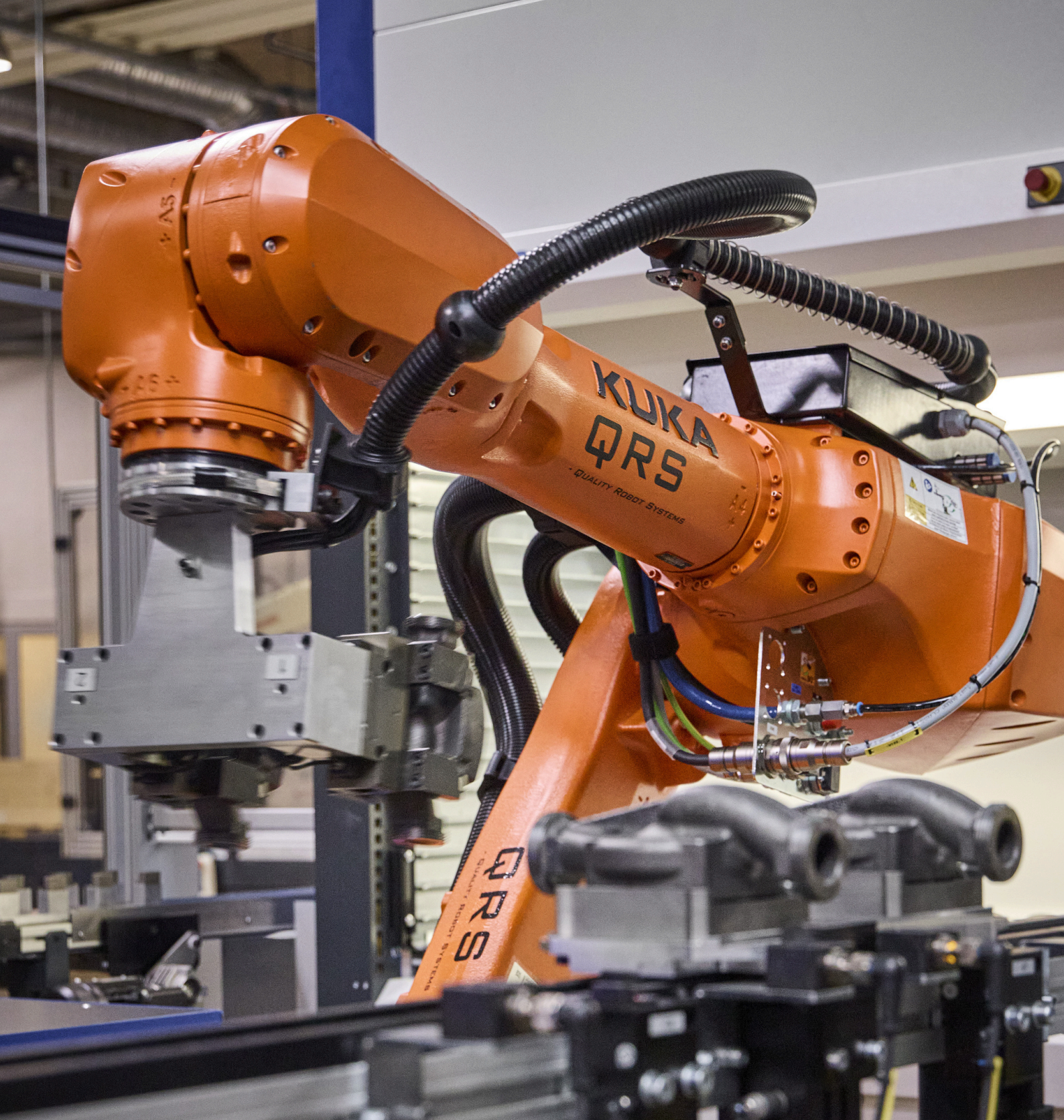




Sustainability report 2025

01.01.2025 - 31.12.2025

OJM



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Letter from the CEO

We are proud to present OJM's Sustainability report 2025, a year characterised by integrated responsibility and strong growth.

In 2025, OJM took a significant step forward in its work with sustainability and responsibility. Sustainability is no longer treated as a separate reporting track, but has become a natural and integrated part of our strategy and the way we operate OJM. This year's report demonstrates how responsibility and business success can reinforce one another.

2025 has served as a clear example of how a targeted sustainability strategy contributes to a resilient and growing company. We have experienced positive development, driven by significant investments in modern technology and production equipment. These investments have not only improved our capacity and quality, but have also strengthened our precision and operational stability, thereby enhancing our competitiveness and our ability to meet customer expectations.

Our decisions are not solely focused on growth in the present. They also reflect a deliberate choice to build a company that is prepared for the requirements and expectations of the market today and in the years ahead. Sustainability plays an important role in this development, as it has become an integrated part of our business operations and a key factor in our strategic planning.

An important part of our success is our employees and our culture. We are proud of a culture characterised by commitment, collaboration and shared development. A good workplace, where we move in a positive direction both professionally and personally, is essential to our quality, stability and long-term success.

OJM stands on a strong foundation. We have had a successful year, strengthened our capacity and experienced healthy development both commercially and organisationally. At the same time, we have deepened our sustainability efforts, which today play an even more important role in our business.

Looking ahead, we remain confident in OJM's continued development and are committed to strengthening the company through precision, integrity and responsible business practices.



Jan Heine Jacobsen
CEO, OJM

Basis for preperation 2025

Framework and Basis of Preparation

OJM has prepared this Sustainability Report for 2025 with inspiration from the disclosure requirements of the Basic Module and the relevant disclosure requirements of the Comprehensive Module of the Voluntary Sustainability Reporting Standard for non-listed micro-, small- and medium-sized undertakings (SME), published in December 2024. The report is based on the same standard and overall modular structure as that applied in the 2024 reporting period, thereby supporting continuity and comparability in the undertaking's sustainability reporting.

2025 represents OJM's second year of sustainability reporting. While the 2024 reporting period established the baseline for the undertaking's sustainability reporting, the current reporting year enables a greater degree of comparison across reporting periods. This strengthens the basis for monitoring developments, assessing progress and further prioritising OJM's sustainability initiatives.

In 2025, the report has been supplemented with additional datapoints in selected areas where OJM considers such information to be relevant and value-enhancing for stakeholders. The additional disclosures have been included to strengthen the basis for internal decision-making and to provide a more comprehensive and nuanced representation of our performance, while supporting stakeholders in their evaluation of our EcoVadis performance.

To support transparency and consistency in reporting, descriptions of the calculation methodologies applied have been included under the relevant datapoints. These descriptions are intended to clarify the data sources, boundaries, assumptions and calculation methods used. In certain areas, the methodologies have been revised or further developed compared to the first reporting year. Where this is the case, it is indicated in the relevant sections to ensure that any methodological differences between reporting periods are clearly disclosed.

Reporting Period and Reporting Boundary

The data presented in this report is based on the 2025 calendar year and covers the period from 1 January to 31 December 2025. Although OJM operates with a financial year running from 1 October to 30 July, the sustainability reporting continues to be based on the calendar year in order to ensure a consistent and operationally practical approach to data collection, monitoring and reporting. This approach differs from the practice recommended by the Standard. However, as the sustainability statement and reporting is not yet integrated into our financial reporting, OJM has chosen to maintain reporting on a calendar-year basis.

The report has been prepared on an individual basis and includes only data and information relating to OJM A/S, CVR No. 50588017.

Basic information

Undertaking's legal form	Aktieselskab (A/S)
Size of the balance sheet DKK 24/25	89.598 mio DKK (reporting periode 24/25)
Turnover mio DKK 24/25	<i>The disclosure has been omitted as it is considered classified or sensitive information.</i>
NACE sector classification code(s)	NACE 255300 – Machining of Metal
Number of employees	35 FTEs (ATP method)
Country of Primary Operations and Geolocation	Denmark Rasmus Færchs Vej 19, 7500 Holstebro 56°22'44.6"N 8°38'04.4"E

Certifications / environmental labels

Date (timeframe)

ISO 14001	Valid until 30 April 2029
ISO 9001	Valid until 30 April 2029
ELIS Environmental Service (Supplier Certification)	2025
EcoVadis Bronze medal with a score of 72	Valid until 29 June 2027

Business and sustainability strategy

Business and Core Values

At OJM, we specialise in precision machining of products in cast iron, aluminium, bronze, brass, gunmetal, steel and stainless steel. We supply components to some of the world's leading manufacturers within sectors such as pumps, oil filters, food processing machinery, transport and agricultural machinery. We operate exclusively in the B2B market, where all our products are supplied as components or as parts of finished products. Consequently, we have no direct interaction with end-users.

OJM has developed into a modern and technologically advanced undertaking, where technology, automation and digitalisation play an increasingly important role in the way we operate. Investments in modern technology and production equipment have strengthened our capacity and contribute to more efficient, stable and precise production processes. At the same time, technological development supports our work on quality, documentation and continuous improvements in our operations. For us, developments in technology and digitalisation are a key element in ensuring that we remain a strong and competitive business partner for our customers in the future.

Sustainability strategy

In 2024, we initiated a strategic process aimed to strengthen our work on sustainability matters. This process established a clearer strategic direction based on analyses, workshops in terms of conducting a Double Materiality Assessment. In 2025, this work was further developed and more firmly embedded in our organisation, operations and management priorities. OJM continues to operate based on the four strategic themes defined as part of this strategic process.

The themes continue to form the framework for our priorities and development initiatives. In 2025, the focus has increasingly been on translating the strategy into practice. Sustainability-related tasks and initiatives have been further specified and integrated into existing processes and monitoring processes. This strengthens the alignment between our strategic ambitions and our daily operations. Sustainability remains an integral part of OJM's long-term development.

Our strategic themes

Climate action and resource efficiency

We focus on efficient production with reduced climate and environmental impacts through improved energy efficiency and optimised resource and water use

Responsible working conditions and social equity

We prioritise employee well-being, professional development and a safe working environment where everyone has equal opportunities. We actively promote health, safety and social equity to ensure that all employees can thrive

A strong corporate culture and responsible leadership

Responsible leadership and a strong corporate culture are key to our success. We aim to validate our internal processes, manage risks responsibly and build long-term relationships to support solid growth.

Markets and customers

We focus on responding to market needs by improving data, strengthening our value proposition and leveraging sustainability-related financial opportunities. This ensures our competitiveness and reputation

Our policies and initiatives

Policies and Targets

OJM manages quality and environmental matters through a management system under which we are certified in accordance with ISO 9001 for quality management and ISO 14001 for environmental management. This provides a structured framework for continuous improvement, monitoring of objectives and targets, and ensuring compliance with relevant requirements and procedures in day-to-day operations. The management system supports both the quality of our products and services and management of environmental matters, including through employee training, established operational procedures and management review processes.

Our environmental policy focuses on reducing the consumption of energy, water, processing aids and other materials, as well as preventing environmental incidents and operational disruptions with adverse environmental impacts. At the same time, we remain committed to complying with applicable environmental legislation and to maintaining a dynamic environmental management system, supported by competent employees and a focus on continuous improvement. In addition, operational quality and environmental targets are established annually by the Environmental and Quality Committee, which monitors progress against these targets during the year.

We have policies relating to our own workforce implementet in our employee handbook. These policies cover topics such as working conditions, terms of employment and remuneration, occupational health and safety, violence and harassment, and flexible working arrangements. We also have a Code of Conduct that sets out the principles and expectations that guide our approach to responsible business conduct, including our expectations to suppliers. The ISO-related management systems and the other policies are internal documents, whereas our Code of Conduct is publicly available on our company website.

Environmental Policy	Addresses topics such as energy, the reduction of emissions, water, resource consumption, and the prevention of environmental incidents.
Policies relating to our own workforce, as set out in the employee handbook	Addresses a wide range of topics, including working conditions, terms of employment and remuneration, occupational health and safety, smoking and alcohol, violence and harassment, and flexible working arrangements.
Code of Conduct	Sets out the principles and expectations we have for our suppliers and their responsible business conduct.



Actions and initiatives implemented in 2025

The table below presents the most significant sustainability related actions and initiatives implemented in 2025. These actions were undertaken to improve performance in selected environmental, social and governance areas. At the same time, this work forms part of a broader ambition to strengthen OJM's sustainability maturity and create a stronger foundation for future EcoVadis assessments, including the aim to achieving a Silver rating.

Climate and Environmental Initiatives	Purpose
New investment in a central system for the precise dosing of cooling and cutting fluids.	To improve resource efficiency and optimise energy consumption.
Biodiversity project.	To enhance biodiversity on our premises and create greater natural value in the local area.
Recruitment of a dedicated in-house employee for repairs, maintenance and optimisation.	To continuously ensure efficient production operations.
Review of existing equipment to identify opportunities for efficiency improvements.	To drive continuous improvement and minimise machine downtime.

Social Initiatives	Purpose
Revision of long-service award criteria, intervals and celebrations (work anniversaries)	To ensure consistency in the recognition and celebration of our employees.
Employee satisfaction survey	To obtain a documented understanding of employee satisfaction.
Translation of all onboarding and communication materials for foreign employees	To promote inclusion and strengthen cohesion among employees with a non-Danish background.
Preparation of a guide to help foreign employees settle into working at OJM and navigate practical matters (e.g. housing, taxation and other aspects of living and working in Denmark). Includes a mentoring program.	To promote inclusion and strengthen cohesion among employees with a non-Danish background.
Update of the employee handbook, including expanded policies on violence and harassment and flexible working arrangements etc.	To ensure that our policies and expectations are clearly communicated to all employees.
Initiatives to support good governance	Purpose
Making the sustainability report available to relevant stakeholders.	To ensure that our stakeholders are informed about our initiatives and activities, thereby enabling constructive dialogue with customers and suppliers.
Fire drill	To ensure compliance with ISO requirements and applicable legislation and to safeguard the safety of our employees.

Double Materiality Assessment

OJM did not conduct an updated Double Materiality Assessment in the 2025 reporting period. This is because our business model, activities and value chain have not undergone any significant changes since the assessment carried out in connection with the 2024 reporting period. On this basis, it has been assessed that the existing assessment continues to provide a relevant and adequate basis for the identification and prioritisation of OJM’s material sustainability-related impacts, risks and opportunities (IROs). Consequently, the assessment has not been reviewed further in end of 2025.

Materiality Matrix

- Environment and climate
- Social
- Business Conduct

Impact Material

E2 Pollution

Air pollution

E4 Biodiversity and Ecosystems

E5 Resource Use and Circular Economy

S1 Other work-related rights

S3 Rights of affected communities.

G1 Corporate culture

Corruption and Bribery

Management of supplier relationships

Ikke væsentlig

E2 Soil and water pollution

Microplastics

Living organisms and food

E3 Water resources

E4 Direct drivers of biodiversity loss

G1 Political engagement and lobbying activities

Protection of Whistleblowers

Double Materiality

E1 Climate Change Mitigation

Energy

E5 Resource outputs

S1 Equal treatment and equal opportunities

S2 Working Conditions

Financially Material

E5 Waste

S5 Information-related impacts for consumers

Our Impact

Environmental Impact

As a manufacturing company, OJM has a direct impact on the environment, particularly through its consumption of materials and resources, energy use and related activities. On this basis, we continuously work to reduce our environment and climate impact through the optimisation of resource utilisation, improved energy efficiency and the reduction of waste in production.

Impacts in the Value Chain

Our value chain constitutes a significant part of our overall impact, particularly in relation to the materials and components purchased from suppliers. As a company specialising in metal processing, mining activities are inevitably part of our value chain, as our production depends on raw materials and metals. We are aware of the environmental impacts that may be associated with the extraction and processing of these materials, including land use and resource-intensive processes. A significant proportion of the iron we receive originates from recycled materials and is supplied directly from foundries, thereby reducing the need for the extraction of virgin raw materials. Where possible, we seek to source materials from European suppliers, where we have greater insight into processes and operating conditions, and where environmental and social standards are generally higher. OJM is largely subject to customer requirements and specifications, which limits our ability to influence the selection of materials and suppliers directly.

Social Responsibility

OJM places importance on being a workplace where employees thrive, are treated with respect, and have opportunities for professional and personal development. We continuously work to promote equal treatment and maintain a healthy and safe working environment that supports employee well-being and organisational stability.

Responsible Business Conduct

Responsibility is an integral part of the way we conduct our business. OJM operates within clear frameworks for responsible business conduct and focuses on ensuring that we and our suppliers adhere to relevant standards relating to ethics, human rights and safety. We have control over our own compliance and seek, through our Code of Conduct and our approach to collaboration, to promote the same principles throughout our value chain. At the same time, we recognise that, as a smaller company, we are not always in a position to unilaterally impose extensive requirements on our suppliers. Instead, Our approach is based on dialogue, long-term relationships and cooperation with responsible and competent suppliers who share our expectations for responsible business conduct.

Environment and climate



Energy and Fuel Consumption

Our energy consumption remains closely linked to our production operations, where energy is used for machinery, processing equipment, ventilation, lighting and other production processes. A significant proportion of our energy consumption relates to the equipment and facilities that support stable and efficient production. In addition, energy is consumed for heating production and administrative premises, as well as diesel used for our own vehicles, including a van.

Performance

In 2025, we increased production and expanded our capacity, which naturally had an impact on our energy consumption. This development should be viewed in the context of revenue growth of approximately 25%, as well as the investments made in production to support growth and more robust operations. We continue to monitor our energy consumption on an ongoing basis to identify relevant opportunities for optimisation and waste reduction, while maintaining the necessary capacity and production stability.

Future initiatives

In 2026, we will assess the possibility of entering into an electricity supply agreement that includes the purchase of Guarantees of Origin (GoOs), which could fully or partially cover our electricity consumption. This could contribute to strengthening our efforts in relation within the energy area. In addition, it would have an impact on the market-based calculation of our Scope 2 emissions.

Other Fuel Consumption (Litres)	2025	2024
Diesel	436,09	31,88
Truck diesel	757,05	-
Petrol (RON 95)	-	607,12
Petrol (RON 100)	-	238,79
Total	1.193,14 litres	877,79 litres

Calculation Methodology
Based on quantities purchased under our commercial fuel agreements, as reported by the respective suppliers.

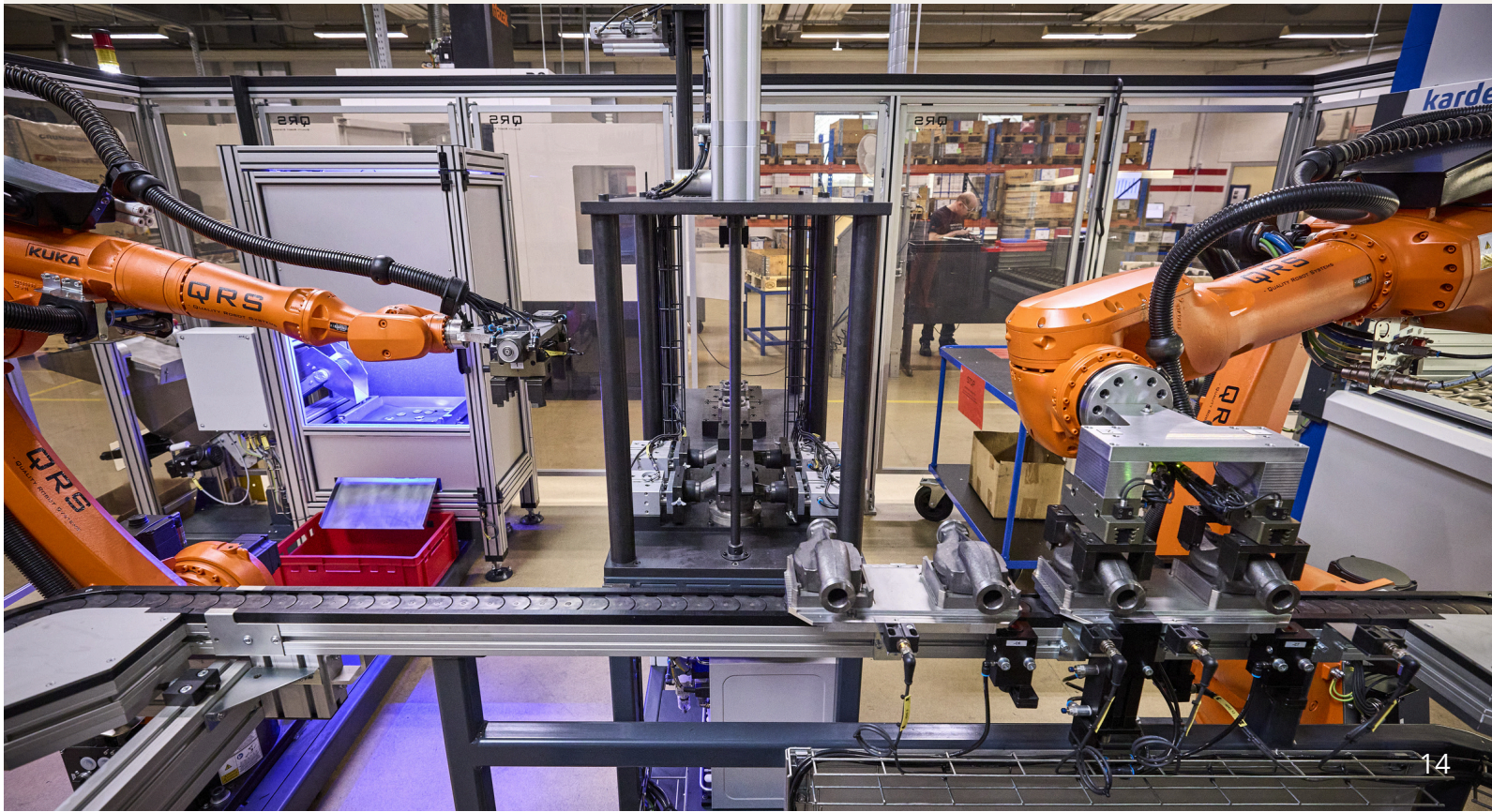
Energy consumption (MWh)	2025		2024	
	Total	RE-share	Total	RE-share
Electricity	1.203,58	94%*	981.2	93%*
Naturgas	85,9	0%	86,9	0%
Total	1.289,48	approx. 88%	1.068,1	approx. 85%

Calculation Methodology
Renewable Energy Share (RE Share) – represents the proportion of energy derived from renewable sources.

The renewable energy share is based on the annual average fuel mix disclosed in the environmental declaration for the Municipality of Holstebro.

*In the 2024 report, the renewable energy share was based on the average for Western Denmark. To improve comparability, the municipal average has been applied for both 2024 and 2025 in the current report.

Natural gas consumption has been converted using a calorific value of 11 kWh per cubic metre of natural gas. Accordingly, consumption of 7,811 cubic metres of natural gas in 2025 corresponds to 85.921 MWh. Source: Energistyrelsen, Standard factors for calorific values and CO₂ emission factors for use in the 2025 reporting year.



Our 2025 Greenhouse Gas Inventory.

We have prepared a greenhouse gas inventory in accordance with the Greenhouse Gas Protocol (GHG). The Protocol categorises an undertaking’s emissions into three main categories:

- Scope 1: Direct emissions from sources that are owned or controlled by the undertaking.
- Scope 2: Indirect emissions from the purchase of energy, such as electricity, heating, steam and cooling.
- Scope 3: Other indirect emissions occurring throughout the value chain, including those related to suppliers, transportation and waste management.

As in the previous reporting year, we have prepared our greenhouse gas inventory using the Verarca software solution. This ensures a structured and transparent calculation methodology that supports our efforts to reduce CO₂ emissions. A financial control approach has been applied to define the organisational boundary of the greenhouse gas inventory. This means that OJM reports emissions from all entities over which the company exercises financial control.

OJM has calculated its Scope 1 and Scope 2 emissions based on data collected on the company’s direct emissions, as well as purchased electricity and heating. This is based on consumption data and supplier-specific emission factors provided by energy and fuel suppliers.

For Scope 3 emissions, OJM collected consumption data from its most frequently used suppliers of purchased goods. This was primarily obtained from OJM’s largest suppliers of metals and cast components, providing more accurate emissions data relating to the production of purchased materials.

The remaining Scope 3 transactions were categorised based on transaction descriptions and the associated chart of accounts. For these data, the spend-based method was applied to estimate CO₂e emissions.

The accompanying table presents the Scope 3 categories that have been assessed as material for inclusion in the Scope 3 greenhouse gas emissions inventory. It should be noted that emissions related to capital goods are significantly lower than in the previous year, as OJM invested in new machinery in 2024 to increase automation in production. The capacity expansion resulting from these investments is reflected this year in our electricity consumption, which has increased significantly compared to the previous year.

This is the second year in which we have prepared our greenhouse gas inventory using this methodology. It provides us with a deeper understanding of our climate impact and has improved our insight into the distribution of emissions across our activities. With two comparable reporting years, we are able to observe how changes in the business are reflected in this distribution of emissions.

Going forward, we will seek to use this knowledge as a basis for strategic decision-making and targeted actions as we work to reduce our CO₂ emissions.

Scope 1, 2 and 3 GHG Emissions

CO2-udledninger (t CO2e)	2025 (t CO2e)	2024 (t CO2e)
Scope 1	22,87	21,32
scope 2 (location-based)	53,16	43,17
Scope 3 (total)	3.960,78	4.092,33
• 3.1 Purchased goods and services	3.690,06	2.747,66
• 3.2 Capital goods	162,25	1.271,53
• 3.3 Fuel- and energy-related activities	8,28	-
• 3.4 Upstream transportation and distribution	69,17	31,15
• 3.5 Waste	13,71	22,79
• 3.6 Business travel	1,78	0,83
• 3.8 Upstream leased assets	15,54	15,98
• 3.9 Downstream transportation and distribution	-	3,45
Total	4.036,82 (t CO2e)	4.156,82 (t CO2e)

Calculation Methodology

A number of methodological and calculation-related differences have been identified between the 2024 and 2025 greenhouse gas inventories. These differences affect the comparability of the two reporting years and should therefore be taken into account when interpreting developments in emissions.

Category 3.1 – Purchased goods and services

The volume of data included in category 3.1 increased from 2024 to 2025. The increase in emissions can be attributed both to an improved data basis and to increased procurement activity within the business. In addition, certain transactions that were incorrectly allocated to category 3.5 in 2024 have been reallocated to category 3.1 in 2025.

Category 3.3 – Fuel- and energy-related activities

Emissions in this category were inadvertently omitted from the 2024 greenhouse gas inventory. As a result, no meaningful basis for comparison is available for category 3.3 in the table presented.

Category 3.5 – Waste generated in operations

In 2024, emissions were allocated to category 3.5 that more appropriately belong under category 3.1. This has been corrected in 2025, resulting in category 3.5 more accurately reflecting OJM’s emissions associated with waste generated in operations, based on actual quantity data.

Category 3.9 – Downstream transportation and distribution

This category is not included in the current greenhouse gas inventory, and the emissions reported under this category in 2024 are more appropriately assigned to category 3.4. However, category 3.9 is considered relevant for inclusion in future greenhouse gas inventories.

Based on the methodological and calculation-related differences described above, full consistency between the 2024 and 2025 greenhouse gas inventories has not been achieved. Accordingly, the greenhouse gas inventories should not be used as a direct basis for comparison without appropriate consideration of these limitations.

Climate transition and climate risks

At present, we have not developed a climate transition plan or established specific emissions reduction targets. However, as climate-related matters are becoming increasingly important in our strategic work and for our larger customers, it has become more relevant for us to explore the opportunities associated with the Science Based Targets initiative (SBTi) and, consequently, a more structured approach to climate transition. No decision has been made at this stage, but the topic forms part of OJM's ongoing strategic considerations.

With regard to physical climate risks, we continue to consider the topic at an overall level as part of our strategic work. At present, the most relevant climate-related risks are considered to be those with a longer-term time horizon, including impacts associated with extreme weather events, supply chains and costs. These developments may also create opportunities for OJM, as our production forms part of value chains in which solutions and components may contribute to mitigating or preventing climate-related damage.



Pollution

OJM holds an environmental permit and is covered by Annex 2, Category 1b, including medium-sized combustion plants associated with these facilities. Consequently, Holstebro Municipality acts as the environmental authority and conducts environmental inspections. Pollution is not currently considered a material topic. However, we recognise that certain activities may give rise to pollution-related impacts, including emissions associated with the use of cooling and cutting fluids in turning, drilling, milling, planing and grinding operations, for which the necessary control measures have been established. In addition, we implement relevant measures to minimise the risk of leaks and accidental releases, including oil containment trays and the responsible handling of materials.

In 2025, we invested in a new centralised system for the precision dosing of cooling and cutting fluids. The system has been implemented and is operational, and is intended to ensure more accurate dosing in production. Residual waste arising from the use of cooling and cutting fluids is managed as hazardous waste, and the improved dosing is therefore expected to reduce waste, limit the volume of hazardous waste and reduce the risk of pollution. The investment also supports more efficient resource use.

We recognises that sources of pollution may exist within its value chain, including those associated with the foundries and other suppliers that form part of our supply chain.

Biodiversity

OJM does not own, lease or manage any sites located in or in close proximity to a Natura 2000 area. Consequently, no area-related disclosures are reported in this regard.

Biodiversity project

In 2025, we completed the establishment of a small biodiversity project in collaboration with Let it Bee, which carried out the work at our site on Rasmus Færchs Vej 19. An area of approximately 1,000 m² was utilised for planting as part of the project. The purpose of the project was to make better use of the available land while creating greater value for nature on the areas under our control. As part of the project, the existing grass area was cultivated, a wildflower seed mix adapted to the local soil conditions was sown, and features such as a tree trunk and a stone pile were installed to support biodiversity. The selected planting scheme is based on native plant species that, in collaboration with Naturhistorisk Museum Aarhus, were selected and adapted to the Danish climate zone and local soil conditions. The planting scheme has been designed to support insects and other wildlife through an extended flowering season from April to November, thereby providing a stronger foundation for a more diverse and resilient local ecosystem.

Although we fully recognise that the project represents a modest contribution, it has nevertheless had a positive impact, both within the local community and internally within OJM. We have received positive feedback from our surroundings, and the initiative has been well received by our employees. The project has become a tangible and visible example of our sustainability efforts. It clearly demonstrates how we translate sustainability into practical actions within the business, and we believe it has contributed positively to strengthening our corporate culture.

Water

Water is used in several of our production processes, particularly in connection with the mixing of cooling and cutting fluids, as well as for ventilation and extraction systems in production. However, water consumption is not considered significant in terms of volume, and therefore only water withdrawal is reported. Nevertheless, we remain focused on using water as efficiently as possible and on continuously reducing unnecessary consumption and waste.

Following the considerations made in 2024 regarding a pilot project for the collection and use of rainwater, it was assessed in 2025 that the initiative should not be prioritised at this time. This assessment is based on the fact that our current water consumption is not considered sufficiently material to justify prioritising the project.

Accordingly, we continues to focus on optimising our existing water consumption within the framework of current operations and office activities. This includes ongoing attention to ensuring that our machinery uses water as efficiently as possible and that waste is minimised wherever relevant and feasible.

Pollution	2025	2024
	N/A	N/A

Water withdrawal	2025	2024
Withdrawal (m³)	668,9	563
Areas with water stress	0	0



Resource Use

Our resource consumption remains a key area of focus, as we use significant quantities of materials and auxiliary substances in our day-to-day operations as a manufacturing compnay. OJM therefore continuously works to optimise production processes with the aim of reducing waste and making the best possible use of resources. A significant proportion of the materials we use already forms part of highly recycled material flows, and we consider it an important part of our responsibility to support and promote this circularity.

Automation continues to be a key element of this work. The investments we made in technology and automation in 2024 had a clear positive impact on our production in 2025. As such, 2025 has largely been the year in which we have realised the benefits of those investments. An expansion of production capacity naturally results in increased consumption of resources and materials. At the same time, the objective is to produce using modern technology that supports efficient and stable operations. Automation has contributed to greater precision and improved utilisation of both materials and production capacity. It also reduces errors and waste, while enabling repetitive and physically demanding tasks to be handled to a greater extent through automated processes. This strengthens both our resource efficiency and our working environment.

The table below presents an overview of our most significant resource flows.

Mass Flow (tonnes)	2025	2024
Cast Iron	1.907,6	1.031,9
Grey cast iron	11,4	5,9
Steel	22,5	38,8
Aluminium	3,5	-
Oil	3,7	2,3

Focus on recycling

Investigating the recycled content of components is a relevant focus area for both our industry and our collaboration partners. We are in active dialogue with our suppliers to gain greater insight into the material composition of the resources used in OJM’s products and to explore opportunities for increasing the level of recycled content.

Circular economy and waste

We continue to focus on extending the lifespan of our equipment and materials. The maintenance of machinery and equipment is an important element of this work, as it can both reduce the need for new acquisitions and minimise waste and scrap in production. To support this effort, OJM appointed an in-house Maintenance Manager in 2025 to take responsibility for these activities, which were previously outsourced to external service providers. In addition, a significant proportion of our machinery is resold for continued use in other production facilities at the end of its service life, contributing to a more resource-efficient use of equipment.

We are also pleased to work with suppliers who support circular solutions. Among other initiatives, we use a circular solution for cloths and mats, where the materials are reused through a specialised laundering process, reducing waste generation and resource consumption compared to single-use alternatives. In addition, we are exploring opportunities to implement take-back schemes for cutting tools, enabling worn materials to be returned and incorporated into new material cycles to a greater extent. This is expected not only to have a positive environmental impact, but also to offer economic benefits from 2026 onwards. In this context, circular schemes and suppliers' ability to take back materials are considered relevant factors that we can take into account when assessing potential business partners going forward.

As in other parts of our production operations, we continue to work with waste sorting across the fractions that are technically and economically feasible. Metal waste and sludge are sent for recycling, while metal shavings generated during production are forwarded for remelting, enabling the materials to be incorporated into new material cycles. In addition, we focus on extending the service life of the oils used in production, including through filtration solutions that reduce the need for frequent replacement. Through these efforts, OJM continuously seeks to reduce both resource consumption and waste generation in its operations.

Waste Volumes (tonnes)	2025	2024
Non-hazardous waste	393,70	293,68
Hazardous waste	5,19	4,33
Total waste generated	398,89	298,01
Total waste sent for recycling/reuse	391,04	291,18
Share of waste Sent for recycling/reuse (%)	98,03%	97,71%

Calculation Methodology

The data is based on the Danish Environmental Protection Agency’s waste data system, to which our waste service providers are required to report data. The same method was not applied in the 2024 reporting year; however, for comparability purposes, the same data sources and methodology have been used for both 2024 and 2025.

Social

Employees at OJM

At OJM, our employees are a key part of the company's expertise, stability and development. At the end of 2025, our workforce consisted of 37 employees measured as headcount and 35 FTEs. All employees were employed on permanent contracts, and the gender distribution comprised 29 men and 8 women. Employee turnover was 14.22% in 2025, representing a lower level than in 2024. Temporary agency workers are not included in our employee data. Several temporary agency workers were engaged during 2025, some for periods of only a few weeks through staffing agencies and therefore not in a direct employment relationship with OJM. Temporary agency workers who are subsequently employed by OJM are included in our employee data.

At OJM, we place great importance on fostering a working environment where employees thrive and choose to remain over the long term. In 2025, we once again celebrated several employee anniversaries, reflecting the experience, loyalty and strong sense of community that characterise our organisation. For us, it is important both to attract new employees and to retain colleagues who, over many years, contribute to our culture, quality and continuity. We also consider it important to support the long-term development of competencies within the business. As part of this ambition, we continue to engage apprentices as an element of our recruitment and talent development approach.

International Workforce

Approximately 30–40% of our employees have an international background and come from countries including Romania, Hungary, Bulgaria and Poland. We are committed to fostering an inclusive workplace where employees are treated with respect and have opportunities for development regardless of their background or nationality. In 2025, we further strengthened these efforts by making onboarding materials available in English as a minimum standard and by providing relevant information and materials in additional languages where appropriate.

Mentoring Scheme and Support

To support a positive start for new employees, we have prepared an overview of the areas in which OJM can provide assistance, including housing, taxation and other practical matters where relevant. In 2025, we also established a mentoring scheme and appointed support persons who form part of the onboarding process and contribute to a more structured and supportive integration into OJM.

Inclusion and flexible employment arrangements

We strive to be a workplace that accommodates different needs and life circumstances. In 2025, we formalised our approach to employees in flex jobs through a dedicated policy in our employee handbook. The policy outlines the framework for the employment, integration and retention of employees with reduced work capacity and supports a balanced approach that takes individual circumstances into account while ensuring alignment with our operational needs and resources. In 2026, the employee handbook will also be expanded to include a formalised senior policy for employees aged 60 and above. The purpose is to support a positive and sustainable working life by providing opportunities for individual adjustments to working hours, job responsibilities and the transition to retirement. The scheme is based on dialogue between the employee and their manager, with agreements being established individually, documented in writing and subject to ongoing follow-up. While the scheme is already established and in use, it will be formally incorporated into the employee handbook in 2026.

Employee anniversaries and recognition

In 2025, we revised our criteria and milestone intervals for employee anniversaries in order to ensure a clearer and more consistent recognition of employees with long service. For us, it is important to recognise colleagues who have been part of OJM for many years, as this both helps strengthen our company culture and supports the appreciation that comes with long-term commitment to OJM.

General characteristics	Unit	2025	2024
Total number of employees	FTE	35	31
Total number of employees	HC	37	32
Employee turnover	%	14,22	41,38
Type of employment contract			
Permanent employees	HC	37	32
Gender distribution			
Men	HC	29	24
Women	HC	8	8

Calculation Methodology

FTEs are calculated using the ATP methodology.
Headcount is based on the number of employees as of 31 December.

Employee turnover refers, in accordance with the VSME Standard, to employees who leave the company voluntarily or as a result of dismissal, retirement or death during employment. The calculation is based on average headcount.



Health and safety

We place great importance on occupational health and safety at OJM. It is important to us that our employees can carry out their work under safe and responsible conditions, and we continuously work to prevent injuries and strains while strengthening the working environment in day-to-day operations. We have clear procedures governing the use of personal protective equipment in production, as well as safety measures for visitors, including the use of high-visibility vests and safety glasses. In addition, we work with clear signage, ongoing workplace assessment (APV) follow-up, and a focus on ergonomics and manual handling in our daily planning. We also conducted a fire drill to ensure that all employees are familiar with the emergency response procedures and to help prevent situations that could place employees at risk. The exercise also supports compliance with applicable legislation and our standard procedures in connection with our ISO-certified management systems.

Repetitive work

In 2025, we continued to focus on repetitive work and developed an action plan to prevent physical and mental strain associated with repetitive and demanding tasks. The assessment and action plan were prepared in collaboration with an external specialist to help ensure that our employees in production are not adversely affected by monotonous work tasks. The measures include exercises, breaks and job rotation to support compliance with recommendations and guidance issued by the Danish Working Environment Authority. The initiatives were also reviewed and validated during an inspection by the Danish Working Environment Authority in 2025.

A safe workplace

We have incorporated a clear policy on violence, bullying, harassment, conduct and ethics into our employee handbook. The policy makes it clear that such behaviour is not accepted in any form and that all employees are entitled to a safe, respectful and inclusive working environment. The policy also sets out expectations for professional and responsible conduct and describes how incidents can be reported and handled confidentially.

Occupational injuries

In 2025, we recorded one occupational accident and zero fatalities. The number of occupational accidents therefore remained unchanged compared with 2024. In 2025, we also began calculating both the accident frequency rate per 100 employees and the number of lost working days resulting from occupational injuries.

Occupational accidents	2025	2024
Number of recorded occupational accidents	1	1
Accident frequency rate	3,83	-
Lost working days due to occupational accidents	16	-
Number of fatalities	0	0

Calculation Methodology

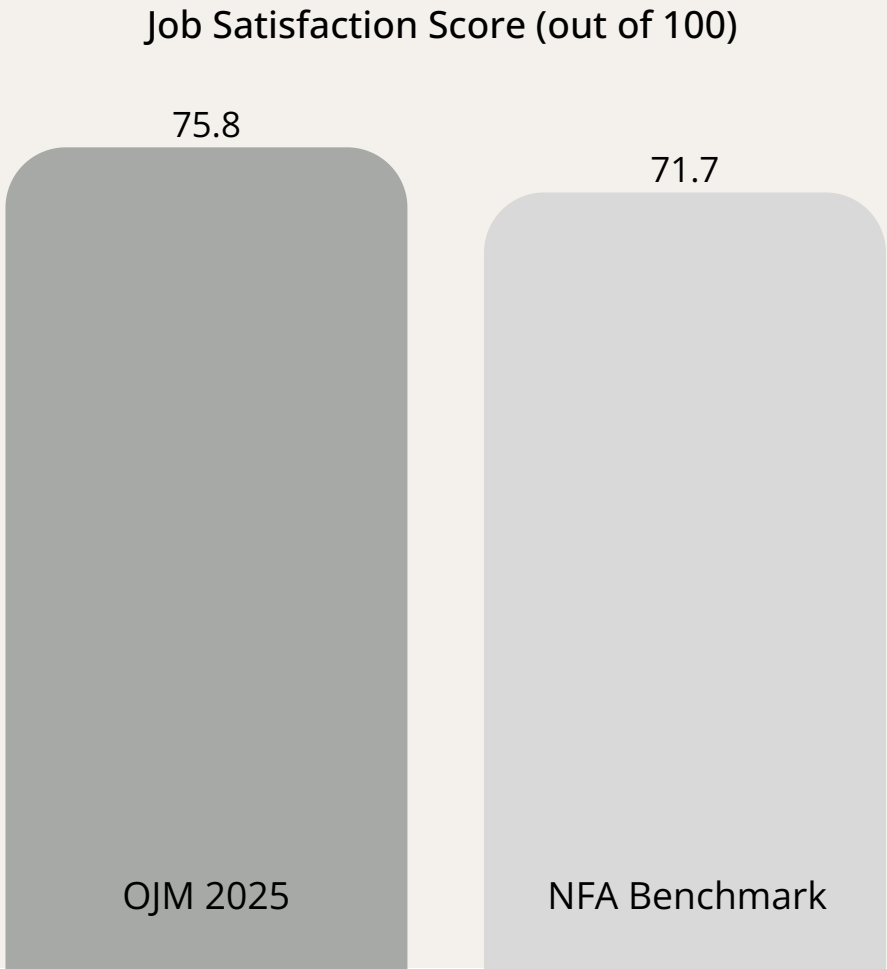
The frequency rate is based on the formula provided in the VSME Guidance: (Number of work-related accidents during the reporting year / total hours worked) × (100 FTEs = 192,400 hours) (1 / 50,184 hours) × 192,400 = 3.83. The frequency rate indicates the number of accidents per 100 employees per year. Lost workdays apply to direct employees only (individuals who have a direct employment relationship with the undertaking).

Employee satisfaction survey

As part of our strategic development efforts, OJM conducted an employee well-being survey in 2025 in collaboration with the Confederation of Danish Industry and Dansk Metal. The survey had a very high response rate, providing us with a strong and well-documented basis for assessing the overall level of employee well-being at our company.

The survey findings are generally positive, with OJM performing at or above the NFA benchmark in several areas. The NFA benchmark serves as the survey's reference framework and is based on national benchmark data relating to the psychosocial work environment. We are very pleased with these results and we consider it particularly valuable that the survey has provided a more evidence-based foundation for assessing employee well-being, offering a stronger basis for follow-up and improvement than relying solely on day-to-day observations.

The survey also identified specific areas for attention, particularly regarding communication during organisational changes and across shifts. In response, we has implemented an internal communication system and incorporated action plans for both internal and external training and development activities into our ongoing efforts, including the expansion of employee development dialogues and training plans. For us, employee well-being and job satisfaction are fundamental KPIs, and the survey is therefore an important tool in the continued development of OJM as a workplace. Furthermore, it supports OJM's ability to attract, develop and retain qualified employees and emerging talent.



Remuniation, collective bargaining and training

All employees at OJM are paid in accordance with the applicable minimum wage requirements, and 100% of our employees are covered by a collective bargaining agreement. In 2025, we also followed up on the objective established in 2024 to begin tracking training and educational activities. The reporting includes both internal and external courses, as well as other relevant training activities. During the year, this included, among other things, internal training on the use of electronic work instructions as part of the ISO-related digitalisation of work drawings and instructions. Strategy workshops and other relevant learning and development activities are also included in the reported figures.

Compliance with minimum wage requirements	2025	2024
Are all employees paid in accordance with the applicable minimum wage requirements?	YES	YES
Collective bargaining agreement coverage		
Share of employees covered by a collective bargaining agreement	100%	100%
Average training hours		
Men	15,02	-
Women	7,32	-

Calculation Methodology
The training hours are based on a compilation of time spent on internal and external training courses, strategy workshops, and other relevant training and development activities allocated to employees.



Governance

Integration of sustainability into governance

Sustainability is integrated as a permanent element of the work carried out by OJM's quality and environmental committee, in which the company's senior management is also represented. As a result, sustainability is not managed as a separate workstream but is embedded within the existing governance structure and the ongoing monitoring of our operations, risks and development. Through the committee's activities, sustainability-related initiatives, priorities and improvement measures are closely anchored within the day-to-day organisation. This strengthens the alignment between strategy, operations and responsible business development, while supporting a structured and integrated approach to sustainability management.

Strengthened corporate culture

We believe that OJM's corporate culture has continued to strengthen over recent years, and this positive development continued throughout 2025. During the year, we completed several improvements and upgrades to our physical facilities, contributing positively to the working environment and enhancing employees' day-to-day experience. We have also experienced greater participation in company events and a generally higher level of employee engagement across the organisation. In our view, the Employee Well-being Survey has further supported this development by providing a stronger foundation for dialogue and follow-up actions. It is important to us that our employees feel heard and that their perspectives are taken seriously. We consider this to be an essential prerequisite for maintaining a strong, responsible and well-functioning organisation, while continuing to foster an engaging and supportive workplace culture.

Board of directors

The Board of Directors continued to consist of three male members in 2025. A female employee also attended board meetings as an observer and minute-taker, but without any formal responsibilities or decision-making authority. We consider diversity an important factor in strengthening our leadership and ensuring that different perspectives are reflected in the company's development and strategic direction. However, given our current size and context, changes to the composition of the Board of Directors are not considered relevant at this time. Consequently, we have chosen not to set a target in this area for the time being.

Customer audits

OJM maintains strong customer relationships and long-term partnerships, including with large customers that place high demands on quality, operational performance and responsible. In 2025, we successfully completed customer audits and received positive feedback on our performance. This also applied to our sustainability efforts and the initiatives implemented and anchored through our quality and environmental committee.

Code of Conduct and supplier relationships

We have in OJM established a Code of Conduct that sets out the principles and expectations underpinning our responsible business conduct. It includes requirements and expectations relating to business ethics, working conditions, human rights, anti-corruption, data protection, occupational health and safety, and environmental performance and resource efficiency. The Code of Conduct applies to suppliers and their subcontractors and is available on our website. It is not currently signed by suppliers. Going forward, we will consider whether the Code of Conduct should be included as part of the documentation provided when entering into new business relationships, alongside non-disclosure agreements (NDAs) and other relevant contractual documents.



Anti-corruption and anti-bribery

We have not been subject to any convictions or fines related to corruption or bribery, either historically or during the reporting period. This area is not considered to constitute a material risk in our operations. However, we are committed to complying with applicable legislation and maintaining responsible business conduct in this area. We will investigate whether there is a need to establish a more formalised grievance mechanism or whistleblower scheme as our business grows, in order to further formalise the channels available for reporting concerns.

GDPR compliance, data security and cybersecurity

In 2025, OJM introduced cybersecurity training through an external platform. The training includes both phishing simulations and cybersecurity awareness training and is mandatory for all employees with an OJM email account. New training modules are generally assigned every three to four weeks, with employees first completing a short learning module followed by a related assessment. The purpose is to strengthen overall cybersecurity awareness and reduce the risk of human error in the day-to-day use of digital systems.

In 2026, OJM will implement a new tool to support our GDPR compliance efforts. The initiative is intended to strengthen the structured and systematic management of data protection requirements and related processes.

Reflection

In 2025, OJM further strengthened our governance framework by establishing clearer ownership of responsibilities, policies and follow-up processes across the organisation. Sustainability has become more firmly integrated into our existing management and operational structure, while we have also observed positive developments in both our organisational culture and overall organisational maturity. In addition, we have received positive feedback from key stakeholders on the way we communicate our Sustainabilityefforts. We see this as an indication that both our initiatives and the way we communicate them and engage in dialogue are well received and contribute to strengthening OJM as an undertaking.

Board gender diversity	2025	2024
Man	3	3
Woman	0	0
Corruption and bribery		
Number of convictions and fines	0	0



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