



ARLON

Sustainability Report 2026

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INTRODUCTION

At Arlon, we recognize that performance and responsibility must go hand in hand. Our focus is clear: to deliver high-quality solutions while continuously reducing environmental impact and strengthening responsible practices across our value chain.

We are building on a strong operational foundation while further continuing to develop the data capabilities required to accelerate progress. This year marks an important step in advancing this approach.

This year, we completed our first comprehensive Organizational Carbon Footprint assessment across Scope 1, 2, and 3 emissions. This provides greater visibility into emissions across both our operations and value chain, helping identify where focused action and collaboration can drive the greatest impact.

This report outlines our current position, the progress made during FY25 and into FY26, and the priorities shaping the next phase of our journey. Together, these commitments reflect our belief that sustainable progress is built through transparency, accountability, and a shared responsibility to the communities and environments we serve.

COMMITTED AT EVERY LEVEL



Andrew McNeill
President & CEO



Lynne Kemp
Chief Operating Officer



Lilli Huber
Corporate Affairs &
Sustainability Coordinator



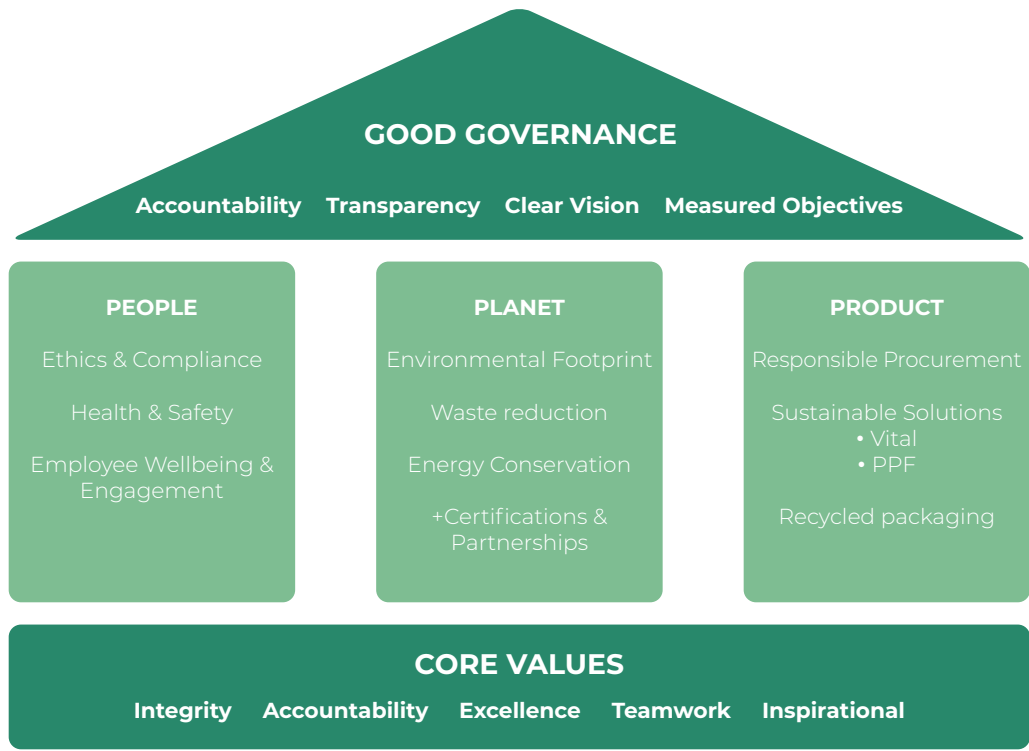
Adam Bratter
Sr. Vice President, Corporate
Affairs & ANZ

“As our industry continues to evolve, we remain focused on delivering the best solutions for our customers while strengthening our responsible practices to support sustainable growth.”

Andrew McNeill
President & CEO

“Our progress is shaped by the people behind it. By strengthening collaboration across teams and functions, we are embedding sustainability more deeply into the way we operate, innovate, and support our customers.”

Lynne Kemp
Chief Operating Officer



Arlon’s sustainability approach is structured through a clear and consistent framework. Built on a foundation of strong governance, our three pillars, Product, People, and Planet, define where we focus our efforts and how we create impact. Building on this structure enables clarity across regions and functions, ensuring that our approach remains aligned as the business continues to grow. Across each pillar, we focus on advancing practical and measurable progress. From developing more sustainable product solutions and strengthening supply chain standards, to supporting employee wellbeing and reducing environmental impact across our operations, this framework ensures that sustainability is integrated into every part of our business. Collaboration remains essential to this approach.

PURPOSE & VALUES

Since its founding over 50 years ago, Arlon has grown into a global provider of high-performance graphic film and other self-adhesive solutions. Throughout this growth, one principle has remained consistent: delivering products that meet the highest standards of performance while operating responsibly across our global footprint.

We are committed to creating value through innovation, quality, and reliability, while ensuring that our operations and decisions support long-term environmental and social responsibility. This includes integrating sustainability into how we design products, manage resources, and engage across our value chain.

Our Core Values define how this purpose is put into practice. Integrity, Accountability, Excellence, Teamwork, and an Inspirational mindset guide decision-making at every level of the organization. These values shape our culture and influence how we collaborate with customers, partners, and suppliers, ensuring that sustainability is not treated as a standalone initiative, but as a shared responsibility embedded in our daily operations.



We actively engage with customers, suppliers, industry groups, and local communities to drive progress, share knowledge, and contribute to broader sustainability goals.

Sustainability oversight at Arlon is supported through a cross-functional governance approach designed to align strategy, operations, and accountability across the business. Arlon’s leadership team and Board are consistently involved in overseeing sustainability priorities and long-term strategic direction, helping ensure alignment between operational execution and evolving stakeholder expectations.

Overall coordination of sustainability initiatives and reporting is led through the Corporate Affairs & Sustainability function, working closely with operational and functional teams across regions. In parallel, cross-functional steering committees support implementation and progress across key focus areas, including environmental performance, product development, supply chain engagement, and employee initiatives.

Our approach is guided by the United Nations Sustainable Development Goals (UNSDGs), which provide a globally recognized framework for addressing environmental and social challenges. Rather than treating these goals as a standalone reference, we align our priorities across Product, People, and Planet with the areas where we can contribute most meaningfully.



TIMELINE

Arlon’s approach to sustainability has further evolved over decades through continuous improvements in manufacturing, material selection, and operational efficiency. Early initiatives focused on reducing VOC emissions, increasing energy recovery within production processes and expanding recycling programs.

These efforts established a strong operational foundation that continues to shape how we approach sustainability today. In recent years, Arlon has accelerated its sustainability programs through increased focus on product innovation, emissions visibility, and supply chain engagement. This includes the expansion of the VITAL Polyurethane (PU) range, the completion of our first Organizational Carbon Footprint, and the establishment of a dedicated sustainability function.

Looking ahead, we remain focused on advancing emissions reduction and strengthening our data capabilities. We are planning on expanding product-level impact visibility through future Product Carbon Footprints (PCFs), and continuing to improve transparency and performance across our operations and value chain.



1990 - 2010

- Using higher solids adhesives to reduce VOC
- Improve the energy recovery from internal VOC run casting and coating lines
- Companywide recycling initiatives of various materials - cores, packaging, cardboard

2010 - 2020

- The 5 most used adhesives at Arlon transitioned to high solid in the pursuit of VOC reduction
- Increase recovery from internal VOC to run casting and coating lines with new oxidizer
- Removing Phthalates plasticizer
- No Tin based silicone liner used at Arlon

2020 - 2025

- Launched VITAL, Arlon’s first non-PVC product range
- Establish a Sustainability function to lead global initiatives aligned with the UN SDGs
- Initiate Organizational Carbon Footprint Assessment to measure and reduce emissions across Scopes 1, 2, and 3
- Prepare for EcoVadis Certification to benchmark and enhance sustainability performance

2025 - 2030

- Advance emission reduction after formulation of OCF-informed targets
- Increase data capabilities, including Product Carbon Footprints
- Expand the VITAL range with new, innovative non-PVC solutions
- Attain EcoVadis Certification and implement continuous improvement actions

PEOPLE: Social Responsibility

At Arlon, our people are central to our operations and long-term growth. We are committed to fostering a workplace culture built on integrity and accountability, while supporting the wellbeing and development of employees across our global operations.

Our approach focuses on maintaining responsible business practices, strengthening employee engagement, and creating a safe and inclusive working environment. Through continuous improvement, training, and employee feedback, we aim to build a resilient organization that supports both our people and the long-term success of the business.

ETHICS & COMPLIANCE

Integrity and ethical conduct remain fundamental to how Arlon operates across its global business. We are committed to maintaining responsible business practices, ensuring compliance with applicable regulations, and conducting operations in a manner that reflects our Core Values.

This approach is supported through internal policies, governance processes, and annual compliance training programs for employees. These trainings include areas such as trade compliance, anti-bribery, and the U.S. Foreign Corrupt Practices Act (FCPA), helping reinforce awareness, accountability, and consistent standards across the organization.

As part of our continued governance development, Arlon regularly reviews and re-issues its Business Code of Conduct with an updated version being issued in FY26. The updated code will further strengthen expectations related to ethical business practices, compliance, and responsible conduct across our operations and value chain.

These expectations also extend to our supply chain through Arlon’s updated Supplier Code of Conduct. As a manufacturer operating within a global supply chain, we recognize the importance of responsible decision-making across both operations and partnerships. By embedding ethics and compliance into our day-to-day business practices, we aim to support long-term trust with employees, customers, suppliers, and other stakeholders.



HEALTH & SAFETY

Protecting the health, safety, and wellbeing of employees is the highest priority for us. Our approach focuses on minimizing occupational risk through structured safety programs, employee training and continuous improvement initiatives across manufacturing and facility environments.

While year-to-year performance can fluctuate depending on operational activity and incident occurrence, the overall trend reflects our continued focus on workplace safety, awareness, and prevention.

At our California facility, the Total Recordable Incident Rate (TRIR) improved from 4.11 in 2020 to 1.73 in 2025. At our China facility, TRIR remained at zero across most reporting years, with one slight fluctuation occurring in 2023 before returning to zero in both 2024 and 2025.

These results support Arlon’s broader commitment to maintaining safe working environments across its global operations. Health and safety programs are supported through regular employee training, site-level procedures, and investments in equipment, technology, and safer operating processes designed to strengthen workplace safety.

As the business continues to evolve, we remain focused on maintaining a strong safety culture and identifying opportunities to further reduce occupational risk over time.

Facility	2020 TRIR	2021 TRIR	2022 TRIR	2023 TRIR	2024 TRIR	2025 TRIR
California	4.11	2.99	2.78	4.38	1.38	1.73
China	0.00	0.00	0.00	1.65	0.00	0.00



92%

of employees stated they are able to take time off when necessary

91%

said they felt welcomed when joining the company

85%

felt treated as a full member of the organization regardless of position

83%

agreed that management acts honestly and ethically in business practices

EMPLOYEE WELLBEING & ENGAGEMENT

We believe a strong organization is built through equal opportunity, and an environment where employees are supported to grow and enabled to contribute meaningfully.

This commitment is reinforced through our annual **Great Place to Work® (GPTW)** assessment, which provides structured employee feedback across areas including workplace culture, leadership, inclusion, and ethics. Since first achieving GPTW certification in 2021, Arlon has continued to strengthen employee engagement across its global operations. Arlon China has since then achieved significant milestones by being recognized among the Best Workplaces in Greater China in 2022 and Best Workplaces in Asia 2023 by GPTW.

Our efforts are also reflected in our most recent global results. In 2025, 79% of employees stated that Arlon is a great place to work, a 3% increase from 2024, with feedback consistently reflecting strong results across workplace experience and culture:

- 92% of employees stated they are able to take time off when necessary
- 91% said they felt welcomed when joining the company
- 85% felt treated as a full member of the organization regardless of position
- 83% agreed that management acts honestly and ethically in business practices

We also remain focused on building an inclusive workplace environment that supports diverse perspectives and equal opportunity across the organization. Globally (excluding China), women now represent approximately 32% of manager-level and above positions, reflecting continued progress in strengthening representation across leadership roles and approximately 23% of manager-level and above positions are held by employees from minority groups. Within China, women represent approximately 45% of management-level positions. As our workforce continues to evolve globally, we remain focused on fostering an inclusive culture built on respect, collaboration, and long-term employee development.

Looking ahead, we remain committed to supporting employee growth through targeted development programs, continuous learning, and a workplace culture focused on engagement, collaboration, and long-term success.

PLANET: Environmental Responsibility

Arlon Graphics recognizes that reducing environmental impact is fundamental to our future. As a global manufacturer operating across multiple regions, we focus on improving operational efficiency, reducing resource intensity, and strengthening our understanding of emissions across the value chain.

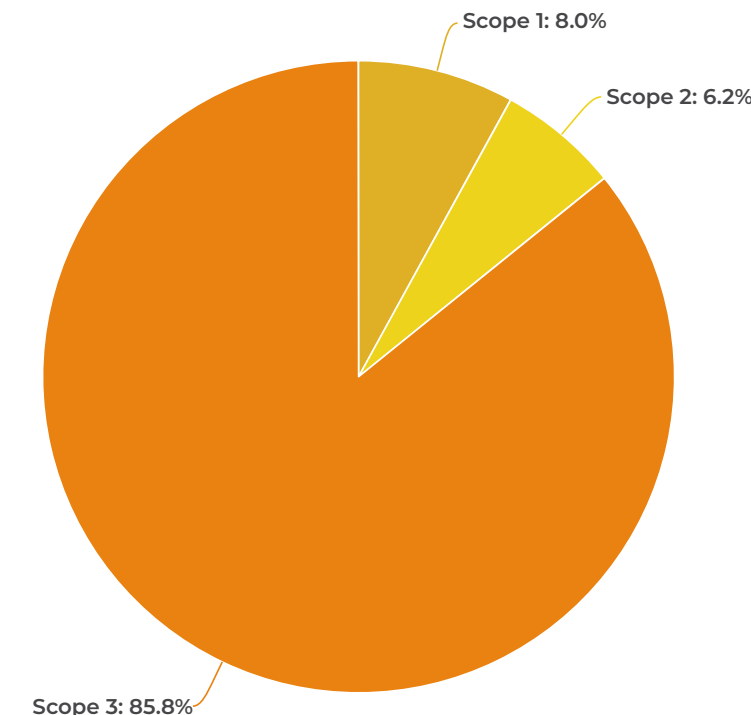
ENVIRONMENTAL FOOTPRINT

This year, Arlon completed its first comprehensive Organizational Carbon Footprint (OCF), covering Scope 1, 2, and 3 emissions. This establishes a baseline to guide future decision-making and provides valuable insights.

Our carbon footprint provides a clear and transparent view of where meaningful progress can be achieved. The results show that the majority of emissions are linked to Scope 3 activities, reflecting the material-intensive nature of the graphic film industry. Within Scope 3, purchased goods and services represent the largest contributor, reinforcing the importance of supplier engagement, material innovation, and product design within our overall sustainability approach. Scope 1 and Scope 2 emissions account for 8.0% and 6.2% of the footprint respectively, while Scope 3 represents 85.8% of total emissions*.

This profile defines where we focus our efforts. Within our operations, we continue to reduce emissions through energy efficiency, process optimization, and targeted investments in more efficient technologies. These actions support incremental reductions in direct emissions while strengthening operational performance and reliability. At the same time, the scale of Scope 3 emissions highlights that the greatest opportunity for impact lies beyond our direct control. As a result, our approach is increasingly focused on influencing emissions at their source. This includes expanding alternative material platforms, improving product design to support longer service life, and working more closely with suppliers to increase transparency and environmental performance.

Building on this foundation, we are strengthening data quality, improving visibility into key emission drivers, and defining a clear and credible pathway toward emissions reduction. Our focus remains consistent: to reduce emissions where we have the greatest ability to influence outcomes, and to do so in a way that supports our customers and contributes to the long-term evolution of our industry.



* The Organizational Carbon Footprint is calculated in accordance with the GHG (Greenhouse Gas) Protocol using a location-based methodology and covers fiscal year 2025 (October 2024 – September 2025) across all of Arlon's global operations, including Arlon Graphics and Arlon Innovations. Purchased goods and services accounted for approximately 72% of Scope 3 emissions. As this represents Arlon's first comprehensive Scope 3 assessment, portions of purchased goods and services emissions were estimated using spend-based methodologies in line with GHG Protocol guidance where supplier-specific activity data was not yet available. Moving forward, Arlon will continue working toward increased use of activity-based and supplier-specific data to strengthen accuracy and improve visibility across the value chain.

WASTE REDUCTION

Reducing waste and improving material efficiency have long been embedded in Arlon’s operations. Early initiatives, including the elimination of heavy metals from cast formulations and the implementation of solvent recovery systems, established a strong foundation for reducing environmental impact across manufacturing processes.

Across our facilities, recycling and repurposing programs support the recovery of materials including metals, paper, cardboard, plastics, cast liner sheets, cores, and aluminum. A key focus area remains solvent management, where cleaning solvents such as Methyl Ethyl Ketone (MEK) are recovered and reused through controlled processes, reducing virgin material demand and limiting hazardous waste generation.

At our California facility, hazardous waste volumes decreased approximately 10% within the past three years, supported in part through waste treatment approaches such as fuel blending, which enables energy recovery from certain residual waste streams*. This approach enables the recovery of energy from certain waste materials and reduces reliance on landfill disposal. Collection and logistics for waste are also managed to optimize shipment volumes, supporting efficient handling and minimizing the environmental impact associated with transport and treatment.



At our China facility, material recovery and reuse initiatives continued to expand during FY25. PVC edge trim recovery volumes increased by approximately 0.4% compared to FY24, while the number of recycled pallets collected through external recovery partners increased by approximately 2.1%*. In parallel, the site maintained approximately 954 reusable pallets in active circulation across warehouse and production operations, supporting ongoing efforts to reduce single-use packaging materials and strengthen circular material handling practices. Hazardous waste generated at the China facility continued to be managed through licensed treatment and recovery providers in accordance with applicable local regulatory requirements. Total hazardous waste volumes increased by approximately 3.1% compared to FY24*, broadly in line with increased production activity during the reporting period.

Looking ahead, Arlon will continue strengthening visibility across waste streams and advancing internal data capabilities to support more consistent measurement, improved recycling performance assessment, and the identification of additional waste reduction opportunities across operations and the broader value chain.

* The calculated 10% reduction is based on internal KPI data for the California facility, comparing 1,170 55-gallon drums in 2022 to 1,049 55-gallon drums in 2025. Methodologies are being further aligned to support consistent year-on-year comparison.

** China facility PVC edge trim recovery volumes increased from approximately 11,950 kg in FY24 to 12,000 kg in FY25. Recycled pallet recovery volumes increased from 1,175 pallets in FY24 to 1,200 pallets in FY25.

*** China facility hazardous waste volumes increased from approximately 31.66 metric tons in FY24 to 32.64 metric tons in FY25.

ENERGY CONSERVATION

Energy efficiency remains a core focus across Arlon’s manufacturing operations, supporting both resource and emissions reduction. Our approach is centered on improving system performance and recovering energy where possible within production processes.

Energy recovery remains an integral part of our operations. At our California facility, regenerative thermal oxidizers (RTOs) are used to treat air emissions from production processes, and while capturing approximately 98% of volatile organic compounds (VOC), these systems also enable the recovery of thermal energy generated during VOC treatment. The energy is then reused within our production processes. Arlon has been applying this approach since the 1990s, contributing to a 45% reduction in natural gas within the first 10 years since implementation.

Targeted measures for more efficient equipment continue to play a key role including our steam generators equipped with economizers, as well as variable-speed compressors designed to minimize energy consumption throughout our operations.

These systems improve overall process efficiency by aligning energy use more closely with production demand. Despite increased production volumes across both California and China during FY25, Arlon continued to improve energy efficiency within its manufacturing operations. As each facility operates a different mix of production processes, energy intensity naturally varies between sites, with performance best viewed as each facility’s progress over time.

California Facility

KEY PERFORMANCE INDICATOR (KPI)	FY24	FY25
ELECTRIC USAGE (KWH PER 1000 SQ FT PRODUCED)	10.15	9.58
GAS USAGE (THERMS PER 1000 SQ FT PRODUCED)	0.66	0.60

China Facility

KEY PERFORMANCE INDICATOR (KPI)	FY24	FY25
ELECTRIC USAGE (KWH PER 1000 SQ FT PRODUCED)	8.91	8.51
GAS USAGE (THERMS PER 1000 SQ FT PRODUCED)	0.10	0.07

At our California facility, electricity intensity per 1,000 square feet produced improved by approximately 5.6%, while natural gas intensity improved by approximately 9.1% compared to FY24.

At our China facility, electricity intensity improved by approximately 4.5%, while natural gas intensity improved by more than 20% per 1,000 square feet produced.

These results reflect the ongoing impact of operational efficiency initiatives, equipment optimization, and a continued focus on improving energy performance across our global manufacturing footprint.

We also have implemented measures to further support energy optimization. The transition to LED lighting across internal and external areas, combined with motion-controlled systems, reduces unnecessary energy use. In addition, centralized control of heating and air conditioning enables more precise management of setpoints across facilities. As production volumes and operational requirements continue to evolve, Arlon remains focused on improving energy visibility and operational efficiency across its facilities.

Future reporting will continue to strengthen consistency in performance tracking and support more informed evaluation of energy reduction opportunities over time.

Product (Material Innovation)

At Arlon, product innovation plays a central role in advancing sustainability across our business and value chain. Our approach focuses on developing high-performance solutions while strengthening responsible sourcing practices, and supporting lower-impact product development over time.

RESPONSIBLE PROCUREMENT

Arlon continues to strengthen sustainability integration across its procurement practices, recognizing that collaboration with suppliers is essential to driving long-term environmental and operational improvement.

Following the completion of our Organizational Carbon Footprint assessment, purchased goods and services were identified as the largest contributor to our Scope 3 emissions, further reinforcing the importance of supplier engagement within our sustainability strategy. In response, we are continuing to evolve our responsible sourcing approach through closer collaboration with suppliers and the strengthening of environmental and ethical expectations across the value chain. Arlon has issued an updated Supplier Code of Conduct and, as a next step, is beginning to establish supplier-related sustainability KPIs to support more structured engagement and performance tracking moving forward. Responsible sourcing initiatives already in place include the transition to FSC-certified paper liners, which already represent approximately 65% of paper liner sourcing across polycoated and non-polycoated materials.

As our sustainability data and governance capabilities continue to mature, supplier engagement will remain a key focus area in supporting emissions reduction and long-term value chain resilience.



SUSTAINABLE SOLUTIONS

Arlon’s product strategy is centered on expanding solutions that meet customer requirements while supporting a more resource-efficient approach across the product lifecycle. In FY25, this included further development of our PU portfolio and the launch of new product technologies designed to create long-term value for customers.

VITAL: Non-PVC Films

The VITAL range remains a key part of Arlon’s sustainable product offering. Built around PU films, the range is designed to support a broader set of applications while reducing reliance on traditional formulations. Selected cast PU formulations within the VITAL range contribute to an estimated reduction of up to 68% in VOC emissions during Arlon’s production processes, while also eliminating the need for plasticizers and supporting a lower-impact end-of-life profile.*

In the past year, we expanded the range with the addition of a PU wall film, complementing the existing PU car-wrapping film. This expansion reflects our ongoing focus on material innovation and on providing customers with high-performance alternatives that align with evolving sustainability expectations.

Paint Protection Film (PPF)

We are launching our first Paint Protection Film (PPF) range, developed to protect and endure demanding applications. It is designed to protect vehicle paint from rock chips, scratches, stains, and environmental exposure, with features such as self-healing surfaces and easy maintenance helping preserve appearance over time. By supporting durability and long-term preservation, these solutions can contribute to a more resource-efficient approach across the product lifecycle.

*Estimated VOC emission reductions, based on internal assessments of selected cast polyurethane (PU) formulations within the VITAL range, during Arlon manufacturing processes range from approximately 61% to 68%, depending on product formulation. Individual results include V9500 (68%), V9700 (68%), V3370 S (68%), and V3370 G (61%).

SUSTAINABLE SOLUTIONS

Arlon continues to evaluate opportunities to improve material efficiency and increase the use of recycled and reusable materials across packaging and operational systems. This includes identifying practical improvements that support product protection and performance while reducing reliance on virgin materials where feasible.

In recent years, Arlon began transitioning select product lines to end caps manufactured from 100% recycled plastic. While maintaining the same functional durability requirements, the use of recycled materials supports a more circular approach to resource use and reduces demand for virgin plastic inputs. The end caps come in a variety of unique colors, reflecting the diversity of recovered content used in the manufacturing process. This initiative forms part of a broader focus on circularity and packaging optimization across the business. Arlon continues to identify practical improvements across packaging and material flows, helping strengthen internal understanding of packaging composition and recyclability.

Looking ahead, we will continue evaluating opportunities to improve packaging efficiency, increase recycled content where practical, and support more responsible material flows across the product lifecycle.



Certifications & Partnerships

CERTIFICATIONS

Certifications at Arlon support a structured and consistent approach to quality, environmental management, and continuous improvement. They provide a framework to align our operations with recognized standards while reinforcing accountability across the business.

Our California manufacturing facility operates under **ISO 9001:2015**, reinforcing a standardized approach to quality management and operational efficiency. In addition to **ISO 9001:2015**, Arlon China maintains **ISO 14001:2015** and **ISO 45001:2018** certifications, supporting structured environmental management practices as well as occupational health and safety performance across operations.

Additionally, through our annual global **Great Place to Work®** assessment, we also gather structured insights into workplace experience, leadership, and culture, enabling us to identify areas for improvement and track progress over time.



COLLABORATIVE INITIATIVES

Collaboration is essential to addressing the systemic challenges associated with materials, waste, and circularity. Arlon actively engages with industry groups and partners to support the development of more sustainable practices across the value chain.

We participate in initiatives such as FESPA UK Waste Accreditation Program, which promotes responsible waste management practices across the print and signage industry. In addition, Arlon is engaged in Print & Sign, a collaborative initiative in the BENELUX-region focused on advancing recycling solutions and improving material recovery within the sector. Through these platforms, we contribute to the exchange of knowledge, the development of practical solutions, and the advancement of industry-wide standards.

This includes ongoing engagement with peers and partners to better understand recycling challenges and identify opportunities to improve circularity for graphic films and liner materials.

Beyond industry collaboration, we also support local community initiatives. In collaboration with our FESPA partners, Arlon donated over 100 footballs to schools in South Africa, following this year’s exhibition in Barcelona.

Looking ahead, we continue to evaluate participation in additional global initiatives, including industry and multi-stakeholder platforms that support responsible business practices and the transition toward a more circular economy.



Future Outlook

THE COMPLETION OF ARLON’S ORGANIZATIONAL CARBON FOOTPRINT MARKED AN IMPORTANT STEP IN STRENGTHENING VISIBILITY ACROSS OUR OPERATIONS AND VALUE CHAIN.

Beyond establishing a baseline, the assessment provided greater clarity on where environmental impact is concentrated and where focused action can drive the greatest long-term value.

One of the clearest insights was the significance of upstream emissions associated with purchased goods and services. As a result, supplier engagement will become an increasingly important focus of our sustainability approach moving forward. This includes continued implementation of our updated Supplier Code of Conduct, closer collaboration with key suppliers, and the gradual development of supplier-related sustainability KPIs to support improved transparency and environmental performance across the value chain. At the same time, Arlon will continue strengthening internal data capabilities to support more informed decision-making and more consistent measurements of sustainability performance over time.

To support external benchmarking and continued development across environmental, social, and governance topics, Arlon is also pursuing its first EcoVadis assessment. In the future, we plan to develop product-level sustainability visibility through Product Carbon Footprint (PCF) assessments, helping improve understanding of lifecycle impacts across key product categories.

As our sustainability approach continues to evolve, our focus remains practical and future-oriented: improving operational performance, supporting our customers and partners, and contributing to the continued advancement of our industry.

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