SUSTAINABILITY SPOTLIGHT 2025

ROCKWOOL® | IF IT'S WORTH BUILDING

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What is the Sustainability Spotlight 2025?

As the title suggests, this is a publication that shines a light on important sustainability stories from across the ROCKWOOL business. They reflect our business strategy and priorities and have a direct link to our sustainability commitments and goals.

We created this publication to provide anyone interested in learning more about ROCKWOOL with a better understanding of who we are, what we do and how our business interacts with and impacts people, communities and the environment. And most important, what we're doing to improve.

This is not a sustainability report in the traditional sense, in that ROCKWOOL's legally required financial and sustainability reporting can be found in our Annual Report 2025, which we released on 4 February 2026, and can be downloaded at: Annual Report Highlights 2025.*

We hope you take the time to read this publication, and that you find it as interesting as we do.

* ROCKWOOL Group, Annual Report 2025, published 4 February 2026
Available at https://www.rockwool.com/group/about-us/investors/financial-reports/annual-report-highlights-2025/

Why 2025 made us more ambitious, not less

Dear reader,

When I look back on 2025, one thing that stands out is the progress we made advancing our sustainability agenda in a year that was anything but simple. Overall, ROCKWOOL delivered solid business performance while investing for the long term in growth and decarbonisation.

As an energy intensive manufacturer, we have both a responsibility and a business interest in reducing the negative impacts of our operations and amplifying the positive impacts of our products. Indeed, reducing our footprint makes ROCKWOOL products more competitive, lowers our long-term costs and risk, and opens new markets – while supporting jobs, energy security and better living conditions where we operate.

That's why we strengthened our broader sustainability ambition in 2025. Key actions included increasing our Science Based Targets initiative (SBTi) ambition for absolute emission reduction levels, setting a more ambitious CO_2 intensity reduction target, introducing a new 'ratio of renewables' target, and adding a sustainability-linked incentive metric for Group Management starting in 2026.

Investing for the future

Also in 2025, we approved investments for 389 MEUR in decarbonisation related to new electric production lines, factory upgrades, abatement technologies, conversions and production-line optimisation, as well as signing two new power purchase agreements, in Poland and Spain.

We now have five factories where electrical melting technology is in operation, and conversion work is underway in several more countries – including at our largest factory in Roermond, the Netherlands, where two main production lines are being electrified. These major projects reduce CO_2 and other emissions, create skilled jobs, strengthen local supply chains and make our products more competitive in a world moving towards low-carbon solutions.

Our biggest impact, however, comes from how our stone wool is used, especially in buildings. Buildings account for more than one-third of global energy use and CO_2 emissions,[1] and deep energy efficiency renovation remains one of the most cost-effective ways to reduce that. And that's one reason we're prioritising the building renovation wave so highly.

Getting renovation right

One could say that getting renovation right is a force multiplier. In the most immediate sense, renovating for energy efficiency reduces energy consumption and thereby costs. That makes housing and building use more affordable – from day one.

Reducing energy consumption also means greater energy independence, especially in Europe. Indeed, if EU countries fully implement the Energy Performance in Buildings Directive (EPBD), Europe could reduce energy consumption equivalent to the natural gas it imported from Russia in 2025.[2] The current Middle East war is another reminder on just how important it is for Europe to achieve greater energy independence.

Energy efficient buildings also create healthier indoor climates, which reduces health risks. And because much of the renovation work is typically done by local tradesmen with homegrown European technologies, it also creates local jobs, stimulates local economies, and strengthens industrial competitiveness.

Another aspect of getting renovation right is fire safety. And as renovation efforts gather pace, we have both an opportunity and an obligation to push for building standards that treat safety and energy performance as equally important.

We know that combustible materials in critical parts of the building envelope can turn a small incident into a catastrophe.[3] Non-combustible stone wool insulation and cladding is one important way to make the buildings we renovate and construct today more energy efficient, fire-safe, and resilient for generations to come – protecting lives and assets and avoiding the immense social and economic costs of major fires.[4]

Safety

Although we have improved significantly over the past decade, safety was an area where we did not meet our own expectations last year and have more work to do. Every year it is our highest priority, and last year our results were clearly not good enough. We recorded two fatalities and five serious accidents during the year, even though our lost time incident frequency rate improved overall. As both fatalities occurred in Russia, we could not support in the investigation or follow-up.

Each incident represents a person and a family who are impacted. We are redoubling efforts to strengthen our global safety framework and leadership programmes and to accelerate learning from the many factories in our network that consistently demonstrate what "excellent" safety looks like.

Making a difference in local communities

You will see in this publication how our investments help improve lives and communities – from a landmark renovation project in Copenhagen, to Grodan helping Chile's largest lettuce grower use water and land more efficiently, to our Rainwater Systems helping protect residents from urban flooding and use water more efficiently in Rotterdam, and Rockpanel contributing to more durable, beautiful and fire-resilient buildings in England.

Taking it all together, ROCKWOOL's overall trajectory is positive. We are strengthening and progressing on our climate goals, investing at record levels in new and cleaner capacity, expanding our recycling services to more countries, and working closely with customers, policymakers and partners to speed up deep renovation and greater use of recyclable resources. Done well, this work will continue to make our company stronger while also supporting healthier, more resilient and more prosperous communities.

I hope you find the information and stories in the pages that follow both informative and compelling – and that they give you a clear sense of our priorities, the progress we are making, and the challenges we still need to overcome.

Good reading,

Jes Munk Hansen
CEO

ROCKWOOL at a glance

Stone wool is a recyclable, versatile material that forms the basis of all our businesses. With ~13,000 dedicated colleagues in 38 countries and sales in more than 120, we are the world leader in stone wool products, from building insulation to acoustic ceilings, external cladding systems to horticultural solutions, customised stone wool insulation components for other manufacturers' products and systems (OEM), to insulation for the process industry and marine & offshore.

ROCKWOOL Group has four brands, all working together to achieve our common purpose – to release the natural power of stone to enrich modern living. We help our customers and communities tackle many of today's biggest sustainability and development challenges, from energy consumption and noise pollution to fire resilience, water scarcity and flooding. Our product range reflects the diversity of the world's needs, while supporting our stakeholders in reducing their own carbon footprint.

1937

the year ROCKWOOL was founded

ca. 13,000

full-time employees representing 91 nationalities

120+

Number of countries where we sell our products

40*

Number of factories

*This number includes the four factories in Russia now under 'external administration'.

ROCKWOOL building insulation sold in 2025 will save over its lifetime almost

100 times

the energy used to make it

2.8 MEUR

The amount of GDP generated for every 1 MEUR of ROCKWOOL revenue, including the so-called indirect and induced effect[5]

44,000+ jobs

Jobs supported in 2025 due to ROCKWOOL Group's global operations (direct and indirect with suppliers)[5]

Our brands

ROCKWOOL

The leading global supplier of non-combustible stone wool insulation products for all major application areas, including technical and OEM.

Grodan

Supplying innovative, resource-efficient stone wool growing media solutions for the professional horticulture industry.

Rockfon

Providing customers with indoor acoustic solutions for ceilings and walls.

Rockpanel

Manufacturing board material mostly used in ventilated constructions for façade cladding and roof detailing.

Sustainability as a strategic **priority**

How did we perform against our goals in 2025?

ROCKWOOL measures its sustainability impact against two distinct sets of goals: those aligned with the UN Sustainable Development Goals (SDGs) and those verified and validated by the Science Based Targets initiative (SBTi).

The six SDG-related goals cover operational areas such as emissions intensity, water use, circularity and waste, energy efficiency in our own offices, and diversity in leadership, with a target year of 2030 and a 2015 baseline. The two SBTi-related goals focus on reducing absolute greenhouse gas emissions in line with the Paris Agreement, with a 2034 target year and a 2019 baseline.

In 2025, we continued to make solid progress on most of these goals. We moved further ahead on reducing emissions per tonne of stone wool produced and continued to lower absolute Scope 1 and 2 emissions through decarbonisation investments and renewable power sourcing.

Circularity and resource efficiency also improved, with less production waste going to landfill and Rockcycle now available in more countries, even as total output increased. Water use intensity improved, although local conditions and higher production volumes mean there is still work to do in this area.

The picture was more mixed on the social side. We strengthened our efforts on safety but experienced an increase in fatalities and serious accidents, underlining that we still have more work to do. At the same time, we made some progress on diversity, with an increased share of women in executive and middle management roles, moving us closer to our 2030 ambition.

Taken together, the 2025 results show that we remain broadly on track to deliver on our SDG-aligned and SBTi validated goals, while clearly highlighting where we must accelerate, particularly on safety and further reducing our environmental footprint.

SDG-related | Baseline year 2015 (goal 2030)

Scope 1 and 2 CO_2 emission intensity (per tonne of stone wool produced) — Increased target

25% — 50% (in 2034)

Water use intensity (per tonne of stone wool produced) — On track, despite decline

13% — 20%

Countries offering recycling service for our products — On track

25 — 30 countries

Energy efficiency in own office buildings — On track

39% — 75%

Waste to landfill from stone wool production — On track

54% — 85%

Occupational safety and health — Unsatisfactory

Two fatalities in Russia and five serious accidents. LTI frequency rate of 2.4, an 11% improvement

SDG-related | Baseline year 2024 (goal 2030)

Energy consumption mix — New target

19% — 40%

SBTi-related | Baseline year 2019 (goal 2034)

Absolute Scope 1 and 2 GHG emissions (CO_2e) — Progress

20% — 38%

Absolute Scope 3 GHG emissions (CO_2e)* — Updated scope

-3% — 20%

Net-zero GHG emissions (CO_2e) by 2050** — Progress

12% — 90%

* Scope and methodology for Scope 3 has been updated

** Not validated by SBTi

Everyone deserves to go home safe

In 2025, there were two work-related fatalities in ROCKWOOL, both in Russia, and five serious accidents, including one in Russia. As both fatalities occurred in Russia, a thorough follow-up was not possible.

Overall, the Lost Time Incident (LTI) frequency rate went down in 2025 to 2.4, an 11 percent improvement from 2.7 in 2024. This is a meaningful step forward that reflects the sustained efforts of ROCKWOOL teams globally to improve safety training, culture and performance.

"The majority of our factories have excellent safety records, while a small number of them do not. That's the challenge we're addressing by zeroing in on incident data sets for each factory proactively, so they know what to prioritise. We then provide extra support to the factories that need to improve, mainly through the 'Not on my watch' safety leadership training", says Camilla Ransfort, Senior Director, Group Safety, Health & Environment.

Naveen Balasubramaniam, Technical Director for ROCKWOOL South Asia with factory managers and safety officers from ROCKWOOL factories in Asia.

In 2025, the 'Not on my watch' safety leadership programme was expanded to ROCKWOOL's factories in Asia, led by Naveen Balasubramaniam, Technical Director for ROCKWOOL South Asia.

> *"With one factory already in India and a new one under construction outside of Chennai, ROCKWOOL is expanding in the region. A top priority for us will be to set a high bar for safety, creating and sustaining a culture of safety that meets the Group standards. This safety leadership training help us accomplish that goal"*, says Naveen.

The full training takes one year. Factory management teams start with a few hours training course at their factory after which they practice the leadership behaviour in focus. They return to the training course to discuss and share what they learned before beginning the next training module focusing on a different behaviour or skill.

The full programme is spread out over a year, so people aren't overwhelmed and have sufficient time to learn and apply the behaviours. It also has the added benefit of keeping safety in focus for a full year.

47% of ROCKWOOL factories had zero LTIs

In India, helping a supplier raise its standards

When ROCKWOOL began sourcing in India, an early supplier assessment exposed a challenge. The supplier produced a material used in the stone wool production process. However, a self-assessment and onsite audit in 2024 showed major gaps in compliance with labour laws, contract worker management, and health and safety, indicating the supplier was not aligned with the terms of the contract.

Rather than walk away, ROCKWOOL chose a more constructive path – guiding the supplier on necessary improvements.

> *"India is a relatively new market for us and one that is growing in importance. We're in it for the long term and we want to grow and improve our business. It only makes sense that we want the same for our partners and suppliers, which we will work closely with and depend on in the years to come"*, says Andreas Hansen, Sustainable Sourcing Manager, ROCKWOOL Group.

After the initial 'high-risk' rating, the supplier invested in systems, staff, and facilities such that a follow-up audit nine months later got an upgraded "moderate risk" rating, with most issues resolved and clear improvements in all areas.

Climate and environment

Getting renovation right will change lives

Renovation of buildings is one of the most powerful – and overlooked – tools we have for strengthening social resilience. How we upgrade them now will have enormous impact on current and future generations, including how safe we are from fire, how healthy our indoor environments are (and feel), how much energy we use and how resilient our communities are.

Buildings are at the centre of our lives. Getting renovation right means going beyond quick fixes to deliver deep, future-proof upgrades using durable, recyclable, and fire-safe materials.

Done well, energy renovations of buildings will put a huge and important dent in global carbon emissions, a critical long-term reason it should be a global priority. But the immediate impacts are just as important, because they provide significant near-term social and economic benefits for local populations.

Here we mean homes and buildings that are better protected from the cold, heat, noise and fire; that reduce energy bills and dependence on imported fuel; and result in good local jobs as well as safer, healthier, more resilient communities.

We highlight two examples of renovations in which ROCKWOOL was involved that illustrate some of these benefits.

Jes Munk Hansen at New York Climate Week

> *"I was struck by how many business leaders are doubling down on their commitment to climate action and sustainability. And how the conversation has broadened. It's not only about CO_2, but resilience – economically, environmentally, socially, even geopolitically. This is very positive. It captures the reality we face. It also makes the case for sustainability action more sustainable itself"*, comments Jes Munk Hansen, CEO, ROCKWOOL Group.

Renovation with preservation in mind is the goal for the Bellahøj Houses, Denmark's first high-rise buildings.

Restoring Copenhagen's iconic high-rises

Built in the 1950s, the Bellahøj Houses in Copenhagen are home to more than 2,500 residents and represent an important part of Denmark's architectural history. They were the country's first high-rises – and for decades, they stood as a symbol of modern urban living.

But time has taken its toll. Many of the towers developed cracking facades, cold walls, drafts and indoor climate problems, compounded by poor energy efficiency. ROCKWOOL was involved in the renovation of four of the towers, bringing them up to modern standards while preserving what makes them worth protecting.

Healthier, more comfortable homes – and lower energy bills

The renovation was extensive. Facades were completely replaced, and a substantial layer of ROCKWOOL stone wool insulation was installed underneath. Windows were renewed and insulated at the edges, kitchens and bathrooms were upgraded, and mechanical ventilation was introduced to ensure fresh air throughout.

Because the buildings went from having no insulation to a modern, well-insulated envelope, energy consumption dropped significantly as well.

According to preliminary data from KAB, the Danish non-profit housing association that administers the buildings, district heating consumption in the four towers (Ved Bellahøj Nord 7 and Ved Bellahøj Nord 16) fell by an estimated 38 percent in 2025, the first full year after residents moved back in, compared to 2021, the last full year before renovation began.

Protecting the past, improving the present & future

> *"With the renovation of the Bellahøj Houses, our ambition has been to honour a unique architectural heritage while ensuring these homes are ready for the next generation"*, says Søren-Emil Schütt, Vice Chairman of AKB, København, the residents cooperative responsible for many of the Houses.
>
> *"It is a rare opportunity where protected cultural heritage is combined with modern sustainability principles to create better comfort, lower energy use, and long-term resilience in one unified effort. For us, this project shows how thoughtful transformation can strengthen both a community and a city".*

Bellahøj is a protected cultural-historic site, which meant every decision had to balance modern performance requirements with respect for the buildings' original appearance. The renovation demonstrates that these two goals are not in conflict – it is entirely possible to meet today's standards for healthy, energy-efficient housing while honouring the heritage that makes a building worth preserving.

In Dresden, renewal – instead of replacement

The path to any building's renovation is never the same. That's what the project team discovered with Pirnaischer Platz, a residential high-rise in Dresden, Germany, that recently underwent a complete renovation.

Once a tired concrete block, the 14-storey building now houses 150 modern apartments and a ground floor retail area. However, the most impressive part of the project lies in how its aging façade was transformed – using a bit of ingenuity and a lot of stone wool.

Built in the 1960s, the building's existing external façade mineral wool insulation was no longer performing. But replacing it completely would have meant major demolition, high costs, and tonnes of construction waste.

Instead, ROCKWOOL advised taking a different approach: strengthening the existing insulation by injecting a special ROCKWOOL adhesive behind it, filling empty spaces and improving its grip. After testing proved the approach worked, a new layer of ROCKWOOL stone wool insulation was installed on top of the original layer and then plastered over.

This solution solved the energy efficiency problem and saved significant time, money, and materials, demonstrating how older buildings can be renewed instead of replaced in a renovation.

Retrofitting existing buildings emits an estimated 50 – 75% less carbon than demolition and new construction, making deep renovation one of the most resource-efficient pathways to climate neutrality.[6]

Before applying the ROCKWOOL external insulation, workers injected mortar behind the old mineral wool insulation layer across the facade.

Will the renovation wave deliver on fire safety?

Fire safety requirements in buildings typically only draw scrutiny after tragedy strikes. But as renovation programmes gather pace across Europe and beyond, there is a real opportunity to change that pattern – to build fire safety in from the start, rather than wait for disaster to force the issue.

The problem is that Europe's current fire safety rules make that harder than it should be. Regulation looks like a patchwork. People living in similar towers, care homes, even children going to school can be subject to very different fire safety requirements from one country to the next. They see exit signs, alarms and fire extinguishers and assume a similar level of protection wherever they are. In reality, a building of the same height and type can have much better – or much worse – protection, just because of what country it is in.

> *"We should all enjoy the same basic standards for fire protection, and the current picture across Europe falls short of that",* says Caterina Rocca, Director of Group Regulatory Affairs, ROCKWOOL.

Some buildings deserve tougher rules

Not all buildings carry the same risk. High-rise residential blocks, care homes, hospitals and schools are harder to evacuate quickly because of their height or the vulnerability of the people inside. As renovation programmes accelerate and new technologies like PV panels, EV chargers and battery storage are added to existing buildings, these should automatically trigger stronger fire safety expectations – with more emphasis on robust, passive protection that depends less on human behaviour or error-free installation.

The building materials we choose can mean the difference between a fire and a catastrophe

Non-combustible materials such as stone wool provide that buffer. Stone wool will not burn or contribute to a fire, nor give off significant amounts of toxic smoke – giving people valuable time to escape and reducing the risk that a small incident turns into a catastrophe. In high-rise and high-risk buildings, the question practically answers itself: when non-combustible solutions are readily available, why take the risk of choosing something else?

England and Romania show what's possible – and what it can cost to wait

Recent reforms in England and Romania illustrate both what can be achieved and why waiting is costly. After Grenfell, England introduced tighter rules on combustible materials for high-rise buildings – and yet thousands still need remediation, showing how fixing problems late is slower, more expensive, and far more disruptive than getting it right during renovation in the first place. Romania's complete overhaul of its fire safety laws in 2025, prompted by a nightclub fire a decade earlier, now requires non-combustible solutions such as stone wool for higher-risk buildings.

> *"We've been advocating for these changes for many years. It's great to see the new fire regulations in place – it's a big win for public safety in Romania",* says Florin Popescu, Managing Director, ROCKWOOL Romania, Bulgaria, Turkey.

Wildfires pose a growing risk to urban areas

As climate change drives wildfires deeper into populated areas, the fire performance of building facades and insulation becomes an increasingly important factor in a building's resilience.

Nowhere is this more visible than in the growing Wildland Urban Interface (WUI) – the zone where residential development meets fire-prone land. From 1990-2010, roughly 43 percent of new housing in the United States was being built in WUI areas,[7] putting more homes and more people directly in the path of risk.

The consequences can be significant. In January 2025, the most damaging wildfires in U.S. history tore through Los Angeles County, destroying around 16,000 buildings, displacing 200,000 residents and are estimated to have caused 95-165 BUSD in property and capital losses.[8] In Europe, 2025 was also the worst wildfire season on record, with fires burning more than one million hectares – an area roughly the size of Cyprus.[9] The European Environment Agency already rates wildfire risk to the built environment as 'critical' across southern Europe, its highest severity level, and calls for urgent action.[10]

We know non-combustible building materials can help protect against fire from within. They can also help protect against the fire from without.

What makes a building environmentally 'sustainable'?

To find out, we asked ROCKWOOL's Valentina Bisinella, Section Manager, Life Cycle Assessment (LCA) and Product Sustainability within Group Regulatory Affairs. By combining technical science with regulatory compliance, she makes sure that the environmental performance of ROCKWOOL's products is accurately documented and made available to our customers.

Q: What word comes to mind when you think about sustainability?

The environmental sustainability of a building is about resource efficiency – using resources purposefully to benefit society today, while ensuring they remain available for future generations. A sustainable building minimises energy use without compromising occupant comfort, and is built with durable, resilient materials that perform throughout its entire lifetime. By prioritising longevity, the building maximises the value of its resources. And when it finally reaches end of life, recyclable materials are reclaimed and repurposed, minimising the need for new primary resources.

Q: What does that mean, the "life" of a building?

A building has a life cycle, unfolding in stages: planning, construction, use, maintenance, renovation, and end of life. Resource efficiency begins at the very first stage – the planning – where material choices must already reflect the building's intended performance: energy use, fire safety, and resilience. But performance alone is not enough; the environmental impact across the entire life cycle must also be considered. Life cycle assessment ensures that sustainability is a guiding principle from day one, not an afterthought.

Q: Why is life cycle assessment important for buildings?

Life cycle assessment is essentially a rehearsal – a way to anticipate and evaluate environmental impact before a building is even built. Selecting an insulation product, for example, carries consequences across raw material extraction, manufacturing, energy performance, durability, and end-of-life options. By running an assessment across all building stages, planners can identify the most resource-efficient material choices before they become costly to change.

Q: Why can it be hard for customers to compare the sustainability of products?

Comparing products in isolation is inherently misleading. Sustainability must be evaluated at the building or building element level. Take a partition wall designed for high fire performance: achieving that requires a specific product combination, and different insulation materials will need different thicknesses to reach the same result. A straight 1:1 product comparison ignores this reality.

Another common mistake is judging a product solely by its production-stage footprint. For example, bio-based construction materials may show a low carbon footprint during manufacturing – but when they reach end of life, that stored carbon is released back into the atmosphere, offsetting the initial gain. True sustainability accounting demands the full picture, from cradle to grave.

Q: What steps help ensure fair life cycle comparisons?

Fair comparisons start with function, not materials. Define what the building or element needs to deliver before any material choice is made. Then two rules apply: include all life cycle stages without exception and never overlook durability. A less durable material requiring replacement partway through its life cycle carries additional environmental costs that a simple upfront comparison will not reveal.

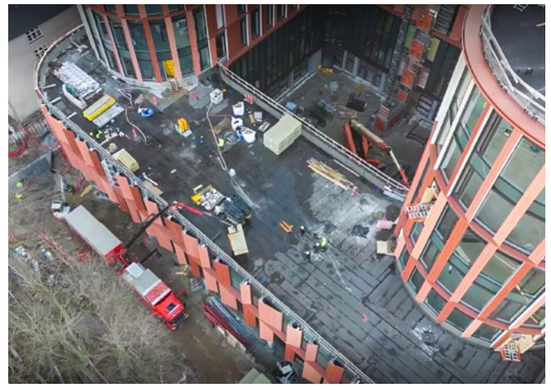
Q: How does stone wool perform in direct comparison?

When a fair comparison is made – at the building level, accounting for the full life cycle and functional requirements – stone wool performs strongly. It is durable and resilient, maintaining performance throughout the entire building lifetime without replacement. At end of life, its recyclability ensures its material value can be reclaimed and repurposed.

Stone wool's value is not just what it delivers on day one – it is the resource efficiency it continues to deliver, and what it gives back, across the entire life of the building and beyond.

65 years

How long ROCKWOOL insulation is documented to retain its thermal conductivity, density, and thickness – helping deliver continuous energy savings and comfort.[11]



A hospital designed for patient wellbeing

At Mary Elizabeth Hospital in Copenhagen, sustainability and patient wellbeing go hand in hand.

Designed to care for Denmark's most critically ill children, young people and expectant mothers, the hospital integrates nature into its architecture through "Mary's magical rooftop gardens" – green terraces that will offer fresh air and restorative outdoor spaces in a highly clinical environment.

Delivering rooftop gardens on a complex hospital building requires materials that combine safety, durability, and long-term performance. ROCKWOOL insulation was selected for its non-combustible properties, flexibility, and reliable thermal performance.

> *"As a contractor for the roof at the Mary Elizabeth Hospital, it was crucial for us to choose materials that meet the strict fire requirements that apply to hospital construction. ROCKWOOL's TOPROCK® system is non-combustible and flexible enough to adapt to the complex shapes of the hospital's roof terraces"*, says Christian Lyck Qvist, Section Director, LM Byg.

The solution supports energy efficiency, enhances acoustic comfort, and contributes to fire resilience in the roof's construction – helping create a safe, long-lasting and resource-efficient building.

For Mary Elizabeth Hospital, sustainability is more than reducing environmental impact. It is also about creating resilient spaces that protect vulnerable patients while enabling healing environments – safely and responsibly.

The hospital is expected to open in 2027.

Raising the bar for decarbonisation

ROCKWOOL continued to advance its decarbonisation agenda in 2025, further reducing both absolute emissions and emissions per tonne of stone wool produced while investing at record levels in cleaner, more efficient capacity.

Since setting its science-based targets in 2020, the Group has cut absolute Scope 1 and 2 emissions by 20 percent compared to 2019 and reduced CO_2 intensity per tonne of stone wool by 25 percent versus 2015.[12]

In November 2025, ROCKWOOL decided to align these targets with a 1.5°C pathway and formalise its net zero 2050 commitment for validation by the Science Based Targets initiative in 2026.

Electrifying the melting process in our factories is our most powerful lever for reducing emissions. ROCKWOOL now has five factories operating with electrical melting technology, and multiple other factory sites in various stages of conversion to lower emission melting technology.

In 2025, ROCKWOOL approved investments for 389 MEUR in decarbonisation projects, including new electric production lines, upgrades and conversions, abatement technologies, and two new power purchase agreements in Poland and Spain.[13]

The biggest single project is in Roermond, the Netherlands, where ROCKWOOL is making significant investments to electrify two main production lines and significantly reduce nitrogen emissions.

Solar power to cover part of Roermond's electricity need

Once the melting process of the two lines is electrified, ~20 to 25 percent of the factory's total electricity need will be covered by renewable energy from the Dutch Nordoostpolder solar park.

Cutting CO_2 and nitrogen emissions in the Netherlands

ROCKWOOL has been part of the industrial landscape in Roermond for half a century. The factory employs approximately 1,200 employees and is ROCKWOOL's largest, producing the full range of ROCKWOOL stone wool products.

Over the next two years, the Group will invest towards accomplishing two major goals: electrification of two of the factory's main production lines and a major reduction of its nitrogen emissions, most of which is ammonia. The project is supported by Dutch government grants, the result of close cooperation with the authorities.

> *"As a long-time community member and as our biggest factory, we're very proud to be making these investments to both decarbonise and cut our nitrogen emissions, and to be doing it with consistent support from the authorities"*, says Edwin de Wolf, Managing Director, ROCKWOOL Benelux.

The project includes converting two melting lines to proprietary electric melting technology by 2027, which will reduce CO_2 emissions on those lines by up to 80 percent and reduce total factory CO_2 emissions by half.[14]

Additionally, abatement technology and introduction of new low-emission binders to the stone wool production process will reduce ammonia emissions at the factory by up to 75 percent, a top priority in the Netherlands, which is striving for strict limits on ammonia emissions from industry and farmers.

> *"The improvements we're making in Roermond take ROCKWOOL one step closer to our sustainability goals. They will benefit the local community, the environment, and our customers by enabling us to provide them with the same high-performance stone wool products with an even stronger sustainability profile"*, says Edwin.

Volker Christmann (former SVP ROCKWOOL Central Europe, now retired) and Bernhard Gmehling (Mayor of Neuburg) inaugurate the new waste heat recovery system.

Waste heat? Not for 3,500 homes in Germany

During the production process, our factories generate a lot of excess heat — and with the right technology some of it can be turned into a valuable resource.

Currently, five ROCKWOOL factories have some type of "waste heat recovery" system that captures waste heat from the production process and sends it into the local heating network, reducing the surrounding community's heat-related energy use and emissions.

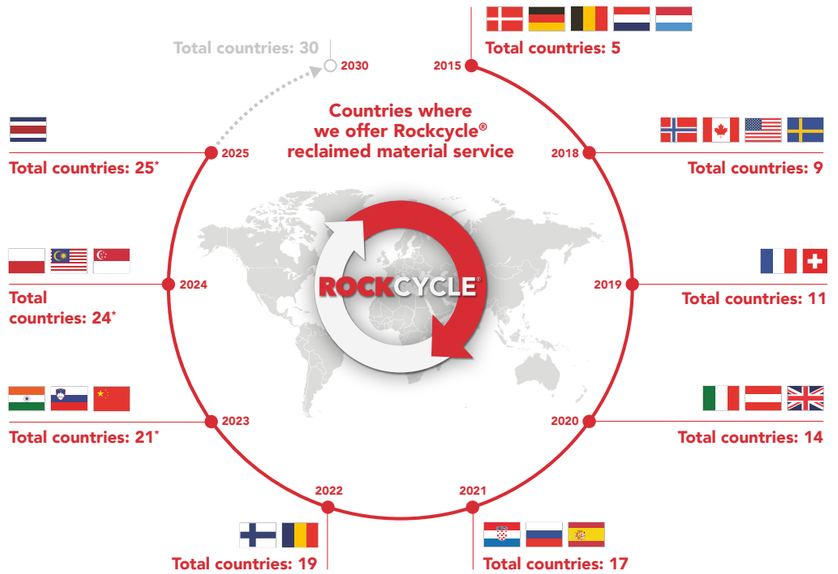
The factory in Neuburg, Germany is one example. In operation since 18 March 2025, the waste heat recovery system is expected to reduce CO_2 emissions for the town by 26,000 tonnes annually – equivalent to the city's annual traffic emissions – and bring heat to up to 3,500 homes. Further expansions are planned.[15]

> *"The investment in Neuburg underlines our ongoing commitment to support the local community and strengthen our position as a trusted partner in sustainable solutions"*, comments Volker Christmann, former SVP Insulation Central Europe (retired).

Other factories using a similar setup are in Doense and Vamdrup (Denmark); Gladbeck, Germany; and Flums, Switzerland.

You can recycle our stone wool in 25 countries - so far

ROCKWOOL's Rockcycle® programme shows that it's possible to take full advantage of stone wool's recyclability. In 2025, we continued to collect and recycle our stone wool around the world. And with the addition of Thailand, we now offer recycling services in 25 countries, with a target of 30 by 2030.



* Excluding Russia

While this is positive, there's still a long way to go. Too much material still ends up in landfill, revealing a set of stubborn internal and external challenges that must be tackled before circularity becomes more the norm than the exception.

Inside ROCKWOOL's own operations, production lines are designed to loop back internal stone wool waste and to use secondary raw materials, which today account for around 15 percent of the Group's material input.

However, integrating larger volumes of post-consumer waste from diverse projects and geographies is technically complex, requiring investments in sorting, pre-treatment and process optimisation to maintain product quality and factory efficiency while moving towards the goal of cutting production waste to landfill by 85 percent by 2030.

Beyond ROCKWOOL's factory gates, the economics and regulations often work against recycling: landfill is still cheap in many markets, construction and demolition waste is poorly sorted, and light but recyclable materials like stone wool rarely sit at the top of policymakers' priorities.

> *"The goal is to make recycling stone wool the easiest choice for builders and contractors – through stronger incentives, higher landfill costs, or outright bans on landfilling recyclable materials. It should be cheaper and easier to return used stone wool via Rockcycle than to landfill it"*, says Caterina Rocca, Director of Group Regulatory Affairs, ROCKWOOL.

Customised stone wool recycling solution for BASF

When BASF asked about a solution for recycling of industrial stone wool waste from its 10 km² Ludwigshafen site in Germany, ROCKWOOL accepted the challenge, offering to run a full-scale test.

After co-designing workflows to classify, separate and pre-shred recyclable stone wool, logistics were set up to move the waste from Ludwigshafen to a recycling facility in Ingolstadt, also in Germany.

Now, instead of going to landfill, the recovered material from Ludwigshafen is reused in ROCKWOOL's factory in nearby Neuburg, closing the loop from waste back into production. Testing runs through mid-2026, but indications are that it is working as expected with immediate benefits.

A building made only with reused materials?

For the acoustics of De HER, a building in Rotterdam, the Netherlands, made entirely with sustainable and recyclable materials from demolition and renovation projects, installers contacted Rockfon.

As a sub-brand of ROCKWOOL Group, Rockfon makes acoustic tiles for ceilings and walls and also recycles them via ROCKWOOL's Rockcycle® service where that's available. What De HER needed though wasn't new tiles or help recycling — it needed 900 m² of second-hand tiles.

> *"Normally, we collect old tiles from suppliers for recycling back into our production, but we have been investigating the possibilities of reusing our panels"*, says Corné van Meer, Area Sales Manager, Rockfon. *"So, when the installers for De HER contacted us looking for second-hand tiles they could reuse, we contacted our collection partners, sorted through their tiles, found the undamaged ones and delivered them".*

The De HER project shows that reusing acoustic tiles is definitely possible while also revealing several challenges it faces including documentation, aesthetics and logistics if it's to become a more widespread industry practice.

Sven Sorge (l) and Joachim Pöcking (r) with their invention.

Meet two inventors, Sven and Joachim

How can newbuild and renovation projects be more sustainable?

Sven and Joachim, colleagues at German-based ROCKWOOL subsidiary HECK Wall Systems, invented a new solution: an external building insulation system designed for easy dismantling and thus high-quality recycling.

Their product (patent pending) and their story illustrate how innovation often occurs at ROCKWOOL. A Product Manager (Joachim), focused on customer and market requirements, identified a trend in the market and translated that into a concept, handing it off to a Demonstration Technician (Sven) who tested and developed the idea in real conditions.

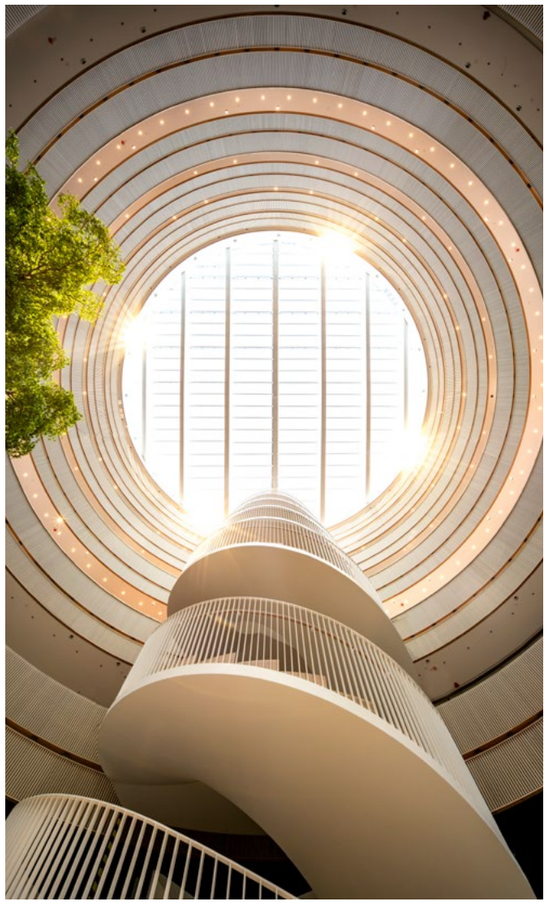
Customer
stories

An innovation space that sounds as good as it looks

Inside the Forskaren Science Hub in Stockholm, Sweden, Rockfon acoustic ceiling solutions help create the right environment for this special building's purpose: collaborative innovation.

> *"The open, flexible workspaces and common areas promote interaction and the exchange of ideas, making it a hub for creativity and progress. Good acoustics play a crucial role in these spaces, ensuring clear communication and reducing distractions"*, says Christian Wamberg Rasmussen, Project Manager, 3XN Architects.

Rockfon acoustic ceiling solutions help prevent noise from travelling in the open spaces and interactive areas while boosting light reflection to enhance wellbeing and daylight penetration.



> *"The wellbeing of the building's occupants was a primary focus in our design process. Natural lighting and high-quality acoustics play a crucial role in creating healthy, comfortable environments that foster productivity and satisfaction. Rockfon Blanka's exceptional light reflection was a key factor in our decision-making"*, says Rasmussen.

Most of the products selected for the Forskaren Science Hub needed to meet the requirements of the Swedish Building Material Assessment, which all the Rockfon acoustic solutions do. The Hub has also been certified LEED Platinum and WELL Platinum, with Rockfon acoustic solutions contributing to both certifications.

Rockpanel

More than just a pretty façade

To upgrade the look, durability and fire-safety of the façade of its retail and residential building complex in Woolwich, London, Tesco chose Rockpanel.

The 17-storey Tesco complex, which includes a superstore and 259 homes, was re-clad with 8,000 m² of Rockpanel Colours ventilated rainscreen façade. Lightweight and adaptable, Rockpanel cladding proved ideal for the complex site, helping the team complete the work efficiently with minimal disruption to residents.

> *"Partnering closely with Rockpanel helped us meet the project's challenges and deliver a safe, sustainable building that looks great and will continue to serve its community for years to come"*, says Mel Noon, Business Manager at façade specialist, Sorba UK.

Rockpanel Specification Manager, Daren Gormer, says the panels used on the project are secret-fix panels – with no visible screws – for a cleaner look. *"The ventilated rainscreen system lets air circulate to control moisture and protect the facade. It's a durable, low-maintenance solution that will benefit owners, users, and the community for years"*, says Daren.

After the Grenfell tragedy, England's building regulations now require all external wall materials on residential buildings with a storey at least 18 metres above ground level to achieve European Classification A2-s1,d0 or better.[16]

Grodan helps Pura Hoja supply ~90 percent of Chile's lettuce

Grodan

The choice of Chile's largest lettuce producer

In less than two decades, Pura Hoja has grown from a startup into Chile's largest lettuce producer, supplying 15 million heads a year – 90 percent of Chile's domestic demand – with help from Grodan's stone wool growing media.

Founded in 2009 to deliver fresh lettuce year-round, Pura Hoja sought a substrate that would ensure consistent, large-scale results and integrate with automated systems. After trials, they chose Grodan for its uniform yields, optimal water retention, and compatibility with automated seeding and irrigation.

> *"We needed a substrate that works with our technology, not against it. Grodan allows precise control of irrigation and nutrients, helping us achieve uniform crops and stable performance"*, says Sebastián Pacheco, Production Manager, Pura Hoja.

That precision has helped fuel expansion from just under two hectares in 2010, to seven hectares in 2025. And by operating in a closed-loop system, water use is reduced by around 90 percent compared to conventional methods, crucial in Chile's dry climate.[17] Its clean, inert structure minimises pests and handling effort and, according to Pura Hoja's own data, produces lettuce with soil-free roots that keep fresh up to 30 percent longer.

> *"Grodan's technical support has been crucial. Their guidance on root zone and irrigation has raised our productivity and sustainability"*, says Pacheco.

RAINWATER SYSTEMS

ROCKWOOL

The sponge under Rotterdam's climate park

ROCKWOOL Rainwater Systems has helped transform an asphalt square in Rotterdam, the Netherlands, into a greener, multifunctional climate park that actively manages rain where it falls.

Beneath the newly renovated square, a Rockflow Urban Water Buffer captures rainwater during peak showers, holds it temporarily and then makes it available again in dry periods to support vegetation and keep the square comfortable for community members.

Before the redesign, the square's hard, impermeable surface caused water to accumulate quickly during heavy rain, overloading the sewer system and creating local flooding, while longer dry spells led to stressed planting and an unattractive outdoor environment. The redesign tackles both problems at once by increasing the "sponge" effect of the area with Rockflow elements that store water underground, and by adding more greenery, shade and places for people to meet on the surface.

The system does more than just buffer water volume; it also contributes to better local water quality and ecology by filtering the water as it moves through the stone wool elements.

As project representative, Nadia Mobron, puts it: "With Rockflow, we collect and retain water while ensuring that it is filtered before it enters the soil".

Rotterdam has nearly reached its goal of adding 20+ hectares of urban greenery by end 2026 to help cool the city and create more space to absorb and store rainwater.

Our people & society

13,000 colleagues working around the globe

Graduates of the Plant Management Diploma (PMD) programme. As ROCKWOOL grows, the 18-month training course ensures the company develops the talent we need for leadership roles, especially within factory management.

ROCKWOOL's success depends on the skills, creativity, commitment and integrity of our ~13,000 employees.

How do we know what our people think of ROCKWOOL? One way we can find out is through our annual Group-wide RockPulse engagement survey. In 2025, 85 percent of colleagues responded, same as in 2024, sharing their views on employee satisfaction, loyalty, their immediate manager, senior management, cooperation among colleagues, and working conditions. The top three drivers for satisfaction and motivation were reputation, job content, and working conditions — consistent with previous years.

60 seconds with Pernille

Pernille Fritz Vilhelmsen joined ROCKWOOL in February 2026 as Chief HR Officer. She shares her first impressions, thoughts on culture and her priorities for the year ahead.

After two months in the job, what are your first impressions of ROCKWOOL?

Two things stand out. First, just how innovative the Group is – it's amazing what we can create from melting stone and the positive impact that has. Second, the culture.

What do you think makes ROCKWOOL's culture unique?

People genuinely care about each other and want to succeed together, and that's something to treasure. There is also this strong sense of shared purpose. People are proud of what ROCKWOOL contributes to society, and that creates a culture where colleagues support each other and collaborate to find better solutions. That combination of purpose and teamwork is powerful.

How do you see the role of human resources in a company like ours?

HR connects the Group's long-term strategy with everyday execution. Our role is to ensure the right people, culture and organisational structures are in place to deliver on our ambitions and manage risks along the way.

What are your priorities for the next 12 months?

Right now my focus is on listening and learning. As we expand with new factories in Europe, the United States and India, HR will help support that growth by reducing complexity, building strong talent pipelines and creating engaging jobs for our colleagues.

Let’s see if it works

That’s the approach Kristoffer Jarl takes to challenges, and it’s one of many traits his colleagues and managers say makes him great at his job.

As a Process Specialist in ROCKWOOL’s factory in Moss, Norway, Kristoffer is actively looking for ways to improve how the factory works – so that lines run more safely, efficiently, and with even better products rolling off them.

He started at the factory when he was 17 through a two-year apprenticeship that led to a certificate in Chemical Processing. In the 12 years since, he has held different positions, giving him the hands-on experience to know how the entire production works. Along the way, and despite no formal training in these areas, he has picked up skills in engineering and programming, either from colleagues or on his own.

> *"I never wanted a typical 9-to-5 job where I would just show up, do my tasks and go home. I like solving problems, learning new skills and thinking about how we can make things better than they are today"*, says Kristoffer.

For example, Kristoffer didn’t like the way the factory measured the level of molten stone in the furnace. Knowing the level is critical because it determines the temperature when it flows out, as well as the quality of the stone wool that is produced. The previous method involved measuring the level with a steel rod dipped in the furnace by crane every hour (like a motor oil dipstick in a car). Operators could see inside the furnace with a CCTV camera, but gauging the level relied on their judgement. It was an imprecise and manual process.

So, he made a better one – much better. The process included learning to code in Python by watching a YouTube video, calibrating the CCTV camera using lasers, and ultimately creating a detection model and demonstration set-up that he shared with an engineering colleague for input. They connected the camera with the model to a high-powered computer, did some refining, and there it was – a fully-automated, precision melt-measuring system that is now the standard used in all factories with electrical melters.

> *"Kristoffer is incredibly curious and technically gifted. He figures out what matters and takes the initiative to try his ideas out. His approach is ‘Let’s see if this works’ and he goes for it, which is very valuable"*, says Mads Olsen, Environment and Process Manager at the Moss factory.

Rebecca O'Hara has a fire-proof sales pitch

Business Development Manager Rebecca O’Hara spends most of her work week on the road, visiting customers, meeting architects, and making the case for stone wool insulation across the UK. Her focus is External Wall Insulation (EWI), a market that sits at the intersection of energy performance, fire safety, and social impact, and one that has taken on new urgency in the years since the Grenfell Tower fire.

It’s a role that requires navigating a complex chain of stakeholders. There are her main customers, the 27 recognised EWI system designers who hold accreditation for multiple insulation products and whose specifications Rebecca works to influence. Then there are the architects who set the performance and aesthetic requirements that shape what products are used on a building’s façade as well as the local authorities and asset managers who are ultimately responsible for the housing stock.

> *"It’s not just about making sure buildings comply with fire regulations. It’s also about the social value"*, says Rebecca. *"You can improve how a building performs thermally and in terms of fire safety, and at the same time make it look better – and that has a real impact on people’s lives. For people living in areas with higher levels of deprivation, that matters a lot"*.

After Grenfell, reforms have changed what customers ask for and what they need to know. Rebecca spends a significant part of her time reinforcing the quality and credibility of ROCKWOOL’s products – particularly as new, cheaper competitors enter the market. The ability to demonstrate reliable supply, short lead times and consistent quality has become as important as the technical specification itself.

> *"My legacy would be to influence as many people as possible to do absolutely the right thing – not just what’s tolerable, but best in class. To remediate as much of that building stock as we can and make sure that people are genuinely safe"*.

"A new facility is a big change for any community"

When ROCKWOOL considers building a new factory, the local community is one of the most important stakeholders. Paul Espinosa, Public Affairs Manager for ROCKWOOL in North America, talks about the importance of community engagement, what it looks like on the ground, and what makes him most proud about the job.

How do you describe your role in communications, public affairs, and community engagement in the United States?

I usually say my job is to make sure ROCKWOOL shows up as a good neighbour wherever we operate in the United States. That means listening early, communicating clearly, and building relationships that will last longer than the construction phase of a factory. A new facility is a big change for any community, so ROCKWOOL aims to give people the information, access, and voice they need to feel that a project is being done with them, not to them.

What does that look like in practice when we enter a new community?

Even before we commit to a site, we want to begin meeting people in the local community – residents, civic and business groups, community leaders. Town halls are a great way to gather residents and let them see the project plans, meet ROCKWOOL employees and ask questions. They want to know about jobs, training, sometimes traffic concerns, or how we limit our environmental impact.

What are you most proud of in the communities where ROCKWOOL operates?

I am proud when community members see us as a partner in their long-term prosperity. A young employee at our West Virginia factory said she was able to buy her first home because of her job. That really moved me. In Wallula, Washington, where we're just getting started, there will be around 120 full-time jobs at the factory once it's up and running. Seeing those kinds of positive impacts on the community is incredibly gratifying. That has to be the best part of my job.

Transatlantic Company of the Year 2025

The American Chamber of Commerce in Denmark named ROCKWOOL 'Transatlantic Company of the Year' in 2025. The award recognises the growth of ROCKWOOL in the United States over the last four years and highlights the investments planned for the factory in Wallula, Washington, which will include the world's largest electric melter for stone wool production.[18]

Our people in the community

Sponsoring the 2025 Prahova River Bike Challenge, an annual community cycling event in Romania.

Cleaning up a local park and a stretch of highway in Ranson, West Virginia (USA).

Tackling the highest peaks in Wales to raise funds for a charity that provides vital care for life-limited children and support for their families across Wales.

More than 200 young sailors gathered in Kerteminde, Denmark, for a ROCKWOOL Watch Party during SailExtreme – the country's largest youth sailing regatta – to support the ROCKWOOL Racing SailGP Team as they raced in New York. As the event coincided with World Oceans Day, participants also joined a beach clean-up the following morning.

OUR WORLD IS WORTH ROCKWOOL®

ROCKWOOL is proud that our stone wool products have many positive impacts on society and is committed to some of the most ambitious sustainability targets in the industry.

Endnotes

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14 ROCKWOOL Group, Roermond decarbonisation project press release and investment disclosure, 2025. Figures are forward-looking projections based on ROCKWOOL internal engineering estimates and are subject to change. Actual results may differ. Forward-looking statements disclaimer applies.

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16 UK Government, Building (Amendment) Regulations 2018 (S.I. 2018/1230), Regulation 7(2), in force 21 December 2018. The amendment requires that all materials forming part of the external wall or specified attachments of residential buildings with a storey at least 18 metres above ground level achieve European Classification A2-s1,d0 or A1. Available at: www.legislation.gov.uk/uksi/2018/1230/made.

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18 Available at: https://amcham.dk/news/rockwool-named-2025-transatlantic-company-of-the-year/.

The ROCKWOOL® trademark

The ROCKWOOL trademark was initially registered in Denmark as a logo mark back in 1936. In 1937, it was accompanied with a word mark registration; a registration that is now extended to more than 60 countries around the world.

The ROCKWOOL trademark is one of the largest assets in ROCKWOOL Group, and thus well protected and defended by us throughout the world.

ROCKWOOL Group's primary trademarks:

ROCKWOOL®
Rockfon®
Rockpanel®
Grodan®

Additionally, ROCKWOOL Group owns a large number of other trademarks.

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ROCKWOOL Group
ROCKWOOL A/S
Hovedgaden 584
2640 Hedehusene
Denmark

Phone: +45 4656 0300
CVR No. 54879415

www.rockwool.com