

SUSTAINABILITY REPORT 2025

# REMOVING YOUR SUPPLY CHAIN LIMITS.

## Facts & Figures

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FOUNDED

**Fourth-generation  
family-owned company**

HEAD OFFICE

**Hofheim am Taunus (Wallau), Germany**

EMPLOYEES 2025

**2,456**

LOCATIONS

**Germany 49  
Rest of Europe 31  
North America 8  
Asia 4**

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# Highlights of 2025

The year 2025 was marked by progress and impact. What we have achieved is the result of collaboration, the courage to embrace new ideas and consistent action. Our highlights demonstrate how joint initiatives with employees, customers and partners have led to tangible, sustainable progress.



## Environment

### Reusable Instead of Disposable

In the area of circular economy, we have worked with our customers to develop reusable crates specifically designed for long-term and repeated use. Thanks to their robust design, these crates can be reused multiple times, thereby replacing disposable packaging. This not only reduces material consumption but also lowers emissions throughout the entire supply chain. At the same time, we are increasing the efficiency and sustainability of logistics processes.



Deufol's reusable packaging

### Network Expansion: Seaport Hub Bremerhaven

With the launch of the Deufol Seaport Hub in Bremerhaven, we have expanded our network to include another location dedicated to sustainable logistics. Similar to our existing Seaport Hubs in Hamburg, Antwerp and Houston, the new location enables even more efficient management of international goods flows. Through targeted consolidation and optimal use of transport routes, we create greater flexibility in logistics. At the same

time, we are making a concrete contribution to reducing emissions along the supply chain.

### Electricity Generation from Solar Energy

As part of our energy and decarbonization strategy, a photovoltaic initiative was launched at the Waremme site. The goal is to increase the share of renewable energy in our electricity mix while reducing our reliance on external energy sources. In this way, we are making a concrete contribution to reducing indirect emissions (Scope 2). In the long term, this measure strengthens our in-house electricity generation and directly contributes to our Group-wide climate goals.



Expansion of renewable energy

### International Expansion of Environmental Management Certifications

A major milestone in 2025 was the successful implementation and certification of the environmental



management system in accordance with ISO 14001 at our Belgian sites in Lier, Waremme and Houthalen. This ensures that environmental aspects are systematically managed, risks are reduced, and legal requirements are transparently met. At the same time, the system lays the foundation for measurably improving environmental performance. This strengthens both operational excellence and the sustainable focus of our sites in Belgium.



## Social Responsibility



Handmade toys for the children

### A Strong Commitment to the Very Young

The local kindergarten in Fellbach had asked Deufol to dispose of a wooden mud kitchen that was no longer usable and had become unsafe. However, our employees quickly realized that this would also mean the loss of an important play opportunity for the children. This realization sparked the idea of building a new mud kitchen on a volunteer basis, thereby creating real added value. With great dedication, strong team spirit and support from materials donated by Deufol, the project was carried out and now brings lasting joy to both the children and the kindergarten.

### Modernization of Common Areas and Restrooms in the Central Region

With the goal of improving the quality of the work environment for our employees, we developed a standardized concept for modern break rooms

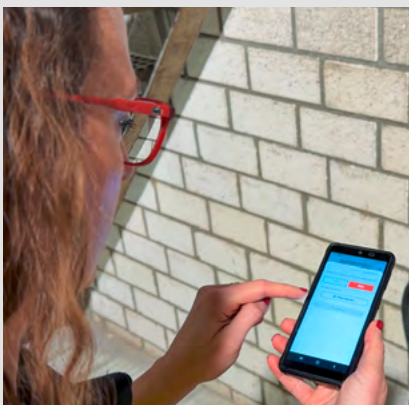


Break room makeover initiative

and successfully implemented this at our Nuremberg and Dortmund locations with the active support of our employees. The newly designed spaces create a significantly more attractive and functional work environment for day-to-day operations. A standardized catalog we developed ensures that this added value will be extended to other locations in the future.

### Improvements in Day-to-Day Work: Guided Photo Docu

In 2025, Deufol gradually rolled out the Guided Photo Docu concept. The digital platform supports production by enabling all documentation tasks to be recorded quickly, clearly and entirely digitally. This measure contributes significantly to improving working conditions. At the same time, it makes a positive contribution to promoting occupational health and safety in the workplace, as workplace accidents and safety



Guided Photo Docu in action

risks can be better prevented, documented and addressed.

### Things Are Running Smoothly at Deufol

Numerous Deufol colleagues also took part in the JPMorgan Chase Corporate Challenge in Frankfurt. Participation was not only about exercise and health, but above all about team spirit and social interaction. The race provided a valuable opportunity to strengthen connections across departments and locations, foster cohesion and create shared experiences outside of the daily work routine – an important contribution to our corporate culture and social sustainability.



Deufol employees at the JPMorgan Chase Corporate Challenge



### Governance

#### Expansion and Improvement of the EcoVadis Assessment Results

The EcoVadis assessment is further important evidence of our progress in the area of sustainability. Compared to the previous year, we were able to significantly improve our results – a clear sign of the continuous improvement of our processes. For the first time, the entire Group was assessed, providing an even more comprehensive and transparent picture of our sustainability performance.



EcoVadis rating 2026

The assessment in the areas of the environment, labor and human rights, ethics, and sustainable procurement confirms our commitment to systematically embedding sustainability and driving it forward in a targeted manner.

### Deufol Receives Award

The TRUMPF Supplier Award underscores our role as a reliable and high-performing partner for our customers. We were recognized for our holistic approach, which allows us to strategically manage the flow of goods and thus create real added value along the supply chain. The award confirms that our solutions are not only efficient but also sustainable and forward-looking. It also sends a strong signal of trust, collaborative partnership and joint development.



TRUMPF Supplier Award 2025

# Management Foreword

**Dear colleagues,  
business partners and shareholders,**

The world is changing faster than ever before – economically, geopolitically, and technologically. Volatility has become the new normal. Fragile supply chains, fluctuating energy markets and increasing regulatory requirements shape our daily operations.

In this environment, success is not determined by size, but by the ability to adapt quickly and act decisively. What matters most is how resilient a company is and how actively it shapes change.

This is exactly where we at Deufol come in. By 2025, we have strategically evolved into a digital and sustainable provider of integrated supply chain solutions. We view sustainability not as an afterthought, but as an integral part of our business model – a key lever for strengthening our resilience in an increasingly volatile environment.

What does sustainability mean for us, specifically? It means a tangible impact. We make our customers' supply chains more efficient, stable, and cost-effective. We reduce risks, increase transparency and strengthen the future viability of our business model. Internally, we lay the groundwork for sustainable success by actively promoting focus, speed and accountability.

Our approach is focused and consistent. We invest in our employees and in solutions that combine economic performance with sustainable practices. We extend the life cycles of materials, reduce complexity in global supply chains and systematically increase the utilization of existing infrastructure. With our supply chain software, D-SCS, we manage the flow of goods more efficiently, identify risks early on and make emissions measurable.

In this way, sustainability becomes a genuine competitive advantage for us and a decisive factor for stability and future security.

People remain a key factor in our success. Transformation can only succeed if employees actively shape change and take responsibility. That is why we make targeted investments in leadership, training and development. Through our Deufol Academy, we recorded over 2,800 course completions in 2025. That is no coincidence. It is a matter of attitude.

At the same time, we have established the necessary structures to effectively support change: clear decision-making processes, transparent management and consistent implementation. Speed comes from focus; trust comes from reliability. Our goal is clear: We don't just want to accompany change, we want to actively shape it.

This report shows what we have achieved by 2025: ISO 14001 certification at our Belgian locations; an EcoVadis score of 60 points for the first time across the entire Group; new Seaport Hub capacity in Bremerhaven; and an OSB content of 80 % in our structures. These are not just numbers on paper, they are the results of real work.

After more than four generations of successful corporate development, Deufol stands today more than ever for solutions that are economically viable, operationally excellent, resilient and sustainably effective.

Looking ahead to 2026, we will further sharpen our ambitions: greater transparency in the supply chain; wider reach for our digital solutions; more consistent integration of sustainability into all decisions. We have a clear direction. And we are moving forward with it.

My thanks go to our employees worldwide for their dedication, to our customers for their trust, and to our partners for their close collaboration.

Let's shape the future together. Together with our employees, customers and partners, we develop end-to-end Hub networks and, in doing so, create resilient, sustainable, transparent and intelligent supply chains. With every innovation, every idea and every decision, we push the boundaries of what is possible today and create sustainable value for future generations. That is our mission. That is our responsibility. That is what we stand for at Deufol – Removing Limits.



Dennis Hübner,  
CEO Deufol SE



# About the Deufol Group

① The Deufol Group, together with its major subsidiaries and affiliates, operates worldwide as a provider of integrated end-to-end supply chain solutions. Our range of services includes industrial packaging, inbound and outbound logistics, transportation and packaging optimization, warehousing, and complementary digital services. Deufol SE, headquartered in Hofheim am Taunus, serves as the parent company of the Group and holds direct or indirect stakes in the operating companies responsible for business operations in their respective countries and regions.

As of December 31, 2025, Deufol operates 49 locations in Germany. In Europe, the Group is represented by 31 operational sites in Belgium, France, Italy, Austria, the Czech Republic, Slovakia, Hungary and Poland. In addition, we offer expanded services through strategic partnerships in the Netherlands. In North America, as part of our end-to-end strategy, we are consistently expanding our presence, particularly through the targeted development of our Deufol Hubs. Our network currently comprises eight locations in the U.S. Deufol is also represented in Asia, with a total of four locations: one in China, two in Thailand, and one in Singapore.

Our global presence is continuously strengthened through the systematic expansion of our international Hub network. The goal is to sustainably improve efficiency, sustainability and cost-effectiveness along our customers' global supply chains.

This sustainability report covers the companies in the same form as the consolidated financial statements of Deufol SE, as presented on pages 74 and 75 of the parent company's annual report (fully consolidated companies).

The information relevant for reporting is collected centrally by the Deufol Group's Sustainability department. To this end, the individual Group companies provide data on human resources and environmental metrics, as well as qualitative information on sustainability-related developments.

The map shows the Deufol Group's global locations:

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# 49

Germany

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# 31

Rest of Europe

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# 8

North America

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# 4

Asia





Deufol Hub Dortmund

### ① Strategic Focus

Our four core service areas form the foundation of Deufol's service portfolio. They are consistently focused on sustainability, standardization and digitalization, and help our customers make their global supply chains efficient, resilient and future-proof.

#### Packaging & Logistics

As the Deufol Group's core business, this service area forms the centerpiece of our "Removing Limits" strategy and stands for integrated end-to-end supply chain solutions. Through customized packaging concepts and digitally controlled logistics processes, we holistically optimize our customers' value chains.

Our global hub network enables intelligent inventory management, shortens transport routes, and increases transparency and traceability throughout the supply chain. Our service offering is complemented by in-house logistics, on-site material management and flexible warehousing solutions.

Resource-efficient, standardized packaging solutions and continuous process analyses contribute significantly to increasing efficiency and reducing environmental impact.

#### Production

In our Production division, we develop and manufacture packaging materials with a clear focus on quality, cost-effectiveness and resource conservation. In addition to custom series and special-order production for packaging by Deufol, we also manufacture packaging materials for direct use by our customers.

Our production processes are based on a high degree of automation, the use of digital planning tools and the use of sustainable materials. The goal is to optimize cost structures, continuously improve processes, and at the same time systematically reduce material consumption and packaging waste.

#### IT Services

With the Deufol Supply Chain Solution (D-SCS), we digitize supply chains, enable real-time monitoring of goods flows, and provide business intelligence-driven analyses and evaluations. Cloud-based and mobile applications ensure seamless integration with our customers' existing IT systems.

IoT-based tracking solutions and automated reporting increase transparency, responsiveness and data security throughout the supply chain. In this way, our IT services make a key contribution to digital transformation and to the data-driven management of sustainable supply chains.

#### Real Estate

Our international network of locations – particularly those near ports and at central logistics hubs – improves our customers' market access and shortens delivery times. Through targeted investments in modern, energy-efficient real estate infrastructure, we help reduce transportation emissions and support our customers' sustainability goals.

Globally coordinated specialized hubs, such as the Seaport Hub in Houston, Texas, further enhance the efficiency of worldwide distribution and strengthen the resilience of global supply chains.

#### *Integrating Sustainability into the Existing "Removing Limits" Strategy*

As an internationally active provider of packaging and logistics solutions, Deufol takes responsibility for actively contributing to ecological and economic transformation. Against this backdrop, the Deufol Group further refined its "Removing Limits" strategy in 2025 and explicitly and systematically integrated additional sustainability aspects to meet evolving economic, environmental and social requirements.

In doing so, Deufol pursues a long-term, forward-looking approach aimed at sustainably securing the Group's competitiveness while generating positive impacts along the entire value chain.

The refined "Removing Limits" strategy forms the core of the Deufol Group's sustainability strategy. It is based on Deufol's corporate values, which shape our actions and guide our responsible conduct toward employees, customers, partners and society.

The sustainability strategy is divided into three key areas of action:

- Innovation and Sustainability
- Empower People
- Efficient Processes

The seven material topics identified as part of the materiality analysis give concrete form to these areas of action. They define the priorities for the company's further development in the coming years and form the basis for tar-

geted measures through which Deufol is actively driving its sustainable transformation.

Further information can be found in the 2025 Annual Report and the 2025 individual financial statements of Deufol SE, as well as on our website:

🌐 <https://www.deufol.com/en/investor-relation/financial-publications/>

#### Sustainability in line with Our Deufol "Removing Limits" strategy



### **Environment Innovation & Sustainability**

Circular Economy  
Climate Protection & Energy  
Consumption



### **Social Responsibility Empower People**

Working Conditions  
Occupational Safety & Health  
Training & Skills Development  
Equal Opportunities & Diversity



### **Governance Efficient Processes**

Corporate Culture &  
Communication

# Material Topics

## **① Process for Identifying Material Sustainability Issues**

Deufol follows a structured, transparent and internationally oriented approach to identifying and prioritizing material sustainability issues. The goal is to determine the economic, environmental and social impacts that are of central importance to the Deufol Group's business activities and to its stakeholders.

Due to the currently applicable legal framework, the Deufol Group is not required to report on sustainability in accordance with the EU's Corporate Sustainability Reporting Directive (CSRD). Nevertheless, Deufol voluntarily aligns its materiality analysis and the underlying processes with recognized reporting standards. The materiality analysis covers both the voluntary standards of the Global Reporting Initiative (GRI) and the Voluntary Standard for SMEs (VSME), while also considering the substantive requirements and principles of the CSRD and the European Sustainability Reporting Standards (ESRS).

In 2024, Deufol applied a multi-step materiality analysis process that appropriately considers both the actual and potential impacts of its business activities. The process is based on the versions of the ESRS in effect in 2024 and follows the principle of double materiality.

Against the backdrop of the Deufol Group's increasing internationalization, the materiality process was specifically refined in 2025. In this context, Deufol conducted an international materiality analysis involving its international managing directors. The goal was to take greater account of regional char-

acteristics, country-specific risks and varying regulatory, environmental and market-related conditions, and to validate the materiality topics from a global perspective.

The results of this international materiality analysis largely confirmed the material issues identified in 2024. At the same time, they provided important insights for further refining individual topic areas and for a more nuanced consideration of regional characteristics within the framework of the sustainability strategy.

### **Identification of Impacts**

In the first step of the materiality process, the actual and potential positive and negative impacts of the Deufol Group's business activities on the economy, the environment and society were systematically identified. This process considered both the Group's own activities and relevant impacts along the upstream and downstream value chain.

The identified areas of impact include, among others:

- Climate Protection and Climate Adaptation
- Resource Conservation and Circular Economy
- Labor and Social Standards
- Transparency and Accountability in the Supply Chain
- Social Engagement and Regional Value Creation

### **Prioritization of Issues**

To prioritize the identified topics, Deufol conducted a double materiality analysis. The assessment of potentially material topics was carried out along two dimensions: impact materiality (inside-out perspective) and financial materiality (outside-in perspective).

The assessment was based on a structured scoring model and involved relevant internal and external stakeholders. In addition, the requirements of the voluntary GRI and VSME standards, as well as the substantive guidelines of the CSRD and ESRS, were considered. On this basis, the material sustainability issues were finally determined.

### **Stakeholder Engagement**

The perspectives of various internal and external stakeholders were systematically integrated into the materiality assessment process. The goal was to appropriately consider differing expectations, impacts and viewpoints. The stakeholder groups involved in the process were:

- **Employees and works council members:** Internal workshops and surveys provided valuable insights into the social, labor-related and organizational impacts of our business activities.
- **Customers and business partners:** Ongoing dialogue with customers and partners provided important insights into sustainability-related requirements along the supply chain, as well as product and service expectations.
- **Investors and analysts:** Feedback from financial market participants underscored the importance of

sustainable corporate governance for long-term value creation, risk management and transparency.

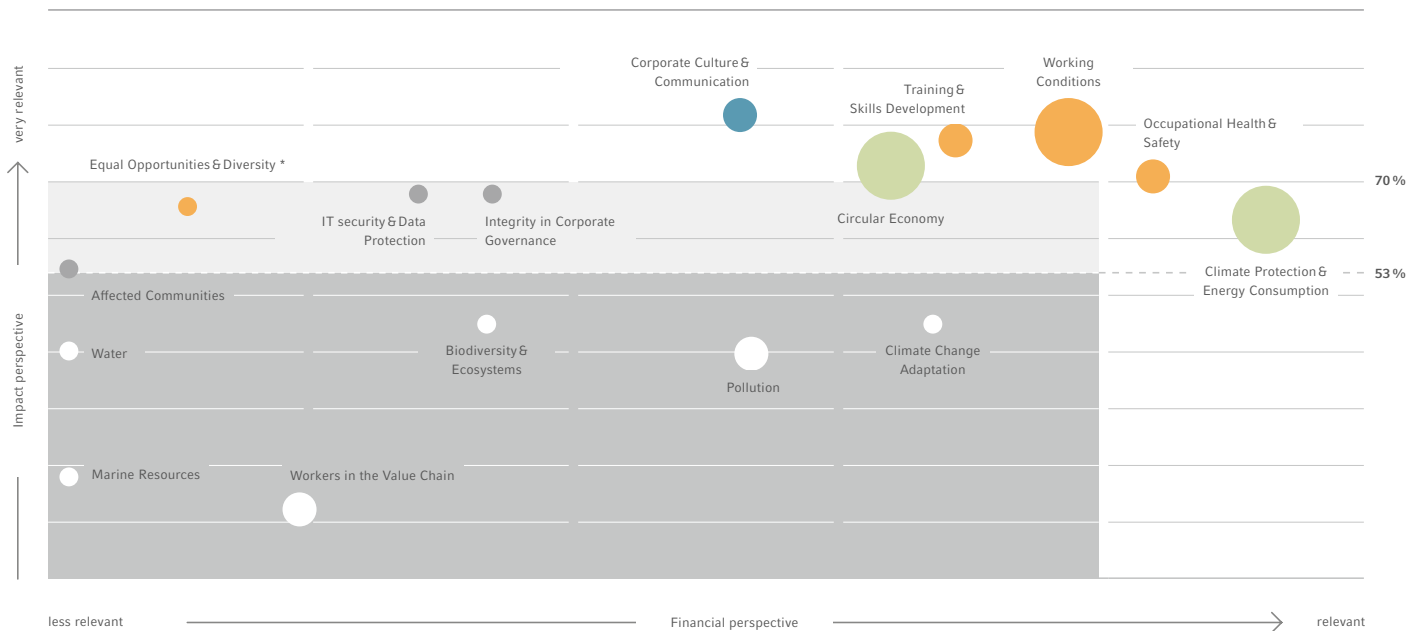
- **Infrastructure operators:** Through dialogue with infrastructure operators, key issues such as security of supply, climate risks and the need for adaptation in the areas of energy and resource efficiency were identified.

Through this voluntary approach – which is aligned with recognized standards and continuously refined – Deufol ensures that its sustainability strategy meets both the Group's business objectives and the expectations of its stakeholders. At the same time, Deufol is creating a robust foundation for potential future CSRD-compliant reporting.

### **Materiality Matrix**

To clearly illustrate the prioritization of our material sustainability issues, we have created a materiality matrix for the affiliated companies of Deufol SE that also considers the interests and requirements of Deufol SE (see below).

Materiality matrix



Materiality threshold for positive impacts (70 % / 7 out of 10)

Materiality threshold for negative impacts (53 % / 8 out of 15)

\* Material, as negative impact with threshold value 50 %

Importance for (external) stakeholders ○ less relevant ○ relevant ○ very relevant

● Innovation & Sustainability ● Empower People ● Efficient Processes

The materiality matrix illustrates the relevance of individual sustainability topics both from the perspective of our stakeholders and in terms of their strategic importance to the Deufol Group. It serves as a key foundation for the direction of our sustainability strategy and for determining the focus of our sustainability reporting.

**Area of Action: Innovation & Sustainability** (environmental topics)

Material Topics:

- **Circular Economy:** Targeted use of resources through the reduction, re-use and recycling of materials along the value chain.

- **Climate Protection & Energy Consumption:** Reduction of CO<sub>2</sub> emissions and efficient use of energy to support global climate goals.

**Area of Action: Empower People** (social topics)

Material Topics:

- **Working Conditions:** Fair, safe and attractive working conditions for all employees – from working time arrangements to social benefits.
- **Occupational Safety & Health:** Protection of physical and mental health in the workplace through prevention, training and systematic risk management.

- **Training & Skills Development:** Targeted continuing education and qualification programs to promote individual development and long-term employability.
- **Equal Opportunities & Diversity:** Valuing diverse backgrounds and perspectives, ensuring equal opportunities for participation and fostering a discrimination-free work environment.

**Area of Action: Efficient Processes** (governance topics)

Material Topic:

- **Corporate Culture & Communication:** Embedding shared values and fostering transparent, trust-based communication across all hierarchical levels.

Levels of ambition

|                                 | Compliance                                                                 | Comparable to Competitors                                                        | Best in the Industry                                                                                                       | Best Worldwide                                                             |
|---------------------------------|----------------------------------------------------------------------------|----------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|
| Focus of Activities and Impact  | Compliance focus: Acting when there are legal or human rights requirements | Financial focus: Engagement when it contributes to reputation or minimizes risks | A financial focus that strongly supports our activities, thereby minimizing risks and, above all, maximizing opportunities | Significant positive economic, environmental and social value contribution |
| Understanding of Sustainability | Compliance with statutory requirements                                     | Sustainability as a narrative                                                    | Sustainability as a competitive advantage                                                                                  | Sustainability as a business model                                         |
| Organization within the Company | Compliance                                                                 | Risk, product and sustainability management; public relations; communications    | Sustainability embedded in strategy; sustainability as a cross-functional priority                                         | All Areas                                                                  |

Following the double materiality assessment we conducted, we translated our ambitions into four clearly defined ambition levels during a joint workshop with senior management and the operational leadership team.

Based on this, the ambition levels for the previously identified material topics were systematically defined

(see below). We have defined the strategic time horizon as the next 15 years, through 2040.

As part of our annual management review, the established ambitions were re-evaluated in 2025. This confirmed that the defined ambition levels remain valid and continue to underpin our strategic Group-wide direction.

#### Our target levels of ambition





## ENVIRONMENT

# Innovation and Sustainability

Our planet's limited resources must be used as effectively as possible and conserved. Through our innovative capabilities, we can make an enormous contribution by reducing the amount of material used in packaging, reusing packaging and optimizing traffic flows through our digital solution – thereby lowering our resource consumption and CO<sub>2</sub> emissions.





# Innovation and Sustainability

## Circular Economy

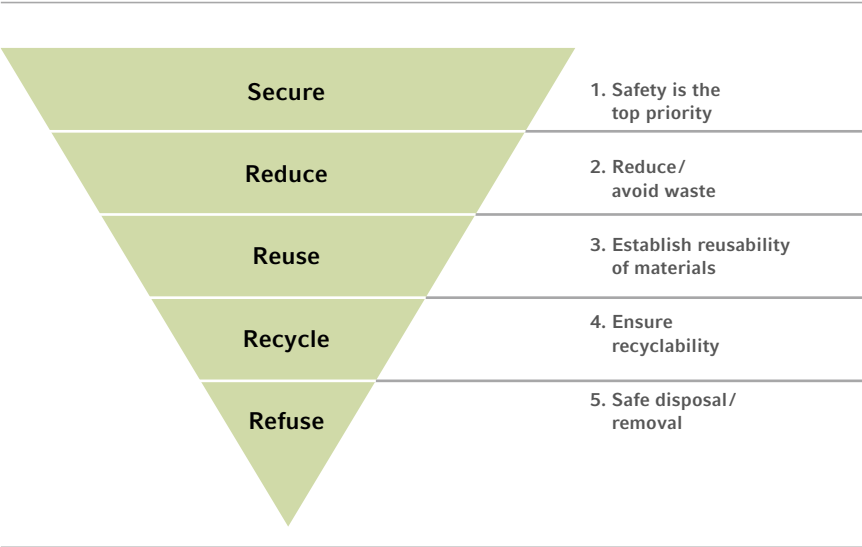
We see the future of our business in circular systems. That is why this is our most important priority, to which we strategically align all our activities. As a global provider of industrial packaging, Deufol bears a special responsibility for the careful use of resources. Packaging is essential for safely protecting and transporting goods – at the same time, we want to keep its environmental impact as low as possible.

To further integrate our identified key topic of the circular economy, both internally and externally, we have defined what it means specifically for Deufol through workshops, customer dialogues and other exchange formats. This process yielded initial approaches for how we can consistently align our services and processes with the principles of the circular economy. In doing so, we have further developed our circular economy vision and gradually rolled out our Smart Packaging Concept.

The Smart Packaging Concept is represented by an inverted pyramid that illustrates various principles of the circular economy as they relate to packaging. It shows the prioritization of measures for resource management, waste prevention and waste management:

- 1. **Secure** – The top priority is packaging safety, which ensures the protection of the product.
- 2. **Reduce** – Avoiding and reducing material waste is prioritized as the next measure.
- 3. **Reuse** – Another important measure is establishing the reusability of materials

Deufol’s Smart Packaging Concept



- 4. **Recycle** – If reuse is not possible, recyclability must be ensured.
- 5. **Refuse** – At the end of the packaging’s life cycle, safe disposal or recovery must be carried out.

The inverted pyramid illustrates that Deufol has identified material reduction and reuse as the most effective ways to reduce environmental impact. Accordingly, our strategic focus is on these two areas, as this is where the greatest impact can be achieved. Recycling and disposal naturally remain important components of our resource management – but are considered secondary, as their impact on the overall environmental footprint is comparatively smaller.

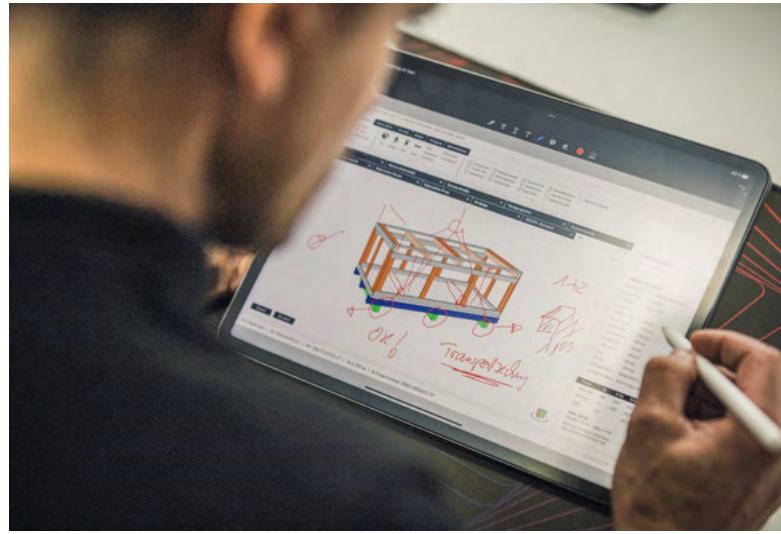
The concept provides guidance by aligning all operational processes with the principles of Secure, Reduce, Reuse, Recycle and Refuse. This makes it possible to keep resources in the life cycle for as long as possible and to live up to the principles of a circular economy.

## Smart Packaging Design with Box-CAD – Efficient, Resource-Saving, Standardized

An important component of our smart packaging concept is BoxCAD, our in-house packaging design software. Here, we rely on digital solutions for precise planning and manufacturing of packaging. The software analyzes the specific requirements of the product to be packaged and, based on this analysis, calculates the optimal packaging dimensions and the most suitable materials – always considering stability, transport safety and resource efficiency.

BoxCAD also forms the core of our Deufol design standard, which ensures uniform quality and sustainability criteria across the entire Group. Through precise dimensioning and material selection during the measurement phase, we avoid unnecessary material use, reduce volume and weight, and thereby lower not only packaging costs but also CO<sub>2</sub> emissions.

The program plays a key role in eliminating material waste, standardizing processes and increasing overall efficiency throughout the supply chain – a central driver for both environmentally and economically sustainable packaging solutions.



Deufol's BoxCAD solution

### 📌 Intelligent Use of Materials

As part of its core services – particularly in the development and production of industrial packaging and related logistics services – Deufol uses a wide variety of materials. These materials are selected and used with due consideration for functional, safety-related and environmental criteria.

One of our goals is to eliminate or minimize negative environmental impacts along the value chain while simultaneously meeting our customers' requirements for quality, safety and efficiency.

### Renewable Materials

Deufol is also using an increasing amount of renewable raw materials – particularly as part of its efforts to improve the environmental footprint of its products. Renewable materials include:

- Solid wood from sustainably managed forests (e.g., FSC®- or PEFC-certified)
- OSB panels and plywood
- Cardboard, corrugated cardboard and paper-based cushioning solutions
- Bio-based packaging components (e.g., starch- or cellulose-based)

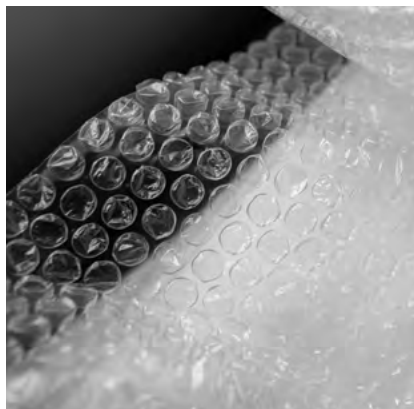


#### GOOD TO KNOW

##### **OSB as the Preferred Construction Material**

From a sustainability perspective, as well as in terms of the principles of the circular economy hierarchy and the carbon footprint, OSB (oriented strand board) is our preferred material alternative. Compared to other wood-based materials, OSB offers a resource-efficient use of wood and enables the construction of packaging solutions that use fewer materials and produce lower emissions.

As part of our customer communications, we therefore actively promote the transition from solid wood and plywood constructions to OSB-based solutions, provided this is technically and logistically feasible. Thanks to this consistent approach, we have been able to significantly increase the share of OSB in our designs in recent years: The usage share stood at 80 % in 2025 (2024: 70 %; 2023: 50 %).



Bubble wrap made from recycled plastics

During the reporting period, a total of approximately 57,500 metric tons of renewable materials were procured, which corresponds to about 91 % of the total amount used. The proportion of recycled materials used has not yet been systematically tracked. We primarily process wood-based materials, which, although made from renewable raw materials, are generally not derived from recycled material. Significant proportions of recycled material are currently used primarily in foil packaging. Here, we ensure – where technically and qualitatively feasible – the use of materials containing recycled content and continuously evaluate further opportunities for optimization.

# 91 %

of the materials used in 2025  
were renewable

### Non-Renewable Materials

A portion of the materials used, dictated by their function, comes from non-renewable sources. These primarily include:

- Nails, screws and fasteners made of steel or aluminum
- Plastic foil and padding (in some cases) for securing shipments
- Metal components for specialized packaging and closure mechanisms
- Adhesives, paints, oils, greases and operating supplies

During the reporting year, approximately 6,000 metric tons of non-renewable materials were procured, representing about 9 % of the total material volume. The calculation of purchased goods is based on purchase volumes in EUR (base year 2025), excluding the corporate headquarters and affiliated companies. Conversion factors specific to each product group were used to convert these figures into quantities. Product groups that could not be assigned (Other) were estimated based on sales distribution.

Deufol aims to significantly increase the proportion of sustainable and resource-efficient materials in the coming years. This includes both the increased integration of recycled materials and the substitution of non-renewable materials with more environmentally friendly alternatives. At the same time, we are working with customers to develop customized packaging solutions that use less material and are optimized for recycling.

### D-SCS (Deufol Supply Chain Solutions)

A circular economy requires transparent and efficiently managed processes. Our software solution, D-SCS (Deufol Supply Chain Solutions), connects all relevant stakeholders along the supply chain and enables the digital management of material, packaging and load carrier flows.

Particularly when dealing with the complex flows of goods in project logistics, D-SCS provides transparency regarding inventory, circulation and returns. This helps reduce packaging

waste, use resources more efficiently, and specifically support sustainable circular processes.

At the same time, the solution provides reliable data for ESG reporting and sustainability metrics.

D-SCS is continuously being further developed to address new customer requirements as well as regulatory and technological developments at an early stage, thereby making an even greater contribution to sustainable supply chains.

### Customer Value

With our solutions, we help our customers systematically collect relevant material and recycling information and make it usable for their sustainability processes. Transparent recycling declarations create a verifiable data foundation for the materials used and – within the scope of the information available – support their traceability.

Our customers can use this information for internal assessments, procurement decisions, product development processes and their sustainability reporting, among other purposes. At the same time, clearly documented material information facilitates communication with business partners and other stakeholders. This enables customers to address their own transparency and documentation requirements more effectively and to demonstrate specific progress based on reliable data.

The strategic added value lies primarily in the fact that relevant information can be incorporated into business decisions at an early stage. This helps our customers conduct a nuanced assessment of material usage and recycling rates, define specific internal goals and identify potential areas for optimization. Statements regarding environmental impacts are made solely on the basis of verifiable data and refer to the specific products, materials or processes under consideration.



**An interview with Christoph Thölenjohann,**  
Senior Corporate Manager, Sustainability

Topic: Innovation and Sustainability

**How important are innovation and sustainability to Deufol?**

For us, innovation and sustainability go hand in hand. We are convinced that true sustainability can only be achieved when economic progress, responsibility for the environment and resources, and benefits for our customers are considered together. That is why we view sustainability not as an additional task, but as a driving force for developing better processes, more efficient solutions and new approaches to packaging and logistics.

**Where does innovation manifest itself around sustainable packaging and logistics solutions?**

For us, innovation is evident wherever we take existing solutions a step further. This applies, for example, to material usage, the reusability of packaging, the standardization of processes and the optimization of supply chains. Our goal is to develop solutions that are safe, economical and resource-efficient all at once. In doing so, we not only create environmental benefits but also support our customers in achieving their own sustainability goals.

**What role does the carbon footprint play in this?**

The carbon footprint provides us with an important data foundation. It shows us where emissions originate and where we can take targeted action – for example, in the areas of energy, material use or transportation processes. This transparency helps us drive innovation where it has the greatest impact. At the same time, we can better demonstrate to our customers how more sustainable packaging and logistics solutions can help reduce environmental impacts.

**What role does EcoVadis play in this context?**

EcoVadis provides us with an external perspective on our sustainability performance. The assessment shows us where we've already made progress and where we can improve even further. For us, EcoVadis is therefore not just a rating, but an important source of inspiration. The insights help us further develop processes, metrics and documentation, and use them to derive concrete improvement measures – with the goal of measurably increasing our sustainability performance.

**How does Deufol combine sustainability with economic success?**

We view sustainability as a key factor in economic success. When we use resources more efficiently, reduce material waste, optimize processes and lower emissions, we create both environmental and economic benefits. At the same time, our customers' expectations for sustainable supply chains are rising. By offering innovative and sustainable solutions, we strengthen our competitiveness and create real added value for our customers.

**What are Deufol's next steps to further integrate innovation and sustainability, and what is the long-term goal behind this?**

We want to integrate innovation and sustainability even more closely, because true sustainability can only be achieved when economic progress, environmental responsibility and tangible benefits for our customers are considered together. That's why we intend to make more targeted use of environmental metrics, continue tracking our carbon footprint and translate the insights from EcoVadis into concrete improvements. At the same time, we're working to develop packaging and logistics solutions that are not only efficient and high-performing but also help our customers achieve their own sustainability goals. In the long term, our goal is to view sustainability not as an obligation, but as a driving force for better ideas, stronger customer relationships and a responsible future for Deufol.

**Concluding statement:**

For us, innovation and sustainability are two sides of the same coin. We want to create solutions that are environmentally sound, economically viable, and relevant to our customers. This is how we make sustainability tangible in everyday life – through better data, more efficient processes, innovative packaging and logistics solutions, and our shared commitment to turning responsibility into concrete progress.



Systematic waste separation to enable reuse and recycling

Through ongoing dialogue with our customers, we continue to refine our solutions to meet their specific needs. Our goal is to provide clear and verifiable information that increases transparency and enables an informed discussion about the responsible use of resources. In this way, our solutions make a tangible contribution to our customers' decision-making and reporting capabilities, without promising results that cannot be clearly substantiated.

### **Waste Management**

We are continuously refining our waste management system with the goal of collecting, analyzing and managing waste and recyclable materials even more effectively in the future. Our actions are guided by the waste hierarchy set forth in the German Circular Economy Act (KrWG), which prioritizes the prevention, reuse and recycling of waste.

Our environmental management system has been certified to DIN EN ISO 14001 since 2012 and currently applies to all German, Belgian, Austrian, Slovak, Czech and Hungarian locations, as well as to some of our French locations. It provides a binding framework for processes, responsibilities and objectives, including waste management.

The legally compliant separation, collection and disposal of waste is managed at each site in collaboration with qualified and certified waste management partners. A significant portion of our waste volume comes from packaging and cushioning materials, which are generated, for example, when we receive pre-packaged systems and components from our customers. These materials are generally classified as waste only at our sites. Whenever possible, we strive to reuse them; otherwise, they are disposed of in accordance with our customers' specifications.

In cases where we are responsible for waste disposal ourselves, waste is tracked centrally and systematically in accordance with the German Commercial Waste Ordinance (GewAbfV), our Group-wide Waste Policy, and the company-wide Management Manual, which also takes international legal requirements into account. A key objective of our circular economy strategy is not only to reduce direct waste but also to minimize indirect waste resulting from the necessary repackaging of customer goods for export. We see significant potential here: Together with our customers and their suppliers, we are working to design packaging solutions along the

supply chain in such a way that subsequent repackaging is eliminated as much as possible. This collaborative approach not only reduces material usage but also cuts emissions and other environmental impacts.

Our central departments for safety, environmental protection and sustainability actively support this process. They train environmental management coordinators at the sites, provide operational tools, and thus promote implementation in day-to-day operations. At the same time, our product development team is continuously working to replace single-use materials.

### **Progress in Data Collection and Data Management**

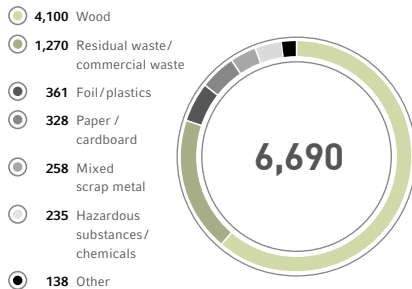
At approximately 35 % of the sites surveyed (in Germany and Europe, where Deufol provides services directly to customers), responsibility for waste disposal lies with our customers, so we do not collect our own data at those locations. However, through regular coordination, we ensure that our waste separation practices meet their environmental requirements.

Of the remaining sites, 57 % had already been successfully integrated into our central data collection system by 2025. This represents an increase of 3.5 percentage points compared to 2024, attributable to the integration of our U.S. sites. At approximately 8 % of sites, systematic data collection is not yet in place, but these sites are to be integrated gradually.

Our goal is a fully standardized and transparent waste management system that meets both our internal quality standards and the growing requirements of customers, regulatory agencies and other stakeholders.

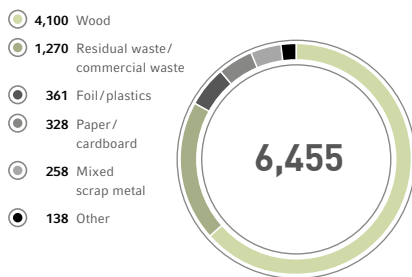
### Waste sent for disposal in 2025

in metric tons



### Non-hazardous waste 2025

in metric tons



# 96 %

of waste is non-hazardous waste

### ① Waste Generation in 2025

The waste statistics for 2025 are based on data from a total of 79 Deufol locations worldwide. At 27 of these locations, which are operated on behalf of our customers, the responsibility for waste disposal lies with the respective customer. These volumes are therefore only partially included in the statistics.

Data collection is primarily based on pickup logs and weighing slips from our certified waste disposal partners. In cases where specific weight data was not available, waste volumes were estimated based on container sizes and average density values for each waste type.

Currently, no distinction is made between our own waste and customer waste. The reported quantities include both waste generated by our operations and waste resulting from the delivery of customer goods.

Total waste generation in 2025 amounted to approximately 6,690 metric tons. This represents an increase of about 1,285 metric tons compared to the previous year. The increase is primarily attributable to the first-time inclusion of sites in the United States.

Of the total amount, 6,455 metric tons (96 %) consisted of non-hazardous waste.

Hazardous waste amounted to 235 metric tons in 2025, or 3.5 % of the total volume, representing a slight increase compared to 2024. This increase is primarily attributable to the cleanup of a septic tank at a site in Hamburg.

Otherwise, hazardous waste consists primarily of defective machinery, oil residues contaminated absorbent materials, dust and spray paint cans. To reduce the latter, the company is gradually switching to alternative marking systems, such as paint rollers, across all locations.



### GOOD TO KNOW

#### Wood Waste – Promoting Reuse and Recycling

As part of our continuous improvement process and management reviews, the issue of wood waste and its circular use was identified as a relevant area for action. The goal is to increase the material recovery of wood materials, systematically evaluate reuse options and reduce waste volumes in line with the principles of the circular economy.

In 2025, an interdisciplinary project team was established to analyze existing wood waste streams, identify potential reuse opportunities and develop suitable recycling concepts. A central component of these activities is collaboration with specialized recycling companies to develop viable solutions for the high-quality recovery of the wood materials generated.

The initiative aims to close material loops, increase resource efficiency and reduce environmental impacts along the value chain. The insights gained are gradually being incorporated into operational processes, material decisions and future sustainability measures.

Collected wood waste, ready for high-quality recycling



Recyclable packaging from Deufol

The waste separation rate stood at 82.0 % in 2025, down from 91.9 % in 2024. The decline is primarily attributable to the first-time inclusion of U.S. sites where separate waste disposal is not possible due to local conditions.

For the coming years, we aim to both increase the waste separation rate and

reduce the total volume of waste generated, particularly in wood waste.

Specific waste treatment methods were not yet systematically recorded in the 2025 reporting year. A corresponding expansion of data collection is planned as part of the ongoing digitalization and further development of our waste management system.

#### *Outlook: Focus on Digitalization and the Circular Economy*

Effective waste management not only contributes to environmental and resource protection but also to compliance with legal regulations and to increasing the efficiency of our processes.

We intend to complete the Group-wide rollout of our digital recording system by the end of 2026. At the same time, we are defining new reduction targets, further improving the depth of our data and increasing the proportion of separately collected recyclables. Our focus here is clearly on resource efficiency and the promotion of closed material cycles in the spirit of a sustainable circular economy.



Regular internal and external audits

### Climate Protection & Energy Consumption

The responsible use of energy and the reduction of greenhouse gas emissions are central components of Deufol's sustainability program. As a company with logistics and production processes, we are aware of our responsibility to mitigate climate change. Climate protection not only contributes to environmental sustainability but also strengthens our economic resilience and competitiveness in an increasingly regulated market environment.

Climate protection and energy efficiency are embedded in our company-wide ESG governance and are managed through a group-wide energy and environmental management system that is continuously being refined. Key elements of our approach include the ongoing tracking and analysis of energy consumption, the optimization of technical equipment, and the gradual transition to renewable energy sources.

The relevant metrics are regularly collected, analyzed and reviewed as part of our internal sustainability monitoring process. To this end, we use site-specific metrics to present developments and progress as transparently as possible. The energy efficiency metrics are regularly reviewed for their relevance in accordance with ISO 50006 and adjusted or further developed as needed.

In addition, progress in the use of renewable energy is tracked company-wide. In 2025, the share of renewable energy was approximately 12 %. Compared to the previous year, this share decreased by one percentage point. This is due to the expansion of the scope of analysis: For the first time this year, energy and emissions data from the U.S. sites were included.

Deufol is committed to the long-term goal of continuously reducing its company-wide carbon footprint. To this end, we are implementing site-specific measures. These include, among other things, investments in modern, energy-efficient technologies, the use of energy-efficient LED lighting, energy-efficient building renovations and the expansion of photovoltaic systems.

We are continuously refining our management approach – both in light of technological innovations and stakeholder expectations, and against the backdrop of regulatory developments such as the EU Green Deal and the Corporate Sustainability Reporting Directive (CSRD). In doing so, we place particular emphasis on transparency, comparability and the integration of climate-related opportunities and risks into our strategic planning.



Use of self-generated solar power at the Ramsau site (Austria)

In addition, we promote awareness among our employees regarding energy-efficient behavior and are working to integrate climate-related criteria more strongly into procurement and investment decisions.

The effectiveness of our management approach is regularly reviewed through internal audits and external certifications (e.g., according to ISO 50001). The insights gained from these are incorporated into both our sustainability reporting and our strategic management processes. Progress and challenges in achieving our goals are documented and evaluated annually.



Increased use of electric vehicles

### Energy Consumption and Greenhouse Gas Emissions

At Deufol, we systematically track and evaluate our energy consumption. We document all types of energy consumed within the organization, particularly electricity, natural gas and other fossil fuels.

The goal of this data collection is to optimize energy use, identify potential savings and continuously improve energy efficiency at our sites. The consumption data collected forms the basis for developing and implementing concrete measures to reduce energy consumption and greenhouse gas emissions.

Greenhouse gas emissions are calculated based on recognized emission factors. These include, in particular, factors from the German Federal Environment Agency (UBA), the International Energy Agency (IEA), and the U.K. Department for Environment, Food & Rural Affairs (DEFRA). In addition, where available, site-specific emission factors – such as those provided by local energy suppliers – are considered.

### CO<sub>2</sub> Emissions in the Supply Chain

Deufol's greatest opportunity for reducing emissions lies in the emissions generated within the supply chain. That is why our primary focus is on decarbonizing the supply chain. In the Packaging and Logistics division, we achieved a breakthrough in life cycle assessment in 2024. Here, we analyzed the main components of the materials used in crate

manufacturing. For our two most-used materials – plywood and OSB – we arrived at the following results:

- Plywood CO<sub>2</sub>e in the supply chain (cradle-to-gate) ≈ 44 g CO<sub>2</sub>e per kg of plywood
- OSB CO<sub>2</sub>e in the supply chain (cradle-to-gate) ≈ 39 g CO<sub>2</sub>e per kg of OSB

### Energy balance

| in MWh                                          | Germany       | International* | Total         |
|-------------------------------------------------|---------------|----------------|---------------|
| <b>Total consumption (in MWh)</b>               | <b>18,943</b> | <b>12,902</b>  | <b>31,845</b> |
| <b>Scope 1</b>                                  |               |                |               |
| <b>Scope 1 energy consumption</b>               | <b>15,604</b> | <b>8,619</b>   | <b>24,223</b> |
| from renewable sources                          | 22            | 129            | 151           |
| Self-consumed electricity generated             | —             | 129            | 129           |
| total electricity generated                     | —             | 249            | 249           |
| of which fed into the grid                      | —             | 120            | 120           |
| Stationary combustion                           | 22            | —              | 22            |
| Wood chips                                      | —             | —              | —             |
| Pellets                                         | 22            | —              | 22            |
| from non-renewable sources                      | 15,582        | 8,491          | 24,072        |
| Stationary combustion                           | 4,385         | 5,372          | 9,757         |
| Natural gas                                     | 2,684         | 2,864          | 5,548         |
| Gas                                             | 204           | 2,451          | 2,655         |
| Heating oil                                     | 1,357         | 56             | 1,414         |
| Liquefied petroleum gas                         | 140           | —              | 140           |
| Mobile combustion                               | 11,196        | 3,119          | 14,315        |
| Diesel                                          | 10,115        | 2,371          | 12,486        |
| Gasoline                                        | 1,073         | 344            | 1,417         |
| Propellant (forklift gas) / Propane             | 9             | 405            | 413           |
| <b>Scope 2</b>                                  |               |                |               |
| <b>Scope 2 energy consumption</b>               | <b>3,339</b>  | <b>4,283</b>   | <b>7,622</b>  |
| Purchased electricity for stationary operations | 3,313         | 3,978          | 7,291         |
| Purchased electricity for mobile operations     | 26            | 45             | 71            |
| Purchased district heating                      | —             | 127            | 127           |
| Purchased district cooling                      | —             | 133            | 133           |

\*Excluding Germany

Our analysis has shown that a significant portion of the emissions associated with the procurement of plywood is attributable to long transport distances. While plywood is primarily produced and sourced in South America, OSB is now also available in Europe at competitive prices. Due to its comparable material properties, OSB is a very suitable alternative for use in packaging. We have therefore set a goal to largely

phase out the use of plywood in the European market by the end of 2025 and use OSB instead. In 2025, we were able to increase our use of OSB from 70 to 80 %. While we have not yet reached the goal we set for ourselves, we remain committed to our efforts. This transition reduces CO<sub>2</sub> emissions in the supply chain by approximately 11 % per square meter compared to plywood.

This targeted change in material selection creates direct environmental benefits for our customers, which our sales and customer management teams actively highlight in their communications with new and existing customers. To further promote acceptance, workshops will be held with our largest customers in 2026 to raise their awareness of the benefits of this transition.

#### Emissions balance

| in tCO <sub>2</sub> e                                                                  | Germany      | International* | Total         |
|----------------------------------------------------------------------------------------|--------------|----------------|---------------|
| <b>Total greenhouse gas emissions</b>                                                  | <b>6,674</b> | <b>4,363</b>   | <b>11,037</b> |
| <b>Scope 1</b>                                                                         |              |                |               |
| <b>Scope 1 energy consumption</b>                                                      | <b>4,000</b> | <b>1,881</b>   | <b>5,881</b>  |
| from renewable sources                                                                 | 0            | —              | 0             |
| Self-consumed electricity generated                                                    | —            | —              | —             |
| total electricity generated                                                            | —            | —              | —             |
| of which fed into the grid                                                             | —            | —              | —             |
| Stationary combustion                                                                  | 0            | —              | 0             |
| Wood chips                                                                             | —            | —              | —             |
| Pellets                                                                                | 0            | —              | 0             |
| from non-renewable sources                                                             | <b>4,000</b> | <b>1,881</b>   | <b>5,881</b>  |
| Stationary combustion                                                                  | 982          | 1,093          | 2,075         |
| Natural gas                                                                            | 545          | 581            | 1,125         |
| Gas                                                                                    | 41           | 497            | 538           |
| Heating oil                                                                            | 362          | 15             | 378           |
| Liquefied petroleum gas                                                                | 34           | —              | 34            |
| Mobile combustion                                                                      | 3,018        | 788            | 3,806         |
| Diesel                                                                                 | 2,734        | 615            | 3,349         |
| Gasoline                                                                               | 282          | 80             | 362           |
| Propane (forklift gas) / Propane                                                       | 2            | 93             | 95            |
| <b>Scope 2</b>                                                                         |              |                |               |
| <b>Scope 2 energy consumption</b>                                                      | <b>341</b>   | <b>1,062</b>   | <b>1,403</b>  |
| Purchased electricity for stationary operations                                        | 341          | 1,038          | 1,378         |
| Purchased electricity for mobile operations                                            | —            | —              | —             |
| Purchased district heating                                                             | —            | 1              | 1             |
| Purchased district cooling                                                             | —            | 23             | 23            |
| <b>Scope 3</b>                                                                         |              |                |               |
| <b>Category 3: Fuel- and energy-related activities (not included in Scope 1 and 2)</b> | <b>999</b>   | <b>512</b>     | <b>1,511</b>  |
| <b>Category 5: Waste generated during operations</b>                                   | <b>16</b>    | <b>15</b>      | <b>31</b>     |
| <b>Category 7: Employee commuting</b>                                                  | <b>1,317</b> | <b>893</b>     | <b>2,210</b>  |

\* Excluding Germany

Electric vehicles in action: Electric forklifts at the Celle (Germany) site





## SOCIAL

# Empower People

Every employee is able to fully realize their individual potential. To support this, Deufol invests in the Deufol Academy in order to supplement online training with hands-on workshops. Fair working conditions, a safe work environment and equal opportunities ensure that all colleagues – regardless of background or experience – have the same opportunities for growth and can actively contribute to the company's progress.





# Empower People

## Working Conditions

Fair and attractive working conditions are a central part of Deufol's corporate culture. Our goal is to create a work environment characterized by respect, equal opportunity and reliability. We are convinced that good working conditions play a decisive role in the motivation, satisfaction and long-term retention of our employees and thus contribute significantly to the company's sustainable success.

To this end, Deufol ensures that labor law requirements and internal guidelines are adhered to and regularly reviewed at all locations. These include, among other things, fair compensation, reasonable working hours, safe working conditions, equal treatment and work-life balance.

The involvement of employees and employee representatives is an integral part of our approach and contributes to the continuous improvement of our working conditions.

Our commitment goes beyond compliance with statutory minimum standards and aligns with our strategically defined ambition to be perceived in the market as the "best in the industry." We take regional characteristics into account and adapt our offerings to local conditions. At the same time, we pursue the goal of creating working conditions that sustainably strengthen our position as an attractive employer and set us apart from the competition.

For our locations in Germany, we implement the following measures, among others:

- Flexible work schedules and, where possible, remote work arrangements
- Support for sustainable mobility, e.g., through the Deutschlandticket and Jobrad programs
- Contributions to the company pension plan
- 30 days of annual leave
- Regular employee surveys to improve the work environment (e.g., equipping break rooms)

We regularly assess the effectiveness of our measures using key metrics such as turnover rates, results from employee surveys and feedback from workshops. The insights gained are directly incorporated into the further development of our HR and leadership tools.

Occupational health and safety, as well as equal opportunity and diversity are also high priorities at Deufol. However, these topics are addressed in separate chapters and managed through dedicated management systems.

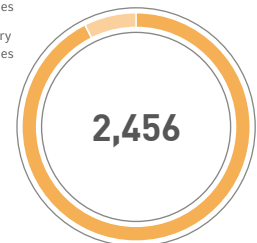
### Key Personnel Figures for 2025

In addition to its regular employees, the company regularly collaborates with a manageable number of external workers who are not employed by the company, but who work within the framework of our processes and procedures or in an advisory capacity. This includes temporary workers and freelance professionals, who primarily work on a project basis and are assigned to various projects as needed.

### Total number of employees

by employment status

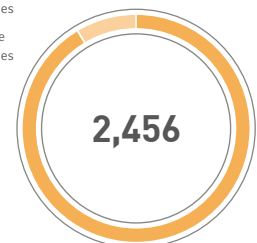
- 2,261 permanent employees
- 195 temporary employees



### Total number of employees

by employment status

- 2,246 full-time employees
- 210 part-time employees

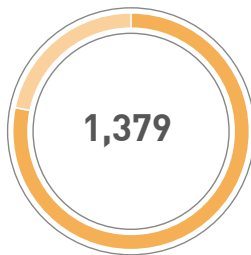


The number of people employed through subcontractors in Germany currently stands at approximately 200. This figure is based on internal project planning data as well as the average number of assignments over the past fiscal years. Since these working arrangements are often flexible and project-based, the exact number may vary.

## Employees in Germany, permanent

by gender

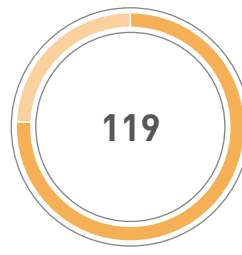
- 1,078 male
- 301 female



## Employees in Germany, temporary

by gender

- 90 male
- 29 female

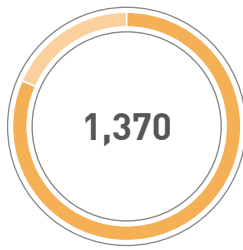


1,498

## Employees in Germany, full-time

by employment status

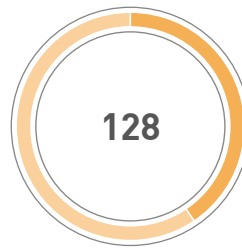
- 1,116 male
- 254 female



## Employees in Germany, part-time

by employment status

- 52 male
- 76 female

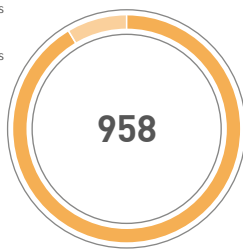


1,498

## Employees International

by employment status

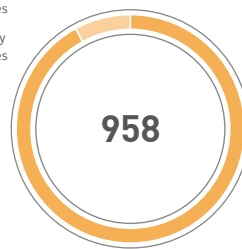
- 876 full-time employees
- 82 part-time employees



## Employees International

by employment status

- 882 permanent employees
- 76 temporary employees



### **i New Hires and Employee Turnover**

In a year-over-year comparison between 2024 and 2025, Deufol recorded a 5.8 % increase in its workforce, corresponding to a rise from 2,322 to 2,456 employees. This growth was primarily driven by an increase in the number of female employees (+9.2 %) and a moderate rise in the number of male employees (+4.9 %).

Deufol Germany had a hiring rate of 19.9 % in 2025, with women accounting for 20.3 % of new hires. Just under 80 % of new hires in Germany were men. The turnover rate was also 19.9 %, with a nearly identical ratio between men and women. Accordingly, it can be noted that the number of employees in Germany remained stable, while we expanded significantly on an international scale. It is gratifying to note that the international growth in our workforce is primarily driven by women, enabling us to make an important contribution to equal opportunity worldwide.

Composition of the workforce by employment contract and employment relationship; headcount as at December 31, 2025. (The Human Relations Services department has no information on the registration of a third gender.)

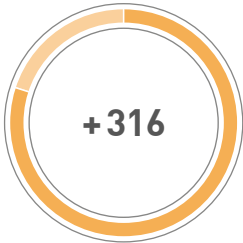
Germany: The data refer to all German Group companies and also include interns and apprentices.

International: The data refer to the Group companies of Deufol SE. A breakdown by specific gender ratio is not yet possible; the aim is to present this in the next report.

New employee hires – Germany

by gender

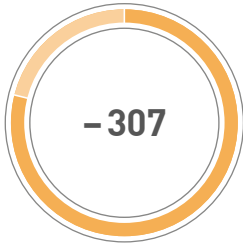
- 253 male
- 63 female



Leavers – Germany

by gender

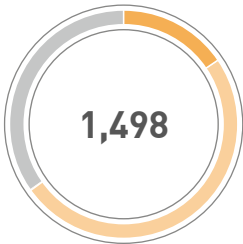
- 243 male
- 64 female



Age group – Germany

number of employees

- 237 under 30 years old
- 745 30–50 years old
- 516 over 50 years old



workforce growth in 2025 vs. 2024

**Freedom of Association & Collective Bargaining Agreements**

At Deufol, all employees have the right to freedom of association, freedom of assembly and collective bargaining within the framework of applicable legal provisions. Our employees are free to choose their employee representatives in accordance with applicable national and international laws and practices without fear of discrimination or reprisals.

In Germany, works councils have not been established at all locations. This is primarily due to variations in the number of employees at these respective locations. In Germany, approximately 25 % of employees are currently represented by a works council. In addition, about 6 % of employees are covered by a collective bargaining agreement.



Joint dialogue with employee representatives

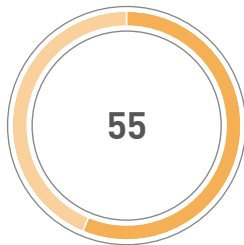
**Attractive Benefits for Our Employees**

Deufol offers a wide range of company-provided benefits that promote the well-being and satisfaction of our employees. As mentioned above, the specifics of these benefits are tailored to each region, as we are subject to local legal regulations.

### Non-guaranteed hours employees\* – Germany

by gender

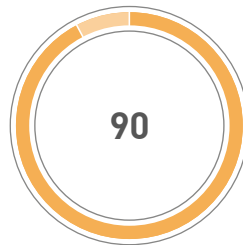
- 31 male
- 24 female



### Temporary agency workers – Germany

by gender

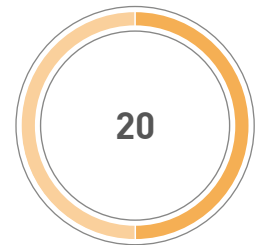
- 83 male
- 7 female



### Self-employed workers (e.g. freelancers) – International

by gender

- 10 male
- 10 female



\*Working students and marginally employed staff

Most of our additional benefits in Germany are explicitly intended for all employees, although a few are available exclusively to permanent staff.

Depending on their position and role, some of our permanent employees may use a company car or a “Jobrad” (company bicycle). Long-term employment is a prerequisite for this. Whether an employee works full-time or part-time, however, does not affect eligibility for any of our benefits.

In Germany, we offer the following benefits to all employees, regardless of their position, part-time status or whether they are on a fixed-term contract:

- Professional development programs
- Health benefits
- Access to performance bonuses and bonus payments (depending on individual performance and the company’s financial situation)

Deufol is committed to creating fair and attractive working conditions for all employee groups. Our ongoing review of employee benefits ensures that our employees receive the best possible support.

#### 📌 Work-Life Balance

Deufol is not only a family-owned company but is equally committed to supporting the families of its employees worldwide. In doing so, we always take national circumstances into account. In Germany, many administrative employees may use mobile office workstations even after parental leave. In addition, there are flexible work schedules tailored to individual needs, whether caring for parents or raising children.

Worldwide, Deufol grants all employees, regardless of gender, the opportunity to take parental leave, based on local conditions. In 2025, this included 12 men and 14 women in Germany.

- **Flexible work:** Upon returning from parental leave, Deufol offers flexible work schedules and part-time options.
- **Individual reintegration:** Employees receive support through career planning discussions and targeted professional development opportunities.
- **Internal company information resources:** Parents are informed about company-sponsored and government-funded support programs.

Deufol is actively committed to a family-friendly corporate culture and continuously expands its offerings to support work-life balance.



Deufol as an attractive employer

### Breakdown of Applicants in 2025

In 2025, Deufol received a total of 7,773 applications through its company-owned applicant portal. Of these, 61.2 % were from male applicants and 20.9 % from female applicants. Another 17.6 % did not specify their gender, while 0.3 % of the applications were submitted by individuals with diverse gender identities.

Compared to the previous year, this represents a 22 % increase in the number of applications. This positive trend is attributable to measures aimed at increasing Deufol's visibility in the job market.

Deufol continues to pursue the goal of attracting qualified professionals and retaining them at the company over the long term. Through targeted investments in training, continuing education and modern working conditions, we are laying the foundation to continue our growth trajectory in a sustainable and forward-looking manner.

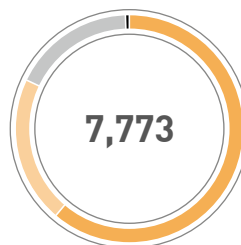
# +22 %

increase in applications vs. 2024

### Applicant breakdown

by gender

- 4,759 male
- 1,623 female
- 1,366 not disclosed
- 25 other



### Occupational Health & Safety

Protecting the health and safety of our employees is a central component of Deufol's corporate responsibility. Occupational health and safety are of particular importance, especially in operational areas such as production, packaging and logistics. Our goal is to identify potential hazards early on, consistently prevent workplace accidents and at the same time sustainably promote the physical and mental well-being of our employees.

To this end, Deufol implements a holistic and systematically structured occupational health and safety management system. This system not only meets applicable legal requirements but is also aligned with stricter international standards.



Our locations are certified in accordance with ISO 45001. In addition, our company-wide "Go Zero" initiative supports the consistent implementation of our goals in the areas of occupational safety and accident prevention. Clear lines of responsibility, along with close collaboration with occupational safety specialists and company physicians, ensure practical implementation at each location.

Key components of our occupational health and safety management system include risk assessments, regular safety briefings, defined emergency procedures, and ongoing training and awareness-raising measures.

Key measures include:

- Regular safety inspections and analyses of potential hazards
- Training on safe behavior in the workplace and the proper handling of machinery and equipment
- Use of early-warning and prevention mechanisms for the early detection of health risks
- Health promotion programs, such as ergonomic workplace designs or mental health support services

The effectiveness of our measures is continuously monitored using defined key performance indicators. These include, among other things, accident rates, severity indicators and the utilization of health and prevention programs. Anomalies and significant events are systematically analyzed and directly incorporated into continuous improvement processes.

In addition, we regularly adapt our concepts and measures to new legal requirements, technological developments and insights gained from day-to-day operations. At the same time, we

work across all locations to strengthen and sustainably embed safety awareness and a culture of health in all areas of the company over the long term.

### **Occupational Health and Safety Management System**

Our comprehensive occupational health and safety management systems ensure that risks are minimized, accidents are prevented and healthy work environments are created. They are based on internationally recognized standards (e.g., ISO 45001) and include clear guidelines, regular safety inspections and preventive measures to minimize risks. The Operational Compliance department is responsible for the development, implementation and continuous improvement of these measures.

In 2025, approximately 92 % of our employees were covered by an occupational health and safety management system that is continuously being refined to ensure the highest safety standards. As part of our expansion efforts, Deufol has set the goal of covering all locations under a unified management

system. This promotes comparability, reduces potential hazards and fosters a strong safety culture.

### **Hazard Identification, Risk Assessment and Incident Investigation**

Hazard assessments are conducted regularly to identify and minimize hazards.

All safety-related incidents are systematically recorded and analyzed, and measures are derived to prevent future risks.

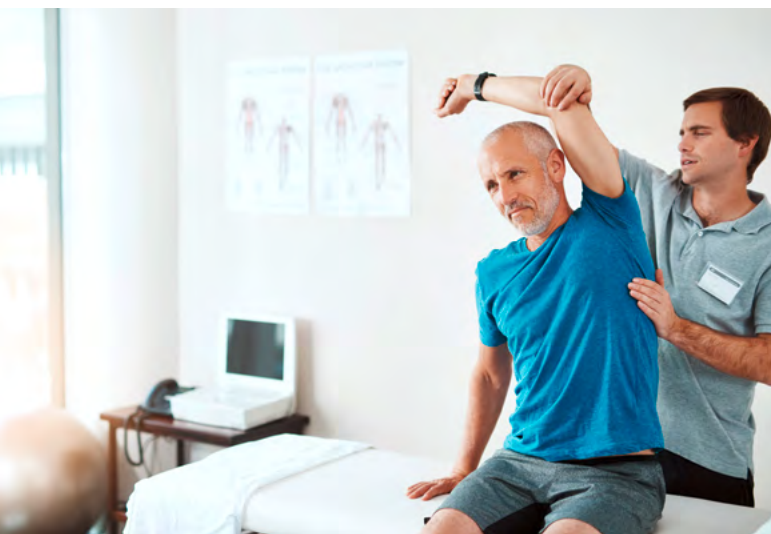
The insights gained from these analyses are presented in an overview with corresponding KPIs to promote ongoing awareness and are continuously expanded. This enables potential risks to be quickly identified and appropriate countermeasures to be implemented.



Effective occupational safety management

# 92 %

of employees are covered by an occupational health and safety management system



Occupational health service

### ❗ Occupational Health Services

Our employees have access to occupational health services, which include preventive health checkups, ergonomic consultations and measures to prevent work-related illnesses. In collaboration with company physicians, we conduct ongoing workplace inspections and organize health days.

### ❗ Employee Participation, Consultation and Communication on Workplace Safety and Health

Deufol promotes an open safety culture in which employees are actively involved in shaping occupational health and safety measures. Regular safety meetings, feedback sessions and internal communication channels ensure transparent and continuous information sharing.

In 2024, an employee survey was conducted at the German locations. This identified further areas for improvement, such as addressing safety deficiencies, new work clothing, new

restroom facilities and new break and lounge areas. These were implemented in phases in 2025, and the insights gained are directly incorporated into discussions with other locations. This ensures that employee participation management in occupational health and safety is effective and sustainable.

### ❗ Employee Training in Occupational Health and Safety

Deufol places great emphasis on the continuous training of its employees in occupational health and safety. The training programs are modular in structure and tailored to the respective target groups and areas of activity. They range from basic safety orientations for new employees to specific training for job functions or high-risk areas.

The training content includes, among other things, the safe use of work equipment and machinery, how to respond in emergency situations and, depending on regional requirements, topics such as ergonomic work

practices and mental health in the workplace. The training is conducted by qualified in-house occupational safety specialists or external experts.

All employees are required to participate regularly in the designated training sessions. Supplementary refresher and in-depth training sessions take place at set intervals or as needed, for example, following safety-related incidents or changes in the law. To ensure the highest possible level of understanding and effectiveness, the content is delivered with linguistic and cultural diversity in mind.

Participation in all training programs is free of charge for employees and generally takes place during regular working hours. If, in exceptional cases, this is not possible, the time spent will be compensated accordingly.

Training programs are regularly evaluated to assess their effectiveness and ensure continuous improvement. This includes, for example, knowledge assessments, feedback mechanisms, observations during daily work and the analysis of relevant metrics such as accident rates or near-misses. The insights gained are continuously incorporated into the further development of training and prevention measures to ensure that they consistently meet evolving requirements.

### ❗ Promoting Employee Health

In addition to occupational safety, Deufol invests in promoting the health of its employees. This includes sports and exercise programs, nutritional counseling and mental health initiatives. Furthermore, Deufol offers employees various health services, such as preventive medical checkups, eye exams, flu shots, health days and ergonomic counseling in the workplace.



**An interview with Christoph Zimmerer**  
Senior Corporate Manager

Topic: Fire Safety and Evacuation Assistant Training

**Why is fire safety and evacuation assistant training so important for the Deufol Group?**

The safety of our employees is a top priority at Deufol. Fire safety and evacuation assistants play a crucial role in ensuring we can respond quickly and in an organized manner in an emergency. They help identify hazards early on, initiate initial measures and coordinate a safe evacuation. Through regular training, we ensure that our colleagues are prepared and know how to act correctly in an emergency.

**How is the training program for fire safety and evacuation assistants structured?**

The training consists of a theoretical component, which includes an assessment, and a practical component that puts the theory into practice. In a roughly four-hour theoretical session, the basics of workplace fire safety are first taught. This includes, among other things, the fundamentals of fire safety, the organization of workplace fire safety and the functioning and operation of fire extinguishing equipment. In addition, fire hazards and the correct behavior in the event of a fire are discussed. This is followed by a written assessment.

In the concluding practical session, participants have the opportunity to directly apply what they have learned. They practice using fire extinguishers and extinguish a controlled fire themselves. This hands-on experience is particularly valuable because it instills confidence in handling fire extinguishing agents and helps overcome any hesitation that might arise in an emergency.

**What insights do participants gain from the training?**

Many participants report that the training helps them develop a much better understanding of fire risks and preventive measures. The practical portion leaves a lasting impression because it demonstrates how quickly a fire can spread and how important it is to act calmly and quickly.

**What specific topics are covered during the training?**

Among other things, participants learn about the basics of fire safety, the company's fire safety organization and how fire extinguishing equipment works. They also learn about the potential dangers posed by fires and how to respond correctly in the event of a fire. Another key component is the hands-on fire extinguishing training, during which participants experience firsthand how to effectively fight a fire.

**What value does this training add to the Deufol Group?**

For Deufol, training fire safety and evacuation assistants represents an important contribution to prevention and risk minimization. Well-trained employees can react quickly in an emergency and help reduce harm to people, facilities and materials. At the same time, safety awareness is strengthened throughout the company.

Furthermore, the training supports a responsible corporate culture in which health and safety in the workplace are actively prioritized. It helps ensure compliance with legal requirements, identifies risks early on and guarantees safe working conditions at our locations.

In the long term, this not only enhances the protection of our employees but also strengthens the stability and reliability of our operational processes.

**In closing, what do you personally take away from these training sessions?**

I'm particularly pleased to see how engaged the participants are. Many leave the training with new insights and a heightened awareness of safety. They realize that fire safety isn't just a workplace obligation but also plays an important role in their personal lives.

It is precisely this combination of professional qualifications, personal growth and a safe work environment that makes the fire safety and evacuation assistant training so valuable to us and to me personally.

Health days at Deufol –  
staying fit together



Health days at Deufol – fitness exercises  
for the office



### **Work-Related Injuries**

In fiscal year 2025, 90 work-related injuries were reported in Germany (previous year, revised: 104). Compared to the previous year, the accident rate was further reduced through targeted preventive measures. All incidents were carefully investigated, and appropriate measures to improve workplace safety were implemented.

# -13%

reduction in work-related injuries vs. 2024



Health days at Deufol –  
healthy nutrition

Deufol remains committed to the highest safety standards to ensure a healthy and safe work environment for all employees.

### **Training & Skills Development**

Ongoing professional development and the targeted expansion of our employees' skills are central components of the Empower People pillar within the Removing Limits strategy. In doing so, we aim to further develop individual strengths while simultaneously strengthening Deufol's sustainable competitiveness.

For many years, we have been consciously investing in training programs that promote both technical knowledge and individual skills. In this way, we create an environment in which learning does not merely occur on an ad hoc basis but is firmly anchored in our corporate culture.

### **Deufol Academy – Center for Learning and Development**

The Deufol Academy is the central element of our professional development management and stands for the structured and targeted development of our employees. It brings together expertise and responsibility from various departments, in particular Leadership, People & Culture and Pioneering. Through this close collaboration, we ensure that a broad spectrum of target groups is supported: from managers to administrative staff to industry employees.

# 68

employees completed a Basic Packaging Course in 2025

The continuing education offerings include both mandatory training and voluntary learning opportunities that can be pursued independently. Mandatory training, such as orientation sessions or safety training, is assigned based on role and subject area and conducted both digitally and in person. In addition, voluntary formats provide opportunities to pursue individual interests and development priorities.



Deufol online Academy

Our programs include, among other things:

- In-person events for targeted deepening of technical skills
- Online and blended learning formats for flexible learning independent of location and time
- Training for leaders at all management levels
- Subject-specific certifications, for example in the areas of pioneering or packaging technology
- Training programs in commercial and industrial fields (country-specific)
- Regular development and feedback meetings to assess individual progress
- Structured career plans for the targeted development of individual potential

In this way, we foster a culture of learning in which continuing education is viewed not only as an obligation, but also as an opportunity for personal growth and as motivation for continuous development.

### **8-R Academy – Professional Expertise in Practice**

The 8-R Academy imparts the specialized knowledge that is central to our business. It brings together expertise in the areas of industrial goods packaging, dimensioning and crate design, corrosion protection, materials logistics, and occupational safety.

We place particular emphasis on hands-on training. At our physical Academy in Dortmund, which includes our own training workshop, employees learn directly through real-world packaging projects. They work with various materials, apply different techniques, and thereby develop a deep understanding of quality standards and customer requirements. Our offerings range from online modules to intensive in-person courses, such as the 5-day Basic Packaging Course. During the reporting year, we conducted 7 in-person Basic Packaging Courses with 68 employees. For 2026, we have set a goal of conducting 10 courses for 100 employees.



Deufol Academy, Dortmund

The Academy also offers advanced courses on in-depth topics such as dimensioning, materials management, container stowage and advanced packaging techniques.

In addition, customer workshops are held on topics such as corrosion protection, new packaging technologies and sustainable packaging. These formats not only facilitate knowledge transfer but also provide insight into Deufol's technical requirements and quality standards.

# 963

training hours in the online Academy alone

Another focus is on operational compliance. This includes in-person training in the areas of hazardous materials, air cargo security, cargo securing and occupational safety – essential competencies for the safe and legally compliant delivery of our services.

The combination of digital formats and hands-on training creates flexible learning paths that can be seamlessly integrated into everyday work. This has been proven to contribute to greater efficiency, better quality and increased safety while also fostering individual growth for everyone.

The online Academy complements the 8-R Academy and offers the benefits of continuing digital education. It was launched in Germany in 2023 and successfully expanded to Austria as early as 2024. Plans are also in place to roll out digital learning content company-wide on an international scale in the future. With this Group-wide approach, stan-

dards can then be implemented even more effectively, and knowledge can be shared across locations and countries.

In 2025, the Deufol Academy's offerings included approximately 319 online training courses (including mandatory and voluntary courses), which were available to employees regardless of location or time. In 2024, there were 250 online courses. The increase of just under 28 % within a year underscores Deufol's focus on personal progress. A total of 2,888 course completions were recorded across 152 different courses, equivalent to an average of 241 completed courses per month. In the previous year, 2024, there were 2,136 course completions across 95 courses (an average of 178 per month). The average course duration is approximately 20 minutes per course. This results in approximately 963 hours of completed continuing education for the year 2025, compared to approximately 712 hours in 2024.

These figures further highlight the expansion and increasing use of our digital learning offerings, which play a central role in the ongoing professional development and individual growth of our employees.

As the overall trend of rising course and hour counts already suggests, voluntary learning is also gaining more and more traction.

In 2025, 137 employees invested a total of approximately 406 hours in 100 different voluntary courses, which they completed on their own initiative and outside of mandatory programs. Topics such as mastering difficult conversations, Excel, learning to learn and sustainability – subjects that are highly relevant both for individual development and for day-to-day professional life. This commitment underscores the intrinsic motivation of many employees to continuously further their education and actively contribute to the corporate culture of lifelong learning.

The online offerings also include many courses on the topic of leadership. Providing ongoing support to our leaders as they continually develop plays a significant role for Deufol. Our leaders not only ensure a positive and safe work environment but also actively shape the company's transformation: They motivate and inspire their teams so that they can reach their full potential and develop new ideas, thereby maintaining Deufol's innovative strength.

# 2,888

course completions in the online Academy

To support our leaders, the Leadership, People & Culture department offers, in addition to digital learning resources, leadership training in both in-person and webinar formats, as well as one-on-one coaching.

In summary, with the Deufol Academy, we have established a comprehensive, future-oriented learning system. It combines practical relevance with digital flexibility, caters to diverse target groups and grows alongside the needs of our locations. In this way, we lay the foundation for individual growth, continuous skill development and a corporate culture in which lifelong learning is second nature.

### Regular Assessment of Employee Performance

Our Deufol Performance-Potential Analysis (PP Analysis) is one of our key management tools for the systematic assessment of employees. It is conducted in two categories – Performance (achievement of objectives) and Potential – and serves to provide a nuanced evaluation of individual contributions and development opportunities within the company.

# >60

nationalities work together at Deufol – diversity that connects

The PP Analysis is scheduled to be conducted once a year as part of the standardized salary and wage increase process. In addition, it can be used as needed during the year, for example, to prepare for personnel development measures or to support strategic HR decisions.

There are three different versions of the PP Analysis – each available in German and English – tailored to the specific requirements of the following target groups:

- Commercial employees
- Industrial employees
- Managers

The evaluation is conducted by the respective manager based on defined criteria that assess both the employee's current performance (e.g., task completion, work style, professionalism) and future development potential (e.g., desire for development, potential for a leadership role, willingness to take on more responsibility, such as in projects).



Regular feedback meetings

The criteria for evaluating managers also specifically address leadership behavior and their function as role models in accordance with our leadership principles. The PP Analysis is conducted as a unilateral assessment, meaning it does not take place in direct dialogue with the person being evaluated. Nevertheless, it is possible to solicit additional feedback from other colleagues to substantiate the evaluation and to discuss the results with the employees.

In addition to providing valuable insights into individual development opportunities, a key objective of the PP Analysis is to ensure objectivity in the annual salary and wage increase process. As part of the standardization of the entire process, the PP Analysis was deliberately integrated as a fixed component. The application of uniform evaluation criteria makes employee performance transparent, enabling objective decisions to be made without subjective influences. This significantly contributes to transparency and fairness in the pay and salary increase process. In 2025, 76 % of employees working in Germany received a structured assessment of their performance and professional development.

As part of our ongoing digitalization initiatives, we are currently exploring ways to expand existing evaluation processes. Since the PP Analysis is presently conducted primarily manually and using spreadsheets, automated and comprehensive system-supported evaluations have so far been possible only to a limited extent.

A digital solution for the structured collection and systematic evaluation of regular employee appraisals is already in the planning stages.



Diversity in practice at Deufol

### ① Equal Opportunities & Diversity

Our company's sustainable success is based on clearly defined values, which include equal opportunities and diversity. We view diversity in a holistic sense: In addition to gender diversity, it also encompasses different cultural backgrounds, professional experiences, qualifications, perspectives and individual abilities.

These diverse perspectives and skills foster our capacity for innovation, support creative thinking and make an important contribution to our company's competitiveness and performance. Likewise, equal opportunities are a central component of our values-driven corporate culture. We create conditions in which all employees – regardless of origin, age, gender, religion or worldview, physical abilities, or other individual characteristics – are given equal opportunities for professional growth and development. The foundation for this is a work environment characterized by fairness, mutual respect, transparency and performance-based criteria.

As an internationally active company with employees from a wide variety of countries and with diverse qualifications and experiences, we view diversity not only as a social responsibility but also as a key factor for success. Treating one another with appreciation, respect and without discrimination strengthens collaboration, fosters innovative developments and simultaneously enhances our appeal as an employer.

Deufol employs people from more than 60 nations worldwide. This means that approximately 30 % of all United Nations member states are represented within our company – a clear sign of diversity in action and successful intercultural collaboration.

### Approach and Integration into Corporate Practice

The promotion of equal opportunities and diversity are firmly anchored in Deufol's corporate principles and internal guidelines. Any form of disadvantage or discrimination – whether based on gender, origin, religion, age, sexual

identity, disability or other individual characteristics – is consistently rejected. Our goal is to create an inclusive work environment that offers all employees equal opportunities for participation, individual development and professional growth.

Diversity and equal treatment are integral parts of our HR strategy. They are considered both in recruiting and in the further development of our leadership and corporate culture.

### Programs for Our Employees to Promote Equal Opportunities and Diversity

Our specific programs include:

- Training and awareness-raising sessions to reduce unconscious biases and promote diversity-conscious behavior, particularly for employees involved in recruitment processes or for managers
- Objective selection processes in our applicant tracking system
- Language courses for employees

### Effectiveness Assessment

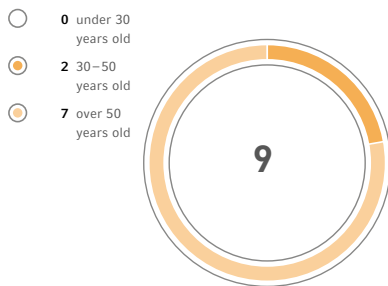
The effectiveness of our measures is regularly assessed using defined feedback and analysis processes. In doing so, we consider, among other things, relevant metrics such as age structure, qualification levels, gender distribution and the proportion of international employees. Additionally, insights from employee surveys, internal analyses and exit interviews are incorporated into the continuous improvement of our measures and processes.

### Workforce Diversity

At Deufol, young and old work hand in hand. Long-time employees pass on their knowledge to the next generation and, in turn, benefit from the perspectives of younger talent. Within the workforce, 14 % is under 30 years old, 45 % is between 30 and 45, and 41 % is over 45. In the 2025 reporting year, the Board of Directors of Deufol SE consisted of nine members, and the executive management of Deufol SE consisted of six members. These individuals can be categorized by age and gender as follows:

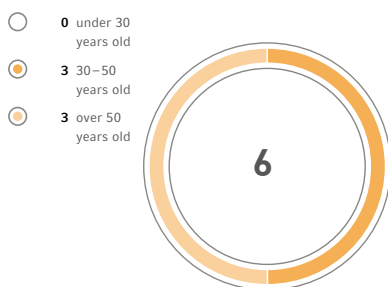
#### Executive directors

by age group



#### Board of Directors

by age group



### **i A Discrimination-Free Workplace**

Deufol is committed to a corporate culture based on diversity and equal opportunity. Any form of discrimination – whether against employees, customers, suppliers or other business partners – will not be tolerated. This principle is firmly anchored in our corporate values and is monitored and promoted throughout the Group by the Human Relations Services department.

To identify and address potential violations of our anti-discrimination policies at an early stage, we offer all stakeholders the opportunity to report potential violations anonymously and securely via our whistleblowing platform “Speak Up.” During the reporting year, no incidents of discrimination were reported via Deufol’s “Speak Up” whistleblowing platform or directly or indirectly to the Human Relations Services department.

Deufol will continue to strongly advocate for a discrimination-free work environment and will continually develop measures to promote equal opportunity and diversity.

### **i Procedures for Mitigating Negative Impacts**

Both our Code of Conduct (CoC) and our Whistleblowing Policy prohibit retaliation against complaints and allegations made in good faith. We take all complaints seriously, including those submitted anonymously, and review the evidence provided with the complaint as well as additional evidence gathered during an investigation.

The Human Relations Services department serves as the initial investigator for complaints received via the whistleblower hotline. The Compliance Review Board, which is part of the Group’s governance oversight structure, reviews all complaints.

If specific expertise is required, we consult with the appropriate experts. Compliance-related complaints are escalated to the highest governance body and senior management.

Any matter that could potentially have a significant impact on the company’s income statement – for example, due to a possible fine or sanction, damage to the brand’s reputation or an incident that

0

reported incidents of discrimination in 2025

has caused harm to an employee and could lead to litigation – is considered a high-risk case. Deufol’s Whistleblowing Policy is available online at:

<https://deufol.speakup.report/Deufol-Beschwerdesystem>. It is available in a total of 19 languages.





## GOVERNANCE

# Efficient Processes

All employees can make a tangible contribution to making our customers' value chains more sustainable and optimizing them. To this end, we rely on transparent governance structures: With clearly defined goals, reliable metrics and the right information, we ensure that everyone works together efficiently toward a common goal. In this way, we promote responsible conduct, goal-oriented decisions and sustainable value for our customers.



# Efficient Processes

## Corporate Culture & Communication

At Deufol, a responsible and values-driven corporate culture forms the foundation for sustainable business practices. It is an essential component of our “Removing Limits” strategy and shapes every aspect of our business – from procurement and the supply chain to collaboration with employees and communication with customers and other stakeholders. Through transparent, open and dialogue-oriented communication, we foster trust, strengthen long-term partnerships and support a corporate culture based on integrity and mutual respect.

Our corporate culture is guided by clearly defined core values such as responsibility, sustainability, fairness and integrity. These values are enshrined in internal guidelines and the Code of Conduct throughout the Group and are actively integrated into our daily work. Various communication and engagement formats – including town hall meetings, digital information platforms, training sessions and feedback and participation processes – help foster a shared understanding of our values within the company. In addition, the “Statement of Principles on Deufol’s Human Rights Strategy” was developed and published in 2024 to further strengthen our shared understanding of responsibility and human rights.



Regular communication with Deufol’s stakeholders

Deufol aims to achieve profitable and sustainable growth over the long term. In addition to Germany as our most important sales market, Europe and the U.S. are among our core strategic regions. Furthermore, we are systematically expanding our activities in high-growth markets, particularly in Southeast Asia. Our corporate strategy focuses on digitalization, standardization and sustainability. In this way, we consistently drive the development of efficient, transparent and sustainable supply chains and support our customers in successfully meeting the increasing demands of global supply networks.

Deufol also places great emphasis on responsible conduct in procurement management. Our suppliers commit to adhering to defined codes of conduct that encompass both social and environ-

mental minimum standards. Through structured risk analyses, evaluation procedures and audits, we regularly verify compliance with these requirements throughout the supply chain. At the same time, we rely on a collaborative exchange with our suppliers to jointly advance sustainability and embed it for the long term.

The prevention of corruption and anti-competitive behavior is a central component of our compliance management. All employees and business partners are required to adhere to the applicable codes of conduct. Regular training sessions raise awareness, particularly regarding legal risks and corruption prevention. In addition, a whistleblower system is available through which potential violations can be reported confidentially and anonymously. The existing compliance structures are regularly reviewed and continuously refined.

Deufol also takes a responsible and transparent approach to external communication. Our marketing and labeling practices are guided not only by legal requirements but also by ethical principles. We ensure that information is transparent and reliable, avoid misleading statements and communicate the quality and sustainability aspects of our services transparently to our stakeholders.



**An Interview with Eugen Tissen**  
CFO since January 1, 2026

Topic: Sustainability in Governance

**You have been CFO of the Deufol Group since January 1, 2026, having joined the company in September 2025. How did you find your first few months?**

The first few months were intense, but above all characterized by openness, professionalism and a clear drive to shape the future. Deufol is a company with a strong operational foundation and a clear identity. I was particularly impressed by the willingness of the entire team not only to discuss topics such as sustainability, efficiency and innovation, but also to actively drive them forward. This culture is a real competitive advantage.

**Sustainability is playing an increasingly important role in corporate management. In your view, how significant is it in the area of finance?**

Sustainability is no longer just an add-on – it's an integral part of governance and financial management. For me, this means, specifically, that we must systematically incorporate environmental and social factors into our decision-making processes. This applies to investments, risk assessments and performance measurement.

At the same time, I see sustainability as an opportunity, not just an obligation. Companies that establish clear structures in this area early on benefit from better financing terms, greater resilience and growing trust among customers and investors.

**Where do you see the greatest opportunities at the intersection of sustainability and finance at Deufol?**

The greatest opportunity lies in combining operational excellence with data-driven management. Deufol is close to its customers and close to its processes; this is ideal for making sustainable solutions measurable. If we use this data intelligently, we can not only improve our own performance but also actively create added value for our customers.

Another key lever is the targeted allocation of capital: Investments in sustainable processes, technologies and locations are not only environmentally sound but also pay off economically through efficiency gains, risk reduction and new business opportunities.

**What role does governance play in this context?**

Governance is the framework that creates accountability. It's about establishing clear responsibilities, transparent processes and robust metrics. Only in this way can sustainability be managed and compared.

For us, this means systematically integrating ESG criteria into our reporting and management systems. At the same time, we ensure that these issues are embedded in management – not in isolation, but as part of the overall strategy.

**What are your priorities for the coming months?**

In the short term, my focus is on three points: First, to develop a deep understanding of all relevant processes and value drivers together with my team, both within finance and with the Go-to-Market and the 8R stream; second, to further refine existing structures, particularly in the areas of reporting and management control; and third, to integrate sustainability even more closely into financial decision-making processes.

In the medium term, the goal is to scale these initiatives through clear KPIs, consistent data foundations and an even tighter integration of strategy, sustainability and finance.

**Finally, what drives you personally in your role?**

For me, the focus is on the company's sustainable development from a financial perspective. This means creating transparency, making well-informed decisions and ensuring long-term competitiveness. Sustainability is an integral part of stable and forward-looking management. The combination of economic performance and responsible action creates sustainable value for companies, customers and society.

In our relationships with our employees, we are committed to treating them with respect and as partners. Employee participation and dialogue are firmly anchored in our corporate culture. In addition, we promote flexible work schedules, measures to support work-life balance and programs to support physical and mental health. Diversity, equal opportunity and a discrimination-free work environment are, for us, integral components of a modern human resources policy. Cooperation with employee representatives and compliance with labor law requirements form an important foundation in this regard.

Responsibility for implementing our management approach in the areas of corporate culture and communication lies with both senior management and various functional departments, including Compliance, Human Relations Services, Procurement, Marketing, and Sustainability. The effectiveness of these measures is regularly reviewed using defined key performance indicators, internal assessments and feedback processes. In addition, we maintain an ongoing dialogue with our stakeholders to continuously refine our “Removing Limits” strategy and the associated sustainability goals and adapt them to new requirements.

In the coming years, Deufol plans to further expand the integration of sustainability aspects into all corporate processes. This includes, among other things, the further development of ESG-based supplier evaluations, the expansion of training offerings, and the ongoing digitization of internal communication and information processes. In this way, we aim to strengthen our corporate culture in a sustainable manner and further solidify the foundation for long-term, responsible growth.



Deufol SE’s executive management

Executive directors

| Name                                     | Areas of responsibility                                                                                      |
|------------------------------------------|--------------------------------------------------------------------------------------------------------------|
| Dennis Hübner (CEO)                      | ● Go-to-Market, Leadership, People & Culture, Strategic Transformation Management, IT                        |
| Jürgen Hillen<br>until December 31, 2025 | ● Finance, Treasury, Legal, Property & Administration, Claims & Insurance, Procurement                       |
| Eugen Tissen<br>since January 1, 2026    | ● Finance, Treasury, Legal, Property & Administration, Claims & Insurance, Procurement                       |
| Detlef W. Hübner                         | ● Strategy, Capital Markets, Investor Relations, Internal Audit                                              |
| Marc Hübner                              | ● Customer Centricity                                                                                        |
| Ebrahem Al Kadari                        | ● Crate Production, Engineering, Direct Material & Logistics, KAIZEN Service, HR Services, Digital Solutions |
| Jürgen Schmid                            | ● End-2-End Solutions                                                                                        |

**Corporate Governance**  
*Management Structure and Composition*

Deufol SE is a European company (Societas Europaea, SE) with a one-tier management system in which the Board of Directors acts as the sole governing body. The managing directors are responsible for implementing strategic guidelines and managing day-to-day

operations in accordance with Group-wide corporate objectives and the guidelines and directives established by the Board of Directors.

The regional managing directors and site managers independently manage and are responsible for operational business processes on-site, taking regional circumstances into account.

Their work is guided by strategic targets and regular analyses and reporting within the Deufol Group's extended management circle, which includes regional and central management.

### Managing Directors

As of December 31, 2025, the management of Deufol SE's operational business consisted of six executive directors.

Executive management as a whole is responsible for achieving the sustainability goals set out in the "Removing Limits" strategy.

Our executive directors manage the business of Deufol SE in accordance with the law, the company's Articles of Association, the Rules of Procedure for Executive Directors, and the directives of the Board of Directors.

As part of their overall responsibility, the executive directors ensure that the company's organizational structure is properly organized so that it:

- is effective and proper, and appropriate to the nature, scope and complexity of the business activities,
- ensures compliance with laws, regulations and official requirements,
- ensures sound and prudent management of the company,
- has an appropriate, transparent organizational structure with a clear allocation and separation of responsibilities,
- has an effective internal communication system, and
- is regularly reviewed.

### Board of Directors

The Board of Directors of Deufol SE is responsible for appointing and overseeing the executive directors. As of December 31, 2025, it consisted of the following members:

#### Board of Directors

##### Name and position

|                                         |                                                                                                                                             |
|-----------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Detlef W. Hübner (Chairman)</b>      | ● Executive Director of Deufol SE                                                                                                           |
| <b>Helmut Olivier (Deputy Chairman)</b> | ● Partner, Companylinks GmbH, Hamburg                                                                                                       |
| <b>Dennis Hübner</b>                    | ● Executive Director of Deufol SE                                                                                                           |
| <b>Marc Hübner</b>                      | ● Executive Director of Deufol SE                                                                                                           |
| <b>Holger Bürskens</b>                  | ● Attorney and Partner, ARNECKE SIBETH DABELSTEIN Rechtsanwälte Steuerberater Partnerschaftsgesellschaft mbB, Frankfurt am Main             |
| <b>Ewald Kaiser</b>                     | ● Managing Partner, Corporate Navigator GmbH & Co. KG and CNK Beteiligungsgesellschaft mbH, Hamburg                                         |
| <b>Axel Wöltjen</b>                     | ● Managing Partner, A. Wöltjen Consulting GmbH, Wendelstein                                                                                 |
| <b>Prof. Dr. Rüdiger Grube</b>          | ● Chairman of Investment Banking Germany at Lazard Ltd. and Managing Partner, Rüdiger Grube International Business Leadership GmbH, Hamburg |
| <b>Gerard van Kesteren</b>              | ● Retired (former CFO of Kühne + Nagel International AG), Willerzell, Switzerland                                                           |

The Annual General Meeting held on June 26, 2025, re-elected all members of the Board of Directors and appointed them to serve until the 2027 Annual General Meeting. At the subsequent organizational meeting, Detlef W. Hübner was re-elected as Chairman and Helmut Olivier was re-elected as Vice Chairman.

Further information on the members of the Board of Directors and the executive management of Deufol SE is available on the company's website at <https://www.deufol.com/en/the-team/>.

### Chair of the Board of Directors

The chairperson of the Board of Directors of Deufol SE is also a member of the Administrative Board. This dual role is permitted under the one-tier management structure of a European company (SE). Deufol makes targeted use of this structure to closely link strategic management with operational implementation.



Deufol SE Annual General Meeting 2025

Appointing an experienced executive from within the company to chair the Board of Directors promotes dialogue between operational practice and strategic oversight. At the same time, the independence of the supervisory function is ensured through the following measures:

- The CEO of Deufol SE does not serve as chairperson of the Board of Directors. This ensures that responsibilities for operational management and strategic oversight remain clearly separated.
- The Board of Directors includes independent members who support objective oversight.
- Potential conflicts of interest are addressed through clearly defined responsibilities, transparent decision-making processes and regular reviews of governance structures.

These measures ensure that the Board of Directors can effectively perform its control and oversight duties even when its chairperson is also a member of the executive management team.

#### **i Knowledge and Competencies of the Board of Directors**

The Board of Directors must be composed in such a way that the body possesses the knowledge, skills and experience necessary to properly perform its duties. In particular, the following areas must be adequately covered within the Board:

- Packaging technology
- Materials management
- Logistics
- Accounting and financial statement auditing
- Sustainability

The required competencies of the full Board also include knowledge of regulatory requirements for environmental and social management, as well as sustainability reporting.

#### **Requirements for Individual Members**

Each member of the Board of Directors must possess the knowledge, skills and experience necessary to properly perform his or her duties. In particular, he or she must be able to

- understand the Deufol Group's business model and key business processes,
- assess the opportunities and risks associated with the Group's business activities,
- appropriately oversee the activities of the executive management,
- actively support the company's long-term development, and
- assess compliance with material legal, regulatory and Group-internal requirements.

In addition, each member of the Board of Directors must be reasonably familiar with the internal organization and key structures of the Deufol Group or acquire this knowledge within a reasonable onboarding period.

Not every member of the Board of Directors is required to possess specialized knowledge in all subject areas. However, they must be able to recognize when additional expert advice is needed and, if necessary, seek out appropriate internal or external expertise.

Professional competence also includes continuous and self-directed ongoing education and professional development. Each member is responsible for keeping their knowledge up to date in accordance with their area of responsibility and considering new legal, regulatory and economic developments.

Regarding nominations for new members of the Board of Directors to be presented to the Annual General Meeting, the Board of Directors considers both the necessary individual and professional qualifications of the candidate and the competencies and capabilities of the Board as a whole.

#### **i Delegation of Responsibility for Economic, Environmental and Social Impacts**

The Board of Directors decides on all matters assigned to it by law or the Articles of Association and that it has not delegated. To the extent that no statutory provisions or provisions of the Articles of Association preclude this, it delegates the management of the Deufol Group to the executive management.

The members of the executive management perform their duties in accordance with the applicable rules of procedure. The executive management remains accountable to the Board of Directors for the proper management of the company and the implementation of the measures adopted.

When selecting the executive directors, the Board of Directors ensures that the executive management possesses the necessary expertise in the areas of environmental, social and corporate governance matters. Diverse professional experience and the continuous professional development of its members are intended to support sound and comprehensive decision-making.

Sustainability is an integral part of Deufol's corporate strategy. As part of the annual strategy review, the Board of Directors assesses the material impacts of the company's business activities on the economy, the environment and people. In this context, the Deufol Compliance Report, including the results regarding compliance with the Code of Conduct, is also presented to the Board of Directors. On this basis, the Board decides on necessary measures and instructs the executive management to implement them.

### **① Sustainable Development of the Deufol Group**

The long-term success of the Deufol Group is based on forward-looking and sustainable corporate management. The Board of Directors and the executive management have developed and adopted key guidelines and principles to this end. These include, in particular, the Policy Statement on Human Rights Strategy and the Deufol Code of Conduct. Further information on this topic is provided in the disclosure regarding GRI 2-23.

In addition, the executive management regularly receives key performance indicators on environmental issues and occupational safety. This information serves as a basis for managing, monitoring and further developing the relevant measures.

Through appropriate communication and training measures, the executive management ensures that employees are aware of the strategic and operational sustainability goals. At the same



Compliance with international principles and standards

time, employees should understand how they can contribute to achieving these goals through their own actions.

The executive director responsible for sustainability regularly informs the Board of Directors about new regulatory obligations and best practices in sustainability management within the packaging industry. In doing so, they support the Board in making strategic decisions on sustainability-related topics.

### **① Compensation Policy**

Deufol's global sustainable business success is also based on responsible and balanced compensation management. The goal is to appropriately align the interests of employees with those of shareholders while enabling a fair share in the company's success.

The focus is particularly on the motivation and long-term retention of specialists and managers. High employee retention contributes significantly to the Group's sustainable development and stable management.

In Germany and numerous other countries, Deufol relies on structured performance and potential analyses, as well as regular 360-degree feedback processes at the management level, to specifically support and develop top performers. In addition, market and benchmark analyses are conducted on an on-

going basis to ensure competitive and market-aligned compensation. Through internal and external benchmarks, we create transparency and strengthen fairness within our compensation structures.

Employee compensation is generally based on the respective legal framework as well as on internal and external benchmarks of the individual Group companies. The Board of Directors of Deufol SE decides on the compensation of the executive directors.

The Group Human Relations Services (HRS) function is responsible for the operational implementation of the compensation strategy. In Germany, HRS performs these tasks on behalf of the respective companies. International locations and subsidiaries are additionally supported by local HRS functions.

Furthermore, the Group Human Relations Services function continuously works on the further development of Group-wide standards, supporting tools and statistical analysis capabilities. The goal is to further enhance fairness, comparability and transparency within the global compensation structures.

As a family-owned company, Deufol does not disclose the ratio between the total annual compensation of executive management and the average compensation level of all employees for competitive reasons.



Deufol site in Legden

In addition, the Group's Human Relations Services function works systematically and continuously to create further holistic standards, supporting tools, and statistical analysis capabilities in order to further increase the level of fairness and transparency worldwide.

The ratio of the total annual compensation of members of executive management to the median level of total annual compensation for all employees is competitively sensitive information that Deufol, as a family-owned company, does not disclose.

### **① Policies and Practices**

#### *Statement of Commitment to Principles and Practices*

The current statement of principles by executive management regarding Deufol's human rights strategy is publicly available on the company's website. It serves as the central framework for the company's approach to human rights and environmental due diligence obligations throughout the value chain.

The statement is based on international and national standards designed to ensure respect for human rights and protection of the environment, both within the company's own operations and among its direct business partners. These include:

- The Supply Chain Due Diligence Act (LkSG)
- The principles of the UN Global Compact
- The Universal Declaration of Human Rights
- The conventions and recommendations of the International Labor Organization (ILO) on labor and social standards
- The UN Guiding Principles on Business and Human Rights
- The United Nations Sustainable Development Goals (SDGs)
- The OECD Guidelines for Multinational Enterprises
- The European Convention for the Protection of Human Rights and Fundamental Freedoms

In addition, Deufol has established a grievance procedure in accordance with the requirements of the LkSG, which is also accessible via the company's website. No complaints were received through this procedure during the 2025 reporting year.

The processes and measures for safeguarding human rights in the supply chain are regularly reviewed by central and regional human rights officers and further developed as needed.

### **① Conflicts of Interest**

Conflicts of interest within a company can have significant negative consequences at various levels. There is a risk that objectivity in business decisions may be compromised if employees or executives allow personal interests to influence the decision-making process. This lack of objectivity can lead to decisions being made that are not in the best interests of the company or its stakeholders.

Furthermore, there is a risk of distorting competition. Conflicts of interest can result in business opportunities not being awarded based on fairness and competitiveness but instead being directed toward affiliated companies or individuals. This can lead to dissatisfaction among competitors and potential legal consequences. Overall, proactively addressing conflicts of interest is crucial to ensuring ethical business practices and strengthening the trust of all stakeholders.

We therefore strictly separate business and personal interests. We make our decisions based on sound, objective judgment that is not influenced by favoritism or by personal relationships and opinions. Business partners must not be given preferential treatment in business decisions based on private interests. Our employees and executives do not use their positions at Deufol to gain private advantages. Secondary business activities require the prior approval of Human Resources and operational management.

### 📌 Responsible Business Conduct

The Deufol Group has systematically integrated its corporate policy commitments into its governance and business processes. Responsibility for compliance with and the further development of these commitments lies at the highest level with the Board of Directors and executive management.

At the operational level, the respective functional areas, in particular Human Resources, Procurement, Compliance, and Sustainability ensure implementation.

The core principles are enshrined in our Code of Conduct as well as in supplementary guidelines, such as those on human rights, occupational safety, supply chain management and anti-corruption.

These requirements are binding for all managers, employees, suppliers and business partners. Compliance is ensured through, among other things, contractual obligations, regular screenings and the Supplier Code of Conduct. To promote effective implementation, Deufol relies on training and awareness-raising measures, which are mandatory for new employees and regularly updated for existing employees. Specific training sessions, for example, on

compliance, human rights and anti-corruption help embed these principles in daily operations.

The integration of these guidelines into business processes is further ensured by internal control mechanisms and reporting structures. Through defined communication channels such as internal platforms, workshops and management meetings the guidelines are communicated transparently and continuously refined.

In this way, Deufol ensures that its policy commitments are not only documented but actively practiced throughout the entire company and along the value chain.

For Deufol, conducting business with integrity and in an ethical manner is a fundamental prerequisite for sustainable success. Deufol pursues a zero-tolerance policy toward corruption and relies on preventive measures to consistently prevent bribery and unethical behavior. Corruption prevention is therefore a central component of our compliance strategy.

To this end, Deufol's management has for years implemented anti-corruption guidelines and procedures and enacted a Deufol Supplier Code of Con-

duct, which also serves to combat corruption.

To ensure that all employees and business partners understand and comply with the applicable anti-corruption guidelines and procedures, Deufol relies on clear communication and targeted training measures.

The codes of conduct and ethics, as well as specific anti-corruption guidelines, are accessible to all employees at any time via the intranet. New employees are informed about our anti-corruption guidelines, required to comply with them and trained accordingly. In 2024, we began rolling out our Deufol Supplier Code of Conduct. This process is being carried out in stages to ensure effective implementation throughout our supply chain. We expect our business partners to communicate the contents of the Deufol Supplier Code of Conduct to their employees in an appropriate manner and to ensure that these principles are also passed on and observed throughout the upstream supply chain particularly by upstream suppliers.

To assess the effectiveness of our measures, we regularly analyze training participation, feedback from the training sessions, and any reports submitted via our "Speak Up" whistleblowing platform, and we inform the relevant stakeholders. In this way, Deufol ensures that all relevant parties are informed about our anti-corruption measures.

At Deufol, all administrative employees, including management, are required to successfully complete compliance training on a regular basis, which means passing the test administered following the training.



Responsible business conduct at Deufol

The training sessions are interactive e-learning modules that include practical case studies and tests to raise awareness of corruption risks. Our goal is to reach as many relevant employees and members of management as possible. However, factors such as employee turnover and other organizational circumstances present challenges that can affect our ability to achieve full coverage. We have recently addressed this with a new training platform that allows us to reach the relevant employees required to complete training more effectively and in a more targeted manner.

In fiscal year 2025, no suspected cases of corruption were reported via our “Speak Up” whistleblowing platform or through internal audit mechanisms.

Deufol remains committed to the highest standards of integrity and transparency in all business activities and will continue to systematically develop its anti-corruption strategy to further promote ethical business conduct at all levels and minimize corruption risks in the long term.

Deufol remains committed to fair and transparent competitive practices. In fiscal year 2025, there were no legal proceedings against Deufol based on anti-competitive behavior or the formation of cartels or monopolies. Deufol continues to prioritize transparency, integrity and fairness in competition and will continuously further develop its internal mechanisms to prevent violations of competition law.

### **Procedures for Addressing Negative Impacts**

Both our Code of Conduct (CoC) and our Whistleblowing Policy prohibit retaliation against complaints and allegations made in good faith. We take all complaints seriously, including those submitted anonymously, and review the evidence provided with the complaint as well as any additional evidence gathered during an investigation.



reported suspected cases of corruption via our “Speak Up” whistleblowing platform

The Human Relations Services department serves as the initial investigator for complaints received via the whistleblowing hotline. The Compliance Review Board, which is part of the Group’s governance oversight structure, reviews all complaints.

If specific expertise is required, we consult with the appropriate experts. Compliance-related complaints are escalated to the highest governance body and senior management.

Any matter that could potentially have a significant impact on the company’s income statement – for example, through a possible fine or sanction, damage to the brand’s reputation, or an incident that has caused harm to an employee and could lead to litigation – is considered a high-risk case. Deufol’s Whistleblowing Policy is available online: <https://deufol.speakup.report/DeufolBeschwerdesystem>. It is available in a total of 19 languages.

### **Procedures for Seeking Advice and Reporting Concerns**

Deufol has established a robust and transparent procedure that enables internal and external stakeholders to seek expert advice when needed and to report concerns, particularly regarding compliance, ethical issues and potential violations.

- **Multi-channel access:**

All employees, business partners, and other stakeholders can use various communication channels if they have questions or concerns. These include, among others:

- Our whistleblowing platform “Speak Up,” which enables the anonymous and confidential reporting of concerns.
- Direct points of contact (e.g., central and regional human rights officers) within the relevant departments or the Compliance department.
- Internal hotlines and email addresses set up specifically for seeking advice and reporting concerns.

- **Confidentiality and anonymity:**

All incoming reports are reviewed with strict adherence to confidentiality. This ensures that all parties involved receive guidance and support in a protected environment without fear of retaliation.

### Processing Procedure and Feedback

- **Initial review:**  
Incoming reports are first reviewed and categorized by our compliance team to determine the severity and urgency of the case. This initial review takes a maximum of seven days.
- **Follow-up:**  
Depending on the nature of the concern, a detailed investigation is conducted by the relevant departments. Necessary measures are defined and implemented in consultation with company management.
- **Feedback:**  
Reporting persons receive feedback on the further course of action and the measures taken within three months at the latest.

### Continuous Improvement

Deufol regularly reviews the effectiveness of and access to its consultation and reporting procedures. These regular assessments and updates ensure that the process is continually adapted to new requirements and best practices and that open, transparent communication is promoted throughout the company. Through this process, Deufol underscores its commitment to a corporate culture based on transparency, integrity and continuous improvement.

### Compliance with Laws and Regulations

Compliance with legal and regulatory requirements is of central importance to Deufol. Against this backdrop, management has issued a risk management manual that sets forth the requirements and regulations for preventing and detecting legal violations. The manual is continuously revised and improved, in part to address growing regulatory requirements.

In addition, a Compliance Committee has been established, consisting of members from key business units. This is intended to further strengthen the compliance infrastructure and improve it through regular exchange among the various business units. Furthermore, mandatory compliance training is provided for employees.

- Regular internal and external audits to ensure compliance with legal requirements.
- “Speak Up” whistleblowing platform, through which employees and business partners can report violations anonymously.
- Training programs for employees in relevant legal areas to minimize compliance risks.



Continuous improvement management

### Investigation and Prevention Measures

Deufol uses various mechanisms to identify and prevent legal violations:

- Risk Management Manual, summarizing the risk management measures implemented within the Deufol Group.
- Deufol approval system/competency matrix, through which decision-making authorities and approval requirements for a range of measures – particularly major investment decisions – have been defined by Group management.

The insights gained from the measures listed are directly incorporated into the optimization of internal processes to prevent future risks and ensure the Deufol Group’s long-term legal compliance.

In fiscal year 2025, no material violations of applicable laws and regulations were identified.

### **i Involvement in Associations and Interest Groups**

Deufol is active in a wide range of associations and interest groups related to our industries and areas of focus. Our involvement ranges from national organizations such as our membership in the German Federal Association for Wooden Packaging, Pallets, and Export Packaging (Bundesverband Holzpackmittel, Paletten, Exportverpackung e.V.) to local networks, such as the chambers of industry and commerce in the respective regions.

These memberships enable us to respond to relevant developments at an early stage, exchange industry-specific best practices and contribute our expertise to political and societal discussions. At the same time, they create valuable platforms for working with partners to drive innovative solutions and represent the interests of our industry in a sustainable manner.

### **Stakeholder Engagement**

Our company follows a structured and transparent approach to stakeholder engagement in order to incorporate their expectations, concerns and perspectives into our decision-making processes.

#### *Identification and Prioritization of Stakeholders*

We identify our key stakeholders based on their impact on our business and the extent to which they are affected by our activities. Our key stakeholder groups include, among others:

- Employees (including works councils)
- Customers and business partners
- Investors and shareholders
- Suppliers and service providers
- Civil society
- Regulatory authorities and political institutions



Close customer dialogue at Deufol

#### *Dialogue Formats and Communication Channels*

We use various formats to effectively engage in dialogue with our stakeholders:

- Regular stakeholder surveys to identify key sustainability issues
- Discussions with customers and suppliers to promote sustainable supply chains
- Employee surveys and internal communication channels to improve corporate culture and working conditions
- Reporting and the Annual General Meeting to ensure transparency
- Press releases
- Website
- Social media

#### **i Integrating Stakeholder Concerns into Corporate Strategy**

The insights gained from stakeholder dialogues are directly incorporated into our “Removing Limits” strategy and our business decisions. They help us identify opportunities and risks early on, fulfill our social responsibility and create long-term value for all stakeholders.

This approach is regularly reviewed and refined to ensure effective engagement and to respond to changing expectations.

### **i Communication with Our Employees**

Open, timely and transparent communication is essential to our corporate culture at Deufol. We are convinced that only those who are informed and engaged can actively contribute to the company’s success and help shape change. A key format in our internal communication is our quarterly town hall event, “Deufol mit dir.” Here, we create a space for direct dialogue between management and employees across all hierarchical levels. Strategic developments, current projects, challenges and successes are communicated openly and clearly.

Questions, suggestions and feedback from the team are expressly encouraged and actively addressed.

In addition, we use a variety of channels – from internal newsletters and intranet posts to in-person team meetings – to ensure that relevant information is delivered promptly and effectively.

Our goal is clear: create transparency, strengthen trust and enable participation. In this way, we not only foster a sense of identification with the company but also lay the foundation for a constructive and motivating work environment.

Our employees also participate in decisions regarding planned operational changes. For all structural measures that could have a significant impact on jobs, working conditions or locations, we inform our employees and their employee representatives well in advance.

At Deufol, the typical minimum notice period for significant operational changes is generally four weeks. In individual cases – such as extensive restructuring, relocations or fundamental changes in work organization – we strive to communicate these changes at an earlier stage. The goal is to give employees sufficient time to prepare for changes, ask questions and, if necessary, jointly develop measures to adapt.

Regardless of the legal framework, Deufol aims to implement operational changes in the spirit of a socially responsible transformation: proactively, respectfully and with the involvement of all relevant stakeholders. Open communication about strategic developments is therefore an integral part of our corporate culture.

### **Financial Performance**

We aim to operate successfully and achieve healthy, profitable growth.

In fiscal year 2025, our company reported revenue of €311.3 million, representing a 0.7 % increase compared to the previous year. For the consolidated statement of income, the consolidated statement of cash flows and the supplementary notes, please refer to the Deufol 2025 Annual Report starting on page 54.

### **Procurement Policy and Collaboration with Suppliers**

Deufol pursues a responsible, transparent and long-term procurement policy. The goal is to combine security of supply, quality, and cost-effectiveness with environmental and social responsibility.

Our collaboration with suppliers is based on the currently valid General Terms and Conditions of Purchase of Deufol SE. These define binding requirements in the following areas:

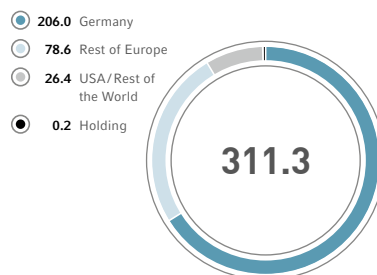
- Product and service quality
- Compliance with legal regulations
- Compliance and business ethics
- Environmental and social standards throughout the supply chain

When selecting our suppliers, we consider not only economic criteria but also environmental and social aspects. We expect compliance with applicable labor, environmental and human rights standards, as well as a willingness to engage in transparent collaboration.

Our procurement approach is based on partnership. Long-term business relationships ensure stability in the supply chain and lay the foundation for continuous improvement – particularly regarding sustainability.

Group external revenue by region 2025

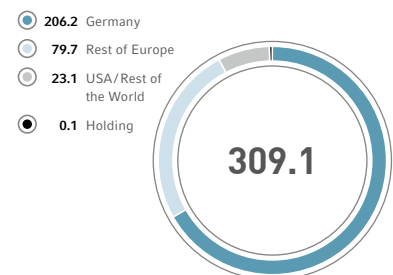
in € million



see Deufol Annual Report 2025, p. 110–111

Group external revenue by region 2024

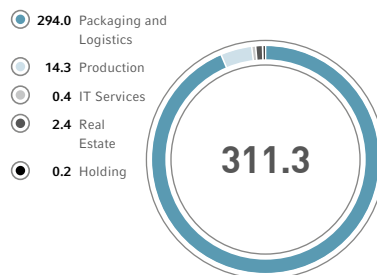
in € million



see Deufol Annual Report 2025, p. 105–107

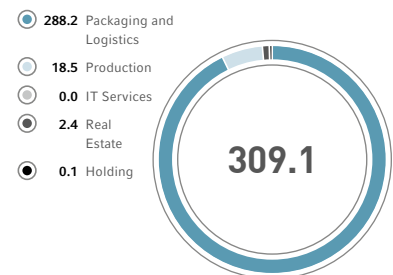
Group external revenue by revenue source 2025

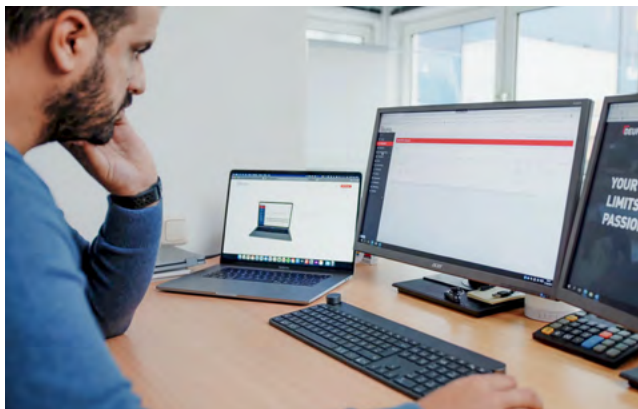
in € million



Group external revenue by revenue source 2024

in € million





Transparency through our digital Deufol solutions

Ensuring a stable supply of raw materials and other materials is a top priority for Deufol. Many of the materials we use – particularly wood, packaging materials and technical components – are available globally. Accordingly, procurement takes place wherever availability, quality and cost-effectiveness are guaranteed.

There is currently no Group-wide policy mandating local procurement. Nevertheless, locally based suppliers often have natural competitive advantages:

- Shorter delivery routes
- Faster response times
- Lower transportation costs
- Reduced transportation-related emissions

Deufol defines local procurement as purchasing from suppliers based in the same country as the respective Group subsidiaries being supplied. For the German Group subsidiaries, the local procurement rate was 85 % in fiscal year 2025. For foreign Group subsidiaries, there is currently no comprehensive, standardized database available to determine the local procurement rate. For the coming years, we have set ourselves the goal of establishing a consolidated, internationally comparable reporting system for tracking local procurement rates.

### **① Transparency of Our Products and Services**

Deufol attaches the utmost importance to the transparent and legally compliant labeling of products and services. As a global provider of industrial packaging and supply chain solutions, we ensure that all information relevant to customers, partners and regulatory authorities is provided in a complete, accurate and traceable manner – both physically and digitally.

A key focus is on the continuous expansion of our product declarations, particularly with regard to environmental and safety information. Our packaging solutions increasingly include structured information on the materials used, their recyclability and specific sustainability characteristics. In this way, we create transparency along the value chain and actively support our customers in achieving their own sustainability and compliance goals.

### **CO<sub>2</sub> Footprint of Mass-Produced Products**

Another key focus is on determining and reporting the CO<sub>2</sub> footprint of selected mass-produced products. Using standardized calculation methods, we analyze product-related greenhouse gas emissions within defined system

boundaries – from raw material procurement through production to relevant logistics processes.

The transparent presentation of the product carbon footprint (PCF) enables our customers to integrate reliable emissions data into their own climate strategies and reporting. At the same time, we use this data to identify reduction potential, for example through material optimization, the use of resource-efficient alternatives or more efficient production processes. This makes climate transparency an integral part of our product development and innovation management.

### **Export Labeling and Regulatory Requirements**

In international export business, the proper documentation and labeling of export packaging is a top priority. Deufol ensures that all customs documents, origin declarations and technical specifications are prepared in accordance with the respective country-specific requirements, clearly assigned, and archived in an audit-proof manner.

This includes:

- The complete traceability of individual packaging units
- The digital linking of crates and accompanying documents
- Comprehensive documentation of regulatory processes

A key component is the issuance and archiving of heat treatment records in accordance with phytosanitary requirements. For heat treatments conducted to comply with the ISPM 15 standard of the International Plant Protection Convention (IPPC), we document all process parameters in a quality-assured manner and provide this documentation as legally compliant evidence for customers and regulatory authorities.

### *Proactive Preparation for New EU Regulations*

During the reporting year, we began preparing early for the requirements of the Packaging and Packaging Waste Regulation (PPWR). Our goal is to systematically integrate future requirements regarding recyclability, material transparency, recycled content and documentation obligations into our product and process landscape.

At the same time, we established the necessary internal processes to implement the EU Deforestation Regulation (EUDR). The focus here is particularly on due diligence obligations, traceability and risk assessments along the supply chain for relevant raw materials such as wood.

Both regulatory requirements were implemented by dedicated, interdisciplinary project teams. These teams brought together expertise from procurement, quality management, sustainability, IT, legal affairs and operations. This structured approach enabled us to analyze regulatory requirements at an early stage, adapt internal processes and further develop digital documentation and verification systems.

Through these measures, we strengthen transparency, traceability and legal certainty throughout the entire supply chain. At the same time, we actively contribute to shaping our product and service portfolio in a sustainable, future-proof and legally compliant manner.

### **Certifications & Quality Management – Standards We Rely On**

An integral part of our “Removing Limits” strategy is a consistently applied and certified management system. It combines quality, environmental responsibility, energy efficiency and occupational safety into an integrated management approach with clear processes, defined responsibilities and measurable goals.

We are certified at several locations according to internationally recognized ISO standards:

- ISO 9001 – Quality Management (74 locations/coverage rate 82 %)
- ISO 14001 – Environmental Management (74 locations/coverage rate 82 %)
- ISO 50001 – Energy Management (16 locations/coverage rate 18 %)
- ISO 45001 – Occupational Health and Safety (74 locations/coverage rate 82 %)

These standards form the structural foundation of our business operations. They not only ensure consistent compliance with regulatory requirements but also enhance efficiency, transparency and the systematic improvement of our business processes. Through clearly defined responsibilities, measurable objectives and regular audits, they create a robust foundation for sustainable operational excellence.

In addition to our certifications, we regularly have our sustainability performance assessed by an external party. In the reporting year, we commissioned EcoVadis to conduct the first-ever Group-wide assessment of the entire corporate group – an important step toward managing our ESG activities in an even more targeted manner and making them internationally comparable.

With an overall score of 60 out of 100 points, we achieved a good result and significantly improved upon our previous individual assessment. By international standards, this corresponds to an above-average result (56th percentile). We made significant progress particularly in the areas of environmental management, sustainable procurement and ethics policies and measures – clear evidence of the effectiveness of our structured measures and our continuous improvement approach.

This development is the result of targeted measures:

- Further standardization of our management systems
- Clear governance structures and responsibilities
- Binding guidelines and Group-wide standards
- Consistent data collection, validation and analysis
- Expansion of training and awareness programs

Through this Group-wide assessment, we are creating a uniform, robust foundation for the continuous improvement of our ESG performance. At the same time, we are enhancing quality, comparability and transparency for customers, partners and other stakeholders, who are placing increasingly high demands on sustainable business practices.

We do not view the results achieved as an end in themselves, but rather as an incentive. Our goal remains to systematically improve our sustainability performance, identify risks early on, and consistently fulfill our responsibilities throughout the entire value chain.



# Information About This Sustainability Report

 This report was published on August 31, 2026, and covers the period from January 1, 2025, to December 31, 2025 (identical to the financial reporting period). This 2025 report is Deufol SE's second sustainability report. We plan to continue publishing a sustainability report annually.

No information in this sustainability report required correction or restatement. This sustainability report has not been reviewed by an external party.

In communicating our sustainability priorities, we specifically consider the in-

terests of our key stakeholder groups that contribute significantly to the company's success. These include our employees, customers, suppliers, business partners and shareholder representatives.

This sustainability report was reviewed and approved by the executive management on August 19, 2026, and by the Board of Directors on August 24, 2026. As part of its review, the Board of Directors also confirms the double materiality analysis and the identification of the material topics relevant to the Deufol Group. Unless otherwise noted,

all information and calculations presented are based on the GRI 1 | Foundation 2021 Standard and the EFRAG VSME Standard.

The contact person for questions is Christoph Thölenjohann, Senior Corporate Manager Sustainability; email: [christoph.thoelenjohann@deufol.com](mailto:christoph.thoelenjohann@deufol.com).

# GRI Index

|                                |                        |  |  |
|--------------------------------|------------------------|--|--|
| GRI 1 Used                     | GRI 1: Foundation 2021 |  |  |
| Applicable GRI Sector Standard | None                   |  |  |

## General Information

| GRI Standard/Other Source       | Information                                                                      | Reference/Information | Omission |
|---------------------------------|----------------------------------------------------------------------------------|-----------------------|----------|
|                                 | <b>The organization and its reporting practices</b>                              |                       |          |
| GRI 2: General Disclosures 2021 | 2-1 Organizational details                                                       | p. 6                  |          |
|                                 | 2-2 Entities included in the organization's sustainability reporting             | p. 6                  |          |
|                                 | 2-3 Reporting period, frequency and contact point                                | p. 58                 |          |
|                                 | 2-4 Restatements of information                                                  | p. 58                 |          |
|                                 | 2-5 External assurance                                                           | p. 58                 |          |
|                                 | <b>Activities and workers</b>                                                    |                       |          |
| GRI 2: General Disclosures 2021 | 2-6 Activities, value chain and other business relationships                     | p. 8–9                |          |
|                                 | 2-7 Employees                                                                    | p. 28                 |          |
|                                 | 2-8 Workers who are not employees                                                | p. 28                 |          |
|                                 | <b>Governance</b>                                                                |                       |          |
| GRI 2: General Disclosures 2021 | 2-9 Governance structure and composition                                         | p. 46                 |          |
|                                 | 2-10 Nomination and selection of the highest governance body                     | p. 46                 |          |
|                                 | 2-11 Chair of the highest governance body                                        | p. 47                 |          |
|                                 | 2-12 Role of the highest governance body in overseeing the management of impacts | p. 49                 |          |
|                                 | 2-13 Delegation of responsibility for managing impacts                           | p. 48                 |          |
|                                 | 2-14 Role of the highest governance body in sustainability reporting             | p. 58                 |          |
|                                 | 2-15 Conflicts of interest                                                       | p. 50                 |          |
|                                 | 2-16 Communication of critical concerns                                          | p. 49                 |          |
|                                 | 2-17 Collective knowledge of the highest governance body                         | p. 48                 |          |
|                                 | 2-18 Evaluation of the performance of the highest governance body                | p. 48                 |          |
|                                 | 2-19 Remuneration policies                                                       | p. 49–50              |          |
|                                 | 2-20 Process to determine remuneration                                           | p. 49–50              |          |
|                                 | 2-21 Annual total compensation ratio                                             | p. 49–50              |          |
|                                 | <b>Strategy, policies and practices</b>                                          |                       |          |
| GRI 2: General Disclosures 2021 | 2-22 Statement on sustainable development strategy                               | p. 8–9                |          |
|                                 | 2-23 Policy commitments                                                          | p. 50                 |          |
|                                 | 2-24 Embedding policy commitments                                                | p. 51–52              |          |
|                                 | 2-25 Processes to remediate negative impacts                                     | p. 52–53              |          |
|                                 | 2-26 Mechanisms for seeking advice and raising concerns                          | p. 53                 |          |
|                                 | 2-27 Compliance with laws and regulations                                        | p. 53                 |          |
|                                 | 2-28 Membership associations                                                     | p. 28                 |          |

## Material Topics

| GRI Standard/Other Source            | Information                                                                                              | Reference/Information | Omission |
|--------------------------------------|----------------------------------------------------------------------------------------------------------|-----------------------|----------|
|                                      | <b>Stakeholder engagement</b>                                                                            |                       |          |
| GRI 2: General Disclosures 2021      | 2-29 Approach to stakeholder engagement                                                                  | p. 54                 |          |
|                                      | 2-30 Collective bargaining agreements                                                                    | p. 30–31              |          |
| <b>Material Topics</b>               |                                                                                                          |                       |          |
|                                      | <b>Information on material topics</b>                                                                    |                       |          |
| GRI 3: Material Topics 2021          | 3-1 Process to determine material topics                                                                 | p. 10–11              |          |
|                                      | 3-2 List of material topics                                                                              | p. 11–13              |          |
| <b>Innovation and Sustainability</b> |                                                                                                          |                       |          |
|                                      | <b>Circular Economy</b>                                                                                  |                       |          |
| GRI 3: Material Topics 2021          | 3-3 Management of material topics                                                                        | p. 16–17              |          |
| GRI 301: Materials 2016              | 301-1 Materials used by weight or volume                                                                 | p. 17–18              |          |
|                                      | 301-2 Recycled input materials used                                                                      | p. 17–18              |          |
| GRI 306: Waste 2020                  | 306-1 Waste generation and significant waste-related impacts                                             | p. 20–21              |          |
|                                      | 306-2 Management of significant waste-related impacts                                                    | p. 20–21              |          |
|                                      | 306-3 Waste generated                                                                                    | p. 21–23              |          |
|                                      | 306-4 Waste diverted from disposal                                                                       | p. 21–23              |          |
|                                      | 306-5 Waste directed to disposal                                                                         | p. 21–23              |          |
|                                      | <b>Climate Protection &amp; Energy Consumption</b>                                                       |                       |          |
| GRI 3: Material Topics 2021          | 3-3 Management of material topics                                                                        | p. 23                 |          |
| GRI 302: Energy 2016                 | 302-1 Energy consumption within the organization                                                         | p. 24                 |          |
| GRI 305: Emissions 2016              | 305-1 Direct (Scope 1) GHG emissions                                                                     | p. 24                 |          |
|                                      | 305-2 Energy indirect (Scope 2) GHG emissions                                                            | p. 24                 |          |
|                                      | 305-3 Other indirect (Scope 3) GHG emissions                                                             | p. 24                 |          |
|                                      | 305-5 Reduction of GHG emissions                                                                         | p. 24–25              |          |
| <b>Empower People</b>                |                                                                                                          |                       |          |
|                                      | <b>Working Conditions</b>                                                                                |                       |          |
| GRI 3: Material Topics 2021          | 3-3 Management of material topics                                                                        | p. 28                 |          |
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|                                      | 401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees | p. 30–31              |          |
|                                      | 401-3 Parental leave                                                                                     | p. 31–32              |          |
|                                      | <b>Occupational Health &amp; Safety</b>                                                                  |                       |          |
| GRI 3: Material Topics 2021          | 3-3 Management of material topics                                                                        | p. 32–33              |          |

| GRI Standard/Other Source                            | Information                                                                                   | Reference/Information | Omission |
|------------------------------------------------------|-----------------------------------------------------------------------------------------------|-----------------------|----------|
| <b>GRI 403: Occupational Health and Safety 2018</b>  | 403-1 Occupational health and safety management system                                        | p. 33                 |          |
|                                                      | 403-2 Hazard identification, risk assessment and incident investigation                       | p. 33                 |          |
|                                                      | 403-3 Occupational health services                                                            | p. 34                 |          |
|                                                      | 403-4 Worker participation, consultation, and communication on occupational health and safety | p. 34                 |          |
|                                                      | 403-5 Worker training on occupational health and safety                                       | p. 34                 |          |
|                                                      | 403-6 Promotion of worker health                                                              | p. 34                 |          |
|                                                      | 403-8 Workers covered by an occupational health and safety management system                  | p. 33                 |          |
|                                                      | 403-9 Work-related injuries                                                                   | p. 36                 |          |
|                                                      | <b>Training &amp; Skills Development</b>                                                      |                       |          |
| <b>GRI 3: Material Topics 2021</b>                   | 3-3 Management of material topics                                                             | p. 36                 |          |
| <b>GRI 404: Training and Education 2016</b>          | 404-1 Average hours of training per year per employee                                         | p. 37–39              |          |
|                                                      | 404-2 Programs for upgrading employee skills and transition assistance programs               | p. 37                 |          |
|                                                      | 404-3 Percentage of employees receiving regular performance and career development reviews    | p. 39                 |          |
|                                                      | <b>Equal Opportunities &amp; Diversity</b>                                                    |                       |          |
| <b>GRI 3: Material Topics 2021</b>                   | 3-3 Management of material topics                                                             | p. 40                 |          |
| <b>GRI 405: Diversity and Equal Opportunity 2016</b> | 405-1 Diversity of governance bodies and employees                                            | p. 40–41              |          |
| <b>GRI 406: Non-discrimination 2016</b>              | 406-1 Incidents of discrimination and corrective actions taken                                | p. 41                 |          |
| <b>Efficient Processes</b>                           |                                                                                               |                       |          |
|                                                      | <b>Corporate Culture &amp; Communication</b>                                                  |                       |          |
| <b>GRI 3: Material Topics 2021</b>                   | 3-3 Management of material topics                                                             | p. 54–55              |          |
| <b>GRI 201: Economic Performance 2016</b>            | 201-1 Direct economic value generated and distributed                                         | p. 55–56              |          |
| <b>GRI 204: Procurement Practices 2016</b>           | 204-1 Proportion of spending on local suppliers                                               | p. 55–56              |          |
| <b>GRI 205: Anti-corruption 2016</b>                 | 205-1 Operations assessed for risks related to corruption                                     | p. 52                 |          |
|                                                      | 205-2 Communication and training about anti-corruption policies and procedures                | p. 52                 |          |
|                                                      | 205-3 Confirmed incidents of corruption and actions taken                                     | p. 52                 |          |
| <b>GRI 206: Anti-competitive Behavior 2016</b>       | 206-1 Legal actions for anti-competitive behavior, antitrust, and monopoly practices          | p. 52                 |          |
| <b>GRI 402: Labor/Management Relations 2016</b>      | 402-1 Minimum notice periods regarding operational changes                                    | p. 54–55              |          |
| <b>GRI 417: Marketing and Labeling 2016</b>          | 417-1 Requirements for product and service information and labeling                           | p. 56–57              |          |

# VSME Index

| VSME Index           |                                                                                                                   | Reference/Information | Omission        |
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|                      | B2 Practices, policies and future initiatives for transitioning towards a more sustainable economy                | p. 8–9                |                 |
|                      | <b>Environmental Metrics</b>                                                                                      |                       |                 |
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|                      | B4 Pollution of air, water and soil                                                                               |                       | not significant |
|                      | B5 Biodiversity                                                                                                   |                       | not significant |
|                      | B6 Water                                                                                                          |                       | not significant |
|                      | B7 Resource use, circular economy and waste management                                                            | p. 16–22              |                 |
|                      | <b>Social Metrics</b>                                                                                             |                       |                 |
|                      | B8 Workforce – General characteristics                                                                            | p. 28–29              |                 |
|                      | B9 Workforce – Health and safety                                                                                  | p. 32–33              |                 |
|                      | B10 Workforce – Remuneration, collective bargaining and training                                                  | p. 30–31              |                 |
| Comprehensive Module | <b>Business Conduct Metrics</b>                                                                                   |                       |                 |
|                      | B11 Convictions and fines for corruption and bribery                                                              | p. 52                 |                 |
|                      | <b>General Information</b>                                                                                        |                       |                 |
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|                      | C2 Description of practices, policies and future initiatives for transitioning towards a more sustainable economy | p. 8–11               |                 |
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|                      | C3 GHG reduction targets and climate transition                                                                   | p. 23–25              |                 |
|                      | C4 Climate risks                                                                                                  | p. 13                 |                 |
|                      | <b>Social Metrics</b>                                                                                             |                       |                 |
|                      | C5 Additional (general) workforce characteristics                                                                 | p. 40–41              |                 |
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## Legal Notice

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