Technical innovation for a sustainable future

Sustainability Report 2024

KÖRBER

“We keep our word! Together, we’ve made significant progress in sustainability once again this year. Being awarded EcoVadis Gold and achieving significant CO_2e emission reductions show that we are on the right track to reaching our ambitious targets by 2040.”

Stephan Seifert, Chairman of the Group Executive Board of Körber AG

Dear reader,

In a world that is becoming increasingly complex and poses new challenges, our sustainability promise remains key at Körber: “Our activities enable a better life for current and future generations.”

We keep our word, and we act! Thanks to the unfailing dedication of our employees, we successfully remained steadfast on this course again in 2024.

Our EcoVadis Gold Medal and the positive, validating in-house audit of our CO_2e (carbon dioxide equivalent) emissions reduction path in line with the Science Based Targets initiative (SBTi) are just two great examples which affirm our actions and inspire us to stay passionately and responsibly committed to this approach over the coming years.

What exactly does action mean for us at Körber? Let me give you a few examples based on our three most important fields of action:

We are reducing our greenhouse gas emissions and energy consumption.

- We reduced our greenhouse gas emissions by a further 17 percent in 2024 compared to the previous year. A great success, and we are keeping our sights firmly set on our goal of achieving net-zero by 2040.
- Introducing our ESG[1] management software enables us to manage our greenhouse gas inventory even more precisely. We have also developed a ‘Beyond Value Chain Mitigation (BVCM)’ strategy for the Group, which we will implement in 2025 to ensure that we achieve our CO_2e neutrality target in Scope 1 and 2 by 2025.
- Another key focus was on implementing our Ecodesign principles. We have developed a group-wide guideline for life cycle assessments (LCAs) and completed at least one LCA project in every manufacturing Business Area in 2024. These measures have proven to be a strong lever for reducing our CO_2e emissions from products. For example, a newly developed product in the Business Area Supply Chain has led to a 14 percent reduction in CO_2e emissions over its entire life cycle.

We are a fair and attractive employer.

- As part of our ongoing global culture project, we have, among other things, trained 19 colleagues as ‘Culture Coaches’, who will act as local multipliers to reinforce and further develop our corporate culture based on trust and collaboration.
- My personal highlight in this context is my participation in the culture workshops in Porto and Kuala Lumpur and the positive feedback, enthusiasm, and commitment from our employees to actively help shape our corporate culture defined by the clear claim: Körber – People’s first choice.
- In 2024, we agreed on a new, comprehensive inclusion agreement with the Group Representative for Severely Disabled Employees and the Group Works Council. Moreover, in new construction projects, we have consistently considered the requirements of our colleagues with disabilities or limitations from the outset.

We shape responsible supply chains.

- We covered 91 percent of the relevant purchasing volume through a continuous ESG self-assessment of the relevant suppliers on our IntegrityNext digital platform. Furthermore, more than 250 development plans were initiated with suppliers to improve supplier development and mitigate sustainability risks.
- In Scope 3.1 of our greenhouse gas emissions resulting from purchased goods and services, we were able to significantly increase the proportion of primary data and reduce CO_2e emissions by more than 20 percent.
- We also published the first report on the Supply Chain Due Diligence Act (BAFA report) for 2023. In 2024, there were no reports of violations of human rights or environmental protection in our supply chains.

I wish to take this opportunity to express my sincere gratitude to our employees, whose dedication and sense of responsibility for the future have made this success possible and continue to actively shape our path every day.

Sincere gratitude is also extended to our customers and business partners for their openness, willingness, and trust in developing innovative, and sustainable solutions together and breaking new ground. This is how we create the basis for a successful and sustainable future together!

I warmly invite you to explore the key focal points of our ‘House of Sustainability’ activities in 2024 on the following pages in depth and engage in dialog about them with us.

We are Körber – stronger together!

Sincerely, Stephan Seifert
Chairman of the Group Executive Board of Körber AG

[1] ESG stands for the three sustainability dimensions of environment, social and governance.

We are Körber

We are the 'home for entrepreneurs' — and we turn entrepreneurial thinking into success for our customers. This promise forms the core of our Körber brand.

The Körber Group achieved a turnover of

2.8 billion

euro in the financial year 2024

Stronger together in ecosystems

Through acquisitions and strategic partnerships, we continuously expand and enhance our portfolio. In doing so, we increasingly focus on ecosystems by collaborating with strong partners to offer our customers comprehensive solutions and maximize value across the entire value chain.

Our vision:

"Market leadership through technological leadership"

More than

100

locations worldwide

Approximately

13.000

employees actively engaged and passionate about innovation worldwide

Investments in research and development worth

192 million

euros (6.9% of the turnover volume)

Our Business Areas

Digital

#1 digital innovation unit in Germany

page 6

Pharma

#1 worldwide in MES software, inspection, and packaging

page 7

Supply Chain

#2 worldwide in warehouse management systems (WMS)

#3 warehouse and parcel automation

#1 mail automation

page 8

Technologies

#1 worldwide in machines and solutions for the entire manufacturing process of tobacco products

page 9

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Our sustainable products, solutions, and services

We are shaping the future with innovative solutions and cutting-edge technologies. Our aspiration is to achieve market leadership through technological leadership. In our Business Areas Digital, Pharma, Supply Chain and Technologies, we offer products, solutions and services that inspire.

We are Körber

Our range of machines, process equipment, software and digital solutions have been essential in many industries for decades. By gradually incorporating sustainability into product development, we are shaping the future together with our business partners. We use our expertise and our passion for innovation and excellent production processes to further enhance the sustainability of our products, solutions, and services. We strive for market leadership through technological leadership in this area too.

Our sustainability promise:

"Our activities enable a better life for current and future generations."

Our Business Areas

Digital

- Our Business Area Digital creates digital business models and advances further digital development throughout the entire Group.

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Pharma

- Our Business Area Pharma offers solutions for safe, efficient processes during manufacture, inspection, and packaging of pharmaceutical products and for traceability of pharmaceuticals.

page 7

Supply Chain

- In the Business Area Supply Chain, we offer a wide range of leading solutions which allow our customers to master the complexity of supply chains.

page 8

Technologies

- The Business Area Technologies develops customized solutions in the areas of machinery, equipment, software, measuring instruments, flavors, and services with a focus on the tobacco and the food and beverage industries.

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Business Area Digital

The Körber Business Area Digital develops innovative services and solutions based on artificial intelligence (AI), data science, and deep tech to transform global manufacturing. Embedded within the Körber ecosystem, the Business Area identifies, designs, and validates transformation potentials for both internal efficiency and external growth. The Business Area Digital is also committed to scaling technology companies to make production more sustainable and efficient through the strategic use of AI.

By providing innovative solutions, we wish to put our customers in a position to achieve their sustainability targets, thus exercising considerable influence on a more sustainable future. At the same time, we are constantly enhancing our own sustainability management, thus guaranteeing that our activities meet maximum standards in responsibility and environmental protection.

→ Körber Business Area Digital

Value4Data: driving sustainable decisions throughout the machine life cycle

Achieving our net-zero targets starts with understanding where greenhouse gas emissions originate – not only when our machines are in operation at customer locations but throughout their entire life cycle, from product development and design to end-of-life recycling.

Körber's Value4Data (V4D) establishes central capabilities at Körber to gather data securely across all stages, afford accessible insights, and make analyses and predictions. By transforming complex information into actionable intelligence, we can optimize production processes, enhance operational efficiency, and plan for sustainable recycling. This comprehensive approach helps reduce energy consumption and carbon emissions at every step, supporting our sustainability goals and benefiting both our customers and the environment.

"We want to be a positive force for change by promoting a sustainability culture which extends beyond our organization and shapes the wider business environment."

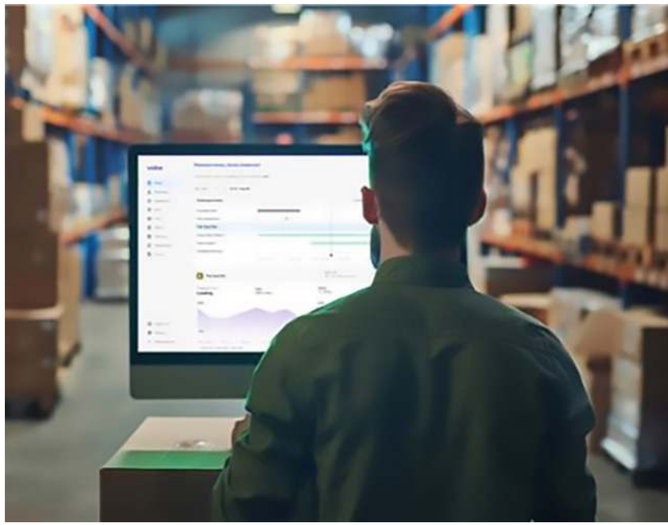
Dr. Christian Schlögel, Member of the Group Executive Board of Körber AG and responsible for the Business Area Digital

vaibe: sustainable engagement through gamification

vaibe is a SaaS solution designed to boost employee engagement and reduce the turnover rate through a balance between gamification and success psychology. By focusing on employees involved in manual, repetitive tasks, vaibe addresses a crucial area often associated with lower engagement and higher attrition rates, creating a more resilient, more motivated workforce.

vaibe therefore boosts ESG commitments by cultivating a work environment where employees feel valued and supported. A stable workforce is essential to corporate social responsibility, as it enhances well-being and fosters a positive workplace culture. From an environmental perspective, maintaining a stable workforce can reduce the indirect emissions associated with high employee turnover and internal transitions, including those emissions caused by extra training and onboarding processes, thereby helping to reduce the organization's carbon footprint. vaibe empowers organizations to achieve a sustainable balance between productivity, employee well-being, and operational efficiency, aligning with wider sustainability goals and contributing to a healthier, more resilent business ecosystem.

→ vaibe



Business Area Pharma

At the Körber Business Area Pharma, we deliver the difference by empowering our customers with a holistic ecosystem approach. Our unique portfolio of end-to-end solutions ranges from machines – for aseptic processing, inspection, packaging and materials, and transport systems – to consulting, services, our leading MES software, and digital and AI-driven solutions that serve as integrating layers to boost pharmaceutical manufacturing. We simplify processes, reduce risks and accelerate time-to-market – ensuring smooth collaboration along the entire pharmaceutical and biotech value chain. With deep industry expertise, we support global customers unlock new potential. Our solutions support a better quality of life for both present and future generations.

→ Körber Business Area Pharma

As a partner throughout the entire value chain, we make an important contribution to sustainability in the pharmaceutical and biotech industry. With our holistic approach, we offer customers innovative products, solutions, and services, which help them meet their ESG targets. We understand the challenges the industry faces and jointly develop solutions with ecological and financial advantages.

→ Sustainability in the Business Area Pharma

Line Optimizer: streamlining pharmaceutical workflows for energy reduction

The Line Optimizer is a comprehensive solution designed to enhance the efficiency and sustainability of pharmaceutical production lines.

By integrating advanced modules for data exchange, workflow guidance, and quality control, it ensures seamless communication and control across all machines and systems. This integration can reduce configuration efforts by up to 70 percent and decrease downtime by up to 20 percent. Additionally, the Line Optimizer improves operational efficiency, cutting onboarding time for new personnel by up to 50 percent and speeding up line clearance processes by up to 30 percent. These enhancements contribute to a more sustainable and efficient production environment, reducing waste and energy consumption.

→ Line Optimizer

Packaging optimization: reducing waste, increasing sustainability

The Körber Business Area Pharma delivers innovative, customized packaging that enhances sustainability and streamlines production. Through a combination of precise data analyses with design thinking techniques, packaging is optimized to reduce material usage and costs.

Our packages are made from 100 percent monomaterial cartons, thus minimizing plastic use and environmental impact. Solutions include functional and economical designs for syringes, ampoules, and biotech products. Optimized dimensions help lower costs and reduce waste. These eco-friendly practices contribute to improving sustainability in pharmaceutical packaging.

→ Packaging development

"Our commitment to sustainability is unwavering, as it represents the only path forward. By collaborating across the entire pharma value chain, we meet the demands of a shifting market with products that effectively blend innovation, profitability, and sustainability for long-term success."

Erich Hoch, Member of the Group Executive Board of Körber AG and responsible for the Business Area Pharma

Business Area Supply Chain

Supply chains are growing more complex by the day. The Körber Business Area Supply Chain uniquely provides a broad range of proven, end-to-end supply chain solutions fitting any business size or strategy. Our customers conquer the complexity of the supply chain thanks to our portfolio, which includes software, warehouse automation, mail and parcel solutions, voice solutions, robotics, and material handling – plus the expertise to tie it all together.

With our solutions, we help our customers to make their supply chains more sustainable and reduce their energy consumption. Our priorities in sustainability comprise responsibility in the supply chain and social aspects.

→ Körber Business Area Supply Chain

K.Move BeltConveyor Compact: sustainability and efficiency combined

The new belt conveyor sets new standards in terms of sustainability and efficiency. Thanks to advanced technologies and careful material selection as part of Körber's Ecodesign initiative, CO_2e emissions have been reduced by 17 percent during production and 22 percent during the utilization phase.

Achieving a 17 percent reduction in upstream and core emissions is impressive, as conveyor manufacturing typically entails substantial logistical operations, the use of vast quantities of raw materials, and complex production processes. The 22 percent reduction during utilization highlights the conveyor's energy efficiency, as most conveyors are in continuous operation, making energy savings critical for long-term environmental impact. A key component of this success is the high-quality semi-elastic belt. The detailed work that has gone into the roller design and the conveyor design also plays a crucial role in increasing efficiency. A mixture of steel and wood materials was used in the construction, materials that are highly recyclable and therefore further minimize environmental impact.

→ K.Move BeltConveyor

"The Business Area Supply Chain team leverages automation technology, digital solutions, and process expertise to deliver supply chain solutions that not only enhance performance but also minimize our customers' environmental footprint. Sustainability is not just a goal for us; it is the cornerstone of our value proposition to keep the world's supply chains moving more sustainably."

Dr. Helena Garriga, Member of the Group Executive Board of Körber AG and responsible for the Business Area Supply Chain

38%
faster through automation

K.Handle Layer Picker Mono Gantry 2.0: automating mixed pallet load handling for greater efficiency

The system picks layers 38 percent faster than our previous model, and, in certain positions, it's up to 78 percent faster. Commissioning is also quicker thanks to the absence of elastic parts. Its modular design allows for easy disassembly and shipment in standard 40-foot containers, thus cutting transport costs and CO_2e emissions and delivering both economic and environmental advantages.

A standout feature is the linear servo system, which reduces maintenance needs and partially powers the Layer Picker. As the head decelerates, it captures energy, which can either be used to power the Layer Picker or feed back into the internal power grid, thus lowering long-term operating costs. This can save customers approximately 13,000 kWh annually per system, thus reducing their core emissions. Körber's Layer Picker Gantry 2.0 boosts performance while driving cost efficiency and sustainability, making it a smart choice for modern supply chains.

→ Layer Picker Gantry 2.0

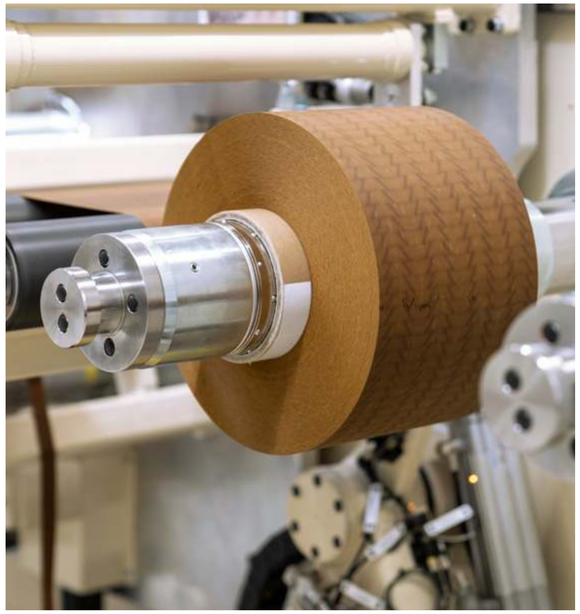
Business Area Technologies

The Körber Business Area Technologies delivers cutting-edge, customized machinery solutions that empower various industries – including tobacco, consumer products, and battery manufacturing. Our innovative services and digital tools are designed to enhance efficiency and drive growth, ensuring our clients stay ahead in a rapidly evolving market.

→ Körber Business Area Technologies

Having been an integral part of our company's activities for many years, sustainability is firmly embedded in our corporate strategy. As a result, we are actively committed to energy saving, a circular economy, social responsibility and compliance with all legal regulations. We seek to reduce both our own carbon footprint and that of our products for the long term. We are constantly nurturing our position as a fair, attractive employer while also taking responsibility for our supply chains on both a social and environmental level.

→ Sustainability in the Business Area Technologies



Tobacco Dust Amalgamation: efficient and eco-friendly sheet production

We have developed the Dust Amalgamation process, a sustainable method for producing sheets out on a fiber and dust basis.

A first application is targeting reconstituted tobacco (Recon) currently produced by a water intense paper making process. Our sustainable alternative is the application of Tobacco Dust Amalgamation (TDA). The produced sheet material is widely used in Tobacco Heating Products (THP). And there are further applications for other innovative sheets to be applied in various feasible industries. This innovative process reduces water usage by 15 times compared to traditional methods, significantly lowering our energy consumption and CO_2e emissions. With a processing rate of 1000 kg/h, the TDA process allows us to save over six million liters of water and four million kilowatt-hours of energy annually, cutting CO_2e emissions by 730 tons.

→ Tobacco Dust Amalgamation

Induction heating: cutting CO_2e with efficient processing

The induction heating technology for tobacco processing developed by the Business Area Technologies is a sustainable, electricity-based solution to replace fossil fuels with electricity.

Traditional steam heating is substituted for a more efficient induction technology, which represents a significant step forward in terms of energy savings and CO_2e reduction. Compared to steam heating, it delivers improved heating efficiency, more precise temperature control, and is also more flexible and quicker to install as it does not require a complex steam distribution system. This also reduces maintenance costs and increases safety in the workplace. The potential CO_2e savings are considerable: the induction-heated tanks could save up to 1.4 kg CO_2e per ton of tobacco.

→ Energy savings through inductive heating

"Sustainability fuels our innovation. We're reducing our carbon footprint and boosting energy efficiency while pioneering technologies that exceed industry standards. By blending social and environmental responsibility with technological excellence, we deliver lasting value for our customers and the planet."

Arungalai Anbarasu, Member of the Group Executive Board of Körber AG and responsible for the Business Area Technologies

Our awards and involvement in associations, organizations, and initiatives

We actively contribute to shaping our industry and are committed to sustainability as well as to the regions where we operate. Körber AG, its Business Areas and its subsidiaries are members of various associations, organizations and initiatives. We are also proud to have received various awards that attest to our commitment to sustainability.

This overview presents a selection of our awards, voluntary commitments, and memberships during the reporting period. We will continue to expand our involvement in organizations related to sustainability in the future.

UN Global Compact
Since August 2022

Science Based Targets initiative
Since December 2022

Allianz der Chancen
Since August 2023

Allianz für Cyber-Sicherheit
Since January 2023

Alliance to Zero
Since June 2021
(Business Area Pharma)

GOLD | Top 5%
ecovadis
Sustainability Rating
MAY 2024

EcoVadis

Gold with 78 out of 100 points

Rated Gold 2024 by cybervadis

CyberVadis

Gold with 925 out of 1,000 points

CDP
Discloser 2024

CDP (Carbon Disclosure Project)

Score: B

ESG Transparency Award from EUPD Research

Excellence class with 82%

Sustainable Development Goals

The United Nations Sustainable Development Goals (UN SDGs) are intended to ensure sustainable development at an economic, social and ecological level worldwide.

We have been reporting on our commitment to these goals in our Sustainability Report since 2021 and committed to the UN Global Compact as a company in 2022.

We help ensure sustainable development with the activities in our 'House of Sustainability'. In doing so, we focus in particular on the six global goals which are linked with our three key claims: we are reducing our greenhouse gas emissions and energy consumption, we are a fair and attractive employer and we shape responsible supply chains. → Strategy, Strategic anchoring of sustainability

The UN SDGs

The United Nations have created 17 Sustainable Development Goals (SDGs) for their global 2030 Agenda for sustainable development. These targets include a total of 169 subtargets for economic, ecological and social aspects. 193 countries approved the SDGs during the United Nations General Assembly in September 2015. The SDGs are intended as guidance for combating global challenges worldwide and the aim is to achieve them by 2030 (Agenda 2030).

We are reducing our greenhouse gas emissions and energy consumption.

Take urgent action to combat climate change and its impacts.

Learn more in the focus field
→ Climate protection
→ Supply chain responsibility

Ensure access to affordable, reliable, sustainable, modern energy for all.

Learn more in the focus field
→ Climate protection

We are a fair and attractive employer.

Achieve gender equality and empower all women and girls.

Learn more in the focus field
→ Fair and attractive employer

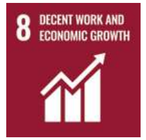
Ensure healthy lives and promote well-being for all at all ages.

Learn more in the focus field
→ Fair and attractive employer

We shape responsible supply chains.

Ensure sustainable consumption and production patterns.

Learn more in the section
→ Sustainable products, solutions and services
In the focus field
→ Circular economy



Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

Learn more in the focus fields
→ Supply chain responsibility
→ Fair and attractive employer
→ Giving to society

Take urgent action to combat climate change and its impacts.

Learn more in the focus field
→ Climate protection
→ Supply chain responsibility

General disclosures

Governance

At Körber, sustainability is a firmly established priority for the Executive Board and is driven forward by the Körber Sustainability Initiative team at Group level in cooperation with the individuals responsible for the focus fields and the representatives for sustainability in the Business Areas.

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Strategy

Sustainability is an integral part of the corporate strategy and enables the Körber Group to meet current and future challenges in sustainability effectively.

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Governance

Corporate Governance

Company structure/Organizational structure

At Körber AG, sustainability is a firmly established priority for the Executive Board with Group Executive Board Member Eric Hoch being responsible for this matter. Close dialog and interaction with key stakeholders have enabled the Executive Board to address their concerns regarding sustainability.

Group Executive Board and Supervisory Board

The management consists of two central bodies, the Group Executive Board and the Supervisory Board. The Group Executive Board is the executive management body and is responsible for strategic and operational management. It consists of six members, two thirds of whom are male and one third female, corresponding to a ratio of 2:1. The Group Executive Board is chaired by Stephan Seifert and is composed as follows:[1]

Stephan Seifert, Chairman of the Group Executive Board of Körber AG
Stephan Seifert joined Körber in 2007 as Managing Director of a Group division. He became Member of the Group Executive Board of Körber AG in 2012 and has been its Chairman since 1 October 2016. Before joining Körber, he held various management positions at the GEA Group and at Arthur Andersen LLP. Stephan Seifert, born in 1967, is a business graduate from the University Duisburg-Essen and holds a Master of Business Administration (MBA) degree from Indiana University of Pennsylvania (USA). Before that, he completed vocational training in industrial management at Deutsche Babcock AG.

Arungalai Anbarasu, Member of the Group Executive Board of Körber AG and responsible for the Business Area Technologies
Arungalai Anbarasu joined the Group Executive Board of Körber AG in September 2024 and is responsible for the Business Area Technologies. Before joining Körber, Arungalai Anbarasu served as the Chief Technology and Strategy Officer at Waygate Technologies, a Baker Hughes business. Previously, she held several global leadership roles at General Electric and Baker Hughes, where she drove business growth, spearheaded transformations, and pioneered innovations in high-tech equipment and digital industries. She was recognized as one of the Top 100 Technology Leaders by Technology Magazine. Arungalai Anbarasu, born in 1983, holds a Master of Science in Electrical and Computer Engineering from the Georgia Institute of Technology (USA).

Dr. Helena Garriga, Member of the Group Executive Board of Körber AG and responsible for the Business Area Supply Chain
Dr. Helena Garriga joined the Group Executive Board of Körber AG in September 2024 and is responsible for the Business Area Supply Chain. Before joining Körber, she was Group Vice President at Hitachi Energy, which is based in Zurich (Switzerland). Prior to that, she held several management positions at ABB, also based in Switzerland, where she successfully developed several subsidiaries in energy and automation. She started her professional career at the management consultancy ZS Associates in the USA. Dr. Helena Garriga, born in 1984, holds a Master of Science in Operations Research and holds a PhD from ETH Zurich (Switzerland).

Erich Hoch, Member of the Group Executive Board of Körber AG and responsible for the Business Area Pharma
Erich Hoch joined the Group Executive Board of Körber AG in September 2018 and is responsible for the Business Area Pharma. Before joining Körber, Erich Hoch worked at Jabil Circuit Corporation, which is based in Saint Petersburg (Florida), from 2002 on. There, he held various management positions at global level, including Executive Vice President and CEO of Jabil Digital Solutions. Erich Hoch was born in 1969. He initially spent 18 years at Philips Electronics, where he – after completing his vocational training – held various management positions, including that of Marketing & Sales Manager.

Stefan Kirschke, Member of the Group Executive Board of Körber AG and Chief Financial Officer (CFO)
Stefan Kirschke joined Körber in 2009 as the CFO of the former Group company Winkler+ Dünnebier GmbH. In 2012, he became the CFO at Fabio Perini in Lucca, and he was later appointed the company's CEO. Since December 2017, he has been Chief Financial Officer (CFO) at Körber. Stefan Kirschke started his career at Ernst & Young. He had already worked in several positions at the Körber Group from 1995 to 1999, including that of the Commercial Manager at the former Körber subsidiary BWF GmbH. In 1999, he was appointed to his first CFO position at the international brand agency Metadesign. Stefan Kirschke, born in 1967, studied business administration in Münster (Germany).

Dr. Christian Schlögel, Member of the Group Executive Board at Körber AG and responsible for the Business Area Digital
Dr. Christian Schlögel joined the Group Executive Board of Körber AG in September 2018 and is responsible for the Business Area Digital. Before joining Körber, he served as the CTO and CDO at Kuka AG, an international supplier of robotics and automation solutions. He began his career at software producer SAP, where he held various management positions in Walldorf (Germany) and Palo Alto (USA). Dr. Christian Schlögel, born in 1964, studied computer science at Karlsruhe University of Applied Sciences and received a doctorate at the University of Passau (both in Germany).

The Supervisory Board has the role of independent auditor and the highest supervisory body for sustainability reporting. It consists of twelve members, two-thirds of whom are male and one-third female, resulting in a gender ratio of 2:1. The Supervisory Board is composed of six shareholder representatives and six employee representatives:

Shareholder representatives:

- Richard Bauer (Chairman of the Supervisory Board), Deputy Chairman of the Board of Trustees, and Member of the Board of Trustees of Körber-Stiftung
- Ralf Dieter, Managing Partner, RWD Vermögens- und Beteiligungsgesellschaft mbH
- Dr. Lothar Dittmer, Chairman of the Executive Board of Körber-Stiftung (until 31 December 2024), Member of the Financial Board of Körber-Stiftung (since 1 January 2025)
- Dr. Florian Heinemann, Partner and Managing Director, Project A Ventures Management GmbH
- Dr. Karl Lamprecht, Chairman of the Executive Board, Carl Zeiss AG
- Christian Wriedt, Chairman of the Board of Trustees and Member of the Board of Trustees of Körber-Stiftung

Employee representatives:

- Ina Morgenroth (Deputy Chairman of the Supervisory Board), First Authorized Representative and Managing Director, IG Metall Hamburg Region
- Jan Halama, Electrical Designer for Logistics Components, Körber Technologies GmbH
- Sabine Heißing, Executive Vice President ORG/IT, Körber Technologies GmbH
- Barbara Böttcher (formerly Hoffmann), HR Controller, Körber Technologies GmbH
- Ina von Husen, Trade Union Secretary, IG Metall Hamburg Region
- Thomas Muschke, Computer Scientist, Körber Supply Chain Consulting GmbH

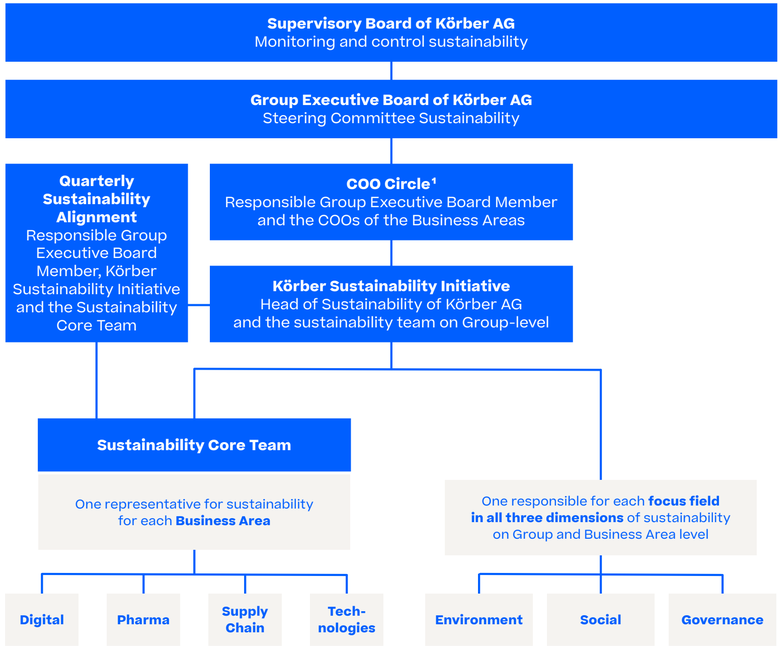
In accordance with German stock corporation legislation, all members of the Supervisory Board are obliged to act solely in the interests of the company and are not subject to any instructions in the performance of their personal duties. When appointing the six shareholder representatives (50 percent of the members of the Supervisory Board) by Körber-Stiftung, attention is also paid to potential conflicts of interest. Furthermore, any conflicts of interest that arise during the term of office must be reported by the members of the Supervisory Board.

All members have extensive industry expertise and experience in various industries, countries and sectors such as precision mechanics or the financial sector.

[1] The short CVs are only shown for active Group Executive Board members. Rami Jokela was a member of the Group Executive Board of Körber AG until 31 August 2024.

Responsibility for sustainability topics

Organizational structure for sustainability topics



Implementation of sustainability

Supervisory Board

As part of the Supervisory Board meetings, the Group Executive Board – in the person of Group Executive Board member Erich Hoch – informs the Supervisory Board about relevant economic, social, and environmental issues. The Supervisory Board also agrees with the Group Executive Board on the corporate strategy, of which sustainability is a central component. To this end, the Group Executive Board and the Körber Sustainability Initiative actively provide the Supervisory Board with all the necessary information for evaluating strategic and operational decisions with regard to sustainability. Furthermore, the Group Executive Board also coordinates sustainability plans and targets, such as the climate transition plan, with the Supervisory Board.

During the financial year, three ordinary Supervisory Board meetings are held, during which the Group Executive Board informs the Supervisory Board about relevant economic, social and environmental issues. Furthermore, significant economic risks are identified in the risk inventory. Environmental and social risks are also considered, if they may lead to economic risks. The Group Executive Board regularly prepares a risk report and presents it at the the Supervisory Board's April meeting. The risk report includes the risks occurring in the previous year and an expected risk value for the current financial year.
→ Strategy, risk management

Steering Committee Sustainability

Since 1 September 2024, the Steering Committee Sustainability has consisted of the six-member Group Executive Board of Körber AG. Four of the six Group Executive Board Members are each responsible for one Business Area and apply the respective sustainability agendas to their Business Areas. Erich Hoch, Member of the Group Executive Board, is responsible for sustainability as a whole. All sustainability targets and measures are agreed upon with the Steering Committee Sustainability before they are presented to the Supervisory Board. This decision is prepared in the COO Circle, which is chaired by Erich Hoch and includes the COOs of all Körber Business Areas (see **COO Circle and other expert committees**). The decision papers are prepared by the team of the Körber Sustainability Initiative, which is led by the Head of Sustainability, Michaela Thiel.

The responsibles for the focus field at Group and Business Area level and the representatives for sustainability in the Business Areas are responsible for implementing the sustainability measures. Progress in implementing the measures (to achieve the targets) is reviewed as a whole once per reporting year. In some cases, progress is monitored more closely by the respective representatives in the subtopics (e.g. the figures in a dashboard are checked monthly in the area of health and safety). Board member Erich Hoch reports to the Group Executive Board on overall progress in the area of sustainability.

The preparation of the Sustainability Report falls under the responsibility of the Group Executive Board, which is tasked with preparing the report for the respective financial year. The operational implementation of the Sustainability Report is carried out by the team of the Körber Sustainability Initiative at Group level in cooperation with the responsibles for the focus fields and the representatives for sustainability of the Business Areas.

Sustainability aspects relating to the environment, social issues or governance are discussed at each monthly Group Executive Board meeting. Selected strategic sustainability topics are also discussed in detail as required during the meetings. During the reporting period, topics included the development of sustainability reporting as a means of transparently communicating our progress and goals. Furthermore, the identification and processing of focus topics in the area of sustainability for the development of targeted measures and strategies were also discussed.

COO Circle and other expert committees

Under the leadership of Erich Hoch, the COOs of the Business Areas convene quarterly in the COO Circle. Sustainability topics are regularly introduced by the Head of Sustainability of the Körber Group. Developments, measures, and decisions are discussed and approved, and preparations are made for the Steering Committee Sustainability.

Sustainability topics are presented by the Head of Sustainability of the Körber Group, Michaela Thiel, in the COO Circle and, as needed, in other relevant expert committees. This ensures that all committees relevant to sustainability within the Group are regularly informed about sustainability topics and kept up to date with relevant knowledge.

Körber Sustainability Initiative

The Körber Sustainability Initiative is embedded within the Group's holding company. The Sustainability Initiative team is led by the Head of Sustainability. She manages the development and implementation of the Group's sustainability strategy across Business Areas and Group Functions. The Körber Sustainability Initiative also encompasses activities such as group-wide sustainability reporting and the assignment of sustainability ratings.

In addition, a representative for sustainability has been designated for each Business Area and is responsible for implementing measures at the Business Area level. These representatives maintain regular, close contact with the Körber Sustainability Initiative and together form the Sustainability Core Team (see **Sustainability Core Team**).

Within the 'House of Sustainability', in the section → Strategy, each focus field as well as defined subtopics within certain focus fields across all three dimensions of sustainability (environment, social and governance), has an assignedindividual responsible — for example, for the focus field 'Fair and attractive employer' and the associated subtopic 'Health and safety.' This establishes clear specialist responsibilities and accountabilities for the Group and its Business Areas.

The Körber Sustainability Initiative ensures that relevant cross-sectional sustainability topics for the Group are identified, coordinated with the necessary committees, and implemented. The operational sustainability topics for each Business Area are identified and executed by the representatives for sustainability in the respective Business Areas. Both group-wide and business area-specific sustainability topics are aligned during the Quarterly Sustainability Alignment meetings between the Sustainability Core Team and the Körber Sustainability Initiative, together with the Group Executive Board member responsible for sustainability.

[1] As part of the restructuring of the Group Executive Board in April 2024, the committees were restructured in September 2024. The previously combined COO/CTO Circle has been continued separately since then.

Sustainability Core Team

The Sustainability Core Team consists of the representatives for sustainability from the Business Areas and the team of the Körber Sustainability Initiative. Bi-weekly team meetings are held to implement and further develop the established sustainability strategy.

Quarterly Sustainability Alignment

Decision-making needs, necessary developments, and measures are discussed in the Quarterly Sustainability Alignment meetings between the Sustainability Core Team, the Körber Sustainability Initiative, and the Group Executive Board member responsible for sustainability.

Compensation structure

Group Executive Board

The Group Executive Board's compensation comprises a fixed and a variable component. The variable compensation is divided into a short-term incentive (one-year term) and a long-term incentive (four-year term). The variable compensation is based on clearly defined goals that align with strategic, financial, and ESG (Environmental, Social, Governance) objectives and are set annually. When it comes to ESG objectives, there are specific individual goals within the short-term variable compensation (STI) linked to ESG topics, accounting for up to 15 percent of the STI. As to the long-term variable compensation (LTI), ESG topics are associated with long-term corporate development, representing up to 10 percent of the LTI.

The entire Supervisory Board is responsible for discussing and determining compensation taking into account the appropriateness of the compensation structures for the entire Group. The suitability of the Group Executive Board's compensation – including both the base salary amount and the composition of short-term incentive (STI) and long-term incentive (LTI) components – is reviewed every two years. A comprehensive review was last conducted by an external compensation consultancy in late 2022. The results and recommendations were presented and discussed with the entire Supervisory Board and subsequently incorporated into the compensation adjustments. The increase in compensation is based on external benchmarks. This ensures a compensation structure which is appropriate within the overall compensation context and is balanced (fixed, variable) and long-term-oriented. Following the new appointment to the Group Executive Board, a selective review of compensation was carried out and submitted to the Supervisory Board in April 2024.

Supervisory Board

The compensation for Supervisory Board members is determined by the Annual General Meeting at the beginning of the five-year term or confirmed or adjusted if necessary at the Annual General Meeting. The compensation for individual Supervisory Board members is transparent for the entire Supervisory Board. The compensation of the Supervisory Board of Körber AG is based on that of control bodies of comparable companies and is adjusted by the Annual General Meeting if necessary.

Risk management with regard to sustainability reporting

The sustainability reporting processes are to be further expanded, rolled out and, where reasonable, integrated into existing processes in risk management. In light of the complexity of sustainability reporting, there is a risk of inaccurate representations as well as errors or incompleteness. This risk is exacerbated by the Körber Group's growth, particularly due to Mergers and Acquisitions (M&A), as the companies acquired must align with the Group's systems and processes. To manage and mitigate these risks, the following processes have been established:

- The Körber Sustainability Initiative is responsible for data collection and consolidation in collaboration with the internal subject matter experts. For example, the sustainability team consolidates environmental metrics, while departments such as Human Resources provide employee data. The Sustainability Core Team ensures consistency and quality by processing the data centrally.
- In the financial year 2024, data collection was primarily Excel-based. Starting from the financial year 2025, it will gradually be transitioned to an ESG management software. In addition to standardizing terms and formulas, this software will also define specific control and approval processes. This helps to improve data quality, reliability, and completeness.
- All sustainability metrics are subject to the four-eye principle at Group level. For example, energy and emissions data (energy and greenhouse gas inventory key figures) currently undergo multi-stage plausibility checks at both the Business Area and Group levels as well as externally by our service provider.

In the 2025 financial year and beyond, we will continue to work on optimizing existing processes to ensure the existence and effectiveness of internal controls for the Sustainability Report.

Strategy

General

Körber AG is the holding company of an international technology group with around 13,000 employees worldwide[1] and is owned by the non-profit Körber-Stiftung. The Group comprises leading technological companies with over 100 production, service and sales locations. Körber combines the advantages of a globally present organization with the strengths of highly specialized, flexible medium-sized companies. Körber offers customers products, solutions and services in the Business Areas Digital, Pharma, Supply Chain, and Technologies which aim to optimize industrial processes and contribute to a sustainable future. The offerings include machines, systems, and process equipment as well as software and digital solutions.

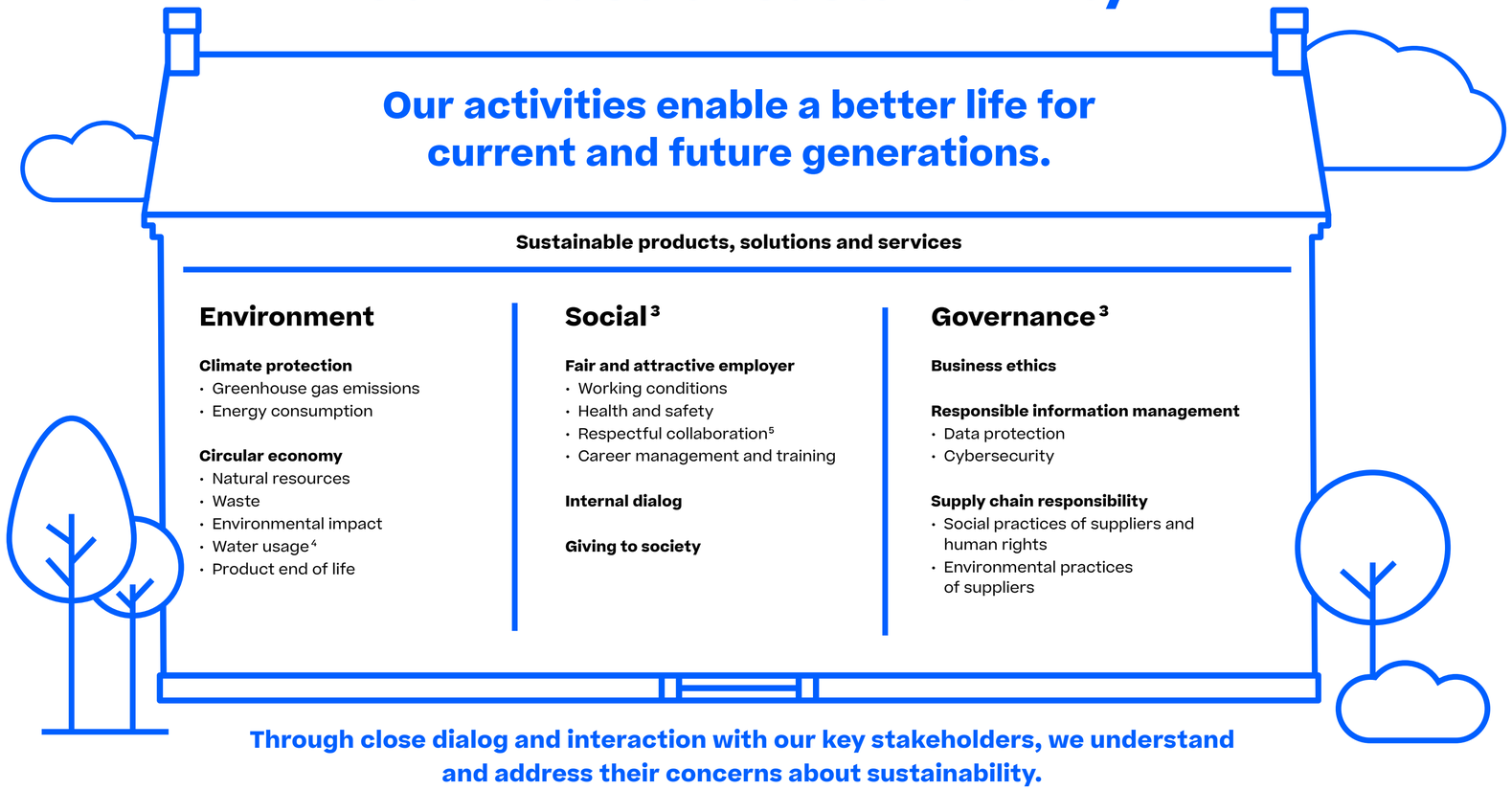
Strategic anchoring of sustainability

Sustainability is an integral part of the corporate strategy and enables the Körber Group to effectively address current and future challenges related to sustainability. This includes both compliance with legal obligations and the growing expectations of customers, investors, employees and other stakeholders.

Based on the results of the materiality analysis in 2021[2], we developed our 'House of Sustainability'. We have structured our sustainability management along the three dimensions[3] of environment, social and governance, aligning our focus fields accordingly. All focus fields and their subtopics are clearly listed in our 'House of Sustainability'. For each focus field, we have defined requirements, targets and, for the most part, subtargets. These are already linked to performance indicators for control and measurement for some focus fields. Performance indicators and target values are currently still being developed for the remaining focus fields (see **Sustainability targets**). This is how we set our strategic priorities for sustainability at Group and Business Area level.

We are gradually incorporating sustainability in product development. For example, in 2022 we introduced the 'Körber Ecodesign Guideline', which helps our developers, engineers, and designers to balance technical, economic, and ecological requirements in product development. In addition to traditional design criteria, this approach incorporates various environmental aspects. ⟶ Climate protection We have been working to reduce energy consumption in our machines and systems for several years. In the future, we aim to offer our customers improvements in terms of sustainability in all Business Areas by striving for market leadership through technological leadership in this area as well. In the 2024 reporting year, the Körber Group underwent an EcoVadis assessment for the second time and was awarded a gold medal. Despite stricter criteria, Körber achieved the same score as in the previous year by improving its sustainability performance.

Our 'House of Sustainability'



Sustainability targets

Körber has defined targets on Group level in the dimensions of environment, social and governance. These encompass all Körber Business Areas (Digital, Pharma, Supply Chain, and Technologies) and are communicated throughout the organizations by the members of the Körber Group Executive Board (Steering Committee Sustainability).

[1] For further details on determining the total number of employees, see ⟶ Methodology.
[2] For more information on the materiality analysis, see ⟶ Strategy, Assessment of material impacts, risks, and opportunities.
[3] As part of the preparation for new standards, we have integrated 'Workers in the value chain' in the Social section and 'Payment practices' in the Governance section of this report. For further information, see ⟶ Strategy, preparation for new standards.
[4] As part of a double materiality assessment according to the CSRD, which we started in 2024, the topic 'Water usage' was assessed as not material for Körber and is therefore no longer described in this Sustainability Report. For more information, see ⟶ Strategy, preparation for new standards.
[5] The name has been changed compared to 2023.

Progress towards our targets

Environment

Focus field	Claim	Subtopic	Target	Subtarget	Key Performance Indicator	Target value	Target year	2021	2023	2024
Climate Protection	We are reducing our greenhouse gas emissions and energy consumption.	GHG emissions	Reduction of greenhouse gases	By 2025, we will be CO_2e-neutral (Scope 1 and 2).	Total Scope 1 and 2 emissions (t CO_2e per year)	Reduction and residual compensation	2025	25,457 t CO_2e[1]	17,015 t CO_2e[1]	14,181 t CO_2e
				By 2027, we will reduce our absolute greenhouse gas emissions in Scope 1 and 2 by 29.4% and by 90% by 2030 compared to 2021.	Reduction of total Scope 1 and 2 emissions to base year 2021 (%)	-29.4%	2027	Base year	-33.2%[1]	-44.3%
						-90%	2030			
				By 2027, we will reduce our absolute greenhouse gas emissions in Scope 3 by 17.5% and by 90% by 2040 compared to 2021.	Reduction of total gross Scope 3 emissions to base year 2021 (%)	-17.5%	2027	Base year	+43.3%[1,2]	+18.9%
						-90%	2040			
			Expansion of the use of renewable energy	**New:** By 2025, we will purchase green electricity for all suitable Körber sites.[3]	**New:** Share of renewable energies purchased (electrical energy, %)	100%[4]	Yearly	46.7%[1]	77.4%[1]	99.5%
				New: By 2025, we will operate all suitable Körber sites with biogas.	**New:** Share of renewable energy consumption (biogas, %)	100%[5]	2025	n.a.	n.a.	n.a.
				New: We are continuously expanding the coverage of our production sites with PV systems.[3]	Share of suitable sites with photovoltaic systems installed or installation started (%)	100%	Continously	33.3%	60%	53.3%
			Expansion of green travel[6]	By 2030, our corporate fleet will consist exclusively of electric cars.	Share of company vehicles with electric drive out of all company vehicles (%)	100%	2030	6.5%	13.1%	12%
				By 2030, a charging infrastructure will have been developed at all relevant Körber locations.	Charging stations installed at locations with electric company vehicles (units)	In progress	2030	k. A.	81 units[7]	97 units
				New: By 2030, we will establish 'Charging Infrastructure @ home' for company car users who order an electric vehicle.	In progress	In progress	**New:** 2030	n.a.	n.a.	n.a.
			New: Expansion of the use of Ecodesign and LCA	**New:** New: By 2025, every machine-producing Körber company will have the appropriate methods and have undergone the relevant training to carry out independent LCA projects.	**New:** Share of machine-producing companies from which at least one representative has participated in training on LCA. (%)	**New:** 100%	2025	n.a.	n.a.	36.4%
				New: We are completing at least one LCA projects in every machine-producing Körber company.	**New:** Share of machine-producing companies in which at least one LCA project was carried out. (%)	**New:** 100%	In progress	n.a.	n.a.	13.6%
					New: Total number of all LCA projects in machine-producing companies	In progress	In progress	n.a.	n.a.	13
		Energy consumption	Optimization of energy consumption	Reduction of energy consumption.	Total energy consumption (MWh)	In progress	In progress	129,096 MWh[1]	114,000 MWh[1]	122,930 MWh

For details on definitions and calculation methods of our indicators, see ⟶ Methodology.

[1] The data in Scope 1 and 2 and in the Scope 3 categories 3.1, 3.2, 3.3, 3.4, 3.11 and 3.15 were adjusted for 2021 and 2022. All changes are explained in the Methodology section.

[2] The significant change in the value compared to the Sustainability Report 2023 is owing to retroactive adjustments for the Körber Business Area Supply Chain and the Körber Business Area Pharma, which were made due to inconsistencies in the calculation.

[3] Adjustment to the subtarget and the target year due to enhancement of the calculation method and underlying definitions. Further information on this is contained in the Methodology section.

[4] Green electricity is purchased directly at all suitable locations. Suitable and available certificates of origin are purchased for locations where green electricity cannot be purchased due to unavailability and/or existing rental contracts.

[5] Suitable locations for biogas are locations where we have the option of obtaining it from an energy supplier, where we can legally determine the choice of energy supplier, and where it makes financial sense. At the same time, we are working on sustainable alternatives to the use of gas and are examining the technical implementation options at our sites. These measures require long-term planning.

[6] The subtarget "We reduce our emissions from business travel." was not continued in the 2024 reporting year, as Scope 3.6 does not account for a significant proportion of Scope 3 emissions, at less than two percent.

[7] Due to an error in the calculation, the figure for 2023 was adjusted retrospectively and therefore differs from the figure reported in the Sustainability Report 2023.

Environment

Focus field	Claim	Subtopic	Target	Subtarget	Key Performance Indicator	Target value	Target year	2021	2023	2024
Circular Economy	We improve our processes as well as products, solutions and services with the methods of the circular economy.[1]	Natural resources	Optimization of resource consumption[2]	Reduction of the use of finite resources.	In progress	In progress	In progress	n.a.	n.a.	n.a.
		Waste	Optimization of waste[2]	Reduction of our waste.	Total waste (t) • non-hazardous • hazardous	In progress	In progress	10,050 t[3] • 9,423 t[3] • 626 t[3]	11,065 t[3] • 10,406 t[3] • 659 t[3]	15,027 t • 14,329 t • 698 t
		Environmental impact	Optimization of environmental impact[2]	Reduction of our environmental impact.	In progress	In progress	In progress	n.a.	n.a.	n.a.
		Product end of life	Optimizing the life of our products, solutions and services[2]	In progress	In progress	In progress	In progress	n.a.	n.a.	n.a.

Social

Focus field	Claim	Subtopic	Target	Subtarget	Key Performance Indicator	Target value	Target year	2021	2023	2024
Fair and attractive employer	We are a fair and attractive employer.	Working conditions	Extending mobile working	**New:** Maintaining our group-wide offering and training on remote working models and training our managers and employees. We continuously adapt our mobile working rate to align with the requirements of our Business Areas.[4]	In progress	In progress	In progress	n.a.	n.a.	n.a.
		Health and safety	Fostering the health and safety of our employees	Implementation of a broad group regulation to promote the health and safety of our employees.	In progress	In progress	In progress	n.a.	n.a.	n.a.
		Respectful collaboration	Promoting a multi-faceted corporate culture	Increasing opportunity.	Share of employees whose nationality differs from that of the country where their Körber facility is located (%)	In progress	In progress	6.9%	9.4%	9.1%
				New: Achieving the same proportion of women at management level as in Körber's total workforce.[4]	Share of female employees in relation to the company as a whole (%)	In progress	In progress	19.7%	21.1%	22.0%
					Share of female employees in top management positions (%)	In progress	In progress	n.a.	11.3%	11.1%
		Career management and training	Further development and training of our employees	**New, achieved:** Every year, 90% of managers and key position holders successfully participate in the global talent management process GPS.[4]	**New:** Percentage of participating managers and key position holders who successfully complete the talent management process (GPS) (%).[4]	90%	Yearly	n.a.	99%	99%

For details on definitions and calculation methods of the indicators, see ⟶ Methodology.
[1] The subtopic 'Water usage' and thus the subtarget 'Optimization of water consumption' were not continued in the reporting year 2024, as the topic of 'water' was not material in our Double Materiality Analysis (DMA) 2024 (see ⟶ Strategy, preparation for new standards) and is therefore no longer reported from this Sustainability Report onwards.
[2] Calculating our Scope 3 emissions and conducting Life Cycle Assessments (LCAs) in our Business Areas allow us to gradually achieve transparency, serving as the foundation for setting robust reduction targets.
[3] Retrospective corrections in the data collection have led to changes compared to the values in the Sustainability Report 2023.
[4] The subtargets and associated performance indicators from the Sustainability Report 2023 were revised in the reporting year. Further information on this is contained in the section ⟶ Methodology.

Social

Focus field	Claim	Subtopic	Target	Subtarget	Key Performance Indicator	Target value	Target year	2021	2023	2024
Internal dialog	We promote internal dialog.		Continuation of internal dialog at all co-determination levels	**Achieved:** Meeting of the European Works Council with the CEO of Körber AG and the Chief Human Resources Officer of the Körber AG.	Meeting of the European Works Council with the CEO and the Chief Human Resources Officer of the Körber AG.	**New:** at least 1 meeting	Yearly	n.a.	1 meeting	1 meeting
				New: Meetings of the European Works Council with Chief Human Resources Officer of Körber AG and Head of the Center of Excellence (CoE) Labor Relations on behalf of or with the participation of the CEO of the Körber AG.[1]	**New:** Meetings with the Chief Human Resources Officer and the Head of CoE Labor Relations of the Körber AG (on behalf of the CEO) with the EWC (European Works Council) Chairman.[1]	**New:** 3 meetings	Yearly	n.a.	n.a.	n.a.
				Quarterly discussions as part of the Group Works Council Committee meeting with the CEO and the Chief Human Resources Officer of Körber AG.	Meetings of Group Works Council Committee with the CEO and the Chief Human Resources Officer of the Körber AG.	4 meetings	Yearly	n.a.	4 meetings	3 meetings
				New, achieved: Meetings of the Group Works Council and the Chairman of the Körber Group Executive Board.	**New:** Meetings of members of the Group Works Council and the Group Executive Board as part of the Supervisory Board meetings of Körber AG.[1]	3 meetings[2]	Yearly	3 meetings	4 meetings	5 meetings[4]
				New: Regular dialog and exchange between management and employee representatives at Business Area level.[1]	**New:** Meetings of the Business Area Comittees.[3]	**New:** 4 meetings[3]	Yearly	n.a.	n.a.[3]	4 meetings
Giving to Society	We shape our social responsibility.		Expansion of giving to society	Expansion of our group-wide donation campaign by €1,000 per year until 2026.	Total amount of group-wide donation campaign (euros per year).	€75,000 + €1,000 / year	2026	€75,000	€77,000	€78,000
				Expansion of volunteer programs in the Group.	In progress	In progress	In progress	n.a.	n.a.	n.a.
				Selected sponsorship activities.	**New:** Total amount from sponsorship activites of Körber AG[1]	**New:** €50,000 (between 2023 and 2025)[1]	**New:** 2025	n.a.	€16,667	€16,667

For details on definitions and calculation methods of the indicators, see ⟶ Methodology.
[1] The subtargets and associated performance indicators from the Sustainability Report 2023 were revised in the reporting year. Further information on this is contained in the section ⟶ Methodology.
[2] The formalized meetings of the Supervisory Board of Körber AG are the basis for determining the target value.
[3] The adjustment of the target value and the indication of the number achieved for 2024 is due to change to the subtarget and the performance indicator from 2024 onwards to the 'Business Area Committees' as Körber's own 'Economic Committees at cross-company Business Area level'.
[4] Key figure includes extraordinary meetings.

Governance

Focus field	Claim	Subtopic	Target	Subtarget	Key Performance Indicator	Target value	Target year	2021	2023	2024
Business ethics	We follow high ethical standards.		Expansion and strengthening of the compliance culture	**Achieved:** By 2024, 90% of the relevant employees will have a valid compliance training certificate.	Share of relevant employees trained on business ethics issues (%)	90%	2024	k. A.	83.6%	92.2%
Responsible information management	We handle information responsibly.	Data protection	Protection of your data and ours	**New:** By 2025, 85% of relevant employees will have a valid data protection training certificate.[1]	Share of relevant employees who have received training on information security breaches and data protection (%)	85%	2025	78%	81.7%	91.2%
		Cybersecurity	**New:** Stringent compliance with cybersecurity regulations and standards[1]	**New:** All relevant entities will have ensured compliance with the European NIS-2 Directive upon the implementation of national laws.[1]	In progress	100%	n.a.	n.a.	n.a.	n.a.
				New: By the end of 2027, all relevant entities will have implemented compliance with the EU Cyber Resilience Act.[1]	In progress	100%	2027	n.a.	n.a.	n.a.
			Reliable and trustworthy partner for our customers	By 2026, standardized security controls will be implemented within the software development lifecycle across the Körber Group for all independent software products.	In progress	In progress	2026	n.a.	n.a.	n.a.
			Safety has the highest priority	**Achieved:** Annually, 80% of relevant employees are trained on information security.	Share of relevant employees who have received training on information security (%)	80%	Yearly	70%	76.2%	87.5%
Supply chain responsibility	We shape responsible supply chains.	Social practices of our suppliers and human rights	Increasing transparency on ESG practices of suppliers	**Achieved:** 90% of relevant purchasing volume has gone through an ESG self-assessment of relevant suppliers every year.	Share of relevant procurement volume that has gone through ESG self-assessment (%)	> 90%	Yearly	n.a.	94%	91%
		Environmental practices of suppliers	Increasing transparency on ESG practices of suppliers	By 2030, we aim to have a share of 50% primary data in Scope 3.1; the share will be 90% by 2040.	Share of primary data in Scope 3.1 (%)	50%	2030	n.a.	0.50%	3.0%
						90%	2040			

For details on definitions and calculation methods of the indicators, see ⟶ Methodology.
[1] The (sub)target from 2023 was revised in the reporting year. Further information on this can be found in the ⟶ Methodology section.

Interaction with stakeholders

As a globally active group, we are part of an extensive network of stakeholders along the value chain with whom we maintain strategic business relationships. The most important stakeholders for the Körber Group were identified as part of the materiality analysis 2021[1]. These include suppliers, employees, banks, investors, and customers. In addition to the said stakeholders, Körber also maintains close engagement with society. The relevant activities, resources, and relationships with our stakeholders were analyzed and defined.

All parties benefit from regular, open dialog, and we can respond to our stakeholders' needs at an early stage. These interactions take place in various formats and address topics related to the dimensions of environment, social and governance. The specialist departments take on these important tasks, with the Sustainability Core Team playing an active role in sustainability matters. The frequency and type of cooperation are individually tailored to the needs of the respective stakeholder group. In this way, we incorporate the insights we gain from them into our business decisions to actively shape a sustainable future. Details on the interaction with the respective stakeholder groups can be found below.

Customers

In the downstream value chain, customers have been identified as relevant stakeholders for the Körber Group. Our customers and their needs, which vary across the Business Areas, are the focus of our business activities: In the Business Area Digital, Körber assists its customers in transforming production through artificial intelligence (AI), data science, and deep tech, among other things. In the Business Area Pharma, Körber offers a broad portfolio of solutions along the entire pharmaceutical value chain, including consulting, inspection, transport systems, software, and packaging machines and materials. In the Business Areas Supply Chain, the range of solutions includes software, automation, mail and parcel solutions, voice, robotics, and transport systems for logistics. In the Business Area Technologies, the focus is on solutions for the tobacco and food and beverage industries and includes machines, systems, software, flavors, and service offerings.
→ **Our sustainable products, solutions and services**

Körber pursues an ecosystem strategy that fosters cross-industry collaboration and the integration of suitable external partners. This means that we work with strong partners to provide our customers with a comprehensive range of solutions, delivering maximum value across the entire value chain.

Through our global sales organization, with regional sales and service hubs as well as local service offerings, we ensure that we are always easily accessible for our customers. We regularly collect customer feedback regarding our software, services, equipment, and technical solutions through structured feedback processes. Furthermore, we actively seek dialog with our customers through regular visits, personal meetings at our locations, or invitations to our digital showrooms. We also maintain regular interaction through exhibitions, trade fairs, and events to understand customer needs and expectations, respond appropriately, and define future areas of action. In joint workshops, we develop innovative solutions with our customers. We also share our expertise through topic-specific webinars and individual online masterclasses.

Close collaboration with our customers is key to ensuring the sustainable alignment of our products, solutions, and services. The Business Areas of Körber AG engage in regular dialog with their customers on various sustainability topics. This includes calculating CO_2e footprints, defining CO_2e reduction targets, and implementing measures such as using renewable energy to power our machines and systems. These interactions allow us to establish business area- and customer-specific measures. For example, in the Business Area Pharma, collaboration with customers has prompted development of a Product Carbon Footprint (PCF) model. → **Circular economy** Furthermore, Körber responds to customer inquiries regarding its ESG targets and progress, for example, through independent ESG rating platforms such as EcoVadis and CDP (Carbon Disclosure Project).

Suppliers

In the upstream value chain, we have identified suppliers as key stakeholders for the Körber Group. This includes suppliers of electronic and technical components as well as manufacturers of raw materials such as steel and aluminum.

We work closely with our suppliers to foster innovation while also establishing and maintaining sustainable supply chains in areas where we can excercise influence. Key aspects include sustainability, compliance with legal requirements, and continuous dialog on quality assurance.

Our group-wide standards, outlined in our Supplier Code of Conduct and corporate purchasing conditions, ensure consistent supplier management, clearly defined processes, and continuous dialog with our suppliers. In 2023, we fully implemented the requirements of the Supply Chain Due Diligence Act for the first time, updated our contractual frameworks, and expanded our risk management approach to include areas such as human rights, occupational safety, environmental protection, and CO_2e footprints. These measures were further developed and expanded in 2024.

We communicate our supplier evaluation process and the underlying criteria transparently through our buyers. Social and environmental practices are key assessment factors. Together with our suppliers, we define action plans to sustainably improve supplier performance and establish long-term partnerships. When developing action plans to mitigate sustainability risks, we prioritize A-suppliers and those with a high country or industry risk. Another starting point for action plans in the context of supplier development are the supplier evaluations and audit results. We conduct annual audits of selected suppliers to evaluate their compliance with our standards, including those on human rights, working conditions, and environmental protection. Audits are conducted based on aspects such as strategic relevance, annual purchasing volume, continuously collected quality metrics, and past audit results.

More than 5,000 Körber suppliers, covering approximately 90 percent of our annual procurement volume, are already connected to IntegrityNext, the digital platform that we use to manage sustainability in our supply chains. We keep our suppliers informed about current and future developments through regular supplier days and town hall meetings. Opportunities are unlocked which can be exploited through innovation, particularly in upstream and downstream supply chains. Risks such as material shortages, regulatory changes, and dependence on specific suppliers are always taken into account. In 2024, we expanded the exchange of CO_2e primary data from a smaller group to a significantly larger number of our suppliers. These data are systematically integrated into our greenhouse gas reporting.

[1] For further information on the materiality analysis, see → **Strategy, Assessment of material impacts, risks, and opportunities.**

Banks and investors

In addition to suppliers, our banks and investors are also relevant stakeholders in the upstream value chains. As a globally operating technology group, we place great importance on engaging in an intensive dialog with our stakeholders in the capital and financial markets on the topics of environment, social, and governance. Our ownership structure, which is committed to the common good through the Körber-Stiftung, sets high standards.

We regularly engage in dialog on ESG-related topics with our investors, core banks, asset management firms, and investment companies, also at the highest leadership levels. As part of our sustainability strategy and legal requirements, we continuously update our position in active capital investment together with our financial partners. We are gradually excluding ESG-critical issuers using a negative list based on various criteria.

We provide our banks and investors with the annual Körber Sustainability Report upon request. ESG topics are also discussed and questions answered as far as possible at the regular banking meetings. ESG topics are also discussed during our semi-annual financial presentations.

Employees

Employees make a significant value contribution in all Körber Business Areas. Open and constructive dialog with our employees is fundamental to our identity as a fair and attractive employer. Through various exchange formats, we generate discussions on topics such as sustainability, product ideas, career opportunities, and corporate culture. Work council bodies are also involved in important changes as part of co-determination.

We share internal and external news on the intranet and provide the opportunity to engage with qualified contacts through comments. This applies to both the Group and Business Area levels. Every employee can directly reach out to any Group Executive Board member through various channels. The CEO Talk, a town hall meeting format, also serves as a communication channel between the management team and our employees. A dedicated email address is available for our employees to exchange information on sustainability topics. In a dedicated Teams channel, we share group-wide knowledge and informational materials on sustainability topics. Furthermore, we support dialog with all co-determination bodies.
→ **Internal dialog**

Special formats such as the global virtual Körber Career Events and the Young Körber Network provide current and prospective employees with insights into our ‘home for entrepreneurs’ and the different career opportunities we offer.

In 2024, we advanced our ongoing cultural initiative futher, making significant strides in shaping our corporate culture. The resulting ‘Körber Culture Compass’ serves as a guide, designed to lead us towards a future defined by shared values, a strong sense of belonging, and a vibrant community. This initiative has provided our employees with a platform for exchange and collaboration. → **Fair and attractive employer, Respectful collaboration**

Through interactive workshops and our new podcast format ‘Culture Talks’, we have strengthened the values of trust and collaboration as core elements of our corporate culture. Besides, in 2024, a seven-month training program commenced for 19 employees to become ‘Culture Coaches’, who act as local multipliers for strengthening Körber’s culture of trust and collaboration. → **Fair and attractive employer**

Society

As part of our dialog-oriented corporate policy, we invite all interested parties as well as the press and media to engage in open, transparent exchange. We welcome suggestions, questions, or constructive feedback via a contact form available to all on our website. Additionally, the Körber Xperience offers an in-depth look into our rich history, our innovations, and tomorrow's trends and technologies. We encourage open exchange with our external stakeholders via social media, aiming to build long-term relationships there.

Research and development are central to us as a technology company. They link financial success with social and environmental responsibility, embodying the principles of sustainable development. We strengthen our ties to academic and educational institutions by supporting university programs, participating in research projects, and engaging in dialog with the academic community. We are also involved in initiatives and expert and industry associations.
→ **We are Körber, Our awards and our involvement in associations, organizations and initiatives**

We take a stand by supporting organizations that focus on societal and humanitarian issues. In our annual group-wide donation campaign, all employees have the opportunity to help select the organizations that benefit from donations. In 2024, donations were made to organizations such as Amnesty International, the UN Refugee Agency, UN Women and Save the Children. In 2024, three Körber locations marked their anniversaries by making special donations to charitable causes. Furthermore, Körber supports initiatives such as the ‘Klub der Künste’ at the Deichtorhallen in Hamburg as part of a sponsorship. → **Giving to society**

Information on the process for assessing material topics

Risk management

The Körber Group's risk management aims to create forward-looking risk awareness at all levels and to regulate how risks are handled. The principles of risk management are defined in group-wide policies that are binding for all governing bodies and employees, covering the topics risk inventory, risk fields, risk communication, as well as Group Internal Audit, Group Insurance Management, and Group Legal. Specialized group policies fully regulate the management of identified risk fields in daily operations, such as those for 'Group Treasury' or 'Group Accounting and Taxes.'

As part of the annual risk inventory, risks for the following year are identified and assessed for individual companies as well as at Business Area and Group level. Significant economic risks are identified in the risk inventory and listed in the risk report, which is submitted to the Supervisory Board once a year. Thereby, sustainability risks – events or conditions from the areas of environment, social or governance – are also considered if they can lead to economic risks.

The Körber Group's risk management is continuously improved and aligned with new requirements, such as those related to sustainability reporting in accordance with the Corporate Sustainability Reporting Directive (CSRD). → Strategy, Preparation for new standards

Assessment of material impacts, risks, and opportunities

In our previous sustainability reporting, we referred to the Global Reporting Initiative (GRI) standards. In 2021, we conducted an initial materiality analysis. Firstly, the focus was on an extensive literature review, the analysis of sustainability topics in the industries relevant to us, and an examination of risks in the sectors where we operate. Furthermore, we also defined the most important stakeholder groups for us. We then gathered further potential topics through qualitative interviews with external sustainability experts, the Körber Group Executive Board, and the heads of the Group Functions. The compiled list of topics was prioritized and assessed.

The responsible parties maintain close communication with each stakeholder group and have incorporated their perspectives. This process resulted in a materiality matrix for each Körber Business Area. Subsequently, we weighted the results for each Business Area based on the number of employees in the area concerned and consolidated them at Group level.

The prioritized topics were then discussed and approved in a cross-Business Area committee. As a result, we identified a total of eight broad material topics, which we refer to as our focus fields. These eight focus fields include 'Climate protection,' 'Circular economy,' 'Fair and attractive employer,' 'Internal dialog,' 'Giving to society,' 'Business ethics,' 'Responsible information management,' and 'Supply chain responsibility'. Five of these focus fields have been further subdivided into relevant subtopics.

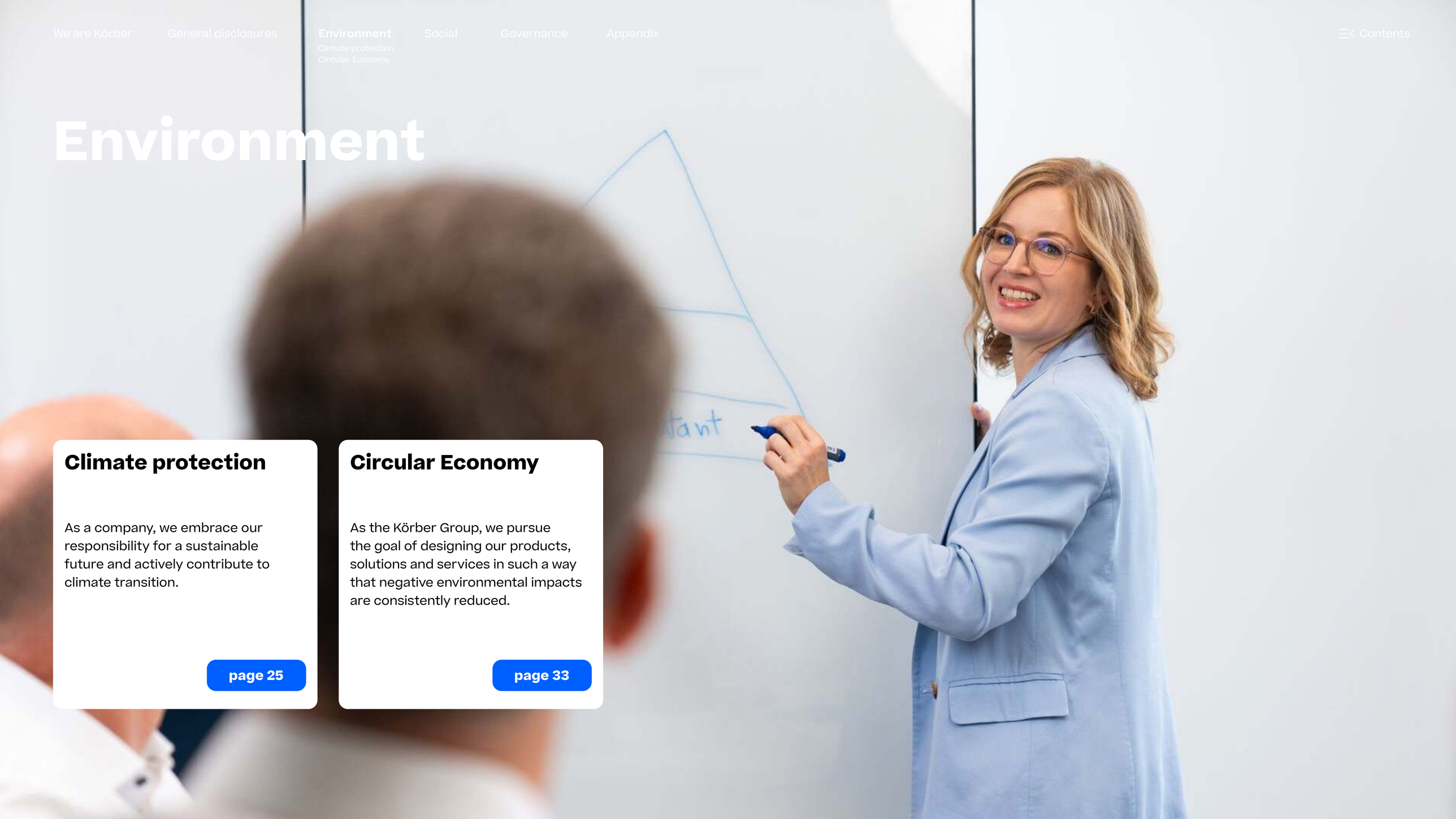
In 2022, as part of our ongoing efforts to improve sustainability management, we also reviewed the topics from the materiality analysis. During this process, we added human rights risks management. This topic was incorporated as a subtopic under 'Social practices of suppliers and human rights' within the focus field 'Supply chain responsibility.' In 2022, we also integrated our sustainable products, solutions, and services into the 'House of Sustainability.'

Preparation for new standards

We are constantly enhancing our sustainability management and integrate sustainability into our corporate strategy, business operations, and reporting. This also includes preparation for implementing new directives and standards, such as the European Union's Corporate Sustainability Reporting Directive (CSRD) for sustainability reporting in companies and the European Sustainability Reporting Standards (ESRS). The structure and, to some extent, the content of this year's Sustainability Report is, for the first time, guided by ESRS requirements. This serves as an important step toward future CSRD-compliant reporting.

In addition, the Körber Sustainability Initiative launched its process for conducting the double materiality assessment (DMA) in the summer of 2024, which will be included in the Sustainability Report in the future. This analysis covers the entire Group, including the upstream and downstream value chain, and meets ESRS requirements. In view of this, the methodology for assessing sustainability risks has been further developed in line with ESRS requirements, and sustainability opportunities and impacts on people and the environment have also been assessed for the first time. Initial insights have been incorporated into this report. For example, the subtopic 'Water usage', which was part of the 'Circular economy' focus field in the 'House of Sustainability', has been removed, as it was not material in our DMA 2024. Therefore, it will no longer be reported, starting from this Sustainability Report. The full results of this survey, including the identified material impacts, risks, opportunities, and the evaluation criteria, will be presented and published in future Sustainability Reports.

Environment



Climate protection

As a company, we embrace our responsibility for a sustainable future and actively contribute to climate transition.

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Circular Economy

As the Körber Group, we pursue the goal of designing our products, solutions and services in such a way that negative environmental impacts are consistently reduced.

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Climate protection

Discharging greenhouse gas emissions fuels climate change. The international community agreed to limit global warming to significantly less than two degrees Celsius in Paris in 2015. In 2018, the Intergovernmental Panel on Climate Change (IPCC) warned that global warming must not exceed 1.5 °C above pre-industrial levels to avoid the catastrophic effects of climate change. We at the Körber Group wish to make our contribution to this end.

Strategy

As a company, we take responsibility for a sustainable future and are committed to actively contributing to climate transition. We have underscored our dedication to reducing emissions by setting the goal of achieving CO_2e neutrality in Scope 1 and 2 by 2025 and reinforcing this commitment through our participation in the Science Based Targets initiative (SBTi). Our net-zero target has been validated by the SBTi, further emphasizing our long-term ambition. In this context, we have developed a transition plan that provides a clear strategic framework for achieving CO_2e neutrality in Scope 1 and 2 by 2025 as well as for reaching our net-zero target across the entire value chain by 2040. Embedding environmentally responsible and resource-efficient business practices is an integral part of our corporate strategy.

At Körber, sustainability is suitably integrated into our overall business strategy and financial planning. Emission reduction is also a key mitigation measure identified through our risk management process, regularly reviewed in the group-wide risk inventory and reported to the Group Risk Committee. → **Strategy, Risk management** Our strategic priorities are defined and aligned both at Körber Group level and within the individual Business Areas. The Sustainability Core Team, including representatives for sustainability from the Business Areas, maintains an ongoing dialog with the Körber Group Executive Board and the Supervisory Board to ensure that the transition plan is seamlessly integrated into the global corporate objectives and resource planning.

The transition plan underlying our business strategy and financial planning has been approved by the Group Executive Board and the Supervisory Board.

In 2021, we introduced an estimation model for our greenhouse gas emissions in Scope 1 and 2. Since then, we have successively expanded our greenhouse gas inventory for all scopes, including Scope 3. We use the Greenhouse Gas Protocol (GHG Protocol) methodologies as the basis for calculating our greenhouse gas inventory. During the reporting period, we worked on further improving our greenhouse gas inventory. Key measures included completing the first phase of implementing an ESG management software, which will be used to manage the Körber Group's greenhouse gas inventory in the future. Additionally, we increased the share of primary data used to calculate several Scope 3 categories, thereby further enhancing data accuracy.

Taking this as a foundation, we took another significant step forward and, in 2022, developed our net-zero strategy and targets to further enhance our commitment. These targets were confirmed by the SBTi in 2023. With this commitment, we aim to reduce emissions in Scope 1, 2, and 3 without financing climate projects outside our chain. This distinguishes our net-zero strategy from our CO_2e neutrality target. This ambitious commitment highlights our determination to reduce emissions across the entire value chain. Climate protection, which is a strategic focus field within the environmental dimension of our → **Strategy, 'House of Sustainability'**, led us to develop an Environmental Guideline in 2022, which was officially published in-house in early 2023. The environmental policy outlined in this guideline applies to all Körber employees worldwide.

To demonstrate our commitment, we have signed up to the 'Corporate Net Zero Standard' of the Science Based Targets initiative (SBTi), which promotes science-based climate action for companies in line with limiting global warming to 1.5 degrees. Our net-zero targets have been verified by the SBTi since 2023, and we are listed on the SBTi website as a 'Business Ambition for 1.5 °C campaign member.'

As part of our net-zero commitment, we aim to reduce our absolute greenhouse gas emissions (Scope 1 and 2) by 90 percent compared to the base year 2021 by 2030. By 2040, we want to decrease absolute greenhouse gas emissions in Scope 3 by 90 percent compared to the base year 2021. Although Körber AG's shares are not listed on any stock exchange – with the Körber-Stiftung being the sole shareholder – and we are therefore not required to meet the criteria of the EU Reference Benchmark (Paris Aligned Benchmark, PAB), we ensure that our actions and targets meet the essential requirements for ambitious climate strategies.

The specific dimensions are outlined in the areas of → **Climate protection, Strategy**, → **Climate protection, Governance** and → **Climate protection, Metrics and Targets**.

To fulfill our responsibility as a technology group in the fight against climate change, the reduction of greenhouse gas emissions is a key focus for us, both strategically and operationally. To achieve this, we have identified targeted decarbonization levers for our Scope 1, 2, and 3 emissions and defined concrete measures for implementing these levers. We manage and monitor our greenhouse gas emissions reduction targets based on the greenhouse gas inventory compiled annually.

The key levers for reducing our Group's emissions resulting from our own activities (Scope 1 and Scope 2 emissions) include:

- Increase in renewable energy use
- Increase in green travel (company vehicle fleet)
- Optimization of energy consumption

The key levers to reduce our emissions that result from the upstream and downstream value chain (Scope 3 emissions) include:

- Reduction in emissions from the use of products sold (Scope 3.11), for example, by using our machines with green energy
- Reduction in emissions from purchased goods and services (Scope 3.1), for example, through the implementation of Ecodesign

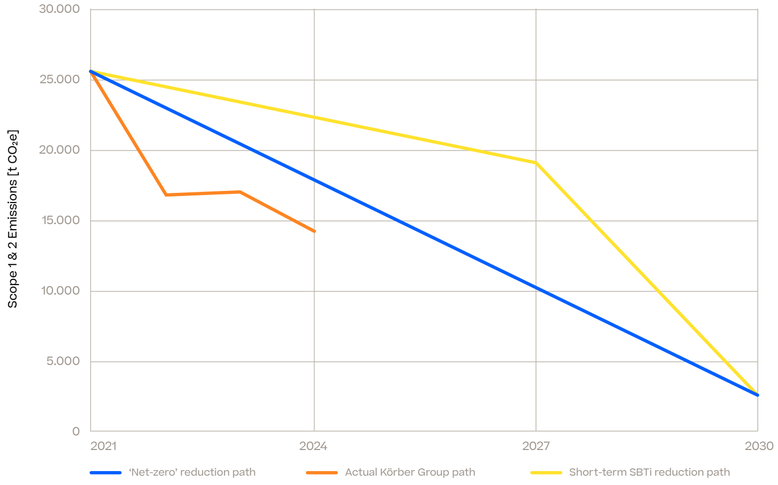
The specific measures for implementing the identified decarbonization levers for our Scope 1, 2, and 3 emissions are detailed in the following section → **Climate protection, Actions and resources in relation to the climate strategies**.

To ensure the achievement of our CO_2e neutrality targets in Scope 1 and 2 by 2025, we developed a group-wide 'Beyond Value Chain Mitigation' strategy during the reporting period. This strategy aims to balance emissions that we have not yet been able to reduce through defined measures by financing climate projects outside our value chain (see → **Greenhouse gas reduction financed by emission certificates, CO_2e neutrality target: Financing climate protection projects outside the value chain**. As part of the project, the residual emissions for 2025 were systematically estimated, selection criteria for beneficial, high-quality climate projects outside our value chain were defined, and a new governance process was established to coordinate between the Körber Business Areas, the Körber Sustainability Initiative, and Group Procurement. The implementation of the 'Beyond Value Chain Mitigation' strategy is planned for the fiscal year 2025 and will continue until 2029 at the latest, as we aim to achieve our net-zero target in Scope 1 and 2 by 2030. The volume of climate projects outside our value chain will progressively decrease between 2025 and 2029 as we reduce our Scope 1 and 2 emissions over which we have direct influence, and thus gradually decrease the emissions that need to be counterbalanced.

In preparation for achieving our medium- and long-term net-zero targets in Scope 1, 2, and 3, we have also begun to address how to manage the permitted residual emissions that may remain at net-zero despite mitigation measures, for example, due to technical limitations. A dedicated project to develop a strategy for removing any residual emissions from the atmosphere permanently (using natural and technical methods) is planned for fiscal year 2025 or 2026 (see → **Greenhouse gas reduction financed by emission certificates, Net-zero targets: Neutralization of residual emissions in the target year**).

Implementation of the transition plan – Scope 1 and 2

Reduction path Scope 1 and 2



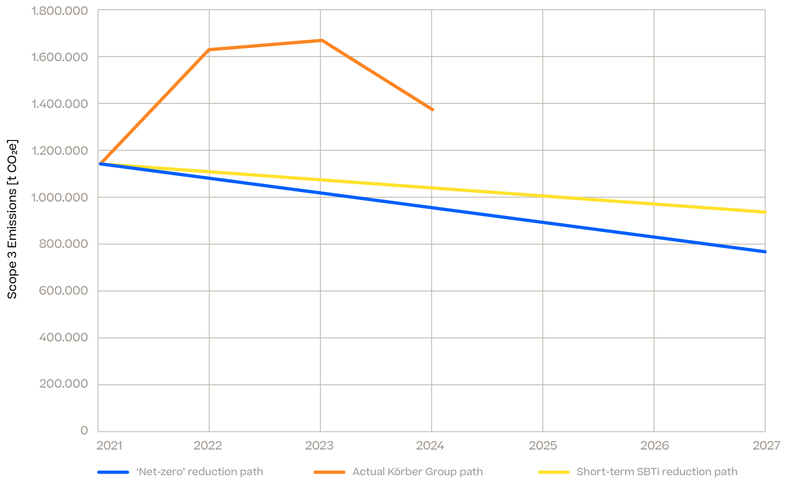
The market-based greenhouse gas emissions of the Körber Group in Scope 1 and 2 amounted to 14,181 t CO_2e in 2024. This represents a 17 percent decrease compared to the previous year and a 44 percent decrease since 2021. The decline in 2024 is primarily attributed to the increased share of renewable energy usage.

In 2024, the Körber Group consumed 122,930 megawatt-hours of energy[1]. Compared to the previous year, consumption increased by eight percent, but has slightly decreased overall since 2021. The share of renewable energy has increased by 40 percent compared to the previous year, which is due to a significant rise in on-site renewable energy generation and the purchase of renewable energy certificates for locations where green electricity could not be sourced.

The Körber Group remains on track with its short-term and long-term SBTi reduction path for Scope 1 and 2. This path was retroactively adjusted in 2024 due to changes in system boundaries – primarily the sale of the Körber Business Area Tissue, inclusion of Körber Pharma Packaging Materials LLC for the first time, and the retroactive correction of values for the Körber Business Area Supply Chain.

Implementation of the transition plan – Scope 3

Reduction path Scope 3



In 2024, the Körber Group Scope 3 emissions amounted to 1,378,531 t CO_2e (market-based). Compared to the base year 2021, they increased by 19 percent, but they fell by 17 percent compared to 2023.

The Körber Group's Scope 3 emissions are moving towards the short-term and long-term SBTi reduction paths. In 2024, two categories are responsible for the majority of Scope 3 emissions: 72 percent are attributed to Scope 3.11 and 22 percent to Scope 3.1. All other emission categories only make a negligible contribution of one to two percent at most. Scope 3.11 emissions have decreased by 16 percent compared to the previous year but have increased by 29 percent compared to the base year. Scope 3.1 emissions have decreased by 21 percent compared to the previous year, primarily driven by reduced purchasing volumes. Emissions in Scope 3.1 have decreased by one percent compared to the base year. Reducing emissions in Scopes 3.11 and 3.1 remains a significant challenge.

Due to significant changes, such as the sale of the Körber Business Area Tissue and modification to the methodology for calculating Scope 3.1 and Scope 3.4 starting in 2023, we are considering a re-baselining for SBTi.

Governance

As part of the annual preparation of our greenhouse gas inventory, progress toward our established targets is reviewed by the cross-functional Sustainability Core Team, which includes representatives from all Körber Business Areas. In coordination with the COO Circle and the Steering Committee Sustainability, targets that have been achieved are closed, new targets defined, and existing targets adjusted or supplemented with additional measures if necessary. These adjustments are based on our net-zero strategy and its associated targets, which have been developed in collaboration with all Business Areas.

In line with other ESG topics, the focus field of 'climate protection' is embedded within Körber's → **Strategy, House of Sustainability** at the Group Executive Board level and is overseen by a dedicated Group Executive Board member. The Group Executive Board takes into account specific concerns related to climate protection through close dialog and interaction with key stakeholder groups.

To help implement climate protection measures, the Körber Group has established a central budget at Group level, allocated to overarching sustainability activities that provide strategic value to the entire organization. This includes, for example, the annual greenhouse gas inventory for the Körber Group. The Körber Sustainability Initiative is responsible for managing and administering this budget.

Furthermore, each Business Area independently plans its own budget to implement measures within the framework of the ESG strategy. These budgets also include allocations for climate protection initiatives. The integration of ESG and climate protection budgets is embedded in the Group's annual strategy and budgeting process, ensuring a consistent and strategically aligned allocation of resources.

Actions and resources related to climate strategies

Scope 1 and 2 emissions

The key levers for reducing our Group's emissions which we manage and control directly (Scope 1 emissions) as well as those resulting indirectly from purchased energy (Scope 2 emissions), include expanding renewable energy usage, promoting green travel (corporate vehicle fleet), and optimizing our energy consumption. Quantified targets for the overall consideration of Scope 1 and Scope 2 emissions can be found in the → **Climate protection, Strategy** section.

[1] The energy consumption of the Körber Group for the 2023 financial year was retroactively adjusted from 123,584 MWh to 114,000 MWh. The adjustment is primarily due to the sale and exclusion of the Körber Business Area Tissue from the calculation.

Expansion of the use of renewable energy

We are pursuing a clear goal with the expansion of renewable energy usage as part of our efforts to reduce Scope 1 and 2 emissions, which encompasses the transition to a low-emission energy supply at all suitable sites worldwide. We are turning this vision into reality through targeted measures in green electricity procurement, self-generated green energy from photovoltaic (PV) systems, and the evaluation of wind power and other alternative energy sources. In doing so, we are consistently expanding our commitment to climate protection by implementing concrete projects.

Our engagement

The transition to renewable electricity had the greatest impact on the reduction of CO_2e emissions in Scope 1 and 2. In addition to directly sourcing renewable electricity, we also rely on the purchase of renewable electricity certificates (e.g. EACs, RECs, and IRECs). Globally, the share of green electricity in our total electricity purchases reached 61 percent in 2024. Furthermore, 38 percent of our purchased electricity was covered by certificates of origin. This allows us to source nearly 100 percent of our purchased electricity from green energy. As required, the certificates will be withdrawn at the beginning of 2025. We primarily use certificates for locations where we do not have the option to procure green electricity from an energy provider and/or where we are legally restricted from choosing our energy supplier.

Apart from sourcing green electricity, we have continued to expand our own sustainable energy supply through photovoltaic (PV) systems in 2024. We identified additional Körber sites suitable for PV systems and put into operation two plants with a total capacity of 2,840 kWp in 2024. Furthermore, we will complete two more plants in the first quarter of 2025, with a total capacity of 1,050 kWp – one in Germany and one in Italy. Over the coming years, we plan to launch additional plants at international locations. Pre-planning and construction activities are already underway.

In addition to solar energy, we have begun analyzing the potential of wind power at our German locations in the Körber Business Area Technologies. Wind measurements are scheduled for 2025 to provide a solid basis for potential investments.

Another approach to sustainable energy supply is the use of biogas. In 2024, for example, we switched our production site in Denmark to 100 percent biogas and undertook a tender for biogas for all our German sites that use gas.

During the planning phase, we discovered that local availability issues complicate the global procurement of biogas. The goal specified in the 2023 Sustainability Report to supply all suitable Körber sites with biogas by 2025 poses a challenge. Therefore, we are simultaneously exploring technical alternatives and the procurement of biogas certificates. Since the recognition of biogas certificates by the SBTi has not yet been confirmed and a physical transition to gas alternatives is not feasible at many locations, conventional natural gas will continue to be used for now. Once the SBTi recognizes the use of biogas certificates alongside the already approved physical use, we will proceed with this transition. At the same time, we are assessing other technically feasible options on a site-specific basis to eliminate natural gas usage in the long term.

We are relentlessly advancing the transition to sustainable energy sources to ensure our net-zero goals for Scope 1 and 2 are achieved by 2030. To meet our short-term CO_2e neutrality goals in 2025, alternative approaches, which are in line with our 'Beyond Value Chain Mitigation' strategy, will be prioritized for locations that are not suitable for biogas certificate procurement.

Metrics and Targets

Target: Expansion of the use of renewable energy

Subtargets	Progress 2024	Activities 2025
New: **Every year, we purchase green electricity for all suitable Körber locations.**	• 61% of our purchased electricity came directly from a green electricity supply, while an additional 38% was covered through the acquisition of certificates of origin (EACs).	• The electricity supply of all non-suitable locations is covered by Energy Attribute Certificates (EACs), ensuring that 100% of our electricity is sourced from green energy.
New: **By 2025, we will operate all suitable Körber sites with biogas.**	• The changeover from gas-fueled heat generation to geothermal energy at the new Bergedorf location (Germany) in the Business Area Technologies continued, scheduled to be completed by 2027. • Production site in Denmark switched to 100% biogas. • Conducted a biogas tender for German locations.	• Once the SBTi endorses the use of biogas certificates, we will proceed with this changeover accordingly. • Continuation of the assessment and implementation of other sustainable technologies to avoid the use of conventional gas.
New: **We are continuously expanding the coverage of our production sites with PV systems.**	• Implementation of new PV systems in Hungary and Malaysia with a total capacity of 2,840 kWp. • Construction work was undertaken in Germany and Italy to the install two more systems with a total capacity of approximately 1,050 kWp in the first quarter of 2025.	• The two PV systems currently under construction will be put into operation in the first quarter of 2025. • Pre-planning and construction activities will be undertaken to install more PV systems at international locations.

Expansion of green travel

Business travel generates greenhouse gas emissions, which we aim to avoid and actively reduce as much as possible. For this reason, we have committed to introducing measures to reduce these emissions.

Our engagement

The transition to electric mobility is a key undertaking for us. Our goal is to electrify our entire company vehicle fleet by 2030, reaching 100 percent electric vehicles. In 2024, the proportion of electric vehicles in the fleet was 12 percent, while the share of electric vehicles in new vehicle orders is 29 percent, bringing us closer to our 2030 goal step by step. The development of a suitable charging infrastructure at Körber locations is a central component of our transformation strategy. Our goal is to establish comprehensive charging infrastructure at all key locations by 2030, thus making a significant contribution to increasing electric mobility within our company fleet. Currently, we have 97 charging stations across eleven locations, and we will maintain momentum in advancing this changeover.

We plan to review the 'Group Guideline Company Cars and Mobility', which came into effect in 2024, for the 2025 fiscal year. To enhance the appeal of electric mobility within the company further, Körber plans to offer a financial subsidy for 'Charging Infrastructure @ home' to employees who choose to lease an electric vehicle as part of this realignment. This subsidy will help establish charging infrastructure at employees' homes.

Metrics and Targets

Target: Expansion of green travel

Subtargets	Progress 2024	Activities 2025
By 2030, our corporate fleet will consist exclusively of electric cars.	• 12% of all vehicles in the company vehicle fleet are electric vehicles. • 29% of all vehicles ordered in 2024 were electric vehicles. • Entry into force of the 'Group Guideline Company Cars and Mobility'.	• Further increase in the proportion of electric vehicles in the entire fleet. • Regular revision and adjustment of the 'Group Guideline Company Cars and Mobility'.
By 2030, a charging infrastructure will have been developed at all relevant Körber locations.	• 97 charging stations for electric vehicles at eleven locations.	• Further expansion of the charging infrastructure for electric vehicles.
New: **By 2030, we will establish 'Charging Infrastructure @ home' for company car users who order an electric vehicle.**	• The concept for 'Charging Infrastructure @ home' has been developed by fleet management.	• Start of the implementation of the 'Charging Infrastructure @ home'.

Optimization of energy consumption

Energy consumption optimization is a key priority for the Körber Group to reduce Scope 1 and 2 emissions sustainably. In 2024, the total energy consumption of the Körber Group increased by 8 percent compared to the previous year. This increase is primarily due to the acquisition of the Camden (US) site in the Körber Business Area Pharma. However, we have reduced total energy consumption by 5 percent compared to the base year of 2021. Our reduction target is being pursued across the entire Group through an extensive package of measures. This includes a focus on improving energy efficiency in existing properties, incorporating sustainability aspects into new construction projects, the leasing of new office and production spaces and optimization of the Group's technical infrastructure.

Our engagement

Currently, two Körber production sites have implemented and are certified according to the international ISO 50001 standard for energy management systems. Key measures for further optimization of our energy consumption include process optimization in manufacturing and production processes and targeted training of our employees to foster greater awareness of energy-efficient actions. Moreover, we regularly conduct energy audits at our national and international sites to analyze energy consumption and derive specific measures for improving energy efficiency.

Through the GreenIT initiative, we promote the use of energy-efficient technologies and processes in the IT infrastructure at our locations. Furthermore, the group-wide think tank on automation, consisting of employees from the automation departments of various Körber companies across different Körber Business Areas, helps to develop innovative solutions to further reduce energy consumption information technology (IT). During the reporting period, a pilot project was launched in the Business Area Pharma, which evaluates the potential of centralized data collection, storage, and provision for improving energy efficiency. Additionally, to reduce CO_2e emissions, eight local data centers were migrated to the cloud, and 90 percent of end-user devices were equipped with the modern Workplace 2.0 system.

Another key focus is implementing space utilization concepts that enable more efficient use of available space at our locations. Sharing properties at one site across multiple Business Areas and reducing unnecessary space optimizes our energy efficiency. The process of achieving efficient space utilization at our sites is verified continuously and centralization measures are adopted in alignment with the company's strategy. During the reporting period, we laid the cornerstone for the new Körber building in Hamburg with the completion of an access road. This new building in the Bergedorf Innovation Park will consolidate three existing Körber Technologies GmbH sites into one central location.

Körber's new construction projects are consistently aligned with the requirements of leading building sustainability certifications such as DGNB (Deutsche Gesellschaft für nachhaltiges Bauen), Minergie P, BREEAM (Building Research Establishment Environmental Assessment Method) and LEED (Leadership in Energy and Environmental Design) and certified accordingly. New office and production spaces are leased only in properties that are certified to these standards or meet the latest sustainability criteria for buildings.

Furthermore, we optimize our existing lease agreements based on green leases. Our updated rental contracts include targets for improving energy efficiency in the buildings leased and for comprehensive sustainable use of properties. The sustainability concepts at our locations are continuously reviewed and further developed to ensure they meet current requirements and contribute to the long-term reduction of our energy consumption.

Metrics and Targets

Target: Optimization of energy consumption

Subtargets	Progress 2024	Activities 2025
Reduction of energy consumption	• Total energy consumption increased by 8% compared to the previous year but was reduced by 5% compared to the base year 2021. • Energy efficiency measures were implemented as part of the Green IT initiative. • Migration of eight local data centers to the cloud. • Migration of 90% of end-user devices to Workplace 2.0. • Energy audits were conducted at national and international locations. • Space utilization concepts were adopted to optimize energy efficiency. • All new construction projects are certified according to building standards such as Minergie P, BREEAM, or LEED. • New office and production spaces were leased exclusively in properties certified according to building standards such as Minergie P, BREEAM, or LEED. • Relevant energy criteria were taken into account during the refurbishment and modernization of our existing properties. • Green Lease clauses were introduced in existing lease agreements.	• Consistent reduction of energy consumption through implementation of technological advancements. • By 2026, remaining data centers will be moved to the cloud. • The remaining 10% of end-user devices will be migrated to Workplace 2.0.

Scope 3 emissions

In 2024, our Scope 3 emissions[1] amounted to 1,378,531 tons. This corresponds to 99 percent of our overall greenhouse gas emissions. Scope 3 emissions fell by 17 percent compared to 2023 but increased by 19 percent compared to the base year. This increase is primarily due to the sales growth of energy-intensive machines between 2021 and 2022. As a technology company, our key levers for reducing CO_2e emissions lie in Scope 3.1, emissions from purchased goods and services, and Scope 3.11, emissions from the use of sold products. Emissions from Scope 3.1 and Scope 3.11[2] in 2023 account for 22 and 72 percent respectively, and remain our largest sources of emissions in Scope 3 in 2024. Quantified targets for overall consideration of Scope 3 emissions can be found in the ⟶ **Climate protection, Strategy** section.

Reduction of emissions from purchased goods and services (Scope 3.1) as well as from the use of sold products (Scope 3.11)

To achieve the greatest reduction outcomes, we adopt systematic approaches such as Ecodesign and collaboration with suppliers and customers. Life cycle assessments (LCA) have shown that 80 percent of a product's environmental impact is determined during the development and design phase[3]. Therefore, this is a key starting point for eliminating CO_2e emissions and other environmental impacts. Our goal is a circular economy in which resource consumption, waste, environmental impact, and the service life of our products, solutions and services are optimized.

Our engagement

The most significant measure to reduce our greenhouse gas emissions in Scope 3.1 and Scope 3.11 is the implementation of Ecodesign for our products, solutions, and services. A central aspect of this undertaking is the 'Ecodesign Guideline', which was completed in 2022, published internally, and has continuously evolved since then. The guideline helps to balance various technical, economic, and ecological requirements during product development and defines the fundamental understanding of Ecodesign. The 'Körber Ecodesign Guideline' provides developers, engineers, and designers with the necessary basis and criteria for making trade-off decisions. Our development team's task is to find the best technical solution for a required function. Choosing a solution often involves making compromises between complementary and sometimes conflicting requirements. For example, one function might be lifting a mass by one meter. Possible technical solutions are, on one hand, a continuously running conveyor belt or, on the other, an alternating lift mechanism. The best solution in this case depends on other conditions. In addition to traditional requirements such as performance, quality, and cost, we also consider a wide range of environmental aspects. These include material and energy input, material sourcing, by-products, recyclability, emissions, waste, disassembly, and manufacturing technology.

In April 2023, we established the Center of Excellence (CoE) Ecodesign to develop a group-wide concept for product lifecycle analyses and Ecodesign projects. This enables us to improve our products, solutions, and services with respect to CO_2e, cost, functionality, and customer benefits. The CoE leverages synergies across all Business Areas and collaborates with the Business Area development leaders to perfect and supplement the 'Ecodesign Guideline'. During the reporting period, among other initiatives, we introduced a requirement for environmental product declarations (EPD), now imposed across all Business Areas.

Furthermore, in 2024, we gathered information from our customers for the first time to determine whether the machines sold at their respective locations are powered by green electricity or a mixed energy supply. As part of the pilot project, customers from each Business Area were approached and asked to provide proof of the energy sources they use. The data collected was documented and used to calculate Scope 3.11 emissions among other things.

Metrics and Targets

Target: Expansion of the use of Ecodesign and LCA

Subtargets	Progress 2024	Activities 2025
New: **By 2025, every machine-producing Körber company will have the appropriate methods and have undergone the relevant training to carry out independent LCA projects.**	• Publication of a uniform guideline for environmental product declarations (EPD) across the entire Körber Group. • Development and publication of a standard for conducting LCAs across the entire Körber Group. • Implementation of LCA training for machine-producing Körber Business Areas.	• Spread knowledge about Ecodesign further throughout the organization.
New: **We are completing at least one LCA project in every machine-producing Körber company.**	• Determination of specific CO_2e product footprints. • Development and implementation of a dashboard to monitor all LCA projects within the Körber Group. • Pilot inquiry on the energy sources used by customers to operate the sold machines and systems.	• Draw up a roadmap for each machine-producing Körber company for the gradual implementation of LCAs across the entire product portfolio.

Implementation of Ecodesign for our products, solutions and services.

[1] The data in Scope 1 and 2 and in the Scope 3 categories 3.1, 3.2, 3.3, 3.4, 3.11 and 3.15 were adjusted with retroactive effect for 2021 and 2022 thanks to an improved calculation method. All the changes are contained in the ⟶ Methodology section.
[2] Excluding emissions from software products.
[3] With Ecodesign to a Resource-Efficient Economy, Technology Region Hesse, 2021. Circular Economy and Ecodesign – Technology Region Hesse (technologieland-hessen.de)

Energy consumption and -mix

Energy consumption and mix

	Unit	2023	2024
Fuel consumption from coal and coal products	MWh	0	0
Fuel consumption from crude oil and petroleum products	MWh	10,072.3	12,511.8
Fuel consumption from natural gas	MWh	53,087.5	51,453.4
Fuel consumption from other fossil sources	MWh	235.8	555.0
Consumption of purchased or acquired electricity, heat, stream, and cooling from fossil sources	MWh	11,912.1	778.4
Total fossil energy consumption	**MWh**	**75,307.8**	**65,298.6**
Share of fossil sources in total energy consumption	%	66.1%	53.1%
Consumption from nuclear sources	**MWh**	**950.2**	**807.7**
Share of consumption from nuclear sources in total energy consumption	%	0.8%	0.7%
Fuel consumption for renewable sources, including biomass	MWh	0	52.0
Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources	MWh	35,904.0	51,719.5
The consumption of self-generated non-fuel renewable energy	MWh	1,838.3	5,051.9
Total renewable energy consumption	**MWh**	**37,742.3**	**56,823.4**
Share of renewable sources in total energy consumption	%	33.1%	46.2%
Total energy consumption	**MWh**	**114,000.3**	**122,929.7**
Total energy consumption per employee[1]	MWh	9.4	9.6

Energy production

	Unit	2024
Non-renewable energy production	MWh	11,235.1
Renewable energy production	MWh	6,640.6

For details on definitions and calculation methods of our indicators, see ⟶ Methodology.
[1] Corresponds to the total energy consumption divided by the total numbers of employees.
[2] Scope 1 contains 11 t CO_2e of biogenic emissions from biogas for the reporting year 2024.
[3] The emission factors used (IEA) do not show biogenic CO_2 emissions separately.
[4] The sharp drop in market-based Scope 2 emissions is primarily due to the purchase of certificates of origin for electricity. Direct purchase of renewable electricity: 61% Purchase of certificates of origin for electricity (including EACs, RECs and IRECs): 38%.
[5] Share of Scope 3 greenhouse gas emissions calculated with primary data: 1.5%.
[6] Based on the business model, the relevance of biogenic emissions is currently classified as low, as no agricultural goods are purchased, for example. Accordingly, biogenic emissions are not reported separately for Scope 3.
[7] Excluding emissions from software products.
[8] The sharp drop in Scope 3.15 emissions is primarily due to primary data being used for the first time to perform calculations for the reporting year 2024.

Scopes 1, 2, 3 and total greenhouse gas inventory

GHG emissions per Scope

	Unit	Base Year 2021	2023	2024	Delta 2023-2024	Delta 2021-2024
Scope 1 GHG emissions						
Gross Scope 1 GHG emissions[2]	t CO_2e	13,656	12,357	13,952	13%	2%
Percentage of Scope 1 GHG emissions from regulated emissions trading schemes	%	0%	0%	0%	0%	0%
Scope 2 GHG emissions[3]						
Gross loaction-based Scope 2 greenhouse gas emissions	t CO_2e	14,238	15,744	17,800	13%	25%
Gross marked-based Scope 2 greenhouse gas emissions[4]	t CO_2e	11,802	4,658	228	-95%	-98%
Significant Scope 3 GHG emissions[5,6]						
Total Gross indirect (Scope 3) GHG emissions	t CO_2e	1,159,239	1,661,301	1,378,531	-17%	19%
Scope 3.1 Purchased goods and services	t CO_2e	304,088	382,332	300,491	-21%	-1%
Scope 3.2 Capital goods	t CO_2e	8,916	18,709	14,196	-24%	59%
Scope 3.3: Fuel and energy-related activities (not included in Scope 1 or 2)	t CO_2e	6,055	4,595	3,742	-19%	-38%
Scope 3.4: Upstream transportation and distribution	t CO_2e	31,344	30,245	31,970	6%	2%
Scope 3.5: Waste generated during operations	t CO_2e	5,267	5,798	7,677	32%	46%
Scope 3.6: Business travel	t CO_2e	12,215	12,473	13,638	9%	12%
Scope 3.7: Employee commuting	t CO_2e	8,083	8,307	8,874	7%	10%
Scope 3.11: Use of sold products[7]	t CO_2e	771,943	1,183,717	997,811	-16%	29%
Scope 3.15: Investments[8]	t CO_2e	11,328	15,125	133	-99%	-99%
Total GHG emissions						
Total GHG emissions location-based	t CO_2e	1,187,133	1,689,401	1,410,283	-17%	19%
Total GHG emissions location-based	t CO_2e	1,184,696	1,678,316	1,392,712	-17%	18%

Total GHG emissions intensity

	Unit	2024
GHG emissions intensity, location-based (total GHG emissions per net revenue)	g CO_2e / €	510.0
GHG emissions intensity, market-based (total GHG emissions per net revenue)	g CO_2e / €	503.7
Net revenue	€ M	2,765

Metrics and Targets[1]

In line with our SBTi-verified net-zero goals, we aim to reduce absolute greenhouse gas (GHG) emissions in Scope 1 and 2 by 90 percent by 2030 compared to the base year 2021 (market-based). The selection of the base year was carefully considered to ensure that Körber's business activities were representative. As a result, the year 2021 was chosen, since it reflects a normalized level of business activities compared to the year 2020 heavily impacted due to the coronavirus pandemic. The planned 90 percent reduction in the net-zero target will be distributed as follows: slightly more than 80 percent in Scope 1 (10,925 t CO_2e)[2] and 100 percent in Scope 2 (11,802 t CO_2e). For Scope 3, we are committed to reducing absolute emissions by 90 percent by 2040 (1,043,315 t CO_2e). As part of the short-term target approved by the SBTi, we are committed to reducing absolute GHG emissions in Scope 1 and 2 by 29.4 percent compared to the base year 2021 by 2027. We also plan to reduce absolute GHG emissions in Scope 3 by 17.5 percent within the same timeframe[3].

Our goals align with the system boundaries considered in our GHG inventory. If there is a change in the system boundaries of more than five percent, due to inorganic growth, for example, the values of the base year will be adjusted in accordance with SBTi requirements. Adjusting the system boundaries and re-baselining ensures that the GHG goals remain coherent with the GHG inventory. Since the goals are set relative, re-baselining, such as in the case of the divestment of the Business Area Tissue in 2023, will lead to an adjustment of the absolute targets. The mandatory review of the goals, in accordance with the 'Corporate Net Zero Standard' of the SBTi, will take place at least every five years to ensure the goals remain aligned with current SBTi criteria. This process will begin in 2026.

We have set our net-zero GHG emissions reduction goals in a group-wide project with a specialized service provider. The goals (Scope 1, 2, and 3) are based on a cross-sector decarbonization pathway and were defined specifically for the Körber Group. During the goal definition process, the Group Executive Board defined and approved separate net-zero targets for Scope 1 and 2 as well as for Scope 3. Initially, Scope 1 and 2 reduction goals were defined for all Körber Business Areas, followed by Scope 3 reduction goals based on individual Scope 3 categories. These goals were then transferred from Group level to operational level. In setting our GHG emissions reduction targets, we have incorporated an annual emissions growth of 2 percent as a key assumption. This growth reflects the expected impact of various future developments, including changes in sales volume, regulatory factors, and technological advancements. The dimensions mentioned above were summarized in the goal development process to appropriately account for both risks and opportunities regarding GHG emissions and their reduction. The introduction of an internal carbon price was evaluated during implementation. However, there is currently no internal carbon price in place for managing emissions reduction.

Scope 1 and 2

Based on the 2021 GHG inventory for Scope 1 and 2, business-specific targets were developed with experts from both the corporate and Business Area levels, discussed with the COO Circle, and approved by the Steering Committee Sustainability[4].

The targets reflect the emission focus areas and reduction potential of each Business Area. By tapping into their specific potential, each Business Area contributes to the Körber Group's net-zero target for 2030.

The reduction path for Scope 1 and 2 is based on two components. It is planned to achieve approximately two-thirds of the reduction through the transition to green electricity at all suitable locations and the relocation to the new Körber site in Hamburg-Bergedorf, which will, for example, lead to a significant reduction in the overall use of conventional gas. One-third of the planned reduction will be achieved through a continuous annual decrease of three percent by optimizing energy consumption and electrifying the company fleet.

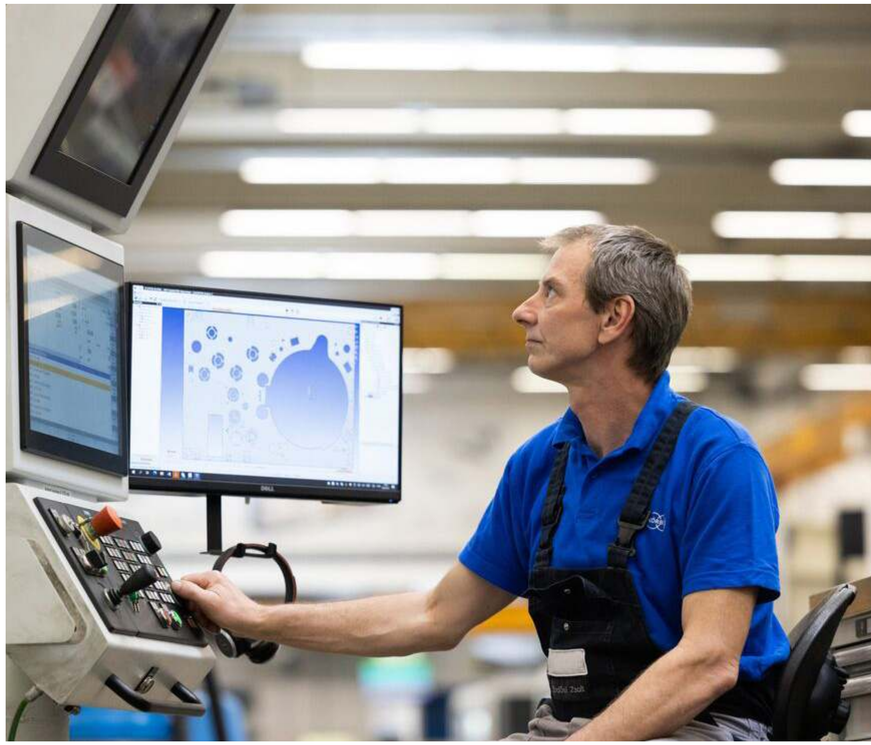
Scope 3

Based on the 2021 GHG inventory for Scope 3, the target distribution approach for each category was developed in collaboration with experts from both the Group and Business Area levels, discussed with the COO Circle, and approved by the Steering Committee Sustainability[4].

In addition to the actual emissions reduction, improving data quality, especially in Scope 3, plays a central role in identifying and using the right reduction levers. Consequently, a dual-target system was adopted, which includes both increasing the share of primary data and reducing emissions through leveraging the collected primary data. Initially, five clusters were defined from the relevant Scope 3 categories:

- Procurement: Scopes 3.1, 3.4 (43 percent of the Scope 3 inventory in 2021).
- Product: Scope 3.11 (53 percent of the Scope 3 inventory in 2021).
- Capital: Scope 3.2 (one percent of the Scope 3 inventory in 2021).
- Behavior-based: Scopes 3.6, 3.7 (one percent of the Scope 3 inventory in 2021).
- Other: Scopes 3.3, 3.5, 3.15 (less than one percent of the Scope 3 inventory in 2021).

A target distribution mechanism has been established based on these clusters. This mechanism focuses primarily on Scopes 3.1 and 3.11, as they offer the greatest potential for reduction. For the Procurement and Product clusters, all Körber Business Areas will reduce



their respective emissions by 90 percent by 2040 compared to the base year. Each Business Area will focus on the specific measures that have the greatest reduction impact within their area. Details on the 'Procurement' and 'Product' clusters can be found in the section ⟶ **Climate protection, Reduction of emissions from purchased goods and services (Scope 3.1) as well as from the use of sold products (Scope 3.11).** For the other clusters, a group-wide reduction path will be followed, aiming for a 90 percent reduction by 2040 compared to the base year.

[1] All (percentage) values for goals and distributions (e.g. across the various clusters for emissions reduction) presented in this section are based on the GHG inventory for 2021 and the emission values of the Körber Group that were current at the time the GHG inventory for 2021 was created.
[2] The exact relative reduction compared to the base year is 81.4 percent.
[3] Our goal for 2030 is to reduce Scope 3 emissions by 23 percent compared to the base year.
[4] The names of the bodies have changed since the targets were adopted, see ⟶ **Governance, Responsibility for sustainability topics.**

Greenhouse gas reduction financed by emission certificates

Net-zero targets: Neutralization of residual emissions in the target year
As part of our SBTi-verified net-zero targets for Scope 1, 2, and 3, we are focused on achieving rapid, real emissions reduction. By 2030, we will reduce our Scope 1 and 2 emissions by 90 percent compared to the base year 2021. We also aim to reduce our Scope 3 emissions by 90 percent by 2040. Furthermore, we plan to use permanent carbon removal and storage for the permitted residual emissions. Starting in 2030, we will commit to neutralizing the remaining ten percent of emissions in the target year of our respective net-zero goals, which we cannot technically reduce. The approach for this will be developed in a group-wide project.

CO_2e neutrality target: Financing climate protection projects outside the value chain
For our additional CO_2e neutrality target for Scope 1 and 2 by 2025, we have developed a 'Beyond Value Chain Mitigation' (BVCM) strategy for the years 2025 to 2029. In line with this strategy, we will purchase carbon credits to surpass our science-based reduction targets and neutralize our Scope 1 and 2 emissions. The compensated CO_2e emissions will be reported separately and clearly distinguished from the reporting on our net-zero reduction path.

Körber has chosen a hybrid, integrating governance structure for procuring BVCM neutralization projects to ensure all Business Areas are engaged efficiently. The portfolio will be shaped through dialog with all Business Areas and at Group level, ensuring that each Business Area receives an equal share of the selected carbon projects.

Our engagement
The current approach to neutralizing emissions to attain the CO_2e neutrality target for Scope 1 and 2 in the Körber Group by 2025 is based on the tonne-for-tonne method. To ensure high-quality CO_2e neutralization, Körber Group has defined strict qualitative selection criteria. The key criteria include:

- Neutralization projects must comply with recognized standards (e.g. Gold Standard).
- Neutralization projects would not be financially viable without funding from carbon credits.
- Neutralization projects must not cause social or environmental harm.
- Neutralization projects must ensure permanent GHG storage, or in the case of reversal risks, there must be measures in place to manage these risks.

This corporate strategy to finance climate projects outside the value chain to achieve CO_2e neutrality was developed in a group-wide project in 2024. Reaching our CO_2e neutrality target involves the use of neutralization measures starting in 2025, so no offset measures through carbon credits were implemented during the reporting period.

By 2025, we will be CO_2e-neutral (Scope 1 and 2).

Circular Economy

Strategy

As the Körber Group, we aim to design our products, solutions, and services in a way that consistently minimizes negative environmental impacts. Our focus lies on implementing Ecodesign and design for a circular economy, enabling us to drive comprehensive transformations across our entire value chain. In all manufacturing Körber Business Areas, we also strive to integrate both upstream and downstream value chain processes. To achieve this, we focus on reducing the use of resources, promoting recycling and optimizing our products' service life. A key priority is waste prevention through efficient, durable design planning as part of our Ecodesign and Life Cycle Assessment (LCA) strategies. The K.Sustainability Award 2024 underscores the importance of this approach for Körber with the award presented to a pilot project for conducting LCAs. This in-house sustainability award has been awarded each year since 2023. By designing long-lasting products with a strong emphasis on repairability, we pave the way for keeping our products in circulation for as long as possible. We pursue this target through comprehensive repair and service offerings for our customers. Combined with recycling and reuse, such as repurposing surplus components for new orders, we systematically unlock potential for resource conservation while simultaneously reducing the CO_2e footprint of our products.

The organization's responsibility for resource use and circular economy is firmly embedded within our corporate structures and applies to all companies across the Group. The Group Executive Board oversees the strategy for efficient resource utilization and circular economy, while the central Center of Excellence (CoE) for Ecodesign is responsible for strategic planning and development. The CoE works closely with Business Area representatives to design and implement tailored measures. The initiatives are specfically implemented at a Business Area level, assisted by the strategic development of Ecodesign training courses and workshops. Furthermore, we continue to expand the comprehensive analysis of our products' environmental impact – known as an LCA. A dashboard accessible throughout the Group allows us to monitor LCA coverage across our product portfolio and track the progress of employee training on LCAs. Our group-wide LCA methodology is aligned with ISO 14067 standards. The strategic focus on LCAs is driven by trained employees at an operational level in all manufacturing Business Areas.

Actions and resources

Körber pursues specific measures for the implementation of the strategic guidelines in the area of resource utilization and circular economy that contribute to the achievement of the defined targets and subtargets. These actions highlight our commitment to sustainable resource management, fostering circular economy principles, and continuously reducing our environmental impact across the entire value chain. In the reporting year, we expanded supplier communication to include the collection of emission data for purchased goods, enabling their integration into LCAs. This initiative has improved material transparency throughout our supply chain. To increase internal transparency, targets on a Business Area level will be set by the CoE Ecodesign, which brings together all Ecodesign and LCA activities throughout the Körber Group. The Business Areas will report on these targets as appropriate.

To optimize resource consumption, targeted Ecodesign and LCA projects have been implemented throughout the reporting year. To amplify these positive effects, we provide global knowledge exchange through an 'Ecodesign Community', consisting of over 30 members from all Business Areas. Additionally, we have compiled the 'Ecodesign Guideline' in collaboration with core members – representatives from different Business Areas – who now coordinate the global 'Ecodesign Community'. In the reporting year, the core members of the CoE Ecodesign convened 24 times to align and advance key topics. Additionally, five open, group-wide knowledge-sharing meetings were held, in which all interested Körber employees could participate, share insights, and contribute ideas. Meeting content was made accessible to all employees via our intranet. Beyond driving the Ecodesign agenda, the CoE identifies and shares approaches for incorporating recyclates across the Group. These initiatives actively enhance awareness and acceptance of Ecodesign principles within Körber.

In the reporting year, we successfully achieved our self-imposed target of completing at least one LCA project per Business Area engaged in manufacturing. Alongside this, we compiled the first group-wide LCA guideline, reinforcing our commitment to transparency and structured implementation. To assist monitoring and create a comprehensive overview of all LCA projects within the Körber Group, we introduced an in-house dashboard. This dashboard, available to all employees via SharePoint, ensures visibility and knowledge sharing across the organization. We developed a specialized training course to promote knowledge exchange about LCAs, attended by employees from multiple Körber companies and Business Areas. This course equips participants with the skills to set up LCA projects on their own and calculate CO_2e emissions for machines and products. In doing so, we enhance transparency along the value chain and can have a direct influence on emission reductions in areas such as the usage phase of our products. In addition to the LCA project standards, we also developed a CO_2e calculation tool for individual production components. This tool provides precise carbon footprint calculations for both procured and in-house manufactured parts. Körber also actively engages in ongoing dialog with suppliers on topics such as LCA implementation, low-emission material alternatives, and the use of recyclates. In the reporting year, we specifically approached our top suppliers to request data for LCA calculations.

One of our notable LCA projects was the development of a new stacker crane mast by Körber's Business Area Supply Chain at our Porto site. The revised design delivered significant improvements in both cost efficiency and CO_2e emissions. To be more specific, we achieved a 14 percent reduction in CO_2e emissions over the product lifecycle, a 10 percent reduction in component weight, and a 40 percent decrease in CO_2e emissions during production. This optimization not only reduces environmental impact but also leads to substantial cost savings. The energy consumption during use was also reduced by approximately 5 percent, demonstrating how innovative design approaches can simultaneously generate ecological and economic benefits. In addition, a redesign of the K.Move BeltConveyor was carried out in the reporting year. This redesign involved a new LCA assessment, which identified significant cost and CO_2e reductions in procurement, production processes, and the usage phase of the product. These examples highlight the potential of applying LCA and Ecodesign principles consistently to reduce CO_2e emissions and optimize resource efficiency across our operations.

Building on this progress, concrete measures have been defined for 2025. Among other initiatives, coverage of the product portfolio across all manufacturing companies within the Körber Group will be further expanded through Ecodesign and LCA projects. Each Körber Business Area will draw up an individual roadmap for its product portfolio and submit it to the CoE. The progress of these roadmaps, along with detailed information on the respective product portfolios, will subsequently be made available via the central dashboard. Designated Business Area representatives for Ecodesign and LCA are currently being appointed to further integrate these topics into the Group's organizational structure. On a group level, we will reinforce our commitments by revising the 'Ecodesign guideline' in 2025 and expanding it to include group-wide circular economy and circular design principles. Beyond the Körber Group, we plan to integrate additional suppliers into our LCA assessments, particularly those with high strategic relevance and significant procurement volumes.

Further measures include reducing finite resource consumption through the consistent application of Ecodesign principles and the expansion of targeted training initiatives. Furthermore, it is planned to deploy a design-integrated software solution to compare design variants and develop a standardized material preference list across the Group. These efforts aim to reduce material and component variety while improving recyclability. The use of wood as a material will also be evaluated, given its advantages in terms of a lower CO_2e footprint and reduced weight. Beyond material efficiency, we also aim to further reduce our machines' energy consumption. To promote this, we will compile a recommendation list for selecting energy-efficient components. Furthermore, energy measurement will be implemented as a standard feature in every machine, ensuring continuous documentation of energy consumption and enabling future analysis for further optimization.

Our measures also focus on optimizing the lifespan of our products, solutions, and services. In the reporting year, the introduction of active take-back programs was evaluated in three Business Areas. There are plans to continue this assessment in 2025. Currently, individual machines are already being taken back following a case-by-case evaluation. Besides these programs, initiatives are being implemented to enable the reuse of surplus components for new orders, the modernization of customer systems to enhance performance and efficiency, and predictive maintenance to optimize service processes and reduce the use of replacement materials. A key success factor in these activities is the holistic consideration

of the product life cycle through an LCA, which is already embedded in the development and design phase of new products, solutions and services. This includes in particular the selection of suitable materials and manufacturing processes.

For 2025, it is planned to develop a recommendation list outlining preferred and to-be-avoided manufacturing technologies. This list aims to drive longevity optimization right from the production phase. During the usage phase, one of the key measures for the upcoming reporting year is the identification of PFAS-containing parts and components, along with an evaluation of potential alternatives by the CoE. Extending product lifespan also involves optimizing the end-of-life phase, which includes aspects such as easy disassembly, reduced material variety, and clear material identification. Together, these measures contribute to extending the lifespan of our products, solutions, and services sustainably by enhancing their reparability and durability.

The Körber Group also focuses on efficient resource utilization and is committed to optimizing waste management. In the reporting year, the systematic collection of waste streams was initiated at selected manufacturing sites. Moreover, workshops with waste management experts were conducted to identify best practices and enhance data collection quality. This systematic approach will be further expanded in the coming year to establish a concrete roadmap for waste reduction based on evaluations and to classify waste streams across all sites in accordance with the waste hierarchy. The use of what is known as shuttle packaging was evaluated in the Körber Business Area Technologies during the reporting year. This packaging solution is planned for future transport between Hamburg and the Hungarian site in Pécs and is expected to make a significant contribution to waste reduction. It is planned to procure these packaging materials and implement an adapted process for 2025. Through these measures, the Körber Group underscores its commitment to sustainable waste prevention.

Another focus is on optimizing environmental impact reduction. To achieve this, recycling programs have been implemented to help reduce waste generation at production sites. In 2024, 75 percent of the manufacturing sites had an established recycling program.[1] These programs will be continued in 2025. What's more, our procurement activities are enhancing supply chain transparency by collecting primary data, thus enabling more targeted sourcing of materials that contribute to reducing environmental impact.

Metrics and targets

Optimizing resource consumption is a key objective at Körber. A subtarget in this context is reducing the use of finite resources, which reflects our broader commitment. By leveraging approaches such as LCA, Value Engineering[2] and Ecodesign, we implement targeted measures that contribute to this overarching target. The primary focus lies on resource inflow, which we aim to minimize through development based on Ecodesign principles, circular economy methodologies, and the integration of recyclates.

Target: Optimization of resource consumption

Subtargets	Progress 2024	Activities 2025
Reduction of the use of finite resources.	• Implementation of a central LCA dashboard to monitor LCA coverage across Business Areas and LCA training sessions. • Our top suppliers were asked to participate in an LCA survey.	• Share approaches for the use of recyclates within the company collected by the CoE. • Expand the LCA survey.

The Körber Group's aim is to sustainably optimize the lifespan of our products, solutions, and services. The focus is on keeping high-quality machinery and equipment in the economic cycle for as long as possible, to efficiently use the materials used, and minimize resource inflows and outflows. In this context, we have identified predictive maintenance and repairability as key levers and are consistently implementing corresponding measures.

Target: Optimization of the life of our products, solutions, and services

Subtargets	Progress 2024	Activities 2025
In progress.	• The evaluation of the repair and take-back service within individual Business Areas was expanded.	• Continue expanding the repair and take-back service within individual Business Areas.

In line with our circular economy strategy, the waste optimization target is also a key focus. The subtarget of waste reduction primarily aims to avoid and minimize waste, with a secondary focus on the targeted optimization of the waste that is generated. Over the coming years, we plan to consistently align our efforts with the waste hierarchy, which includes waste prevention, preparation for reuse, recycling, energy recovery, and, as a last option, disposal. This objective also includes increasing the recycling rate across the entire Group.

Target: Optimization of waste

Subtargets	Progress 2024	Activities 2025
Reduction of our waste.	• Survey of waste streams at selected production sites.	• Expansion of the survey of waste streams at production sites.

Optimizing and reducing our environmental impact is a central target in the area of resource use and circular economy. With this target, the Körber Group aims to limit the negative effects on the environment and, wherever possible, actively reduce them through appropriate activities. To achieve this, our Business Areas implement both individual and group-wide initiatives, such as the introduction of recycling programs.

Target: Optimization of environmental impact

Subtargets	Progress 2024	Activities 2025
Reduction of our environmental impact.	• 75% of our production sites have implemented a recycling program.	• Reduction of paper consumption. • Use of recycled materials for packaging, transport boxes, and filling materials. • Identification of components containing PFAS and evaluation of suitable alternatives by the CoE.

[1] In 2023, 81% had a recycling program; the reduction results from the sale of the Körber Business Area Tissue in the financial year 2023.
[2] Value Engineering is a structured method for driving innovation that maximizes customer benefits while minimizing costs and resource use.

The 'Ecodesign Guideline' pursues the goal of 'Design for Circularity' by defining specifications for products and packaging that ensure easy dismantling and recyclability.

Resource inflow and outflow

As a manufacturing industrial group, we rely on the purchase of materials, semi-finished goods, and intermediate products to manufacture our products. In the reporting year, this primarily included processed steel, machine components, metals, and plastics. The Körber Business Area Technologies also sourced large quantities of electrical equipment, while the Körber Business Area Pharma required significant amounts of paper and paper products. Other essential goods purchased included water, chemical products, and packaging materials. Critical materials, however, do not play a significant role overall.

The most efficient way to conserve natural resources is through minimal resource consumption from the outset. To achieve this, Körber systematically applies Value Engineering. This approach is used for components and complete products, which results in reduced material consumption and provides more material-efficient designs. It also increases transparency regarding the materials used and their origins. This approach also prevents the development of unnecessary product features.

Ecodesign also helps to further reduce environmental impact, for example, through optimized resource use and an extended product lifespan. The 'Ecodesign guideline' pursues, among other things, the goal of 'Design for Circularity' by setting requirements for products and packaging that ensure easy disassembly and recyclability. This means that only the essential material is used to efficiently implement the desired functions. The lifespan of materials and machines is further optimized thanks to the consistent application of these guidelines in Ecodesign projects.

This approach creates opportunities such as closer collaboration with customers and suppliers to jointly achieve respective reduction targets through material use and improved material harmonization for easier procurement. Risks include the limited availability of alternative materials, dynamic cost developments, and the rising cost of goods purchased from non-EU countries.

Resource inflows are calculated based on parts list values as part of the LCA with calculations made at a parts level. We sometimes receive specific values for components purchased from suppliers. However, the majority of the data is currently calculated based on the manufacturing process in combination with the material or, on a more aggregated level, based on expenditure in product categories.

From a strategic viewpoint, it is particularly relevant for us to keep our high-quality machinery and equipment in circulation. Our machines and equipment utilize high-quality materials with excellent physical properties, such as machinability, strength, and longevity. The high material quality and usage are prescribed by each company through factory standards and usage guidelines, which are part of the manufacturing orders for service providers and suppliers. Materials, trade names, and conditions must be used as specified when requested in the drawing and bill of material. Any alternative trade names must be approved. Against this backdrop, we have designed our machines and equipment to be durable and reliable.

The actual separation and collection of materials are aided by descriptions of the materials used and their color appearance in the operating manual. This aims to ensure easy reuse and preserve the value of materials. Our concepts for preventive and predictive maintenance also help to prolong lifespans.

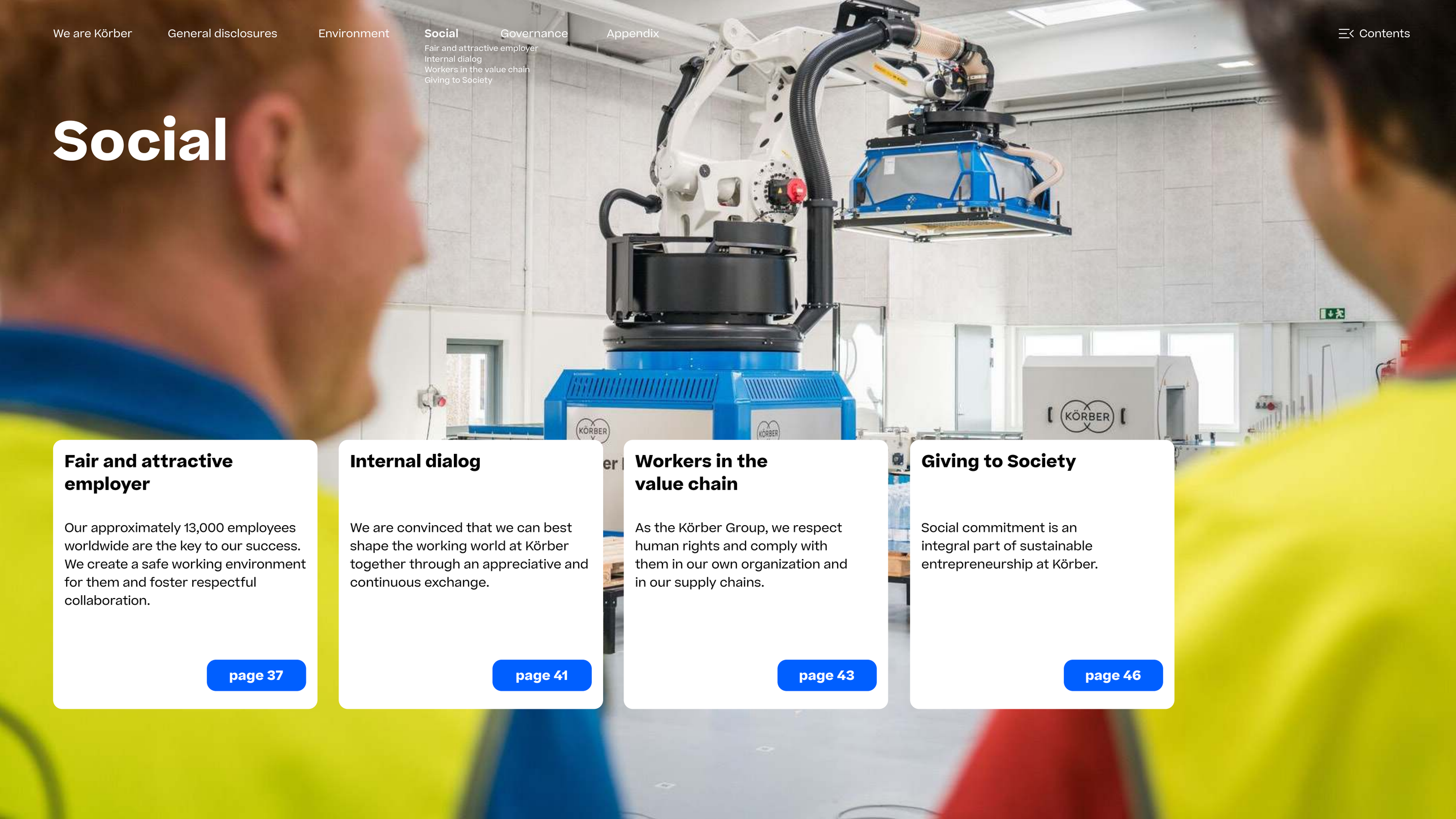
When it comes to the circular economy, our focus is on the physical products across all our manufacturing Business Areas, as the potential leverage is greater here than with solutions and services. Our machines and equipment already have a long lifespan, averaging between 15 to 25 years.[1] Their high durability and material quality is ensured, among other things, by using stainless steel, ordinary steel, and aluminum plus plastics with high resistance to mechanical stress and cleaning agents. The design is aimed at long-term use under high stress, while also considering recyclability and resource-efficient material selection. To further improve material and resource efficiency, we offer take-back programs to our customers in the Business Areas Pharma, Supply Chain, and Technologies.

The Körber Group provides information about the repairability of its products to customers. Parts can be refurbished in the Business Area Supply Chain repair shop. Machines and software are also upgraded to ensure they remain functional in our customers' processes for a longer period. Alongside our physical repair offerings, our remote support and alays-available services help avoid waste caused by machine downtime and production failures. This also extends the lifespan of our products, thus keeping material flow to a minimum. In the Business Area Technologies, we also focus on repair and, for components, reconditioning and complete overhauls. When components can no longer be refurbished, we recycle them.

Our commitment to preserving value extends not only to the end of the product lifecycle but also to our internal processes, where we focus on efficient resource usage and minimizing waste. In the reporting year, a total of 15,027 tons of waste were generated (36 percent more than the previous year), of which 698 tons were categorized as hazardous waste.[2] Waste that cannot be avoided is disposed of properly.

[1] Average values based on the Business Areas' estimates.
[2] The increase in the volume of waste (despite the sale of the Körber Business Area Tissue) is primarily due to the acquisition of the Camden site (US) in the Business Area Pharma.

Social



Fair and attractive employer

Our approximately 13,000 employees worldwide are the key to our success. We create a safe working environment for them and foster respectful collaboration.

page 37

Internal dialog

We are convinced that we can best shape the working world at Körber together through an appreciative and continuous exchange.

page 41

Workers in the value chain

As the Körber Group, we respect human rights and comply with them in our own organization and in our supply chains.

page 43

Giving to Society

Social commitment is an integral part of sustainable entrepreneurship at Körber.

page 46

Fair and attractive employer

We want to be the first choice for everyone who works for us today and in the future.

Our around 13,000 employees[1] worldwide are the key to our success. We create a safe work environment for them and maintain a respectful culture of cooperation. To achieve this, we focus on four topics:

- Working conditions
- Health and safety
- Respectful collaboration
- Career management and training

Characteristics of Körber's employees

Geographical distribution of employees[1]

	Unit				2024
		Female	Male	Other	Total
Germany	Headcount	1,257	3,999	0	**5,256**
Rest of World	Headcount	1,018	4,053	29	**5,100**
Number of employees	**Headcount**	**2,275**	**8,052**	**29**	**10,356**

Information on employees by contract type and gender

	Unit				2024
		Female	Male	Other	Total
Number of employees	Headcount	2,275	8,052	29	**10,356**
Number of permanent employees	Headcount	2,121	7,620	29	**9,770**
Number of temporary employees	Headcount	154	432	0	**586**
Number of full-time employees	Headcount	1,839	7,789	29	**9,657**
Number of part-time employees	Headcount	436	263	0	**699**

Governance

At Körber, the most senior level accountable for implementing the relevant measures related to working conditions, respectful collaboration, human rights, and career management and training is Stephan Seifert, Chairman of the Group Executive Board at Körber AG. For the topic of health and safety, Erich Hoch, Member of the Group Executive Board of the Körber AG, is responsible. Further information on operational management of the topics can be found in the sections ⟶ **Governance, Körber Sustainability Initiative** and **Sustainability Core Team**.

Working conditions

Different factors help to create a positive employment relationship and a good work atmosphere. These include flexible and mobile working, promoting the Körber culture through the 'Cultural Compass' and various further training programs for managers and employees.
⟶ **Fair and attractive employer, Respectful collaboration** and **Career management, and training**

Our engagement

As a global company with employees from different cultures and backgrounds, we offer flexibility according to job requirements and customer needs.

We use digital options for virtual working relationships to promote more flexible working hours compared to before the coronavirus pandemic and more environmentally friendly work processes. By expanding and maintaining the mobile working model options since 2021, we create the most flexible work environment possible. We assist teams which work with one another at different locations worldwide by providing training and a suitable infrastructure. HR managers across the entire corporation regularly focus on mobile working and effective team management in online formats.

Metrics[2] and Targets

Target: Enabling mobile working

Subtargets	Progress 2024	Activities 2025
New: Maintaining our group-wide offering and training on mobile working models and training our managers and employees. We continuously adapt our mobile work rate to align with the requirements of our Business Areas.[3]	• We continue to offer flexibility in terms of mobile working models – depending on job requirements and customer needs.	• Continuation of our offering for mobile working models, e.g. also through trainings for managers and employees on the topic of mobile work and hybrid work models.

Health and Safety

Our employees' physical and psychological health and the safety of our employees take a top priority for us. We see it as our responsibility to protect our employees against accidents and other negative influences during work time, such as when transporting goods or handling machines, heavy equipment and hazardous materials in production. We create the relevant appropriate conditions to facilitate this.

Körber's commitment to protect the health and safety of its employees is also documented in the 'Policy Statement of the Körber Group on Human Rights and Environmental Risks'.
⟶ **Business ethics, Policy Statement of the Körber Group on Human Rights and Environmental Risks** In addition, it is stated that Körber employees shall regularly attend local trainings, which are aligned with our work guidelines and supported by the safety officers of the Körber Group companies. The policy is publicly available and therefore accessible to the potentially affected stakeholders.

[1] The 'total number of employees' includes consolidated and non-consolidated companies in the financial report. The system boundaries of the table 'Geographical distribution of employees' differ due to the exclusion of the Business Unit Supply Chain Software among other reasons. For further details, see ⟶ **Methodology, Calculation method for determining the total number of employees**.
[2] The term 'Metrics and Targets' is consistently used in each section in accordance with the ESRS reporting areas. For the section 'Working conditions', no metrics have currently been defined.
[3] We have revised the subtarget following a reassessment of its applicability to our global operations, considering the different ways of working across our Business Areas as well as our customers' requirements.

Our engagement

Health and safety measures
A report on four key performance indicators (KPIs), including the health index, accidents, near accidents and safety audits, is provided on an in-house health and safety dashboard monthly.

To prevent accidents, occupational health and safety specialists at our 24 Körber production sites ensure that laws, rules, and directives on work safety and health protection are communicated and that both our company and individual employees adhere to them. Additionally, 83 percent of our production sites have established health and safety committees.

In 2025, we plan to implement a group-wide safety handbook which describes preventive practices and process designs and provides clear codes of practice and instructions for a safe and healthy working life. One example of these measures is regular safety inspections or audits for our employees' equipment.

Furthermore, we conducted a health and safety risk analysis at 92 percent of our production sites in 2024. To comply with legal and collective bargaining requirements, these assessments are also organized locally at each individual site. We have already implemented a certified health and safety management system (ISO 45001) at 25 percent of our production sites and we plan to introduce certification at further sites. Additionally, a cross-business area strategy for health and safety management systems (ISO 45001) has been approved by the Business Areas' operations managers.

Since our employees are deployed worldwide, we offer them the services of International SOS, which are available in 90 countries. These services are locally organized and vary in scope at individual locations, depending on risk categories and legal or collective bargaining requirements. In 2025, we also plan to introduce an Employee Assistance Service in Germany that provides employees with access to anonymous help for personal or work-related challenges.

In 2024, Körber took crucial steps to improve occupational safety measures: For example, we appointed a new, group-wide contact person for health and safety in our 'House of Sustainability'. In 2025, we will designate health and safety 'spokespersons' for each Business Area. Led by Körber Campus Pécs, this initiative focuses on monitoring key performance indicators, sharing best practices, and suggesting preventive solutions across all production sites. To further improve safety standards, we plan to introduce the mandatory use of protective footwear in production areas at all production sites in 2025. This requirement will apply to all persons entering these areas.

We also plan to approve further details of our strategy for promoting health and safety awareness throughout the Group in 2025. This includes the definition of uniform KPIs and the establishment of standardized communication principles to strengthen health and safety awareness among our managers and employees.

Overall, several examples from the reporting year demonstrate the positive impact of our commitment to continuous improvement in work safety. As an example, six out of eight entities in the Business Unit Parcel of the Körber Business Area Supply Chain had more than 500 accident-free days with a maximum of 832 in Switzerland (Körber Supply Chain AG). Three reportable accidents, without major injuries, were recorded for the 2,447,820 worked hours at the Business Unit Parcel. Another example is the Körber Business Area Technologies' Richmond location, which managed to achieve an impressive more than 1,000 accident-free days by the end of 2024.

Training on health and safety
To promote safety-conscious behavior and prevent occupational accidents, we train our employees on these topics in accordance with legal requirements. We organize these training events locally and in line with legal or collective bargaining requirements at the individual locations.

At the Körber Campus Pécs, we aim to ensure that every individual entering our premises — whether employees, visitors, contractors, or suppliers — receives comprehensive safety training. This entrance process, managed through Campus Pécs' EHS[1] access control system at the personnel gate, covers vital local rules, instructions, and safety protocols to ensure everyone is prepared to contribute to a secure working environment.

Health services and benefits
Our corporate benefit platform contains healthcare services which employees can use if they wish. In the reporting year, employees at many Körber sites were able to use a range of healthcare services free of charge, also at Körber Campus Pécs in Hungary. The services on campus include a complex health screening program, lectures on pyschology, or migraines and chronic headaches and back pain.

Metrics and Targets

Target: Fostering the health and safety of our employees

Subtargets	Progress 2024	Activities 2025
Implementation of a broad group regulation to promote the health and safety of our employees.	• Introduction of a new responsible person for health and safety in our 'House of Sustainability' for the Körber Group. • Alignment regarding the implementation of initial standardized measures, e.g. introduction of a requirement to wear safety shoes at all production sites on production areas in 2025. • Approval of a cross-business area strategy for health and safety management systems (ISO 45001) by the Business Areas' operations managers.	• Introduction of the ISO 45001 certification at additional sites. • Introduction of an Employee Assistance Service in Germany. • Appointment of health and safety spokespersons for each Business Area. • Approval of further details of the strategy to foster health and safety awareness across the Group, including: - Definition of uniform KPIs. - Establishment of standardized communication principles to enhance health and safety awareness among our managers and employees.

Health and safety metrics

		Unit	2024
Percentage of people in the workforce covered by the company's health and safety management system based on legal requirements and/or recognized standards or guidelines.			
	Employees	%	23.5
Number of fatalities as a result of work-related injuries and work-related ill health.			
	Employees	Number of fatalities	0
Number of recordable work-related accidents in the workforce.			
	Employees	Number of accidents	166

[1] EHS: Environmental, Health and Safety.

Respectful collaboration

We believe in the impact of a broad-based company and in respectful collaboration. People with different backgrounds and perspectives work together effectively within our organization. One example of this is our mandatory e-learning 'Respectful Workplace', which trains and empowers our employees so that they can collaborate more effectively in multifaceted teams (see: **Our engagement**).

Our commitment to respectful collaboration is documented in our 'Policy Statement of the Körber Group on Human Rights and Environmental Risks'. In this statement, the Körber Group commits to all referenced international standards and frameworks, such as e.g. the United Nations Universal Declaration of Human Rights or 'Guiding Principles on Business and Human Rights'. In particular, we promote a work environment characterized by mutual trust, respect, and dignified treatment among all employees.

At Körber, opportunities for need to become embedded in the consciousness of all employees. Achieving this requires appropriate awareness-raising at all levels in the company. One of our guiding leadership principles is 'We celebrate diverse perspectives'. It forms the foundation for everything we do in terms of a multifaceted corporate culture. Human resources play a crucial role in recruiting, developing and training employees in light of this important transformative leadership element. This is also an important aspect in employee recruitment, further training or advancement.

To ensure that the topic of respectful collaboration is handled appropriately, each country in the Körber Group has appointed a person responsible for ensuring equal rights at the workplace. In Germany, this responsibility lies with the in-house 'AGG' (General Act on Equal Treatment) Officer. In other countries, the responsibility is often assigned to the HR manager.

Our engagement

We have introduced a wide range of assistance in this area within the Körber Group. For instance, employees have the opportunity to participate in the 'We celebrate diverse perspectives' mentorship program, for which we offered two training sessions during the reporting year. This program allows us to promote exchange between a variety of people with different backgrounds.

Our group-wide 'Respectful Workplace' e-learning program makes an important contribution to a respectful work environment across the Körber Group. This training aims to raise awareness and is mandatory for all employees working in countries where German or English is the national language as well as for all employees in the Business Area Pharma in Thailand and India. In the reporting year, we successfully raised awareness and trained almost 7,000 employees on these topics.

One instance is the new, comprehensive inclusion agreement with the Group Representative for Severely Disabled Employees and the Group Works Council, which was agreed in 2024. Another example is our ongoing construction projects. When designing our buildings, we take into account the needs of employees with disabilities or impairments. For instance, during the design planning for a new building in the Business Area Technologies, the interests of disabled employees were considered and discussed in close consultation with the Group Representative for Severely Disabled Employees and its committee. Test environments will be created for these employees, where they can experience the new environment. We are also planning workshops and the insights gained will be used to shape the design of future spaces.

The training for 'Culture Coaches' – local multipliers to strengthen our culture of trust and collaboration – was successfully launched in 2024. These 'Culture Coaches' proactively drive cultural strengthening in collaboration with local stakeholder groups from HR, Communications, and Management. Nineteen international 'Culture Coaches' from all Business Areas undertook a seven-month training program with further support from the Culture team. This first group works closely together and jointly creates cultural standards for communication and integration of local employees. Through our 'Culture Coach Academy', we successfully trained and provided support to local multipliers at our locations across Spain, India, China, Thailand, Malaysia, Hungary, Portugal, Germany, and North America in 2024 to strengthen the culture of trust and collaboration at Körber. In 2025, an additional 40 'Culture Coaches' will be trained and assisted in incorporating our cultural core of Trust and Collaboration' into local processes and activities.

We have also set ourselves the goal of actively shaping and promoting Körber's culture by introducing the 'Culture Compass'. The 'Culture Compass' is intended as an interactive tool designed to help employees to understand the significance of culture and the formulated values better, and to integrate them into their work relationships. We have communicated the details of the 'Cultural Compass' through every available internal channel and trained our employees on how to use the tool.

Metrics and Targets

Target: Promoting a multifaceted corporate culture

Subtargets	Progress 2024	Activities 2025
Increasing opportunity.	• Continued the mentorship program 'We celebrate diverse perspectives' and expanded the program to Asia. • Trained almost 7,000 employees on the prevention or elimination of unfair treatment and harassment ('Respectful Workplace'). • Introduced a new 'Culture Coach Academy' to train local 'Culture Coaches' over the next few years. • Actively shaped the Körber culture by promoting the 'Culture Compass' via various channels and providing training.	• Expansion of the mentoring program 'We celebrate diverse perspectives' to more regions. • Intensification of the 'Culture Coach Academy' initiative. • By 2025, a further 40 'Culture Coaches' will be trained and assisted with integrating our cultural core 'Trust and collaboration' into local processes and activities.
New: **Achieving the same proportion of women at management level as in Körber's total workforce.**	• Training and support for women throughout the Körber Group. • Higher-than-proportionate representation of women in our development programs. • Implementation of 'AGG trainings' ('Respectful Workplace') during recruitment, with business partners, and top managers.	• Continuation of activities from 2024.

Diversity metrics

Gender distribution at top management[1] level in number and in %

	Unit	2024
Female	Headcount	8
	%	11.1%
Male	Headcount	64
	%	88.9%
Other	Headcount	0
	%	0%
Number of employees	Headcount	72
	%	100%

Distribution of employees by age group headcount and in %

	Unit	2024
		Total
Employees under 30 years old	Headcount	**1,715**
	%	**16.6%**
Employees between 30 and 50 years old	Headcount	**5,730**
	%	**55.3%**
Employees over 50 years old	Headcount	**2,911**
	%	**28.1%**
Number of employees	Headcount	**10,356**
	%	**100%**

Career management and training

We want our employees to take advantage of further development opportunities from the very start, throughout their entire career trajectory, and across all phases of their career. We aim to keep our employees informed about our activities and their opportunities while ensuring transparency, whether these concern data security, sustainability, or career development at Körber. All group-level programs for managers are based on the Körber strategy, the management principles, and our 'House of Sustainability'. Our management principles are implemented group-wide and are taught in management training programs.

Our engagement

Following the introduction of a new learning management system in 2022, we are consistently expanding the training program to firmly embed a learning culture within the organization. All employees must take part in mandatory training on respectful collaboration, which is also integrated into HR Manager training. In addition, we have made these topics a key component of our broader cultural initiatives to ensure that all employees and managers are aligned with our values and standards.

We also offer a comprehensive leadership training program lasting around six months for all aspiring and experienced managers.

We have established a standardized coaching process throughout Germany, with details available for employees to consult on the HR portal. In line with the results of the Körber culture project, manager development training has been expanded, allocating more space in training sessions to aspects such as trust and psychological safety.

To achieve a better overview of career paths, opportunities, and required competencies, we have redesigned our voluntary 'Global Potential and Succession Management (GPS)' talent development process and expand it on a continuous basis. The aim is for all employees in management and key positions to take part in the annual GPS cycle, including an employee dialog.

Since close involvement of our managers in the GPS cycle is a key component of our HR strategy, participation in this multi-day talent development process is a vital indicator. In the reporting year, our aim was to ensure that at least 90 percent of managers participated in this important process. We achieved this goal in the reporting year with a high participation rate of 99 percent. In order to maintain this high participation rate, we are continuously working on improving the training and reporting on it.

In the reporting year, a competency training program for managers was also introduced to educate our managers on applying the Körber competency model.

Metrics and Targets

Target: Further development and training of our employees

Subtargets	Progress 2024	Activities 2025
Achieved: Every year, 90% of managers and key position holders successfully participate in the global talent management process GPS.	• Group-wide, 99% of all managers and key position holders participating in the global and voluntary talent management process GPS have successfully completed this process.	• Constant improvement of trainings and information offerings for managers, HR business partners and GPS participants. • Continuing our manager training. • Annual review of the use of our training program.

The defined target level to be achieved is 90 percent. It applies to managers which are employees in Körber's own operations.

In the reporting year, our employees completed an average of nearly five training hours.

[1] The company-specific definition of the term 'top management' is defined in SAP SuccessFactors: The management levels of the Group Executive Board, Business Area Management, and General Management are considered the top management level (OFK) or 'Top Management'.

Internal dialog

People make Körber. That is why we prioritize active dialog and trustful exchange between the employer, our employees, and their representatives within the Group.

We place our trust in an open, transparent work environment. Good communication in all types of negotiations and consultations as well as information exchange between the employer, employee representatives and employees contribute to this. We are convinced that we can best shape the working environment at Körber together through a continuous, respectful exchange.

Actions and resources

Exchange formats

To promote this continuous exchange with our employees, we established different formats to ensure that employees are always informed and can get involved. For example, since 2023, we established the quarterly CEO talk as a town hall meeting and initiated local all-hands meetings.

We share internal and external news on the intranet and provide the opportunity to communicate with qualified contact persons through comments. This applies at both Group and Business Area level. In each country, there are different formats that comply with local regulations and practices.

We also strive for the greatest possible transparency: We inform Business Area and local Economic Committees as well as at the earliest opportunity for both legal and trust-building reasons, in alignment with Körber's culture. In companies bound by collective bargaining agreements, the disclosure obligations are subject to the provisions in the applicable collective bargaining agreements.

The level of employee engagement varies based on the legal situation in each country, depending on whether an issue or activity falls within the remit of the local Managing Director, the Works Council, or the trade union. For example, collective bargaining takes place on a local level. The Heads of HR present all-encompassing relevant activities to the HR Council.

The frequency of engagement also varies from country to country and reflects local practices and needs: The Group Works Council and the Group Executive Board are in regular dialog as part of the Group Works Council Committee. The European Works Council meeting takes place annually. There are also regular meetings with the Group Youth Apprentice Representatives and the Group Representative for Severely Disabled Employees to ensure that their interests are incorporated.

It is the responsibility of the respective Managing Directors to ensure that dialogs with employees take place and that the findings are incorporated into the Körber Group's activities. They are assisted by the Heads of HR responsible, who ensure that these initiatives are implemented effectively.

Participation of our employees

For us, participation is an important aspect of dialog. Together with experts from all areas, we provide co-determined organizations with important specialist knowledge and assist them with regard to participation and co-determination. We maintain a dialog with all employee representatives to ensure that our employees' interests are included in decision-making processes.

Co-determination bodies, such as the European Works Council and the Group Works Council (Germany), serve as a link between our employees and management and simultaneously provide a platform for employees to voice their interests and needs. In November 2024, an important milestone was achieved with the conclusion of an agreement with the European Works Council pursuant to Section 18 of the 'European Works Councils Act' (EWCA) to promote co-determination rights at international level. This agreement further strengthens employee dialog and involvement across the Körber Group.

Körber involves various groups within its workforce, such as trainees and employees with disabilities, to discuss topics such as sustainability and human rights. People with disabilities are represented by the Group Representative for Severely Disabled Employees. Trainees are represented by the Group Youth and Trainee Representation, which regularly elects its representatives. Employee representatives and the trade union are also represented on the Supervisory Board of the Körber AG.

In addition, the Körber Group's Head of Sustainability, Michaela Thiel, presents sustainability topics to Works Council representatives, showing that Körber incorporates sustainability into its employee engagement strategies.

Körber provides resources, including financial and human resources, for engagement with its employees. For example, Körber covers employee representatives' legal and extra-statutory costs for training and meetings (e.g. for the Group Representative for Severely Disabled Employees or the Works Council). Special positions are also in place to promote constructive, trust-based co-determination, such as labor relations managers.

Responsible business practices and commitment to human rights

The Körber Group acknowledges its responsibility to protect human rights in all its activities. We are also committed to protecting and strengthening human rights among our employees, customers, suppliers, and business partners. Our commitment applies to all Körber Group locations and companies worldwide. In doing so, we refer to the principles of the following international guidelines and standards: United Nations Universal Declaration of Human Rights, United Nations Guiding Principles on Business and Human Rights, Fundamental Principles and Rights at Work of the International Labor Organization (ILO), ILO Trilateral Declaration of Principles concerning Multinational Enterprises, Ten Principles of the UN Global Compact. The Körber Group expects all employees and business partners to respect and actively promote human rights in accordance with these guidelines and standards.

We have embedded various sustainability aspects in the respective Group guidelines and made them accessible to all employees via the group-wide intranet. These include, for example, the 'Group Code of Conduct' and the Policy Statement on Human Rights and Environmental Risks. With management systems for our risk management, our environmental and energy management, and occupational health and safety, we aim to ensure responsible company business practices throughout the entire Körber Group.

We introduced the IntegrityNext software in 2022 to verify compliance with human rights and environmental requirements within our supply chain and our own organization. We use IntegrityNext to monitor sustainability and compliance practices of our suppliers and our own operations and to comply with legal requirements, e.g. under the Act on Corporate Due Diligence Obligations in Supply Chains.

The IntegrityNext questionnaire covers human rights through categories such as Bribery and Corruption Prevention, Environmental Protection, Human and Workers' Rights, and Workplace Safety. A traffic light system enables us to identify deviations and take appropriate countermeasures. We sent the questionnaires to selected locations and to the Managing Directors responsible there. These include locations in high-risk countries (with more than 100 employees and an ITUC[1] rating of four or five), including our software companies' sites. The questionnaires are also sent to suppliers. → **Workers in the value chain**

Finally, our reporting form allows employees and third parties to anonymously report human rights concerns or potentially adverse situations (see: **Channels for raising concerns**).

[1] ITUC (International Trade Union Confederation) Global Rights Index.

Channels for raising concerns

The Körber Group and its individual companies value an open corporate culture characterized by mutual trust. They encourage every employee to approach their usual contacts in the company, in particular superiors, local management, or the responsible compliance officers, in the event of possible compliance or human rights risks. The same applies to our business partners and all other persons who wish to report suspected compliance violations.

All the aforementioned groups of people can use the reporting form on the Körber website to provide specific information about serious breaches of the Körber AG Code of Conduct, particularly regarding violations of human rights, corruption, competitive conduct, and protecting company assets. They also have the option of remaining anonymous. Providing their name or additional contact details is voluntary. The completed reporting form is converted into an email, which will be sent from this website to the Head of the Legal & Compliance Office at Körber AG. The information is subsequently deleted from this server. As the website operator, the only information Körber AG receives is the name of the internet provider, the IP address, and the time of access to this website.

If a human rights complaint is received through the reporting channel, the Head of the Legal & Compliance Office forwards it to the relevant HR contact person in the respective Business Area. The Human Rights Officer receives a copy. The HR contact person is responsible for addressing the concern, documenting it, and taking any necessary measures. The process will continue as required until the issue is resolved.

To highlight the reporting form, we have created a section on our website about reporting compliance violations and included a link to it in the website's footer. The reporting form also contains a statement guaranteeing that users submitting honest reports need not fear any repercussions. This reporting channel is also highlighted during training on the Code of Conduct, which is mandatory for certain employee groups.

In addition to the reporting form, employees can also raise concerns via other channels, e.g. by email, letter, or during a personal meeting. In Germany, for example, all members of the Group Works Council and the local works councils are listed on the intranet and can be contacted at any time. Employees can also contact their HR Business Partner directly if they have any concerns regarding their day-to-day work. If the Employee Services Team receives a complaint, it is forwarded to the relevant HR Business Partner. Employees can also contact the HR representatives, the Head of HR, their Compliance Officer or members of the Group Executive Board for support.

In accordance with national legislation on the protection of whistleblowers, the Körber Group and its subsidiaries also operate central and local reporting offices to address potential legal violations, ensuring effective handling of such issues.

Körber AG and its individual companies value an open corporate culture characterized by mutual trust.

Metrics and Targets

Target: Continuation of internal dialog at all co-determination levels

Subtargets	Progress 2024	Activities 2025
Achieved: Meetings of the European Works Council with the CEO of Körber AG and the Chief Human Resources Officer of the Körber AG. **New: Meetings of the European Works Council with the Chief Human Resources Officer of Körber AG and the Head of the Center of Excellence (CoE) Labour Relations on behalf of or with the participation of the CEO of the Körber AG.**	• The meeting took place. • Conclusion of the agreement with the European Works Council in November pursuant to Section 18 of the European Works Councils Act (EWCA) in November 2024.	• Implementation of the agreed new regulation with the European Works Council regarding dialog: - At least one in-person meeting per year with participation of the CEO, additional (online) meetings possible. - 3 meetings with the Chief Human Resources Officer and the Head of CoE Labour Relations at Körber AG (on behalf of the CEO) with the EWC (European Works Council) Chairman.
Quarterly discussions as part of the Group Works Council Committee meeting with the CEO and the Chief Human Resources Officer of Körber AG.	• 3 meetings of the Group Works Council Committee with the CEO and the Chief Human Resources Officer of Körber AG.	• Continuation of existing formats.
New, achieved: Meetings of the Group Works Council and the Chairman of the Körber Group Executive Board.	• 5 meetings (including extraordinary) of members of the Group Works Council and the Group Executive Board as part of the Supervisory Board meetings of Körber AG.	• Planning of the Works Councils Symposium on group level for conduction in 2025 (or 2026).
New: Regular dialog and exchange between management and employee representatives at Business Area level.	• Agreement on regulations for the responsible use of artificial intelligence (AI) concluded (signing of an agreement on 15 January 2025, which is valid for all German companies and operations of the Körber Group). • Meeting of the Business Area Committees.	• Signing of an agreement on 15 January 2025. • Continuation of existing formats.

Workers in the value chain

We as the Körber Group, we respect human rights and are committed to compliance within our own organization and across our supply chains. In doing so, we strive to set an example for our industry. We require all suppliers to adhere to our guidelines and standards on human rights and working conditions, communicate them to their employees, establish them within their value chains, and regularly monitor compliance.

Governance

At Körber, the management of human rights-related risks is structured across different areas of responsibility. The Group Procurement & Supply Chain Management oversees risk management within our supply chains. Internally, the Human Rights Officer is responsible for implementing the German Supply Chain Due Diligence Act (SCDDA). This role is supported by the Equal Treatment Officer of Körber AG and the Chief Human Resources Officer, who provide their expertise and resources to help implement SCDDA. Both Group Procurement & Supply Chain Management and the Human Rights Officer report to the Group Executive Board member responsible for sustainability.

Actions and resources

Processes related to workers in the value chain

Körber is committed to upholding and protecting human rights across all its activities. We pursue a holistic approach, with a particular focus on labor rights and the interests of employees across the value chains. Our commitment to human rights is based on various international standards, such as the Universal Declaration of Human Rights, the United Nations Guiding Principles on Business and Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work, the ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy, and the Ten Principles of the UN Global Compact.

‘Code of Conduct for Suppliers of the Körber Group’
The ‘Code of Conduct for Suppliers of the Körber Group’ serves as the basis for responsible collaboration with our direct suppliers and is an integral part of the general procurement terms and conditions. All suppliers must commit to this Code of Conduct and agree to fully comply with its requirements. The ‘Code of Conduct for Suppliers of the Körber Group’ outlines the minimum social and environmental standards expected from our suppliers. In particular, we expect every supplier to respect human rights within their area of operations and their associated supply chains. The Group Executive Board is responsible for implementing of the ‘Code of Conduct for Suppliers of the Körber Group’.

We expect our business partners to respect internationally recognized human rights in their own operations as well as in their upstream and downstream supply chains. To this end, they must have implemented appropriate measures to prevent and avoid human rights violations. This commitment is embedded in our ‘Code of Conduct for Suppliers of the Körber Group’, as well as in our procurement terms and conditions. The Code of Conduct also ensures adherence to compliance with legal requirements and avoidance of illegal practices in the procurement of conflict minerals (tin, tantalum, tungsten, and gold).

Our own employees and other stakeholder groups, such as workers in its value chains, have the opportunity to report human rights violations through our whistleblower reporting system. This ensures that all reports are taken seriously and thoroughly investigated.

The Körber Group does not have direct contact with the workers in its value chains. Nevertheless, we are committed to ensuring that all stakeholder groups are informed about the available mechanisms for grievance reporting and can use them effectively.

Furthermore, regular supplier audits and assessments (see **Risk Management of our suppliers with IntegrityNext**) are conducted to identify potential risks and actual human rights violations in our value chains. These audits and assessments help ensure that all our partners and suppliers comply with our corporate standards.

Risk management of our suppliers with IntegrityNext
Our ESG risk management includes the regular conduct of sustainability-related risk assessments with our direct suppliers. This also applies to our Körber entities. Additionally, our ESG risk management comprises both preventive and corrective measures. In the event of heightened risks or irregularities (non-compliance), we work with our suppliers to address the issues. If we identify breaches of the ‘Code of Conduct for Suppliers of the Körber Group’ within our ESG risk management process, we reserve the right to terminate the business relationship.

The analysis and assessment of human rights-related risks is systematically integrated into our business processes, such as during selection and evaluation of suppliers. This allows us to mitigate human rights-related risks in advance and prevent adverse impacts. A risk assessment is conducted for the upstream supply chains. An initial analysis is performed for all suppliers with an annual procurement volume exceeding 5,000 euros while a detailed analysis is carried out on IntegrityNext for suppliers with an annual procurement volume exceeding 10,000 euros.

Körber centralizes sustainability-related data from direct suppliers on the IntegrityNext platform and in the group-wide supplier collaboration tool. Direct suppliers are required to complete a standardized self-assessment questionnaire on IntegrityNext, which focuses on key elements of the SCDDA. The responses are automatically assessed for legal compliance with the SCDDA, and any potential gaps or weaknesses are flagged. A traffic light system is employed to identify deviations, allowing corrective actions to be taken promptly. In cases where red flags are raised, or if questionnaires are left unanswered or incomplete, a designated supplier responsible is assigned through the supplier collaboration tool. Suppliers deemed to pose a high risk, based on factors such as industry, country of origin, and responses to sustainability questionnaires, are prioritized for the development of improvement and action plans. These plans are created in collaboration between the supplier responsible and the supplier, outlining necessary steps to address and mitigate identified risks. The designated suppliers responsible are held accountable for ensuring successful implementation of these improvement measures. Strengthening supplier sustainability practices and ensuring adherence to human rights and environmental due diligence are integral aspects of the ongoing supplier development process.

If there is a suspected breach of the Körber Group’s principles, we encourage all employees, business partners, and suppliers to get in touch with the relevant Körber contacts or local management. Furthermore, specific information on human rights violations can be submitted via a reporting form, which contains an option to remain anonymous. All reports are thoroughly investigated. If the suspicion is confirmed, appropriate actions will be taken to sanction and prevent similar breaches, as described in the following section ‘Remedial measures and channels for raising concerns’.

The Körber Group currently does not have a dedicated corporate guideline exclusively addressing workers in the value chains. However, the 'Code of Conduct for Suppliers of the Körber Group' and the 'Group Guideline Sustainability in Procurement & Supply Chain Management' are two group-wide binding guidelines that outline our responsibility to protect human and labor rights within the value chains.

In 2024, over 5,000 suppliers were assessed on IntegrityNext regarding their ESG risks. Supplier evaluations are conducted through questionnaires that are automatically analyzed by the platform. In total, we monitor over 8,000 suppliers on the platform regarding their country and industry risks.

During the reporting period, no breaches related to human and labor rights were identified among our suppliers.

Involvement of workers in the value chain

At the start of each new business relationship, a risk analysis focused on human rights risks is conducted, followed by a subsequent risk assessment of the supplier in IntegrityNext, which is updated annually. In cases where the risk assessment identifies a high level of risk, the supplier's representatives are contacted by the designated supplier responsible to jointly develop measures for risk mitigation, which the supplier must then implement. In 2024, more than 250 development plans to address and reduce identified risks were established.

The operational responsibility for ensuring that communication takes place between the Körber Group and the workers in the value chain regarding potential adverse impacts rests with a member of the Körber Group Executive Board. This communication is facilitated through direct dialog between our designated supplier responsibles and supplier representatives.

Körber assesses the effectiveness of its own engagement for workers in the value chains based on the results of the supplier risk assessment in IntegrityNext. An improved risk assessment result and favorable progress with the overall supplier evaluation confirm the success and effectiveness of our actions to support workers in the value chains.

The Körber Group does not have any framework agreements with national or global trade unions.

Remedial measures and channels for raising concerns

Körber operates a group-wide, transparent, publicly accessible, barrier-free whistleblower reporting system that provides a uniform reporting option for concerns or breaches in the workplace across the entire value chain. The reporting template is available in multiple languages to ensure that all workers in the direct and indirect as well as upstream and downstream value chains can access it. It is available on our website and allows both employees and external individuals or organizations to file complaints or relevant information anonymously. All reports received are treated confidentially and thoroughly reviewed. If a suspicion is confirmed, appropriate measures are taken to impose sanctions and prevent similar breaches in the future.

The accessibility of the grievance procedure is ensured in various ways. This includes a clear notice as well as various announcements in the Körber intranet, reference in the 'Code of Conduct for Suppliers of the Körber Group', and an appropriate notice with a link on the Körber homepage. Additionally, every supplier order confirmation automatically includes a compliance note referring to the grievance procedure. These measures help ensure that workers in the value chain better understand and trust our structures and processes. In 2025, we will evaluate additional measures to further strengthen the availability and trust in our established remedial measures and channels for raising concerns.

We adopt comprehensive measures to protect individuals who use the whistleblower reporting system to report misconduct effectively from retaliation. All employees involved in handling reports throughout the process have been properly trained and briefed to ensure confidentiality of the whistleblower reporting system. The whistleblower reporting system is publicly accessible on the Körber homepage and does not require the disclosure of identifying information, allowing the whistleblower to remain anonymous. The system generates an email to a shared inbox of the legal department of Körber AG. All IP data is automatically deleted periodically, ensuring the identity of the whistleblower cannot be traced. Körber provides an explicit assurance that no adverse consequences will result from good-faith reports. Further information can be found in the section → **Business ethics, Whistleblower reporting system**.

If violations of human or labor rights within our value chains are reported and investigated, the nature of the remedial measures depends on the specific case. The responsible bodies, consisting of the Compliance Officer for the respective Körber Business Area, the Business Area management, the designated supplier responsible, the Head of Procurement & Supply Chain Management of the Körber Business Area, Group Legal, and if necessary, the Chief Procurement Officer (CPO) and a member of the Executive Board, will determine appropriate measures to address the violation. The most severe measure may also include the termination of the business relationship. There is no predefined catalog of remedial measures, as these are tailored to the specific case. No relevant violations were reported during the reporting period.

Prevention and mitigation of adverse impacts on workers in the value chain

The Körber Group has implemented various measures to avoid or mitigate significant adverse impacts on workers in its value chains. This includes the regular conduct of risk analyses to identify potential risks to workers in value chains. These analyses help to detect areas with heightened risk early on and to take appropriate remedial actions. To reduce identified risks, action and development plans are created and implemented in collaboration with suppliers. These plans include various specific measures aimed at improving working conditions or ensuring compliance with international labor standards. Additional preventive measures include our 'Code of Conduct for Suppliers of the Körber Group', the conduct of supplier audits, and targeted supplier development. Furthermore, the whistleblower reporting system described above allows Körber to initiate appropriate actions in response to complaints and reports of violations.

As no adverse impacts on workers in the value chain were identified in 2024, no specific remedial measures were required during the reporting period.

To achieve positive impacts on workers in the value chain, we take measures to increase the transparency of our suppliers' ESG practices:

- Monitoring of more than 8,000 suppliers worldwide for country and industry risks through our IntegrityNext platform.
- Evaluation of more than 5,000 suppliers on IntegrityNext during the reporting period.
- Coverage of more than 90 percent of the relevant procurement volume through ESG self-assessments.
- Realization of a digital supplier day.

We have also implemented procedures to identify and address actual or potential adverse impacts on workers in the value chains. We utilize our whistleblower reporting system and audits to identify and rectify actual adverse impacts. The nature of the corrective action depends on the specific violation, and appropriate measures are determined on a case-by-case basis. The most stringent action may include the termination of the business relationship.

We use comprehensive risk management and preventive measures to identify and minimize potential adverse impacts. These impacts are prioritized based on the severity of the risk, the supplier's risk rating, and our influence on the respective supplier, depending on our procurement volume. The effectiveness of our measures is continuously reviewed to ensure that they align with our standards.

To manage adverse impacts on workers in the value chains and ensure that the required standards are met, we integrate our expectations regarding human rights and labor conditions into our supplier selection process and obtain contractual assurances from suppliers that they comply with and implement our requirements throughout their entire supply chains. Additionally, we use risk-based measures for supplier monitoring, which are agreed upon and implemented to ensure that suppliers adhere to the established standards.

Furthermore, we continuously enhance our internal practices and procurement processes by building internal capacities to monitor and promote compliance with human rights standards within our supply chains. We also provide training for employees and procurement staff to raise awareness of human rights issues and ensure adherence to relevant standards. Procurement staff receive this training every two years, with the next session scheduled to take place in 2025.

We ensure that our remedial measures are continuously monitored and improved thanks to an annual internal review conducted by the Group Procurement & Supply Chain Management. In the event of personnel changes, newly designated individuals responsible for the task are appointed to ensure the continuity of our measures and processes. Relevant employees receive regular training to ensure they fully understand the procedures and measures and can implement them effectively. The involvement of group representatives in this process along with continuous effectiveness assessments helps ensure that our remedial measures remain effective in the future.

Through our supplier management, we actively help to make our supply chains more sustainable and resilient. We have implemented measures aimed at ensuring that our own practices do not have adverse impacts on workers in our value chains or contribute to them. Key aspects of these measures include the selection and monitoring of suppliers, for which a comprehensive supplier management and supplier risk management system is used. A risk assessment of suppliers is carried out as part of IntegrityNext. This process also takes into account our requirements regarding human rights and working conditions when selecting new suppliers. Suppliers themselves are required to provide contractual assurances to guarantee compliance with and implementation of these requirements throughout the supply chain. Risk-based control measures are also agreed and implemented to ensure that suppliers comply with the established standards.

Metrics and targets

The Körber Group has not identified any significant adverse impacts on workers in its value chains nor have any been reported through our whistleblower reporting system. Consequently, we have not defined time-bound and results-oriented targets to address such impacts.

Our ambition, however, is to continuously minimize actual and potential adverse impacts. To achieve this, we continue to rely on our established processes for risk assessment and risk mitigation. A key measure in this regard is our target to monitor at least 90 percent of the relevant procurement volume through continuous ESG self-assessments by suppliers. Further details on this topic can be found in the section → **Supply chain responsibility**.

If an elevated risk potential is identified for one of our direct suppliers in the ESG self-assessment, our designated supplier responsible contacts the supplier concerned. A development plan will be created through collaborative dialogue, including specific corrective actions to address the identified risk. These development plans include time-bound and results-oriented targets, with implementation progress reviewed on a monthly or quarterly basis, depending on the supplier and risk level. Detailed information can be found in the sections → **Workers in the value chain, Processes related to workers in the value chain** and → **Workers in the value chain, Involvement of workers in the value chain**.

Giving to Society

Since the Körber Group was founded, it has been part of our ethos to give something back to society from our corporate success. Today, our employees continue to uphold this spirit all across the world: Giving to society forms an integral part of sustainable entrepreneurship at Körber.

Our engagement

Körber does a great deal for the well-being of communities worldwide through various initiatives and a group-wide donation campaign. In 2024, three corporate site anniversaries provided an opportunity for further special donations to charitable causes. In addition to this, Körber AG employees in Hamburg and the Business Unit Software in the Business Area Supply Chain in Bad Nauheim donated goods for children aged 0 to 14 to the 'Liebe im Karton' association's Christmas package campaign. The donated packages (containing toys, handicrafts, etc.) are sent to Ukraine, where they are distributed to children's homes, social institutions, and shelters. Besides charitable donations, we also help future generations through partnerships with schools, universities, and other organizations. One example is an initiative by employees from the Business Unit Software in the Körber Business Area Pharma. In October 2024, as part of Germany's nationwide 'Code Week', they organized a workshop in Hamburg, where students from grade five and up with an interest in programming could learn coding basics in a playful environment and work on their own projects. Each year in the fall, 'Code Week' brings together hundreds of individuals and initiatives to inspire children and young people to engage with the digital world. We are committed to continuously supporting such initiatives in the future.

In addition to monetary and in-kind donations, our employees actively participate in numerous volunteer programs to help society. Since 2014, the Körber Business Area Technologies has participated annually in Hamburg's social impact day 'Wi mook dat', with multiple teams. In the reporting year, 53 employees from the German Körber Technologies locations as well as Körber AG were involved and supported projects such as 'Die Arche Kinderstiftung' and 'Stiftung Natur im Norden'. The Business Area Technologies, situated in Hamburg-Bergedorf, also participated in the international 'DUOday' for the third consecutive year. As part of this project, employees showed their workplace to disabled people from the 'Elbe Werkstätten', giving them insights into their working life. A volunteer initiative launched six years ago, today it mobilizes hundreds of employees at the Körber Campus in the Hungarian city of Pécs. In 2024, 841 volunteers conducted activities at 33 locations in 11 municipalities. These employees spent a total of about 14,701 hours of their free time on beautifying schools, preschools, animal shelters, and leisure facilities.

Körber has supported the 'Klub der Künste' in Hamburg since 2022, reinforcing its commitment to fostering arts and culture at its corporate headquarters. Since 2015, the Deichtorhallen Hamburg arts centre has provided a venue with courses, exhibition discussions, studio times, debates and excursions to people aged between 16 and 26 in conjunction with the 'Klub der Künste'. The initiative helps young people explore career opportunities in the artistic and creative fields. Körber contributes to the expansion of these offerings by providing financial support and has committed to a three-year sponsorship.

Group-wide donation campaign

The Körber Group makes financial donations to non-profit organizations every year. The total amount of donations is based on the Group's age. The Group had existed for 78 years in the reporting year, meaning donations totalled 78,000 euros. Since 2021, our employees have been able to vote every year which initiatives we should help fund with a financial donation. In 2024, we gave 10,000 euros to six organizations which come under the three sustainability dimensions of environment, social and governance. For each dimension, the two organizations with the most votes in the employee poll received a cash donation.
We also made a cash donation of 18,000 euros to a seventh organization. For this special category, employees first chose the focus topic 'Climate Action' (UN SDG 13) and then the organization. There are also additional fundraising campaigns in the individual Business Areas. Among other things, the Business Area Technologies runs an annual fundraising campaign focusing on regional charitable organizations.

Körber-Stiftung
Our company founder Kurt A. Körber provided the cornerstone for all-embracing giving to society when he established the non-profit Körber-Stiftung back in 1959. He was convinced that the public at large should benefit from a company's success if the company was in good shape. Körber-Stiftung's mission statement is 'Making society better'. As society can only be improved through dialog and understanding, the foundation brings together people from different political, social and cultural backgrounds with its projects, encouraging them to show initiative and take on responsibility.

The foundation's activities include debates about issues which concern our society as well as insights and introspection based on science, education and culture. The foundation also provides practical stimuli for international understanding, future knowledge and the shaping of a vibrant civil society.

Körber-Stiftung is the sole shareholder in Körber AG. As the owner, Körber-Stiftung receives an annual dividend, which it uses exclusively for charitable purposes. Detailed information about the Körber-Stiftung, including our mission statement, areas of activity, and use of funds, is available on the homepage of Körber-Stiftung.

These organizations were supported by the group-wide donation campaign in 2024.

Environment

Animal protection and nature conservation
- OroVerde, Germany
- WWF, Germany

Social

Refugees aid
- UN Refugee Agency, Germany

Children's and youth welfare services
- Save the Children, Germany

Governance

Human rights protection
- Amnesty International, Germany
- UN Women, Germany

Special project, Climate protection measures (UN SDG 13)

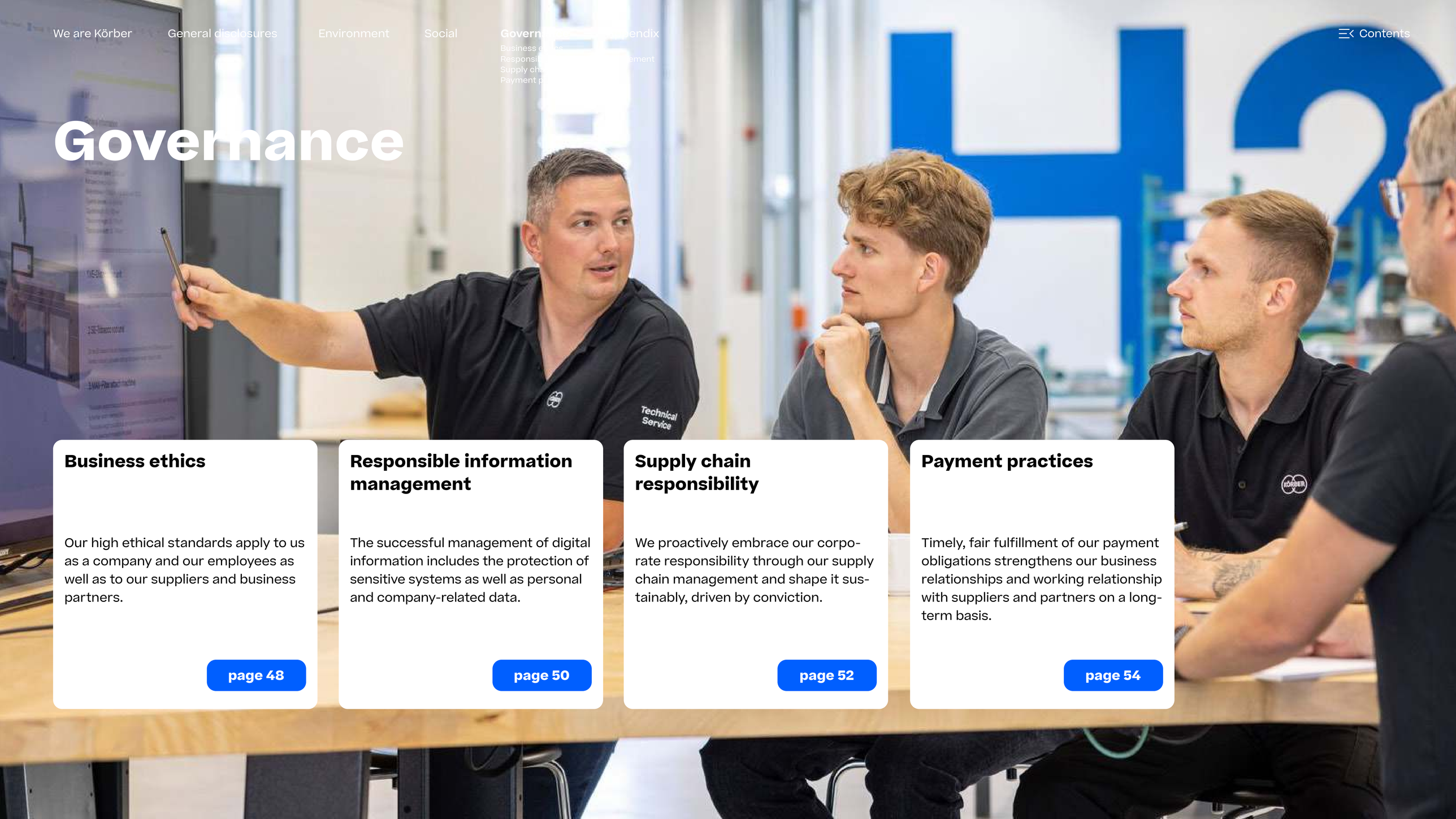
Climate protection
- Global Nature Fund, Germany

Metrics and Targets

Target: Expansion of giving to society

Subtargets	Progress 2024	Activities 2025
Expansion of our group-wide donation campaign by €1,000 per year until 2026.	• Special donations amounting to €78,000 for seven non-profit organizations. • Special donations to charitable organizations on the occasion of three anniversaries at Group locations.	• €79,000 for seven non-profit organizations in 2025.
Expansion of volunteer programs in the Group.	• Volunteer days and initiatives at different locations. • Start of the development of a strategic concept for a group-wide framework for volunteer programs at our sites.	• Finalization and start of implementation of the strategic concept for a group-wide framework for volunteer programs at our sites.
Selected sponsorship activities.	• Sponsorship of the 'Klub der Künste' in Hamburg. • Expansion of the offering of on-site and virtual tours of exhibitions at Deichtorhallen.	• Focus on charitable initiatives with a sustainability focus. • Review of the extension of the sponsorship of the 'Klub der Künste'.

Governance



Business ethics

Our high ethical standards apply to us as a company and our employees as well as to our suppliers and business partners.

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Responsible information management

The successful management of digital information includes the protection of sensitive systems as well as personal and company-related data.

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Supply chain responsibility

We proactively embrace our corporate responsibility through our supply chain management and shape it sustainably, driven by conviction.

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Payment practices

Timely, fair fulfillment of our payment obligations strengthens our business relationships and working relationship with suppliers and partners on a long-term basis.

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Business ethics

For us at the Körber Group, it is a matter of course to comply with the applicable laws and regulations worldwide and to commit to social responsibility. This clearly includes respecting and protecting human rights. We are convinced that this is fundamental to responsible corporate governance.

Governance

The Chief Executive Officer (CEO) of the Körber Group also serves as the Chief Compliance Officer (CCO). Each Körber Business Area has an appointed Compliance Officer (CO), and every entity within the Group has a designated Compliance Representative (CR) who acts as the local point of contact.

The COs of the Körber Business Areas regularly report on compliance-related matters during the meetings of the Compliance Board. In the event of a serious compliance violation, the respective CO promptly informs the CCO and the management of the Business Area concerned. The COs provide regular written annual reports to the CCO and the management of the respective Business Area, or the responsible board member of Körber AG, which must be submitted by the end of February each year. These reports offer an aggregated overview of identified compliance violations, the status of the compliance organization, and the measures and audits undertaken within each Business Area. The CEO, who also serves as the CCO, regularly informs the Board of Körber AG and reports on any significant occurrences. Furthermore, the CCO submits an annual compliance report to the Supervisory Board, providing a comprehensive overview and an explanation of its contents.

Further details on our organizational structure, including the Group Executive Board and Group Supervisory Board, can be found in the section → Governance.

Strategy

We take a firm stance against corruption, bribery, fraud and anti-competitive practices and resolve conflicts of interest at an early stage. We expect our employees, managers, suppliers and business partners to uphold ethical conduct and act accordingly. As an internationally active technology group, we adhere to a globally uniform standard that meets the strictest legal requirements. We thus consciously exceed local applicable statutory regulations. We offer a variety of options and reporting channels for both employees and third parties to communicate misconduct and infringements.

Adherence to our compliance rules is integrated into our everyday business operations. Among other measures, we conduct due diligence checks in relation to bribery and corruption on sales representatives and other intermediaries. In addition to a background check on every sales agent, we also complete a checklist to seek any risk factors ('red flags') in relation to corrupt behavior. The list includes identification based on a public register and tax number, assessment of business operations based on size, experience and the company's registered location, and questions about possible conflicts of interest. The completed checklist must be approved by the compliance officer responsible and reviewed every three years. Attempts to conceal illegal payments are also prevented effectively by corroborating payment channels and specifying them in advance among other things. We also verify the effectiveness and adherence of our compliance processes on a regular basis and check the effectiveness of our control processes.

Corporate Culture

In line with the strategic transformation of the Körber Group into a leading technology provider, the Körber Group Executive Board and the Business Area management decided in 2019 to implement a unified brand strategy. The foundation for a common Körber culture was established based on the Körber brand and our brand story. The Körber culture evolves through the active collaboration of the Körber Group's employees.

Trust and cooperation emerged as the core values of our Körber culture. Trust is the foundation of every successful partnership, shaping the quality of working relationships, communication, and business interactions. Collaboration brings people together, allowing them to effectively leverage their skills, knowledge, and expertise to achieve shared objectives and strengthen the Körber brand. Effective collaboration fosters cross-functional synergies, breaks down silos, and drives superior outcomes, innovation, and sustainable growth. The Körber principles play a vital role in cultivating and reinforcing this corporate culture.

To promote the Körber culture, the 'Culture Compass' was introduced in 2023, helping employees to better understand the significance of culture, the formulated values and incorporating them into their working relationships. It was introduced through internal channels, accompanied by training sessions. In 2024, the training of 'Culture Coaches' commenced. These coaches serve as key facilitators, promoting and enhancing collaboration across the Business Areas.

The 'We celebrate diverse perspectives' mentoring program was launched to assist the exchange of different perspectives, thus promoting a respectful workplace. Furthermore, the mandatory e-learning program 'Respectful Workplace' raises awareness on this topic.

In the reporting year, the Körber Group Executive Board also created the Körber 'Bluebook', which was internally published on 1 January 2025. This 'Bluebook' describes our ethical core values in alignment with the entrepreneurial legacy of founder Kurt A. Körber and aims to

promote sustained, collective action across the entire Group based on the same principles. In addition to its in-house publication, the Körber 'Bluebook' is selectively shared with customers, business partners, and applicants for employee positions within our Group.

Additional information on our corporate culture and its implementation within the Group can be found in the section → Fair and attractive employer.

Actions and resources

We established our compliance management system back in 2010 and have consistently further developed it ever since. From the outset, we established rules on handling gifts, hospitality, invitations as well as donations and sponsoring and provided instructions on compliance with antitrust laws. To avoid risks in sales, we have strict guidelines for partnering with sales agents and other intermediaries. Moreover, we have established policies for export control and money laundering prevention. To prevent fraud, we have established minimum standards for payments. The 'Group Guideline Procurement', including its requirements for payments to suppliers, is vital for sound corporate governance.

Group guidelines

Our group guidelines apply to all Körber entities worldwide and adhere to a uniform standard that meets the most stringent legal requirements. This intentionally includes being stricter in some regions than legally required.

The most relevant group guidelines in the area of business ethics, which are presented in our Sustainability Report 2024, include, in addition to the 'Policy Statement of the Körber Group on Human Rights and Environmental Risks', the following guidelines:

- **'Group Guideline Code of Conduct'**
- **'Group Guideline Procurement'**
- **'Group Guideline Sustainability in Procurement & Supply Chain Management'**
- **'Group Guideline Supplier Payment'**

'Policy Statement of the Körber Group on Human Rights and Environmental Risks'

With our 'Policy Statement of the Körber Group on Human Rights and Environmental Risks', we reaffirm our commitment to protecting human rights across all our operations. We are also comitted to upholding and promoting human rights for our employees, customers, suppliers, and business partners. Our commitment applies to all Körber Group locations and entities worldwide.

In this regard, we adhere to the principles outlined in the following international guidelines and standards:
- Universal Declaration of Human Rights by the United Nations
- UN Guiding Principles on Business and Human Rights
- ILO Declaration on Fundamental Principles and Rights at Work
- ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy
- The Ten Principles of the UN Global Compact

To safeguard our employees and locations as well as to ensure responsible practices across our supply chain, we systematically identify, analyze, evaluate, and mitigate risks related to human rights and environmental impact. These processes are fully integrated into our corporate risk management framework. Our Group entities regularly conduct risk assessments and provide compliance training for relevant employees. → **Responsible Information Management** In addition, we have implemented a range of measures to prevent, eliminate, or minimize human rights and environmental risks within our business operations. We follow a proactive, preventive approach and continuously monitor risks and adapt measures as necessary in response to changing conditions. The Körber Group regularly reviews the effectiveness and adequacy of existing measures and continuously enhances them.

Clear responsibilities are defined for human rights and environmental matters, with designated individuals reporting regularly and directly to the Körber Group Executive Board.

Our 'Policy Statement of the Körber Group on Human Rights and Environmental Risks' is publicly accessible to external stakeholders via our corporate website.

'Group Guideline Code of Conduct'

The 'Group Guideline Code of Conduct' is mandatory for all Körber Group employees. It is a central component of our corporate culture and reflects our responsibility to protect all stakeholder groups of the Körber Group. Our Code of Conduct includes guidelines on preventing corruption, bribery, fraud, money laundering, and anti-competitive practices. Moreover, it addresses the protection of human rights, the prohibition of any discrimination, and the prohibition of child and forced labor, and establishes clear guidelines for managing conflicts of interest and ensuring information security. Our 'Group Guideline Code of Conduct' is available in eleven languages on our corporate website.

An essential component of the Code of Conduct is guidance on reporting compliance violations. Additional information on this topic can be found in the chapter **Whistleblower reporting system**.

Amid increasing bureaucratic requirements and regulatory complexity, it is important to maintain awareness of the key issues in compliance. To ensure ethical conduct across all areas, we educate our employees on our compliance rules through regular training sessions, which must be repeated every 24 months. This applies to all members of the Group Executive Board and all employees in the first tiers of leadership below the Group Executive Board, all employees with direct sales or procurement-related contact with potential and actual customers and suppliers as well as all employees in accounting. The training sessions are conducted via an e-learning program tailored to Körber, providing comprehensive coverage of topics including the Code of Conduct, antitrust legislation and corruption prevention.

By providing training to the aforementioned employees, we ensure that the Group Sales and Group Procurement, which are most vulnerable to corruption and bribery, are continuously informed about their legal and ethical responsibilities.

Our Code of Conduct, including the policies on corruption, antitrust law, money laundering, and fraud prevention, is guided by key international standards, including the Universal Declaration of Human Rights by the United Nations, the United Nations Convention against Corruption, and The Ten Principles of the UN Global Compact.

Our Chief Compliance Officer is responsible for ensuring compliance with regulatory frameworks across the Körber Group. Correspondingly, the Compliance Officers of each Business Area oversee adherence to compliance regulations within their respective areas. To monitor compliance, we have established an annual reporting process. → **Business ethics, Governance**

Whistleblower reporting system

Körber AG and its associated entities foster an open corporate culture built on mutual trust and encourage employees, leadership teams, business partners, and all other stakeholders to utilize designated reporting channels in the event of potential compliance risks.

Our Körber employees can contact their usual points of contact within the entity, particularly their supervisors or local management as well as the Compliance Officers responsible. Employees and managers receive detailed information about all reporting channels and relevant contacts as part of the compliance training.

Whistleblowers who contact the central internal reporting office are fully protected under the German Whistleblower Protection Act and other national laws implementing the Directive (EU) 2019/1937 on the protection of whistleblowers.

Furthermore, all internal and external stakeholders can report serious violations of the Körber's 'Group Guideline Code of Conduct' in the areas of human rights violations, corruption, competitive behavior, and the protection of corporate assets via our homepage. Anonymous reports are possible if required. Once the contact form is completed, it is converted into an email and sent from the website to the Compliance Counsel at Körber AG (Group Legal). The submitted information is then deleted from the server. Körber AG, as the operator of this website, only obtains knowledge of the internet provider's name, the IP address, and the time of access to the website. Körber AG explicitly assures that there will be no adverse consequences for good-faith whistleblowers. Further information about our publicly accessible whistleblower reporting system can be found on the Körber homepage.

The Compliance Officer responsible for the respective Business Area is accountable for thoroughly reviewing all reports of potential violations of compliance regulations, regardless of their origin. The Compliance Officer regularly - or in certain cases necessarily - consults Group Legal and/or Group Controlling & Internal Audit for further investigation and assessment of the matter.

In the case of serious violations, the Compliance Officer consults with the Chief Compliance Officer about the actions to be taken. The Business Area or entity management as well as

Group Legal, must be involved in discussions concerning serious violations. Once the Compliance Officer deems the matter sufficiently clarified, he will invite the CCO, Business Area or entity management, and Group Legal to discuss the issue, appropriate responses, and future preventive measures. The decision on actions and sanctions as well as their implementation remains the responsibility of the Compliance Officer.

Metrics and targets

Target: Expansion and strengthening of the compliance culture

Subtargets	Progress 2024	Activities 2025
Achieved: **By 2024, 90% of the relevant employees will have a valid compliance training certificate.**	• The achievement of our target (92,2%), primarily based on recurring training sessions, highlights our strong commitment to compliance.	• In 2025, 90% of the relevant employees will obtain a valid compliance training certificate once more.

Responsible information management

Responsible information management is a priority for both employees and business partners. To meet this expectation, we make data protection and information security a top priority.

Data protection

Digital information and its management are integral to Körber's economic success. This includes the protection of personal data of business partners and employees from unauthorized access.

Our engagement

The Körber data protection organization is dedicated to managing the data privacy interests of employees and business partners. Group-wide guidelines on data protection have existed since 2020. They contain specifications on aspects such as erasing and blocking personal data at Körber and the course of action in the event of a breach in data privacy. Körber AG's data privacy policy can be found on the homepage.

Körber employees undergo data protection training every two years to raise their awareness. The introduction of SAP SuccessFactors in 2023 enabled us to further increase the participation rate in the data protection training in 2024. Data protection officers assess data protection compliance and provide recommendations to management before any new IT tools and processes are introduced. This is carried out in close collaboration with the group-wide IT organization and other specialized departments.

Metrics and targets

Target: Protection of your data and ours

Subtargets	Progress 2024	Activities 2025
Achieved: **By 2024, 80% of relevant employees will have a valid data protection training certificate.** New: **By 2025, 85% of relevant employees will have a valid data protection training certificate.**	• 91.2% of the relevant employees currently hold a valid data protection training certificate. The transition to a more efficient system significantly boosted participation, increasing from 81.7% to 91.2% compared to the previous year.	• Safeguard the high standard for data protection through continuous training of relevant employees.

Cyber security

Digitization interconnects numerous areas of work, business and personal life, rendering them susceptible to attack. We are aware of this danger and thus regard it an essential task to set up a system to protect all our group-related data. In addition to the information itself, this also includes the associated infrastructure, local systems, computer centers, networked machines, and cloud systems.

The threat of cyber-attacks has become a pervasive issue. In response, governments worldwide are enacting laws to protect critical infrastructure, organizations, and businesses. Compliance with these legal requirements is a given for us. To ensure this, we have integrated adherence to new cyber security laws and regulations as a key objective within our 'House of Sustainability' framework for the subtopic of cyber security. By the time national laws come into effect, all relevant entities will have implemented the European NIS2 Directive. This also applies to the implementation of the EU Cyber Resilience Act in 2027.

One particular threat arises from what are known as supply chain attacks, where legitimate software programs contain a malicious code or known vulnerabilities. We are aware that the security of our software products is essential for future market success. That is why we will be introducing standardized security checks during the software development life cycle for all the Group's independent software products by 2026. An overview of the progress we have made during the reporting period as well as the measures planned for 2025, can be found in the section → **Responsible information management, Target: Reliable and trustworthy partner for our customers**.

Our engagement

We are convinced that everyone must take responsibility when it comes to cyber security. Since 2022, we have been offering topic-related events such as the Cybersecurity Week and continued this commitment throughout the reporting year. We also host on-site training sessions tailored to specific needs, along with specialized training programs for employees across various Business Areas. This includes e-learning programs, enabling us to train 80 percent of relevant employees annually on cyber security.

We have drawn up security guidelines with clear roles and processes to ensure our business operations are resistant to cyber-attacks. The Chief Information Security Officer's (CISO) team is responsible for cyber security across all areas on a Group and Business Area level. Employees in security relevant areas undergo regular training and certified courses such as those on secure software development. At the same time, we also run awareness campaigns and interactive information and learning contents to alert all employees on how to identify potential breaches in cyber security.

Introduced in 2020, our Cyber Defense Center (CDC) and its specialists check our systems for possible incidents and suspicious information flows 24 hours a day. Since 2023, the CDC has been monitoring over 80 percent of the IT infrastructure level of monitoring was maintained during the reporting period, allowing us to once again meet our related target. Today, all essential areas are under the control of the CDC. Depending on the Group's merger and acquisition activities, we will continue to diligently work towards monitoring nearly 100 percent of our critical infrastructure in the future. Components and security-relevant actions are monitored in our central security information system (SIEM) and we are able to give a swift, targeted response with our security systems in the event of a security incident. We have established an incident response procedure (IRP) to rectify possible security breaches.

As far as product development is concerned, we have established mandatory security checks during software development life cycles and are developing additional security measures for our products. External companies regularly audit our information security measures and we continuously test them for effectiveness to adapt them to evolving threats. We have set up internal audits and a risk-based information security management system (ISMS) based on international standards such as ISO 27001 for this purpose. Within this framework, services are regularly analyzed and critical vulnerabilities addressed and resolved using a regulating process.

A secure software development process is a fundamental element for our products. To promote this, we prioritize developer training through specialized programs and the exchange of best practices across Business Areas. In 2023, we established the 'Application Security Community' to strengthen cross-functional collaboration among our software developers, complementing existing initiatives such as the thinktank software. Our ongoing objective is to firmly integrate 'Security by Design' into the software development process. During the reporting period, a new Head of Application Security was also appointed, under whose leadership the group-wide 'Application Security Team' was strategically expanded and strengthened. This initiative provides Business Areas with additional capabilities and the necessary resources to counter threats successfully and tackle cyber security issues efficiently.

During the reporting year, we initiated the consolidation of existing ISO 27001 certifications into a unified multi-site certificate. This includes both the ISO 27001 certifications of the Central IT Department and the product-specific certifications of the Körber Business Areas Pharma, Supply Chain, and Technologies. We also successfully secured the Gold Medal from the internationally recognized cyber security assessment agency CyberVadis. With this, we have achieved our goal of certifying all relevant software and IT entities within the Körber Group under ISO 27001 or equivalent standards. We will maintain these certifications at their highest level and expand them as needed to meet customer requirements.

Körber also joined the 'Allianz für Cyber-Sicherheit' (Alliance for Cybersecurity) in 2023. The German Federal Office for Information Security (BSI) launched its Alliance for Cybersecurity to combat cyber-crime and provide companies with a platform to share know-how and experiences. One of the initiative's long-term objectives is to increase cybersecurity in Germany as a business location. This objective can be reached mainly through collaboration in networks and alliances. Some 8,000 companies have already joined the Alliance for Cybersecurity (as of February 2025).

Metrics and targets

Target: Protection against cyber-attacks

Subtargets	Progress 2024	Activities 2025
New: **All relevant entities will have ensured compliance with the European NIS-2 Directive upon the implementation of national laws.**	• Workshops were conducted for all entities affected by NIS-2 to identify existing gaps. Some of these gaps have already been addressed. This initiative will continue in 2025.	• We aim to close the remaining gaps for all entities affected by NIS-2 to ensure full compliance with the laws of each country. This also includes an external assessment for our location in Hungary.
New: **By the end of 2027, all relevant entities will have implemented compliance with the EU Cyber Resilience Act.**	• Initial information sessions and working groups were initiated for all entities and departments affected by the EU Cyber Resilience Act to prepare for structured implementation. These measures serve as a foundation for further development and will be continuously optimized.	• We will establish additional application security measures as part of the implementation of the EU Cyber Resilience Act, particularly focusing on vulnerability management. This will include the introduction of a standardized methodology to create the Software Bill of Materials (S-BOM) and to establish a coordinated approach to newly discovered vulnerabilities.

Target: Reliable and trustworthy partner for our customers

Subtargets	Progress 2024	Activities 2025
By 2026, standardized security controls will be implemented within the software development lifecycle across the Körber Group for all independent software products.	• All ISO 27001 certifications were successfully maintained. The process of consolidating all certifications into a multi-site certificate also was initiated. • CyberVadis awarded a Gold Medal rating to the Körber Group's cyber security management system once again. The score improved from 914 to 925. • As part of our efforts to optimize the quality of software development, we introduced a central software platform aimed at training software developers on potential vulnerabilities related to different programming languages. • The implementation of a new vulnerability management system has enabled us to test our cloud products more comprehensively and address potential vulnerabilities in a more targeted manner.	• We will obtain a new ISO 27001 certification for the Körber Pharma Packaging Materials AG as part of the multi-site certificate. • We will appoint Security Champions for all ongoing software projects (in-house development) to enforce compliance with security-related principles and processes and actively manage vulnerabilities during development using a software analysis tool.

Target: Safety has the highest priority

Subtargets	Progress 2024	Activities 2025
Achieved: **Annually, 80% of relevant employees are trained on cyber security.**	• 87.5% of employees with access to IT systems were trained through e-learning, which represents an increase compared to the previous year and the achievement of the target for the first time. We also offered other training measures throughout the year. • In addition to e-learning, we expanded our awareness measures and developed tailored training offerings for different employee groups, such as our apprentices and software developers, which were conducted in face-to-face sessions.	• Further development of awareness measures and tailored training programs for different employee groups, particularly those in the production environment.

Supply chain responsibility

Sustainable management of our global supply chains is not only a legal obligation but a reflection of our corporate responsibility. We act out of conviction and consider this a competitive advantage.

Governance

The Chief Operating Officer Circle (COO Circle) is responsible for the strategy as well as all processes and measures related to the responsible management of our supply chains.

At the beginning of the reporting year, the COO/CTO Circle consisted of the member of the Group Executive Board responsible for Procurement & Supply Chain Management (P&SCM), the Chief Operating Officers (COOs) and Chief Technology Officers (CTOs) of the Business Areas as well as the Group Chief Procurement Officer. The P&SCM Circle regularly informs the COO/CTO Circle about the progress of initiatives aimed at advancing the group-wide P&SCM functions and the goals achieved. The circle makes decisions regarding key parameters such as investments, organizational structure, and control mechanisms.

Since 1 September 2024, the COO/CTO Circle has been divided into a separate COO Circle and a separate CTO Circle. The COO Circle has now taken full charge of defining the measures to develop the group-wide P&SCM function further.

Strategy

The 'Code of Conduct for Suppliers of the Körber Group' serves as the foundation for responsible collaboration with our suppliers and is an integral part of our general purchasing terms and conditions. It outlines the minimum social and environmental standards required from our suppliers. In particular, we expect every supplier to respect human rights within their operations and throughout the associated supply chains. Acceptance and compliance with the 'Code of Conduct for Suppliers of the Körber Group' are essential prerequisites for establishing a supplier relationship with Körber and are non-negotiable. We reserve the right to terminate the business relationship if the guidelines and standards set forth in this 'Code of Conduct for Suppliers of the Körber Group' are disregarded.

Actions and resources

In our supplier selection process, we assess not only risks such as the supplier's industry and regional origin but also multiple social and environmental sustainability criteria as well as their management of risks related to corruption, bribery, and cybersecurity. A preliminary due diligence review, using independent external information sources, provides insights into the integrity and creditworthiness of a potential supplier. We also regularly assess our actual suppliers to ensure compliance with social and environmental criteria through ESG self-assessments, audits, and inquiries with independent external information providers.

The ESG self-assessments conducted on our IntegrityNext platform are a vital component of our supplier life cycle management processes and serve as a key criterion in the supplier selection process from the outset. These assessments comprise questions on human rights, supply chain responsibility, environmental protection, carbon footprints, work safety, health protection, conflict minerals, and measures to protect against bribery and corruption.

In addition to evaluating our suppliers, we also collaborate with them to further develop their sustainability practices. Our focus is on high-risk and A-tier suppliers. The primary factor in prioritizing development measures is the assessment of our influence, based on our order volume in relation to the supplier's total revenue.

The 'Group Guideline Procurement' and the 'Group Guideline Sustainability in Procurement & Supply Chain Management' are additional central and indispensable elements of our strategic procurement and overall supply chain management. They define clear requirements and guidelines to ensure responsible, efficient, and sustainable sourcing.

'Group Guideline Procurement'

The 'Group Guideline Procurement' is designed to ensure the efficient supply of materials and services while strengthening the competitiveness of our Körber entities, the Körber Business Areas, and Körber AG. It determines the structures and processes of the procurement functions within the Körber Group and defines the collaboration between the individual Körber entities, Körber Business Areas, and Körber AG as well as the management of procurement responsibilities with external suppliers and service providers.

The guidelines outlined in the 'Group Guideline Procurement' are mandatory for all Körber employees involved in procurement processes and serve as the foundation for all operational implementation measures within the Business Areas. They apply to all entities in which Körber AG holds a majority stake.

At the Group, Business Area, and entity levels, the establishment of Procurement & Supply Chain Management (P&SCM) targets is done in collaboration with the respective management bodies and the P&SCM managers responsible. At the beginning of the target-setting process, the Körber Group Executive Board, in coordination with the COO Circle and the Head of Group Procurement & Supply Chain Management (GPSCM), defines the procurement and SCM objectives. This dialogue is then extended to the Business Areas and their procurement and SCM units.

To assess the success of the defined targets, GPSCM conducts regular evaluations using Key Performance Indicators (KPIs). This process takes place within the P&SCM Circle, which includes the P&SCM managers from leading Körber entities. GPSCM regularly reports on the entire P&SCM organization, providing quarterly performance reports and analyses.

The GPSCM department reports directly to the Körber Group Executive Board. Through this structured and consistent approach, the Körber Group ensures the efficiency, transparency, and long-term competitiveness of its global P&SCM processes.

Reduction of sustainability risks in the Körber supply chains by embedding sustainability criteria and analyses in the supplier life cycle.

Metrics and targets

Target: Increasing transparency on ESG practices of suppliers

Subtargets	Progress 2024	Activities 2025
Achieved: 90% of relevant purchasing volume has gone through an ESG self-assessment of relevant suppliers every year.	• Continued coverage of more than 91% of relevant procurement volume through ESG self-assessments. • Creation of over 250 development plans aimed at enhancing supplier development and mitigating sustainability risks. • Publication of the first report on the Supply Chain Due Diligence Act (BAFA report) in April 2024. • Integration of conflict minerals as a standard topic in ESG self-assessments.	• Continuous monitoring of targets and steering of required measures through committees (e.g. communication with suppliers whose ESG self-assessments are required).
By 2030, we aim to a share of 50% primary data in Scope 3.1; the share will be 90% by 2040.	• Expansion of the pilot to collect primary data from suppliers from a small to a larger number of suppliers.	• Further consecutive expansion of the pilot to collect primary data from suppliers.

‘Group Guideline Sustainability in Procurement & Supply Chain Management’

The Körber Group’s ‘Group Guideline Sustainability in Procurement & Supply Chain Management’ aims to ensure sustainable and transparent supply chains. It focuses on reducing sustainability risks within Körber’s supply chains by integrating sustainability criteria and analyses into the supplier lifecycle, monitoring upstream CO_2e emissions, and fulfilling legal due diligence obligations. This group guideline complements the previously outlined ‘Group Procurement Guideline’.

To monitor compliance, suppliers are regularly evaluated through the IntegrityNext platform, audits are conducted, and sustainability risks are analyzed annually and as needed. The guideline applies to all activities of the Körber Group, both in the upstream and downstream supply chains, and covers all geographic regions where Körber operates. It includes all relevant stakeholder groups, including suppliers and internal Business Areas responsible for implementation.

The responsibility for the content of the ‘Group Guideline Sustainability in Procurement & Supply Chain Management’ lies with Körber Procurement & Supply Chain Management. All Business Areas and Körber entities with corresponding procurement functions are involved in the guideline’s creation and continuous development. The responsibility for ensuring compliance with the guideline lies with the local heads of Procurement & Supply Chain Management.

The guideline is in alignment with the international guidelines and standards mentioned in ‘Körber Group’s Statement on Human Rights and Environmental Risks’, such as the United Nations Guiding Principles on Business and Human Rights or the Fundamental Principles and Rights at Work of the International Labour Organization.

The interests of internal and external stakeholder groups were taken into account during the creation of the guideline to ensure a sustainable, legally compliant supply chain. Future expansions of the guideline are planned should new legal requirements need to be integrated and if the Körber Group needs to adapt to changing market conditions.

Payment practices

Reliable and fair fulfillment of payment obligations is a core principle of our business ethos. Timely execution of our payment obligations to suppliers and partners ensures trust-based business relationships and fosters sustainable collaborations.

Governance

The overarching responsibility for the content design and implementation of the 'Group Guideline Supplier Payment' lies with the Head of Group Procurement & Supply Chain Management. They ensure that the guideline is continuously developed, adjusted to regulatory requirements, and applied consistently across the entire Group.

The system-based recording and booking of payment obligations are ensured by the regulations outlined in the 'Group Guideline Treasury' and the 'Minimum Standards for Payments'. These guidelines define controls for proper payment processing and establish segregation of duties to maintain compliance and security. The clear separation of responsibilities ensures a transparent, auditable and secure processing of all payment transactions. This governance structure avoids potential conflicts of interest and ensures the highest standards in terms of data integrity and compliance.

The operational responsibility for monitoring adherence to payment deadlines lies with Group Procurement & Supply Chain Management. Payment obligations and their timely settlement are monitored and analyzed on a monthly basis at Körber entity, Business Area, and Group level. The key metric 'Days-to-Pay' (DTP) serves as the central monitoring indicator (see 'Group Guideline Supplier Payment').

As part of the monthly Performance Dialogs, there is an exchange between Group Procurement & Supply Chain Management and the representatives of Körber entities and Business Areas to analyze payment orders. In this context, the Head of Group Procurement & Supply Chain Management is also informed.

During the quarterly meetings of the Chief Operating Officer Circle, the Head of Group Procurement & Supply Chain Management reports to the Group Executive Board on the results and developments in payment management.

Strategy

The efficient, transparent, compliant processing of payment obligations reflects our long-term commitment to sustainable and trust-based business relationships. Through clearly defined processes and systematic implementations, we ensure that all payment transactions are carried out on time, reliably, and in accordance with the highest compliance standards.

Actions and resources

We have established processes across the Group to ensure punctual payment and the timely recording of payment obligations in our enterprise resource planning (ERP) and financial accounting systems. This includes monthly monitoring and booking of all invoices according to their respective payment due dates. This structured approach not only allows for precise liquidity management but also ensures transparent, reliable handling of all financial obligations towards our suppliers and business partners.

Our 'Group Guideline Supplier Payment' defines both the regionally adapted payment terms and the established monitoring processes that ensure timely, transparent fulfillment of our financial commitments.

'Group Guideline Supplier Payment'

The 'Group Guideline Supplier Payment' of the Körber Group aims to define standardized and transparent payment terms for suppliers. It outlines both general and country-specific requirements for payment conditions. The payment terms derived from our corporate guideline are aligned with the EU Directive on Combating Late Payment in Commercial Transactions (EU (2011/7).

To ensure compliance with this guideline, processes have been instigated to record invoices promptly in the ERP system of the Körber entity concerned. Our key performance indicator (KPI) for monitoring payment timelines is the 'Days-to-Pay' (DTP) metric, which measures the period between invoice booking and payment. We ensure timely payments by continuously monitoring DTP in line with our payment terms.

The guideline applies group-wide to all entities and payment obligations. It sets a payment term of a maximum of 60 days net from the receipt of the invoice, while taking into account country-specific regulations. The payment terms we have established are based on the regionally applicable guidelines and apply to all our suppliers and business partners.

Metrics and targets

Key Performance Indicator

	Unit	2024
Average number of days that Körber requires to settle an invoice (starting from the contractual or statutory payment due date).	Days	47
Number of court proceedings currently pending against Körber due to late payment.	Number	0

Appendix

ESRS Index

We use the ESRS Index to report our sustainability performance clearly and transparently in accordance with European standards for corporate sustainability reporting.

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About this Sustainability Report

The aim of our Sustainability Report is to provide a comprehensive overview of our activities in relation to ESG matters.

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Methodology

We explain our approaches and procedures for collecting, analyzing and evaluating the data presented in the Sustainability Report in accordance with the relevant standards and guidelines.

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[1] The specification of the ESRS index is for orientation purposes only, there is no claim to completeness of the standards and sub-standards mentioned, see ⟶ Strategy, Preparation for new standards.

About this Sustainability Report

Basis for preparation

The Körber AG Sustainability Report is voluntary and is published annually. The Körber Sustainability Report 2024 was published on 18 June 2025. It was prepared jointly with the central specialist departments and our four Business Areas Digital, Pharma, Supply Chain and Technologies. The Körber Sustainability Initiative team was responsible for compiling the report. All forward-looking statements in this report are based on assumptions valid at the editorial deadline of 9 May 2025. The actual results, advances, or performance of the Group may differ from our forecasts, estimates and announcements due to unknown risks, uncertainties, and other factors.

The aim of our Sustainability Report is to provide a comprehensive overview of our engagement regarding ESG topics, focusing on areas which are particularly important to the Körber Group and its stakeholders. → **Strategy, Assessment of material impacts, risks, and opportunities** The report contains information that relates to the Körber Group's own operations as well as to the upstream and downstream value chain. Unless otherwise stated, all disclosures in this report relate to the entire scope of consolidation. Any deviating inclusions are noted in the appropriate places.

In addition to Körber AG as the parent company, the Körber Consolidated Financial Report 2024 includes the domestic and foreign companies over which Körber AG can directly or indirectly exercise controlling influence. Körber AG is the parent company of the largest consolidated group, which includes 94 companies in total. Companies of minor significance for the Group's net assets, financial position, and results of operations (20 German and 15 non-German entities, 35 in total) are not included in the consolidated financial statement. The annual financial statements of the companies included were compiled as of 31 December 2024.

The scope of consolidation of this Sustainability Report generally aligns with that of the Körber Financial Report 2024. It includes 94 consolidated companies over which Körber AG can directly or indirectly exercise controlling influence. It also incorporates 19 non-consolidated companies where the Group actively manages their operating business and ongoing business activities take place. Other companies were not included in this Sustainability Report because Körber AG does actively manage their operating business and/or because no ongoing business activities take place at these companies. These are: Ferry Investments Limited Liability Company, BigRep GmbH, High-Tech Gründerfonds III GmbH & Co. KG, KSCS Co-Invest GmbH, KSCS GP GmbH, KSCS Körber GmbH & Co. KG, KSCS Körber GP GmbH, KSCS MLP GmbH, MX Fund II GmbH & Co. KG, Project A Buy-Out Co-Invest I GmbH & Co. KG, Project A Ventures III GmbH & Co. KG, Project A Ventures IV GmbH & Co. KG, BigRep SE, FactoryPal GmbH, Franz Ziel GmbH, Franz Ziel USA Inc.

The Sustainability Report mainly relates to the Körber Group's own operations. Nonetheless, we are aiming to incorporate the up- and downstream value chain whenever it is relevant. Key figures on the environmental criterion are collected for both upstream and downstream, e.g. Scope 3.1 and Scope 3.11. Key figures on the dimensions of social and governance are mostly focused on our own operations. Various elements of our value chain are taken into account in certain cases, such as when suppliers evaluate the sustainability practices of their own suppliers.

Time horizons

When it comes to sustainability reporting, the Körber Group defines different time periods to set and achieve goals. Short-term periods refer to one year, while medium-term periods cover from the end of the short-term horizon up to a maximum of five years. A long-term horizon covers a period of more than five years. These time-period definitions are aligned with the time horizons of the Körber risk management.

Value chain estimation

The Körber Group uses indirect sources, such as emission factors and averages, for the disclosure of some key figures that contain data from the upstream and/or downstream value chain. However, we also include primary data in our calculations where available. In the past and in the reporting year, no assumptions or estimates were made and presented in the Sustainability Report for the upstream or downstream value chain, except for the greenhouse gas inventory. Further details for estimations related to the greenhouse gas inventory can be found in the relevant section. → **Methodology, Calculation method for the greenhouse gas inventory**

Explanation of external data usage for key figures/KPIs

The Körber Group uses external sources like industry averages and models such as 'item+s' by ctrl+s GmbH for key figures that include upstream and downstream value chain data. These sources provide, for example, emission factors based on spend-based methods and life cycle assessments (LCAs). The data is integrated by multiplying purchase volumes with these factors. To ensure accuracy, Körber regularly reviews and validates external data and adjusts the calculations as needed.

Impact of using estimates on key figures/KPIs accuracy

In the case of metrics and KPIs that include upstream and downstream value chain data estimated using indirect sources, such as industry averages or proxies, their accuracy can be affected by the generalization inherent in these methods. For example, Scope 3 emissions categories, such as purchased goods and services (3.1), capital goods (3.2), and upstream transport and distribution (3.4), are often based on spend-based emission factors. While these estimates provide a practical approach to quantifying emissions, they cannot capture specific variations in supplier practices or regional differences. Consequently, the use of such estimates has a margin of error, making the metrics less precise compared to those based on primary data. The Körber Group mitigates this margin by periodically reviewing and validating the external data to ensure it remains as accurate and relevant as possible.

Future measures to improve data availability and quality

To enhance the accuracy of metrics and KPIs based on indirect sources, the Körber Group plans to increase the use of primary data such as supplier-specific data. For example, for its Scope 3.1 emissions, Körber has already started using supplier-specific data for a portion of its spending. In addition, Körber continuously reviews and updates the data used for emission calculations to ensure relevance and accuracy.

List of companies included in this Sustainability Report

Consolidated companies

Business Area Digital

DAIN Group Oy
DAIN Studios GmbH
Dain Studios Oy
KENGAGE, LDA.
Körber Digital GmbH
Körber FP Repository GmbH
Körber Porto, Unipessoal Lda.
Körber IAI Repository GmbH

Business Area Supply Chain

Godrej Koerber Supply Chain Limited
Koerber Supply Chain (Beijing) Ltd.
Koerber Supply Chain AU Pty. Ltd.
Koerber Supply Chain NZ Limited
Koerber Supply Chain SG Pte. Ltd.
Koerber Supply Chain Software APAC Pte. Ltd.
Koerber Supply Chain Software India Private Limited
Koerber Supply Chain Software SG Pte. Ltd.
Koerber Supply Chain Sydney Pty. Ltd.
Körber Supply Chain AG
Körber Supply Chain Automation Eisenberg GmbH
Körber Supply Chain Automation GmbH
Körber Supply Chain BR Ltda.
Körber Supply Chain CA, Inc.
Körber Supply Chain CL SpA
Körber Supply Chain Consulting GmbH
Körber Supply Chain DK A/S
Körber Supply Chain ES, S.L.
Körber Supply Chain GB Ltd.
Körber Supply Chain GmbH
Körber Supply Chain Holdings UK Ltd.
Körber Supply Chain Limited
Körber Supply Chain LLC
Körber Supply Chain Logistics GmbH
Körber Supply Chain Ltd.
Körber Supply Chain Madrid, S.L.U.
Körber Supply Chain NA, Inc.
Körber Supply Chain NL B.V.
Körber Supply Chain PT S.A.
Körber Supply Chain Software EP Ltd.
Körber Supply Chain Software GmbH
Körber Supply Chain Software Management GmbH
Körber Supply Chain UK Ltd.
Körber Supply Chain US, Inc.
KSCS HoldCo GmbH
PT Koerber Group Indonesia
MercuryGate Europe Limited
Körber Supply Chain Software France SASU
COHESIO GROUP, INC.
MercuryGate International, Inc.

Business Area Pharma

Koerber Korea Co., Ltd.
Koerber Pharma Private Limited
Koerber Pharma Software Ltd.
Körber Pharma Austria GmbH
Körber Pharma Consulting GmbH
Körber Pharma GmbH
Körber Pharma Inspection GmbH
Körber Pharma Packaging AG
Körber Pharma Packaging GmbH
Körber Pharma Packaging Materials AG
Körber Pharma Packaging Materials Inc.
Körber Pharma Packaging Materials LLC
Körber Pharma Packaging Materials s.r.o.
Körber Pharma S.à.r.l.
Körber Pharma Software GmbH
Körber Pharma Software, Inc.
Körber Pharma Switzerland GmbH
Körber Pharma, Inc.
ReEnergy Repository GmbH

Business Area Technologies

Dickinson Legg Group Limited
Koerber Japan Co., Ltd.
Koerber Technologies Pte. Ltd.
Koerber Technologies Sdn. Bhd.
Körber IPB Grundstücksverwaltung GmbH
Körber Technologies Battery GmbH
Körber Technologies Flavor GmbH
Körber Technologies GmbH
Körber Technologies Instruments GmbH
Körber Technologies Instruments SAS
Körber Technologies Limited
Körber Technologies S.p.A.
Körber Technologies SAS
Körber Technologies Zweite Verwaltungsgesellschaft mbH
Legg Limited
Koerber Technologies (China) Limited
Körber Hungária Gépgyártó Korlátolt Felelösségü Társaság
Körber Technologies, Inc.

Others

Körber AG
Körber Beteiligungen GmbH
Körber Grundstück Bergedorf I GmbH & Co. KG
Körber Grundstück Bergedorf II GmbH & Co. KG
Körber Grundstück Schwarzenbek GmbH & Co. KG
Körber Immobilienholding Bergedorf I GmbH
Körber Immobilienholding Bergedorf II GmbH
Körber Immobilienholding Schwarzenbek GmbH
Körber Global Business Services GmbH

Non-consolidated companies

Business Area Supply Chain

Körber Supply Chain AT GmbH
W+D UK Ltd.

Business Area Pharma

Koerber Pharma Software Pte. Ltd.
Koerber Pharma (Shanghai) Co., Ltd.

Business Area Technologies

ASL Analytic Service Laboratory GmbH
Hauni St. Petersburg Ltd.
Koerber Technologies (Pty.) Ltd.
Koerber Technologies (Shanghai) Ltd.
Körber Technologies Erste Verwaltungsgesellschaft mbH
Körber Technologies Ltda.
Körber Technologies Sp. z o.o.
Körber Technologies Teknik Hizmetler ve Ticaret Limited Sirketi
PT. Garbuio Dickinson Indonesia

Others

Körber Grundstücksverwaltung Bergedorf I GmbH
Körber Grundstücksverwaltung Bergedorf II GmbH
Körber Grundstücksverwaltung Billerbeck GmbH
Körber Grundstücksverwaltung Schwarzenbek GmbH
Körber Service GmbH
Sheer Machinery (Foshan) Co., Ltd.

Sources of estimation and outcome uncertainty

The metrics/KPIs related to Scope 3 emissions, such as purchased goods and services (3.1), capital goods (3.2), upstream transport and distribution (3.4), business travel (3.6), employee commuting (3.7), and the use phase of sold products (3.11), are subject to a high degree of measurement uncertainty due to dependence on external data sources, measurement techniques, and assumptions about future events. These uncertainties arise from the dependence on supplier- and customer-specific data, the use of spend-based approaches and industry averages, and the need to extrapolate data from partial periods to represent the entire financial year. The underlying assumptions include the use of average emission intensities per employee or unit of activity, and approximations based on monetary purchasing volumes and average travel distances. Although these methods are necessary for comprehensive estimates, they involve a degree of uncertainty, which the Körber Group reduces through continuous review and validation of the data.

Changes in preparation or presentation of sustainability information

We made the following changes in our calculations compared to the previous year:

- The Körber Group sold the Business Area Tissue on 2 November 2023; the greenhouse gas inventory calculation was adjusted for the years 2021 to 2023.
- Körber Pharma Packaging Materials LLC and Mercury Gate were acquired in the course of 2024. The acquisitions have a significant impact on the presented information in many areas (noted accordingly in each case), particularly on the comparison between 2023 and 2024.
- Due to the change in system boundaries, there was a reduction in the number of production sites.

Further changes relating to the dimensions of environment, social, and governance are presented in the Methodology on the following pages.

→ Methodology, Environment
→ Methodology, Social
→ Methodology, Governance

Compared to the previous year, we have also integrated new targets, target values and/or target years in the respective sections of the methodology. We indicated these changes with the word ‘New’. Targets are marked as ‘New’ if they were included for the first time in the reporting year and if there were linguistic adaptations. If a new target year or a new target value has been defined for an existing target, this is also marked with the word ‘New’. If a target was achieved in the reporting year, it is marked with the word ‘Achieved’ and, unless they are continued with a new target year and a new target value, are no longer reported in the next reporting year. In the case of targets that were not achieved, we have updated the target year and, if necessary, the target value.

Disclosures stemming from other reporting standards

In the reporting year 2024, the topics to be reported on will be defined based on the focus topics in the current ‘House of Sustainability’, based on the materiality assessment prepared in 2021 and last updated in 2022. As some topics are not covered by the ESRS, we report on these topics in accordance with the GRI standards (see below). The next Sustainability Report will be based on the results of a double materiality assessment (DMA) we started in 2024.

The two chapters listed below (‘Giving to society’ and ‘Responsible information management’) were prepared with reference to the GRI standards 2021 and GRI 1: Foundation 2021 of the Global Reporting Initiative (GRI) and apply to the 2024 financial year (1 January to 31 December 2024). The information corresponds to the latest available versions of the English translation of the GRI Standards.

Below, a table including the datapoints derived from the relevant GRI standards can be found:

Overview of the other reporting standards used

Chapter	GRI Standards and information	Disclosure	Location and explanations
Giving to society	GRI 3-3: Management of material topics		37–39
Responsible information management	GRI 3-3: Management of material topics		43–46
	GRI 418: Customer privacy 2016	418-1: Substantiated complaints concerning breaches of customer privacy and losses of customer data	43–46

Methodology

General

General remarks

The information outlined in the chapter 'Methodology' does not fully apply to the Körber entities within the Business Unit Software in the Business Area Supply Chain due to its flexible ownership structure. The specific scope of applied calculation methods as well as the adaptation and expansion of objectives is detailed in the relevant sections of the chapter 'Methodology'.

Unless otherwise specified in the individual calculation methods, the key figures presented in the Sustainability Report have not undergone external quality assurance.

Sale of Business Area Tissue

As outlined in the Körber Sustainability Report 2023, the Körber Business Area Tissue was divested by the Körber Group on 2 November 2023. It was included in the Sustainability Report 2023 to provide a comprehensive overview of our sustainability initiatives for the year and to ensure transparent monitoring of our targets and results. In the reporting year 2024, the Business Area Tissue is no longer included in our reporting. In accordance with the requirements of the Science Based Targets initiative (SBTi), this change has also been applied retroactively to our greenhouse gas inventory for the years 2021 – 2023.

Environment

Calculation method for net-zero targets (SBTi)

Körber Group's net-zero targets and commitment to the 1.5-degree target have been validated by the Science Based Targets initiative (SBTi). This validation confirms that Körber's emissions reduction pathways align with climate science and the requirements needed to achieve the Paris climate goals. We have set ourselves clear, measurable short-term goals. We undertake to reduce absolute greenhouse gas emissions (Scope 1 and 2) by 29.4 percent compared with the base year 2021 by 2027. Moreover, we will reduce the absolute greenhouse gas emissions in Scope 3 by 17.5 percent in the same period. In the long term, we want to reduce absolute greenhouse gas emissions in Scope 1 and 2 by 90 percent by 2030 compared to 2021. By 2040, we want to decrease the absolute greenhouse gas emissions in Scope 3 by 90 percent compared to the base year 2021.

To make it possible to achieve the targets, the Körber Group assigned the overall reduction targets to the Business Area level. Two approaches were developed in cooperation with the Business Areas. For Scope 1 and 2, the Körber Group's targets were assigned to the individual Business Areas according to their individual decarbonization capabilities. For Scope 3, an approach was developed that provides for an equal distribution and helps each Business Area with reducing its emissions by 90 percent by 2040.

Furthermore, the annual update of the greenhouse gas inventory serves to compare the results for Scope 1, 2 and 3 with the relevant annual targets and the overall reduction pathway approved by the SBTi. If deviations are identified, targeted measures are initiated accordingly.

Calculation method for energy consumption, energy mix and energy generation

Energy consumption, energy mix, and energy production were calculated as part of the greenhouse gas inventory calculations. Details on data collection, methods used, and underlying assumptions can be found in the methodology description of → **Methodology, Scope 1 and Scope 2 emissions**.

Calculation method for the greenhouse gas inventory

The Körber Group's greenhouse gas inventory is calculated based on the principles and methods of the Greenhouse Gas Protocol (GHG Protocol). The system boundaries of the greenhouse gas inventory were determined according to the operational control approach and correspond to the greenhouse gas emissions determined under disclosure requirement E1-6. For Scope 1, 2 and 3, the inventory covers the calendar year 2024. The following greenhouse gas emissions are included in our Sustainability Report:

- Scope 1: Direct emissions from combustion processes in stationary applications (e.g. natural gas, heating oil), mobile applications (fuel from owned and leased vehicles), and direct emissions of fugitive gases (e.g. refrigerants).
- Scope 2: Indirect emissions from purchased electricity, district heating, district cooling, and district steam; both market-based and location-based.
- Scope 3: Indirect emissions from purchased goods and services (3.1), capital goods (3.2), upstream fuel and energy-related emissions (3.3), upstream transport and distribution (3.4), waste generated in operations (3.5), business travel (3.6), employee commuting (3.7), the use phase of sold products (3.11) as well as investments (Scope 3.15). Scope 3.8 is included in Scope 1 and Scope 2.

For Scope 1 and 2, all relevant production and office locations were included in the calculation. An overall coverage of 100 percent was achieved through extrapolation. In accordance with the SBTi requirements, all Scope 3 categories were comprehensively screened in 2021. The screening was based on two criteria: firstly, relevance to the Körber Group's business model and secondly, materiality within the Körber Group's overall emissions inventory. Therefore, the following categories were excluded as they are not relevant to the business model: downstream transportation and distribution (3.9), processing of goods sold (3.10), leased facilities (3.13), and franchising (3.14). Körber assumes full responsibility for the category rented or leased facilities (3.8) and therefore reports the emissions in Scope 1 and 2. Due to its immateriality, the category handling of sold goods at the end of their life cycle (3.12) was excluded from the inventory. This screening was reviewed and validated again as part of compiling the greenhouse gas inventory for the 2024 report.

Overview of the emission factors used for Scopes 1 and 2
When calculating the 2024 greenhouse gas inventory, the following emission factors were used to calculate of Scope 1 and 2: for electricity, the emission factors of the International Energy Agency (IEA) from 2023 and for other energy sources, the emission factors of the conversion factor database of the UK Department for Business, Energy and Industrial Strategy[1] (UK DBEIS) from 2024. The International Energy Agency (IEA) emission factors provide a reliable data basis for the location-based calculation of Scope 2 emissions. They are based on comprehensive, regularly updated energy and emissions data and ensure a high level of comparability between countries and regions. The DBEIS emission factors are recognized for their scientific basis, regular updating, and broad applicability. They meet GHG Protocol and ESRS requirements by enabling consistent, comparable, and transparent calculations of greenhouse gas emissions. Both the market-based and location-based approaches were used to calculate Scope 2. The emission factors are expressed in CO_2 equivalents (CO_2e) and, in addition to carbon dioxide, also include all other significant greenhouse gases as defined by the Kyoto Protocol (methane, nitrous oxide, hydrofluorocarbons, perfluorocarbons, and sulphur hexafluoride). Due to a lack of data availability for the Malaysia and Mumbai sites, only CO_2 and no other greenhouse gases are included in the calculation of market-related Scope 2 emissions.

[1] The UK Department for Business, Energy and Industrial Strategy has been operating under the name Department for Energy Security and Net Zero (DESNZ) since 2023.

Overview of all emission factors used

Emission factor databases used in 2024 Scope 1, 2 and 3

Emission factor database/provider	Version	Application for GHG Scope (Scope 1, Scope 2 market-based etc.)	Considered GHGs according to IPCC (CO_2, NO_2, CH_4 etc.)
IEA	V6 – IEA 2023 (01/2024)	Scope 2 location-based; Scope 3.11	CO_2, NO_2, CH_4
DBEIS	Conversion factors 2024	Scope 1, Scope 3	7 Kyoto gases
item+s	2024 Q2	Scopes 3.1, 3.4	7 Kyoto gases; further GHGs
DBEIS	Spend-based conversion factors 2024	Scope 3	7 Kyoto gases
ecoinvent	v3.11	Scope 3.5	7 Kyoto gases; further GHGs

Scope 1 and 2 emissions

Before the categories are explained in detail, the following changes in the calculation approach should be noted:

Change in the methodological approach for 2024:

- As data collection began in November, data was collected from January to September and extrapolated linearly to represent the entire year. This approach was only applied to numerical data such as consumption figures and excluded constants such as emission factors.
- In order to increase the accuracy of the data, full-year data was also collected in January 2025 for the 18 most important Scope 1 and 2 emission sources (market-based). They account for 61 percent of total greenhouse gas emissions.
- Certificates of origin for renewable electricity were purchased and included in the calculation.
- The company Körber Pharma Packaging Materials LLC and the site of Körber Pharma Inc. in Apex were included for the first time in 2024.
- Due to the limited availability of data and its overall minor significance, the newly acquired company Mercury Gate was included in the extrapolation in the Business Area Software of the Business Area Supply Chain.
- The extrapolation for companies not surveyed was carried out individually for each Business Area instead of using the general average of Körber office and production locations as in the years 2021 to 2023.
- The number of leased vehicles included in central fleet management has increased, which has led to an increase in reported diesel and gasoline consumption at the German locations.
- As no data for 2024 was available for green electricity consumption for the Körber Business Area Digital, data from 2023 was used.

Changes to the data basis for key figures for 2023:

- Due to previously missing invoices, Körber Technologies GmbH has adjusted the natural gas value retroactively for 2023.
- Due to the increased availability of data, the diesel and petrol consumption for Körber Supply Chain Logistics GmbH was included retroactively for 2023.
- Due to a building not previously included, Koerber Technologies Sdn. Bhd. has retroactively adjusted its electricity consumption for 2023.
- Körber Supply Chain LCC has retroactively corrected its electricity and gas consumption for 2023 due to updated consumption data.
- Körber Supply Chain BR Ltda. has retroactively corrected its electricity consumption for 2023.

Data collection in 2024:

Energy and emissions data was collected for 47 companies and 42 Körber sites for the year 2024. The relevant locations were selected for the primary data collection in a two-stage process.

First, a list of locations was drawn up that represents the system boundary for operational control. This includes all companies in which Körber holds a stake of at least 50 percent in June 2024, including consolidated and non-consolidated companies in the annual financial statements. Employee data was used as of 1 June 2024, as data for the full year was not yet available when we commenced compiling the greenhouse gas balance sheet. A comparison between the employee figures in June and October 2024 was carried out retrospectively and the changes were not considered to be material. Therefore, the approach of using the number of employees from June 2024 was deemed as suitable for defining the system boundaries. The final selection of the 42 locations ensures that data is collected in all Business Areas and that the locations representing more than 90 percent of the Körber Group's employees are included. All production sites were included in the primary data collection. The emissions from the remaining locations were extrapolated using the average emission intensities per employee and Business Area for different types of locations (e.g. administrative and sales offices). The greenhouse gas inventory therefore includes the emissions of all consolidated and non-consolidated production sites and administrative and sales offices worldwide.

Scope 3 emissions

The Körber Group assumes responsibility for its Scope 3 emissions and has established transparency for all relevant upstream and downstream Scope 3 categories in its business model in 2024. Before the categories are explained in detail, the following changes within the calculation approach should be noted:

- For Scope 3.2, emissions were calculated individually for all business segments for the first time.
- For Scope 3.6, a business area-specific extrapolation approach was used to take into account the differences in business travel activities. Due to a change in the database, the figures for 2023 were adjusted retroactively.
- For Scope 3.11, adjustments were made retroactively for the Körber Business Area Supply Chain and the Körber Business Area Pharma for 2023 due to inconsistencies in the calculation.
- For Scope 3.15, primary data from an affiliated company (Franz Ziel GmbH) was used for the first time.

In general the Körber Group reviews and updates the data used to calculate emissions on an annual basis. This ensures the information is relevant and accurate. The Körber Group is aware that data is dynamic and can change due to various factors and is therefore committed to an annual review. This practice not only increases the reliability of the findings but also enables the Körber Group to adapt quickly to new trends and developments. By regularly reviewing the previous year's data, the Körber Group takes the opportunity to refine its analyses, discover new patterns, and make more informed decisions.

Scope 3.1 emissions include emissions from purchased goods and services. This year, for the second time, Körber is able to use supplier-specific data for a total of just under two percent of expenditure to calculate Scope 3.1 emissions (this corresponds to three percent of Scope 3.1 emissions). In cases where no supplier-specific data is available, the Scope 3.1 emissions were calculated using a spend-based approach, i.e. by multiplying the monetary purchasing volume of the various product categories by the relevant emission factors. The 'item+s' model from ctrl+s GmbH was used for this purpose. 'item+s' is a holistic, consistent accounting model for emissions from the upstream supply chain (Scope 3 upstream). The model follows the principles of a spend-based method, includes life cycle analysis approaches and covers all gases required by the GHG Protocol. The model distinguishes emission factors for more than 500 sectors for all countries in the world, with specific emission intensities that use the cradle to gate model. The Körber monetary purchasing volume in 2024 served as the basis for the calculation; the corresponding data was obtained from Körber's internal data management system in the Purchasing Reporting System (PRS). Companies not included in the PRS were calculated on the basis of their income statements. The data from January to September was used and extrapolated for the whole year.

Scope 3.2 emissions include all upstream emissions from the production of capital goods purchased by Körber. The emissions were calculated using a spend-based approach based on additions to property, plants, and equipment in 2024 from the consolidated statement of changes in fixed assets. Scope 3.2 emissions were calculated individually for all Business Areas for the first time. Spend-based emission factors (UK DBEIS) from 2021 were used, adjusted for inflation and exchange rate effects.

Scope 3.3 emissions include fuel- and energy-related emissions that are not included in Scope 1 and 2. The emissions were calculated using the same site-specific activity data as for Scope 1 and 2. The extrapolation was carried out accordingly. The IEA emission factors (2023) and the UK DBEIS conversion factors (2024) were used to calculate Scope 1 and 2.

Scope 3.4 emissions include emissions from upstream logistics and distribution services. Here, Körber can use supplier-specific data for the Scope 3.4 emissions calculation for 34 percent of expenditure. Where suppliers do not have company-specific data available, emissions are calculated using a spend-based approach based on the Körber Group's monetary transport order volume in 2024. The supplier data and expenditure data were collected for the period from January to September 2024. The results were therefore extrapolated for the entire year. To obtain a precise view of the sources of CO_2e emissions, the transport volume was broken down according to the most relevant modes of transport (air, sea or road). Analogous to the calculation of Scope 3.1 emissions, the 'item+s' model from ctrl+s GmbH was used with the principles of a spend-based method.

Scope 3.5 emissions include emissions from the disposal and treatment of waste generated at the Körber sites. These emissions were calculated using the site-specific activity data of the Körber sites, which are included in the Scope 1 and 2 data collection. The extrapolation was carried out linearly from nine to twelve months. To calculate emissions for the treatment of hazardous and non-hazardous waste, emission factors from ecoinvent version 3.11 (2024) were used and standard recycling rates were assumed.

Scope 3.6 emissions include emissions caused by business travel within the Körber Group. This includes air travel, including jet propulsion, as well as rail travel and short-term rental cars. For the German companies, an in-depth analysis was conducted based on the respective mileage for air travel (using an analysis by CWT based on the DBEIS emission factor database), rail travel (using primary data from Deutsche Bahn AG) and car rental (using primary data from Sixt GmbH & Co. Autovermietung KG). These emissions were extrapolated to 12 months. For the other units, the Scope 3.6 emissions per business segment were extrapolated based on the travel budget for 2024 and on the results of the German analysis. The following emission factors were used for the calculation: emission factors for flights in Germany from CWT (DBEIS 2024); emission factors for rail in Germany; car rental in Germany: emission factors from Sixt, with DBEIS conversion factors 2024; RoW (Rest of World): extrapolation based on German data; DBEIS is used instead of DB for rail, as a lower share of green electricity is assumed for international rail.

Scope 3.7 emissions include emissions caused by the transportation of employees to and from work in vehicles owned or operated by third parties, such as trains, buses and cars. To illustrate commuting behavior, the average journey distance and mode of transport were taken from literature (2020 microcensus of the Federal Statistical Office). Scope 3.7 emissions were extrapolated using the total employee headcount, based on data from the German location, to complete the analysis for other units and locations. The total number of employees as of 1 October 2024 was used. The 2024 DBEIS conversion factor database was applied.

Scope 3.11 emissions include emissions from the use phase of products sold in the reporting year. For Körber, the direct emissions from the use phase of products that directly consume energy are relevant. These were calculated based on the activity data provided by the Business Areas. For each Business Area, several working groups, consisting mainly of product managers, sales staff, and controlling staff, made assumptions about the products in terms of service life, electricity consumption, and expected usage patterns based on internal experience and knowledge as well as manufacturer information. The total kWh per life cycle of all products sold in the reporting year was multiplied by the corresponding well-to-wheel emission factors for the respective export country of the Business Area. Emission factors from the IEA (2023) and the UK DBEIS (2024) were used. Where available, primary data on the consumption of electricity from renewable sources by customers was considered in order to account for emission reductions in the value chain. These were only included if customers could demonstrate a forward-looking consumption of renewable energy via a corresponding SBTi or RE100 target. The software business (which affects various Business Areas, particularly in Supply Chain and Pharma) and the Körber Business Area Digital were classified as negligible for the footprint of the products sold following an internal benchmarking of their energy consumption and a comparison with other similar companies.

Scope 3.15 emissions comprise emissions that are associated with the reporting company's investments in the reporting year and are not already included in Scope 1 or Scope 2. Scope 3.15 emissions are currently only relevant for one company (Franz Ziel GmbH). The emissions for this company were calculated based on site-specific primary data and the corresponding ownership share of the Körber Group. The data was collected with the Scope 1 and 2 data for January to September, calculated analogously to Scope 1 and 2 and extrapolated to 12 months. The market-based Scope 1 and 2 emissions of the German site were used to extrapolate the US site based on the FTE figure. Following the same approach used to calculate Scope 1 and 2 electricity-related emissions, emission factors from the IEA were used from 2023 and, for other energy sources, emission factors from the UK DBEIS conversion factor database from 2024. All other investments are considered immaterial.

Other calculation methods

Calculation method for other environmental data

Environmental data and information about the Körber Group (such as waste or environmental impact data) are only available on a decentralized basis. It is obtained through extensive queries regarding the Scope 1 and 2 data collected by the Körber Sustainability Initiative. The environmental data was collected for the 47 companies and 42 Körber locations, which were also used to calculate the greenhouse gas inventory. It represents 90 percent of the Körber Group's total employees. The remaining ten percent was extrapolated using average consumption quantities per employee for different types of locations (e.g. administrative and sales offices). Deviations are noted in the appropriate places.

Green electricity and biogas

Suitable locations for green electricity and biogas are locations where we have the option to purchase green energy from an energy supplier and can also legally determine the choice of energy provider. We are also evaluating the economic feasibility of procuring biogas. Initially, we are focusing on the 47 companies and 42 Körber locations that were also considered in the calculation of the greenhouse gas inventory. They represent 90 percent of the Körber Group's total employees (ten percent is extrapolated).

Photovoltaic

Suitable locations for photovoltaic systems (PV) are defined as those where we have a legal right to install PV and where it makes economic sense. These locations are identified through detailed preliminary studies. Locations with high energy consumption take priority when expanding PV capacities.

Electric vehicles and charging infrastructure

The data for electric vehicles and charging stations were collected manually and account for 47 percent of the total employees. Locations with company-owned electric vehicles are considered relevant for charging infrastructure.

ISO certifications

The data for all ISO certifications (ISO 50001 for energy management systems or similar certifications) were centrally collected through our group-wide operational excellence initiative, K.Excellence. The data collected covers 100 percent of our production sites. We operate a total of 24 production sites worldwide.

IT infrastructure

The data regarding the migration of local data centers to the cloud and end-user devices with Workplace 2.0 were collected through a configuration management database and account for 100 percent of the total employees.

Adaptation and expansion of targets

Throughout 2024, our targets in the dimension of environment have been adapted as follows (for an overview of all targets, see → **Strategy, Progress towards our targets**):

- The subtarget for → **Climate protection, Scope 1 and Scope 2 emissions** 'By 2023, we will operate all suitable Körber locations with green electricity'. was changed to 'By 2025, we will purchase green electricity for all suitable Körber sites'. The associated performance indicator was adjusted accordingly: 'Share of renewable energies purchased (electrical energy, %)'.

- The subtarget for → **Climate protection, Scope 1 and Scope 2 emissions** 'By 2025, we will operate all suitable Körber locations with green gas'. was changed to 'By 2025, we will operate all suitable Körber sites with biogas'. The associated performance indicator was adjusted accordingly: 'Share of renewable energy consumption (biogas, %)'.

- The subtarget for → **Climate protection, Scope 1 and Scope 2 emissions** 'By 2024, all Körber sites suitable for photovoltaics (PV) have been identified and implementation has started'. was changed to 'We are continuously expanding the coverage of our production sites with PV systems'.

- The new subtarget for → **Climate protection, Scope 1 and Scope 2 emissions** ‚By 2030, we will establish 'Charging infrastructure @ home' for company car users who order an electric vehicle' was set.

- The new target for → **Climate protection, Scope 3 emissions** 'Expansion of the use of Ecodesign and LCA' was set.

- The new subtarget for → **Climate protection, Scope 3 emissions** 'By 2025, every machine-producing Körber company will have the appropriate methods and have undergone the relevant training to carry out independent LCA-projects'. was set. The associated performance indicator 'Share of machine-producing companies from which at least one representative has participated in training on LCA. (%)'. was introduced in the reporting year 2024.

- The new subtarget for → **Climate protection, Scope 3 emissions** 'We are completing at least one LCA-project in every machine-producing Körber company'. was set. The associated performance indicators 'Share of machine-producing companies in which at least one LCA-project was carried out (%)'. and 'Total number of all LCA-projects in machine-producing companies'. were introduced in the reporting year 2024.

- The subtarget for → **Climate protection, Scope 3 emissions** 'We reduce our emissions from business travel'. was not continued in the 2024 reporting year, as Scope 3.6 does not account for a significant proportion of Scope 3 emissions, at less than two percent.

- The target for → **Circular economy** 'Water usage' as well as the associated subtarget 'Optimization of water consumption'. were discontinued in the 2024 reporting year, as the topic of 'water' was not material in our DMA 2024 (see → **Strategy, Preparation for new standards**) and is therefore no longer reported in this Sustainability Report.
  The associated performance indicator 'Reduction of our water consumption'. was discontinued in the 2024 reporting year.

Social

Calculation method for number of employees

Calculation method for determining the total number of employees

As of 31 December 2024, the total number of Körber Group employees (headcount) was 12,817 (previous year: 12,109). This number of employees includes consolidated and non-consolidated companies in the financial report and is the basis for all employee-related key figures that relate to the total number of employees and are not otherwise specified here.

The employee figures shown in the chapter 'Fair and attractive employer' (see → **Geographical distribution of employees**) do not include all companies in the scope of consolidation defined in this Sustainability Report. The companies included in the respective figures are specified individually below.

Segmentation of employee data

The types of workforces considered within the Körber Group's value chain include the following groups:

- Workers working at our sites but who are not part of our own workforce.
- Workers working for entities in the upstream value chain of the Körber Group.
- Workers working for entities in the downstream value chain of the Körber Group.
- Workers working in the operations of a joint venture or special purpose vehicle involving the Körber Group.
- Workers who are particularly vulnerable to negative impacts whether due to their inherent characteristics or to the particular context.

Other calculation methods

The group of relevant suppliers includes all suppliers with a procurement volume exceeding 10,000 euros. In 2024, this applied to 6,214 suppliers. Non-manageable external creditors (such as insurance companies, industry associations, and freelancers) are excluded regardless of their procurement volume. In 2024, relevant suppliers representing 91 percent of this Group's procurement volume (relevant procurement volume) completed an ESG self-assessment. The reported metrics excludes Körber entities within the Business Unit Software in the Business Area Supply Chain, DAIN-affiliated entities as well as the following Körber entities: Hauni St. Petersburg Ltd., Koerber Korea Co., Ltd., Koerber Pharma Private Limited, Koerber Pharma Software Ltd., Körber Beteiligungen GmbH, Körber Global Business Services GmbH, Körber Pharma Austria GmbH, Körber Pharma Packaging Materials LLC, Körber Pharma S.à.r.l., Körber Supply Chain NL B.V., and Körber Technologies SAS.

Source systems for reported employee information

Several key figures only apply to a specific group of Körber employees or have changed as a result of further development of our sustainability reporting methods and the ongoing harmonization of the data collection systems used. The company Koerber Pharma (Shanghai) Co., Ltd. is not included in any of the employee numbers shown. The following presentation provides an overview of our central data collection systems and specifies which information from them has been included in the preparation of this year's Sustainability Report.

SAP SuccessFactors

Several of the key figures published in this Sustainability Report have been calculated using SAP SuccessFactors, which serves as the central system for employee information management. An exception to this is data from China and Russia, which are not integrated into SAP SuccessFactors. This data has been incorporated into the relevant key figures manually through a separate process.

The key figures determined for Germany are exclude the group companies of the Business Unit Parcel Logistics in the Business Area Supply Chain, the associated group companies of the Business Unit Software in the Business Area Supply Chain, FactoryPal GmbH, and DAIN Studios GmbH.

The key figures reported for regions outside Germany exclude the group companies of the Business Unit Software in the Business Area Supply Chain, and the group companies affiliated with DAIN.

Over the course of 2025, we will implement measures to further increase coverage of group companies in SAP SuccessFactors.

The following key figures are presented including information from Russia and China added manually:

- All employee key figures that reflect the categorization of employees, broken down by:
  - Gender
  - Age group
  - Geographical region
  - Contract type
- Distribution of gender in number and percentage at top management level

The following key figures are presented without information from Russia and China added manually:

- Average number of training hours per employee and gender.
- Number of employees who have participated in the 'Respectful Workplace' e-learning program on collaboration.

K.Excellence

We also use our group-wide operational excellence initiative K.Excellence as an internal platform for centralized data collection. K.Excellence is used to collect data on health and safety (H&S) as well as data on the coverage of ISO certificates on two different, individual platforms with different coverage of the company. The platform for ISO certificates includes all production sites. The platform for H&S data covers the majority of our production sites. The K.Excellence platforms were used to determine the following key figures:

- Number of fatalities as a result of work-related injuries and work-related ill health.
- Number and percentage of reportable work-related accidents in the workforce.
- Coverage of selected ISO certifications (or equivalent certificates).
- Percentage of people in the workforce covered by the company's occupational health and safety management system based on legal requirements and/or recognized standards or guidelines.

ET Web

We use our ET Web system to track and manage the development of managers and individuals with strong career potential. The following key figure in this Sustainability Report was calculated on the basis of ET Web:

- Participation rate of managers in the talent management process 'Global Potential and Succession Management' (GPS)

Primary data in the scope 1 and 2 data collection

For the year 2024, information on occupational health and safety was collected for 47 companies and 42 Körber locations as part of a group-wide primary data collection together with the questionnaire for Scope 1 and 2 data collection. Corresponding information from this survey was used in this Sustainability Report to determine the following key figures:

- Percentage of production sites where an occupational health and safety committee is in place.
- Percentage of production sites where an occupational health and safety risk analysis has been carried out.

Central and manually collected data

For some of the key figures published in this Sustainability Report, there is no central data collection system that can be used to determine the key figures. The key figures listed below were therefore collected or determined manually:

- Frequency at which H&S reports were submitted.
- Coverage of Körber production sites by occupational H&S specialists.
- Number of countries in which international emergency medical and safety services have been established.
- Number of 'Culture Coaches' trained from all Business Areas.
- Meetings of the European Works Council with the CEO and the Chief Human Resources Officer of Körber AG.
- Meetings with the Chief Human Resources Officer and the Head of CoE Labor Relations (on behalf of the CEO) with the EWC (European Works Council) Chairman.
- Meetings of the Group Works Committee with the CEO and the Chief Human Resources Officer of Körber AG.
- Meetings of members of the Group Works Council and the Körber Group Executive Board as part of the Supervisory Board meetings of Körber AG.
- Meetings of the Business Area Committees.

Data sources for supplier information

The share of relevant procurement volume that has gone through ESG self-assessment, the share of relevant suppliers that have completed an ESG self-assessment, and the share of relevant suppliers for which information on conflict minerals is available were collected from both Purchasing Reporting System (PRS) and IntegrityNext. The reported metrics exclude Körber entities within the Business Unit Software of the Business Area Supply Chain, DAIN-affiliated entities as well as the following Körber entities: Hauni St. Petersburg Ltd., Koerber Korea Co., Ltd., Koerber Pharma Private Limited, Koerber Pharma Software Ltd., Körber Beteiligungen GmbH, Körber Global Business Services GmbH, Körber Pharma Austria GmbH, Körber Pharma Packaging Materials LLC, Körber Pharma S.à.r.l., Körber Supply Chain NL B.V., and Körber Technologies SAS.

Adaptation and expansion of targets

Throughout 2024, our targets in the dimension of social have been changed as follows (for an overview of all targets, see → Strategy, Progress towards our targets):

- The subtarget from the Sustainability Report 2023 in the area of → Fair and attractive employer, Working conditions 'Continuous expansion of our group-wide offering for remote working models to 100% by 2024 and promotion of new forms of collaboration'. was revised after we reassessed its applicability to our global activities in order to take into account the different ways of working in our Business Areas as well as the requirements of our customers. The updated subtarget reads: 'Maintaining our group-wide offering and training on remote working models and training our managers and employees. We continuously adapt our mobile work rate to align with the requirements of our Business Areas'. The associated performance indicator 'Share of relevant employees benefiting from flexible working conditions (%)' will be discontinued for the reason stated above.
- The indicator 'Share of employees from minority groups (%)' in → Fair and attractive employer, Respectful collaboration, which is part of the subtarget 'Increasing opportunity', was not continued in the reporting year.
- The subtarget for → Fair and attractive employer, Respectful collaboration 'Increasing the proportion of female managers (in line with the proportion of female employees to the company as a whole)' was adjusted to 'Achieving the same proportion of women at management level as in Körber's total workforce'. The associated performance indicator 'Share of female employees in managerial positions' was discontinued in the reporting year. Additionally, the performance indicator 'Share of female employees in top executive positions (%)' was renamed as 'Share of female employees in top management positions (%)'.
- The subtarget for → Fair and attractive employer, Career management and training '90% of managers participate in the global talent development program GPS every year'. was adjusted to 'Every year, 90% of managers and key position holders successfully participate in the global talent management process GPS'. The associated performance indicator was adjusted accordingly: 'Percentage of participating managers and key position holders who successfully complete the talent management process (GPS)'.
- The subtarget for → Internal dialog 'Meeting of the European Works Council with CEO and Chief Human Resources Officer of the Körber AG' was expanded to 'Meetings of the European Works Council with Chief Human Resources Officer of Körber AG and Head of Center of Excellence (CoE) Labor Relations on behalf of or with the participation of the CEO of the Körber AG'. The following performance indicator was added to track the target: 'Meetings with Chief Human Resources Officer and Head of CoE Labor Relations of the Körber AG (on behalf of the CEO) with the EWC (European Works Council) Chairman'.
- The following performance indicator for → Internal dialog 'Meetings of Group Works Council and Körber Group Executive Board members in the Supervisory Board of Körber AG', relating to the newly formulated subtarget 'Meetings of the Group Works Council and the Chairman of the Körber Group Executive Board', was reformulated as 'Meetings of members of the Group Works Council and the Group Executive Board as part of the Supervisory Board meetings of Körber AG'.
- The key performance indicator 'Total amount from sponsorship activities of Körber AG' and the target value '€50,000 (between 2023 and 2025)' associated with the subtarget 'Selected sponsorship activities'. in the focus field → Giving to Society were established in 2024.

Governance

Calculation method for employee figures

The proportion of relevant employees trained on business ethics issues, corruption, and bribery as well as the 'Group Guideline Code of Conduct', includes at a minimum all members of management boards (Group Holding, Business Area leadership, and all Körber entities), all second-level executives within the aforementioned entities as well as all employees with direct sales- or purchase-related contact with (potential) customers/suppliers and all employees in accounting handling accounts payable/receivable, travel and hospitality expenses, or commission payments. The reported metric excludes Körber entities within the Business Unit Software in the Business Area Supply Chain, entities based in China and Russia, and entities affiliated with DAIN.

The proportion of relevant employees trained on data protection violations as well as those trained on information security includes employees with access to IT systems within entities that have access to the SAP SuccessFactors learning platform. The reported metric excludes Körber entities within the Business Unit Software in the Business Area Supply Chain, entities based in China and Russia, and entities affiliated with DAIN.

Calculation method for the greenhouse gas inventory

Information on the calculation method for the greenhouse gas inventory and the collection of primary data in Scope 3.1 is presented in the methodology description under Environment, see → **Methodology, Scope 3 emissions**.

Other calculation methods

- The group of relevant suppliers includes all suppliers with a procurement volume exceeding 10,000 euros. In 2024, this applied to 6,214 suppliers. Non-manageable external creditors (such as insurance companies, industry associations, and freelancers) are excluded regardless of their procurement volume. In 2024, relevant suppliers representing 91 percent of this Group's procurement volume (relevant procurement volume) completed an ESG self-assessment. The reported metrics exclude Körber entities within the Business Unit Software in the Business Area Supply Chain, DAIN-affiliated entities as well as the following Körber entities: Hauni St. Petersburg Ltd., Koerber Korea Co., Ltd., Koerber Pharma Private Limited, Koerber Pharma Software Ltd., Körber Beteiligungen GmbH, Körber Global Business Services GmbH, Körber Pharma Austria GmbH, Körber Pharma Packaging Materials LLC, Körber Pharma S.à.r.l., Körber Supply Chain NL B.V., and Körber Technologies SAS.

- Since 2023, the Cyber Defense Center has monitored over 80 percent of the IT infrastructure. Due to strategic business considerations, security monitoring for the Business Unit Software within the Business Area Supply Chain is managed separately. The reported metrics also exclude DAIN-affiliated entities and Körber entities based in Russia.

- The definition of relevant software and IT entities within the Körber Group that are certified according to ISO 27001 or equivalent standards includes entities that manage or operate critical IT infrastructures as well as those that develop and distribute proprietary software products.

- The definition of relevant entities required to comply with the European NIS-2 Directive ((EU) 2022/2555) is determined by the implementation of the directive in national legislation. At the time of reporting, this process has not yet been completed in any country. Based on the current status, 12 Körber entities will be required to implement the NIS-2 Directive.

- The definition of relevant entities required to comply with the EU Cyber Resilience Act ((EU) 2024/2847) is determined through an individual assessment of Körber entities and includes all entities engaged in economic activities within the EU, regardless of their country of incorporation.

- The calculation of the average number of days Körber takes to settle an invoice is based on primary data derived from invoice records at line-item level. The reported metric excludes Körber entities within the Business Unit Software in the Business Area Supply Chain, entities based in China and Russia, and entities affiliated with DAIN.

Adaptation and expansion of targets

Throughout 2024, our targets in the dimension of governance have been adapted as follows (for an overview of all targets, see → **Strategy, Progress toward our targets**):

- The subtarget from the Sustainability Report 2023 in the subtopic → **Responsible information management, Data protection** 'By 2024, 80% of relevant employees will have a valid data protection training certificate'. has been adapted to 'By 2025, 85% of relevant employees will have a valid data protection training certificate'.

- The target from the Sustainability Report 2023 in the subtopic → **Responsible information management, Information security** 'Protection against cyber-attacks' has been adapted to 'Stringent compliance with cybersecurity regulations and standards' to articulate a more comprehensive security strategy that not only addresses protection against threats but also ensures long-term adherence to national and international regulations.

- The related subtarget in the subtopic → **Responsible information management, Information security** 'By the end of 2026, all relevant companies will have implemented compliance with the European NIS-2 Directive and the Cyber Resilience Act '. has been split into two subtargets for differentiation: 'All relevant entities will have ensured compliance with the European NIS-2 Directive upon the implementation of national laws'. and 'By the end of 2027, all relevant entities will have implemented compliance with the EU Cyber Resilience Act'.

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Editorial note:
All information in this report has been compiled to the best of our knowledge and with the greatest diligence and care from a variety of sources. As far as we are aware, the information, figures, and data contained herein are true.
Nevertheless, no liability can be assumed for the correctness or completeness of the information.

This report is also available in German.
In case of discrepancies between the versions the German document shall prevail.

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