



Annual Review 25



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Evac in brief

Evac is a global leader in integrated water, waste and wastewater management solutions, as well as corrosion protection and marine growth prevention systems, for the marine, offshore and land-based industries. Guided by our Promise nothing to waste, we help customers optimize the operation of their vessels and installations.

Evac's comprehensive product offering includes market leading Evac®, HEM® and Cathelco® brands. We deliver comprehensive, end-to-end solutions for a broad range of customers.

FOUNDED IN
1979

HEADQUARTER IN
Espoo
Finland

EVAC IN 2025

COMPANY
OVERVIEW

PLATFORM
FOR GROWTH

OUR APPROACH
TO SUSTAINABILITY

We serve customers on land and sea

MARINE CUSTOMERS



- Cruise vessels
- Naval vessels
- RoPax vessels and ferries
- Yachts
- River cruise vessels
- Cargo vessels
- Windfarm installation vessels
- Offshore jack-up rigs, FPSOs & supply vessels

LAND-BASED CUSTOMERS



- Healthcare facilities
- Laboratories and life-science facilities
- Supermarkets
- Mobile and transportable facilities
- High traffic locations
- Universities and educational facilities
- Hospitality and accommodation
- Giga factories
- Data centres



OUR PROMISE

Nothing to waste

OUR PURPOSE

Enable a future with no waste

Evac has grown into a global leader in environmental solutions. We provide comprehensive systems that reduce CO₂ emissions, protect marine ecosystems, and support industries in their shift toward a circular economy.

Our commitment goes beyond just meeting regulations. We aim to help our customers improve their sustainability efforts and set new industry standards. With decades of expertise, innovative technologies, and a strong global presence, we deliver an impact far greater than our size. Alongside our customers and partners, we're working toward a future without waste.



2025 in short

KEY FIGURES

Revenue

219^{MEUR}

Revenue growth
from 2024

16[%]

Adj. EBITDA

47^{MEUR}

Adj. EBITDA-%

22[%]

Order intake

241^{MEUR}

Employees

553

Employee
engagement

69

Customer
engagement, NPS

58

A SHORT SUMMARY

Market demand for Evac's mission-critical technology and sustainable solutions remained solid across all customer segments.





2025 milestones

FEBRUARY

Cathelco Ultrasonic Antifouling onboard RRS Sir David Attenborough
British Antarctic Survey's RRS Sir David Attenborough chose Cathelco's ultrasonic antifouling technology to protect its moonpool from marine growth.



MAY

DeHydro launch
Evac launched DeHydro, a compact, sustainable onboard waste management solution for vessels of all sizes.



JUNE

Recognition for Optima® 7
Evac's Optima® 7 won two Red Dot Awards – one for Product Design and one for Sustainability Design.



Supplier Days
Evac invited key suppliers to a dedicated Supplier Day, strengthening collaboration and partnerships.



JULY

EcoVadis Gold
Evac was awarded Gold Medal in the Ecovadis sustainability assessment, placing us among the top five percent of companies globally.



SEPTEMBER

VacuConvert™ launch
Evac launched the VacuConvert™, a behind-the-wall solution that converts your preferred toilet into a vacuum model.



NOVEMBER



Carnival Corporation global service contract
Evac and Carnival Corporation signed a global service contract for preventive annual maintenance and lifecycle services covering Evac systems installed across the company's eight world-class cruise lines.



New revenue stream in supermarkets
Evac secured a nationwide service contract with a leading U.S. supermarket chain, covering more than 90 stores equipped with vacuum collection systems.

DECEMBER

HEM Flow watermaker launch
Evac launched the HEM Flow Series, a new range of watermakers designed for 20-50 metre yachts. It is ideal for yacht projects where space and budget are limited, and reliability is critical.



Ownership change announced
Evac announced a transition from Bridgepoint to Altor ownership, marking a strategic milestone and reinforcing the foundation for continued development and customer value.

ALTOR



CEO'S REVIEW

Strong performance in 2025 – positioned for future growth

We have had a very strong year for Evac across all key measures. Building on our strong fundamentals, we are executing our strategy with discipline and focus to deliver excellent financial performance, high customer satisfaction, and outstanding employee engagement.



Our focus on cross-functional alignment in every step of the customer journey is central to our strong core and is clearly reflected in our improved profitability."

Björn Ullbro, CEO of Evac

Market demand for Evac's mission-critical technology and sustainable solutions remained strong across all customer segments, and a strong order book provides good visibility for continued momentum.

We focused on further strengthening our market position and deepening relationships with customers across all segments. During the year, we also launched a record number of new products, seven in total, further strengthening our offering and competitiveness.

Improved profitability and new revenue streams

Several of our customer segments performed particularly well, with cruise, navy and RoPax leading the charge. Demand remains strong, supported by active newbuild demand and high fleet occupancy rates.

Across the marine customer segments, we secured several significant long-term contracts extending beyond 2026, as well as new long-term service agreements with major cruise customers. We strengthened our capabilities in the land-based segments to exploit opportunities in remodeling, expansion and renova-

tion projects for supermarkets, healthcare facilities, office-to-residential conversions and other high-traffic environments. Furthermore, adaption of our technology in applications such as data centres provide very exciting opportunities.

Revenue increased across all business areas, resulting in an impressive growth of 16% year-on-year. Our focus on cross-functional alignment in every step of the customer journey is central to our strong core and is clearly reflected in our improved profitability.

However, the operating environment in 2025 was not without challenges. Tariffs and geopolitical uncertainty required careful management and agility by our team, and our efforts continue in navigating these events effectively.

Alongside executing our strategy, we have deliberately invested in shaping our culture, and I am pleased to see these efforts continue to pay off. By empowering our people, we create a positive cycle of ownership, accountability and performance. Cross-functional collaboration has strengthened, enabling faster decision-making and improved customer experience.



This cultural shift is a key success factor and a strong foundation for our continued growth beyond our current scope.

Recognition for sustainable development

Sustainability remains a priority for us at Evac. In 2025, we were awarded EcoVadis Gold, an outstanding achievement that reinforces our position as a thought leader in sustainable water and waste management. We also strengthened the way we support our customers in achieving their sustainability targets, not only through our technology but increasingly by providing the data they need. For us, sustainability is a key customer requirement and a competitive advantage, and we remain firmly committed to our vision of nothing to waste.

A change in ownership

A key milestone for us in 2025 was the announced change in Evac's ownership, marking the planned transition from Bridgepoint to Altor Equity Partners. We would like to thank Bridgepoint for their partnership and support over the years, which has played an important role in Evac's development.

We are truly excited to write the next chapter of Evac together with Altor, a partner with a strong track record of top-tier growth and performance in the industry. As we move into this next phase, market tailwinds remain supportive, and I see substantial opportunities for both organic and inorganic growth.

With a high-performing team, strong operations, and a robust technology portfolio, Evac is well posi-

tioned to take the next step in strengthening and expanding our business.

In conclusion, I would like to extend my heartfelt gratitude to our employees, customers, partners, and shareholders for their contributions to our joint success.

A key milestone for us in 2025 was the announced change in Evac's ownership, marking the planned transition from Bridgepoint to Altor Equity Partners."





CFO'S REVIEW

Strong growth in revenue and profitability

Evac delivered strong financial performance in 2025. Our revenue grew by 16% to EUR 219 million, while profitability developed even more positively, with adjusted EBITDA rising by 38% to EUR 47 million. We exceeded our target EBITDA margin of, reaching 22%. In addition, our order book strengthened compared to the previous year.

Our excellent development was driven by our customers' continued investment activity, improvements in the efficiency of our own operations, Evac's well-established market position, and strong growth in our aftermarket business supported by our focus on proactive services.

Both the cruise and naval defence sectors continued to invest in the maintenance and improvement of their vessels through projects and service agreements. The number of customers in the land-based sector also grew, and we developed new applications for our products.

The measures taken over the years to improve profitability are now producing the desired results. We have kept our overhead costs low and strengthened our financial reporting to enable efficient follow-up and management of the costs. As our projects often span several years, thorough contract negotiations and strong project and risk management are essential to ensuring their successful completion, also from a financial perspective. In the service business, it is also essential to price spare parts appropriately and ensure effective turnover of capital tied up in inventory.

The year 2026 marks an exciting new chapter for Evac, as ownership transfers from Bridgepoint to Altor, a leading Nordic private equity firm.

Supported by a strong order book and our established market position, we see a solid foundation for continued growth.

In addition to our strong order book, our excellent reputation as a reliable business partner provides a good starting point for the year ahead.

Revenue

219^{MEUR}

Order intake

241^{MEUR}

Our revenue grew by 16% from 190 to EUR 219 million. Adjusted EBITDA reached EUR 47 million with a margin of 22%."

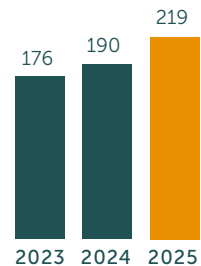
Katja Laurila, CFO of Evac



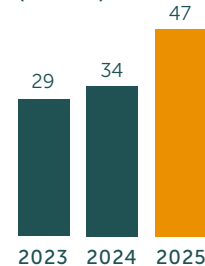


Key figures

Revenue
(MEUR)



Adj. EBITDA
(MEUR)



A SHORT SUMMARY

In addition to our strong order book, our excellent reputation as a reliable business partner provides a good starting point for the year ahead.





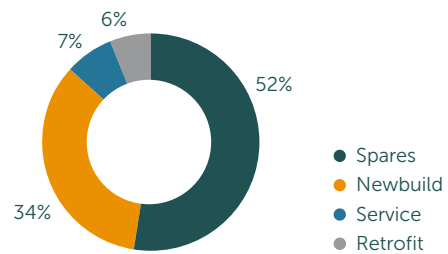
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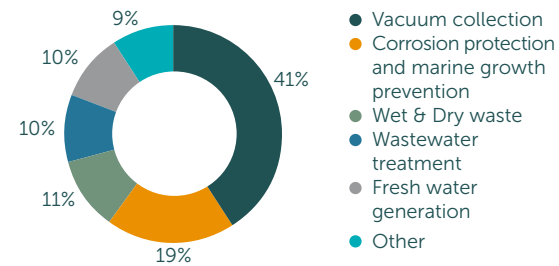


Evac at a glance

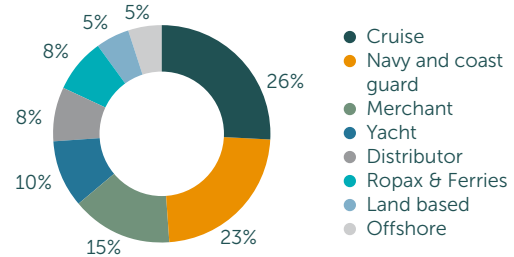
Revenue by delivery type



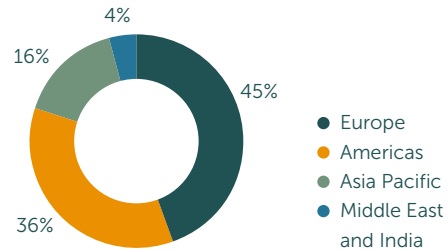
Revenue by product group



Revenue per customer segment



Revenue per customer region





Market leading brands

Our solutions and services are sold under three respected brands

Evac[®]



For decades, Evac[®] has been at the forefront of sustainability, empowering customers to eliminate waste, reduce emissions, and advance the green transition. As the market leader in integrated water and waste management systems, we are revolutionizing the maritime industry with solutions that embody a future of "nothing to waste."

On land, Evac[®] harnesses the transformative power of vacuum plumbing to reshape construction. Our innovations enable the industry to break free from traditional gravity-based systems, reimagine existing spaces, and extend the lifespan of built structures – all while driving decarbonization. By saving freshwater with every flush, we ensure access to clean sanitation and water, making a meaningful impact on the planet's resources.

Cathelco[®]



Cathelco[®] is a market leader in vessel protection and a prominent provider of sustainable biofouling management solutions. With a diverse product portfolio tailored for every type of seagoing vessel, Cathelco[®] offers advanced water maker systems, corrosion protection technologies, and marine growth prevention solutions.

Driven by a commitment to quality and exceptional customer service, Cathelco[®] prioritizes reducing environmental impacts while delivering innovative and reliable solutions to meet the demands of the maritime industry.

HEM[®]



HEM[®] is the market-leading brand recognized for its exceptional quality in a comprehensive range of reverse osmosis desalinators and freshwater treatment systems. Designed specifically to meet the unique requirements of superyachts, HEM's solutions exemplify precision and reliability.



Evac Business Line

Evac Business Line provides advanced waste, wastewater, and water management solutions supported by a strong global sales and partner network that ensures excellent local service for customers. Innovation reached an all-time high in 2025, with a record number of product launches.

The year 2025 began on a strong footing for Evac's business, supported by a solid order backlog and good delivery capability. Investment capacity among marine-sector customers developed positively, while the number of land-based customers increased during the year. Overall, 2025 was a year of strong growth for Evac.

Innovation reached an all-time high in 2025, accompanied by a record number of product launches. Product development was highly active throughout the year, including the launch of the Evac Dehydro waste management solution for the marine sector and VacuConvert™ for land-based applications.

Dehydro is a compact, sustainable onboard waste management solution for vessels of all sizes. This high-performance dehydration system significantly reduces the volume of wet organic waste by converting it into a sterile, dry powder, making offloading easier.

"VacuConvert™ is well suited to both renovation projects and new developments."

Björn Ullbro, CEO of Evac

The VacuConvert™ is a behind-the-wall solution that converts your preferred toilet into a vacuum model. VacuConvert™ is a strong solution for buildings undergoing a change in intended use. As demand for office space declines and residential use increases, flexibility is becoming increasingly important. Traditional gravity-based systems are invasive, expensive, and time-consuming to install, when office buildings are converted for residential use. VacuConvert™ is well suited to both renovation projects and new developments, positioning Evac to capture new growth in land-based applications from 2026 onward.

THE LATEST INNOVATION

Launched in 2025, VacuConvert™ is a strong solution for buildings undergoing a change in intended use.



Revenue

162 M€

Organic revenue growth

+10 %
year-on-year

Employees

327



Cathelco & HEM Business Line

Strong maritime demand and customer-focused products drove growth for both brands in 2025. Cathelco strengthened its leadership in biofouling with its popular DragGone™ ultrasonic antifouling technology, while HEM launched a new reverse osmosis water maker system.

Throughout the year, Cathelco focused on serving its maritime customers in corrosion protection and biofouling control. Launched in 2024, the non-biocidal DragGone™ technology, based on ultrasonic technology, exceeded expectations in terms of order growth, keeping the UK production facility busy. DragGone™ has been successfully deployed on several types of vessels such as super yachts, passenger vessels, coast guard and commercial cargo vessels. The outlook for the DragGone™ system in 2026 is bright, as customers can now benefit from expanded installation capabilities that increase the treatable hull area across more vessel designs, enabling more complete antifouling coverage and expanding Cathelco's addressable fleet.

HEM expanded its offering as a supplier of fresh-water production by adding three smaller models to reverse osmosis watermakers to the HEM Flow series,

which are designed for yachts measuring roughly 20–50 metres. The expansion into smaller yachts got off to a good start. During 2025, HEM's production facilities in France demonstrated high operational efficiency, and the company maintained its leading position in its niche market.

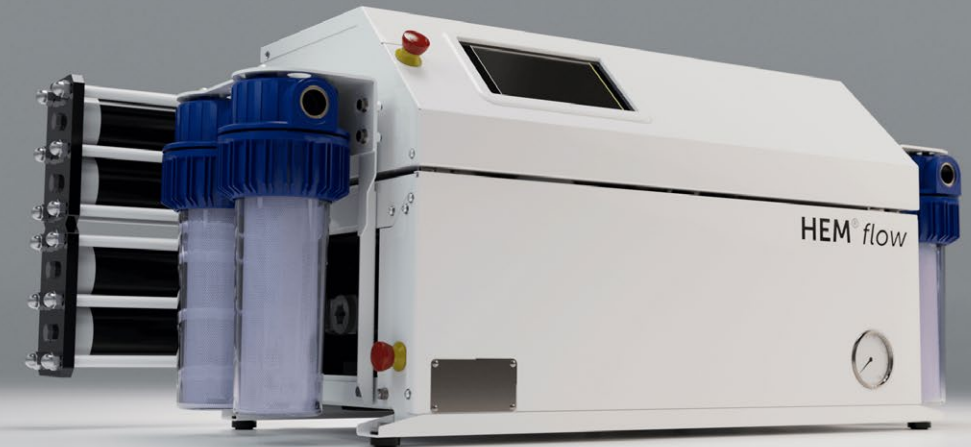
In 2026, both brands will pursue expansion into new markets and segments, with a strong focus on services, including enhanced service and spare parts sales.

"DragGone™ technology, based on ultrasonic technology, exceeded expectations in terms of order growth."

Nick Cowley,
President of the Cathelco & HEM Business Line

THE LATEST INNOVATION

HEM Flow series watermakers are up to 22% lighter and require 34% less space than larger watermakers, with noise and vibration reduced by around 20%.



Revenue

57^{M€}

Organic revenue
growth

+18%
year
-on-year

Employees

204



Experienced leadership team

BJÖRN ULLBRO

CEO of Evac and President of Evac Business Line
Swedish & Finnish citizen, M.Sc. Econ
Evac CEO since June 2023
Member of Evac Leadership Team since 2021

Employment History

Wärtsilä Energy, Vice President, 2019–2021
Wärtsilä, several leadership positions, 2008–2019
Shell, several positions, 2005–2008

KATJA LAURILA

Chief Financial Officer
Finnish citizen, M.Sc. Econ
Member of Evac Leadership Team since 2024

Employment History

FSP Corporation, Group CFO, 2022–2023
Stark, CFO, 2021–2022
YIT, Vice President, Business control, Infra-
structure segment, 2018–2021
Maersk, several positions, 2015–2018
Wärtsilä, several positions, 2007–2015

NICK COWLEY

President of Cathelco & HEM Business Line
British citizen, MBA, B.Sc.
Member of Evac Leadership Team since 2023

Employment History

MGI, CEO, 2019–2023
Cubis Systems, COO & Integration Director,
2015–2018
Eldon Group, several positions, 2006–2015

SENJA KOIVUSALO

Chief People and Culture Officer
Finnish citizen, MBA, BBA
Member of Evac Leadership Team since 2022

Employment History

Metso Outotec, Vice President, Human
Resources, 2021–2022
Wärtsilä, Vice President, Human Resources
and Internal communications, 2017–2021
Microsoft, several leadership positions,
2015–2017
Nokia, Head of HR Dongguan Operations,
2013–2015
Itella, Senior HR Manager, 2012–2013
Nokia, several positions, 2001–2012



Nick Cowley

Katja Laurila

Björn Ullbro

Senja Koivusalo



Platform for growth

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STRATEGY

Cleantech solutions for marine and land-based applications

1 MARKET LEADERSHIP

Evac is the leading global provider of water, waste, and wastewater management solutions, as well as hull protection and biofouling management technologies for the marine and off-shore industries. The company is also expanding its presence in the building and construction sectors. NPS score of 58.

2 INNOVATION AND SUSTAINABILITY

Evac is at the forefront of research and development, continuously creating innovative and sustainable solutions for the marine and land-based markets. The adoption of these solutions is further accelerated by increasingly stringent environmental regulations.

3 LEADING SERVICE OFFERING

Evac's high-quality spare parts-focused service business, complemented by a leading onboard service team, accounts for 65% of the company's revenue. This success is supported by an established global service network strategically located near customers to ensure responsiveness and support.

4 ACCELERATING GROWTH

Evac has consistently expanded its product portfolio through a combination of in-house research and development and strategic mergers and acquisitions. The company boasts a proven M&A track record, with eight successful acquisitions completed over the past decade.

5 PEOPLE AND TALENT

Evac places a strong emphasis on diversity, with a team of 553 employees spanning 13 countries. The company prioritizes attracting and retaining top talent and is guided by an experienced leadership team. Women represent 33% of our workforce.

MARKET LEADING PORTFOLIO



Evac provides one-stop shop solutions tailored to meet the diverse needs of a wide range of customers.

Diversified end market exposure – long-standing customer relationships.



1

MARKET LEADERSHIP

Leading position in growing markets

Evac holds a leading global position in water, waste and wastewater management solutions, as well as in hull protection and biofouling management technologies for the marine and offshore industries. New product innovations, an expanded offering and market reach, together with increasing market share, have supported steady year-on-year revenue growth.

The maritime industry continues to benefit from favourable structural drivers, including fleet renewal, growing global shipbuilding activity, rising defence spending and tightening environmental regulation. At the same time, demand for modernization and retrofitting of existing vessels is increasing, supporting long planning horizons and sustained investment across both commercial and defence segments. Services are also an increasingly important growth driver, with a growing installed base and rising regulatory complex-

ity supporting stable recurring revenue and strengthening long-term customer relationships.

Beyond maritime, Evac is well positioned to capture growth in land-based applications, where demand for vacuum technology is increasing in line with broader trends such as urbanization, water efficiency, infrastructure modernization and sustainability. Overall, market tailwinds remain supportive, providing a solid foundation for continued growth and long-term value creation.

EVAC IN 2025

COMPANY
OVERVIEWPLATFORM
FOR GROWTHOUR APPROACH
TO SUSTAINABILITY

New product innovations, an expanded offering and market reach, together with increasing market share, have supported steady year-on-year revenue growth.



1

MARKET LEADERSHIP

EVAC IN 2025

COMPANY
OVERVIEWPLATFORM
FOR GROWTHOUR APPROACH
TO SUSTAINABILITY

Evac has a market leading offering

PRODUCTS	VACUUM COLLECTION	WET & DRY WASTE	WASTEWATER TREATMENT	FRESH WATER GENERATION	CORROSION PROTECTION	MARINE GROWTH PREVENTION	ULTRASONIC ANTIFOULING
	 Vacuum-based blackwater (sewage) collection systems and toilets ensure energy efficiency and significant water savings.	 Waste recycling units, efficient compacting and hydrothermal carbonization (HTC) empower the circular economy.	 Advanced wastewater treatment systems ensure the highest quality effluent entering our seas.	 Seawater converted to potable and technical water with reverse osmosis eliminate the need for shoreside water supplies.	 Impressed current cathodic protection (ICCP) prevents hull corrosion and extends the lifecycle of vessels.	 Marine growth prevention systems protect vessels from biofouling by preventing the settlement and growth of marine organisms in niche areas and seawater pipework.	 Ultrasonic antifouling prevents biofouling on vessel hulls, ensuring eco-friendly, low-maintenance protection.
KEY BENEFITS	• Proven track-record and extensive customer references • Market leading energy efficiency in vacuum production • Optimized footprint and refitting possibility on land and sea	• Decreases customers' costs by reducing landed waste volume • Extensive portfolio fitting for all marine vessels • Advancing circular economy of recycled material	• Fulfilling the strictest marine regulation and matching the best municipal wastewater treatment quality • Microplastic removal and treated wastewater reuse possible • High level of automation	• Highest quality for yacht segment • Low CAPEX – low energy consumption, especially with energy recovery in large Cruise solutions	• Low maintenance • Prolong hull lifespan and integrity • Propeller and rudder protection • Reduced hull maintenance	• Reduces the risk of system failure, maintenance costs, and fuel consumption by keeping critical seawater systems free of fouling and corrosion • Adapts to new builds, retrofits, and vessels of all sizes	• Uses high-frequency sound waves to prevent biofouling without disrupting vessel operations • Reduces cleaning requirements, extends equipment lifespan, and lowers operational costs • Up to 13% reduction in fuel consumption and CO₂ emissions
KEY END MARKETS	• All marine segments • Land, e.g., hotels, hospitals and supermarkets	• All marine segments	• All marine segments	• All marine segments	• All marine segments	• All marine segments • Land	• All marine segments • Land



1

MARKET LEADERSHIP

EVAC IN 2025

COMPANY
OVERVIEWPLATFORM
FOR GROWTHOUR APPROACH
TO SUSTAINABILITY

Marine total solution

for water and waste management and vessel protection



1 Vacuum toilets: Evac vacuum toilets use less water and related energy use than gravity systems. Their flexible plumbing design also reduces material use, overcoming the strict layout requirements of gravity systems.

2 Vacuum collection: Evac's vacuum collection systems, including the Evac Ecovac, deliver one of the most energy-efficient solutions on the market – ensuring long-term sustainability and financial savings.

3 Wastewater treatment: Evac MBR® removes nutrients and 99% of suspended particles, including microplastics, ensuring one of the highest quality effluent entering our oceans, comparable to advanced municipal systems.

4 Wet waste: Evac HydroTreat® redefines onboard circular waste management, transforming wet waste into a new resource - HTC-biochar, while reducing CO₂ emissions compared to conventional methods.

5 Dry waste: Evac recycling units advance sustainability by optimizing waste compaction and empowering the circular economy.

6 Fresh water generation: Energy-efficient fresh-water systems enhance vessel autonomy, eliminating reliance on shoreside water supplies.

7 Ultrasonic antifouling: Cathelco's USP Drag-Gone™ prevents fouling on ship hulls, reducing drag, improving hydrodynamic performance, and increasing fuel efficiency while combating the spread of invasive aquatic species.

8 Corrosion protection: Cathelco's impressed current cathodic protection systems shield the hull from harmful corrosion, extending the vessel's lifespan.

9 Marine growth prevention: Marine growth prevention systems protect vessels from biofouling by preventing the settlement and growth of marine organisms in niche areas and seawater pipework.



1

MARKET LEADERSHIP

Building total solution for sustainable sanitation on land



EVAC IN 2025

COMPANY
OVERVIEWPLATFORM
FOR GROWTHOUR APPROACH
TO SUSTAINABILITY

Vacuum technology revolutionizes how buildings can evolve - whether office-to-retail, office-to-residential, or a dynamic multi-use space.

1 Vacuum toilets: Designed for both form and function, the Evac Optima® 7 features a patented Nordic design, soft-close mechanism, and hidden fixings for a sleek, effortless aesthetic. The toilet operates at just 72 dB, quieter than many traditional toilets on the market. Its rimless, antimicrobial design eliminates 99.99% of surface bacteria.

2 Vacuum interface: Evac's vacuum technology gives retailers the freedom to redesign their spaces. By collecting condensate water anywhere - without invasive gravity piping or underground trenching, it enables flexible cooling equipment placement, optimizing layouts with ease.

3 Vacuum collection: The Evac HQE vacuum collection unit seamlessly handles wastewater and condensates, delivering energy-efficient performance in high-load environments like airports, stations, arenas, and hotels, bringing the power of vacuum technology to building conversions of any scale.

4 Breaking free from gravity: Unbound by traditional plumbing constraints, Evac's vacuum technology navigates structural obstacles, accommodates vertical lifts, and adapts to any layout. Evac systems unlock new possibilities for building conversions.

5 No invasive interventions: Evac's vacuum technology requires no slab penetration, concrete trenching, or underground work. Designed to integrate within faux ceilings and walls, it blends into existing structures.

APPLYING MARINE-PROVEN TECHNOLOGIES TO NEW ENVIRONMENTS

Our expansion into land-based applications includes also marine growth prevention solutions for seawater cooling systems in data centres, nuclear facilities, and other critical infrastructure.

Built on proven technology, these solutions address critical operational challenges while enabling the development of new use cases beyond traditional marine environments.



Diversified end market exposure with a large customer base

MARINE

Evac caters to a large variety of vessel types in different sizes, resulting in a dominant position in a growing marine market and long-standing customer relationships.

- Cruise vessels & ferries
- Ropax vessels
- Yachts
- Merchant fleet
- Navy & coast guard
- Offshore
- Windfarm installation vessels



LAND-BASED

Evac offers solutions for a large variety of facilities in different sectors for the land-based segment.

- Healthcare facilities
- Laboratories & life science facilities
- Supermarket, cold storage, & warehouse facilities
- Mobile & transportable facilities
- High traffic areas e.g. train stations
- Universities & educational facilities
- Hospitality & accommodation
- Data centres

CUSTOMER EXAMPLES





1

MARKET LEADERSHIP

Trusted solutions for global naval fleets

Evac's and Cathelco's advanced, reliable and space-efficient systems have been integrated into a wide range of naval vessels worldwide, from patrol boats and frigates to submarines and aircraft carriers. The 40+ naval organisations that have benefited from our solutions include the Italian and French Navies, the Royal Canadian Navy, the Polish Navy, the US Navy and the UK Royal Navy, where we have provided equipment for e.g. type 26 frigates and aircraft carriers such as HMS Queen Elizabeth and HMS Prince of Wales.

Naval forces continue to prioritize both the enhancement of their existing fleet's operational readiness and the acquisition of new vessels.

From initial design and installation to long-term maintenance and retrofitting, Evac and Cathelco provide end-to-end support to naval fleets operating under constraints and in extreme conditions. This expertise enables the delivery of robust, compact, and durable systems tailored to their requirements. Our comprehensive solutions include vacuum collection, wastewater treatment, freshwater generation, marine growth prevention, corrosion protection, and waste

management for dry, wet, and food waste. These technologies contribute to the efficiency and sustainability of naval operations. Overall vacuum solutions are the most prioritised non-weapon focus area for these vessels.

Services and spare parts play a key role in this ongoing collaboration, with dedicated service hubs in North America, Europe, and Asia ensuring reliable assistance worldwide. Through this global reach, Evac and Cathelco continue to contribute to the operational readiness and longevity of naval vessels.

END-TO-END SUPPORT TO NAVAL FLEETS

From initial design and installation to long-term maintenance and retrofitting, Evac and Cathelco provide end-to-end support for naval fleets.

EVAC IN 2025

COMPANY
OVERVIEWPLATFORM
FOR GROWTHOUR APPROACH
TO SUSTAINABILITY



CASE

Cathelco's ultrasonic antifouling gains traction with shipowners

Biofouling can significantly affect vessel performance and fuel consumption if not addressed between dockings. Installations of Cathelco's USP DragGone™ ultrasonic antifouling system show how the technology is moving beyond trials and into regular use.

Marine growth on submerged surfaces builds up over time, increasing resistance and placing additional load on propulsion systems. Independent studies have shown that even light propeller fouling can reduce efficiency by 3-6%, forcing engines to burn 3-8% more fuel to sustain the same speed. In severe cases, fuel use can rise by 15-25%, while service speed drops by up to 1.5 knots.

Ultrasonic antifouling uses high-frequency sound waves to stop biofouling at an early stage. By preventing marine organisms from attaching to underwater surfaces, the technology helps to keep hulls and propellers smooth. This supports fuel efficiency and reduces the need for in-water cleaning or the repair of coatings.

Evac offers ultrasonic antifouling through Cathelco's USP DragGone™ system, which is designed to operate continuously while vessels are in service. The technology is typically applied as part of a wider approach to biofouling management. It can be con-

figured to suit different vessel types, operating profiles and target surfaces.

Positive results from in-service evaluation

One application of USP DragGone™ is aboard African Griffon, a bulk carrier owned and operated by MUR Shipping and Dockendale. The system was fitted during dry dock to assess how it performs over time aboard the 200-metre vessel. It's part of a broader evaluation of different fouling-control measures.

"This project shows how ultrasonic antifouling can be integrated without hull penetrations or affecting existing coatings. As the ultrasonic units are installed internally, our system is well suited to both retrofit projects and newbuild applications," explains Chris Bell, Vice President of Global Sales at Cathelco.

Eight months into the trial, diver inspections were conducted to assess hull condition. Early visual reports indicate positive outcomes, with clean hull sections observed.

MUR Shipping and Dockendale are continuing to monitor the system across different operating conditions, with further assessment planned during warmer-water operations and longer port stays. Cathelco is supporting the process with data analysis, service support and system optimisation.

USP DragGone™ selected over competing technologies

Alongside the African Griffon evaluation, USP DragGone™ is now being taken into wider operational use. Hong Kong-based Pacific Basin Shipping has selected the system for propeller installation on the bulk carrier Fortune Island.

The company was looking for a low-intervention solution to complement its existing propeller-polishing maintenance. While this route is effective in the short term, it offers only temporary relief from the performance losses that gradually build up as marine growth takes hold.

The project builds on an established relationship, with Cathelco already supplying impressed current cathodic protection (ICCP) and marine growth prevention systems (MGPS) across Pacific Basin's fleet.

"This is a strong technical fit. Pacific Basin was evaluating several technologies and we were able to demonstrate the credibility and simplicity of our system. They wanted a solution that drives operational savings without adding complexity or chemical treatment. That's exactly where DragGone™ delivers value," explains Bell.

From an extended operational trial to a planned fleet installation, the two projects highlight how ultrasonic antifouling is moving into routine use. With regulatory pressure increasing and fuel efficiency remaining a priority, ultrasonic antifouling is gaining ground as a practical technology to support both operational and environmental goals.

"This project shows how ultrasonic antifouling can be integrated without hull penetrations or affecting existing coatings."

Chris Bell,
Vice President of Global Sales at Cathelco





2

INNOVATION AND SUSTAINABILITY

Innovation as the cornerstone of growth

Evac has been a leading player in waste and wastewater management for over 40 years. We are expanding our offering by developing new sustainable solutions and services and acquiring technologies through acquisitions. New innovations and services, as well as the development of existing solutions, are therefore the cornerstones of our growth.

Our innovations are based on our customer needs, which emphasize sustainable business practices and compliance with industry regulations. Evac's goal is to minimize the environmental impact of its customers' operations and support circular economy practices through its solutions and services.

Award-winning design

Our most significant product innovations in 2025 were Evac DeHydro, launched in May, and Evac VacuConvert™, launched in the fall. We also received significant recognition when our newest generation vacuum toilet, Evac Optima® 7, won two Red Dot Awards – one for Product Design and one for Sustainability Design.

Evac DeHydro is a compact, sustainable waste management solution that converts wet waste, such as sludge and food waste, into sterile powder. DeHydro serves vessels of all sizes but is particularly in demand for those with low waste capacity requirements. VacuConvert™ is the first solution to combine vacuum technology with traditional toilet seats from different manufacturers. This enables, for example, the flexible conversion of office space into apartments while reducing both construction and operating costs. Both innovations also significantly reduce carbon dioxide emissions.

In addition to these achievements, Evac participated in several innovation and research projects aimed



Evac currently has 153 patents and 16 applications pending.
(December 31, 2025)



at developing circular economy solutions and, among other things, the versatile reuse of biochar.

Customers are investing in circular economy

Our customers have set themselves ambitious goals to bring about change and transform their operations in line with the circular economy. In addition to reducing the environmental impact of our customers' operations, our innovative products and services often generate economic benefits and reduce costs. Stricter regulations limiting waste disposal and reducing the environmental impact of shipping have also prompted changes in operating practices.

Managing the environmental impact of the maritime industry requires a lifecycle approach that covers shipbuilding, operation, and end-of-life. Evac applies this approach in the development of its products and services. As ships are generally in use for several decades, their environmental impact during operation is significantly greater than that during the construction phase.

Key factors in assessing environmental sustainability include improving the efficiency of water and fuel use, minimizing waste and wastewater generation, and maximizing resource recovery. Waste management on ships remains a significant area for development, as the waste recycling rate is only 20–30%. Evac's waste management systems maximize the recovery of different waste fractions while reducing operating costs and waste treatment fees at ports.

The sustainability and quality of ships and their equipment are also important factors due to their long service life. Evac's solutions support modernization, refurbishment, and maintenance, which further extends the service life of ships and their systems. An example

of this is Cathelco's ultrasonic technology, which can reduce fuel consumption and emissions by up to 13%.

Strong potential in construction

Our expansion from sea to land highlights the versatility and potential of our innovations in promoting sustainable development. These solutions are still rarely used in construction and renovation. Our innovations support the renovation, expansion, and refurbishment of buildings such as supermarkets, healthcare facilities, and laboratories, as well as the conversion of office buildings into residential buildings. The most significant solution we offer for construction is vacuum toilets, which consume less water and offer more flexible placement options in buildings compared to installing traditional gravity-based systems and plumbing.

"Our goal is to minimize the environmental impact of customers' operations and support circular economy practices through solutions and services."

Jari Jokela, Head of Research & Development

Close cooperation yields better results

Investments in research and development and a commitment to promoting the circular economy are vital competitive factors for Evac.

When designing new products and services, we focus on strengthening the positive impacts generated during the use of our solutions. New technologies are

evaluated in conditions that closely match those of our customers.

Our research and development units in the UK and Finland are at the forefront of developing cutting-edge solutions. In addition, we conduct continuous field research, for example on ships, which provides us

with valuable information for developing our offering. Close cooperation with our customers, regulatory authorities, partners, and research communities has led to significant innovations. Together, we have developed and shared best practices, thereby achieving more than we could have achieved alone.



Jari Jokela, Head of Research & Development, presenting Evac solutions in the R&D centre.



CASE

Evac VacuConvert™: bringing vacuum operation to standard toilets

Vacuum drainage has long restricted choice in toilet design. Not anymore. Evac VacuConvert™ is a behind-the-wall solution that converts your preferred toilet into a vacuum model.



The vacuum toilets used for land-based construction projects are often adapted from the marine environment. The units are compact – typically in white or stainless steel – with little room for design aesthetics. This lack of variety has been a persistent limitation for architects bringing vacuum drainage to premium hotels or residential spaces.

Evac VacuConvert™ removes this constraint, allowing customers to choose the toilet model that suits their interior design concept. It's a behind-the-wall



Jari Pudas, Evac Product Line Manager

assembly that brings together a structural frame, an integrated cistern and a smart discharge valve. These components work together to connect a standard toilet bowl to the building's vacuum network.

"Our solution solves a longstanding challenge in the building sector: how to combine vacuum performance with the customer's preferred toilet design. Now architects and designers can choose almost any toilet model, while still benefiting from the flexibility and water savings of vacuum drainage," explains Evac Product Line Manager, Jari Pudas.

Customer projects already underway

Initial customer installations show how Evac VacuConvert™ brings design flexibility in different kinds of buildings with vacuum drainage.

"We probably 3D-printed over 100 prototype parts to find the right combinations."

Samuel Moy, Lead Product Engineer

A major retrofit in London created new shower facilities in a basement below the sewer line. Vacuum drainage was essential, but the architect wanted to specify a particular toilet design. VacuConvert™ enabled the chosen toilet to be used, without compromising on vacuum functionality.

Padium's new indoor padel centre in Cardiff is being built inside a converted retail unit that was never designed for heavy drainage. Vacuum technology provides the flexibility needed for the new layout,

while VacuConvert™ allows Padium to retain the sanitary-ware design used across its other centres.

A multimillion-euro redevelopment of London's Westbury Hotel required nine guest rooms to be drained without routing wastewater through a high-end retail unit below. Vacuum drainage solved the routing challenge and VacuConvert™ allowed the hotel to maintain a consistent design language across all rooms.

Hands-on engineering solves the challenge

Development of Evac VacuConvert™ began in early 2024. The team's goal was to enable compatibility with as many gravity toilets as possible. Ease of installation was also essential.

"Adapting off-the-shelf components to work seamlessly with vacuum technology required a huge amount of iteration. We probably 3D-printed over 100 prototype parts to find the right combinations," recalls Lead Product Engineer, Samuel Moy.

The R&D process involved extensive work at Evac's laboratory in Finland. Rather than relying on simulation, the team directly tested flush behaviour in a variety of toilets. The challenge was to ensure reliable performance in larger ceramic bowls, which require more water than traditional marine vacuum toilets. The team established a flush volume of around 2.1 litres for VacuConvert™ – far lower than many conventional gravity toilets.

The technology behind VacuConvert™ is now patent pending, with the team having filed for protection in early 2025.



CASE

Design awards and commercial validation for Evac Optima® 7

Launched in 2025, the Evac Optima® 7 vacuum toilet received Two Red Dot design awards and was selected for Carnival Cruise Lines' next-generation vessels.

Evac has delivered more than one million vacuum toilets since 1979. That installed base provides deep operational insight into the expectations of cruise line operators. Hygiene, water efficiency and ease of maintenance are increasingly important as passenger numbers rise.

The Optima® 7 was developed against this backdrop. In close dialogue with cruise operators, Evac took a holistic approach to the performance of a vacuum toilet in high-use environments. Helsinki-based consultancy Pentagon Design was brought on board to lead the work.

The resulting design introduces a number of significant changes. A rimless antimicrobial ceramic bowl eliminates 99.99% of surface bacteria, while water consumption is reduced to just 1.2 litres per flush. The redesigned flush system keeps operating noise at 72 dB or below. Hidden fixings and a soft-close seat ensure reliable operation and ease of maintenance.

"Optima® 7 delivers exactly what we want for our guests."

Brett Vitols, AVP Newbuilds, Carnival Cruise Line

Evac's approach was recognised externally when the Optima® 7 received two Red Dot Awards – for Product Design and for Sustainable Design. The awards validated Evac's ambition to treat sanitation not only as a technical system, but as a user-facing element of the onboard environment that contributes to comfort, health and environmental performance.

"When we began this project, the goal was simple: to blend cutting-edge vacuum technology with timeless Nordic design. Winning two Red Dot Awards confirms our belief that great design should not only elevate the user experience, but also contribute to a more



sustainable world," said Jari-Petri Voutilainen, Senior Designer at Pentagon Design.

That design-led approach has translated into early commercial validation. In November, it was announced that Carnival Cruise Line has selected the Evac Optima® 7 for its next-generation Excel Class vessels: Carnival Festivale and Carnival Tropicale. The ships are scheduled to enter service in 2027 and 2028.

"Optima® 7 delivers exactly what we want for our guests: comfort, reliability and a seamless onboard experience. It also strikes the right balance for our teams and supports the high standards we set for every Carnival ship," says Brett Vitols, AVP Newbuilds, Carnival Cruise Line.



CASE

Evac HydroTreat and DeHydro: Closing the gaps in onboard wetwaste management

Evac's HydroTreat technology established our approach to onboard wet waste treatment for larger vessels. Evac DeHydro brings the same operational benefits to smaller ships with tighter space constraints.

As marine Special Areas expand and environmental regulations tighten, waste management has become a defining operational challenge for vessels operating far from port.

Under MARPOL Annex IV and V – along with EU port directives – vessels are under growing pressure

to reduce discharge, limit waste volumes and demonstrate responsible onboard treatment. This applies even when operating for weeks at sea.

Large cruise ships have long addressed these challenges through Evac's HydroTreat solution. Using hydrothermal carbonisation to convert biosludge into

a dry solid material, HydroTreat is well suited to vessels with sufficient space and power requirements.

But for smaller vessels – including expedition cruise ships and RoPax ferries – waste-management has long depended on holding tanks, with frequent offloading required at port. It had become increasingly clear that a complementary solution was needed for these vessels.

That solution is Evac DeHydro: a system that reduces wet-waste volumes by up to 80%, significantly easing onboard handling and storage requirements.

Waste volumes are significantly lower, which reduces storage requirements and offloading costs.

Complementary by design

Rather than using carbonisation, DeHydro relies on controlled heat, airflow and time to remove moisture from both food waste and biosludge. The system produces a dry and sterile solid material along with a low-nutrient condensate.

"DeHydro gives operators the flexibility to choose the right solution for their vessel, its route and the regulations that apply. The technology's value is most evident on vessels sailing long routes through sensitive environments, where port access is infrequent and discharge options are limited," explains Gerardo Gómez Millán, Product Line Manager for Wet Waste at Evac.

On high-end expedition cruise vessels carrying up to 400 passengers and roughly the same number of crew, voyages can last up to a month and cross multiple Special Areas. In these conditions, reliance on holding tanks or frequent offloading is simply not possible.

DeHydro is also used alongside HydroTreat on

some vessels, with each system handling different waste streams. Biosludge can continue to be treated through HydroTreat, while DeHydro processes food waste and additional organic material. This enables a more complete onboard waste-management approach without increasing operational complexity.

Performance without constraints

Evac DeHydro is available in five different sizes, handling between 50 and 1,000 kilograms of wet waste per day. The stainless-steel system features sliding access doors to reduce headroom requirements on small vessels, as well as optional automated feeding and discharge to minimise manual handling.

Developed in collaboration with GAIA – a South Korea-based specialist in organic waste drying technology – Evac DeHydro builds on decades of experience in transforming wet waste into manageable material. The system delivers its benefits without relying on extreme pressure or high temperatures, making it well suited to constrained onboard environments.

Another key advantage is the quality of the condensate produced during dehydration. It has a far lower organic load than the water produced by biodigesters, making onboard treatment even more manageable.

"From an operational perspective, the benefits of DeHydro are straightforward. Waste volumes are significantly lower, which reduces storage requirements and offloading costs. The material is dry and easy to handle," notes Gómez Millán.

"The condensate water is suitable for further wastewater treatment and the system remains compliant as discharge regulations continue to tighten. That makes a real difference for vessels that already have wastewater treatment limits to manage," he adds.





CASE

HEM watermaker retrofit overcomes superyacht space constraints

A tight engine room set strict limits on a watermaker upgrade aboard an 80+ metre European motor yacht. HEM engineered the retrofit around millimetre-level tolerances.



On a superyacht built to custom specifications, replacing a major system is rarely a straightforward exchange. A retrofit must respect existing layouts, access routes and engineering routines.

In this case, the watermaker was located deep within the engine room in a position that constrained both removal and installation. Any replacement had to fit within millimetre-level tolerances, without introducing new limitations that would compromise servicing.

“The crew and chief engineer were clear about what the upgrade needed to achieve,” says Sales manager Fred Matysek at HEM. “They wanted an installation that improved day-to-day engine room operations, rather than creating another complex system to manage.”

As the spatial constraints could not be solved on paper alone, multiple onboard visits were required to validate measurements and confirm the installation strategy. Layout refinements were made iteratively as the superyacht returned to port.

Collaborating closely with the vessel’s chief engineer, HEM developed a modular configuration tailored to the available space. Maintenance access was prioritized throughout the design process.

A bespoke low-pressure pump arrangement was engineered specifically for the superyacht. Flexibility was also built into the control system mounting to eliminate installation risk and preserve accessibility once the unit was in place.

“Every specification had to be tested against the reality of the engine room. Validation was essential to be confident that the retrofit would work exactly as intended,” says Matysek.

As yard schedules evolved, logistics planning became central to delivery. The watermaker was factory-tested, then disassembled and packed in clearly labelled sections to allow controlled onboard handling.

With support from HEM’s service partner network, installation and commissioning were completed in the agreed timeframe.

INTRODUCING HEM FLOW SERIES WATERMAKERS

Compact and affordable reverse-osmosis freshwater systems for yachts in the 20–50 metre range.

Mid-size yachts typically lack the space for large freshwater systems, yet owners still expect reliable and high-quality onboard water production. Enter HEM Flow Watermakers – the Evac Group’s answer to reverse-osmosis desalination needs on yachts in the 20–50 metre range. Building on HEM’s established marine water treatment expertise, the Flow Series is available in three models, with daily production capacities of up to 3.7, 5.1 and 6.6 m³ respectively. Each

model is offered in Standard and Pro configurations. The Standard version provides core functionality, while the Pro option adds advanced monitoring, automation and enhanced filtration. These features support easier operation and maintenance.

HEM Flow Series watermakers are up to 22% lighter and require 34% less space than larger watermakers, with noise and vibration reduced by around 20%. Systems can be specified in either framed or modular configurations, allowing components to be positioned flexibly in tight technical spaces. Energy-efficient operation, membrane protection and the use of standard components reduce running and maintenance costs over time.



3

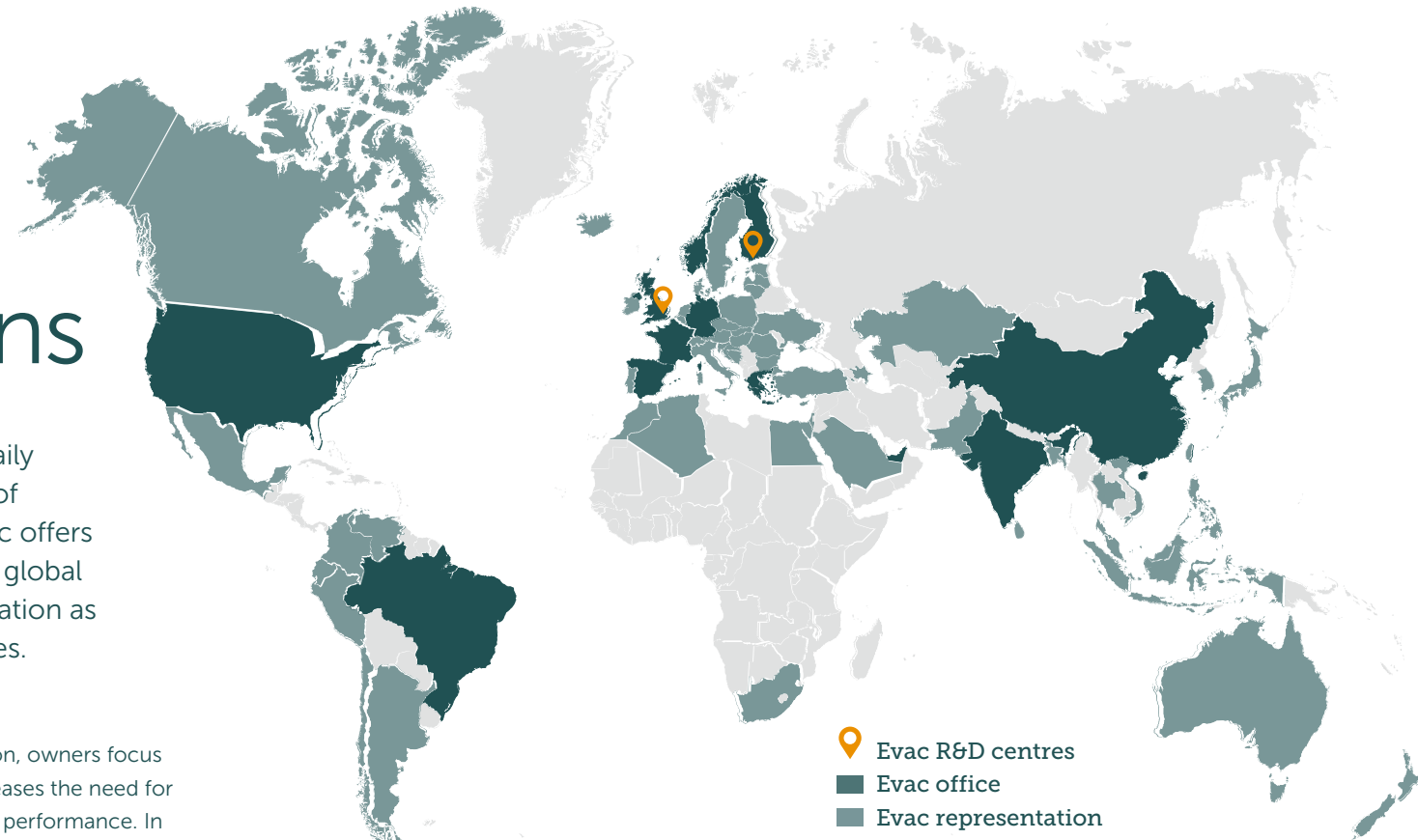
LEADING SERVICE OFFERING

Services throughout the lifecycle of solutions

With its comprehensive range of services, Evac supports its customers' daily operations in both the marine and building sectors. The services consist of maintenance, technical support, and spare parts delivery. In addition, Evac offers retrofitting and modernization of equipment as part of its project sales. A global service network, skilled personnel, short delivery times, and a good reputation as a reliable service operator are driving increased demand for Evac's services.

Services account for over 65% of the company's revenue, and their share of total sales has increased steadily. The service offering also promotes Evac's equipment and project sales. Strong growth in services is supported by the growth of the number of

devices installed by Evac. In addition, owners focus on their core business, which increases the need for Evac's expertise in improving asset performance. In the marine sector digital solutions offer new growth potential for service provision as repetitive operational



Employees globally

553

Over

~90

service
professionals

Representation in

70+

countries

Installed base

~30,000

Over

~70

agents and distributors
worldwide



routines can be replaced with digital monitoring and surveillance. In addition, increased regulation and an emphasis on environmental considerations require even more precise equipment maintenance in both customer industries.

Evac's services cover the entire lifecycle of solutions and equipment, which is often more than 25 years. Careful maintenance and high-quality spare

parts ensure the reliability and energy efficiency of the equipment and extend its lifecycle. That is why informed customers invest in preventive maintenance and high-quality spare parts.

Global service network

Evac has a comprehensive service network that ensures fast and expert support for customers, no

matter where in the world they are. The professional service team has support centres in key locations, including Antibes, Miami, Palma de Mallorca, and Shanghai, as well as an established spare parts distribution network with logistics centres in major maritime hubs in North America, Europe, and Asia.

Over the years, Evac has built a strong reputation as a reliable service provider. A growing proportion

of these services is provided under multi-year service agreements, reflecting a strategic focus on long-term customer partnerships.

VESSEL LIFECYCLE AND EVAC'S SERVICE OFFERING

25 year product lifecycles

New vessel construction, 1–3 years

Vessel operation

End-of-life, Year-25





CASE

Global lifecycle partnership with Carnival Corporation

In 2025, Evac strengthened its long-standing relationship with Carnival Corporation & plc, the world's largest cruise company, through a new global service agreement. The agreement covers preventive annual maintenance and lifecycle services for Evac systems across all eight cruise brands.

The agreement reflects a proactive, fleet-level approach designed to extend system lifetime, improve reliability and efficiency, and enhance cost predictability. The partnership supports smoother operations through advance maintenance planning and harmonized service practices across the fleet. It also includes onboard crew training, reduces the risk

of unplanned outages, and supports decarbonization efforts.

"This agreement marks an important step in our strategy to safeguard the performance of our environmental systems while driving efficient operations," says Vera Lannek, VP, Sourcing & Machinery Lifecycle Management, Carnival Corporation & plc.

"By partnering with Evac as the original equipment supplier, we can leverage technology for a more proactive fleet-level approach that supports our opera-

"With a proactive lifecycle approach, Evac supports cruise operators in improving performance, efficiency, and sustainability."

tional and decarbonization objectives efficiently and also helps ensure a smoother, more reliable onboard experience for our guests by reducing the chance of system-related disruptions."

With this proactive lifecycle approach, Evac supports cruise operators in improving the performance, efficiency, and sustainability of their onboard environmental systems, in line with its purpose of nothing to waste.

"By combining proactive annual maintenance, predefined spare part kits, onboard crew training, and fleet-wide health checks, we can help Carnival Corporation enhance reliability, predictability, and efficiency across the fleet", says Kourtney Dever, Head of Cruise Service North America at Evac Group.





CASE

US supermarkets embrace new service model for vacuum systems

Evac has introduced a new program in the United States to service its vacuum collection systems in grocery stores. Agreements are already in place with major retailers.

Vacuum collection systems from Evac are now installed in more than 2,000 supermarkets across the United States. These systems collect condensate generated by refrigeration and freezer units, removing water without the disruptive trenching work that gravity piping demands.

Once installed, vacuum collection is essential for keeping stores safe and operational. Water on a store floor can quickly escalate into a serious liability. To prevent this risk, Evac has introduced an annual maintenance program for the stores where its equipment is installed.

"Before we launched this program at the end of 2025, maintenance was almost entirely reactive. Stores would wait for a failure before calling someone out," says Bruce Beumel, National Sales Manager, Building Solutions at Evac Group.

Supermarkets often bundled Evac's vacuum collection systems into their wider refrigeration scope. Issues

would be handled by fridge & freezer technicians, despite Evac equipment operating as a separate system with its own maintenance requirements.

"Refrigeration technicians are highly skilled, but they are not necessarily trained in Evac equipment. That led to a lot of misdiagnoses. Parts were replaced unnecessarily and the root cause of recurring problems was not always addressed. Our new program shifts maintenance towards a more preventative approach," Beumel explains.

Strong uptake among supermarkets

For an annual fee, Evac-trained technicians will visit each participating store to inspect and service its vacuum units. If issues can be fixed on the spot, the technicians will do so without additional labour charges – the store only pays for the parts. Major retailers have been quick to adopt the program.

"One large supermarket chain has contracted us to service every Evac-equipped store they operate across the country. That's around 90 stores today, with growth expected to continue," says Beumel. "In another case, we're preparing a 60-plus store pilot focused on locations that have historically caused issues."

The financial logic is supporting uptake.

"Now we can go in once and fix the root problem – dramatically reducing the costs. We're also lowering operational risk and extending the lifetime of the equipment," he says.

Reduced risk, increased revenue

The new program was developed through close collaboration across Evac's US organisation, drawing on input from teams in sales, service and technical roles. Experience gained through long-established marine operations played a central role in shaping the program.

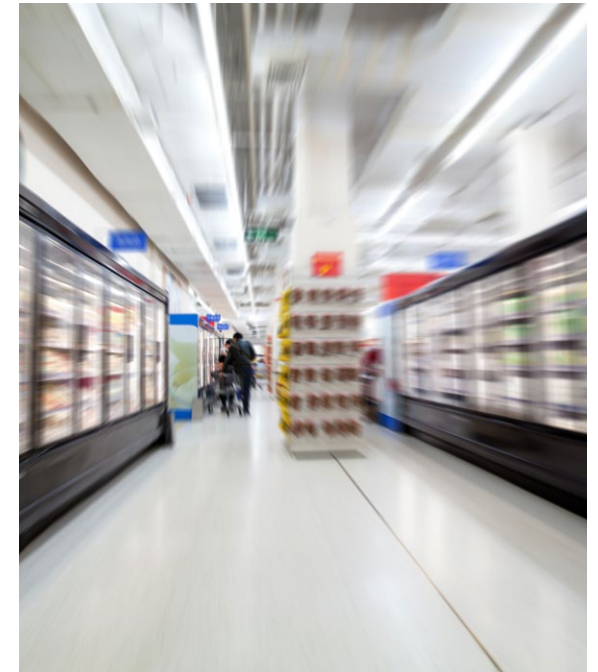
"We started working closely with the team in Florida that supports our marine service. They were instrumental in helping us to define the scope of work and train the technicians. The cross-functional collaboration was fantastic," explains Beumel.

The focus now is on refining and expanding the model. Evac is exploring how earlier involvement – such as support during system commissioning – can further improve system performance. The program represents a repeatable service-based revenue stream, alongside the opportunity to provide spare parts before failures occur.

"This is about moving from being seen as an equipment supplier to becoming a long-term operational partner. Stores stay functional, while Evac builds a sustainable service model that supports our long-term growth," concludes Beumel.

"We're lowering operational risk and extending the lifetime of the equipment."

Bruce Beumel, National Sales Manager





4

ACCELERATING GROWTH

M&A history

In addition to targeting organic growth by expanding its offering, technological expertise and global presence, Evac aims to accelerate its growth through strategic acquisitions and other external achievements. Over the past decade, we have completed several strategic mergers and acquisitions and successfully integrated these companies into our own organisation.

We are constantly mapping out new potential acquisition targets, with a focus to strengthen our service business in particularly. Our strong earnings power and balance sheet, as well as our owners' support for our growth efforts, provide us with good opportunities to seek growth through acquisitions in the future as well.

The history of Evac dates back to 1970s

Acquisition of Headworks' technology

2014

Acquisition of Deerberg-Systems

2015

Acquisition of Uson Marine

2016

Acquisition of Cathelco & HEM

2018

Acquisition of Transvac

Acquisition of Virtus

2019

Acquisition of Environmental Systems International

Acquisition of Allied Marine Services

2020

Acquisition of the vacuum spare part business of Environmental Protection Engineering S.A.

2022



CASE

Underground car park to hotel with Evac vacuum drainage

Converting subterranean space poses extreme drainage challenges. In central London, a vacuum system from Evac was key in enabling development of the Zedwell Underground Hotel Tottenham Court Road.

In dense urban centres, the pressure to reuse existing space is driving developers to look below street level. Former underground car parks and other basement structures – including old bank vaults – are increasingly being converted into hospitality venues.

One such project is the Zedwell Underground Hotel Tottenham Court Road. Developed by Criterion Capital, the hotel offers compact and affordable rooms within a former carpark. It occupies multiple basement floors beneath the street – well below the local sewer line.

From the outset, drainage was one of the project's defining constraints. The hotel's depth left no practical means of achieving the continuous slope required for gravity systems. Limited headroom and surrounding building infrastructure further restricted pipe routing.

"Being five levels below ground and without permission to connect into the drainage systems of the businesses above immediately ruled out conventional gravity solutions," explains Stephen Royle, Managing Director of Evac's UK channel partner EVDS.

"At that depth, even pumped systems start to become problematic. You'd be looking at electrical

pumps in every room – adding maintenance risk and far greater complexity. Vacuum drainage was the only feasible solution," he says.

"By removing gravity as a limiting factor, vacuum drainage makes developments possible that simply could not be delivered any other way."

Stephen Royle, Managing Director of Evac's UK channel

Modern systems with low acoustic impact

Each of the hotel's 219 rooms is equipped with an Evac Optima® 5 vacuum toilet, along with a dedicated interface unit collecting greywater from the shower and washbasin. Wastewater is conveyed via small-diameter pipework to two Evac Type 30 vacuum units on the lowest level of the building. From there, effluent is discharged to an agreed sewer connection point.

To meet the acoustic and spatial constraints of the site, pipe routing was kept away from guest rooms.

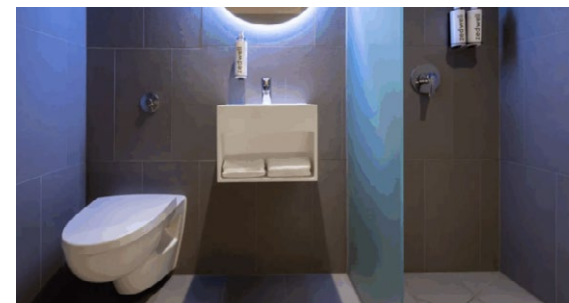
Rather than running drainage directly above occupied spaces, wastewater is routed around the edge of the floor plate. This helps to prevent noise transmission between rooms, while still accommodating long horizontal runs within the shallow ceiling voids.

"In a hotel environment, you have to consider what guests hear. Quietly routing drainage becomes just as important as simply moving wastewater out of the building. There's a perception that vacuum systems are noisy, as people associate them with aircraft toilets. In reality, modern vacuum systems for buildings are designed to operate very quietly."

A repeatable model for urban conversions

Delivering the equipment to the site added another layer of complexity. Limited access to the basement levels meant equipment had to be brought in and assembled in stages. EVDS worked closely with the wider construction team – including public health consultants – to coordinate installation and integrate the system within the constraints of the development.

Following the successful delivery of the Tottenham Court Road project, Criterion Capital has commissioned Evac for further hotel conversions in central London. This includes developments at Piccadilly Circus and Park Lane.



"We won these tenders by showing real, working references: hotels in London that have been using Evac vacuum systems for nearly 20 years. That reassurance was critical," explains Royle.

These projects consolidate Evac's vast body of practical experience around vacuum conversions. Long pipe runs, tight spatial constraints and strict acoustic expectations are becoming increasingly common as developers look to unlock value in urban spaces.

"Vacuum drainage offers design flexibility. By removing gravity as a limiting factor, it makes developments possible that simply could not be delivered any other way."

VACUUM DRAINAGE DELIVERS WATER AND COST SAVINGS

In urban environments, vacuum drainage is becoming part of a repeatable conversion model that unlocks value from existing spaces. Water saving reinforces the business case.

Vacuum toilets can cut water consumption by up to 70 percent, delivering a clear return on investment. This is particularly important in countries where the cost of water is rising. Efficient use of water is becoming a major new driver for vacuum drainage.

Recife Airport in Northeast Brazil has been an Evac customer since 2003, driven by the need for significant water and cost savings in a market where water efficiency is critical. Major investments have been made to develop the airport into a key regional hub. Between 2023 and 2025, Evac supplied approximately 200 vacuum toilets as part of the retrofit program, with a total of around 450 toilets installed at the airport overall.



5

PEOPLE AND TALENT

Building success through people and values

Evac has undergone a major transformation over the past three years. The entire staff has been involved in the change, and the measures taken have yielded results. Our success is reflected both in our financial figures and in our thriving work community. Evac is a growth company where people enjoy working, develop their skills, and are proud of their employer.

During 2025, our workforce grew by 3% to 553 employees (2024: 539), even though our turnover grew by 16%. Moderate growth in headcount was enabled by improved operational efficiency, resulting from streamlined operating methods and enhanced cooperation – areas we have actively developed in recent years.

Strong sense of unity

In recent years, we have also invested in our culture and created a common foundation for Evac, which has grown partly through acquisitions. In addition, we have focused on improving the employee experience by enhancing onboarding and continuing structured employee sessions to gather development feedback.

These measures have also yielded results, as our job satisfaction rose to 69% and our employee turnover fell to 6.9%. The satisfaction survey highlighted, among other things, the development of supervisory work, with as many as 86% of employees feeling that their managers care for their wellbeing.

Employees

553

Nationalities

39

EVAC IN 2025

COMPANY
OVERVIEWPLATFORM
FOR GROWTHOUR APPROACH
TO SUSTAINABILITY

Our work community is guided by strong company values, that emphasize customer focus, high quality, collaboration, and accountability and that is creating a strong foundation for Evac."

Senja Koivusalo, Chief People and Culture Officer



We operate in 13 countries, and our employees represent 39 nationalities. Women represent 33% of our workforce and make up half of our management team. The age range of our employees is also wide. We believe that diversity and inclusion are key drivers of success, enabling us to better understand the needs of our diverse customers and partners. We are committed to fostering an environment where everyone feels valued, respected, and treated fairly.

Broad-based teams of experts

The management of a globally operating company requires clear and consistent operating methods. Our organisation is low-hierarchy, and we form goal-oriented teams that include experts from different fields. The cross-functional collaboration enables us to make high-quality decisions and is key to effective execution.

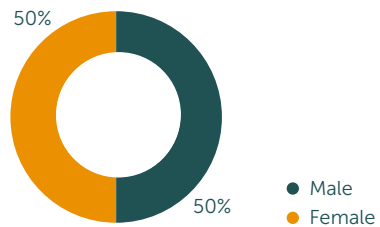
Training volumes on the rise

Our success is driven by the skills, expertise, and continuous development of our employees. We strive for an effective talent management process that supports the growth and career aspirations of every employee. We conduct annual performance reviews to ensure the systematic development of our personnel and their skill sets. In 2025, performance evaluation was completed with 95% of Evac employees.

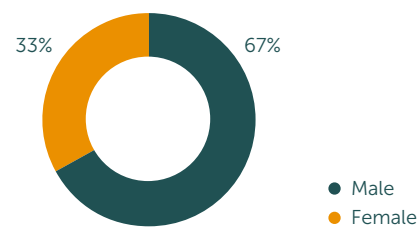
We also enable each employee to have a growth conversation with their manager to support the development of an individual career plan. All Evac employees are eligible for short-term incentive plans based on common, aligned targets. While engaging customer projects and challenging assignments serve as the foundation for skill development, we also provide additional opportunities for professional growth, including coaching, training programs, and certification courses.



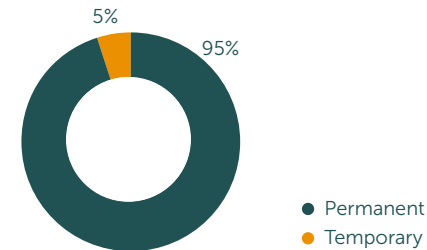
Gender, Leadership team (n=4)



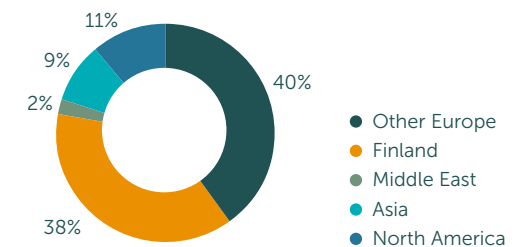
Gender, all employees (n=553)



Employment contract (n=553)

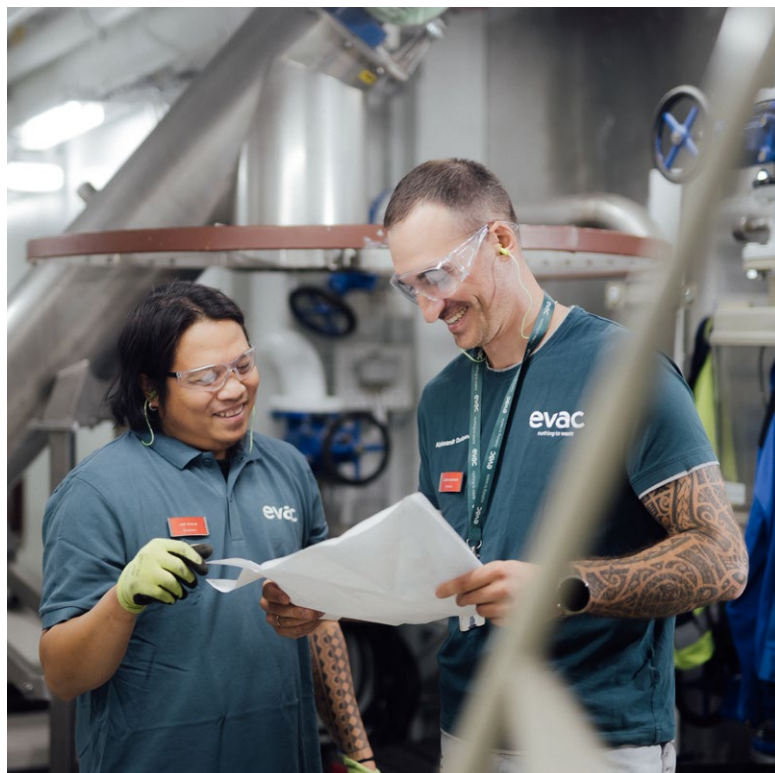


Employees by location (n=553)





By 2024, we had already expanded our training offering, and in 2025 our training hours were multiplied, reaching a total of 5,550 hours. The topics covered in our training courses broadly encompass the various areas of our business, such as sales and project management, products, and occupational safety. Sustainability topics have also become more prominent in our training courses.



Fostering cooperation and open communications

We promote an open and active culture of discussion in our internal communication channels. At our monthly townhall meetings, which are open to everyone, we review business developments and discuss personnel-related news. We measure job satisfaction once a year with an extensive survey and more frequently with short pulse surveys. We also encourage colleagues to recognize each other for value-based behaviour and good cooperation. Employees who are nominated in this way are rewarded.

Ready for the future

From a people and culture perspective, the starting point for the coming year is also excellent. Our reputation as a good employer has clearly strengthened, and interest in working for us is often based on our achievements in promoting sustainable development. Overall, the changes achieved in recent years are significant and provide an excellent foundation for Evac as a growth company. The change of ownership announced at the end of 2025 was also received with confidence by the personnel.

EMPLOYEES

PER 31.12.2025	2024	2025	CHANGE, %
Total number of employees	539	553	3%
of which female	177	182	3%
of which male	362	371	3%

PER 31.12.2025	FEMALE	MALE	TOTAL
Number of employees	182	371	553
Number of permanent employees	171	356	527
Number of temporary employees	11	15	26
Number of full-time employees	170	360	530
Number of part time employees	12	11	23

NEW EMPLOYEE HIRES AND EMPLOYEE TURNOVER BY AGE GROUP

NEW EMPLOYEE HIRES PER	31.12.2025	FEMALE	MALE
<30		17	28
30-50		4	5
>50		29	37

EMPLOYEE TURNOVER PER	31.12.2025	FEMALE	MALE
<30		8	12
30-50		30	30
>50		7	14

DIVERSITY OF GOVERNING BODIES AND EMPLOYEES BY AGE GROUP

MANAGERS PER	31.12.2025	FEMALE	MALE
<30		1	1
30-50		19	43
>50		10	17



CASE

Diversity strengthens HEM workshop in Antibes

By appointing more women to key leadership roles, Evac is actively strengthening diversity across the company. Ann-Audrey Massena joined our business in 2025, bringing fresh perspective to the all-male production team.

Evac has seen steady progress in gender diversity over recent years, with women now representing 33% of the company and 42% of all new hires. In management roles, the share has grown from 27% to 33% – a higher ratio than several of our industry peers.

One of the clearest examples of this change is in Antibes, where Ann-Audrey Massena joined in 2025 as a Workshop Manager for HEM. Stepping into this traditionally male environment, she has already helped to stabilise the team and rebuild confidence after a period of change.

With a background from a range of industries, Ann-Audrey brings a calm and people-centric style of leadership that has resonated with her team. Recent internal surveys show a marked improvement in overall morale – a clear sign of her impact.

We spoke with Ann-Audrey about her leadership position and the strength of diversity.

Please start by describing your role and how you approached getting to know the team?

I run our workshop in Antibes, managing a team of eight male technicians ranging in age from their early twenties to sixties. My job is to organise production, which in practise means making sure everyone has the information, materials and support they need to get the job done.

The products are very technical, so I took time to ask questions and understand how I can help the team perform. They had been without a line manager for a while and morale had been affected. I focused on listening to find out what was missing or could be causing stress.

What changes have you introduced in the workshop since joining?

Several technicians were new and did not yet know all the products. I now spend time with each of them to

understand what they need, collecting missing details so they can work confidently.

Another part of the job is helping people grow. For example, giving someone with a specific skill time to train someone new to that field or guiding

"I have worked in industry for more than 20 years and being a woman has never stopped me."

Ann-Audrey Massena, Workshop Manager



an employee in a direction they may be interested in. It's about opening people's minds to what is possible within the company.

What results have you seen so far?

Step by step we've restored structure and a positive atmosphere. The most encouraging sign of this is the improvement in our employee survey. Ratings for day-to-day management rose significantly, which shows the team feels more supported.

This reflects directly in our output: the team has met our production schedule every month. Even when parts were delayed, we found solutions and kept deliveries on track.

Evac's gender diversity has grown significantly in recent years. What has your experience been as a woman in a technical leadership role?

Choosing a woman for this role was unusual, but I think this was the right moment. The team needed someone calm and people oriented. These are the strengths I bring.

I have worked in industry for more than 20 years and being a woman has never stopped me. But I have always felt I needed to be flawless in order to be taken seriously.

In France, gender balance in the workplace has improved thanks to national targets introduced in 2011. This has also pushed companies to think differently. In general, a more balanced mix is good for teamwork. Too many men or too many women is not ideal; a blend brings a better atmosphere.



Our approach to sustainability

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Our approach to sustainability



Evac is committed to making a positive contribution in a changing world, shaped by regulatory requirements and evolving customer needs. We want to strengthen our role as a pioneer in sustainable water and waste management. This requires work and ambitious goals. We continue to set the bar higher for ourselves, driving continuous improvement in innovation, sustainability and in responsible business practices.

The world has changed significantly over the past decades, and many challenges have intensified such as climate change, biodiversity loss, the weakening health of the oceans, and continued low circularity rates.

For example, ocean acidification — one of the nine planetary boundaries — unfortunately crossed its safe operating limit in 2025 and becoming the seventh to cross the safe operating space. This further amplified the necessity of better ocean governance, and hence 2025 was a significant year, when the so-called UN High Seas Treaty (BBNJ Agreement) reached the required 60 ratifications in Autumn. This first-of-its-kind binding international framework aims to conserve and sustainably use marine biodiversity in areas beyond national jurisdiction — regions that cover nearly half of our planet. This also supports the SDG14 Life below water target in increasing marine protected areas up to 30% from the mere 8,4% today. As the oceans absorb almost one third of global carbon emissions, successful implementation of this treaty could make an important contribution to global climate and biodiversity goals.

Sustainability at the core

Sustainability is and always has been at the core of Evac's business. Evac supports its customers in improving their sustainability efforts and set new

industry standards. We provide comprehensive systems that increase energy efficiency, help conserve water and energy and allow circularity in our customers' business critical operations - both on land and at sea.

Since our first customer asked Evac Oy to respond to EcoVadis, our progress has been recognised through improved ratings in 2025. Evac Oy was awarded EcoVadis Gold, while Cathelco Ltd was awarded a Silver rating. External assessments such as EcoVadis help stakeholders understand the maturity of our sustainability work and support us in identifying further areas for improvement together with our teams.

Evac also promotes responsibility in its own operations for example by offering our employees a safe workplace and opportunities for development and growth.

New operating model in 2025

In 2025, Evac further strengthened the foundations of Evac's sustainability management - and this was reflected in actions taken during 2025. We worked to broaden sustainability awareness across the entire organisation.

To support this, we strengthened our resources and updated our sustainability governance model. Going forward, the implementation of our sustainability programme and roadmap will be overseen by a new decision-making body. We also expanded internal training and updated our policies, and this work will continue in the future. Sustainability is important to our employees, and many have chosen Evac as their employer because of our purpose.



Stakeholders

Our stakeholders are entities or individuals who have an impact on our business or are affected by our activities, products, and services. It is increasingly important to co-innovate and co-develop sustainable outcomes in collaboration with our stakeholders. Continuous interaction and open discussion with our stakeholders are essential for developing our operations. Through open dialogue, we gain essential information on global trends and customer expectations.

Both our internal and external stakeholders formed our Double Materiality Assessment. This involvement included interviews, surveys and workshops.

Many of Evac's customers' operations are guided by increasingly stringent environmental regulations. For example, the EU's sustainability regulations and the requirements of Annexes IV and V of the MARPOL Convention have a significant impact on our customers' operations and, consequently, on the development of our product range. Evac is committed to supporting its customers in meeting and exceeding these regulatory requirements.

STAKEHOLDER	DESCRIPTION	MAIN ACTIVITIES
EMPLOYEES	553 employees globally	- Developing employee satisfaction and well-being, two engagement surveys in 2025 - Enhancing learning and career development opportunities, including onboarding - Active two-way internal communication e.g. monthly townhalls per business lines, inspiring employee-driven coffee or breakfast sessions for sharing and feedback - Regular dialogue with employee representatives - Actively improving diversity and inclusion
CUSTOMERS	Globally, thousands of customers within maritime and land-based segments	- Continuous development of customer relationships via meetings, workshops, and exhibitions - Customer Net Promoter Survey (NPS) to understand the customer experience - Research and development collaboration, such as waste research reports - Close interaction with customers through our field service teams
OWNERS	In December 2025 it was announced that Altor Fund VI and Altor ACT I has signed an agreement with Evac's current majority owner Bridgepoint to acquire ownership	- Driving financial performance - Ensuring strong governance through the Board
LOCAL COMMUNITIES	Operations or warehouses	- Contributing to local communities by donating time to voluntary work 140 employees volunteered for their local communities in China, Finland, France, USA, UK and Germany
SUPPLIERS	Global wide network of partners	- Regular supplier dialogues in improving processes and enhancing collaboration - The Supplier Day for Evac Oy's suppliers in Helsinki during spring 2025 26 supplier audits
CHANNEL PARTNERS	Global network of partners as distributors and agents	- In 2025, Evac Business Line hired Head of Channel Partners to manage channel partner management program and service sales. - In Cathelco& HEM business line, work with long standing channel partners continued, and was celebrated by holding first channel partner meeting in Thailand in Spring 2025.
ACADEMIA	Research collaboration e.g. with the University of Turku and Florida Polytechnic University	- Research collaboration - Circular economy research - Ecosystem studies
ASSOCIATIONS	Biofouling Committee within the Ballastwater and Environmental Manufacturers Association (BEMA), the Marine Corrosion Forum. Member in European Biochar Industry, Finnish Marine Industry (FMI)-research committee under the auspices of Technology Industries of Finland and Finnish Water Utilities Association. American Society of Plumbing Engineers (ASPE) and National Fire Protection Association (NFPA). Participates in the UN Global Compact.	- Sharing expertise and learning - Industry employer branding activities - Raising awareness



Commitment to UN Global Compact and SDGs

International initiatives, standards and commitments create an important foundation for Evac’s sustainability work. We joined the UN Global Compact in 2024. At its core are The Ten Principles designed to guide companies in implementing measures that promote human and labor rights, environment and anti-corruption, and to align their strategies with 17 sustainable development goals (SDGs). In 2022, we identified five of them as relevant to us.

Evac also utilizes the expertise and networking opportunities gained through participation in the UN Global Compact. In 2025, Evac was accepted into the UN Global Compact Business and Human Rights Accelerator programme, which runs from February to June 2026. During the year, the company also joined the UN Global Compact Finland peer group for companies planning to establish Science-Based Targets.

WE SUPPORT



SUSTAINABLE DEVELOPMENT GOALS



LIFE BELOW WATER

Our advanced waste and water management systems significantly reduce marine pollution by preventing harmful waste and wastewater discharge into oceans. Additionally, our marine growth prevention technologies help protect marine and coastal ecosystems by preventing the transfer of invasive aquatic species.



CLIMATE ACTION

Our solutions improve our customers’ energy efficiency and reduce carbon emissions.



RESPONSIBLE CONSUMPTION AND PROTECTION

Evac has an ambitious target of leading the maritime industry towards the circular economy: minimizing incineration and preventing, reducing, recycling and reusing waste instead.



PARTNERSHIPS FOR THE GOALS

We proactively seek opportunities to cooperate with customers, suppliers, academia, and other actors committed to sustainable development, and with similar ambitions to strive for a future with no waste.



CLEAN WATER AND SANITATION

We provide our customers with solutions that enhance sustainable management of water and sanitation for all. By using our solutions, clean water can be generated and fresh water saved.



Double materiality assessment

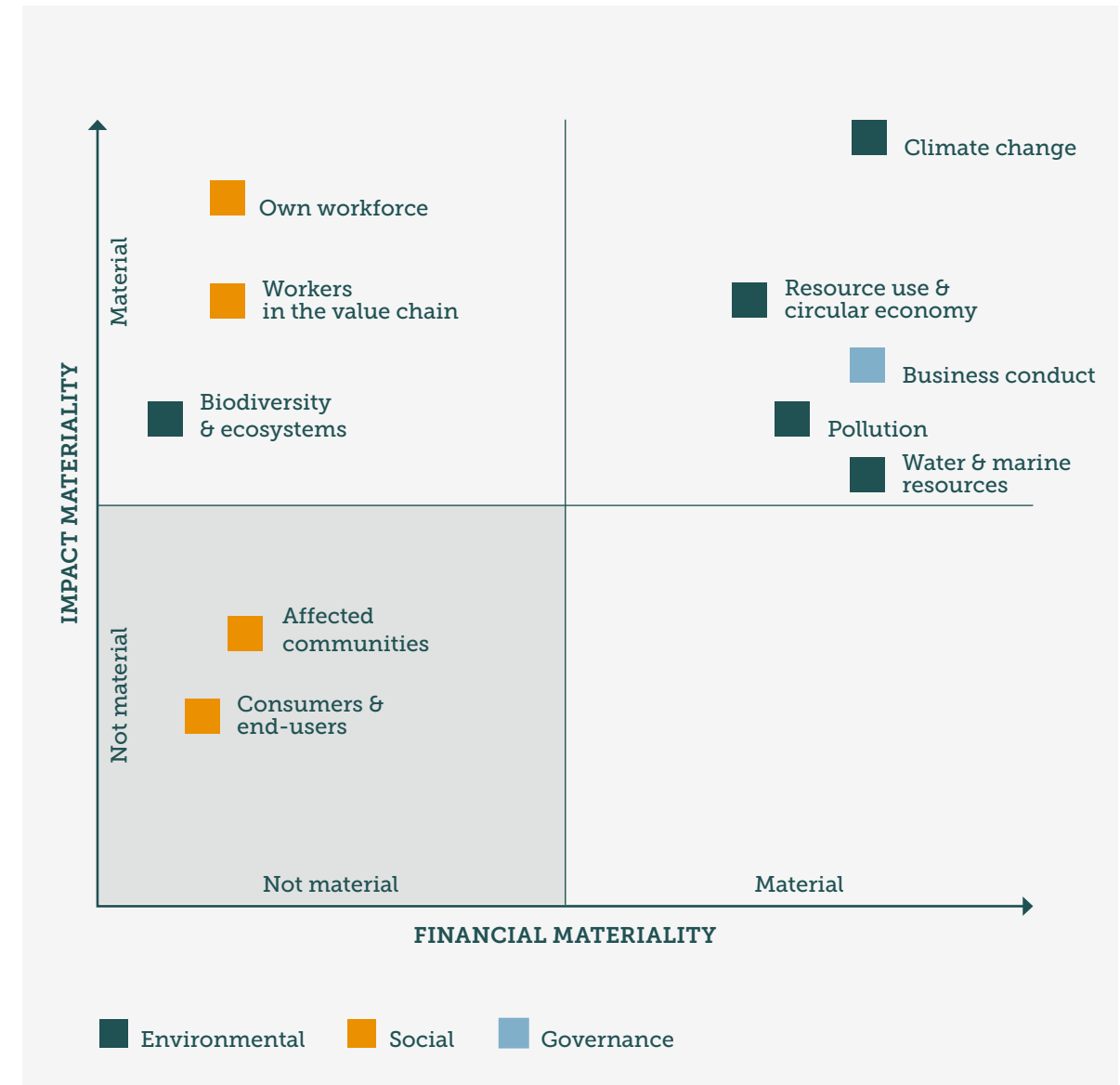
During 2024, we conducted a comprehensive double materiality assessment (DMA) with our internal and external stakeholders in preparation for the EU's Corporate Sustainability Reporting Directive (CSRD). Between January and February in 2025, we reviewed the results from the DMA conducted in 2024 applying fresh financial EUR thresholds for the financial materiality and assessing the impact materiality by benchmarking our results with companies both in Finland and beyond.

This review calibrated Evac's material sustainability topics, as shown in the table on this page. The double materiality assessment (DMA) supported the further development of our sustainability programme based on newly identified impacts, risks and opportunities.

However, as part of its Omnibus package adopted at the end of 2025 and in early 2026, the European Union significantly revised reporting requirements. These changes mean that the requirements no longer apply to companies of Evac's size.

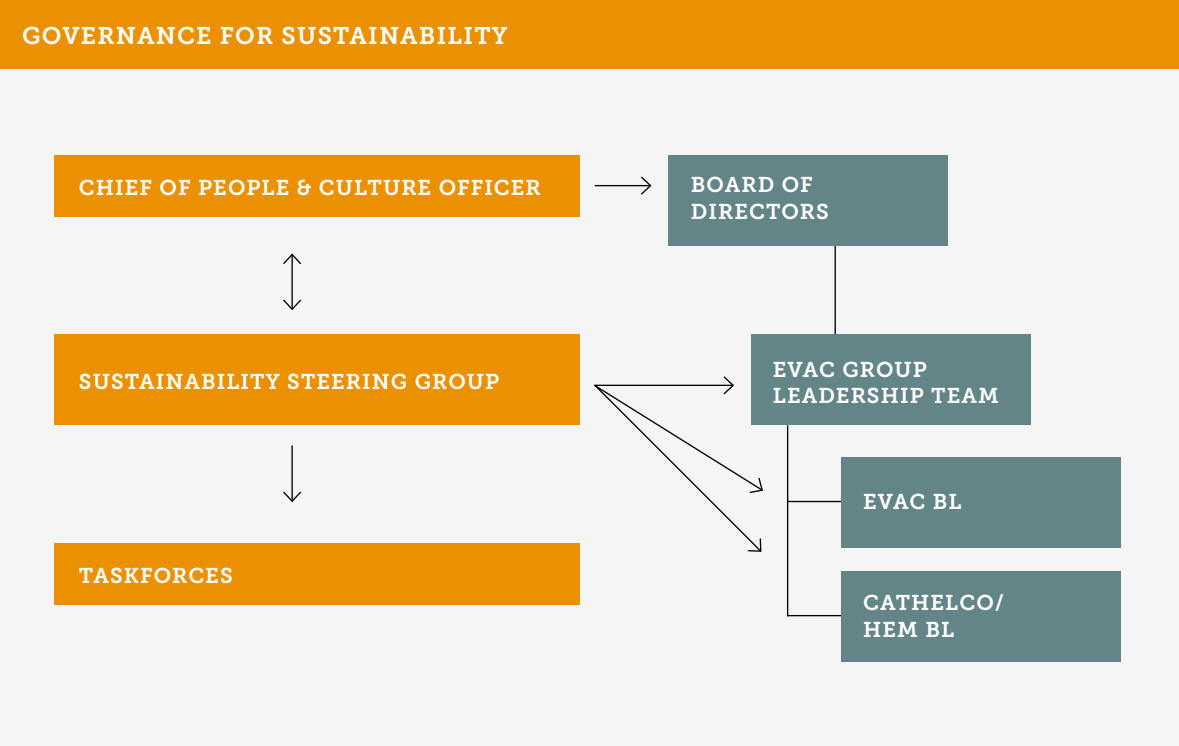
As this Annual Review demonstrates, we have nevertheless chosen to continue reporting on the progress of our sustainability journey, which we have tracked since 2021. We use the Global Reporting Initiative (GRI) standards as our reporting framework due to its international recognition and comprehensive coverage of sustainability topics.

Looking ahead, the work carried out through the DMA process remains valuable in sharpening our sustainability focus. The results confirmed that environmental topics — particularly climate change mitigation and energy efficiency — are material to our business. Social topics, including employee well-being, health and safety, and working conditions across our value chain, also remain key priorities, alongside our commitment to respecting human rights.





Sustainability governance model



Sustainability management was renewed in 2025. We adopted Evac’s new sustainability governance model and introduced a new role, Sustainability Manager, to strengthen our internal capabilities.

The Board of Directors confirms the results of the DMA, monitors progress against sustainability targets, and approves the annual sustainability review. The Chief People & Culture Officer is responsible for sustainability matters at Board level and presents progress at least twice a year, as illustrated in the governance model on this page. In 2025, sustainability was on the Board agenda two times.

The Evac Group Leadership Team receives sustainability updates at least quarterly. It approves the sustainability budget, roadmap, and applicable policies, targets, and key performance indicators. It also conducts management reviews twice a year to assess effectiveness and progress on the ISO-certified management systems in use at Evac. In addition, progress on the sustainability programme is presented separately for both business lines. In 2025, following approval of the updated governance model by the

Board of Directors, one such session was held for the Evac Business Line management.

A new governance layer, the Sustainability Steering Group, was established in late Q4, bringing together senior leaders across business lines and functions, including the CFO and Chief People & Culture Officer. The Steering Group drives the sustainability programme, consolidates targets for approval, updates policies, and monitors progress against targets and KPIs. It meets every other month and is chaired by the Sustainability Manager.

To support practical implementation, the Sustainability Steering Group assigns taskforces as needed to execute defined priority areas and advance the sustainability programme.

At Evac sites certified under the ISO 14001 environmental management system, environmental responsibilities are assigned to designated colleagues who manage environmental topics alongside related responsibilities, such as health and safety. Read more how we work with health and safety on page 50.



Sustainability programme and progress

The goals, measures and timetables set out in the sustainability programme are depicted on this page. Our sustainability programme contains two intertwined aspects towards our purpose of a future with no waste: sustainable solutions and responsible operations. Through this programme and the related internal sustainability roadmap, we advance our sustainability ambitions in our operations, supported by our recently renewed sustainability governance model.

In 2025, we also reassessed the sustainable solutions included in this programme and adjusted them accordingly. The next step is to define new objectives and related targets.

We monitor our progress and results not only using our own monitoring systems, but also with the help of the international EcoVadis rating providing us with further improvement opportunities.



RESPONSIBLE OPERATIONS	OBJECTIVE DESCRIPTION AND THE KPI	2024	2025	CHANGE, %	TARGET BY 2030	COMMENTS
People	Improve the Employee Engagement Index	65	69	6%	74	Good progress toward the target
Safety	Reduce the Lost Time Incident Frequency (LTIF)	4.4	2.1	-52%	< 0.5	Good progress toward the target
Climate and energy	Transfer to renewable electricity in the main ISO 14001 sites	19%	20%	8%	100%	New objective established in 2025 to support our work towards science-based targets
Ethics and compliance	Maintain completion of Code of Conduct training	97%	96%	-1%	100%	Annual mandatory training supports high level completion
Responsible sourcing	Signed Supplier Code of Conduct by spend from direct suppliers		86,1%		100%	Calculated for the Evac Group first time in 2025



RESPONSIBLE OPERATIONS

SAFETY

Focus on occupational safety

At Evac, safety is our top priority, and our goal is zero harm – ensuring that all employees, contractors, and partners return home safely every day. In recent years, we have systematically improved workplace safety by setting clear targets, establishing governance, policies, and guidelines, organizing training, and implementing concrete measures.

The development measures we have taken have already yielded results, reinforcing the right attitudes and a culture of working together. In 2025, we achieved our target of less than 3 for accident frequency, with the Lost Time Injury Frequency (LTIF) rate declining from 4.4 to 2.1. One incident was classified as serious and our internal investigation concluded promptly after the incident that it was caused by actions that violated operating procedures.

Proactive safety culture

We have also set targets for the number of safety observations and actions, as both contribute to the prevention of hazardous situations. We exceeded both of our targets and received 284 safety obser-

ventions and as many as 418 safety actions during the year. Additionally, 68 safety walks were conducted. All observations are openly reported, with preventive or corrective actions implemented when necessary to prevent hazards and near misses, reinforcing our commitment to a proactive safety culture.

During 2025, we focused particularly on measures related to field services, as they work in a high-risk working environment, and the number of employees is relatively high. We continued our development efforts by introducing new personal protective equipment and monitoring systems to enhance occupational safety. Of the latter, we added a safety risk assessment, which can be easily completed on mobile devices. In addition, we continued to develop missing guidelines and update existing ones.

Evac has mandatory occupational health and safety training for all employees, including training for on-site work. By the end of 2025, 98% of employees completed these training programmes. Additionally, our main sites are supported by dedicated health and

safety committees that meet regularly to monitor and enhance workplace safety.

Achieving results through cooperation

The right attitude significantly promotes occupational safety. In the maritime industry, there is still room for improvement in occupational safety and compliance with guidelines, even though the risks and costs of occupational accidents are well understood. To drive ongoing improvement, Evac collaborates closely with its customers and subcontractors, requiring them to adhere to Evac’s safety policies as part of our contractual terms and conditions.



Each year we organise a Evac Global Safety week with engaging speakers from Evac and outside to promote the safety culture throughout our operations.

Zero accident target

For 2026, we have raised all our targets; Our target is to keep LTIF below 2.5, and targets of 263 for both safety observations and safety improvement actions. We expect 100% participation in our safety eLearning. Our efforts will focus on our largest production sites, with increased attention to designing products for safety. Our long-term target is zero accidents.

RESPONSIBLE OPERATIONS

At the end of 2025, 10 out of our 17 sites were certified, bringing the total to nearly 88% of employees working under certified operations. Sites that are not considered to require certification due to their size or activities have been excluded from the certification process.

CERTIFIED OPERATIONS

Evac’s ISO certifications form a key part of our workplace safety strategy. We are certified under:

- ISO 9001:2015 (Quality Management)
- ISO 14001:2015 (Environmental Management)
- ISO 45001:2018 (Occupational Health & Safety Management)



RESPONSIBLE OPERATIONS

CLIMATE AND ENERGY

Work on climate and energy

The impacts of climate change are becoming increasingly visible worldwide. The Stockholm Resilience Centre reports that key planetary boundaries related to climate change have been exceeded, with ocean acidification identified as the most recent boundary crossed in autumn 2025. Floods, hurricanes and other climate-related hazards continue to rise, illustrating the close link between climate, biodiversity and marine ecosystems.

Estimates suggest that the maritime sector, our main customer segment, accounts for around 3% of global greenhouse gas (GHG) emissions. As a result, many of our customers are accelerating their decarbonization efforts, including the transition to alternative fuels.

As customer ambitions grow, we are increasingly asked how we address energy efficiency (see case page 53), climate change and other environmental issues in our operations, and how our products and solutions impact the environment across their lifecycle,

including end-of-life. Regulatory developments — such as the Hong Kong Convention entering into force in June 2025 and the EU Ship Recycling Regulation — are further increasing these expectations.

In response to these concerns and our own ambitions, Evac Group set out to build a clearer understanding of its energy consumption and related GHG emissions. In 2025, we continued to gain more confidence in data by using more robust data collection and consolidation techniques, as well as increasing the competence of our colleagues responsible for the environmental management at the site levels. This work will continue to further increase the reliability of our GHG inventory data, supporting our plans to commit to the science-based targets moving forward. A reliable GHG inventory helps us meet growing regulatory requirements, such as the UK Energy Savings Opportunity Scheme (ESOS) and can support business decisions in the future.





We maintained ISO 14001:2015 certification across eight countries and nine sites and reviewed and updated our Group Environmental Policy in March 2025. Since the beginning of 2025, the Group environmental management team has met monthly to share best practices and advance environmental work across the Group, now separately from the Occupational Health and Safety meetings. In addition, local environmental teams advocate and conduct local activities, such as recycling or awareness building, sometimes combined with the community involvement (see case page 59).

Energy and scope 1-2 emissions

In 2025, our energy consumption for scopes 1 and 2 reached 2,6 GWh of which 18% was estimated to stem from renewable or low-emission sources based on either the grid average or contractual arrangements. Renewable electricity proportion increased from 20% up to 24% for the purchased electricity, excluding charging of electric vehicles out of our premises.

We primarily use natural gas to heat our production sites and offices in most countries, except Finland. Our headquarters in Espoo are in a building complex with BREEAM certification and are supplied with



renewable district heating and low-carbon electricity. From 2026, the Espoo office will transition to an on-site geothermal heating system.

We continue to strive for reducing energy consumption across our sites in line with ISO 14001 requirements for continuous improvement. For example, at our Chesterfield production site, lighting has been upgraded to LED over the past two years, and an improved energy monitoring system has been introduced.

Our mobile fleet consists of employee cars, service vehicles and production vehicles, which are owned or leased. At the end of 2025, we had approximately 50 employee cars, of which around 64% were electric or hybrid, in line with our car policy. In addition, we operate tens of service cars and trucks, as well as forklifts at our production sites — of these, 41% are electric and two forklifts run on propane. The fleet size has remained broadly unchanged. In 2025, we noticed an increased transition toward electric vehicles, specially in Germany and UK, which is well aligned with our policy of prioritizing electric vehicles whenever work duties and operating conditions allow.

We recognize that Scope 3 emissions account for most of our total emissions, reflecting our asset-light business model and products’ lifespans. Although Scope 3 inventory data was already established for FY2024 and ongoing for FY2025, we will disclose further information as we progress toward our climate commitment.

SCOPE 1-2 GHG EMISSIONS

METRIC TONS CO ₂ e	2024	2025
Scope 1 GHG emissions	223	242
Scope 2 GHG emissions	210	208
Total location-based Scope 1+2	432	449
Market-based Scope 1+2	389	404

ENERGY CONSUMPTION

MEGAWATT HOUR (MWH)	2024				2025			
	Renewable	Nuclear	Non-renewable	Total	Renewable	Nuclear	Non-renewable	Total
Mobile combustion			455	455			472	472
Stationary combustion			638	638			736	736
Electricity	222	539	238	1,000	276	488	235	999
(District) heating	192		151	343	195		147	342
Evac Group, total	414	539	1,482	2,435	471	488	1,591	2,550



CASE

Evac reverse osmosis retrofits cut fuel costs aboard two major cruise vessels

While sailing their normal schedules, two 4,000-passenger cruise ships underwent major reverse osmosis upgrades. By producing high-purity technical water without the need for steam-driven evaporators, the Evac systems significantly reduce onboard fuel consumption.

Cruise operators are increasingly turning to reverse osmosis (RO) retrofits as part of wider energy-efficiency programmes. Producing potable and technical water through RO systems reduces the need for bunkering and removes the requirement to run main engines at high load to generate steam for traditional evaporators.

“Fuel savings are the main driver for these investments,” explains Janne Takainen, Senior Project Manager for Retrofits at Evac. “Modern operators prefer a two-stage RO solution, as it delivers separate water qualities for different uses. The first stage produces potable water, while the second stage generates the high-purity technical water required by ship systems.”

Retrofits while vessels remain in service

The fully automated plants installed aboard the two vessels each produce 1,050 m³ of technical water

per day, making them Evac’s largest ever two-stage RO retrofits. Early performance results have been strong, with reported fuel savings of 80–100 tonnes per month per vessel — equivalent to approximately USD 80,000–110,000 in total monthly operating cost reductions across both ships.

The two retrofits were delivered as closely linked projects, with the first vessel completed earlier in the year and the second following later. Each project took place over approximately six weeks while the vessels remained in service, requiring careful coordination with onboard crews.

Installation was carried out by Evac’s trusted partners R-Aqua and MESAB. The second retrofit was completed while the vessel operated Northern European cruise routes.



“Working while the vessels sailed their normal routes actually made coordination easier. We were the only project teams in the engine room at the time, so the crews had more time to support us and there was space to work,” explains Takainen.

“Fuel savings are the main driver for these investments.”

Janne Takainen,
Senior Project Manager for Retrofits

Meeting full-scope retrofit demand

Each project involved significant integration work. The RO plants had to link seamlessly with the ships’ main systems so crews could monitor pressure, flows and cleaning cycles. This required extensive cabling, as well as interface testing during installation.

“The projects went beyond Evac’s typical scope. For each installation, we also delivered around 100 metres of seawater piping and several hundred metres of cabling to integrate with onboard power, automation and emergency systems,” says Takainen.

The two projects underline the growing importance of retrofits to Evac’s business. As Takainen notes, demand remains strong and the company has expanded its offering to meet customer needs.

“We’re now seeing customers asking for more complete deliveries. Cruise operators increasingly want partners that can handle the whole retrofit package,” he says. “Retrofits are attractive because they deliver real efficiency gains. This is an exciting area for Evac to grow in.”



CASE

Evac incinerator retrofit reduces waste and emissions on Icon of the Seas

A second incinerator installed on Icon of the Seas significantly increased its waste-handling capacity, while also reducing the emissions associated with landside waste handling. Evac delivered the first-of-its-kind retrofit as the vessel remained in continuous operation.

The operating context: scale outpaces waste processing capacity

When Royal Caribbean's Icon of the Seas entered service in early 2024, it introduced a new scale of cruising. The ship can carry up to 7,600 guests and some 2,350 crew, with services and accommodation distributed across 20 decks. It sails week-long itineraries out of Miami, departing and returning on a regular seven-day cycle throughout the year.

As the ship settled into this weekly operation, it quickly became apparent that the volume of waste generated on each voyage exceeded the capacity of the onboard processing system. The ship had been fitted with a single incinerator to manage its burnable waste stream.

With the incinerator unable to keep pace, large quantities of cardboard, plastics and USDA-regulated food waste quickly accumulated and had to be offloaded in Miami. The ship was landing an average

of 222 pallets of waste per week – sometimes close to 400 pallets – resulting in significant weekly offload spend.

Landing this volume of waste also increased onshore emissions. Evac's modelling shows that road transport emissions accumulate rapidly, reaching parity with onboard incineration after approximately 1,800 km of diesel truck travel. This makes landside handling a material contributor to a vessel's environmental footprint.

"Incinerators from Evac are used on at least 20 vessels in the Royal Caribbean fleet. The equipment has supported our operations on Oasis- and Quantum-class ships for many years."

Simon Hamilton
Senior Project Manager – Royal Caribbean.

Faced with these costs and the emissions impact, Royal Caribbean made the decision to install a second incinerator on board. The challenge was to find a solution that could be integrated within the vessel's existing technical spaces and installed without taking the ship out of service. This required exceptional engineering and project-management expertise.

Royal Caribbean again turned to Evac, a long-standing supplier of incineration systems to the cruise-line operator.

The challenge: solving space, routing and installation constraints

Delivering a full marine incinerator retrofit on a cruise ship that remained in continuous operation had not been done before. Engineering, installation and commissioning had to be carefully sequenced and executed without disrupting the vessel's sailing schedule.

Finding space for the new three-deck system – comprising a shredder, a waste silo and an incineration chamber – required meticulous planning within the





ship's internal layout. Routing the 800 mm exhaust pipe up to Deck 19 added further complexity, as it had to pass through finished areas already used by guests.

Adding to the challenge, the incinerator could not be lifted onboard in pre-assembled sections. Internal doorways were simply too small. The system would need to be broken down into precisely dimensioned components and assembled entirely onboard.

All planning and execution had to align with the ship's weekly turnaround in Miami, while installation would be carried out during voyages.

The solution: sequenced delivery and modular installation

Evac engineered the incinerator specifically for onboard assembly. Rather than lifting complete components onboard, the system was delivered in 127 pallets. Each was precisely sized to pass through the ship's internal spaces.

Components were manufactured in Hungary and shipped in sequenced batches between May and

August 2025, with installation progressing from June to September. Deliveries of the pallets were planned for weekly Miami turnarounds, so work could continue once the vessel had set sail again. Coordination between Evac, Royal Caribbean and installation con-

"The coordination between Evac, our team and LTH-Baas was brilliant. Everything was planned in batches and sequenced perfectly."

The Evac team reacted extremely fast to the issues we ran into, with no impact on the overall schedule. They fixed the refractory issue within a week and handled the fan incident without any bureaucracy."

Simon Hamilton
Senior Project Manager – Royal Caribbean



EVAC IN 2025

COMPANY OVERVIEW

PLATFORM FOR GROWTH

OUR APPROACH TO SUSTAINABILITY

tractor LTH-Baas was maintained through regular project meetings.

As with any complex technical installation, several issues arose that had to be resolved without delay. A batch of refractory cement hardened too quickly once onboard, but was substituted within days for an approved local alternative. When a flue-gas fan was damaged in transit, Evac immediately arranged a replacement.

The outcome: transformed waste-handling performance and a new industry precedent

Before the incinerator retrofit, Icon of the Seas was landing an average of 222 pallets of burnable waste per week, with peaks of up to 400 pallets. After commissioning Evac's system, that figure has dropped to around 60 pallets. The reduction has eliminated large-scale onboard waste accumulation and significantly reduced offload volumes.

In addition to the operational benefits, the new incinerator has reduced the emissions associated with

shore-side waste transport and downstream processing. While incineration represents only a small share of a vessel's overall emissions profile, managing regulated waste at source avoids the cumulative emissions from bringing large volumes ashore.

The project marks the first in-service installation of a full marine incinerator on a ship of this size. It demonstrates that large-scale waste-processing upgrades can be delivered without dry-dock time, opening new possibilities for fleet-wide retrofits.

"This project shows that major retrofits no longer need to be tied to dry-dock schedules. With support from Evac, vessel operators can approach upgrades without disrupting commercial operations."

Kjell Erik Reinstad
Director Strategic Accounts, Cruise – Evac

HOW INCINERATOR DESIGN AFFECTS EMISSIONS PERFORMANCE

By reducing auxiliary fuel consumption, modern marine incinerator design has a measurable impact on emissions. Support fuel typically accounts for around 30% of an incinerator's total CO₂ emissions.

Evac's upgraded Moving Grate Incinerator uses automatic combustion controls, with real-time oxygen monitoring to stabilise temperatures and optimise air supply. By maintaining more consistent combustion conditions, the system reduces reliance on auxiliary fuel.

In a simulated example case representing a large cruise vessel – with 5,000 passengers and some 3,500 kg of waste treated per day – these Evac design features reduced CO₂ emissions from auxiliary fuel by up to 94%. This resulted in a 28% reduction in total incineration emissions, equivalent to approximately 354 tonnes of CO₂ emissions per year.



RESPONSIBLE OPERATIONS

SOURCING

Building a sustainable partner network

Evac is a global technology company working with more than 1,100 active suppliers and manufacturing partners. Together we develop our innovative solutions and deliver projects, spares, and services that add value to our customers. As our revenue grows, our partner network continues to grow with us.

In 2025, we placed strong emphasis on enhancing supplier collaboration. In June, we organized Evac Supplier Days, focusing on our strategic topics of enabling growth and advancing our sustainability agenda. Approximately 100 participants from our supplier network joined us for conversations and presentations led by Evac business line. After the event, we have continued with the shared agenda of innovating together. To enhance information sharing and ensure seamless execution, Evac business line has launched a project to implement a new supplier collaboration platform, which will be taken into use in the spring of 2026.

Close collaboration

Successful supplier collaboration has been reflected in increased customer satisfaction, improved product and process quality, and strengthened profitability in

2025. The collaboration between Evac and our suppliers is strongly cross-functional, covering activities from R&D, product development to commercial activities. Relying strongly on our external manufacturing network, our supply chain development agenda is strongly shared with our suppliers. The higher ratings achieved by our both business lines in the EcoVadis assessment show that our long-term development work in sourcing and procurement has been successful. In 2025 Evac Oy achieved a Gold rating, while Cathelco Ltd received Silver rating.

Evac actively develops and expands its partner network to enable business growth and the ability to respond to changing customer needs. Partners are selected through a thorough qualification process that verifies suppliers' delivery capabilities, quality standards, and responsible business practices. We guide

our partner network towards increasingly sustainable operations by setting requirements for them through agreements, policies, standards, and guidelines. Progress is monitored through self-assessment surveys, continuous supplier visits, and audits, with 26 carried out in 2025.

"Quality is a top priority for us. We have intensified communication with our partners so that we can obtain information about even minor quality issues and thus resolve problems together at an early stage."

Kati Rajulin-Monto,
Senior Vice President of Global Operations

Minimizing negative impacts

Evac is a global leader in environmental solutions, providing comprehensive systems that reduce CO₂ emissions and support industries in their transition to a circular economy. While working to reduce the negative environmental impacts of our customers' operations, we aim to achieve the same in our supply chain by setting requirements for our suppliers to reduce energy consumption, emissions, and waste. We support them by collaborating and exploring to identify more sustainable production methods and materials.

Prioritizing workplace safety

Evac requires its suppliers to comply with social responsibility principles in our supplier code of conduct, which set minimum standards for fair labour practices, protection of human rights, and ethical business conduct. Cathelco Ltd continued its efforts to increase the number of suppliers signing the Supplier Code of Conduct, reaching a high level of compliance by the end of the year. Working conditions and safety remain a continuous priority. The same requirements apply to suppliers' subcontractors.

Expanding the partner network

Supporting Evac's growth requires expanding the partner network and developing its capacity while continuously monitoring and managing potential supply chain risks. Meeting quality standards and sustainability goals also requires closer and more active collaboration among partners. Evac business line works to strengthen its partners' operational capabilities by sharing information and providing training on sustainability-related topics, among other initiatives. In addition to continuous development measures, the 2026 agenda includes partner training courses on key sustainability themes such as human rights and equality.



CASE

Deep practical knowledge keeps the partnership strong

Behind every Evac system is a network of specialised suppliers. One of the longest-running is Tasoteräs – a Finnish company that has worked with Evac for more than 45 years. Co-owner and Chairman Harri Ahvonen reflects on the partnership and what keeps it strong.



Harri Ahvonen from Tasoteräs and Kati Rajulin-Monto, Senior Vice President of Evac's Global Operations, praise the decades-long cooperation between the companies.

What exactly does Tasoteräs specialise in today?

We're a manufacturing workshop that builds equipment according to our customers' specifications. Many of the products involve vacuum elements and almost all require precise welding, bending and assembly work. Tasoteräs specialises in steel, titanium and various heat-resistant alloys. We also operate our own pickling plant, which provides corrosion resistance and the uniform finish needed for high-quality steel.

As we have worked with many of our customers for decades – including Evac – we are deeply knowledgeable in the quality requirements and real-world constraints of the equipment we manufacture. We often work with our clients' designers to make sure the end product can be manufactured properly and cost effectively.

Please tell us something about the company's origins and how you came to lead it.

Tasoteräs was established for my father in 1979. Before that he worked at a sister company that produced steel

components. His part of the business – stainless steel – was growing quickly, so the owner created a dedicated company for my father to run. I was 14 or 15 then and already learning how things worked.

After graduating in 1988 as an engineer, I came to work here full-time. Then I acquired the company in 2007 as part of a management buyout. The old owner considered me like a son, so the transfer was very natural. I'm now Chairman of the Board and still closely involved in customer relationships and technical guidance. Our CEO Ville Rynnänen is already part-owner and gradually taking over full operational leadership.

What do you remember about those early years?

Our collaboration actually started in 1979 – the year both Tasoteräs and Evac were founded. One of the first key people we worked with at Evac was Rolf Näsman, a legendary buyer who could memorise every component code without a computer! In those early years, Evac needed reliable stainless-steel production capacity. Soon our business together was growing steadily.

A significant breakthrough came about a decade later, when Evac sales manager Henry Olin came straight from Helsinki airport to our factory. He brought a supplier challenge around vacuum toilet systems.

My father proposed building a pre-assembled frame with pumps, riser pipes, ejectors and the electrical cabinet all integrated together. That prototype was an instant success and later became a product called EasyFit.

What other Evac products have you manufactured over the years?

We've made literally tens of thousands of units in hundreds of different product categories. For example, we

have manufactured more than 11,000 units of a specific vacuum ejector. We've also made a vast number of stainless steel tanks, producing more than one per week in some years.

Over time we have built prototypes for many Evac vacuum units – from those early EasyFit models, to EasyVac and beyond. We also supply Evac with a significant number of spare parts, supporting this stable and important part of their business.

"We've made literally tens of thousands of units in hundreds of different product categories."

Harri Ahvonen, Chairman of Tasoteräs Oy

What's kept your partnership strong?

Deep practical knowledge keeps the partnership strong.

Our reliability as a supplier is built on long-serving employees. Many of our welders and machinists have been with us for more than 20 years. Their tacit knowledge is impossible to replace quickly. This experience and our consistency are central to our value as a supplier to Evac for more than 45 years. They trust us to get the job done.

Evac's designers and engineers often come and review prototypes on-site. When they can touch the unit, see its scale and understand assembly challenges, the product becomes better and more cost-effective. Working together early in the process is always the most efficient path.

I expect this close cooperation to continue for many years to come.



RESPONSIBLE OPERATIONS

ETHICAL BUSINESS PRACTICES

Ethical business practices

At Evac, we are committed to ethical and responsible business practices, ensuring compliance with laws and regulations, maintaining transparency and accountability, and enforcing zero tolerance for unethical conduct. Our whistleblowing mechanisms promote a speak-up culture, while ongoing compliance training and efforts drive continuous improvement in governance and risk management. In 2025, 8 (6) cases were reported through the whistleblowing channel.

Commitment to trade compliance

Over recent years, we have strengthened our legal compliance readiness to uphold the highest standards of business ethics across Evac.

One key compliance focus has been, and still is, trade compliance, particularly in response to the evolving regulatory landscape following Russia's war in Ukraine. We closely monitor global developments to ensure full compliance with all relevant sanctions and trade restrictions, including export control regulations.

To reinforce compliance, we ensure that we maintain adequate compliance resources, conduct internal audits and provide regular training to employees, equipping them with the knowledge to recognise elevated risks and act accordingly. This has been a collective effort across Evac, and we take pride in the way

our team has embraced trade compliance as a shared responsibility.

Strengthening contract management

With the continued growth of our business in 2025, the volume of contracts - including sales, supplier, and partnership agreements - has increased steadily. To ensure a consistent and compliant approach and a sustainable contract base, we have continued to align,

96%

of Evac employees completed the Code of Conduct training in 2025.

harmonise and train our contracting practices across Evac.

Ongoing cross-team collaboration plays a critical role in contract management, with our sales, legal, sourcing, and project management teams actively engaged in contractual discussions. At Evac, we place great value on open dialogue and collaboration to strengthen contract governance and risk management.

Protecting intellectual property rights

Intellectual property rights (IPR) have always been at the core of Evac's business strategy. Our legal team

works closely with the Products & Engineering team to ensure that our innovations are adequately protected.

In 2025, we continued to expand our IPR portfolio, securing new IPR's to safeguard our technological advancements. The number of patents in our portfolio reached 153.

In addition to developing new protections, our legal team actively monitors and enforces Evac's intellectual property rights globally. This is a continuous effort, carried out in close cooperation with various internal teams, to protect both our brand and our business.





CASE

Evac's team restored parts of Holstenkoski, a significant Finnish migratory fish river

On a sunny spring day, a group of Evac's employees boarded a bus headed for Holstenkoski in Salo. The day's task, guided by WWF, was to restore the previously released stream. The trip turned into a pleasant group activity with a significant outcome. The Evac team built spawning and nesting grounds for fish by wading in the river and lifting rocks and gravel. The work was physically demanding but rewarding. WWF experts advised and guided the work, while also sharing a wealth of information about the stream and its fish.

Holstenkoski is located on the Aneriojoki River, which is a valuable migratory fish river. The partial dismantling of a previously constructed dam and the restoration of the stream now provide spawning grounds for several species, including the highly endangered brown trout. In addition to fish, otters, mussels, and many other aquatic organisms benefit from the improved conditions.

Community involvement is a natural part of Evac's sustainable development activities. Since 2022, all Evac employees are entitled to volunteer once a year

"All Evac employees are entitled to volunteer once a year."

Anna Paatela, HR Specialist



maximum one day for a local community. Almost one in four participated to such activities in 2025, almost doubling the amount from last year. "This time, we mapped out water-related projects in Finland, since

water is at the heart of Evac's business", says HR specialist Anna Paatela from Evac. "Fish stocks are declining at an alarming rate around the world, so we tackled a very topical issue."





About the sustainability review

In this section, we provide description of our sustainability reporting scope, boundaries and limitations. Evac Group has disclosed separate sustainability reports since 2021, and for the year 2025, we disclose with reference to GRI and as part of the annual review. For the energy data we also draw reference to the ESRS July 2025 updates.

Evac Group's reporting boundary for sustainability reporting is based on the operational control approach. Operation control contains both own and leased offices, warehouses or storages and leased production sites/facilities. We strive to improve the quality of our data each year. In 2025, we further improved this by having external support in developing our first GHG inventory for the 2024, providing further training, as well as improving the methods to gather and consolidate the data. We have also initiated the development of an internal manual for the collection of environmental data, starting with GHG emissions. Once

finalized, it will enable a more consistent and transparent approach across our operations.

Environmental indicators: For the GHG emissions, we follow guidance from Greenhouse Gas Protocol developed by the World Resources Institute and the World Business Council for Sustainable Development, namely the Greenhouse Gas Protocol, a corporate accounting and reporting standard. Our energy consumption data lacks fugitive emissions.

Energy consumption data is gathered from metres, invoices or estimates (m²) in locations with no access to more reliable data. If data for the FY2025 has not been available, year 2024 data has been imputed, or vice versa. We strive to use the most recent emission factors whenever available, and source them from suppliers (market-based), location, DEFRA or EPA or from Carbondi. Proportion of energy sources for electricity is either from suppliers or from International Energy Agency. The scope 1 refrigerants are omitted.

For the mobile fleet representing emissions sources from our mobile combustion, we have used mixed methods such as receiving information from the financial controllers (invoices), odometre monitoring or if these have not been available, using the lease terms and dividing the contracted kilometres by the years of the vehicle lease. Furthermore, scope 2 includes location-based electricity consumption estimates from the electric vehicles.

Social indicators: For the social indicators in terms of own workforce, data is collected from the central system aligned with local legislation. The number of participants in training and community involvement is also gathered from the central human resources system. Health and safety indicators are collected by internal management system dedicated to this topic.

Governance indicators are sourced from the respective topic owners.



GRI content index

Evac Group Oy ("Evac") has reported the information cited in this GRI content index for the period 1.1.-31.12.2025 with reference to the GRI Standards. GRI 1: Foundation 2021. Please, see reporting principles in the previous page.

GRI STANDARD	DISCLOSURE	LOCATION	ADDITIONAL INFORMATION
GRI 2: General Disclosures 2021	2-1 Organisational details	GRI Content index, please see next column	Evac Group Oy, with headquarters located in Espoo, Finland. Evac Group Oy is a private limited company. Evac Group has companies operating in 13 countries: Finland, United Kingdom (UK), France, Norway, Germany, Greece, Spain, Brazil, United States, Singapore, United Arab Emirates (UAE), India and China. In Brazil we do not have own employees or office. UK, US, France and Germany include also production sites and our research and development (R&D) centres are located in Finland and UK.
	2-2 Entities included in the organisation's sustainability reporting	GRI Content index, please see next column.	Evac Holding Oy, Evac Group Oy, Evac Oy, Evac Germany gmbH, Evac Greece S.A., Evac Norway AS, Evac S.A.R.L.,Evac Vacuum Systems Shanghai Co., Ltd, Hydro-Electrique Marine S.A.S. Cathelco Limited , Cathelco Middle East L.L.C-FZ, Cathelco Systems India Ltd, Cathelco SEA Pte Ltd, Echo Marine Service SL, Evac North America Inc. Evac Sustainability disclosures contain the above unless explained otherwise within the disclosure.
	2-3 Reporting period, frequency and contact point	GRI Content index, please see next column	1.1.-31.12.2025, annual, Siru.sihvonen@evac.com
	2-4 Restatements of information	GRI Content index, please see next column	South Korea operations were divested in 2025, pl, see "About the sustainability review.
	2-5 External assurance	GRI Content index, please see next column	This sustainability reporting section within Annual Review 2025 has not been externally assured.
	2-6 Activities, value chain and other business relationships	Annual review pages 13-16	UN Global Compact Principle 9
	2-7 Employees	Annual review pages 39-41	UN Global Compact Principle 6
	2-9 Governance structure and composition	GRI Content index, please see next column	Evac is a Finnish limited liability company that is governed in its decision-making and management by Finnish legislation, especially the Finnish Limited Liability Companies Act and by its Articles of Association.
	2-12 Role of the highest governance body in overseeing the management of impacts	Annual review page 48	
	2-14 Role of the highest governance body in sustainability reporting	GRI Content index, please see next column	Board of Directors Evac Group Holding Oy reviews and approves the Annual Review, as well as Evac Double Materiality Assessment.
	2-16 Communication of critical concerns	Annual review page 58	Code of Conduct
	2-22 Statement on sustainable development strategy	Annual review pages 9, 49	
	2-23 Policy commitments	GRI Content index, please see next column	Evac is committed to the Ten Principles of UN Global Compact.
	2-26 Mechanisms for seeking advice and raising concerns	Annual review page 58 GRI Content index, please see next column	Evac webpages at https://evac.com/company/whistleblowing/
	2-27 Compliance with laws and regulations	GRI Content index, please see next column	No significant instances of non-compliance with laws and regulations during the reporting period.
	2-28 Membership associations	Annual review page 45	
	2-29 Approach to stakeholder engagement	Annual review page 45	
	2-30 Collective bargaining agreements	GRI Content index, please see next column	Spain, Finland, France are Evac countries in which it is legally required to have collective bargaining agreement. In addition, it's optional in Norway where Evac follows a collective agreement called Norwegian Society of Engineers and Technologist (NITO) guidelines. In 2025, 51% of the employees were covered by the collective bargaining agreements.



GRI STANDARD	DISCLOSURE	LOCATION	ADDITIONAL INFORMATION
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Annual review page 47	
	3-2 List of material topics	Annual review page 47	
GRI 102: Climate Change 2025	102-1 Transition plan for climate change mitigation	GRI Content index, please see next column	We do not have a transition plan yet but in our Environmental Policy and sustainability roadmap we have committed to work towards the Science-based targets initiative (SBTi).
	102-2 Climate change adaptation plan	GRI Content index, please see next column	We do not have transition plan yet but in our Environmental Policy and sustainability roadmap we have committed to work towards the Science-based targets initiative (SBTi).
	102-4 GHG emissions reduction targets and progress	Annual review page 49	
	102-5 Scope 1 GHG emissions	Annual review page 52	
	102-6 Scope 2 GHG emissions	Annual review page 52	
	102-8 GHG emissions intensity	GRI Content index, please see next column	Estimated GHG intensity for the scope 1 and 2 is 0,002 Kg CO ₂ /EUR where EUR stands for revenues. Biogenic emissions are not included.
	102-9 GHG removals in the value chain	GRI Content index, please see next column	Evac has not engaged with carbon removals in the value chain during the reporting period.
	102-10 Carbon credits	GRI Content index, please see next column	Evac has not engaged with carbon credits during the reporting period.
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	GRI Content index, please see next column Annual review page 58	UN Global Compact Principle 10 Mandatory training for new employees: 84% of new employees completed the training as part of the onboarding program in 2025.
	205-3 Confirmed incidents of corruption and actions taken	GRI Content index, please see next column	We are not aware of confirmed incidents involving Evac during the reporting period. Evac webpages evac.com/company/policies
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	GRI Content index, please see next column	We are not aware of any legal actions for anti-competitive behavior, antitrust, and monopoly practices involving Evac during the reporting period.
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	Annual review page 52	
	302-2 Energy consumption outside of the organisation	GRI Content index, please see next column	Not disclosed. The reason for omission is that information is incomplete.
	302-3 Energy intensity	GRI Content index, please see next column	Estimated energy intensity is 0,012 kWh/EUR of revenues, including absolute energy consumption within the organisation.
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	GRI Content index, please see next column	Evac withdraws water mainly from local municipality water supplier and discharge water back to these treatment systems, apart from US using well water and Hyrylä reject water from R&D which is handled by the waste management partner.
	303-2 Management of water discharge-related impacts	GRI Content index, please see next column	We manage discharge-related impacts according to the local legislation.
GRI 306: Effluents and Waste 2016	306-3 Significant spills	GRI Content index, please see next column	Evac is not aware of any significant spills in the own or controlled operations during the reporting period.
GGRI 401: Employment 2016	401-1 New employee hires and employee turnover	Annual review page 41	
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	GRI Content index, please see next column	In 2025, there was no difference for benefits provided for full-time or part-time employees.
	401-3 Parental leave	GRI Content index, please see next column	Local legislation determines possibility to take parental leave. During 2025, Evac had 20 employees taking parental leave of which 60% were female and 40% male.



GRI STANDARD	DISCLOSURE	LOCATION	ADDITIONAL INFORMATION
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Annual review page 50	
	403-2 Hazard identification, risk assessment, and incident investigation	Annual review page 50	
	403-3 Occupational health services	Annual review page 50	
	403-4 Worker participation, consultation, and communication on occupational health and safety	Annual review page 50	
	403-5 Worker training on occupational health and safety	Annual review page 50	
	403-6 Promotion of worker health	Annual review page 50	
	403-8 Workers covered by an occupational health and safety management system	Annual review page 50	
	403-9 Work-related injuries	Annual review page 50	
	403-10 Work-related ill health	GRI Content index, please see next column	During 2025, no fatalities or recordable work-related ill health were reported at Evac Production hazards: handling chemicals, tools, heavy equipment, and lifting materials Shipyard and vessel risks: electrical work, uneven surfaces, stairways, and confined spaces Environmental exposure: noise, dust, and traffic-related risks
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Annual review page 41	Training by gender and employee category is not disclosed.
	404-2 Programs for upgrading employee skills and transition assistance programs	Annual review pages 40-41	
	404-3 Percentage of employees receiving regular performance and career development reviews	Annual review page 41 GRI Content index, please see next column	We conduct annual performance reviews to ensure systematic development of our personnel. Performance review provides a structured opportunity for employees to receive feedback on their performance, helping understand their strength and areas for development. Performance review helps identify the professional growth and giving channel giving feedback to manager.
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Annual review page 41	UN Global Compact Principle 6
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	GRI Content index, please see next column	During 2025, no cases of discrimination were reported at Evac.
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	GRI Content index, please see next column Annual review pages 45, 59	We interact with our communities through our employees and operations. In 2025, we engaged with local communities in 6 countries for the volunteering activities.
GRI 415: Public Policy 2016	415-1 Political contributions	GRI Content index, please see next column	Evac has not made financial contributions to support political parties or their candidates during the reporting period.



evac

nothing to waste

www.evac.com