BLANC & FISCHER

Familienholding

SUSTAIN ABILITY REPORT

2025

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AT A GLANCE

BLANC & FISCHER stands above all for competence in the kitchen. The expertise of our operational business groups in the kitchen and water hub is unique and enables well thought-out and networked solutions for both the private and professional sector. At the same time, our design and technology expertise has been making people's lives noticeably easier for over 100 years. With this combination of knowledge and experience under one roof, which is unique in the industry, the BLANC & FISCHER Group is systematically refining and enhancing the kitchen living space.

As an original equipment manufacturer, ARPA produces kitchen equipment that bears the manufacturer or brand name of the customer. The portfolio includes customized stoves and built-in hobs featuring various heating systems as well as oven and extractor hood solutions.

BLANCO is the premium brand for the kitchen water place in residential kitchens. The BLANCO UNIT combines a tap with or without drink system, sink and products for the organization of the base unit into one integrated solution.

B.PRO produces industrial goods for commercial kitchens and industry with a focus on automation and digitalization. B.PRO Catering Solutions offers products and systems for professional commercial kitchens. The company also manufactures customized precision parts made of stainless steel, aluminum, or plastic for industry.

As a supplier to the household appliance industry, the E.G.O.-Group offers heating and control elements that are required for cooking and baking, washing and drying clothes, and dishwashing. In addition to products for household appliances, E.G.O. also manufactures components, systems, and technologies for other industries.

The stainless-steel specialist KUGEL is primarily a system supplier for on-board kitchens in high-speed trains.

over **100 years**
of innovation expertise

100%
owned by the founding families
Blanc and Fischer.

7,380
employees[1]

52
sites
in 23 countries[1]

1,110
million euros in sales[1]

[1] Figures relate to the reporting year 2025.



DEAR READERS,

We published our sustainability strategy in 2023, and, in 2024, we aligned our reporting with the regulations. And in 2025? The year under review consisted of organizational groundwork, systematic refinement, and initial measures building on this.

For example, at BLANCO, we have comprehensively determined the environmental impact of our SILGRANIT sinks over their entire life cycle and subjected them to independent testing. Another milestone was the verification of the life cycle assessment of an E.G.O. induction hob by external specialists. For diversity and equal opportunities with a focus on female empowerment, an internal project group has reviewed HR processes, communication, and exchange formats, and has initiated important changes.

These examples show why this report is not a presentation of quick-win projects, but rather an honest description of our position and a status update on our ongoing strategy implementation. There's no question: these measures are the first steps in a marathon. But serious sustainability is not a sprint. This realization includes openly admitting that we still have many tasks ahead of us.

Even though we have made significant progress in occupational health and safety in recent years, every workplace accident is one too many. This is particularly true of the two tragic workplace fatalities that occurred during the year under review. We are deeply saddened by these. At the same time, these accidents tragically demonstrate the importance of our occupational health and safety concept, which we are continuously developing.

My credo is: "Sustainability is how we run our core business." To ensure that our environment, social, and corporate governance activities are consistently aligned, we also evaluate actions according to where they have the greatest economic effect. In economically challenging times, we are strategically directing our resources to where they can have the greatest overall impact.

We are very pleased that politicians have listened to the business community's criticisms regarding regulatory overload – and we are simultaneously curious to see what results this will lead to. Nevertheless, it is clear to us that sustainability has its place in our core business and is part of our future strategy.

I hope you gain valuable insights from this report.



Frank Gfrörer
CEO
responsible for Group Sustainability



Frank Gfrörer
CEO
BLANC & FISCHER Family Holding

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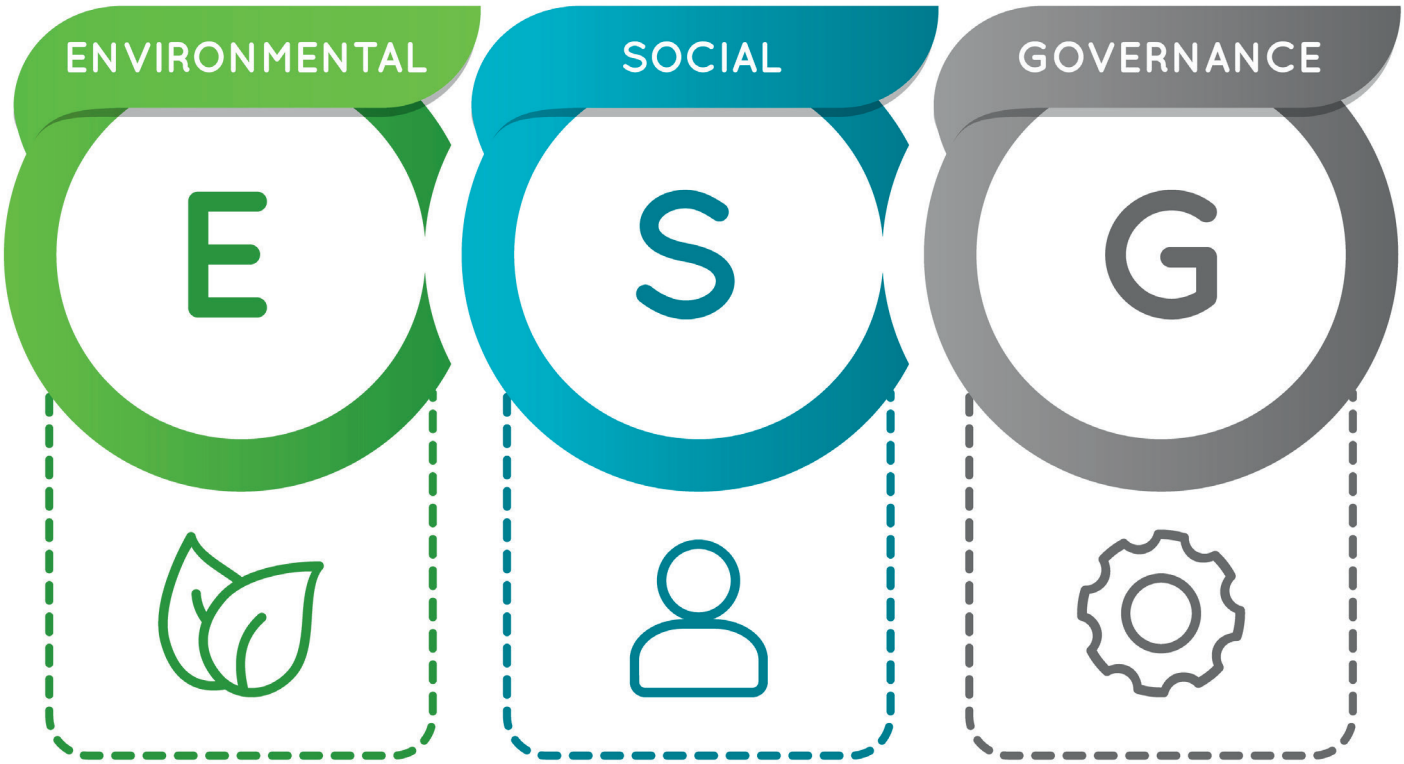
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1 GENERAL (ESRS 2)

1.1 Basis for preparation (BP-1, BP-2)

The BLANC & FISCHER Group is publishing this Sustainability Report voluntarily and based on the requirements of the 📖 Corporate Sustainability Reporting Directive (CSRD) and the 📖 European Sustainability Reporting Standards (ESRS, as of 2024) but does not fully comply with these requirements.

In line with the changes under the "Omnibus initiative," future reporting will be adapted to the revised standards. In principle, the European Commission's Omnibus initiative launched in the year under review aims to simplify sustainability reporting and reduce the administrative burden on companies. Reporting will be mandatory for the BLANC & FISCHER Group for the first time for the 2027 fiscal year.

This report contains general disclosures and comprehensive information on five topic standards that we have identified using a double materiality analysis (➔ ESRS 2 IRO-1). This information includes details of governance, strategy, IRO management (impact, risk, and opportunity), key figures, and targets.

We prepare the Sustainability Report at Group level. It covers the same scope of consolidation as the Group's annual financial statements and thus also includes the operational business groups E.G.O., BLANCO, B.PRO, ARPA, and KUGEL. Where certain statements in the report only relate to individual companies, business groups, or countries, we make this clear. If individual key figures are based on estimates, we outline the underlying methodological approach and explain the background in the topic-specific chapters.

As part of the materiality analysis, we also looked at the upstream and downstream value chain (➔ ESRS 2 IRO-1). The extent to which individual policies, actions, targets, and key figures relate to the entire value chain or only to individual components is specified in the respective sections of the chapters.

The reporting period for financial and non-financial reporting is from January 1 to December 31, 2025 (fiscal year 2025). The Group does not deviate from the short-, medium-, or long-term reporting time horizons set out in ESRS 1 section 6.4.

Our greenhouse gas calculation is prepared in accordance with the requirements of the Greenhouse Gas (GHG) Protocol. When setting our greenhouse gas reduction targets, we are guided by the requirements of the "Science Based Targets Initiative" (SBTi).

The following tables include the disclosure requirements according to ESRS 2 IRO-2 (➔ Disclosure Requirement Index) and the core due diligence elements according to ESRS 2 GOV-4 (➔ Due Diligence Index).

📖

Corporate Sustainability Reporting Directive (CSRD) and European Sustainability Reporting Standards (ESRS)

The **CSRD** is an EU Directive governing the sustainability reporting of companies. The Directive aims to ensure the transparency and reliability of the information published.

The **ESRS** are the framework that companies subject to the CSRD regulations and are required to apply to their disclosure of sustainability information.

1.2 Disclosure Requirement Index in accordance with ESRS 2 IRO-2

Disclosure requirements		Reference
ESRS 2 – General information		
BP-1	General basis for preparation of the sustainability statement	Page 9
BP-2	Disclosures in relation to specific circumstances	Page 9
GOV-1	The role of administrative, management, and supervisory bodies	Page 13
GOV-2	Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies	Page 15
GOV-3	Integration of sustainability-related performance in incentive schemes	Page 16
GOV-4	Statement on due diligence	Page 12
GOV-5	Risk management and internal controls over sustainability reporting	Page 16
SBM-1	Strategy, business model and value chain	Page 16
SBM-2	Interests and views of stakeholders	Page 17
SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	Page 20
IRO-1	Description of the process to identify and assess material impacts, risks and opportunities	Page 18
IRO-2	Disclosure Requirements in ESRS covered by the undertaking's sustainability statement	Page 10
E1 – Climate change		
ESRS 2 GOV-3-E1	Integration of sustainability-related performance in incentive schemes	Page 16
E1-1	Transition plan for climate change mitigation	Page 26
ESRS 2 SBM-3-E1	Material impacts, risks and opportunities and their interaction with strategy and business model	Page 24
ESRS 2 IRO-1-E1	Description of the processes to identify and assess material climate-related impacts, risks and opportunities	Page 18
E1-2	Policies related to climate change mitigation and adaptation	Page 26
E1-3	Actions and resources in relation to climate change policies	Page 28
E1-4	Targets related to climate change mitigation and adaptation	Page 26
E1-5	Energy consumption and mix	Page 29
E1-6	Gross Scopes 1, 2, 3 and Total GHG emissions	Page 30
E5 – Resource use and circular economy		
ESRS 2 IRO-1-E5	Description of the processes to identify and assess material resource use and circular economy-related impacts, risks and opportunities	Page 18
E5-1	Policies related to resource use and circular economy	Page 34
E5-2	Actions and resources related to resource use and circular economy	Page 35
E5-3	Targets related to resource use and circular economy	Page 35
E5-4	Resource inflows	Page 36
E5-5	Resource outflows	Page 37

Disclosure requirements		Reference
S1 – Own workforce		
ESRS 2 SBM-2-S1	Interests and views of stakeholders	Page 17
ESRS 2 SBM-3-S1	Material impacts, risks and opportunities and their interaction with strategy and business model	Page 39
S1-1	Policies related to own workforce	Page 41
S1-2	Processes for engaging with own workforce and workers' representatives about impacts	Page 40
S1-3	Processes to remediate negative impacts and channels for own workforce to raise concerns	Page 40
S1-4	Taking action on material impacts on own workforce, and approaches to managing material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions	Page 42
S1-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	Page 41
S1-6	Characteristics of the undertaking's employees	Page 44
S1-7	Characteristics of non-employees in the undertaking's own workforce	Page 45
S1-8	Collective bargaining coverage and social dialogue	Page 45
S1-10	Adequate wages	Page 45
S1-11	Social protection	Page 45
S1-13	Training and skills development metrics	Page 45
S1-14	Health and safety metrics	Page 45
S1-17	Incidents, complaints and severe human rights impacts	Page 45
S2 – Employees in the value chain		
ESRS 2 SBM-2-S2	Interests and views of stakeholders	Page 17
ESRS 2 SBM-3-S2	Material impacts, risks and opportunities and their interaction with strategy and business model	Page 46
S2-1	Policies related to value chain workers	Page 46
S2-2	Processes for engaging with value chain workers about impacts	Page 46
S2-3	Processes to remediate negative impacts and channels for value chain workers to raise concerns	Page 46
S2-4	Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those actions	Page 47
S2-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	Page 47
G1 – Corporate governance		
ESRS 2 GOV-1-G1	The role of the administrative, management and supervisory bodies	Page 13
ESRS 2 IRO-1-G1	Description of the processes to identify and assess material impacts, risks and opportunities	Page 18
G1-1	Business conduct policies and corporate culture	Page 49
G1-3	Prevention and detection of corruption and bribery	Page 49
G1-4	Incidents of corruption or bribery	Page 49

1.3 Table for an overview of the core elements of the Due Diligence Index in accordance with ESRS 2 GOV-4

a) Integration of due diligence into governance, strategy, and business model					
ESRS 2 GOV-2	Page 15	ESRS 2 SBM-3-G1	Page 50	ESRS 2 SBM-3-E1	Page 24
ESRS 2 GOV-3	Page 16	ESRS 2 SBM-3-S1	Page 39	ESRS 2 SBM-3-E5	Page 33
ESRS 2 SBM-3	Page 20	ESRS 2 SBM-3-S2	Page 46		
b) Involvement of affected stakeholders in all important due diligence steps					
ESRS 2 GOV-2	Page 15	ESRS S1-2	Page 40	ESRS S2-3	Page 46
ESRS 2 SBM-2	Page 17	ESRS S1-3	Page 40		
ESRS 2 IRO-1	Page 18	ESRS S2-2	Page 46		
c) Identification and evaluation of negative impacts					
ESRS 2 IRO-1	Page 18	ESRS 2 SBM-3-S1	Page 39	ESRS 2 SBM-3-E1	Page 24
ESRS 2 SBM-3	Page 20	ESRS 2 SBM-3-S2	Page 46	ESRS 2 SBM-3-E5	Page 33
d) Actions to combat negative impacts					
ESRS 2 MDR-A-G1	Page 51	ESRS S2-4	Page 47	ESRS E5-2	Page 35
ESRS S1-4	Page 42	ESRS E1-3	Page 28		
e) Tracking the effectiveness of efforts and communication					
ESRS 2 MDR-T-G1	Page 51	ESRS E1-4	Page 26	ESRS E1-5	Page 29
ESRS S1-5	Page 42	ESRS E5-3	Page 35	ESRS E1-6	Page 30

1.4 Governance and strategy

Blanc & Fischer Family Holding SE & Co. KGaA is the holding company of the five operational business groups E.G.O., BLANCO, B.PRO, ARPA, and KUGEL. It is 100% owned by the two families Blanc and Fischer, who gave it its name.

The operational business groups are independent of each other with different brands, business models, and marketing priorities, and their respective managements lead them independently.

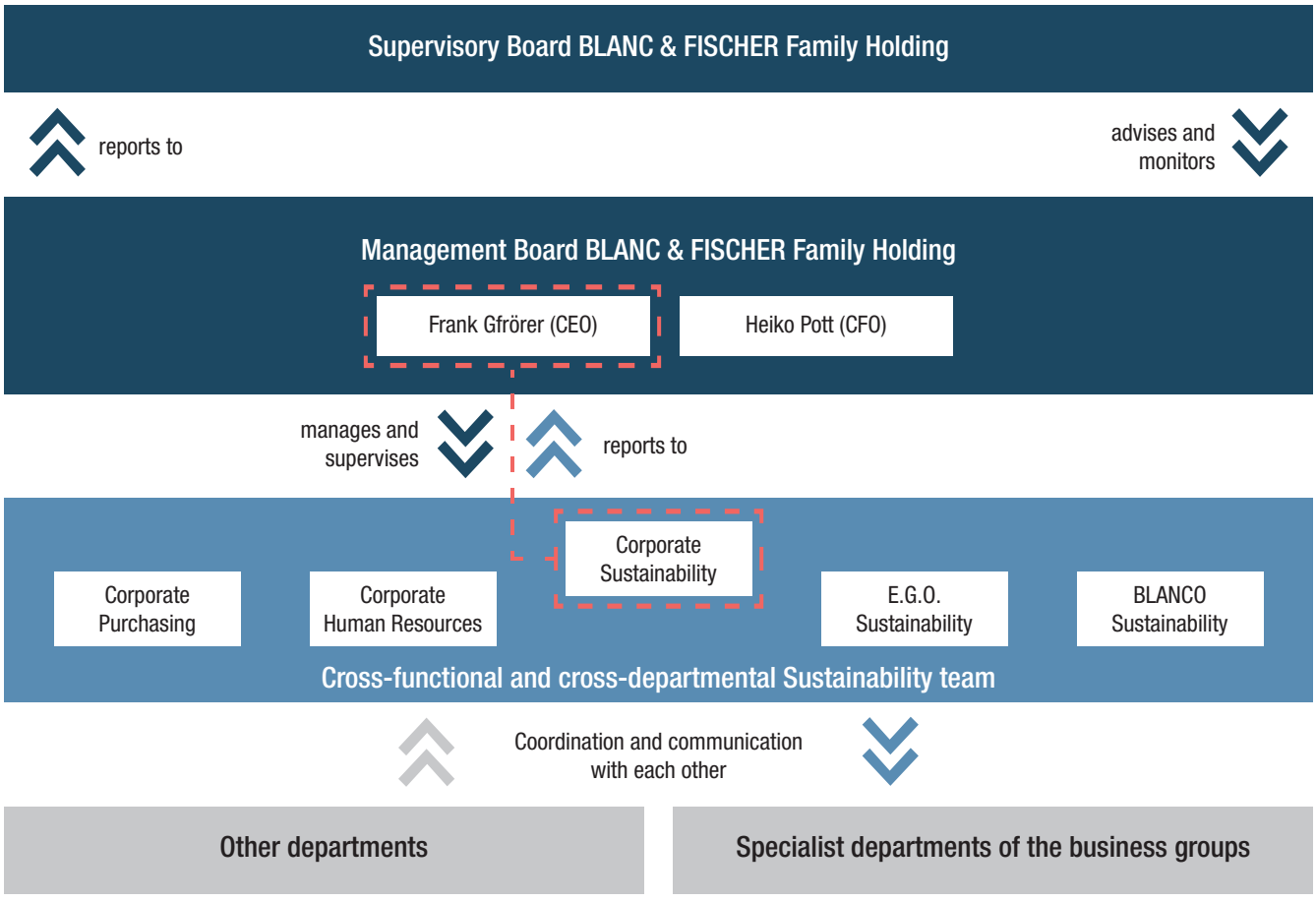
1.4.1 The role of administrative, management, and supervisory bodies (GOV-1)

The BLANC & FISCHER Group's commitment to sustainability starts with responsible corporate governance. Our value framework is based on the family charter of the shareholders of the BLANC & FISCHER Family Holding. The Management Board and Supervisory Board set the sustainable direction of the company.

The Management Board defines and manages the strategy for the Group. The Management Board consists of two members, whose responsibilities are divided into departments. Frank Gfrörer serves as CEO and is also responsible for Group Sustainability. Heiko Pott serves as CFO. The Management Board is appointed by the Supervisory Board of Blanc & Fischer SE. The Supervisory Board advises, monitors, and oversees the Management Board; as of December 31, 2025, it consisted of six men and one woman. Four of these members come from the two families, Blanc and Fischer.

In addition, Blanc & Fischer Family Holding SE & Co. KGaA has an additional Supervisory Board consisting of twelve members, some of whom are represented on both boards. On the Supervisory Board of Blanc & Fischer SE, the proportion of women is 14% and the proportion of independent members is 43%. On the Supervisory Board of Blanc & Fischer Family Holding SE & Co. KGaA, the proportion of women is 8% and the proportion of independent members is 25%. When calculating the proportions of independent members, it must be taken into account that the representatives of the founding families are not considered independent due to their share of capital, nor are the employees.

The sustainability organization is responsible for management and coordination



Since sustainability is of central importance in the BLANC & FISCHER Group, the Management Board incorporates the relevant sustainability topics into the corporate strategy and into risk management. It also adopts the sustainability strategy and targets and monitors the implementation and achievement of these (➔ ESRS 2 GOV-2). The Management Board informs the Supervisory Board every six months about sustainability topics, the implementation of the sustainability strategy, and compliance with regulatory and reporting obligations.

The Head of Corporate Sustainability is in charge of sustainability management and leads a cross-functional Sustainability team of employees from the E.G.O. and BLANCO business groups as well as from the central divisions of Sustainability, Purchasing, and HR. This team pools and coordinates all sustainability activities at Group level. In particular, it has the task of monitoring the impacts of business activities on the environment and society as well as the risks and opportunities for the company (impacts, risks, and opportunities, IROs). In addition, the team defines company-wide structures and processes for sustainability management, defines key figures, and monitors implementation and the achievement of targets. Working groups consisting of experts from various specialist departments are formed for specific topics.

The Head of Corporate Sustainability reports monthly to the board member responsible for the department on targets, progress, and current developments. In turn, the board member responsible for the department provides regular information at the Management Board meeting. As an advisor to the Management Board, the Head of Corporate Sustainability has the right to veto sustainability-related decisions.

Expertise on sustainability issues

To fulfill its sustainable business responsibility, the BLANC & FISCHER Group ensures that the management and supervisory bodies have the appropriate expertise. The members of the Supervisory Board contribute both comprehensive academic expertise and many years of professional experience in key fields. In accordance with their individual areas of expertise, the members of the Supervisory Board support the company in the following areas:

- HR, Finance, Controlling, Tax
- Legal, Compliance, Risk Management, Internal Audit
- Sustainability, ESG
- Sales, Marketing and Communication
- Research and Development, Production, Logistics, Energy, Environment
- IT, Digitalization

The Management Board and Supervisory Board also rely on the expertise of consulting and auditing firms.

Member of the Supervisory Board	Blanc & Fischer SE	Blanc & Fischer Family Holding SE & Co. KGaA	Diversity			
Shareholder representatives	**Member**	**Member**	**Gender**	**Year of birth**	**Nationality**	
Markus Bazan	●	●	m	1962	German	
Iduna Bockemühl	●	●	f	1968	German	
Dr. Dierk-Michael Heinzelmann	●	●	m	1958	German	
Marc Stoffel	●	●	m	1965	German	
External members						
Theo Becker	●		m	1959	German	
Hans-Georg Frey (Vorsitzender)	●	●	m	1956	German	
Dr. Lorenz Näger	●	●	m	1960	German	
Employee representatives						
Dirk Becker		●	m	1971	German	
Andreas Kälberer		●	m	1972	German	
Marcus Kornherr		●	m	1967	German	
Michael Oechsner		●	m	1969	German	
Dirk Alexander Pfeifer		●	m	1967	German	
Sasa Todorovic		●	m	1982	German	

1.4.2 Sustainability strategy and sustainability reporting (GOV-2)

The BLANC & FISCHER Group's sustainability strategy adopted in 2024 is based on the analysis of the material sustainability topics in the areas of environment, social, and governance. The sustainability strategy also includes 📖 ambition levels, concrete targets, actions for operational implementation, the greenhouse gas calculation methodology, and the legal framework (➔ E5-1 Policies).

The progress of the implementation of actions and target achievement is tracked internally in an "ESG Execution List" and reported to the board member responsible for Sustainability three times a year. In addition, the Management Board is informed about progress within the framework of strategy reporting. The Supervisory Board is informed annually by the board member responsible for Sustainability about the material impacts, risks, and opportunities identified in the materiality analysis as well as the sustainability strategy and approves them.

In addition, the Management Board was informed of the results of the materiality analysis in the year under review (➔ ESRS 2 IRO-1). The material risks and opportunities are linked to the company-wide risk management.

Sustainability reporting to the Management Board includes not only opportunities and risks for the company, but also the company's impact on the environment and society. We are gradually integrating the management of impacts, risks, and opportunities into the operational business of the business groups and monitor this via the existing governance structures (e. g. risk management, internal audit, compliance).

The Supervisory Board also deals with sustainability-related impacts, opportunities, and risks. It takes a holistic view of sustainability with regard to regulatory requirements. The Supervisory Board also regularly addresses the further development and implementation of the sustainability strategy as part of the annual strategy development process.

📖 **Ambition level**
Internal level of ambition according to which targets are set and actions planned.

	Areas of expertise						Status: 31.12.2025
	HR, Finance, Controlling, Tax	Legal, Compliance, Risk Management, Internal Audit	Sustainability, ESG	Sales, Marketing, Communication	Corporate Innovation	Production, Logistics, Purchasing, Energy, Environment	IT, Digitalization
	●	●	●			●	
	●	●	●				
	●	●	●				
			●	●			●
	●		●		●	●	
	●	●		●			
	●	●			●	●	●
	●	●		●		●	
				●	●	●	●
	●			●		●	●
	●					●	●
	●	●		●		●	●
	●			●		●	●

Inclusion of sustainability in incentive schemes (GOV-3)

The current remuneration systems of the BLANC & FISCHER Group management and supervisory bodies do not yet contain any sustainability- or climate-related components.

1.4.3 Risk management and internal controls over sustainability reporting (GOV-5)

We address the risk of incomplete, inconsistent, or incorrect data in the reporting process by using the dual control principle. The previous year's report was subject to a preliminary audit by audit firm KPMG with regard to ESRS reporting requirements. The material risks relating to reporting are reported annually to the board member responsible for Sustainability.

We are striving to close data gaps in the medium to long term and to gradually improve the availability and quality of data. If this is not possible, we will disclose the potential inaccuracies and the reason for them. In addition, we will gradually take into account the changes in reporting standards as a result of the Omnibus initiative by 2027 and supplement any missing information.

1.4.4 Strategy, business model, and value chain (SBM-1)

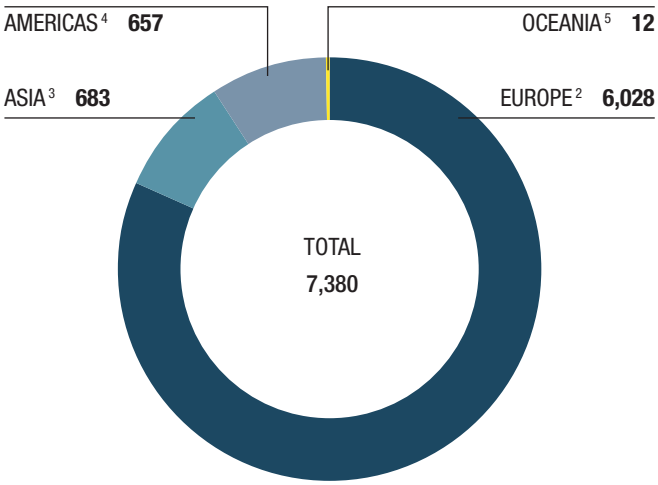
The BLANC & FISCHER Group primarily operates in the kitchen and household appliance industry.

The main target groups include original equipment manufacturers, industrial customers, retailers, and commercial kitchen operators as well as railway companies. BLANCO also sells some of its products directly to private customers via digital sales channels. The end users of our products are both private individuals and employees in commercial kitchens and galleys in trains.

- As an original equipment manufacturer, **ARPA** produces kitchen equipment that bears the manufacturer or brand name of the customer. The portfolio includes customized stoves and built-in hotplates featuring various heating systems, as well as baking ovens and extractor hoods.
- **B.PRO** primarily produces industrial goods for commercial kitchens and industry. The company offers complete systems for professional commercial kitchens with a focus on automation and digitalization. B.PRO also manufactures customized precision parts made of stainless steel for industry.
- **BLANCO** is a system provider for the kitchen water hub. The BLANCO UNIT combines a mixer tap or water system, sink, and base cabinet system into one integrated solution.
- **E.G.O.** is a supplier to the household appliance industry and produces heating and control elements for cooking and baking, washing and drying clothes, and dishwashing. In addition, E.G.O. also manufactures components, systems, and technologies for other industries.
- The stainless-steel specialist **KUGEL** is primarily a system supplier for galleys in fast trains.

The BLANC & FISCHER Group operates at 52 sites in 23 countries in Europe, Asia, North and South America, and Australia, and employed 7,380 employees at the end of 2025 (2024: 7,656). E.G.O. is the Group's largest business group in terms of turnover and number of employees, followed by BLANCO.

NUMBER OF EMPLOYEES OF THE BLANC & FISCHER GROUP BY REGION[1]



[1] The methods for collecting employee figures are described in section → S1 Key figures.
[2] The region Europe consists of Germany, Slovenia, Austria, Croatia, Switzerland, France, UK, Spain, Poland, Czech Republic, Italy, Belgium, Ukraine, and Turkey.
[3] The region Asia consists of Japan, China, South Korea, and Singapore.
[4] The region Americas consists of the USA, Canada, Mexico, and Brazil.
[5] The region Oceania consists of Australia.

While B.PRO, ARPA, and KUGEL mainly serve the European market, BLANCO is increasingly targeting customers in the Americas and Asia in addition to its core markets in Germany, Austria, and the UK. In addition to the European market, E.G.O. operates in the Asia-Pacific region and in North and South America.

For our business activities, we need production material, indirect material, and packaging:

- Production material includes raw materials and upstream products, such as steel, aluminum, punched and flexible parts, tubes, cables, screws, and other mechanical components as well as plastics and plastic parts. We also purchase printed circuit boards, other electronic components, and chemical materials. We have some parts manufactured according to our requirements and purchase them ready for assembly or as trade products, including wastewater and drinking systems, mixer taps, and accessories.
- Indirect material includes all auxiliary and operating materials, tools, and machines as well as office supplies and protective equipment.
- Packaging includes cardboard, plastic, and wood packaging that we use to transport and sell our products.

Further information on resource use can be found in chapter → E5 Resource use and circular economy.

Purchasing selects suppliers, procures the required raw materials, components, trade products, and services, and ensures that suppliers comply with all specifications.

We operate our own distribution warehouses from which transport service providers deliver our products to business customers for assembly or further processing. BLANCO and B.PRO products are sold by retailers to end users and partly assembled on site.

The specific sustainability targets are described in the chapters on environment, social, and governance (→ Targets (E1-4), Targets (E5-3), Targets (S1-5), Targets (S2-5), Actions and targets (G1-3, G1-4). In our materiality analysis, we assessed the sustainability topics in relation to our core business. The materiality analysis took into account the products, services, customers, geographical regions, and the interests and views of our stakeholders.

The topics of resource use and circular economy are of particular importance for our products. Based on our sustainability strategy, targets tailored to the respective business model are created in the operational business groups for products, packaging, production, and services.

1.5 Stakeholders and materiality

1.5.1 Stakeholder (SBM-2)

Our business activities affect people and the environment. Conversely, their interests influence our business activities. Our key stakeholder groups include our shareholders, customers, end users, employees, suppliers and business partners, banks and insurance companies, local communities (e. g. the local neighborhood), and media, as well as policymakers and authorities (at local, national, and EU level).

We nurture relationships and incorporate the viewpoints and interests of stakeholder groups into our decisions. For example, our Sales department discusses interests, requirements, and goals with our customers. The Works Council in Germany represents the employees of the BLANC & FISCHER Group within the framework of co-determination (→ S1). Works meetings focus on current topics and the exchange of ideas between employees and the Works Council. To determine the interests of the workforce, we use a variety of formats – from contact and communication between the specialist departments in day-to-day work and meetings to trade fairs, employee surveys, and town hall events with the Management Board (→ S1-2 Engaging with own workforce).

Concerns and complaints from internal and external stakeholders can also be expressed anonymously at any time via our whistleblower system (→ G1).

Among other things, the Supplier Code of Conduct governs the requirements we place on the protection of employees in our value chain (→ G1 Policies). There is currently no engagement via dialog formats going beyond this.

As part of our materiality analysis, we involved our stakeholders through representatives (→ ESRS 2 IRO-1). The findings have been incorporated into the materiality analysis and the targets in the material topics of our sustainability strategy.

We report the views and interests of stakeholders concerning sustainability aspects to the Management Board, which in turn communicates them annually to the Supervisory Board.

1.5.2 Materiality analysis (IRO-1)

Based on the materiality analysis, the BLANC & FISCHER Group can focus its resources on those divisions and topics that have the greatest impact on sustainability performance.

The materiality analysis is subject to annual review and was also updated in 2025. The underlying assessment methodology remained unchanged. We assess the material impacts, risks, and opportunities of our business activities in a multidimensional way according to the principle of "double materiality," and document the procedure. The materiality analysis includes both impacts (impact materiality) and financial opportunities and risks (financial materiality) along all activities of the BLANC & FISCHER Group, including the upstream and downstream value chain.

In addition to the Sustainability team and an external consulting company, employees from other specialist departments were involved in the first materiality analysis. In 2023, we surveyed 25 internal representatives of the operational business groups, various central divisions, and countries on their perspectives and interests to gather information on the attitudes of our stakeholders towards the sustainability topics of the BLANC & FISCHER Group.



Procedures for impact materiality identification and evaluation

To identify the material sustainability topics, we first determined the actual and potential impacts of the BLANC & FISCHER Group's business activities on people and the environment.

For this purpose, we gathered information in several steps and identified the most important topics based on a list of sustainability aspects in accordance with ESRS 1 AR16. The data source consisted of conversations with internal stakeholders as well as with experts from the fields of environment, social, and governance with regard to the BLANC & FISCHER Group, but also the upstream and downstream value chain. This assessment is based on evaluations from previous years, the findings from our stakeholder survey, and external expertise. In addition, we used internal data and analyses as well as publicly available information. The evaluation was carried out individually for each individual business group, with the main focus on the largest business groups E.G.O., BLANCO, and B.PRO according to the principle of materiality. The ARPA and KUGEL business groups were evaluated in the areas where they differ significantly from the other business groups. The impact on people and the environment was assessed individually for each business group. The specific activities, business relationships, and geographical location were of particular importance in the evaluation. The impacts in which the business groups are involved through their own production or along their own value chain were also taken into account.

This resulted in a list of possible material sustainability topics and the associated positive and negative, actual and potential impacts. We looked at the short-, medium-, and long-term time horizon.

We evaluated actual impacts according to their severity – in terms of scale, scope, and remediability (in the case of negative impacts). Positive impacts were evaluated in terms of scale and scope. In the case of potential impacts – i. e. those that have not yet occurred – we considered the likelihood of occurrence in addition to severity. The three evaluation factors of scale, scope, and remediability are weighed equally. Each of these three characteristics can cause a negative impact to become material. If there is a potential negative impact on human rights, the IRO is considered material.

We used the existing Risk Management System of the BLANC & FISCHER Group to set the materiality threshold.

Procedures for identifying, evaluating, prioritizing, and monitoring risks and opportunities (financial materiality)

In the next step, we evaluated financial materiality. To this end, we examined the financial risks and opportunities for the BLANC & FISCHER Group's business activities. The results of the stakeholder survey and information from risk management were also used as a data source here. The evaluation took place – as in the impact evaluation – at the business group level and focused on the largest business groups E.G.O., BLANCO, and B.PRO. For ARPA and KUGEL, the risks and opportunities that differ significantly from those of the other business groups are evaluated separately.

We describe these financial impacts using the dimensions positive/negative (opportunity/risk), time horizon, and level of the value chain. We assess risks and opportunities according to their financial scope and likelihood of occurrence, using our Risk Management System as a guide. The level of the financial impacts of the risks and opportunities is based on expert assessments and is evaluated using the same methodology as the Risk Management System. The threshold for the year under review resulted from the existing Risk Management System and was based on the gross principle, i. e. looking at the situation before measures already taken or planned take effect.

Decision-making and internal control procedures

To determine materiality, the Sustainability team evaluated the impacts, risks, and opportunities. It checked the results with the specialist departments and then compared them with the stakeholder analysis. The final list of material impacts, risks, and opportunities has been validated and approved by the board member responsible for the department.

Changes from the previous reporting period

When updating the materiality analysis for the year under review, we identified employees in the value chain as another material topic and included it in the Sustainability Report accordingly (➔ S2 Employees in the value chain).

1.5.3 Material impacts, risks, and opportunities (SBM-3)

E Environment	E1	Climate change adaptation	**Supply chain disruptions due to extreme weather conditions:** The physical impacts of climate change, especially extreme weather events, can lead to supply chain disruptions.
			Extreme weather events: Extreme weather events caused by climate change (e. g. storm, hail, flood, heat, drought) at our own sites.
	E1	Climate change mitigation	**GHG emissions in the supply chain:** GHG emissions are caused in the supply chain (suppliers).
			GHG emissions in own operations: Energy consumption in production processes and buildings (heating, cooling) causes GHG emissions.
			GHG emissions in the use phase: In the use phase of the products, energy (electricity, gas) is consumed, resulting in GHG emissions during use.
			Regulatory requirements: Increasing regulatory requirements could lead to certain products being excluded from the market if the requirements cannot be met.
			Increasing customer expectations regarding the energy efficiency of products: Failure to meet consumer expectations regarding the energy efficiency of our products can lead to declining turnover.
	E1	Energy	**Rising energy prices:** Due to the development of the market for CO_2 certificates, rising prices for fossil fuels are to be expected.
	E5	Resource inflows incl. resource use	**Resource shortages:** The use of raw materials and precious metals in products has a negative impact on global resource reserves.
	E5	Resource outflows	**Lack of repairability:** Sold products that are not designed for repair are no longer available as resources.
			Lack of recyclability: Products cannot be recycled because they are made of composite materials, for example. Consequently, the resources cannot be returned to the resource cycle.
			Business models for the circular economy: New business models for the circular economy (e. g. pay-per-use) create new market opportunities.
			Increasing customer requirements: Failure to meet customers' and consumers' expectations regarding the circularity of our products can lead to declining turnover.
S Social	S1	Secure employment	**Job security:** Job security limits the company's scope to respond to economic fluctuations.
	S1	Working hours	**Employee retention:** Retaining qualified employees reduces employee turnover and recruitment costs.
	S1	Fair remuneration	**Battle for talent:** If B&F is not attractive enough as an employer, it will be unable to attract talented individuals to its sites.
	S1	Collective labor agreements	**Loss of qualified employees:** Lack of attractiveness as an employer can lead to the loss of talented individuals and employees in key positions.
	S1	Work-life balance	**Flexible working hours:** When employees are able to better balance their professional and personal obligations, job satisfaction and the loyalty of qualified professionals increase.
	S1	Work-life balance	**Loss of qualified employees:** A lack of work-life balance can lead to the loss of talented individuals and employees in key positions.
	S1	Occupational health and safety and health promotion	**Unsafe working conditions and stress:** Risk to physical and mental health and safety.
	S1	Training and development	**Skills gaps and lack of training and development:** Lack of skills leads to reduced productivity, errors, and higher costs.
	S2	Child labor	**Child labor risk:** In a few countries, there is a risk of child labor in raw material extraction in the upstream value chain.
G Governance	G1	Corruption and bribery	**Anti-corruption regulations:** Violations may result in liability claims and penalties.

Topic	Potential (p) and actual (a) impacts	Upstream value chain	Own operations	Downstream value chain	Short term	Medium term	Long term
Risk		●		●	●	●	●
Risk			●		●	●	●
Negative impact	a	●					●
Negative impact	a		●				●
Negative impact	a			●			●
Risk			●			●	
Risk				●			●
Risk			●			●	●
Negative impact	a	●					●
Negative impact	a			●		●	●
Negative impact	a			●		●	●
Opportunity			●				●
Risk			●			●	●
Risk			●			●	●
Opportunity			●			●	●
Risk			●			●	●
Risk			●		●	●	●
Opportunity			●			●	●
Risk			●		●	●	●
Negative impact	p		●		●	●	●
Risk			●			●	●
Negative impact	p	●			●		
Risk			●		●		

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2 ENVIRONMENT

2.1 Climate change (E1)

2.1.1 Impacts, risks, and opportunities

The business activities of the BLANC & FISCHER Group generate greenhouse gas emissions. In the upstream supply chain, emissions arise from the extraction of raw materials and the production of purchased goods. In our own production, the energy used causes most emissions. The energy-intensive processes include the processing of stainless steel and composites, the foundry, and other thermal processes, but also cooling and heating buildings. In the downstream supply chain, the larg-est source of emissions lies in the use phase. The electricity consumed when end users use our products accounts for most of the BLANC & FISCHER Group's emissions.

The BLANC & FISCHER Group works to reduce the impact on the environment and climate caused by its business activities. The Sustainability team defines the strategic framework, coordinates actions, and supports their implementation in the business groups.

Risks and opportunities for the BLANC & FISCHER Group in connection with climate change were also evaluated as part of the materiality analysis.

2.1.2 Climate risks

The BLANC & FISCHER Group considers and evaluates the existing climate change risks according to risk categories.

Physical climate risks are the acute and chronic impacts of climate change. Acute physical climate risks are extreme weather events and their consequences, which occur more frequently and more in-tensely due to climate change. These include, for example, floods, storms, and droughts. Long-term, i. e. chronic climate change leads to changing precipitation frequency, rising sea levels, and changing ocean and air currents, resulting in ecological changes such as the loss of biodiversity. The physical risks affect not only our sites and employees, but the entire value chain, and can lead to supply bottle-necks and interruptions, for example.

Transitory climate risks arise during the transition to a climate-neutral economy. These include, for example, a changing regulatory framework, changing customer requirements, price increases for fossil fuels, or the promotion of new technologies. These new requirements facing our business model and our products may lead to changes in the sales and procurement markets.

Short-, medium-, and long-term climate-related risks and opportunities are of strategic importance for the BLANC & FISCHER Group. Accordingly, climate change mitigation, climate change adaptation, and energy were identified as material topics.

No climate resilience analysis was prepared in the year under review.

Greenhouse gases
Gases (such as CO_2 (carbon dioxide), CH_4 (methane), or HFC (hydrofluorocarbons)) that accumulate in the atmosphere and absorb the infrared radiation of the sun. This phenomenon is called the greenhouse effect.

2.1.3 Material impacts in E1

IRO category	IRO name	Affected stakeholders	Description	
Negative impact	**GHG emissions in the supply chain:** GHG emissions are caused in the supply chain (suppliers).	Environment	As a manufacturing company, we use a variety of raw materials, components, and semi-finished products such as metals, electronics, and chemicals. As energy is consumed for these materials, we cause GHG emissions in our upstream value chain.	
Negative impact	**GHG emissions in the use phase:** In the use phase of the products, energy (electricity, gas) is consumed, resulting in GHG emissions during use.	Environment	Our products require energy during the use phase. The generation of the required electricity and the combustion of natural gas during cooking cause GHG emissions.	
Negative impact	**GHG emissions in own operations:** Energy consumption in production processes and buildings (heating, cooling) causes GHG emissions.	Environment	Energy consumption in production processes and buildings causes GHG emissions.	

2.1.4 Material risks and opportunities in E1

IRO category	IRO name	Description	Period	Type of risk	
Risk	Extreme weather events at our sites	Extreme weather events due to the consequences of climate change (e. g. storm, hail, flood) can cause property damage to our sites and affect or interrupt operations.	Medium term	Physical	
Risk	Increasing regulatory requirements	Increasing regulatory requirements could lead to certain products being excluded from the market if the requirements cannot be met.	Medium term	Transitional	
Risk	Increasing customer expectations regarding the energy efficiency of products	Failure to meet consumer expectations regarding the energy efficiency of our products can lead to declining turnover.	Long term	Transitional	
Risk	Rising energy prices	Due to the development of the market for CO_2 certificates, rising prices for fossil fuels are to be expected.	Medium term	Transitional	
Risk	Supply chain disruptions due to extreme weather events	Climate change makes supply chains more vulnerable by increasing both the frequency and severity of disruptions due to extreme weather events such as storms, floods, or heat waves. Such events can lead to downtime at key suppliers (whether Tier 1 or more distant Tier n suppliers or even raw material producers) and interrupt transport routes due to infrastructure damage.	Long term	Physical	

	Period	Actual/potential impact	Location of the impact	Explanation of the connection with the impact	Strategy and targets to counteract the impact
	Long term (> 5 years)	Actual	Upstream value chain	GHG emissions contribute to climate change.	We calculate our GHG emissions annually and have set ourselves targets in our sustainability strategy to reduce our Scope 3 emissions (→ E1-4, E1-2 Policies).
	Long term (> 5 years)	Actual	Downstream value chain	GHG emissions contribute to climate change.	We calculate our GHG emissions annually and have set ourselves targets in our sustainability strategy to reduce our Scope 3 emissions (→ E1-4, E1-2 Policies).
	Long term (> 5 years)	Actual	Own operations	GHG emissions contribute to climate change.	The Energy & Environment Policy and the Energy Guideline as well as the Energy Management System and the sustainability strategy address the impact and manage the company's internal handling of energy and resources. In addition, we have set ourselves the internal GHG target of reducing our emissions (→ E1-4 Targets).

	Description of the source of risk	Probability of occurrence	Explanation of probability of occurrence	Strategies to counteract the risk
	Costs arise due to damage to production facilities; potential downtime leads to declines in turnover and losses in contribution margins.	Low	Our sites are exposed to climate-related extreme weather events (e. g. storm, hail, flood) to different degrees due to their geographical location.	100% of the sites are to be evaluated by means of a climate risk/ resilience analysis by the end of 2026. Based on the analyses, which are still pending, we will develop site-specific actions to increase resilience to climate risks and will take the results into account in our medium- and long-term business planning.
	Exclusion of the product from the market leads to loss of turnover and/or costs for redesign.	Low	The estimated probability of serious consequences occurring without action is low.	The implementation of regulatory requirements is the responsibility of the product management of the respective business group and is reviewed by BLANC & FISCHER Group Compliance Management. Those responsible for product management also discuss regulatory requirements within the framework of working groups set up by industry associations.
	Loss of turnover results from increased consumer demand for more energy-efficient appliances that we cannot supply.	Medium	Medium probability of occurrence without development measures to adapt to our customers' expectations.	Customers' energy efficiency requirements are taken into account in every project and any necessary action is taken to meet them. In addition, the BLANC & FISCHER Group has set itself the target of reducing GHG emissions from the use of the products by 25% from the base year 2021 to the target year 2030. Alongside decarbonizing energy markets, energy-efficient products and usage behavior are essential levers in achieving this target.
	We expect increased costs due to increased CO_2 surcharges per ton of CO_2 for fossil fuels.	High	Announced by the EU and therefore very high probability of occurrence.	Price developments are monitored by our Energy Management and Purchasing departments. In addition, energy efficiency potential is continuously sought as part of the Energy Management System in order to reduce overall energy consumption as far as possible.
	Additional costs and lost margins due to supply chain disruptions caused by extreme weather events.	Medium	Our suppliers and transport routes are exposed to climate-related extreme weather events (e. g. storm, hail, flood) to different degrees due to their geographical location.	Our AI-powered tool specifically monitors the internet for reports that could potentially lead to supply chain disruptions. We monitor all strategically important suppliers. The names and addresses of the respective suppliers are specifically included to identify relevant information. Particular attention is paid to events caused by natural disasters to allow us to react to potential risks at an early stage. In this way, we create a reliable basis for taking proactive action and ensuring stability in the supply chains for the long term.

2.1.5 Transition plan (E1-1)

As part of the climate strategy, we have defined concrete emissions targets for Scopes 1, 2, and 3 for the BLANC & FISCHER Group. In the next step, the reduction potential identified in this context will be summarized in an implementation plan and gradually implemented (➔ E1-3 Actions).

In addition, there are no plans at present to draw up a comprehensive transition plan to achieve climate neutrality in the business model by 2050.

2.1.6 Policies (E1-2)

The topics of climate change mitigation, climate change adaptation, and energy in connection with the above-mentioned impacts are regulated in several policies and other specifications. The policies have been adopted by the Group Management Board and apply to all employees of the BLANC & FISCHER Group. They are made available in the Integrated Management System and on the intranet.

Sustainability strategy

The sustainability strategy contains a roadmap for climate change mitigation and climate change adaptation, along with associated targets for reducing greenhouse gas emissions and managing physical climate risks. For example, the sustainability strategy specifies that a climate risk/resilience analysis should be carried out for all BLANC & FISCHER Group sites by the end of 2026.

The implementation of the sustainability strategy concerns the emissions by the company itself as well as those of the upstream and downstream value chain. The specialist departments of the business groups report to the central department Corporate Sustainability on the implementation of the measures and submit suggestions. Progress is reported to the Group Management Board every six months in the strategy report. Responsibility for the sustainability strategy lies with the Head of Corporate Sustainability of the BLANC & FISCHER Group.

Energy and Environmental Protection Policy

The Energy and Environmental Protection Policy provides an overview of how the BLANC & FISCHER Group deals with environmental and energy topics to ensure minimum standards and establish a framework. Among other things, it governs the energy management procedure and is aimed at both the company itself and the downstream value chain.

The implementation of the Policy falls within the area of responsibility of the environmental and energy managers, with overall responsibility lying with the head of the Energy & Environment central department. The implementation of the Policy is monitored for ISO 50001 and ISO 14001 certified sites. Employees are also informed of the key messages of the Policy during the annual safety briefing.

Energy Management System

The Energy Management System supports the sites in planning and monitoring their energy consumption, identifying energy efficiency potential, and taking appropriate action.

A total of 14 sites are ISO 50001 certified, and all other production and logistics sites of the BLANC & FISCHER Group are set to gradually follow until the end of 2027.

Energy management is coordinated by the central department Energy & Environment and the specialist departments of the business groups. At the sites, local energy managers are responsible for implementing the actions and report to the central division and the local Management Boards.

In addition to the Energy Management System, an Environmental Management System is also implemented, which is described in more detail in chapter ➔ E5 Resource use and circular economy.

2.1.7 Targets (E1-4)

The BLANC & FISCHER Group has set targets for reducing greenhouse gas emissions; these include Scope 1, Scope 2, and Scope 3 emissions, as defined in the GHG Protocol.

The methodology used to develop our targets is based on the criteria of the Science-Based Targets Initiative (SBTi). We have not sought formal validation by the SBTi.

Due to methodological adjustments with regard to the Scope 3 emissions calculation in the year under review, the base value for 2021 and thus also the absolute target value for 2030 has decreased; the percentage reduction remains unchanged.

Scope 1 and 2 emissions

The target is to reduce greenhouse gas emissions from our own business activities (Scope 1 and 2) by 42% (in absolute terms by 28,500 t CO_2e) between 2021 and 2030. In the base year 2021, 67,900 t CO_2e were emitted.

The target formulated includes all production and logistics sites of all business groups. For the target, we have assumed annual production growth of around 2% as well as other influencing factors such as an increasing proportion of renewable energies in global power grids. Energy-efficiency measures and the electrification of fossil processes and plants are key to achieving this target. In addition, we rely on our own power generation and – secondarily – on sourcing electricity from renewable sources. The focus is clearly on increasing energy efficiency.

Scope 3 emissions

The Scope 3 emissions in the upstream (Scope 3.1: purchased raw materials, components, and trade products) and downstream value chain (Scope 3.11: use phase of the products) are to be reduced by 25% (in absolute terms by 5,095,700 t CO_2e) between 2021 and 2030. In the base year 2021, 20,382,900 t CO_2e were emitted in the upstream and downstream supply chain. Most of these are attributable to Scope 3 Category 11, i. e. the use of the products sold. The emissions of the business groups ARPA and KUGEL only play a minor role due to their relatively low business volume. As part of the improvement in data quality, the calculated value for the base year 2021 was reduced.

Energy

By 2027, an Energy Management System in accordance with ISO 50001 will be set up and certified at all production sites.

In addition to the 14 sites already certified, four more are planned for 2026. The objective of energy management is a continuous improvement of energy efficiency and a reduction of energy consumption.

Climate resilience

100% of the sites are to be evaluated by means of a climate risk/resilience analysis by the end of 2026.

Based on the analyses, which are still pending, we will develop site-specific actions to increase resilience to climate risks and will take the results into account in our medium- and long-term business planning.

	Unit	2030 target	Reduction, absolute	Reduction, relative
Scope 1 and 2 market-based including biogenic emis-sions[1]	t CO_2e	39,400	–28,500	–42%
Scope 3[2, 3]	t CO_2e	15,287,200	–5,095,700	–25%

[1] Potentials: energy efficiency measures, conversion of fuels, in-house generation, green electricity.
[2] Potentials: Categories 1, 4, 9, 11 and 12.
[3] Adjustment of the target value due to a more precise calculation of the Scope 3 emissions for the base year 2021.

2.1.8 Actions (E1-3)

During the year under review, we further developed and re-adopted the implementation roadmap for our sustainability strategy. This includes actions for climate change mitigation and climate change adaptation. The targets set (→ E1-4 Targets) are to be achieved in the three-year period from 2025 to 2027.

Actions to reduce greenhouse gas emissions

Energy-efficiency and the use of renewable energies in the company's own operations (Scope 1 und 2): e.g. identification of energy-efficiency measures, conversion of fuels, generation of renewable energy, purchase of green electricity).

The greatest reduction potential in our own company lies in efficiency measures. Therefore, the focus in the year under review was on the analysis of internal energy efficiency potential and the evaluation of concrete measures. In addition, further reduction potential was considered to lie in the switch to alternative energy sources and the in-house production of renewable energies. Based on the analysis, a catalog of measures was created and prioritized according to economic-efficiency and effectiveness. The implementation of the prioritized measures will take place gradually over the coming years.

The following are some examples of energy efficiency measures successfully implemented in 2025:

- At E.G.O. in Slovenia, a total annual energy saving of 820 MWh was achieved. The measures included the installation of an electric motor drive for optimization of the compressed air supply, various organizational adjustments in the foundry operation, improvements to the cooling lines, and the replacement of a pneumatic-hydraulic standing press with an energy-efficient laser.
- At the Croatian E.G.O. site, the switch to LED lighting resulted in an annual energy saving of 44 MWh.
- In E.G.O. production in Germany, various saving measures in electronics production saved an additional 48 MWh per year.
- At BLANCO in Bruchsal (Germany), the switch from gas forklifts to lithiumion forklifts resulted in savings in liquefied gas and an additional increase in energy efficiency of 13 MWh.

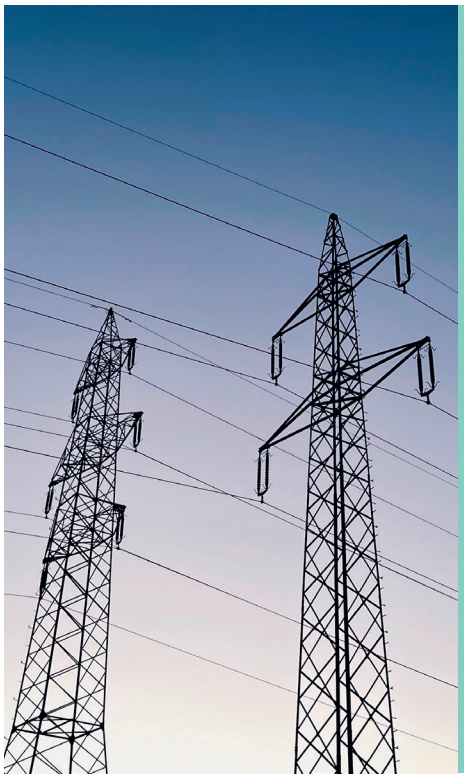
Reduction of emissions from purchased goods (Scope 3, Category 1): e. g. reduction of emissions in suppliers' production, use of lower-emission substitute materials, in-crease in recycling content, reduction in the use of materials.

In the field of purchased goods, we identified significant potential for reduction in the year under review. For 2026, there are plans to evaluate purchased goods from the perspective of economic-efficiency on the basis of the potential identified.

Actions in the area of climate change adaptation

On the basis of the physical climate risks, an initial inventory of the adaptation actions already in place at highly exposed sites was compiled during the year under review. In the following years, in addition to the sites in high-risk areas, the less severely affected sites will also be considered.

In addition, the supply chain will be evaluated according to strategic relevance as well as risks of climate consequences such as interruptions due to extreme weather events.



2.1.9 Key figures

Energy key figures (E1-5)

Energy consumption and energy mix	Unit	2024	2025
Total energy consumption related to own operations[2]	MWh	**173,945**	**170,007**
Total energy consumption from fossil sources	MWh	**91,253**	**78,339**
Proportion of fossil sources in total energy consumption	%	52	46
Fuel consumption from coal and coal products	MWh	0	0
Fuel consumption from crude oil and petroleum products[2]	MWh	15,712	18,158
Fuel consumption from natural gas	MWh	39,761	40,049
Fuel consumption from other fossil sources[3]	MWh	416	260
Consumption of purchased or acquired electricity, heat, steam, and cooling from fossil sources[4]	MWh	35,364	19,872
Total energy consumption from nuclear sources[5]	MWh	not specified	5,671
Proportion of nuclear sources in total energy consumption	%	not specified	3
Total energy consumption from renewable sources	MWh	**82,692**	**91,668**
Proportion of renewable sources in total energy consumption	%	48	54
Fuel consumption from renewable sources[6]	MWh	773	797
Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources	MWh	78,592	87,239
Consumption of self-generated renewable energy (excluding fuels)	MWh	3,327	3,631

Self-generated electricity fed into the power grid	Unit	2024	2025
	MWh	**853**	**946**

Total energy consumption decreased by 2% in the year under review compared to the previous year. A higher consumption value was recorded for natural gas and heating oil, which is mainly due to an improvement in the measurement methodology. In addition, weather-related influences and the stoppage of two combined heat and power plants during the year were compensated for accordingly.

At the same time, electricity and fuel consumption decreased to a greater extent due to reduced utilization of our plants. Energy-efficiency measures have also contributed to the reduction, but their impact is classified as lower compared to the aforementioned influencing factors.

In the year under review, the proportion of renewable energies in total energy consumption increased due to the conversion of a production site to green electricity in the middle of the year.

Since 2025, we have also recorded the proportion of purchased electricity that comes from nuclear sources.

1 Includes the energy consumption of all production and logistics sites of E.G.O., BLANCO, B.PRO, ARPA, and KUGEL.
2 Includes the following consumptions: heating oil consumption, diesel consumption, and petrol consumption.
3 Includes LPG consumption.
4 Includes electricity consumption from fossil sources, additional electricity consumption by electric cars, and purchased energy from heating, cooling energy, and steam from fossil sources.
5 The proportion of nuclear energy in the total electricity mix has been recorded since 2025.
6 Includes purchased biofuels and biomass.



Greenhouse gas calculation and key figures (E1-6)

Our greenhouse gas emissions are generated directly at our sites (Scope 1), through the procurement of energy (Scope 2), or in our value chain (Scope 3). We can directly influence the emissions generated at our sites or caused by energy consumption and have geared our Integrated Management System (IMS), in accordance with ISO 14001 and 50001, towards reducing them.

In the year under review, we updated the greenhouse gas calculation created in the previous year. It forms the basis for the Group's climate strategy. The calculation is based on the Greenhouse Gas (GHG) Protocol, which divides emissions into three different scopes:

- Scope 1 concerns direct greenhouse gas emissions from activities controlled or owned by the company. This includes, for example, emissions from the combustion of fuels in our own plants or vehicles.
- Scope 2 refers to indirect greenhouse gas emissions caused by the generation of purchased energy (e.g. electricity or district heating).
- Scope 3 covers all indirect greenhouse gas emissions that occur outside the company in the upstream and downstream value chain.

When calculating greenhouse gas emissions, emissions are expressed in the unit CO_2 equivalents (CO_2e). The emissions taken into account are CO_2 (carbon dioxide), CH_4 (methane), N_2O (nitrous oxide), HFCs (hydrofluorocarbons), PFCs (perfluorocarbons), SF_6 (sulfur hexafluoride), and NF_3 (nitrogen trifluoride).

Scope 1 and 2

The focus in the calculation of Scope 1 and Scope 2 emissions is on the production and logistics sites, as these account for most emissions. Sites that solely conduct sales are not included in the calculation due to their low influence. We use the financial control approach to set the balance limit when calculating the specified Scope 1 and Scope 2 greenhouse gas emissions for the years 2021 to 2025. The calculation of Scope 1 and 2 emissions is based on actual values for ten months and a reliable estimate for two months. We calculate fuel emissions on the basis of the emission factors of the Federal Office for Economic Affairs and Export Control (BAFA). The market-based emissions of purchased electricity are based on emission factors for the respective electricity mix of suppliers. We obtain the location-based emission factors of our European sites from the European Environment Agency (EEA), which publishes this data with a delay of two years. At our non-European sites, we use the officially published emission factors of the respective authorities based on location.

Scope 3

To calculate the Scope 3 emissions, we have focused on the categories that are material for us. These are Categories 3.1 (purchased goods and services), 3.4 (all upstream and downstream transportation that the BLANC & FISCHER Group pays for), 3.9 (all downstream transportation that our customers pay for), 3.11 (use of sold products), and 3.12 (treatment of products at the end of their service life). Since the business groups ARPA and KUGEL play a minor role in the emissions of the value chain, and to avoid double counting in Category 3.11 in the business relationship between E.G.O. and ARPA, we only consider the emissions of ARPA and KUGEL in Categories 3.1, 3.4, and 3.9. We use the emissions from the "ecoinvent" database to calculate Scope 3 emissions. For spend-based



emissions, we use the official UK government emission factors (BEIS/DEFRA), which are based on 2020 values. In Category 3.1, most of the emissions are calculated using emission factors from the databases mentioned. We requested a small portion of the emission factors directly from the supplier. As a result, 0.13% of the Scope 3 calculation is accounted for by emissions from primary data. Downstream emissions in Category 3.12 are calculated on the basis of purchased goods and services. Waste from our own production is neglected. We calculate emissions from upstream and downstream transportation using the spend-based approach based on transport costs. For Category 3.11 emissions, we use the average emission factors recorded in "ecoinvent" for the countries in which we sell our products. These are mainly based on data from 2022 and 2023.

As an internal control measure when determining Scope 1, 2, and 3 emissions, we use the dual control principle.

We want to fully exploit our opportunities to reduce greenhouse gas emissions and to develop and bring sustainable, long-term solutions to the market in dialog with our customers and suppliers. As part of our commitment to quality and sustainability, we want to bring products to the market that are as durable as possible to minimize the use of resources. At the same time, we want our products to consume as little energy as possible and, as a result, have the lowest possible impact on the green-house gas effect. However, the main driver of greenhouse gas emissions is the generation of energy used, for example, for cooking (e.g. from coal-fired power plants or hydropower). A longer use phase therefore also results in more emissions per product sold.

The decrease in Scope 1 and Scope 2 emissions (📖 market-based) by a total of 10% compared to the previous year is due to the conversion to green electricity at one site in summer 2025. Scope 2 emissions have thus decreased by 26% compared to the previous year.

Most of our total emissions are indirect emissions in Scope 3. A significant factor influencing Scope 3 emissions is energy consumption in the use phase of our products, for example when operating cooking or dishwasher appliances that contain E.G.O. technology. During the reporting period, Scope 3 emissions decreased by 5%. This is due to the lower sales figures, as we always calculate the emissions over a product's lifetime when it is sold. However, the emission factors used also have a significant influence on the calculated emissions. The emission factors for electricity provided by "ecoinvent" are published with a delay of three years. For political reasons, some European countries switched from gas to coal in 2022; this is reflected with a time lag in the emission factors used in the year under review: the calculated emissions increased for these countries – despite an overall decline in emissions from the use of the products (Scope 3 Category 11).

📖

Greenhouse Gas (GHG) Protocol
Global standard for measuring a company's greenhouse gas emissions.

Financial control approach
The organization reports 100% of emissions from operations over which it has financial control.

Market-based and location-based emissions
Market-based emissions are calculated on the basis of data from the energy supplier in accordance with the contractually agreed energy mix. Location-based emissions are calculated using average emission factors for energy production in a region or country.

Greenhouse gas emissions

	Retrospective			Target
	2021 (base year)	2024	2025	2030
Scope 1 GHG[1] emissions1 (t CO_2e)				
Gross Scope 1 GHG emissions[2]	–	12,541	13,375	–
Biogenic CO_2 emissions from the combustion or biodegradation of biomass not included in Scope 1 GHG emissions (t CO_2e)[3]	–	28	30	–
Scope 2 GHG emissions (t CO_2e)				
Gross Scope 2 GHG emissions (location-based)[4]	–	33,608	32,640	–
Gross Scope 2 GHG emissions (market-based)[5]	–	14,138	10,492	–
Biogenic CO_2 emissions from the combustion or biodegradation of biomass not included in Scope 2 GHG emissions (market-based)	–	475	520	–
Scope 1 and Scope 2 GHG emissions (t CO_2e)[6]				
Gross Scope 1 and Scope 2 GHG emissions (location-based) total incl. biogenic emissions	–	46,177	46,045	–
Gross Scope 1 and Scope 2 GHG emissions (market-based) total incl. biogenic emissions	67,900	27,183	24,417	39,400
Significant Scope 3 GHG emissions (t CO_2e)				
Total gross indirect (Scope 3) GHG emissions[7]	20,382,900	14,873,877	14,145,376	15,287,200
Gross GHG emissions of Category 1 Purchased goods and services (GHG Protocol)[8]	–	458,447	428,045	–
Gross GHG emissions of Category 4 Upstream transport and sales and 9 Downstream transport (GHG Protocol)[9]	–	45,236	50,222	–
Gross GHG emissions of Category 11 Use of sold products (GHG Protocol)[10]	–	14,330,622	13,631,799	–
Gross GHG emissions of Category 12 Treatment of products at the end of their service life (GHG Protocol)[11]	–	39,572	35,311	–
Biogenic CO_2 emissions from the combustion or biodegradation of biomass generated in the upstream and down-stream value chain that are not included in Scope 3 GHG emissions.	–	–	–	–
Total GHG emissions (t CO_2e)				
Total GHG emissions (location-based) incl. biogenic emissions	–	14,920,054	14,191,421	–
Total GHG emissions (market-based) incl. biogenic emissions	**20,450,800**	**14,901,060**	**14,169,794**	**15,326,600**

1 The abbreviation GHG stands for greenhouse gases.
2 The increase in Scope 1 emissions is due to higher heating oil values resulting from the improved measurement methodology in 2025.
3 The biogenic Scope 1 emissions are generated by a pellet heating system at our Austrian site.
4 The location-based emissions in Scope 2 are calculated using the average national grid mix.
5 The calculation of market-based emissions is carried out using the emission factor of the supplier. The reduction is a result of the switch to green electricity at the E.G.O. site in Slovenia.
6 All production and logistics sites of E.G.O., BLANCO, B.PRO, ARPA, and KUGEL were included in the calculation of Scope 1 and Scope 2 emissions.
7 The Scope 3 calculation includes E.G.O., BLANCO, B.PRO, ARPA, and KUGEL. External databases were used, among other things, for emission factors. Due to adjustments in the calculation methodology, we have adjusted the previous year's values of 2024 and our base year 2021. The percentage of Scope 3 GHG emissions calculated using primary data was 0.13% in 2025.
8 Scope 3.1 was calculated using a hybrid approach based on both weights and expenditure. In 2024, primary data from the supplier was used for some electronic components and printed circuit boards. This reduces the inaccuracy with regard to the weights of the individual electronic components and the selection of the correct emission factor.
9 Scope 3.4 was calculated based on expenditure. In 2022 to 2025, Category 9 emissions were neglected as the proportion of total emissions is so low that it can be considered insignificant. The increase in emissions from 2024 to 2025 is due to increased use of sea freight in 2025.
10 Scope 3.11 is based on assumptions about the use phase of the products sold (energy type, energy consumption over the product's lifetime, products sold per country) and the country-specific electricity mix. According to the requirements of the Science Based Targets initiative, the upstream chain was included in Scope 3.11 for natural gas, but not for electricity. Most of the BLANC & FISCHER Group's emissions are caused by the use phase of the products.
11 Scope 3.12 is based on the data of purchased goods and services 3.1. The calculation was based on weight and was evaluated according to waste type and recycling type.

GHG[1] intensity (total GHG emissions per net revenue; t CO_2e/million €)[2]	2024	2025
GHG intensity (location-based)	13,239	12,785
GHG intensity (market-based)	13,222	12,766

[1] The abbreviation GHG stands for greenhouse gases.
[2] To calculate the GHG intensity, total GHG emissions (market-based or location-based) are divided by net Group turnover in 2025 (€ 1,110 million).

The BLANC & FISCHER Group neither purchases CO_2 certificates nor supports projects to reduce greenhouse gases (E1-7) nor utilizes an internal CO_2 price (E1-8).

2.2 Resource use and circular economy (E5)

2.2.1 Impacts, risks, and opportunities

The BLANC & FISCHER Group is aware of its responsibility to protect the environment, especially with regard to the use of natural resources. We have therefore identified resource inflows, including resource use, and resource outflows in the form of products as material.

We work to avoid harmful impacts on the environment and to reduce our energy and resource consumption. Our IMS, in particular the Environmental Management System, forms the framework for this.

Environmental Management System

In our Environmental Management System, we focus on production processes and product design and include the entire life cycle. We take into account all materials and packaging used as well as transport, product use, and disposal.

The Environmental Management System is steered by the central department Energy & Environment. Operational implementation is carried out by local environmental managers who are in regular contact with this central department via a working group. They report material environmental issues directly to the local Management Board and work with the departments concerned to develop improvement measures to reduce negative impacts. In cooperation with the specialist departments, they implement these measures and monitor progress.

At all production and logistics sites of the BLANC & FISCHER Group, we record, among other things, the consumption of resources, water, and energy as well as the generation of waste, wastewater, and emissions from the processes. We assess an activity's severity, frequency, and the influenceability of its environmental impact, and prioritize the need for action.

Resource inflows and outflows (E5-4, E5-5)

The existing product portfolio was not specifically developed according to 📖 circular economy principles and does not yet contribute specifically to circular business models. We are not yet able to make any statements about the extent to which our products are reused. However, we have set ourselves appropriate targets (➔ E5-3 Targets) gesetzt.

Since 2021, we have systematically analyzed the environmental impact of selected products using life cycle assessments (LCAs). We look at the entire life cycle from raw material extraction and production to transport, packaging, use, and disposal. In accordance with DIN EN ISO 14040 and 14044, we quan-tify these impacts under various aspects, such as the greenhouse effect, summer smog, acidification, and overfertilization of water bodies. We decide which products to include in our life cycle assessments based on their strategic and economic significance as well as stakeholder interests.

📖 **Circular economy**
Holistic approach to business that contributes to reducing resource consumption, waste generation, and emissions. Existing materials and products are used and kept in circulation for as long as possible. The product life cycle is extended in this way.

From the results of the life cycle assessments, we derive how we can make the production, use, and disposal of our products more sustainable. The life cycle assessments form the basis for product certifications such as Environmental Product Declarations (EPDs) and help us develop further actions to reduce environmental impacts.

Resource inflows (purchased materials) are composed as follows:

- Direct material
- Indirect material
- Packaging

Further information on the classification can be found in the section → SBM-1 Strategy, business model, and value chain.

2.2.2 Policies (E5-1)

We regulate the topics of resource use, waste, and circular economy in various policies and specifications:

Sustainability strategy

The BLANC & FISCHER Group's sustainability strategy adopted in 2024 (→ E1-2 Policies) contains, among other things, an action plan, targets for resource use and circular economy, and responsibilities.

The core content of the sustainability strategy in the field of resource use and circular economy is as follows:

- Create transparency regarding resource inflows and outflows for selected products and packaging
- Reduce resource use for selected products and packaging
- Reduce the use of socially or environmentally critical raw materials as far as possible
- Determine the environmental impact of selected products as the basis for setting specific targets
- Evaluate the circular economy potential in collaboration with partners
- Consider circular economy strategies in the innovation process
- Develop circular products
- Increase the proportion of recycled and recyclable materials in transport packaging and products
- Design reusable transport packaging

Targets and actions are defined on the basis of the resource transparency aimed for.

Code of Conduct

The values according to which employees and managers act are anchored in the Code of Conduct (→ G1 Policies) of the BLANC & FISCHER Group. In the Code of Conduct, we expressly refer to our responsibility for environmental protection, the careful use of resources, and the pursuit of a circular economy.

Supplier Code of Conduct

For our direct suppliers and direct business partners in the upstream supply chain, we formulate mandatory requirements for environmental, social, and human rights standards in the Supplier Code of Conduct (→ G1 Policies).

Under the Supplier Code of Conduct, suppliers are obliged to use as few resources as possible and to generate as little waste as possible. This includes recycling, proper waste handling, documentation of energy consumption, compliance with local environmental laws and standards, and implementation of an appropriate Environmental Management System.

Energy and Environmental Policy

The Group Energy and Environmental Policy (→ E1-2 Policies) defines framework conditions and minimum standards and describes the correct handling of waste.

The core content of the Policy with regard to the use of resources is as follows:

- Waste must be disposed of in accordance with local laws and regulations.
- Recyclable materials must be collected separately and recycled wherever possible. We collect hazardous waste (such as batteries) and non-hazardous waste separately. We recycle metals, mixed scrap, glass, paper, and wood separately.
- In addition, the Policy contains requirements for handling hazardous, water-polluting, and combustible waste as well as information on how to proceed in the event of environmental accidents.

The Policy requires regular reviews of how to increase the proportion of waste for recycling. Rules on waste reporting are not included. The local environmental managers are responsible for implementation.

Environmental Product Declaration (EPD)
An Environmental Product Declaration (EPD) is a standardized, transparent environmental report that discloses the environmental impact of a product over its entire life cycle. It is based on internationally recognized standards and serves as a basis for ecological comparisons between products, for possible optimization measures, and for sustainable decisions in the construction industry.

Management Manual

Our Management Manual describes the structure and content of the IMS and defines quality, energy, and environmental standards. It also integrates the topic of sustainability into our corporate strategy and describes the key areas of action in our sustainability strategy: Environmental aspects must be taken into account throughout the entire life cycle of our products, from the product idea to the materials used, from the environmental impact of production to transport and disposal. The Management Manual is available in the IMS and is regularly reviewed by internal and external audits.

Work instruction for the evaluation of environmental aspects

For the evaluation of the environmental aspects of our production processes and products, we have a Group-wide work instruction in accordance with ISO 14001 in the IMS.

All certified sites must assess the extent to which their processes, products, and services have a material impact on the environment annually and in the event of relevant changes. The work instruction defines responsibilities and specifies the topics and scale for the evaluation. In addition to emissions, discharges into water and soil, consumption of raw materials, water, and energy, and generation of waste and by-products must be evaluated.

The extent, frequency and influenceability of an environmental aspect are assessed. This results in a risk priority number from which the departments concerned derive and implement actions.

Regular site inspections ensure the implementation of the work instruction. Overall responsibility lies with the head of the Energy & Environment central department.

2.2.3 Targets (E5-3)

Our sustainability strategy (➔ E5-1 Policies) results in qualitative targets. Currently, there are no measurable, result-oriented, and time-bound targets for resource use and the circular economy; by the end of 2026, the business groups should develop targets in line with their business models and integrate them into their respective strategies.

Implementation and certification of an Environmental Management System

By the end of 2027, all production sites are to be ISO 14001 certified in accordance with our Group Energy and Environmental Policy.

14 sites are already certified to ISO 14001. Our Environmental Management System will gradually be rolled out at the other sites as well. Four further certifications are planned for 2026.

2.2.4 Actions (E5-2)

We made progress in the year under review towards complete ISO 14001 certification of all production sites: two German sites, BLANCO in Sinsheim and KUGEL in Viechtach, have successfully had their Environmental Management Systems certified for the first time.

Our resource utilization and circular economy efforts focused on creating transparency in the year under review. We have not yet defined and implemented quantitatively assessable measures, but we are focusing on developing a good database from which we can derive improvement measures.

BLANCO took a significant step towards greater transparency in 2025 with the completion of an EPD for SILGRANIT sinks. The EPD was developed in close cooperation with the Fraunhofer Institute for Building Physics and is set to be certified by the Institute for Construction and the Environment (“Institut für Bauen und Umwelt e. V.”) in 2026.

The declaration covers the SILGRANIT sink portfolio produced at BLANCO’s European sites. It is based on a comprehensive cradle-to-grave life cycle assessment, which is based almost entirely on primary data from recipes, energy calculations, and other sources.

Whether the preparation of EPDs can be extended to additional product categories in the future is cur-rently being examined.

Cradle-to-grave
This approach looks at a product throughout its entire life cycle, from cradle to grave. This means that all phases of raw material extraction, production, transport, use, and disposal/recycling are included.

In 2025, E.G.O. had its first life cycle assessment externally verified, using a Basic 4 induction hob as an example. An expert team from the Italian University of Parma reviewed and confirmed the compliance of the methodology with applicable standards (ISO 14040 and ISO 14044 as well as the Product Category Rules PCR – Electronic and Electric Equipment, and Electronic Components (Nonconstruction)). The life cycle assessment for the induction hob considers the entire life cycle of the product according to the cradle-to-grave approach.

In the year under review, the environmental aspect evaluation was revised for the entire BLANC & FISCHER Group as part of the product development process and adapted to the strategically material environmental topics.

A new feature is the systematic evaluation of the extent to which the product can contribute to a circular economy. To do this, we use the 9R Strategies system. We are also examining the use of certain materials that are considered critical from an environmental and social perspective.

An internal whitepaper on Circular Economy & Resource Use was prepared in 2025 and creates a basic, uniform understanding within the BLANC & FISCHER Group. Its aim is to help the operating companies identify material aspects and align themselves strategically with them.

2.2.5 Key figures

Resource inflows (E5-4)

Resource inflows	Unit	2024	2025
Weight of products used in the reporting period as well as technical and biological materials			
Total weight of products used as well as technical and biological materials[1]	**kg**	**111,484,587[2]**	**99,103,595**
Percentage of biological materials (and biofuels used for non-energy purposes) that are sustainably sourced[3]	%	0	0
Weight of products used as well as technical and biological materials (E.G.O.)	kg	76,372,748	65,728,231
Weight of products used as well as technical and biological materials (BLANCO)	kg	28,302,605	26,566,586
Weight of products used as well as technical and biological materials (B.PRO)	kg	6,809,234	6,808,778
Weight of secondary components, products, and materials used in the reporting period[4]			
Total weight of secondary components, products, and materials used	**kg**	**5,794,079**	**4,011,275**
Proportion of total weight of products used as well as technical and biological materials	%	5	4
Weight of secondary components, products, and materials used (E.G.O.)	kg	4,809,510	3,099,161
Weight of secondary components, products, and materials used (BLANCO)	kg	769,444	547,137
Weight of secondary components, products, and materials used (B.PRO)	kg	215,125	364,977
Weight of secondary intermediate products used	**kg**	**932,002**	**812,630**
Proportion of total weight of products used as well as technical and biological materials	%	1	1
Weight of secondary intermediate products used (BLANCO)	kg	932,002	812,630
Weight of secondary materials used	**kg**	**10,429,135**	**11,128,897**
Proportion of total weight of products used as well as technical and biological materials	%	8	9
Weight of secondary materials used (E.G.O.)	kg	9,620,284	8,915,117
Weight of secondary materials used (BLANCO)	kg	706,191	688,825
Weight of secondary materials used (B.PRO)	kg	1,530,621	1,524,955

1 Only direct material related to the product is considered.
2 The data for the year 2024 has been retroactively corrected based on an improved data foundation.
3 Material made from renewable raw materials.
4 *Secondary* is taken to mean *recycled/reused*. We specify the proportion of recycled material contained in our materials/products.

In 2025, less production material was purchased, resulting in a decrease in the total weight of purchased materials by approximately 11%. At E.G.O., the greatest decline is in hot-dip galvanized steel, pallets, and ferrites. At BLANCO, the quantity of quartz sand has fallen in particular

Resource outflows (E5-5)

Expected service life of products (years)	Service life in years
Induction cooking (E.G.O.)	–[1]
Food preparation (E.G.O.)	–[1]
Laundry care, dishwashing, and cooling (E.G.O.)	–[1]
Sinks (BLANCO)	–[2]
Mixer taps (BLANCO)	15
Catering solutions (B.PRO)	15
Industry (B.PRO)	15

[1] As a supplier, E.G.O. designs products in such a way that they meet the requirements of the customer specification. The service life of the products thus corresponds to the industry standard.
[2] The actual useful life depends on the service life of the kitchen.

Recycled material	2024	2025[2]
Recycled material in product packaging (%)[1]	47	50

[1] Figure based on information from the largest suppliers and the average for the remaining suppliers.
[2] The ratio of plastic to paper packaging has shifted slightly, and the recycled content of paper packaging is higher.



9R-Strategies

A circular economy concept that describes nine approaches to using resources more efficiently and avoiding waste. The strategies range from extending product life to full recycling. The nine “Rs” stand for:

1. Refuse
2. Rethink
3. Reduce
4. Reuse
5. Repair
6. Refurbish
7. Remanufacture
8. Repurpose
9. Recycle

The objective is to close the material cycle and minimize environmental impact.

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3 SOCIAL

3.1 Own workforce (S1)

3.1.1 Impacts, risks, and opportunities

Employees are a key success factor for the BLANC & FISCHER Group. As a family business, the BLANC & FISCHER Group bears special responsibility for its employees and invests in a good working environment. Occupational health and safety are central components of this understanding. The aim of the HR strategy is to make the BLANC & FISCHER Group an attractive employer, to develop employees and the organization further, and to strengthen the corporate culture. The focus is on factors such as good leadership, strategic skills development, and equal treatment and opportunities.

The central Corporate Human Resources (HR) division is responsible for implementing the HR strategy and reports directly to the CFO. In addition, there are local HR managers in the operational business groups.

The employees of the BLANC & FISCHER Group work at 52 sites in 23 countries. They come from a total of 61 nations. Most are employed in the Europe region, followed by Asia and America (➔ Strategy, business model, and value chain (SBM-1)).

3.1.2 Working conditions

Employee retention and satisfaction

Due to demographic change, we are committed to providing an attractive working environment that offers flexible working time models, comprehensive health management, and development and further training opportunities. In addition, there are a number of site-specific measures and initiatives. These include company restaurants offering healthy food, childcare at some sites, access to discounted services and vouchers, and an extensive sports program at the German sites.

The working conditions are regulated in several Group-wide policies (➔ S1-1 Policies).

Health promotion and occupational health and safety

Consistent protection of health in the workplace and the promotion of health are part of the BLANC & FISCHER Group's self-image.

Occupational health and safety management aims to help prevent work-related illnesses and accidents at the workplace throughout the Group. The central department Safety creates the Group-wide framework for this and is responsible for the Occupational Health and Safety Policy (➔ S1-1 Policies). This defines requirements for a uniform minimum standard in the BLANC & FISCHER Group.

All incidents that could lead to a health or safety risk are reported immediately to the manager or specialist department responsible. Serious accidents are immediately reported to the site managers, the Management Boards of the business groups, and the Management Board of the BLANC & FISCHER Group. Our aim is to further reduce workplace accidents (➔ S1-5 Targets).

Group-wide Corporate Health & Balance Management supports BLANC & FISCHER Group employees in staying healthy. The central office, which is part of Corporate Human Resources, ensures the networking of those responsible at the sites through the regular exchange of best practice approaches and experience.

As part of the Integrated Management System, occupational health and safety is regularly reviewed by means of internal audits. Further initiatives and actions in health promotion and occupational health and safety can be found under ➔ S1-4 Actions.

3.1.3 Equal treatment and equal opportunities

The BLANC & FISCHER Group's sites are located in 23 countries, and its employees come from a large number of nations. We see a great opportunity in this diversity. Different backgrounds with diverse cultural experiences create perspectives that have a positive impact on innovative and creative solutions in the organization.

Skills development and training

The adoption of digital technologies is currently one of the biggest challenges facing companies. Digitalization is not only about switching to automated processes but also about aligning with future ways of working in a meaningful way.

Smart production, innovation, growth and, last but not least, a resilient supply chain are declared objectives of the BLANC & FISCHER Group. To prepare our employees comprehensively for future skills requirements, we invest in a varied range of further training programs, which include technical, methodological, and personal development in addition to digital skills.

3.1.4 Engaging with own workforce (S1-2)

In Germany, the interests of employees are represented primarily by the Works Council and the employee representatives on the co-determined Supervisory Board. Employees' concerns are communicated directly to the Management Board, which bears overall responsibility for communication with the workforce, via the interface function of the Corporate Human Resources department.

At regular intervals, employees at the German sites are informed about current developments in ordinary works meetings. In addition, town hall events promote direct exchange between employees and management. Such exchange formats were implemented in all business groups in the year under review.

Internal communication also takes the form of messages to employees, videos, and, in particular, the Group-wide employee app.

Regular communication between employees, managers, and company management takes place under the umbrella of the "listening strategy." This listening occurs, among other things, through institutionalized employee surveys that reveal opportunities for action. This shapes the corporate culture and promotes satisfaction.

In February 2025, a Group-wide employee survey was conducted on employee satisfaction and engagement. Its results are incorporated into the further development of our HR strategy and activities.

Topics included corporate strategy, communication, leadership, collaboration, training, and corporate culture. The objective is to achieve improvements, strengthen employee retention, and reduce voluntary employee turnover.

At the German sites of the BLANC & FISCHER Group, the needs of employees with severe disabilities and those equivalent to them are explicitly taken into account by the elected representative body for disabled employees.

Specific actions in the year under review, such as Personal Growth Dialogs for employees of the BLANC & FISCHER Group, are described in section → S1-4 Actions.

3.1.5 Complaints procedure and remedies (S1-3)

Compliance with applicable laws and ethical values is of fundamental importance for the entrepreneurial activities in the BLANC & FISCHER Group.

To address possible compliance violations, the BLANC & FISCHER Group has established a publicly accessible whistleblower system (→ G1). Employees and external persons can use the *whistleblower system* to express concerns and report possible compliance violations confidentially and, if they require, anonymously. Employees are informed about the reporting channels via the Code of Conduct, face-to-face training courses, information from the compliance organization, and e-learning courses.

The whistleblower system is provided by an external software provider. Only the Chief Compliance Officer and the Compliance Officer have access to the data. If there are sufficient indications of a compliance violation during processing, an independent and objective internal investigation will be initiated on a case-by-case basis. The central departments Corporate Legal and Corporate Human Resources then check whether further steps, such as remedial action, need to be taken. The procedure from this point on depends on the individual case.

Employees can also always contact their manager, the Compliance Ambassador, the Corporate Compliance department, or the Management Board. Every report is treated confidentially in accordance with legal regulations. The BLANC & FISCHER Group ensures that whistleblowers do not suffer any disadvantages as a result of their report.

3.1.6 Policies (S1-1)

The working conditions for the BLANC & FISCHER Group's own employees are governed by several policies and frameworks, which are based on international standards such as the United Nations Universal Declaration of Human Rights, the Guidelines on Children's Rights and Business Conduct, the United Nations Guiding Principles on Business and Human Rights, the labor standards of the International Labour Organization (ILO), and the United Nations Global Compact. All social information policies are available to employees on the intranet.

Code of Conduct

The Code of Conduct (➔ G1 Policies) of the BLANC & FISCHER Group defines the principles for legally and ethically acceptable conduct. In addition to health, safety, and fair working conditions, the Code of Conduct also covers the topic of inclusion – providing equal opportunities and preventing discrimination.

The provisions of the Code of Conduct help employees to make ethically correct decisions in their daily work. Within the framework of the applicable legal regulations, it prohibits any form of discrimination, for example on the basis of gender, religion, ethnic origin, age, skin color, disability, marital status, gender or sexual identity, trade union membership, or other differences. Any form of disciplinary action through the application or threat of physical or psychological violence, sexual harassment, verbal insults, and other forms of intimidation is expressly prohibited. Child labor and forced labor are expressly rejected and prohibited.

Corporate Health & Balance Policy

The Corporate Health & Balance Policy aims to maintain health in the workplace and a healthy worklife balance, as well as to raise awareness, motivate, and support employees and managers on all related issues. The Policy specifies the framework and processes so that activities can be derived.

Responsibility for this lies with Corporate Human Resources. In addition, individual actions are the responsibility of the individual sites. The activities are regularly reviewed in exchanges between the sites and Corporate Human Resources.

Personal Growth Dialog Policy

The Personal Growth Dialog is our approach to staff development for individuals, teams, and departments. The Policy, for which Corporate Human Resources is responsible, describes in detail how these dialogs are to be conducted. The objectives of the instrument are to:

- ensure that all employees receive feedback on their skills
- ensure a systematic evaluation of organizational risks
- initiate useful staff development activities on an individual and team level.

We have involved our workforce in the development of the Policy through direct personal exchange with the local and global Human Resources departments. Information on this topic is also available on the employee app as needed.

This approach is essential for our talent management. The managers steer and document the dialogs.

Occupational Health and Safety Policy

Our Occupational Health and Safety Policy includes findings from accidents and site inspections as well as best practice approaches. In addition to the content of the Policy, there are additional instructions at the international sites to take local legal requirements and circumstances into account.

The central department Safety developed the Policy in cooperation with the Occupational Health and Safety teams at the sites to govern occupational health and safety aspects throughout the Group. Local Safety Officers and site managers have been informed about the contents of the Policy and share information on a quarterly basis about accidents worldwide and the resulting actions and best practice approaches for implementing the Policy.

The Occupational Health and Safety Policy was further adapted in the year under review based on the findings from 2024.

Policies on other HR aspects

Internal policies govern other aspects of HR work, such as variable remuneration or mobile working.

3.1.7 Targets (S1-5)

Reduction of workplace accidents

We want to prevent workplace accidents and create a safe working environment. We use the internationally standard Lost Time Injury Frequency Rate (LTIFR) to monitor our measures. This takes into account all workplace accidents with time lost due to sick leave (excluding external employees and commuting accidents) and calculates the rate per 1 million hours worked. In the year under review, this figure was 5.78, which is almost 9% above the planned intermediate target of 5.31 for 2025. In absolute terms, however, the number of workplace accidents was reduced from 73[1] in 2024 to 68 in 2025. In the long term, the BLANC & FISCHER Group has set itself the target of reducing the LTIFR by 10% per year and achieving a value of below 4 by 2028. Employees were indirectly involved in the target-setting process via the central department Safety.

Furthermore, the declared objective of the BLANC & FISCHER Group is to prevent serious and fatal workplace accidents in particular. Nevertheless, two tragic fatalities unfortunately occurred in 2025. We deeply regret these accidents and immediately initiated in-depth analyses of each case. Part of our occupational health and safety concept is to promptly transfer the insights gained to our international occupational health and safety organization (➔ S1-4 Actions).

[1] 2024 figure corrected after data review (74 → 73).

ISO 45001 certification

The content of occupational health and safety management at BLANC & FISCHER is based on the requirements of the ISO 45001 standard but does not fully correspond with these at present. The BLANC & FISCHER Group has therefore set itself the target of achieving ISO 45001 certification capability for all the Group's production sites by the end of 2027.

Equal treatment and equal opportunities

The BLANC & FISCHER Group set itself the target of offering Personal Growth Dialogs to all Group employees. In the year under review, 90.76% of the workforce participated in a Personal Growth Dialog. The Corporate Human Resources division was involved in the target-setting process and indirectly incorporated the perspectives of employees.

Employee Net Promoter Score

Another objective is the continuous improvement of employee satisfaction and engagement. Both were recorded for the first time in 2025 in a Group-wide employee survey and measured in the form of an Employee Net Promoter Score (eNPS) among other things. This value represents a kind of recommendation rate and is calculated from the proportion of satisfied and dissatisfied employees. It serves as an indicator of employee loyalty to the company. The target for 2027 is a value of over 20. The Human Resources division contributed to setting this target.

3.1.8 Actions (S1-4)

In the year under review, the BLANC & FISCHER Group implemented a number of actions and continued existing initiatives to improve working conditions and increase its attractiveness as an employer. Appropriate actions are derived from the general targets of the strategic framework (➔ G1-3, G1-4 Actions and targets) and are the responsibility of Human Resources.

Actions in the area of working conditions and employee satisfaction

In 2025, the first standardized, company-wide employee survey was conducted (➔ S1-2 Engaging with own workforce).

We are strengthening our employer brand by increasing our visibility and perception as an attractive employer. The introduction of the new BLANCO employer brand in 2025 is particularly worth highlighting. As part of this, further key management figures have been developed and introduced throughout the Group.

Actions in the area of health promotion and occupational health and safety

We reviewed the level of implementation of the Occupational Health and Safety Policy by means of self-assessments at all Group sites. The safety audits carried out in 2025 focused on protective measures for work on old machines. The results confirm that the minimum standards defined in the Policy are being implemented more effectively (➔ S1-5 Targets). In future, internal audits on occupational health and safety and health promotion will be carried out remotely or in person every three years at each production and logistics site.

Safety-relevant topics are now regularly addressed and discussed in more depth as part of shopfloor meetings held at production sites around the world. This continuously strengthens employees' awareness of safety issues (➔ S1-5 Targets).

In addition, the BLANC & FISCHER Group has implemented further occupational health and safety initiatives. To ensure that occupational health and safety precautions are anchored in everyday work, inspections are carried out by occupational health and safety experts and managers, for example. Mandatory regular safety training for all employees is an important element in raising awareness. There are also specific, workplace-dependent additional training courses, for example for warehouses and logistics. In the year under review, the Employers' Liability Insurance Association at the Oberderdingen site provided information by means of a training bus and training courses tailored to specific fields of activity. Safety days were also held at other German production sites to raise awareness of workplace hazards.

Overall, the database for health and safety topics is being continuously improved so that even more precise targets and actions can be derived.

Employee Net Promoter Score (eNPS)
Key figure for measuring employee satisfaction.
It is based on the question "How likely are you to recommend the company to friends and family as an employer?" The answers are rated on a scale from 0 to 10 and divided into three groups:
– Promoters (9–10): very satisfied, actively recommending
– Passives (7–8): satisfied, but not ac-tively recommending
– Detractors (0–6): dissatisfied, rather negative attitude
The eNPS is calculated as follows:
Promoters (%) – Detractors (%) = eNPS score
Therefore, the higher the eNPS score, the more satisfied the employees.

In response to the two fatal workplace accidents in the year under review, a comprehensive review was initiated immediately. In close cooperation with the authorities, both internal and external analyses were carried out in order to fully clarify the causes of the incidents and derive actions. The main focus was on updating the risk assessment and creating guidance to identify risks in good time before carrying out future work and to define suitable protective measures. Additional minimum requirements will be added to the Group-wide Occupational Health and Safety Policy and implementation of these will be mandatory at all sites. In addition to support for family members, there are also comprehensive follow-up care services for the affected employees on site.

At the largest site in Oberderdingen, the medical service offers occupational health care and advice, regular preventive examinations and check-ups relating to occupational health, and internal reentry management. In addition to emergency management, the medical service offers free preventive measures such as skin and colon cancer screenings, annual flu vaccinations, and travel health services. Managers in Germany receive a health check every two years. Some overseas sites offer annual health checks or provide financial support for medical check-ups or insurance in accordance with local practice.

The BLANC & FISCHER Group promotes a wide range of sporting activities. For example, regular spinal health and self-defense courses are offered. Participation in various regional events and activities in over 15 different sports is also promoted.

In addition to physical occupational health and safety, there are site-specific programs to promote mental health. These include free and anonymous consultations at the German sites on all topics relating to job satisfaction, well-being, and mental health in the workplace with a psychologist bound to confidentiality. In cooperation with an external service provider, there is also a free, around-the-clock telephone life coaching service for employees at the German sites to help in personal crisis situations in particular.

Actions in the area of equal treatment and equal opportunities

To identify needs for action, the Corporate HR department assessed the Group-wide status quo in diversity, equal treatment, and inclusion in 2024. An action plan was derived from this survey in the year under review. The analyses show that there is still room for improvement, particularly in terms of the distribution of female and male employees in management positions within the BLANC & FISCHER Group. Against this backdrop, the topic was prioritized accordingly. A project group then developed fields of action, targets, and actions in the area of female empowerment.

The mandatory Group-wide personal development meetings (➔ S1-1 Policies) are aligned with the BLANC & FISCHER competence model and the management principles. They have been standardized and further developed in recent years. The aim is to promote the continuous personal growth of all employees.

The programs already established for the promotion of international assignments for employees are implemented in accordance with applicable policies and a corresponding cost assessment. This increases the networking of international sites and employees. Experience abroad is possible in the form of business trips, temporary exchanges, short- and medium-term assignments, and longer deployments.

The internal mentoring program brings together employees of all BLANC & FISCHER Group business groups to promote exchange and thus employee development. Not only do experienced managers pass on their experience to up-and-coming managers, they also benefit in the “reverse mentoring” program from exchanges on topics such as digitalization, technology, or new working methods.

With the Group-wide digital learning platform “BLANC & FISCHER Learning Campus,” the company promotes the efficient and sustainable development of knowledge and skills. On this platform, employees can participate in professional video training courses depending on individual needs and availability, and receive further information on the topic of training and education. The BLANC & FISCHER Learning Campus provides an extensive pool of courses on topics such as digitalization, new technologies, leadership, marketing, and soft skills. The courses are available in up to twelve languages to reach as many employees as possible.

A new international e-learning system was also recently licensed, optimizing the learning infrastructure within the Group and expanding the BLANC & FISCHER Learning Campus. In addition, we introduced the “Skill Booster” program for mandatory further training with a fixed number of hours in parts of the Group during the year under review. Launched as “BLANCO Skill Booster,” the concept won the HR Excellence Award in the Learning & Development category in November 2025.

The companies of the BLANC & FISCHER Group in Germany and Austria offer young people a wide range of opportunities to start their careers. A total of eight different apprenticeships and six work-study programs are offered and filled at the German sites. Most training activities are bundled in the BLANC & FISCHER Training Academy at the Group headquarters. This central facility ensures high-quality training and, at the same time, promotes the Group's attractiveness as an employer with a wide range of activities.

The BLANC & FISCHER Group relies on a variety of measures to come into contact with young talent at an early stage and to be recognized as an attractive employer. In Germany, these include participation in job fairs even before students start their training or career, long-standing partnerships with local schools and universities, and sponsorship awards and scholarships. Our activities also include an open-door practice in the form of factory tours, internships, student traineeships and thesis projects, initiatives such as "Girls' Day" or similar getting-to-know-you programs, as well as career information evenings for interested young people and their parents. For trainees, there is a bundle of programs going beyond classic vocational training, such as dialog formats with management, the art project "Azubi-Art," and opportunities to spend time working abroad. The latter are an integral part of the apprenticeship and the work-study program and allow students to the bigger picture.

3.1.9 Key figures

All of the following employee figures were collected as of December 31, 2025, and are presented per person (headcount). The data includes employees as well as apprentices, students, interns, and trainees.

Characteristics of the workforce (S1-6)

Workforce by gender	2025
Gender	**Number of employees**
Male	4,140
Female	3,224
Diverse genders	16
No details given	–
Total number of employees	7,380

Workforce in countries where BLANC & FISCHER has at least 50 employees, representing at least 10% of the company's total workforce[1]	
Country	**Number of employees**
Germany	2,936

[1] Data is reviewed by all local HR managers and collected in a central reporting system. As of December 31, 2025, the total number of employees was 7,380. Ten percent of the total number is therefore at least 738 employees. This figure is only exceeded at the German site.

Other characteristics of the workforce	Unit	2025
Employees who left the BLANC & FISCHER Group during the reporting period	Quantity	1,409
Employee turnover[1]	%	19

[1] All voluntary and involuntary departures in 2025 are recorded. The figure stated refers to the global average workforce of the BLANC & FISCHER Group in 2025. The calculation of employee turnover is based on the formula of the BDA (Confederation of German Employers' Associations).

2025			Workforce by gender
Female	**Male**	**Diverse genders[1]**	**Total**
Number of employees			
3,224	4,140	16	7,380
Number of employees with permanent employment contracts			
3,047	3,947	14	7,008
Number of employees with fixed-term employment contracts			
177	193	2	372

[1] Gender according to the employees' own information.

Characteristics of external workers (S1-7)

Characteristics of external workers	2025
Number of non-employed workers in the BLANC & FISCHER Group[1]	198

[1] Includes direct and indirect temporary workers. As of December 2025, most temporary workers were assigned to the E.G.O. site in Taicang, China.

Collective labor agreements (S1-8)

The proportion of all employees covered by collective labor agreements is 86%.

Coverage by collective labor agreements		
Coverage rate	**Workforce – EEA[1] (for countries with 50 employees representing >10% of total)[1]**	**Workforce – non-EEA countries (estimate for regions with >50 employees representing >10% of total)[2]**
0–19%		
20–39%		
40–59%		
60–79%		
80–100%	Germany, Slovenia, Croatia	China, Turkey

[1] European Economic Area
[2] Includes all sites that have more than 50 employees and make up at least 10% of the total workforce in the EEA, i. e. have at least 531 employees at the site.

Fair remuneration (S1-10)

In all countries in which the BLANC & FISCHER Group operates, there are statutory minimum wage regulations that ensure fair remuneration. The exception is Switzerland, where the fairness of remuneration is ensured by market-standard and competitive remuneration structures.

Social security (S1-11)

All employees of the BLANC & FISCHER Group, with the exception of employees at the E.G.O. Mexico site, are adequately protected against loss of earnings due to significant life events (illness, unemployment, workplace accidents and incapacity for work, parental leave, and retirement). Existing state protection schemes (e. g. pension or health insurance) are taken into account as part of the protection. For employees at the E.G.O. Mexico site, there is also protection against loss of income in the event of illness, workplace accidents, and retirement. Protection is not offered in the event of unemployment or during parental leave.

Training and skills development (S1-13)

Key figure for employees who have participated in regular performance and career reviews	Unit	2025
Total	%	90.76
Key figure for average training hours[1] per employee	**Unit**	**2025**
Female	Hours/employee	6.3
Male	Hours/employee	11.3
Diverse genders[2]	Hours/employee	10.9
Total	**Hours/employee**	**9.1**

[1] The training hours refer to all training and education measures that are fully or partially supported by the BLANC & FISCHER Group through the provision of time and/or the coverage of costs.
[2] Gender according to the employees' own information.

Health and safety (S1-14)

Health and safety key figures	Unit	2025
BLANC & FISCHER Group employees covered by the health and safety management system	%	100
Deaths due to work-related injuries and illnesses	Quantity	2
Reportable workplace accidents	Quantity	68
Rate of reportable workplace accidents	Workplace accidents per million working hours	5.78
Days lost due to work-related injuries and illnesses	Quantity	1,531

Reports and complaints (S1-17)

Incidents, complaints, and serious impacts related to human rights	Unit	2025
Cases of discrimination, including harassment	Quantity	2
Complaints (submitted via channels through which employees of the BLANC & FISCHER Group can express concerns)	Quantity	8
Total amount of substantial fines, penalties, and damages related to the incidents and complaints described above	€	0
Number of serious human rights incidents in connection with the BLANC & FISCHER Group's employees	Quantity	0

3.2 Employees in the value chain (S2)

3.2.1 Impacts, risks, and opportunities

Employees in the upstream value chain of the BLANC & FISCHER Group perform all work necessary to manufacture our purchased goods. This includes, for example, the extraction of raw materials in mines, their further processing in smelters, and bending, punching, pressing, rolling, and soldering. Employees in development and design as well as employees in sales are also involved in our products' value creation process. There are also logistics employees in the supply chain. Most of our international supply network is located in Europe and China.

In connection with our materiality analysis, we identified child labor in the mining of the raw material mica in India as a potential negative impact in the E.G.O. value chain. Studies and research by initiatives, organizations, and the media have revealed cases of child labor in mica mining in India. Mica is often mined in illegal mines where children, among others, work in unstructured conditions and without occupational health and safety measures. Since E.G.O. uses mica in products, there is a general possibility that child labor may occur in the extraction of raw materials. No risk of child labor has been identified with regard to the mica used by E.G.O. Nor have specific incidents been reported through the whistleblower system so far. We are in close contact with our suppliers, who are obliged to comply with due diligence obligations for transparency in the supply chain and to ensure that neither they nor their upstream suppliers use child labor. To this end, we require regular reports.

In the downstream supply chain, our customers' employees are primarily engaged in production, as well as in administrative and sales roles. At our own sites, we employ employees of external companies and third-party companies, who are also classified as employees in the value chain. In both areas, we have not identified child labor as a potential negative impact.

3.2.2 Involving employees in the value chain (S2-2)

To date, there are no processes in place to involve the workforce in our value chain with regard to potential or actual sustainability impacts. There are currently no concrete plans to involve the workforce in our value chain.

3.2.3 Complaints procedure and remedies (S2-3)

Our company's whistleblower system is publicly accessible on the BLANC & FISCHER website (➔ G1). Internal and external persons can report grievances and concerns there. Under our Supplier Code of Conduct, our suppliers are obliged to make their employees and suppliers explicitly aware of this option.

All employees and external partners who submit reports via our whistleblower system will be treated confidentially and anonymously in accordance with legal regulations.

We emphasized this in our rules of procedure (➔ G1 Policies), which are also publicly accessible on the BLANC & FISCHER website.

All reports via the whistleblower system are investigated. The further course of action and the initiation of possible remedial action depend on the individual case.

The role of Human Rights Officer with supervisory responsibilities, as required by the German Supply Chain Due Diligence Act ("Lieferkettensorgfaltspflichtengesetz"), is performed in the BLANC & FISCHER Group by the Chief Compliance Officer. Responsibility for the operational implementation of sustainability in the supply chain lies with Purchasing.

3.2.4 Policies (S2-1)

Our Supplier Code of Conduct (➔ G1 Policies) stipulates that our value chain must comply with human rights and environmental protection requirements. We reject human trafficking, forced and slave labor, slavery-like practices, debt bondage or indentured servitude, involuntary prison labor, and serfdom. Furthermore, we do not accept other forms of domination or oppression in the workplace through economic or sexual exploitation, psychological abuse, sexual harassment, intimidation, and humiliation.

All work in our value chain must be voluntary within the framework of the employment relationship and without the threat of penalties. All employees must be able to terminate their work or employment at any time within the framework of legal regulations. We do not tolerate practices such as withholding personal property, passports, wages, work certificates, or other documents without a legitimate reason. If our suppliers engage or use private or public security forces, they must instruct and monitor them accordingly to ensure that they comply with the prohibition of torture and cruel, inhumane, or degrading treatment, do not endanger the life and health of employees, and do not impair freedom of association and the right to organize.

Child labor is not tolerated at any stage of value creation. When defining child labor, we follow the guidelines of the International Labour Organization (ILO) (Convention No. 138 of June 26, 1973, on the minimum age for entry into work and Convention No. 182 of June 17, 1999, on the prohibition and immediate measures to eliminate the worst forms of child labor). Accordingly, employees in our value chain must be no younger than the age at which compulsory schooling ends at their place of employ-ment, and under no circumstances younger than 15 years of age. If local law defines a higher minimum age for employees or longer compulsory schooling, this applies. Employees under the age of 18 may not perform work that is harmful to their health, safety, or morals. If a supplier encounters children at work in their area of activity, they must document how they provide remedies and enable the children to attend school.

The Supplier Code of Conduct is based on national laws and regulations as well as international conventions such as the United Nations (UN) Universal Declaration of Human Rights, UNICEF's Children's Rights and Business Principles, the UN Guiding Principles on Business and Human Rights, the ILO's core labor standards, and the UN Global Compact. We are not aware of any cases where suppliers have violated our Supplier Code of Conduct through child or forced labor.

3.2.5 Targets (S2-5)

We are aware that negative impacts are possible, particularly with regard to child labor, and have initiated initial measures through our Supplier Code of Conduct. So far, this negative impact is potential and without concrete incidents. The BLANC & FISCHER Group remains committed to ensuring that there are no incidents related to child labor in the upstream value chain, as stated in the Supplier Code of Conduct (➔ S2-1 Policies). In order to continuously meet this objective, we implemented the measures described below in 2025.

3.2.6 Actions (S2-4)

Since 2021, we have regularly requested self-disclosures from selected direct suppliers of E.G.O. and BLANCO. We use an online tool to assess the topics of human rights and labor law, environmental protection, and occupational health and safety. The suppliers answer the questions digitally and can upload certificates themselves. The answers are automatically evaluated and a risk assessment is given in green, yellow, or red. This gives us an overview of the individual sustainability performance of these suppliers and motivates them to become even more committed to sustainability issues.

Every year, we conduct a risk analysis to identify necessary and appropriate measures for the employees in our value chain. We assess the country and industry risks of each supplier using various indicators such as greenhouse gas emissions, water pollution, water use, deforestation, child labor, average income, and poverty. This evaluation takes internationally recognized indices into account. For example, the Global Rights Index of the International Trade Union Confederation is drawn upon, and data from the World Bank and the Worldwide Governance Indicator is used for the corruption index.

In 2025, we implemented a new subarea in the BLANC & FISCHER Group's Compliance Management System that deals exclusively with the environment and human rights in the value chain. So far, we have not received any knowledge of specific violations of environmental regulations and human rights requirements in our value chain via the whistleblower system (➔ G1) or any other means, and therefore have not yet documented any specific measures in this area. It is not possible to establish a standardized, preventive approach due to the large number of potential violations. However, a responsible team from Purchasing and Compliance has already been appointed to coordinate the next steps in the event of a violation.



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4 GOVERNANCE

4.1 Corporate governance (G1)

4.1.1 Impacts, risks, and opportunities

The basis for sustainable business at BLANC & FISCHER is responsible corporate governance. This includes compliance, anti-corruption, and ethical standards. The sustainable orientation of the company is managed by the Management Board and supervised by the Supervisory Board (➔ The role of administrative, management, and supervisory bodies (GOV-1)). Our value framework is based on the family charter of the shareholders of the BLANC & FISCHER Family Holding.

Compliance – legal and responsible action – is of fundamental importance to the BLANC & FISCHER Group. As part of our corporate governance, we use a Group-wide Compliance Management System. This aims to prevent significant violations of rules and ethical values.

We expect both our business partners and our employees to comply with the principles of environmentally, socially, and ethically responsible conduct (➔ G1 Policies).

The Compliance Management System is based on the Audit Standard 980 of the Institute of Public Auditors in Germany ("Institut der Wirtschaftsprüfer in Deutschland e. V.") and applies across the Group. A central role of the Chief Compliance Officer is managing the Compliance Management System. He or she reports on an ad hoc basis to the Chief Financial Officer, who is responsible for the Compliance department. The Chief Compliance Officer is supported by Compliance Ambassadors in the operational business groups worldwide.

A regular compliance risk analysis is an essential component of the Compliance Management System. This forms the basis for the compliance program, which aims to minimize the identified risks. In addition to training courses, it also includes internal organizational instructions (➔ G1 Policies). If a potential compliance violation is identified, the matter is immediately clarified by the Chief Compliance Officer independently. The ➔ whistleblower system ensures that every employee and third parties can report any compliance violations confidentially and anonymously within the framework of the legal regulations.

As part of the materiality analysis carried out in 2024, the BLANC & FISCHER Group identified material corporate governance risks. These are controlled centrally via policies, targets, and actions, as described in the following sections.

4.1.2 Policies (G1-1, G1-3, G1-4)

The BLANC & FISCHER Group has adopted several policies to manage the material risks relating to governance issues and corporate governance.

Code of Conduct

As a central policy, the Code of Conduct governs a wide range of topics, including environmental topics (➔ E1-2 and E5-1 Policies) and those relating to the company's own workforce ➔ S1-1 Policies). The key content includes integrity and fair and legally compliant business practices. In addition, clear rules are formulated to prevent money laundering. We reject corruption and bribery. The purpose of the Code of Conduct is to help our employees make the right decisions in their daily work.

The Code of Conduct sets out the fundamental values for conduct within the Group. The comprehensive rules are intended to ensure ethical and fair conduct for all our employees. The Management Board is actively involved in the further development of the Code of Conduct, it is kept regularly informed, and it approves adaptations.

The effectiveness of the Code of Conduct is regularly reviewed with the aid of the internal audit. We also use reports received via the ➔ whistleblower system to draw conclusions about which rules may need to be adapted.

The Code of Conduct applies to all employees of the BLANC & FISCHER Group and is the responsibility of the Management Board. It can be accessed without restriction online on our *website* in more than ten languages. Employees also receive regular training on the content (➔ G1-3, G1-4 Actions and targets) and can access additional information via the intranet.

Code of Conduct – Anti-Corruption

In addition to the Code of Conduct, the BLANC & FISCHER Group has developed a topic-specific Code of Conduct –

Anti-Corruption, which defines principles for combating corruption and bribery (➔ G1-3), which our employees are obliged to comply with. Direct corruption as well as indirect forms of corrupt behavior are prohibited. The Code of Conduct – Anti-Corruption is available on our intranet. Responsibility for adaptation and implementation lies with the Chief Compliance Officer, with ultimate responsibility being borne by the Management Board.

The abstract corruption risks identified in this way are counteracted by various measures. For example, employees are regularly trained on the topic of anti-corruption. In addition, rules such as segregation of duties and the dual control principle minimize corruption risks.

Employees in Sales and Purchasing are generally exposed to the greatest risks of corruption. To reduce these risks, specialized e-learning is provided to the employees concerned, and face-to-face training courses and workshops on the topic are also held if needed. The topic of corruption is also covered in general compliance training.

If a suspicion of corruption should arise despite the measures taken, our Compliance department can use various procedures to conduct an independent, prompt, and objective investigation. The Chief Compliance Officer can also initiate direct investigations in cases of suspicion and, for example, engage forensic auditors or lawyers for this purpose. In such cases, we ensure a strict separation of investigators and the management levels involved in the matters.

In 2025, no confirmed compliance incidents related to corruption or bribery were reported.

Rules of procedure for the whistleblower system

The rules of procedure for the whistleblower system define the framework of the statutory whistleblower system and thus also meet the requirements of the German Supply Chain Act (“Lieferkettensorgfaltspflichtengesetz”). Responsibility for the Group-wide rules of procedure lies with the Management Board.

The whistleblower system allows internal and external stakeholders to easily and anonymously report concerns about misconduct, whether it relates to human rights and environmental risks in the supply chain or potential violations of the rules in our Code of Conduct. Reports can be submitted *online* or by e-mail, telephone, or post. Reports can also be made directly to our Compliance department. All reports are treated confidentially. The Code of Conduct states that no one has to fear disadvantages after reporting.

The Chief Compliance Officer appointed by the Management Board reviews the reports received and initiates appropriate individual measures in justified cases. Violations are reported by the Chief Compliance Officer to the Management Board.

Supplier Code of Conduct

Our Supplier Code of Conduct sets out human rights, environmental, and compliance requirements for our supply chain partners. We aim to prevent, eliminate, or minimize as far as possible any adverse human rights impacts resulting from our business activities or occurring within our supply chains.

We set corresponding expectations for our suppliers as well. In addition to working conditions, these requirements cover broader business practices, including fair competition and the management of potential conflicts of interest.

Our business partners are also prohibited from engaging in bribery, money laundering, or terrorist financing.

Corruption Perceptions Index (CPI)
The index published by Transparency International lists countries according to the degree of corruption perceived in politics and administration.

The Supplier Code of Conduct is available on our *website* in German and English. When a new contract is concluded with a supplier, our Purchasing department requests that the supplier confirms the content of the Supplier Code of Conduct. Contractual partners must also agree to pass on all requirements to any third parties it commissions and to put them under obligation to comply with our standards. The Supplier Code of Conduct applies to all suppliers of the entire BLANC & FISCHER Group. The Chief Compliance Officer is responsible for reviewing the Supplier Code of Conduct as needed, but at least once a year.

4.1.3 Actions and targets (G1-3, G1-4)

To build on the existing approaches in connection with the corporate governance of the BLANC & FISCHER Group and to improve their effectiveness, we have launched an action plan as part of our sustainability strategy.

All Group employees are continuously made aware of the ethical standards set out in our Code of Conduct and the most important and relevant laws for the company. For this purpose, we assign e-learning courses to employees and conduct face-to-face training. In addition, all new employees with PC access complete e-learning compliance training as part of the onboarding process. In 2025, the rate of e-learning training completed was 100%.

To further strengthen our compliance program, our Compliance Ambassadors in Germany and abroad have also been specially trained on the Code of Conduct so that they can carry out appropriate face-to-face training courses at the international sites in the respective national language.

In the year under review, an e-learning course was also developed specifically on the topic of corruption, which will be rolled out Group-wide this year for high-risk roles.

Audits at the audited sites are part of the Internal Audit plan to ensure compliance with the Code of Conduct and to take proactive measures to prevent violations.

Following the review of the internal control system, a fundamental revision was initiated with the objective of increasing its effectiveness.

The action plan should be completed by the end of 2027. This will enable us to implement the Code of Conduct even more effectively (→ G1 Policies) and raise awareness of its content within our workforce.

LEGAL NOTICE

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EDITORIAL NOTE

In this report, we aim to use gender-neutral language. Where this is not possible, the personal designations used apply equally to all genders. Male and female terms therefore apply equally to “diverse“ genders.

REPORTING PROCEDURE

The Sustainability Report pertains to the BLANC & FISCHER Group and its companies, which are located all over the globe. Reporting for the Sustainability Report 2024 was carried out in reference to the European Sustainability Reporting Standards (ESRS), status 2024.

REPORTING CYCLE

Publication: May 2026
Editorial update dated 23.10.2026: Certain wording has been clarified in this version. The reported figures and content relating to the 2025 reporting year remain unchanged.
The Sustainability Report is published annually, exclusively digitally, and in German and English.

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