plays a crucial role in formulating innovative and sustainable coolant solutions, tailored to meet our customers' needs. With 30% of our staff dedicated to technology, we emphasise the importance of state-of-the-art coolant development for a global customer base. Our commitment to innovation and excellence not only supports our competitive edge but also aligns with our broader environmental and climate objectives.
- **Production:** Our production facilities use raw materials to produce high-performance coolants, with manufacturing processes designed to ensure efficiency and resource optimisation.
- **Sales and support:** Our global teams provide tailored support and customer-focused solutions, ensuring reliable supply chains and technical assistance required for optimal product performance.

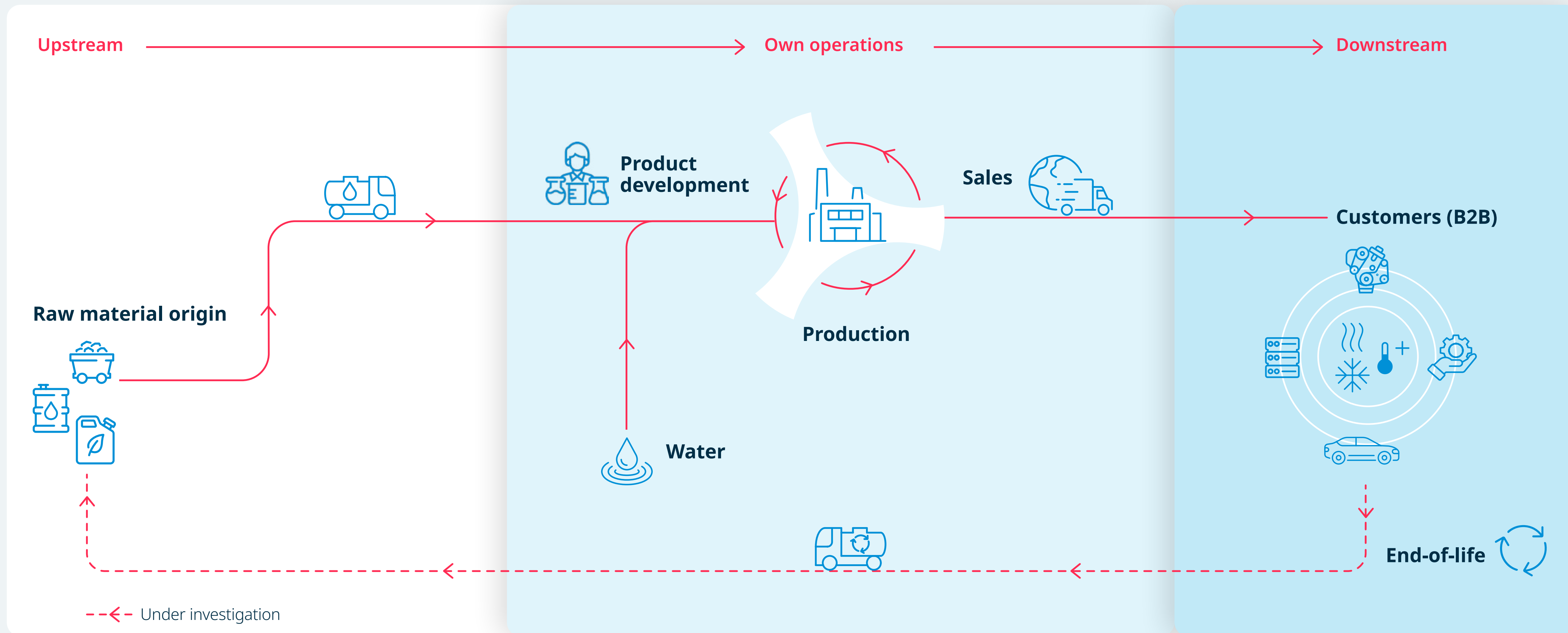
Downstream

Our downstream activities focus on **delivering high-quality cooling services to our customers**. By aligning production and packaging processes with customer requirements, we ensure timely and efficient delivery. Strong customer relationships are maintained through consistent quality, performance, and responsiveness to customer needs. With our eyes on the future, we are preparing for a transition to a **circular coolant model**.





Our value chain





Our stakeholders

Our value chain is shaped by a network of **external partners**, including suppliers, customers, shareholders and investors, universities and research partners, federations, energy providers, regulatory authorities, subcontractors, and financial institutions. These stakeholders play a vital role in shaping our strategies and ensuring compliance with industry standards. For example, universities and research partners support innovation, while regulatory authorities ensure adherence to environmental and safety regulations. Suppliers ensure availability, quality, and sustainability of raw materials, while customers drive demand and set quality expectations.

In turn, we impact our stakeholders by fostering **collaboration** and setting benchmarks for excellence and sustainability in the industry.





Governance

Board of Directors

Our Board of Directors, composed of representatives from Chevron and TotalEnergies, our shareholder companies, is responsible for overseeing the governance, strategic direction, business priorities, sustainability targets, and risk management, and ensuring alignment with shareholder agreements and regulatory requirements. Additionally, the Board is responsible for appointing and evaluating our **General Manager** (GM).

Dedicated Committees focusing on areas such as compliance, finance, and technology provide targeted insights to support the Board's decisions.

The GM regularly reports **company performance** to the Board, subsequently obtaining the Board's approval for our business plan, long-term objectives, and significant investments.

To ensure accountability and track progress, we use a comprehensive KPI scoreboard

Governance structure

Our governance structure ensures **robust oversight and effective execution** of our strategy. It enables transparent communication between the Board and the Management Team through structured committee meetings, monthly performance updates, and regular management reporting. This structure supports strategic alignment across all levels of the organisation and enables agile decision-making while maintaining rigorous oversight.

To **ensure accountability and track progress**, we use a comprehensive KPI scoreboard that combines financial, operational, and strategic performance metrics. Reviewed monthly, quarterly, and annually, this system helps assess progress towards key objectives, address emerging challenges, and maintain alignment with company priorities and stakeholder expectations.

The scoreboard includes **indicators across all critical areas**, from business performance to areas such as employee well-being, risk management, environmental performance, and responsible operations. This integrated approach supports consistent execution, informed decision-making, and long-term value creation. It also ensures that material impacts are addressed in a structured, consistent, and forward-looking manner.





Management Team

Our Management Team, led by the GM, defines the company's **strategic direction** with a strong focus on customers, sustainable growth, and a people-oriented culture. The members translate long-term goals into clear, actionable plans that guide daily operations across all departments.

Each **management member** is accountable for performance, including KPI tracking, risk management, stakeholder engagement, and compliance. The team ensures operational excellence and cross-functional alignment while contributing to our sustainability efforts, from reducing environmental impact to supporting employee well-being and ethical supply chains. The Management Team also fosters a culture of innovation, learning, and accountability, positioning us to respond effectively to emerging challenges and opportunities.

Through **regular reporting and collaboration** with the Board, the Management Team ensures transparency, responsible budget management, and proactive risk and opportunity identification. The Board provides strategic oversight, validating the company's vision and annual objectives, while supporting the team with expertise and governance.

Our Management Team focuses on customers, sustainable growth, and a people-oriented culture





Looking ahead

Sustainability is not a destination that can be reached in a single year. It is a continuous journey of learning, improving and working together towards a common goal.

We believe that meaningful change starts with taking responsibility for the things we can influence ourselves. That is why we continue to invest in reducing our impact, using resources more intelligently, and creating solutions that support a more sustainable future. But we also know that the challenges we face are bigger than any one organisation can solve alone.

Our ACT strategy reflects this belief. We do our part by taking action where we can make a difference. We collaborate with customers, suppliers, colleagues and partners to accelerate progress. And we strive to inspire others by showing that innovation, performance and sustainability can go hand in hand.

The progress described in this report is the result of many people working together — both within and beyond Arteco. I would therefore like to sincerely thank everyone who contributed to our sustainability journey in 2025. Your expertise, commitment and willingness to challenge the status quo help turn ambition into action.

While we are proud of the steps we have taken, we remain focused on the road ahead. Every improvement, every partnership and every new idea brings us one step closer to the future we want to help create.

The journey continues, and I look forward to taking the next steps together. Because meaningful progress happens when we Accelerate Change Together.

Cilia De Wilde
Sustainability Manager



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