Stronger together for sustainability

Sustainability Report 2023

Foreword

“As a result of our commitment to net-zero by 2040, we have made great progress with regard to climate protection this year. Our employees’ great dedication to achieving our ambitious targets makes me very proud and gives me confidence that together we can make major changes.”

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

Dear reader,

“Our activities enable a better life for current and future generations” – that is our sustainability promise and we are highly motivated to work towards fulfilling it every day, worldwide. To achieve this, our strategic and operational priorities primarily focus on our three key claims: we are reducing our greenhouse gas emissions and energy consumption, we are a fair and attractive employer and we shape responsible supply chains.

Gaining external recognition for our clearly defined responsibilities and our achieved results serves as both an affirmation and motivation. It encourages us to continue along our path with determination and resolve. We were immensely pleased to receive the Platinum Medal from EcoVadis and the ‘Excellence’ classification for our last year's sustainability report at the ‘ESG Transparency Awards’.

In 2023, we successfully managed to expand our sustainability vision and strategy yet again, implementing them with clear objectives and measures. I’d like to draw your attention to the three following examples:

1. As a focus field, climate protection is one of our essential concerns. We have set ourselves an ambitious target in this respect: we are seeking to no longer produce any carbon emissions throughout our entire value chain by 2040 to achieve the global 1.5 degree target. To attain this net-zero target verified by the Science Based Targets initiative (SBTi), we have further extended our portfolio of sustainable products, solutions and services and significantly advanced the implementation of Ecodesign with the first life cycle assessments for our machines. The ground-breaking ceremony for the new Körber Campus in Hamburg symbolizes a pivotal moment in our journey. Here, we will achieve substantial environmental benefits in the future through initiatives such as self-sufficient power generation with photovoltaics and heat extraction using geothermal energy. In 2023, our efforts led to a 14 percent reduction in greenhouse gas emissions compared to the previous year.

2. To honour our commitment as a fair and attractive employer, in 2023, we undertook initiatives such as joining the ‘Allianz der Chancen’ (Alliance for Opportunities) initiative, successfully introducing the SAP SuccessFactors Learning management system around the world and devising a group-wide implementation plan for various management systems, especially occupational health and safety systems (ISO 45001). Our employees in Asia, Europe and North America also took part in twenty workshops to develop a shared vision for a robust, cohesive, sustainable Körber culture by the year 2030.

3. Needless to say, we are also fully committed to meeting all requirements specified in the German Supply Chain Act. We have already integrated more than 5,000 suppliers into our IntegrityNext platform and evaluate their sustainability progress on a continuous basis. This includes the IntegrityNext voluntary disclosure, covering topics such as human rights, responsibility status in the supply chain, environmental protection, carbon footprints, anti-corruption and anti-bribery measures, and occupational health and safety.

The fact that we managed to implement these challenging, forward-looking initiatives so successfully in 2023 is largely down to the dedication of our highly motivated employees. I wish to take this opportunity to express my sincere gratitude to them and to our customers and business partners. Their openness and willingness to develop innovative and sustainable solutions together are the prerequisites and solid basis for a sustainable, successful future.

I warmly invite you to explore the main focal points of our ‘House of Sustainability’ activities in 2023 on the following pages in depth and engage in dialog about them with us.

We are Körber – stronger together!

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

We are Körber

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

Stronger together in ecosystems

We are continuously expanding and enhancing our portfolio through acquisitions and partnerships. In doing so, we increasingly focus on ecosystems. This means we work together with strong partners to offer our customers the most comprehensive range of solutions possible, thereby providing maximum value throughout the entire value chain.

Our vision:

“Market leadership through technological leadership.”

The Körber Group achieved a turnover of

2.9 billion

euros in the financial year 2023

More than

100

locations in 40 countries worldwide

More than

12,000

employees actively engaged and passionate about innovation worldwide

Investments in research and development worth

188 million

euros (6,5 % of the turnover volume)

Our Business Areas[1]

Digital

#1 digital innovation unit in Germany

page 20

Pharma

#1 worldwide in MES software, inspection and packaging

page 21

Supply Chain

#2 worldwide in warehouse management systems (WMS)
#3 warehouse and parcel automation
#1 mail automation

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Technologies

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

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[1] The Business Area Tissue was sold during the reporting year. It is still included in various key figures; see ⟶ Methodology.

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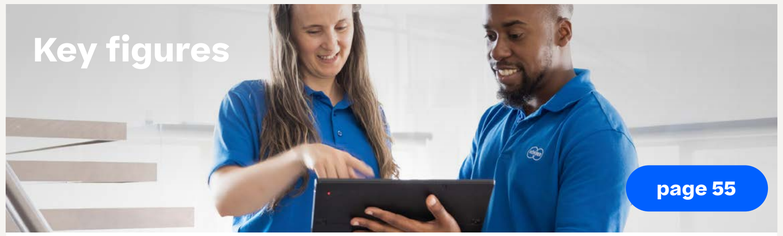

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Strategy

Our ‘House of Sustainability’

Based on our sustainability promise, the ‘House of Sustainability’ represents our eight focus fields across the three dimensions of Environment, Social, and Governance.
These focus fields include subtopics in some cases, all contributing to the target of making our products, solutions, and services more sustainable.

Targets

Progress toward our targets

Environment

Focus field	Claim	Subtopic	Target	Subtarget	Key Performance Indicator	Target value	Target year	2021	2022	2023
Climate protection	We are reducing our greenhouse gas emissions and energy consumption.	GHG emissions	Reduction of greenhouse gases	By 2025, we will be CO_2e-neutral (Scope 1 and 2).	Total Scope 1 and 2 emissions (t CO_2e per year)	Reduction and residual compensation	2025	28,881 t CO_2e[1]	19,262 t CO_2e[1]	18,326 t CO_2e
				New: By 2027, we will reduce our absolute greenhouse gas emissions in Scope 1 and 2 by 29.4 % and by 90 % by 2030 compared to 2021.	Reduction of total Scope 1 and 2 emissions to base year 2021 (%)	–29.4 %	2027	Base year	–33.3 %[1]	–36.5 %
						–90 %	2030			
				New: By 2027, we will reduce our absolute greenhouse gas emissions in Scope 3 by 17.5 % and by 90 % by 2040 compared to 2021.	Reduction of total gross Scope 3 emissions to base year 2021 (%)	–17.5 %	2027	Base year	9.9 %[1]	–5.9 %
						–90 %	2040			
			Expansion of the use of renewable energy	**Achieved:** By 2023, we will operate all suitable Körber sites with green electricity.	Share of renewable energy consumption (electrical energy, %)	100 %[2]	2023	48.3 %	74.5 %	78.0 %[2]
				By 2025, we will operate all suitable Körber sites with green gas.	Share of renewable energy consumption (green gas, %)	100 %	2025	n. a.	n. a.	n. a.[3]
				By 2024, all Körber sites suitable for photovoltaic systems (PV) have been identified and implementation has started.	Share of suitable sites with photovoltaic systems implemented or implementation started (%)	100 %	**New:** 2024	33.3 %	33.3 %	60 %
			Expansion of green travel	By 2030, our corporate fleet will consist exclusively of electric cars.	Share of company vehicles with electric drive out of all company vehicles (%)	100 %	2030	6.5 %	6.5 %	13.1 %
				By 2030, a charging infrastructure will have been developed at all relevant Körber locations.	Charging stations installed at locations with electric company vehicles (units)	In progress	2030	n. a.	75 units	124 units
				We reduce our emissions from our business travel.	Business travel emissions (Scope 3.6, t CO_2e per year)	In progress	Yearly	n. a.	15,762 t CO_2e	17,260 t CO_2e
		Energy consumption	Optimization of energy consumption	Reduction of energy consumption.	Total energy consumption (MWh)	In progress	In progress	147,195 MWh[1]	126,365 MWh[1]	123,584 MWh
Circular economy	We improve our processes as well as products, solutions and services with the methods of the circular economy.	Natural resources	Optimization of resource consumption	Reduction of the use of finite resources.[4]	In progress	In progress	In progress	n. a.	n. a.	n. a.
		Waste	Optimization of waste	Reduction of our waste.	Total waste (t) · non-hazardous · hazardous	In progress	In progress	12,994 t · 11,862 t · 1,132 t	11,637 t · 10,542 t · 1,095 t	12,014 t · 11,143 t · 871 t
		Environmental impact	Optimization of environmental impact	Reduction of our environmental impact.[4]	In progress	In progress	In progress	n. a.	n. a.	n. a.
		Water usage	Optimization of water consumption	Reduction of our water consumption.	Total water consumption (m^3)	In progress	In progress	128,196 m^3	125,463 m^3	123,545 m^3
		Product end of life	Optimizing the life of our products, solutions and services	In progress	In progress	In progress	In progress	n. a.	n. a.	n. a.

For details on definitions and calculation methods of our indicators, see ⟶ Methodology.
[1] The data in Scope 1 and 2 and in the Scope 3 categories 3.1, 3.2, 3.3, 3.4, 3.11 and 3.15 were adjusted for 2021 and 2022. All the changes are explained in the Methodology section.
[2] All suitable sites were changed over by the end of 2023. The percentage difference to 100% is due to the lack of availability and/or existing lease agreements.
[3] Data was not available until calculation and, therefore, is not considered.
[4] Calculating our Scope 3 emissions and conducting life cycle assessments (LCAs) in our Business Areas allow us to gradually achieve transparency, serving as the foundation for setting robust reduction targets.

Social

Focus field	Claim	Subtopic	Target	Subtarget	Key Performance Indicator	Target value	Target year	2021	2022	2023
Fair and attractive employer	We are a fair and attractive employer.	Working conditions	Extending mobile working	Continuous expansion of our group-wide offering for remote working models to 100 % by 2024 and promotion of new forms of collaboration.	Share of relevant employees benefiting from flexible working conditions (%)	100 %	**New:** 2024	80 %	80 %	80 %
		Health and safety	Fostering the health and safety of our employees	Implementation of a broad group regulation to promote the health and safety of our employees.	In progress	In progress	In progress	n. a.	n. a.	n. a.
		Diversity, equity and inclusion	Promoting a diverse, inclusive and equitable corporate culture	Increasing equity of opportunity.	Share of employees whose nationality differs from that of the country where their Körber facility is located (%)	In progress	In progress	6.9 %	6.8 %	9.4 %
					Share of employees from minority groups (%)	In progress	In progress	n. a.	1.9 %	1.9 %
				Increasing the proportion of female managers (in line with the share of female employees in relation to the company as a whole.	Share of female employees in relation to the company as a whole (%)	In progress	In progress	19.7 %	21.3 %	21.1 %
					Share of female employees in managerial positions (%)	In progress	In progress	14.3 %	15.4 %	15.8 %
					Share of female employees in top executive positions (%)	In progress	In progress	n. a.	6.7 %	11.3 %
		Career management and training	Further development and training of our employees	**Achieved:** 90 % of managers participate in the global talent development program GPS every year.	Share of executives in talent development program (GPS, %)	90 %	**New:** yearly	n. a.	75 %	99 %
Internal dialog	We promote internal dialog.		Support for employee representatives	**Achieved:** Meeting of the European Works Council with CEO and Chief Human Resources Officer of the Körber AG.	Meeting of the European Works Council with CEO and Chief Human Resources Officer of the Körber AG	1 meeting	Yearly	n. a.	1 meeting	1 meeting
				Achieved: Quarterly discussions as part of the Group Works Council Committee meeting with the CEO and the Chief Human Resources Officer of Körber AG.	Meetings of Group Works Council Committee with CEO and Chief Human Resources Officer of the Körber AG	4 meetings	Yearly	n. a.	4 meetings	4 meetings
				Achieved: Meetings of Group Works Council and the Körber Group Executive Board.	Meetings of Group Works Council and Körber Group Executive Board members in the Supervisory Board of Körber AG	**New:** 3 meetings[1]	Yearly	3 meetings[1]	5 meetings[1]	4 meetings
				Regular dialog and exchange between management and employee representatives at company level.	Meetings of the Economic Committee	12 meetings	Yearly	n. a.	12 meetings	9 meetings
Giving to society	We shape our social responsibility.		Expansion of giving to society	Expansion of our group-wide donation campaign by €1,000 per year until 2026.	Total amount from group-wide donation campaign (euros per year)	€75,000 + €1,000/year	2026	€75,000	€76,000	€77,000
				Expansion of volunteer programs in the Group.	In progress	In progress	In progress	n. a.	n. a.	n. a.
				Selected sponsorship activities.	In progress	In progress	In progress	n. a.	n. a.	n. a.

[1] The values were adjusted retrospectively. The formalized meetings of the Körber AG Supervisory Board serve as the basis for determining the target value.

Governance

Focus field	Claim	Subtopic	Target	Subtarget	Key Performance Indicator	Target value	Target year	2021	2022	2023
Business ethics	We follow high ethical standards.		Expansion and strengthening of the compliance culture	By 2024, 90 % of the relevant employees will have a valid compliance training certificate.	Share of relevant employees trained on business ethics issues (%)	90 %	2024	n. a.	90 %	83.6 %
Responsible information management	We handle information responsibly.	Data protection	Protection of your data and ours	By 2024, 80 % of relevant employees will have a valid data protection training certificate.	Share of relevant employees who have received training on information security breaches and data protection (%)	80 %	2024	78 %	36.4 %[1]	81.7 %
		Cybersecurity	Protection against cyber-attacks	**Achieved:** By 2023, 80 % of IT infrastructure will be monitored by the Cyber Defense Center (CDC).	Share of IT infrastructure monitored (%)	80 %	2023	50 %	66.2 %	80.2 %
				New: By the end of 2026, all relevant companies will have implemented compliance with the European NIS-2 Directive and the Cyber Resilience Act.	In progress	100 %	2026	n. a.	n. a.	n. a.
			Reliable and trust-worthy partner for our customers	**Achieved:** By 2023, all software and IT companies of the Körber Group will be certified with ISO 27001 or equivalent.	Relevant software-/IT-companies with ISO 27001 certification or equivalent	4	2023	1	3	4
				New: By 2026, standardized security controls will be imple-mented within the software development lifecycle across the Körber Group for all independent software products.	In progress	In progress	2026	n. a.	n. a.	n. a.
			Safety has the highest priority	Annually, 80 % of relevant employees are trained on information security.	Share of relevant employees who have received training on information security (%)	80 %	Yearly	70 %	66 %	76.2 %
Supply chain responsibility	We shape responsible supply chains.	Social practices of our suppliers and human rights	Increasing transpar-ency on ESG practices of suppliers	**Achieved:** 90 % of relevant pur-chasing volume has gone through a ESG self-assessment of relevant suppliers every year.	Share of relevant procurement volume that has gone through ESG self-assessment (%)	> 90 %	**New:** Yearly	n. a.	80 %	94 %
		Environmental practices of suppliers	Increasing transpar-ency on ESG practices of suppliers	**New:** By 2030, we aim to a 50 % share of primary data in Scope 3.1; the share will be 90 % by 2040.	Share of primary data in Scope 3.1 (%)	50 %	2030	n. a.	n. a.	0.5 %
						90 %	2040			

[1] The decline in the share is attributed to expired certificates that were not renewed. A better functional system was introduced in 2023.

Our sustainability management

In the Körber Group, we take an integral, multifunctional approach to sustainability

We are determined to shape a better, more sustainable future using our experience and technological expertise.

Our ‘House of Sustainability’ forms the basis for our action. Sustainability is an integral, value-adding part of Körber’s corporate strategy.

Analysis of our key topics
In 2021, we conducted an initial materiality analysis. To start off, we focused on carrying out an extensive literature review, analyzing sustainability topics within the industries relevant to us and investigating risks within the sectors where we operate. We also defined the most important → Stakeholder groups for us. Following this, qualitative interviews were conducted with external sustainability experts, the Körber Group Executive Board and the heads of Group Functions to identify additional potential topics. We classified and evaluated the list of identified topics based on priorities.

Those responsible maintained close communication with the stakeholder groups concerned and incorporated our stakeholders’ perspectives. A materiality matrix was thus created for each Körber Business Area. The results for each Business Area were weighted based on the number of employees in the Business Area concerned and consolidated at group level.

The prioritized topics were then discussed and approved on a cross-business area committee. As a result, we identified a total of eight overarching material topics as our designated focus fields:

- **Climate protection**
- **Circular economy**
- **Fair and attractive employer**
- **Internal dialog**
- **Giving to society**
- **Business ethics**
- **Responsible information management**
- **Supply chain responsibility**

We also divided five of these focus fields into relevant subtopics.

Sustainability is an integral, value-adding part of Körber’s corporate strategy.

Our ‘House of Sustainability’

We developed our → **‘House of Sustainability’** based on the results of the materiality analysis in 2021. We structured our sustainability management based on the three dimensions of environment, social and governance, aligning our focus fields accordingly. All focus fields and their subtopics are listed in our ‘House of Sustainability’, where they are clearly organized. We have defined claims and targets for each focus field with indicators to monitor and measure progress.
We are thus setting our strategic priorities for sustainability at both a group and business-area level, integrating our sustainability strategy into Körber’s corporate strategy.

You will find our overview of targets here:
→ Targets

During the discussion with the cross-business area committee, the three focus fields ‘Climate protection’, ‘Fair and attractive employer’ and ‘Supply chain responsibility’ have emerged as particularly important for us with the following claims:

- **We are reducing our greenhouse gas emissions and energy consumption.**
- **We are a fair and attractive employer.**
- **We shape responsible supply chains.**

In 2022, we also undertook a review of the topics from the materiality analysis as part of further development of our sustainability management. During this process, we incorporated human rights risks management. We have included this topic as an addition to the subtopic ‘Social practices of suppliers and human rights’ within the focus field ‘Supply chain responsibility’. During 2022, we also integrated our sustainable products, solutions and services in the ‘House of Sustainability’. For the report in 2024, we are planning to conduct a double materiality analysis as per the requirements specified in the Corporate Sustainability Reporting Directive (CSRD).

Preparation for new standards
We are developing our sustainability management further on a continuous basis. This also entails preparing for new directives and standards such as the European Union’s Corporate Sustainability Reporting Directive on reporting sustainability in companies, which entered into force in 2023, and the homogeneous European sustainability standards, known as the European Sustainability Reporting Standards (ESRS).

The reporting year also saw us start preparing for the requirements stipulated in the CSRD and reporting as specified by the ESRS. We have familiarized ourselves with the relevant requirements and included initial findings in this report.

Our organizational structure

Sustainability is firmly embedded in the Executive Board at Körber AG with the Chief Operations Officer (COO) and Chief Technology Officer (CTO) being responsible for this matter. Close dialog and interaction with key stakeholders has enabled the Executive Board to address their concerns regarding sustainability. The associated sustainability team is structured across the Business Areas and functions and is overseen by the representative for Körber Group's Head of Sustainability. We have designated a sustainability in each Körber Business Area. We have also established clear professional responsibilities and accountabilities for each focus field for both the Körber Group and its Business Areas and for the implementation of measures.

The core sustainability team comprises the Business Areas' sustainability representatives and the Körber Group Head of Sustainability. This team meets up weekly to further develop and implement the sustainability strategy. Every three months, this core team discusses the necessary further developments, measures and decisions in detail with the Körber Group COO/CTO. These aspects are discussed and approved by the COO/CTO Circle, which also meets four times a year. The COOs and CTOs from all Business Areas come together on this committee chaired by the Körber Group COO/CTO. Sustainability is a fixed item on the agenda.

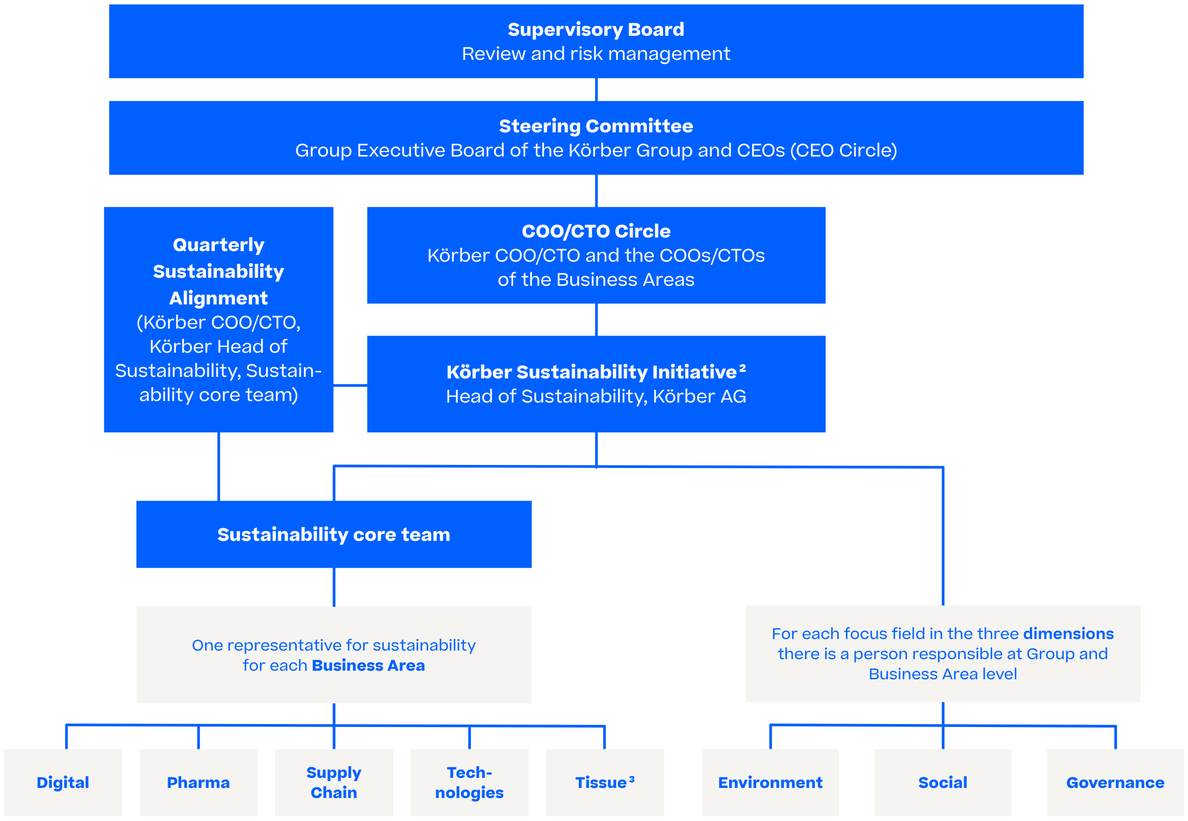
All measures are agreed with the Sustainability Steering Committee. The Körber Group Executive Board, the CEOs for our Business Areas and the Körber Group Head of Sustainability all sit on this committee. The focus field representatives and the representatives for sustainability from the Business Areas are accountable for implementing the measures.

Our Supervisory Board takes on the role of independent reviewer and the highest controlling body for sustainability reporting. For example, the Supervisory Board approves the sustainability report. This board is the highest controlling body at Körber AG and comprises a total of twelve members: six shareholder representatives, including a legal representative of the Körber-Stiftung[1] as the sole shareholder, and six employee representatives.

The employee representatives on the Supervisory Board consists of four women. The board carries out its duties in accordance with the German Stock Corporation Act, which includes advising and overseeing the Executive Board. The Supervisory Board holds regular meetings, during which the Executive Board informs the Supervisory Board about relevant financial, social and environmental matters and discusses them.

The Supervisory Board also consults with the Executive Board on the corporate strategy, in which sustainability is embedded as a core component. For this purpose, the Executive Board and the sustainability team actively provide the Supervisory Board with all necessary information to assess strategic and operational decisions regarding sustainability.

Furthermore, significant economic risks are identified in the risk inventory and provided to the Supervisory Board in a risk report once a year. This report also takes into account social and environmental risks if they may lead to economic risks.



Implementation of sustainability measures

[1] For more information on the Körber-Stiftung see ⟶ Giving to society.
[2] And other experts, for example from communications and controlling.
[3] The Business Area Tissue was sold during the reporting year. It is still included in various key figures; see ⟶ Methodology.

Selected aspects of our corporate governance

- **Governance structure and composition:**
  All Supervisory Board members and its committees are non-executive and independent. Term of office is five years in compliance with the German Stock Corporation Act. One of the shareholder representatives is the legal representative of the sole shareholder. Aside from employee representatives, no other stakeholders, such as customers, suppliers or banks, are represented due to potential conflicts of interest. The Supervisory Board has a Human Resources Committee and a Financial Audit Committee.

- **Nomination and selection of the highest governance body:**
  The employee representatives on the Körber AG Supervisory Board are chosen by eligible employees of the group in free elections in compliance with the Co-Determination Act. The shareholder representatives are selected by the shareholder's responsible bodies while taking into account various qualification criteria.

- **Chair of the highest governance body:**
  Richard Bauer; not a Körber AG executive

- **Conflicts of interest:**
  The Supervisory Board's rules of procedure include an obligation to disclose conflicts of interest. All members are aware of the importance of avoiding conflicts of interest.

- **Communication of critical concerns:**
  The Executive Board reports to the Supervisory Board and its chair in accordance with the German Stock Corporation Act; the auditor also reports to the Supervisory Board and its chair. No critical concerns were communicated in the reporting year.

- **Evaluation of the performance of the highest governance body:**
  The Executive Board reports to the Supervisory Board and its chair in accordance with the German Stock Corporation Act. The Corporate Governance Code does not apply to Körber AG because the legal requirements are not met. As a result, the Supervisory Board does not undertake a written self-assessment. The Supervisory Board's performance is discussed within the committee during Supervisory Board meetings.

- **Remuneration policies:**
  Remuneration for Supervisory Board members is determined by the Annual General Meeting at the beginning of the five-year term or confirmed or adjusted if necessary during the Annual General Meeting. The remuneration for individual Supervisory Board members is transparent for the entire Supervisory Board.

  The remuneration of Executive Board members consists of a fixed component and a variable component. The variable component is divided into a short-term incentive (valid for one year) and a variable long-term incentive (valid for four years). The variable remuneration is based on clearly defined objectives, which are essentially based on the strategic, financial and ESG direction and are redefined annually.

- **Process to determine remuneration:**
  The remuneration for the Körber AG Supervisory Board is essentially based on that of control bodies at comparable companies and is adjusted by the Annual General Meeting if necessary. Remuneration for the Körber AG Executive Board is reviewed every two years to assess how appropriate it is in terms of both the base salary amount and the composition of the short-term incentive (STI) and long-term incentive (LTI) compensation. A comprehensive review was last carried out in late 2022 when an external remuneration consultancy was called in. The findings and recommendations were presented to the entire Supervisory Board, where they were discussed and subsequently taken into account for the remuneration adjustments.

- **Annual total compensation ratio:**
  The entire Supervisory Board discusses and fixes remuneration while taking into consideration the adequacy of compensation structures across the entire group. The increase in remuneration is based on external benchmarks and relevant increases according to the collective bargaining agreement. This ensures a remuneration structure that is appropriate, balanced (fixed, variable), and oriented towards the long term within the context of total remuneration.

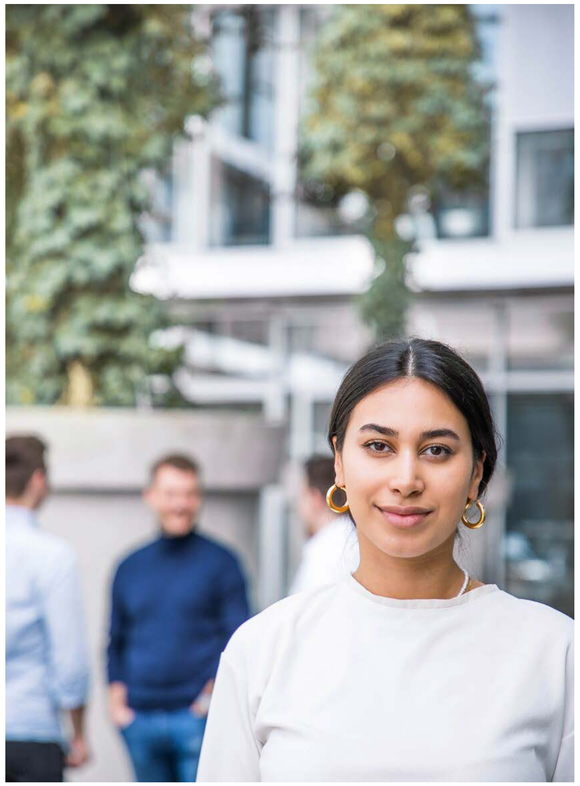
Our responsible business practices

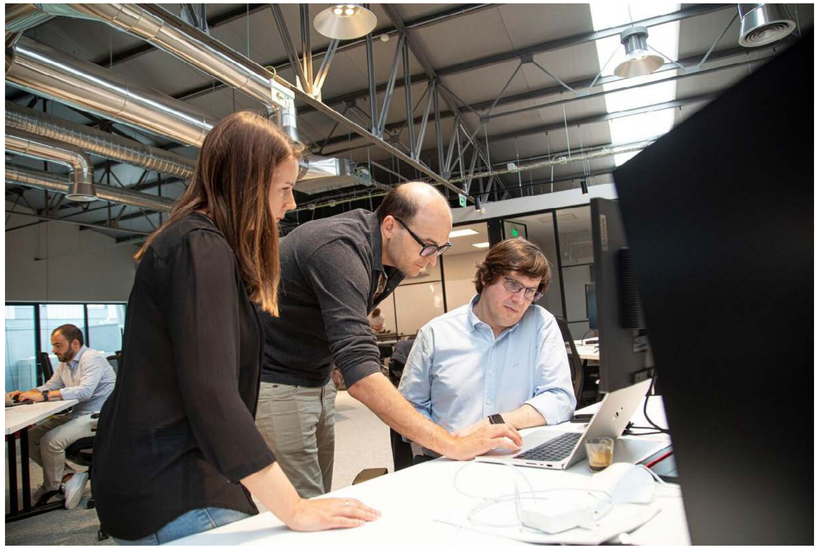
In its principles and corporate values, the Körber Group pledges to comply with all applicable laws and enforce high ethical standards. In doing so, we base our actions on the United Nations Universal Declaration of Human Rights, the International Labour Organization's (ILO) Core Labour Standards and the principles of the United Nations Global Compact. We published a 'Declaration of principle on human rights and environment-related risks' in 2022.

We have embedded different sustainability aspects in the pertinent group guidelines and made them accessible to all employees on the group-wide intranet. These include items such as the Code of Conduct for our employees. Management systems for our risk management, work safety, our environmental and energy management and other mechanisms such as the supplier assessment enable us to ensure responsible company business practices throughout the entire Körber Group.

Within the context of our commitment to responsibility, we focus on specific stakeholder groups and incorporate them. They do not include any at-risk or vulnerable groups. What's more, we have set up a whistleblower system that employees and third parties can access to report concerns or potential adverse circumstances.

→ How we put our Fundamentals into practice





Our management systems

We have integrated concepts and tools supported by suitable management systems to improve social, ecological and economical aspects. We administer the management systems locally due to structural and technical requirements. We are also appraising the situation on a continuous basis to determine whether expanding these systems to other Körber locations would be productive.

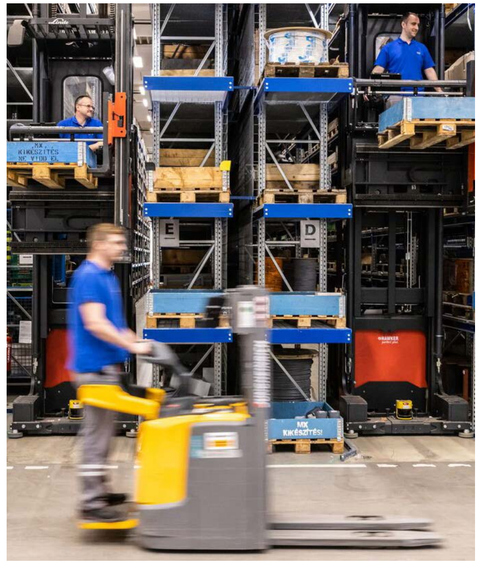
System	Coverage[1]
ISO 9001 (Quality management)	51.6 % of the production sites
ISO 14001, EMAS (Environmental management)	38.7 % of the production sites
ISO 50001 (Energy management)	12.9 % of the production sites
ISO 27001 (Information security management)	75.2 %[2]
ISO 45001 (Occupational health and safety management)	29.0 % of the production sites

[1] 31 production sites are used as the basis; for details on definitions and calculation methods of our indicators, see → Methodology.
[2] Calculation based on the number of employees which participate directly and indirectly (via the Group Function OneIT) in certification.

Our EcoVadis rating for the financial year 2023: Platinum

EcoVadis is an independent platform for sustainability assessments and audits companies with regard to the four criteria: environment, ethics, sustainable procurement, and workers' and human rights. In past years, we had already conducted successful EcoVadis assessments for our Business Areas and individual companies and managed to obtain good and very good results.

In early 2023, we took the next step and initiated a consolidated assessment of the entire Körber Group based on the data for 2022. The results validated our sustainability strategy and its consistent implementation: the Körber Group was awarded the Platinum Standard for its sustainability performance for the first time. This means that Körber is among the top one percent of companies assessed worldwide.
We will undergo an EcoVadis audit again in 2024 to continue our endeavours and make new developments transparent.



Sustainability pioneer Körber Campus Pécs in Hungary honoured

The Körber Campus Pécs plays a decisive role in the region by contributing actively to social and economic development. Thanks to the collaboration with business partners, non-governmental organizations, cultural actors and educational establishments, it forms a local ecosystem dedicated to sustainability, actively taking on ecological and social responsibility.

In the reporting year, the Körber Campus Pécs received recognition by the Hungarian Joint Venture Association for its sustainability endeavours and was awarded 3rd place in the 'Best Ecosystem Builder' category for its decades-long commitment.
Originally known for its cultural patronage, the Körber Campus Pécs steadily expanded its social and ecological activities over the years. During this time, the focus shifted increasingly to environmental responsibility.

→ Giving back from the company's success

Honoured with the 'ESG Transparency Award'

We are among the trailblazers in the business world as we have recognized the meaning of sustainable transformation and its transparent reporting and implement it systematically. The ESG Transparency Award 2023 from EUPD Research confirms that this is the case. It rates our voluntary Sustainability Report for 2022 with an 'Excellence' classification and a transparency score of 83 percent.

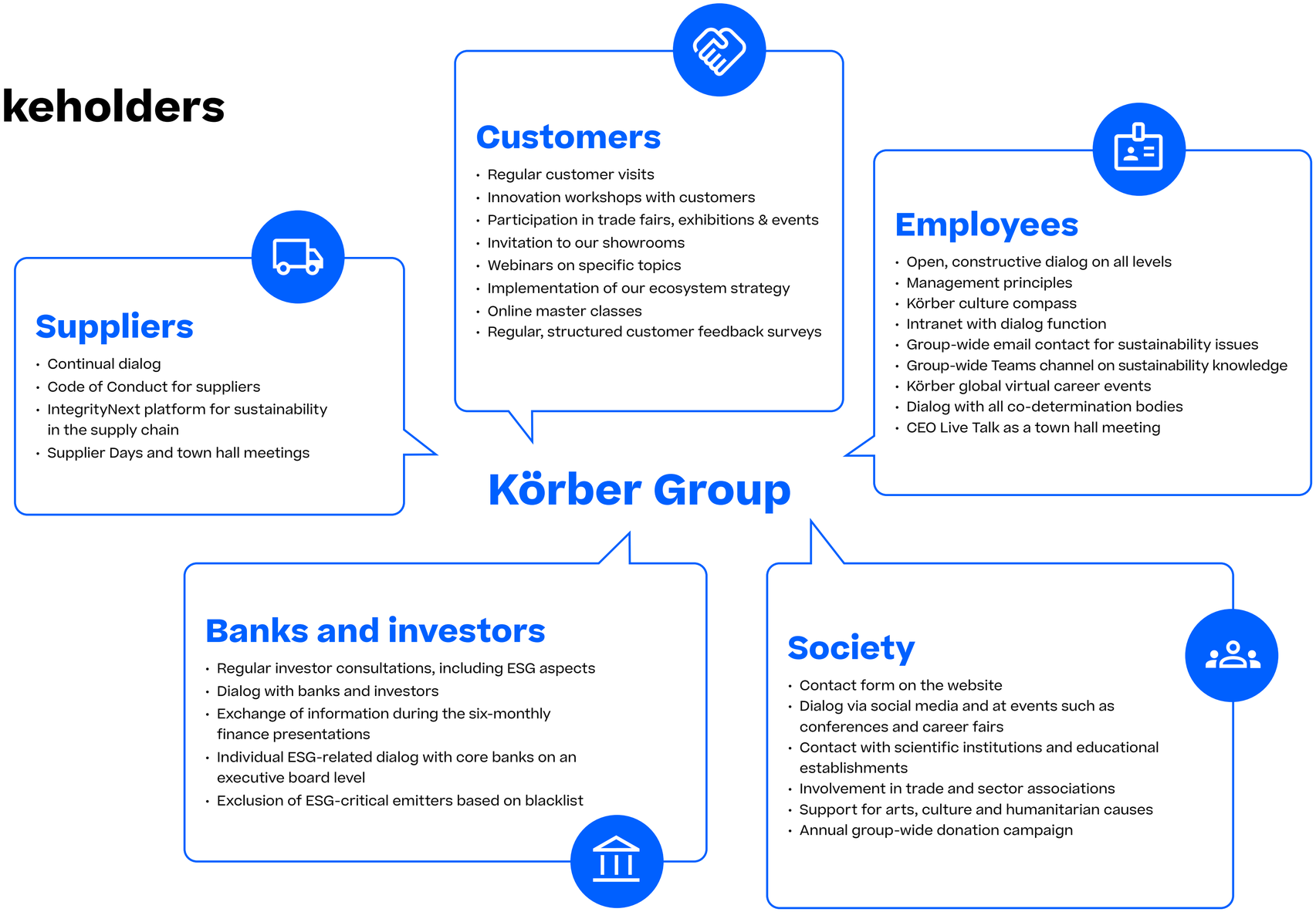
Stakeholder management

Interaction with our stakeholders

Close dialog and interaction with our key stakeholders enable us to understand and address their concerns about sustainability.

As a globally operational technology group, we form part of a network of stakeholders. During our materiality analysis 2021, we worked together with external specialists and our sustainability management to identify customers, suppliers, employees, society, banks and investors as key stakeholder groups. These stakeholders define our work and we all benefit from the regular, open dialog in which we engage with one another. The different departments undertake this important task for us. When it comes to sustainability topics, the sustainability team is closely involved too.

We exchange ideas and information on different topics with our stakeholders in various interaction formats. These particularly include questions which concern our stakeholders in relation to society, the environment and corporate governance. This gives us the chance to address these needs at an early stage and allow the insights to be incorporated into our corporate decision-making processes. We adapt the frequency of interaction and the way we collaborate based on the needs of each stakeholder group.



Customers

Our business activities are focused on our customers and their needs. That is why we actively seek dialog with them with regular customer visits, in-person consultations at our locations or invitations to our digital showrooms. We also use events, trade fairs and exhibitions to promote an on-going exchange of information in order to understand our customers' requirements and expectations, provide an appropriate response and define fields of action for the future. The close cooperation with our customers also plays a central role when it comes to the alignment of our products, solutions and services with sustainability targets.

We develop innovative solutions with our customers in joint workshops and pass on our specialist knowledge to customers during topic-specific webinars and individual online master classes. Our customers can reach us easily at any time via our global sales organization with regional sales and service hubs and local service offerings. We gauge our customers' satisfaction with regard to software, servicing, machines and technical equipment on a regular basis with structured customer feedback surveys. Körber adopts an ecosystem strategy to provide customers with a bespoke service throughout the entire value chain. This approach comprises cross-sector cooperation and the inclusion of suitable external partners, which increases the added value for customers significantly.

Suppliers

We work closely with our suppliers to grow together, promote innovation and build up sustainable supply chains. During collaborative exchanges of ideas and information with suppliers, we are able to develop innovative solutions and streamline our processes effectively. Our group-wide standards enable us to ensure a uniform supplier management system, clearly defined processes and continuous dialog with suppliers. In 2023, we integrated the requirements specified in the German Supply Chain Act into our supplier management processes. This involved actions such as updating our contractual documents and expanding risk management to include topics such as human rights, occupational safety, environmental protection and the carbon footprint in the supply chain.

We communicate our supplier assessment and the underlying criteria transparently. This is achieved through our Supplier Code of Conduct among other things. The suppliers' social and environment-related practices are a key assessment criterion in this respect. We work together with suppliers to define action plans to improve supplier assessment on a lasting basis and establish a long-term partnership. We regularly use audits to check compliance with our standards and guidelines. This applies especially in relation to human rights, working conditions and environmental protection. Essential bases for this process include our Supplier Code of Conduct and our extended purchasing conditions.

More than 5,000 Körber suppliers are interconnected with our digital IntegrityNext platform for sustainability in the supply chain. They account for more than 94 percent of the annual purchase volume.

We inform our suppliers about current and future developments in the Körber Group during Supplier Days and town hall meetings. A highlight in 2023 was the Supplier Day at our Hungarian location in Pécs.

We also regularly exchange information with our top ten suppliers on their primary carbon emissions data. We will consistently incorporate the data into our greenhouse gas reporting.

→ **Supply chain responsibility**

Banks and investors

As a globally active technology group, we prioritize an extensive exchange of information with stakeholders on the capital and finance market with regard to society, the environment and corporate governance. Dedicated to the common good, our ownership structure sets exceptional standards with the Körber-Stiftung in this connection. We regularly engage in dialog on ESG-relevant topics at the highest levels of management with our investors, core banks, and asset and capital management companies. For instance, we are constantly updating our position with regard to active investments together with our finance partners in relation to our sustainability strategy and statutory requirements. We continue to exclude ESG-critical emitters using a blacklist as a basis.

More than

5,000

Körber suppliers are interconnected with our **IntegrityNext platform for sustainability** in the supply chain.

Employees

The open, constructive dialog with our employees is highly important for our self-conception as a fair and attractive employer. We share in-company and external news on the intranet and provide the opportunity to communicate with qualified contacts through comments. This applies to both the group and business-area levels. Every employee can contact any member of the board directly through various channels. Our management principles are implemented group-wide and are taught in management training programs. Our employees can use a specially designated email address to exchange information on sustainability-related topics. We share knowledge and informational resources on sustainability topics across the entire Group within a special Teams workspace. We also foster dialog with all co-determination committees.

Special formats such as the Körber global virtual career events provide current and future employees insights into our 'home for entrepreneurs' and our diverse career opportunities.

During the reporting year, we took a significant step forward in developing our corporate culture with the culture project. The 'Culture Compass' born out of this process serves as a guide to lead us into a future defined by shared values, a sense of belonging and a lively, integrated community. Above all, this initiative has provided our employees with a platform for exchange and collaboration.

Interactive workshops and the new 'Culture Talks' podcast format enabled us to strengthen the values of trust and collaboration as the core of our corporate culture. This development not only contributes to our sustainability targets, but also promotes a culture of openness and shared commitment crucial for sustainable activities.

→ Fair and attractive employer

Every employee can contact any member of the board directly through various channels.

We took a significant step forward in developing our corporate culture with the culture project.

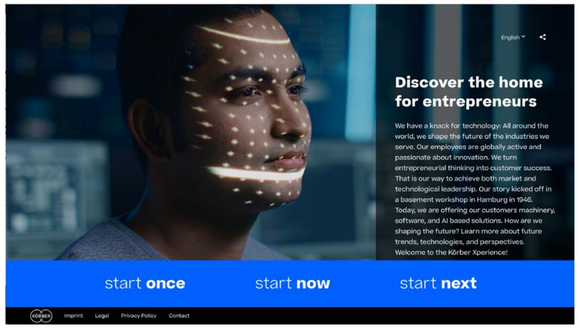
Interactive workshops and the new 'Culture Talks' podcast format reinforce the corporate culture.

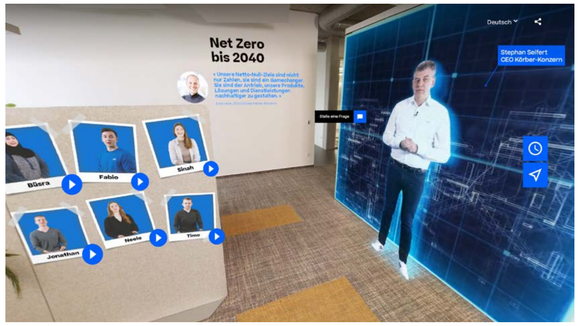
Society

In the spirit of a dialog-oriented corporate policy, we invite all interested parties, the press and the media to engage in open, transparent exchange. We welcome any suggestions, questions or constructive criticism, which can be forwarded using the contact form on our website, accessible to anyone. Additionally, our Körber Xperience offers a comprehensive insight into our rich history, our innovations, and future trends and technologies.
In social media, we encourage open exchange with our external stakeholders to establish long-term relationships here as well. In doing so, we communicate on an equal footing, taking an objective, factual approach.

Research and development are a key concern for us as a technology group. They unite economic success with social and ecological responsibility within the framework of sustainable development. We reinforce our links to academic and educational institutions by supporting university programs, participating in research projects and engaging with the academic community. Moreover, we are actively involved in initiatives as well as professional and trade associations.

We champion social and humanitarian causes and take a stance. It was a logical decision for us to support relief programs, such as those for earthquake victims in Turkey and Syria and those related to the war in Ukraine in 2023. All employees have a say in selecting the recipient organizations during our annual group-wide donation campaign. Körber also supports initiatives such as the Klub der Künste arts club at the Deichtorhallen arts centre in Hamburg with sponsorship.





→ Körber Xperience
→ Commitments and memberships
→ Giving to society
→ Giving back from the company's success

Sustainable products, solutions and services

Our products, solutions and services

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

We are Körber

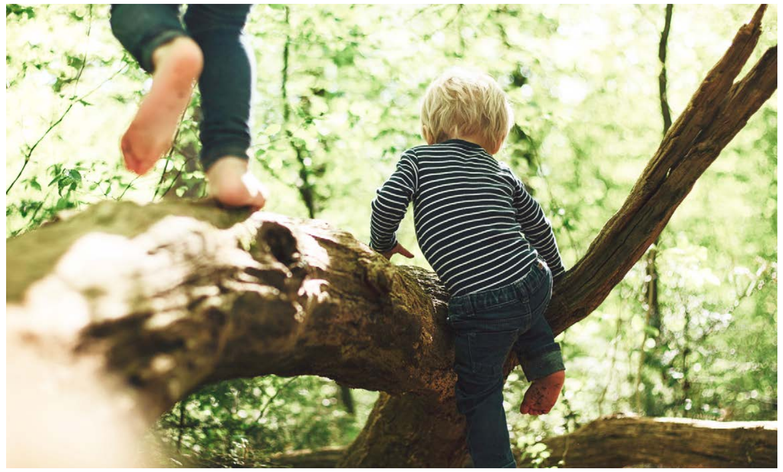
Our range of machines, process equipment, software and digital solutions have been essential in many industries for decades. By gradually incorporating sustainability into product development, we are shaping the future together with our business partners. We use our expertise and our passion for innovation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

“We are passionate about working together with our employees, customers, suppliers and business partners to develop sustainable products, solutions and services.”

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

Our sustainability promise:

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



Our Business Areas[1]

Digital

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

page 20

Pharma

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

page 21

Supply Chain

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

page 22

Technologies

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

page 23

[1] The Business Area Tissue was sold during the reporting year. It is still included in various key figures; see ⟶ Methodology.

Sustainability is embedded in our strategy

Sustainability forms part of our corporate strategy. Sustainable products, solutions and services are an essential module in our 'House of Sustainability' → How we put our Fundamentals into practice. The focus fields help to make our products, solutions and services more sustainable; the two environmental focus fields play a particularly pivotal role.

The company's carbon footprint calculation clearly demonstrates that we have the greatest leverage for reducing our emissions in Scope 3, especially in Scope 3.1 (purchased goods and services) and in Scope 3.11 (customers' use of sold products, solutions and services throughout their entire lifespan). Product life cycle assessments (LCA) have also shown[1] that 80 percent of environmental effects caused by products are decided during the development and design phase. This is why this stage presents a key starting point for avoiding carbon emissions and other environmental effects.

80 % **of a product's environmental impact is decided during the development and design phase.**

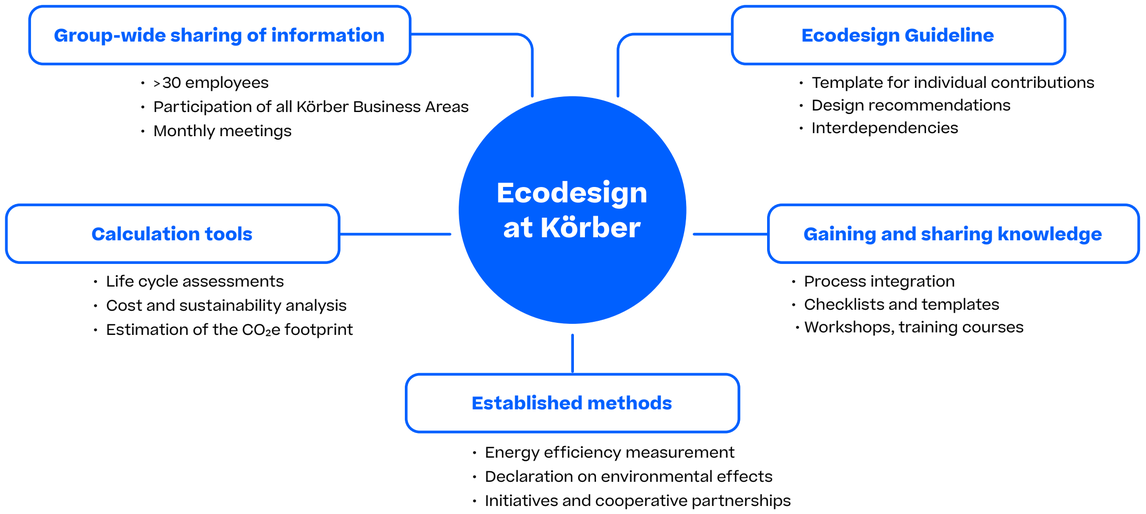
We are convinced that there are many potential areas where we can make our machines and systems more environmentally friendly. Such potential can be found, firstly, at the manufacturing stage – when selecting the materials to be used, for example. Secondly, the use of our products, solutions and services has a wide variety of effects on society and the environment which we can ameliorate with regard to aspects such as noise, safety, emissions, energy efficiency, spare parts and recycling.

All employees can make a contribution to sustainability. With more than 12,000 employees at more than 100 locations, effective structures and processes are required to actively advance sustainable innovations. Our sustainability team works with sustainability representatives across all Business Areas to guide and orchestrate the process towards greater sustainability, including product development.

What we have already achieved

As the development and design stage plays an important role, we have introduced Ecodesign over recent years. Since May 2021, there has been an exchange of ideas and information on Ecodesign activities in an Ecodesign community with more than 30 participants from all Business Areas. We have also launched the Ecodesign think tank with five representatives from the different Business Areas. This think tank has drawn up the Ecodesign Guideline, for example, and now coordinates the Ecodesign community. In 2023, the Ecodesign think tank came together a total of twenty-one times to vote on and further develop topics. There were also ten meetings to exchange knowledge within the Ecodesign community in the reporting year. All interested Körber parties were allowed to attend these meetings to stay informed and contribute their own ideas. The minutes from the meetings were published on the intranet and all Körber employees were able to read and comment on them. These formats promote understanding and acceptance of Ecodesign at Körber.

Communication and cooperation formats for Ecodesign



The Ecodesign Guideline

Since 2022, the Körber Ecodesign Guideline has been used to help assess various technical, economic and ecological requirements in product development, thus defining the fundamental understanding of Ecodesign. The Körber Ecodesign Guideline provide developers, engineers and designers with principles and criteria to help them select an optimal technical solution while taking into account all relevant aspects. In addition to established design criteria such as cost, quality and performance, this approach also incorporates diverse environmental aspects. These include material and energy inputs, waste, material sourcing, by-products, recyclability, recycling and emissions.

[1] To a resource-efficient economy with Ecodesign, Technologieland Hessen, 2021. Circular economy and Ecodesign – Technologieland Hessen (technologieland-hessen.de).

In April 2023, we founded the Center of Excellence (CoE) Ecodesign to develop a group-wide concept for life cycle assessments and Ecodesign projects. These aim to help optimize our products, solutions and services in terms of costs, carbon emissions, functionality and customer benefits. The CoE seeks to leverage synergies across all Business Areas and work together with development leaders to compile standards for Ecodesign.

During the reporting year, we initiated the development of life cycle assessment standards for machinery and functional units with the Business Areas Pharma, Supply Chain, and Technologies, following the relevant ISO standards (ISO 14040/14044/14067). This allows us to compare the emissions from individual machines for Scopes 3.1 and 3.11 of the Körber company carbon footprint, akin to a product carbon footprint. A uniform Körber standard aims to make analyzes comparable and simplify and expedite them.

We have also been developing a carbon emissions calculation tool for individual components. This tool allows users to calculate the footprint for production parts in procurement and production. These standards will be available for consultation in the future alongside the Ecodesign Guideline.

The K.Innovation Community Summit also takes place every year. In May 2022, it showcased sustainable products, solutions and services. In June 2023, the focus was on Ecodesign. Various groups competed against one another in a competition to navigate a parkour circuit with a self-built fuel cell vehicle. The objective was to reach the finish line as quickly as possible-while minimizing the environmental impact and leaving the smallest possible carbon footprint behind. There were also numerous bonus tasks, such as calculating the carbon footprint and manufacturing costs for specific parts. This approach illustrated the principles of Ecodesign as a key component in the development process effectively.

Progress 2023

- Ecodesign Guideline implemented further in the different Business Areas.
- The portfolio extended to include sustainable products, solutions and services from all Business Areas.
- Sustainable products, solutions and services form part of the innovation roadmap for all Business Areas.
- Work on life cycle assessments and a carbon emissions calculation tool for our products.
- A Center of Excellence Ecodesign founded.
- Regular, group-wide exchange meetings and working groups on Ecodesign set up.

Activities 2024

- Develop concepts for LCAs and environmental product declarations (EPDs) for Körber.
- Develop Körber standards for LCAs.
- Calculate specific product carbon footprints.
- Promote Ecodesign Guideline further throughout the entire organization.
- Training sessions for all employees to broaden knowledge about Ecodesign.
- Further exploration to determine how Ecodesign aspects and targets can be systematically introduced as an integral part in development projects using a standardized approach.

→ Group-wide standards for Ecodesign

Three questions for Erich Hoch

COO/CTO of Körber, Member of the Group Executive Board of Körber AG

Where can Körber make the most impact in reducing emissions?
As a technology group, we have the greatest leverage for reducing our emissions in Scope 3, especially in Scope 3.1 for purchased goods and services and in Scope 3.11 in the use of sold products. To achieve maximum impact in this respect, we take systematic approaches such as Ecodesign and working together with suppliers and customers. The only way we can reduce carbon emissions across supply chains is by working together. Core measures in this context include optimizing our design and manufacturing processes with sustainable targets in mind and incorporating circular economy methods.

Which specific topics has Körber advanced in this respect over the past year?
We're gaining momentum. The teams in the Ecodesign think tank and the CoE Ecodesign have laid the groundwork wonderfully and primarily focused on developing a standard for life cycle assessments throughout the entire Körber Group in 2023. For instance, we can focus our efforts effectively if we know where the greatest potential for carbon emissions reduction lies for individual machines and components in the value chain – for both new and existing products, solutions and services. That's why it is important for us to regard Ecodesign as an undertaking for the entire Group and for all employees to take part in knowledge exchange.

Can you provide examples for results?
We have been working on reducing energy consumption from our machines and systems for a number of years now. For example, the Layer Palletizer PA15 from the Business Area Supply Chain consumes up to 85 percent less energy than comparable market solutions. We also want to achieve improvements in sustainability for our customers in the future. For instance, we are exploring options to conduct machine acceptance tests with customers digitally to reduce company travel. There is also a plan to measure energy consumption in different operating states and inform customers of the current consumption readings, so that they can configure the use of our machines to make them more energy-efficient. We also see great potential in technologies such as 3D printing for increasing materials efficiency in our machines and systems. We primarily use this technology in our Business Areas Pharma and Technologies. This Sustainability Report provides examples of our sustainable products, solutions and services for each Business Area.

Business Area Digital

The Körber Business Area Digital advances the digital transformation in industrial manufacturing and creates measurable added value for partners and customers with the aid of artificial intelligence.

We see ourselves as a company builder which uses artificial intelligence, data knowledge and other technology-driven methods in its activities. We set up standalone digital enterprises with an agile, structured innovation process which lasts a year on average. We also actively promote digital further development of the entire Group.

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

Dr. Christian Schlögel, Chief Digital Officer at Körber, Member of the Group Executive Board of Körber AG

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

→ Körber Business Area Digital

Value4Data: data for sustainable decisions

The Value4Data initiative creates the technical basis for implementing sustainability projects across the Group.

The initiative provides a data lake and digital tools for data acquisition, storage, management, analysis and visualization as a foundation for data handling and analysis, which the Körber Group can use directly. These can be used to undertake sustainability projects for internal and external purposes which are related to the carbon emissions footprint of our machines and the associated analysis of carbon emissions.

Value4Data can serve as a basis for deriving measures for sustainable production within the context of the Green Digital Twin. During this process, data are utilized from various sources along the value chain and analyzed using AI-based technologies.

InspectifAI: for a more sustainable pharmaceuticals production

InspectifAI uses intelligent algorithms and continuous learning from data to optimize the inspection processes in pharmaceuticals production, thus making an essential contribution to sustainability.

Compared to conventional inspection machines, the AI-based solution impresses due to its versatility and precision during visual inspection of drugs. The latter is crucial for patient safety while also preventing the unnecessary discarding of perfectly good drugs. Precise inspection significantly reduces the number of errors, ensuring an increase in drug quality and a significant reduction in waste. Technological innovation contributes to the production of high-quality drugs without consuming excessive resources and enables the pharmaceutical industry to implement more efficient, more sustainable production processes.

→ InspectifAI

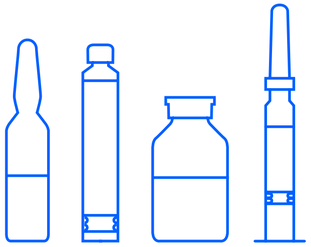
Business Area Pharma

The Körber Business Area Pharma offers a unique portfolio of integrated solutions throughout the entire pharmaceutical value chain. Based on in-depth experience spanning consulting, inspection, transport systems, packaging machines and materials, track and trace and software, we understand the challenges in pharmaceutical processes and regulation that our customers face day to day, from the beginning to the end of their production. We deliver the difference to unlock the potential of global pharmaceutical and biotech manufacturing.

→ Körber Business Area Pharma

As a partner throughout the entire value chain, we make an important contribution to sustainability in the pharmaceutical and biotech industry. With our holistic approach, we not only offer customers innovative, sustainable packaging solutions, but also assist them greatly in meeting their ESG targets. We understand the challenges the industry faces and jointly develop solutions with social, ecological and financial advantages.

→ Sustainability in the Business Area Pharma



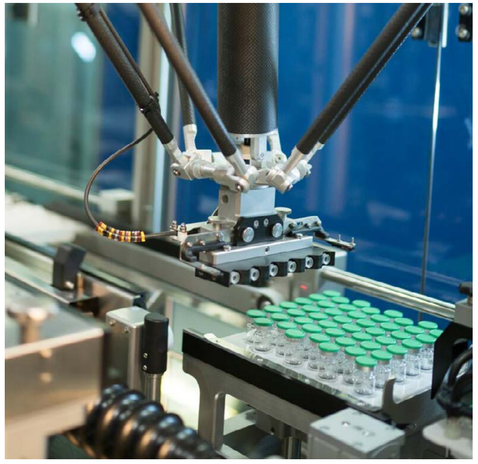
Switch 75: for greater resource efficiency

The compact, fully automatic Switch 75 is a visual inspection machine for vials and syringes and helps to ensure sustainable production thanks to its flexibility and efficient processes.

The Switch 75 can be quickly retooled and offers numerous connectivity options for further data processing. With a footprint of a mere 4 m², the machine performs safe, reproducible inspections of small batches in line with regulations without glass contact for the inspected products.
Its compact design ensures that only a few format parts are needed for a product change. This means manufacturers can make a swifter change between individual orders than otherwise possible thanks to a high-performance machine. Switch 75 boosts the efficient use of resources by enhancing efficiency in production processes, particularly for small batches.

As the first flexible inspection machine for vials and syringes, Switch 75 impresses from a financial and ecological perspective since producers only need one inspection machine for different application options.

→ Switch 75



Werum PAS-X as a service: producing drugs safely and efficiently

As a leading provider of software solutions for pharma, biotech, and cell and gene therapy, the software business in the Business Area Pharma aims to improve efficiency and compliance with regulations in factories. The core of our offering is Werum PAS-X MES. This market-leading pharma MES software automates customers' business processes throughout the entire pharma value chain.

Werum PAS-X as a service offers the advantages of the MES software in a fully managed, cloud-based version. The user-friendly software controls, monitors and documents the production process throughout the entire manufacturing cycle digitally in real time. It thus increases efficiency in production sequences and helps companies to minimize manual tasks and reduce paperwork. The software also helps to reduce the error rate during production. Thanks to greater efficiency, companies can improve their productivity and scalability and speed up market launches.

This all means that our customers save energy and resources, thus achieving their sustainability targets while unlocking their full business potential.

→ Werum PAS-X as a Service

Increase in efficiency and minimization of error rates and paperwork

Business Area Supply Chain

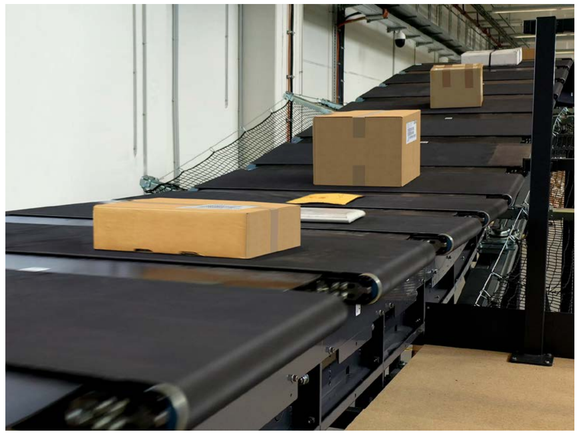
The Körber Business Area Supply Chain offers a wide range of established supply chain solutions. Our portfolio comprises software, automation, robotics, letter and package solutions, speech recognition solutions and transport systems. Our customers benefit significantly from our expertise in system integration. It combines all components with one another and ensures smooth processes in complex warehouse systems.

With our solutions, we help our customers to make their supply chains more sustainable and reduce their energy consumption. Our priorities in sustainability comprise responsibility in the supply chain and social aspects such as diversity, equity, and inclusion among other things.

→ Körber Business Area Supply Chain

40 %

energy saving with new linear motor



VarioSort Gen. V 5.0: for an energy-saving drive

The latest generation of the electric cross-belt sorter platform VarioSort is equipped with a new, highly efficient linear motor as the main drive to move carriers.

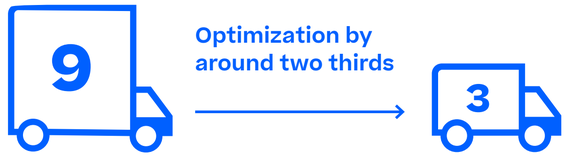
This new drive is significantly quieter and more energy-efficient compared to the preceding solution. With our new linear motors, we have achieved an energy saving of more than 40 percent in our sorter drive both in the laboratory and during the field test.

→ VarioSort

Smart design: for a reduced demand for transport capacity

We have completely re-designed the pallet conveyance technology with priority given to optimizing the packaging and transportation process.

Thanks to the completely new design, conveyance components can now be installed directly on customers' premises. This reduces the required transport capacity to customers by around two-thirds. For a standard project, three truck loads are now required instead of nine.



Business Area Technologies

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

→ Körber Business Area Technologies

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

→ Sustainability in the Business Area Technologies

Energy Optimizer: for sustainable energy management

Our Energy Optimizer is an innovative energy management solution. This system interlinks all machines in a production facility, providing a detailed analysis and management of energy consumption.

The software focuses on reducing the carbon emission footprint and energy costs based on transparent data collection and evaluation. It uses AI and algorithms to detect consumption patterns and identify optimization options. It offers functions which provide monitoring, optimization, analysis, warning and reporting.
With Energy Optimizer, manufacturers can design their production process more efficiently and significantly improve their ecological footprint.

→ Smart factory transformation

New filter solutions: for biodegradable final products

With biodegradable filters, the Körber Business Area Technologies offers an environmentally friendly filter solution, providing a response to the EU Single-Use Plastics Directive and increasing environmental awareness.

The filters are made of biodegradable materials which are suitable for both traditional cigarettes and next generation products. The filter solutions are not only environmentally friendly; they also meet demanding requirements for taste and smoke behaviour and are also compatible with existing production processes.

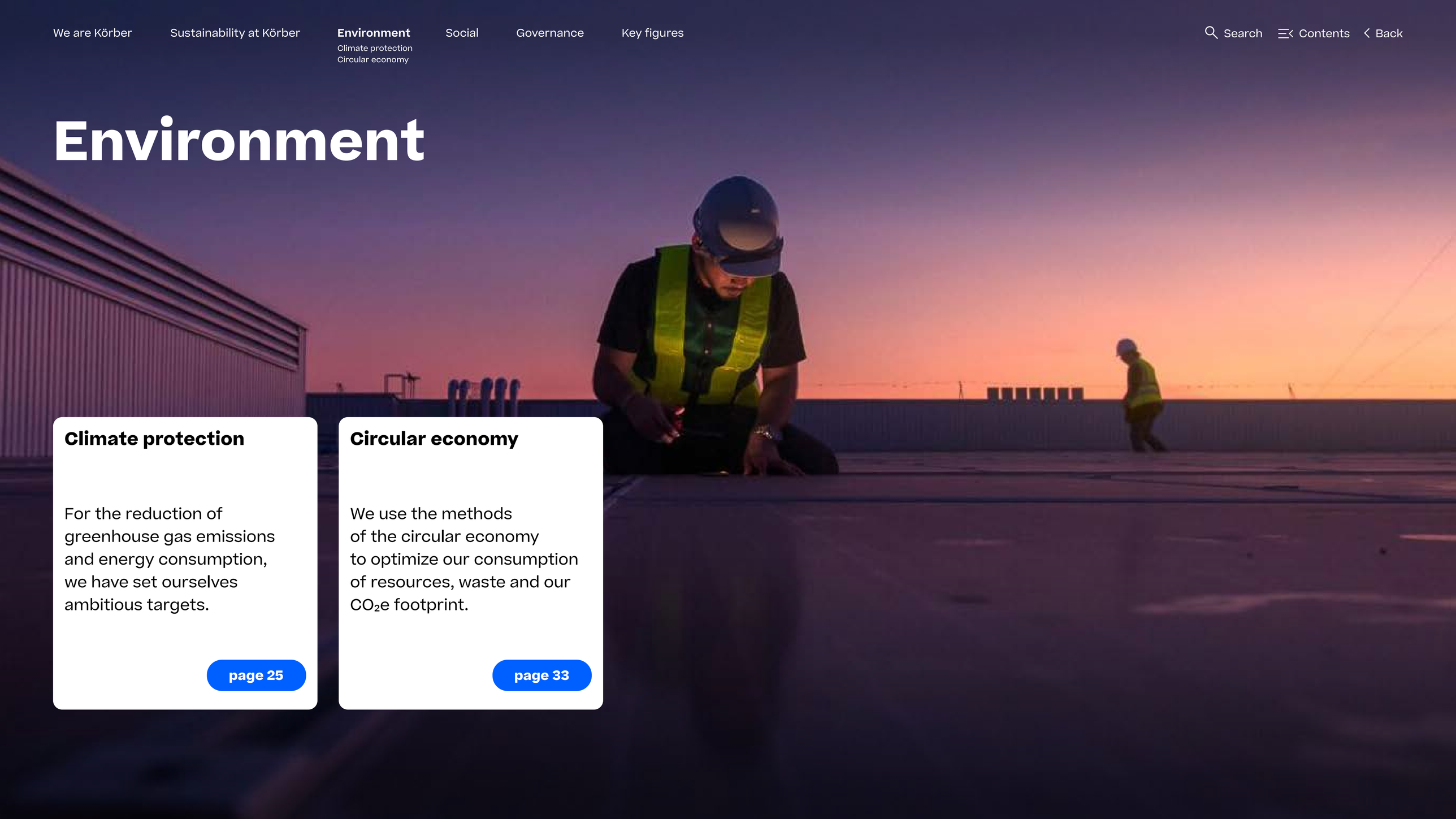
These sustainable filter solutions make an important contribution to greater sustainability in the tobacco industry and help manufacturers to comply with regulatory requirements.

→ Biodegradable filters

"We are synonymous with passion, precision and performance and we wish to actively uphold these values in sustainability too."

Jürgen Spykman, CEO, Körber Business Area Technologies

Environment



Climate protection

For the reduction of greenhouse gas emissions and energy consumption, we have set ourselves ambitious targets.

page 25

Circular economy

We use the methods of the circular economy to optimize our consumption of resources, waste and our CO_2e footprint.

page 33

Climate protection

We are reducing our greenhouse gas emissions and energy consumption

Discharging greenhouse gas emissions advances climate change. The international community agreed to limit global warming to significantly less than two degrees Celsius in Paris in 2015. At the 2021 UN Climate Change Conference in Glasgow, 200 states agreed to continue their efforts to limit the temperature increase to one and a half degrees. We in the Körber Group wish to make our contribution to this end.
The latest development shows the relevance of the Paris climate goals. According to the EU climate service Copernicus, global warming was an average of 1.5 degrees for twelve months for the first time during the reference time period between February 2023 and January 2024. For us, this was a signal to continue our efforts rigorously to reduce greenhouse gas emissions.

We focus on two areas as a contribution to climate protection – greenhouse gas emissions and energy consumption.
The Körber Group's environmental guideline reinforces our position on climate and environmental management. The CEO Circle, comprising the Körber Group Executive Board and the CEOs of the Business Areas, is responsible for its implementation. The environmental guideline applies to all employees worldwide. It defines the basic rules and responsibilities for the dimension Environment in the 'House of Sustainability' and its focus areas 'climate protection' and 'circular economy'. Moreover, the guideline contains group-wide targets and measures which were compiled and further developed by the central sustainability initiative in agreement with the COOs/CTOs from all Business Areas. We thus make our contribution to the obligations we took on such as the Sustainable Development Goals (SDGs) and the United Nations Global Compact (UNGC).

We actively exchange information about our goals, measures and basic rules regarding climate protection with our stakeholders. This includes informative campaigns for our employees and our suppliers' training programs.

ESG aspects such as climate protection have a bearing on variable remuneration for our managers, the Executive Board and Business Area management.

→ Sustainability management
→ Stakeholder management
→ Sustainable Development Goals

"Our net-zero goals are more than just figures – they are a game changer and our driving force behind the more sustainable design of our products, solutions and services."

Erich Hoch, COO/CTO of Körber, Member of the Group Executive Board of Körber AG

Greenhouse gas emissions

In 2021, we introduced an estimation model for our greenhouse gas emissions in Scope 1 and 2 and established initial reduction goals for the group. We have gradually increased the collection of our greenhouse gas inventory for all scopes since then. We use the Greenhouse Gas Protocol (GHG Protocol) for this purpose and produce a greenhouse gas inventory in collaboration with a specialist service provider every year.

In 2022, we announced that we would make our production (Scope 1 and 2) CO_2e neutral by 2025. We thus undertake to compensate for all emissions which we are unable to eliminate or reduce by ourselves with high-grade projects.

During the reporting year, we took yet another step further towards the goal of reaching net-zero emissions throughout our entire supply chain. We thus proceed with emissions in Scope 1, 2, and 3 without compensation and demonstrate our ambitious, holistic sustainability approach. To achieve this goal, we are committed to the Science Based Targets initiative (SBTi) 'Corporate Net-Zero Standard' and thus pursue the 1.5-degree goal of the Paris Agreement on climate protection. The SBTi is a global initiative that enables companies to set ambitious emission reduction goals in line with the latest findings of climate science. The main focus is on rapid, thorough emission reduction in this regard while the remaining emissions that cannot be eliminated are neutralised through permanent carbon capture and storage.
We worked with all Business Areas to draw up our net-zero goals, which the SBTi verified in October 2023.

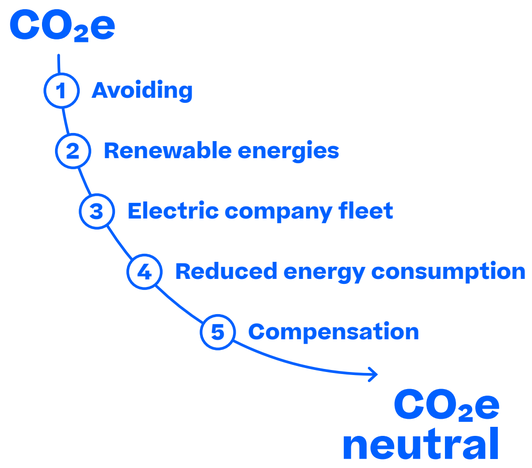
For details on definitions and calculation methods of our indicators, see → Methodology.

Reduction of greenhouse gases

We have set ourselves clear, measurable goals for the short term. We undertake to reduce absolute greenhouse gas emissions (Scope 1 and 2) by 29.4 percent compared with the base year 2021 by 2027. Moreover, we will reduce the absolute greenhouse gas emissions in Scope 3 by 17.5 percent in the same period.

In the long term, we wish to reduce the absolute greenhouse gas emissions in Scope 1 and 2 by 90 percent compared to 2021 by 2030. By 2040, we want to decrease the absolute greenhouse gas emissions in Scope 3 by 90 percent compared to the base year 2021.

CO_2e neutrality in 5 steps in 2025



What we have already achieved

The basis for deriving and implementing improvement measures is transparency regarding the greenhouse gas emissions relevant to us. We improve the quality of our greenhouse gas inventory each year. For example, we integrated the initial primary data in Scope 3.1 and 3.4 and improved our calculation method for Scope 3.1 and 3.4. Over the coming years, we will also be working on digitizing our greenhouse gas inventory among other measures.
During the reporting year, we continued to follow our reduction path validated by the SBTi in all scopes in the plan.
To attain our new net-zero goals in Scope 1 and 2, we established specific reduction goals for each Business Area at the beginning of the reporting year. At the end of the financial year, we extended these goals with specific reduction goals and measures for the nine Scope 3 categories relevant to us. The new goals will be incorporated into the update of the group-wide environmental guideline in 2024.

The calculation method for our greenhouse gas inventory was further improved for this reporting period. As a result, we managed to optimize the accuracy of our inventories, including retroactively for 2021 and 2022, and also updated figures retroactively for improved comparability accordingly. Since 2021 is our base year for SBTi validation and our reduction goals, these adjusted figures are also based on that year.[1] In the reporting year, our absolute greenhouse gas emissions in Scope 1 and 2 (market-based) were 18,326 tons of CO_2e. We managed to reduce our emissions by 37 percent compared to the base year 2021.

The conversion to green electricity had the biggest impact on this reduction. In 2023, we changed all locations over to green electricity where it was available and where we had control over the power supply. We have thus achieved our first interim goal on the way to achieving CO_2e neutrality in 2025. We are now working on gradually changing over the remaining locations using alternative measures to achieve our net-zero goal in Scope 1 and 2. In 2023, our emissions in Scope 1 and 2 fell further compared to the previous year, even though production increased (minus five percent).

Numerous matters related to the dimension Environment and the area of ‘Sustainable products, solutions and services’ from our ‘House of Sustainability’ contribute to achieving the climate targets.

We already adopted initial subtargets and reduction measures for greenhouse gas emissions in Scope 1 and 2 and emissions from our travel activities (Scope 3.6) in 2021 and have been advancing their implementation since then. These goals and measures continue to apply. They are described in the sections ‘Expansion of the use of renewable energy’, ‘Expansion of green travel’ and ‘Energy consumption optimization’.

The most significant measure to reduce our greenhouse gas emissions in Scope 3 is the implementation of Ecodesign for our products, solutions and services.

→ Group-wide standards for Ecodesign
→ Sustainable products, solutions and services

Target: Reduction of greenhouse gases

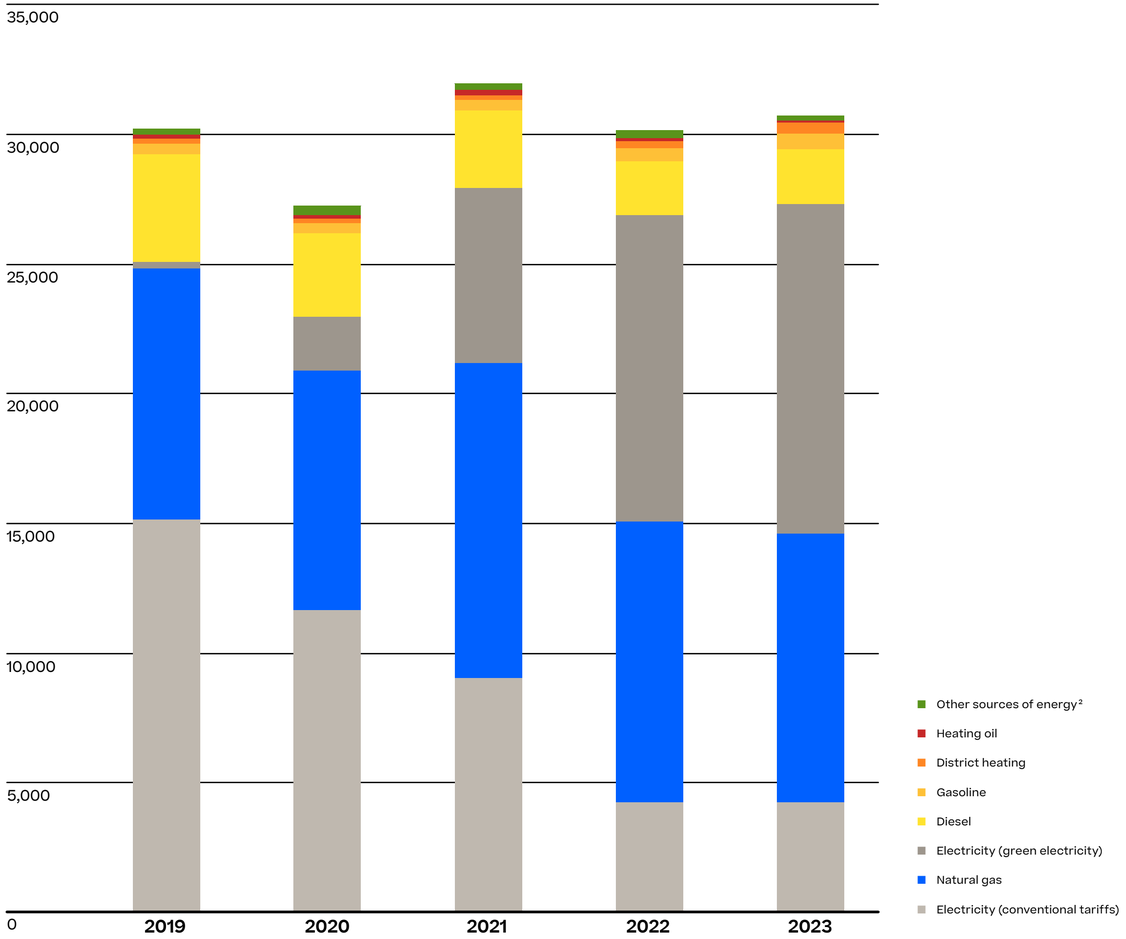
Subtargets	Progress 2023	Activities 2024
By 2025, we will be CO_2e neutral (Scope 1 and 2).	• Greenhouse gas emissions in Scope 1 and 2 reduced by 37 % compared to base year 2021, 5 % reduction in emissions compared to 2022 in spite of an increase in production. • Changed over to green electricity at all locations where this was possible (i.e. available in the country or offered by the landlord). We achieved our goal for 2023 in this respect. • Basic principles of guidelines compiled for beneficial, premium quality compensation for non-reducible emissions.	• Continue to implement all measures to achieve CO_2e neutrality. • Advance the gradual changeover to green electricity by 2025, including with alternative measures at locations where a switch has not been possible until now (i.e. not available in the country or not offered by the landlord). • Approve the guidelines for beneficial, premium quality compensation for non-reducible emissions.
New: **By 2027, we will reduce our absolute greenhouse gas emissions in Scope 1 and 2 by 29.4 % and by 90 % by 2030 compared to 2021.**	• Our net-zero goals for Scope 1 and 2 validated by the SBTi. • Greenhouse gas emissions reduced in Scope 1 and 2 compared to the base year aligns with the reduction path.	• Implement the measures to achieve net-zero in Scope 1 and 2, without compensation. • Further improve with compilation of the greenhouse gas inventory.
New: **By 2027, we will reduce our absolute greenhouse gas emissions in Scope 3 by 17.5 % and by 90 % by 2040 compared to 2021.**	• Our net-zero goals for Scope 3 validated by the SBTi. • Business-area- and cross-functional drafting of the goals and measures for all Scope 3 categories relevant for Körber to achieve net-zero in Scope 3 and approval for these goals and measures by the CEO Circle and the Supervisory Board. • Greenhouse gas emissions reduced in Scope 3 compared to the base year aligns with the reduction path.	• Implement the measures to achieve net-zero in all relevant Scope 3 categories. • Further improve with compilation of the greenhouse gas inventory. • Draft initial basic principles for systematic elimination of greenhouse gases to attain our net-zero goals.

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

CO_2e emissions of the Körber Group

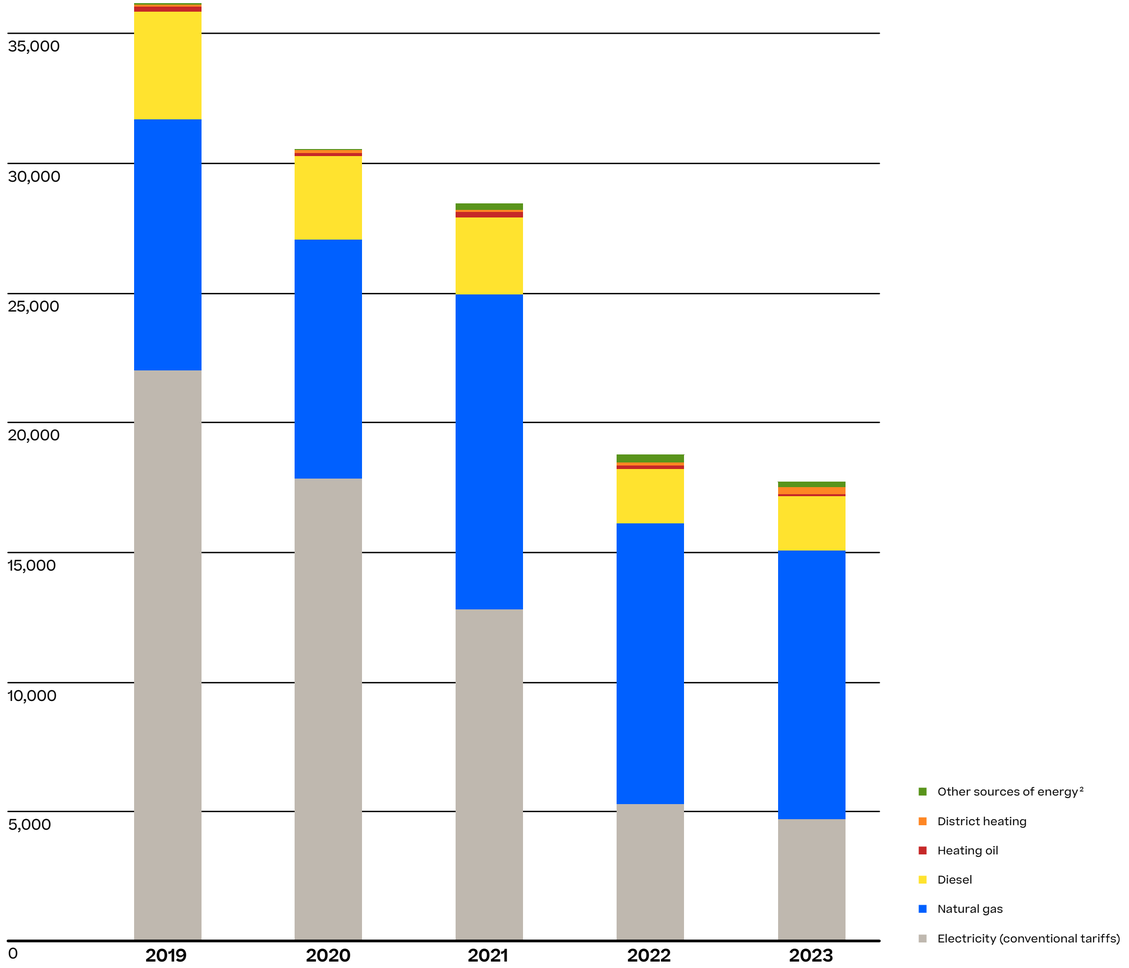
Scope 1 and 2, location-based [1]

in tons of CO_2e



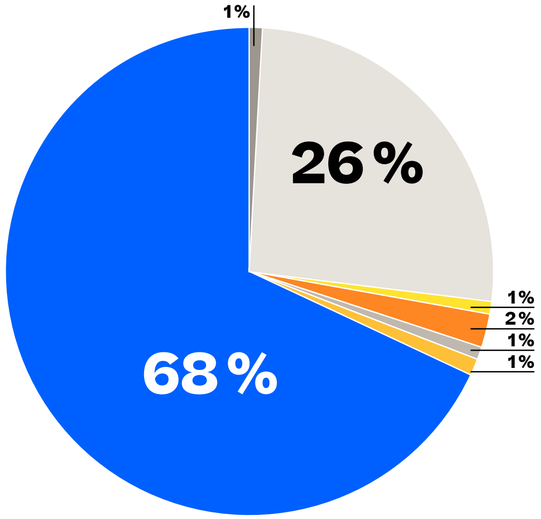
Scope 1 and 2, market-based [1]

in tons of CO_2e



[1] In the Sustainability Report 2021, we recorded Scope 1 and 2 greenhouse gas emissions amounting to 26,316 t CO_2e (market-based). The data was updated for submission to the SBTi and is listed here in its corrected version. For Scope 2 emissions, there were slight changes compared to the original calculation for 2019, 2020 and 2021 since slight adjustments were made to the market-based emission factors. The data in Scope 1 and 2 for 2021 and 2022 were adjusted by an improved calculation method in 2023. The changes are explained in their entirety in the → Methodology section.

[2] Other energy sources such as biogas, electricity generated in-house from renewable sources, liquefied petroleum gas, and more.



Scope 3 – 2023[1]

- Scope 3.1 Purchased goods and services
- Scope 3.2 Capital goods
- Scope 3.4 Upstream transportation and distribution
- Scope 3.6 Business travel
- Scope 3.7 Employee commuting
- Scope 3.11 Use of sold products
- Scope 3.15 Investments

Our Scope 3 emissions

In 2023, our Scope 3 emissions[2] amounted to 1,713,216 tons (market-based). This corresponds to 99 percent of our overall greenhouse gas emissions. These emissions fell by 14 percent compared to 2022 and six percent compared to the base year. In 2022, we calculated and analyzed our relevant Scope 3 emissions in ten emissions categories with Category 3.12 not included further due to its minimal impact. This analysis enabled us to identify the most significant levers for gradually reducing emissions for the Körber Group and its Business Areas.

We have developed additional measures to reduce emissions from the value chain and started putting initial measures into place. Emissions from purchased goods and services (Scope 3.1) and the usage phase of our sold products (Scope 3.11)[3] remain our largest sources of emissions in Scope 3 in 2023, at 26 and 68 percent respectively.

Our machines and systems have a long service life averaging 20 years with product lifespans ranging between 10 and 25 years in the different Business Areas. In line with the GHG Protocol specifications, emissions from products sold in a given year, such as our machinery and systems, are aggregated over their entire life cycle. Due to the considerable importance of Scope 3.11 emissions, it is crucial for us to make our → **Sustainable products, solutions and services** even more sustainable. In doing so, we prioritize Ecodesign and intensified collaboration with suppliers and customers.

Greenhouse gas emissions

in tons of CO_2e

Designation	2019	2020	2021	2022	2023	Delta 2022–2023	Delta 2021–2023
Scope 1: Direct greenhouse gas emissions	14,627	13,349	16,006[2]	13,861[2]	13,320	–4 %	–17 %
Scope 2: Indirect greenhouse gas emissions[4]	22,113	17,913	12,875	5,401[2]	5,006	–7 %	–61 %
Scope 1 und 2: Greenhouse gas emissions total	36,740	31,262	28,881[2]	19,262[2]	18,326	–5 %	–37 %
Scope 3: Greenhouse gas emissions total	n.a.	n.a.	1,820,450[2]	2,000,976[2]	1,713,216	–14 %	–6 %
Scope 3: Upstream greenhouse gas emissions total	n.a.	n.a.	460,458[2]	541,232[2]	535,696	–1 %	17 %
Scope 3: Downstream greenhouse gas emissions total	n.a.	n.a.	1,359,992[2]	1,459,744[2]	1,177,520	–19 %	–13 %
Scope 3.1: Purchased goods and services	n.a.	n.a.	386,398[2]	440,761[2]	438,577	0 %	14 %
Scope 3.2: Capital goods	n.a.	n.a.	8,916	14,409	18,709	30 %	110 %
Scope 3.3: Fuel- and energy-related emissions	n.a.	n.a.	6,592[2]	5,249[2]	4,964	–5 %	–25 %
Scope 3.4: Upstream transport and distribution	n.a.	n.a.	29,717[2]	45,617[2]	36,969	–19 %	24 %
Scope 3.5: Waste	n.a.	n.a.	7,136	6,442	6,471	0 %	–9 %
Scope 3.6: Business travel	n.a.	n.a.	12,215	15,762	17,260	10 %	41 %
Scope 3.7: Employee commuting	n.a.	n.a.	9,484	12,991	12,746	–2 %	34 %
Scope 3.11: Use of sold products[3]	n.a.	n.a.	1,348,664[2]	1,444,619[2]	1,162,395	–20 %	–14 %
Scope 3.15: Investments	n.a.	n.a.	11,328	15,125	15,125	0 %	34 %
Scope 1, 2 and 3: Greenhouse gas emissions total	**n.a.**	**n.a.**	**1.849.331[2]**	**2,020,238[2]**	**1,731,542**	**–14 %**	**–6 %**

[1] The percentages for Scope 3.3 and Scope 3.5 are very low. They are not shown separately in the graph.
[2] The data in Scope 1 and 2 and in the Scope 3 categories 3.1, 3.2, 3.3, 3.4, 3.11 and 3.15 were adjusted with retroactive effect for 2021 and 2022 thanks to an improved calculation method. All the changes are explained in the → Methodology section.
[3] Without emissions from software products.
[4] We generally calculate our emissions from electricity consumption using two methods: market-based and location-based. In this overview, we have used the emissions based on the market-based approach.

Expansion of the use of renewable energy

The changeover from fossil fuels to green energy makes a significant contribution to reducing emissions. We are advancing this changeover at all locations. We are switching over to producing our own green energy where it proves advantageous.

What we have already achieved

In 2023, total energy consumption[1] fell by two percent compared with the previous year and by 16 percent compared with the base year 2021. The consumption of natural gas, electricity, diesel and petrol caused the highest emissions. Natural gas consumption fell slightly compared to the previous year (minus five percent). Petrol consumption remained low compared with the previous year; diesel consumption increased by nine percent during the reporting year.
We managed to reduce consumption of conventional electricity further (minus 15 percent).

We have managed to increase the share of green electricity[2] significantly since 2021 (base year), from 48 percent to 78 percent in 2023.
All our German locations that we manage ourselves are now powered by green electricity. On an international level, we are using green electricity at our locations in Finland, Hungary and the Czech Republic, for example. We are also continuously working on solutions for locations where green electricity is not yet available. This also applies to leased spaces in Germany where we do not have direct control over the procurement of green electricity. We are monitoring developments in countries where green electricity is not currently available so that we can make a changeover as soon as possible.
In the case of existing lease agreements, we continue to try to persuade the landlord to switch to green electricity and, where applicable, we are searching for new leased spaces with green electricity within the limits of our contractual obligations.

We have also been investing in our own green electricity production using photovoltaic (PV) systems for over ten years. Our first installation was at the German location in Leingarten with two more locations, Allschwil in Switzerland and Richmond in the US, now also having solar panels.

Richmond's PV system can produce up to 70 percent of its own consumption. Out of the six additional locations identified as suitable for PV in 2022, three began implementation during the reporting year:
Körber Campus Pécs, Hungary (2,500 kWp output, 2,580,000 kWh p.a.), Malaysian location in the Business Area Technologies (382 kWp output, 480,000 kWh p.a.) and in the Business Area Pharma at the Markt Schwaben location, Germany (673 kWp output, 634,000 kWh p.a.). We have postponed implementation at the Czech location Ejpovice and the two German locations Eisenberg and Freiberg. This is because either initial construction preparations need to be made or amended licensing procedures need to be taken into account. The Paese location in Italy in the Business Area Technologies was added as an additional suitable PV installation site during the reporting year.
We have thus postponed the target year from 2023 to 2024.
We generated a total of 1,757 MWh of renewable electricity in 2023.

We also identified the locations with the highest gas consumption. We are seeking to reduce our consumption and use green gas (biogas) wherever possible. In this way, we are also aiming to eliminate the use of natural gas, the CO_2e emissions from which will be offset through projects (eco gas).

Not all locations are able to procure green gas yet. The changeover to green gas is our greatest challenge in the transition to green energy. Our highest consumption is at our location in Hamburg Bergedorf, where we have been operating a combined heat and power plant, converting gas into electricity, since 2016.

We have decided on a new construction in Bergedorf, which is scheduled to go into operation in 2027 according to current plans. In addition to using a green roof for rainwater harvesting and domestic water use, we are prioritizing self-generated electricity from photovoltaics and heat recovery using geothermal energy. The energy efficiency attained and the elimination of fossil fuels make the construction project one of the group's most important initiatives in attaining the net-zero goal for our own production (Scope 1 and 2).

→ Construction projects for climate protection

The challenges for switching over to green energy have increased enormously as a result of global developments. Due to market conditions, we already had to postpone the planned full transition to biogas at suitable locations by 2023 to 2025 in the previous year.
We plan to changeover to green gas at all suitable locations by this time, provided that it is available and that we are able to choose the energy provider ourselves. The acquisition of biogas origin certificates is also being considered. These ensure that biogas is fed into the grid elsewhere. At the same time, we are working on sustainable alternatives to gas usage and evaluating options for their technical implementation at our locations with teams of experts. These measures require long-term planning. Currently, the proportion of green gas in our total gas consumption remains very low.

The proportion of green gas in the total energy consumption increased from 13 percent in 2021 to more than 33 percent in 2023. The primary driver behind this trend is the increase in the proportion of green energy. At the same time, non-renewable fuel consumption rose by two percent in 2023 compared to the previous year. This backslide amounted to 26 percent compared to the base year.

Target: Expansion of the use of renewable energy

Subtargets	Progress 2023	Activities 2024
By 2023, we will operate all suitable Körber sites with green electricity.	• All suitable locations changed over to green electricity, thus achieving the goal set for 2023 in this respect. • 78 % share[2] worldwide of green electricity in the energy consumption at our locations. • Initial projects such as photovoltaics at the Lüneburg location implemented for green electricity in leased properties with landlords.	• We are also using alternative strategies to advance the changeover for locations unable to use green electricity at the moment. • Extending renewable energy solutions for leased buildings.
By 2025, we will operate all suitable Körber sites with green gas.	• Ground-breaking ceremony for the new location Hamburg Bergedorf. This included initiating the changeover from heat generation using gas to geothermal energy by 2027. This is a key measure to reduce gas consumption in the group.	• Changeover from gas to geothermal energy at the new Bergedorf location by 2027. • Reducing consumption; if possible, using green gas (biogas) or implement alternative, sustainable measures.
By 2024, all Körber sites suitable for photovoltaic systems (PV) have been identified and implementation has started.	• Paese, Italy identified as another suitable location for PV. • 3 of 7 locations identified as suitable for PV began implementation in 2023. Implementation was postponed until 2024 for three of the locations due to initial construction preparations or amended licensing procedures. As a result, our goal to commence implementation at all sites suitable for PV in 2023 has been changed to 2024.	• Implementation is scheduled to begin for the locations in Ejpovice, Czech Republic, and Paese, Italy, in 2024. • Preparations for construction (roof repair or refurbishment) are planned for other locations.

[1] See diagram on page 32.
[2] Without green electricity from own production (PV).

“Our commitment to sustainable travel is an integral part of our corporate culture and a testament to our genuine dedication to a better future. In 2024, we will centre once more on raising awareness about sustainable forms of business travel among our teams.”

Dennis Schäfer, Vice President Indirects, Group Procurement & Supply Chain Management, Körber AG

Expansion of green travel

Business trips have an impact on our atmosphere due to greenhouse gas emissions. This is why we only travel when truly needed. We are laying the foundations for reducing such emissions – for example, by further extending the online working environment, changing our own company car fleet over to electric vehicles and expanding the charging infrastructure.

What we have already achieved

Our focus is on genuine reduction measures. We have introduced guidelines which require all combustion vehicle models to be gradually replaced by electric vehicles. We approved the new ‘Group Guideline Company Cars and Mobility’ in December 2023, which came into force in January 2024. Among other things, it stipulates that senior managers may only order electric vehicles. Since 2021, we have increased the proportion of company vehicles with an electric drive to over 13 percent. This corresponds to an increase by more than six percentage points compared to the previous year. We wish to electrify the entire company fleet by 2030.

Overall, our company fleet grew compared to the previous year and company vehicles are used more due to increased business activities. At some locations with an expanded vehicle fleet, electric vehicles cannot be operated effectively for our business operations due to insufficient charging infrastructure in the country concerned.

However, we are also expanding our own charging infrastructure at all relevant Körber locations to ensure that vehicles can be recharged at any time.
Compared to the previous year, we managed to increase the number of installed charging stations from 75 to 124. We installed the most charging stations in the software business in the Körber Business Area Pharma in Lüneberg with a total of 32 charging stations. The concept for the new building in the Business Area in the Swiss town of Grabs makes provision for all 200 underground parking spaces to be equipped with chargers.

→ Construction projects for climate protection

Introduced in 2022, our ‘Group Guideline Business Travel’ only allows for essential travel and focuses on sustainable travel options. This reduces emissions from business travel and work trips significantly. In the case of essential business travel, the goal is to minimize greenhouse gas emissions as far as possible. Whenever the journey time is less than five hours and the route allows it, we opt for train travel. In August 2023, we updated the travel policy to include considerations for diversity and inclusion for business trips.

Our greenhouse gas emissions in Scope 3.6 (business travel) amounted to 17,260 t CO22 in 2023 (spend-based). The emissions in this category thus show a ten-percent increase compared to the previous year. The increase is influenced by factors such as rising prices, including those for flights, and our travel behaviour. After a significant reduction in domestic flights within Germany in 2022, we saw an increase again in 2023. In 2024, we will intensify our awareness campaigns to promote a more conscious approach to air travel. We will also implement additional key indicators for ongoing travel behaviour management.

Target: Expansion of green travel

Subtargets	Progress 2023	Activities 2024
By 2030, our corporate fleet will consist exclusively of electric cars.	• 15 % of all vehicles ordered in 2023 are electric vehicles. • New ‘Group Guideline Company Cars and Mobility’ approved.	• Further increase in the proportion of electric vehicles in the entire fleet. • Annual revision and adjustment of the ‘Group Guideline Company Cars and Mobility’.
By 2030, a charging infrastructure will have been developed at all relevant Körber locations.	• 124 charging stations for electric vehicles.	• Further expansion of the recharging infrastructure for electric vehicles.
We reduce our emissions from our business travel.	• Group guideline for business travel updated. • Travel on domestic routes within Germany still mainly by rail.	• Intensification of awareness campaigns to reduce air travel. • Implementation of additional key indicators for ongoing travel behaviour management. • Further reduction of emissions from business travel and work trips. • Annual revision and adjustment of the travel policy.

Energy consumption

Optimization of energy consumption

We have been contributing to reducing energy requirements in many areas for years. We scrutinize all processes to ensure we use energy even more efficiently, whether this is in our manufacturing processes or by raising awareness among our employees about energy-saving behaviours during their daily work.

What we have already achieved

In Germany, we have already implemented numerous measures and also conduct regular energy audits. We also monitor optimizing our energy consumption at our international sites based on sustainability standards and defined action areas for existing properties and new buildings. For example, at our Lüneburg site in the Körber Business Area Pharma, we came to an agreement with the landlord during lease negotiations to optimize the property from a sustainability perspective. The landlord is installing a PV system, for instance. Further measures to help reduce greenhouse gas emissions are evaluated on a regular basis. Charging stations for electric vehicles will also be provided at the location in a further step.

The international ISO 50001 standard for energy management systems is currently implemented and certified at four Körber production sites.

The energy intensity per employee fell again during the reporting year.

In 2023, the Körber Group consumed 123,584 megawatt-hours of energy. We reduced consumption by two percent compared to the previous year and by 16 percent compared to 2021. The energy intensity per employee fell again during the reporting year. We managed to achieve the biggest saving with a five-percent reduction for energies obtained from gas.

We reduced energy consumption in our buildings through more efficient use of space and operational measures among other actions. We began undertaking successful energy efficiency projects long before starting our group-wide sustainability initiative in 2021. We have now nearly maximized our potential for savings.
As a result, our energy efficiency measures are now concentrated on our production processes. For example, we have been operating additive manufacturing in different Business Areas for some time and are now also evaluating this technology with regard to its energy saving potential.

Furthermore, we aim to upgrade our building stock with regard to energy aspects and design new buildings to be as climate-friendly as possible. This includes certifying our buildings according to DGNB (German Sustainable Building Council) certification systems and the international standards LEED (Leadership in Energy and Environmental Design) or BREEAM (Building Research Establishment Environmental Assessment Method).

The guidelines for aligning our real estate portfolio and its characteristics are based on actions such as making the premises sustainable and future-proof. During the reporting year, we advanced this approach by incorporating and implementing the aforementioned certifications for all upcoming project developments. One example is the construction of our production facility in the Swiss town of Grabs for the Business Unit Pharma Packaging in the Business Area Pharma. It will be executed and certified to the Minergie P standard (comparable to LEED/BREEAM).

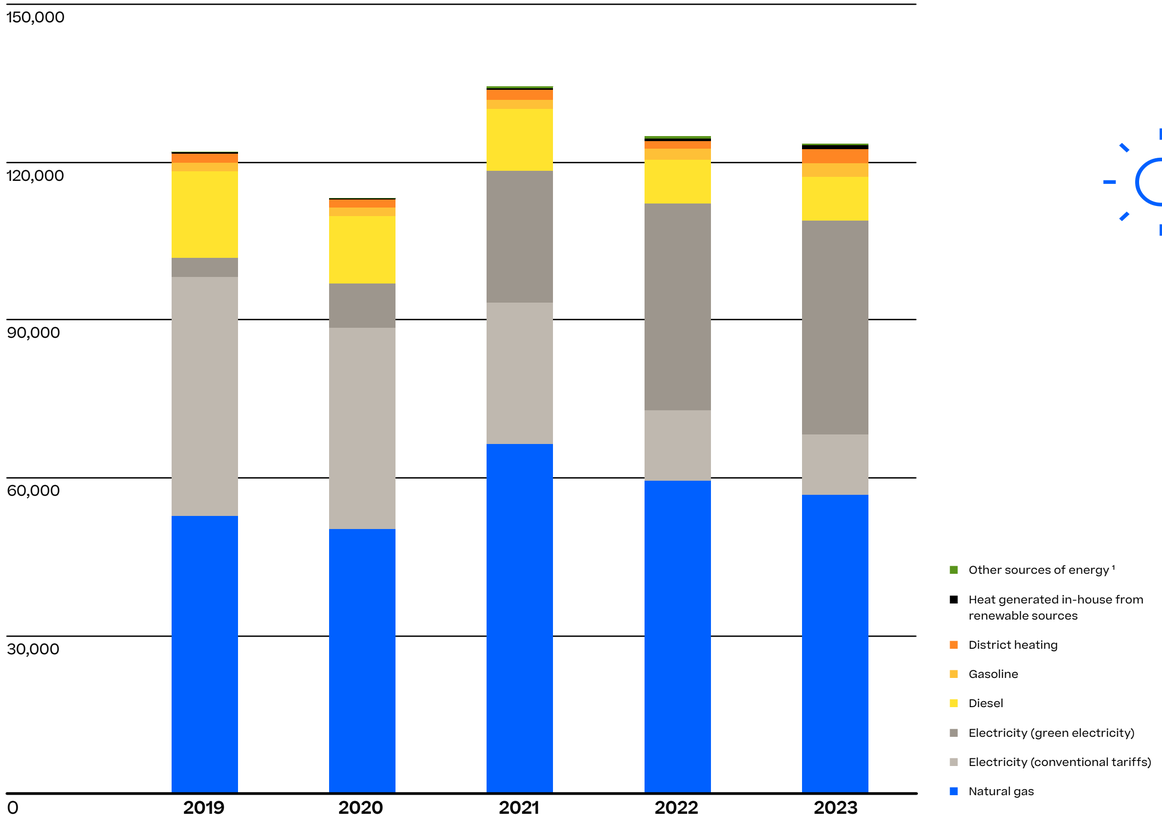
To help our sustainability initiative, the Group Function OneIT, responsible for the development and strategy of group-wide information technology (IT), assembled a team of experts from various areas in 2023 and implemented numerous measures. Examples are the optimized energy management profiles on our terminal devices or the provision of certified green devices.

In 2024, our Green IT initiative will be fully embedded in the OneIT goals 2024. The most important measures are application rationalization, memory optimization, sustainable end-user hardware and a cloud first strategy – for example, with regard to hosting new applications in the cloud.

Energy consumption of the Körber Group

in megawatt hours (MWh)

In 2023, the Körber Group consumed 123,584 MWh of energy.



“For me, the energy management system combined with the building management system forms the essential cornerstone of all energy conservation initiatives. These systems enable us to gain an instant overview of energy consumption in the different parts of our buildings, allowing us to develop targeted reduction measures.”

Frank Richter, Facility & Sustainability Manager, Körber Business Area Pharma, Schloß Holte location

Target: Optimization of energy consumption

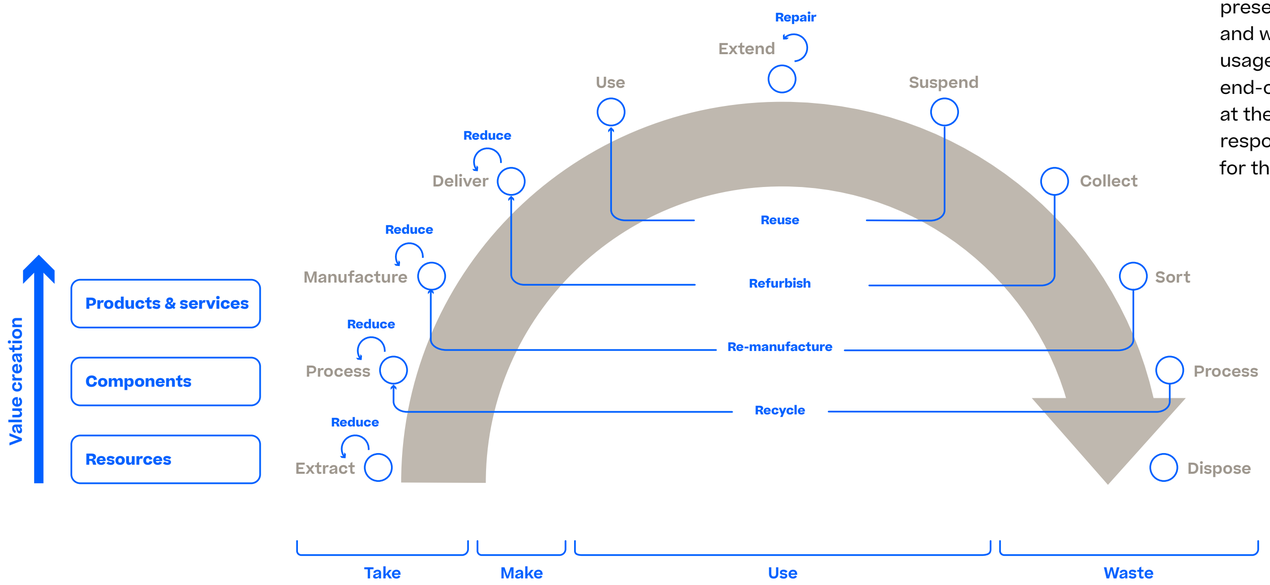
Subtargets	Progress 2023	Activities 2024
Reduction of energy consumption.	• Our Green IT initiative was established. • Total energy consumption reduced by 2% compared to previous year. • Further space utilization concepts introduced to optimize energy efficiency, such as shared usage of buildings at a single location by multiple Business Areas. • Building technical infrastructure systems upgraded. • Sustainability criteria drafted for existing properties and new builds.	• Further develop our Green IT initiative with measures such as optimizing data use and storage. • Carry out energy audits at national and international locations and implement recommended courses of action based on audits. • Introduce further space utilization concepts to optimize energy efficiency, such as shared usage of locations and possible reductions in space. • Take into account relevant energy criteria for refurbishments and upgrade measures for our existing buildings. • Optimize existing lease agreement structures based on green leases; draft and agree on sustainability goals for leased properties with landlords.

[1] Other energy sources such as biogas, electricity generated in-house from renewable sources, liquefied petroleum gas, and more.

Circular economy

We improve our processes as well as products, solutions and services with the methods of the circular economy

A circular economy is an effective approach to slowing down, reducing or, ideally, even closing energy and material cycles. We want to make our contribution by reducing waste, resources and emissions, for example. In the future, we'd also like to continue to manufacture premium machines and increasingly ensure that our technological leadership depends less on resource consumption.



The 'Value Hill' diagram is based on a Circle Economy Foundation research topic in collaboration with TU Delft.

We have added the six principles of a circular economy (recycle, refurbish, re-manufacture, reuse, reduce and repair).

Source ⟶ circle-economy.com

The focus field 'circular economy' encompasses optimization of waste, resource consumption, environmental impact, water usage and our products' lifespan. A circular economy acts as a key lever for us to reduce our carbon footprint and is consequently closely linked to our focus field 'climate protection'.

Our environmental policy covers matters such as resource preservation, climate protection, natural resources, waste and waste optimization, air pollution, water, including water usage and management, the product usage phase, and end-of-life product management. This policy stipulates that, at the highest level, the COO/CTO of the Körber Group is responsible for sustainability within the group and thus also for the matter of circular economy.

Circular economy principles for our products

We wish to increasingly shape our products, solutions and services in such a way that they have minimum negative impact on the environment. This entails actions such as recycling, reducing the use of resources and longer usage of our products. Fundamental approaches for us in this respect include our activities related to Ecodesign and design for a circular economy. Here, we are striving towards extensive changes throughout our entire value chain as we firmly believe that significant potentials can be unlocked through actions such as reuse, repairs, recycling and durable designs.

Examples of suitable measures in our Business Areas include the revision of surplus components for new orders, upgrading of customer systems to enhance performance and efficiency, and the proactive maintenance of customer systems to optimize maintenance and the use of replacement materials.
A further key success factor lies in taking the entire life cycle into account during the development and design stage of our products, solutions, and services.

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

Circular economy principles in our own production
Our exploration of the topic also focuses on our own handling of natural resources. That is why we are gradually converting our production systems and continuously minimizing waste, emissions, and material and energy losses. For example, in the Business Area Supply Chain, we coordinate warehouse spaces using SAP to reduce on-site traffic movements. We are highly committed to reducing material usage and aim to reuse or further process raw materials and resources as far as possible.

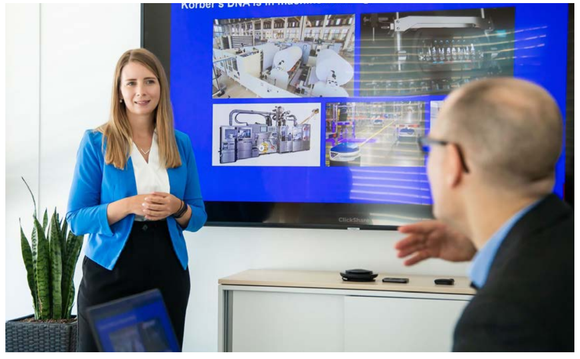
Other priorities include the increasing use of recycled products and materials as well as the targeted use of raw materials that generate fewer greenhouse gas emissions. In the Business Area Supply Chain, for instance, we incorporate recycled materials into products and packaging. We also recycle all recyclable waste and prefer to use materials with a high recycling content in our products. Reuse is also becoming increasingly important: for example, in the Business Area Technologies, we don't immediately dispose packaging but instead reuse it for transport boxes as part of the 'Drehpack' (TwistPack) initiative in Hamburg.

Contribution by Ecodesign
The Chief Technology Officers and Chief Operations Officers in all Business Areas are working together to ensure an increasingly environmentally responsible, resource-efficient approach to developing and producing our products, solutions and services. Our Ecodesign Community, our related think tank and the Ecodesign Center of Excellence established in April 2023, which develops standards across Business Areas, all make an important contribution to this approach.

→ Group-wide standards for Ecodesign
→ Sustainable products, solutions and services

Compiled by the think tank, the Ecodesign Guideline also integrates important aspects of a circular economy. During the reporting year, our work focused on creating transparency regarding environmental impacts and carbon emissions caused by individual products. Pilot projects were undertaken in each manufacturing Business Area for this purpose. For instance, the Körber Business Area Supply Chain conducted a life cycle analysis as per ISO 14040/44 for its belt conveyor. The Körber Business Area Supply Chain's VarioBelt provides an example of a product whose Environmental Product Declaration (EPD) has already been certified by the international EPD program owner Environdec. EPDs are standardized certifications of a life cycle analysis primarily used to verify impact data from business to business. If necessary, we can create EPDs for additional products based on this pilot project.

Key areas of our further development
During the reporting year, we advanced various activities related to circular economy. We will continue to promote cross-business area exchange on the principles of a circular economy. We are striving to further specify the targets and performance indicators for all subtargets within the focus field of circular economy. We will also hold workshops in-house and with external partners to identify further means to implement a circular economy.



Natural resources

The best way to conserve natural resources is to use as few resources as possible from the outset. To achieve this, we have long relied on 'value engineering' as a process-oriented, structured technique for developing innovations. In doing so, we aim to attain a maximum benefit for our customers while also minimizing costs and the use of resources. We use this approach for both specific individual components and entire products. As a result, we consume less material and save resources. The more material-efficient product design also prevents the development of unnecessary properties.

Besides 'value engineering', Ecodesign can help reduce environmental effects further. This is achieved through an optimized use of resources and a longer usage phase for goods. For instance, we only want to use material that we truly need to provide the required functions. With 'design for circularity' as our target, we have already defined aspects in our Ecodesign Guideline aimed at helping to develop products and packaging that can be easily disassembled and recycled at a later stage.

One example where we have implemented several Ecodesign principles is the Körber Business Area Supply Chain's Layer Palletizer PA15: the PA15 requires less air and less electricity and has a longer lifespan than comparable market solutions.

Target: Optimization of resource consumption

Subtargets	Progress 2023	Activities 2024
Reduction of the use of finite resources.	• Used value engineering and Ecodesign products and analyzed findings from the pilot projects for our products' life cycle assessments.	• Reduce finite resources further through consistent use of value engineering and Ecodesign principles. • Use the findings from the pilot LCAs and other LCAs for our products to identify the most effective levers to obtain improvement measures to apply circular economy principles.

The materials we use
As part of our Scope 3 emissions analysis, we also analyzed Scope 3.1 (purchased goods and services). In doing so, we identified goods groups which have a substantial impact on the generation of greenhouse gas emissions at Körber. During the reporting year, for Körber, these mainly comprised the purchase of machine components and processed steel.

The Business Area Technologies also purchased large quantities of electrical equipment while the Business Area Pharma acquired a great deal of paper and paper products. Services and software played a particularly important role in our Business Area Digital. We are currently recording the emissions generated by our purchased goods and services, using a spend-based approach rather than a mass-based one.

Waste, water usage, environmental impact

We wish to make our contribution to reducing resource consumption. Waste and water are examples of aspects which we are already working on intensively. We are currently looking at other areas such as noise to assess their relevance.

One of our main targets is to reduce waste volumes and increase recycling rates. 12,014 tons of waste were generated during the reporting year, three percent more than the previous year. We managed to continue reducing the proportion of hazardous waste, from 1,095 tons in 2022 to 871 tons in the reporting year. We separate the waste which cannot be avoided and dispose of it in the correct way. 81 percent of our production sites already have an implemented recycling scheme. We have begun to collect waste volume data at all locations and will present this data in greater detail next year. Once this data is analyzed, we will set out a target path.
In the Business Area Technologies, we are using the aforementioned 'Drehpack' (TwistPack) to reduce the waste produced during transport of shipments between Hamburg and the Körber location in Pécs, Hungary.
In the Business Area Pharma, our company Pharma Inspection assessed the use of Karopack's services. Karopack picks up collected paper waste from a company, processes it into cushioning pads and returns it to the same company as packing material. Due to the lack of storage space, we have not pursued this approach any further.
In the Körber Business Area Digital, we use artificial intelligence to increase efficiency in production and do the same for customers. This way, we improve productivity in machines, which brings savings on energy and resources.
In the Business Area Supply Chain, we offer our customers a product take-back and recycling service. We also prefer to use materials with a high recyclable content in our products. With upgrades, we help our customers increase our products' lifespan and energy efficiency.

81 %

of our production sites already have an **implemented recycling scheme.**

Although our production facilities are not particularly water-intensive, optimizing water consumption is also a priority for us. In total, 16 percent of our production sites make use of a water treatment plant or a recycling program to reduce water consumption (up from eleven percent in the previous year). During the reporting year, we also managed to slightly reduce our freshwater consumption further in comparison to 2022 – from 125,463 to 123,545 cubic meters.

Pollutant emissions contribute to environmental impact. The Körber Business Area Technologies at the Pécs location serves as an example of how to reduce environmental impact in this respect. They use powder coating instead of wet painting, which prevents volatile organic compounds (VOCs) from being released into the environment, for example. Moreover, this process reduces health risks during machine operation.

Target: Optimization of waste

Subtargets	Progress 2023	Activities 2024
Reduction of our waste.	• The proportion of hazardous waste reduced in total waste volume.	• Reduce waste volume further. • Enter into specifics of waste in more detail.

Target: Optimization of environmental impact

Subtargets	Progress 2023	Activities 2024
Reduction of our environmental impact.	• 80.6 % of our production sites have implemented a recycling program.	• Reduce environmental impact further.

Target: Optimization of water consumption

Subtargets	Progress 2023	Activities 2024
Reduction of our water consumption.	• The proportion of our production sites with a water treatment plant or recycling program increased to 16.1 %. • Fresh water consumption reduced by 1.5 %.	• Reduce water consumption further. • Expand the collection of actual data as a basis for specifying the target further.

“Just as you wouldn’t throw away your lunch box on the first day of its use, our circular economy initiatives aim to make optimized, circular processes the new norm.”

Markus Bartels, Head of Waste Management, Körber Business Area Technologies

“Less material usually means fewer work processes, fewer emissions and lower costs. In light of these factors, a circular economy is beneficial for both us and our customers.”

Bernhard Gerl, Moderator of the Ecodesign think tank and Design Department Project Engineer in the Körber Business Area Pharma

Product end of life

From a strategic viewpoint, it is particularly relevant for us to maintain our high-quality machinery and equipment in circulation. Our machines and equipment contain a large amount of valuable material that should be used for as long as possible. With this in mind, we have also designed our machines and equipment to be reliable and have a long service life. Our concepts for preventive and predictive maintenance also help to extend their lifespan.

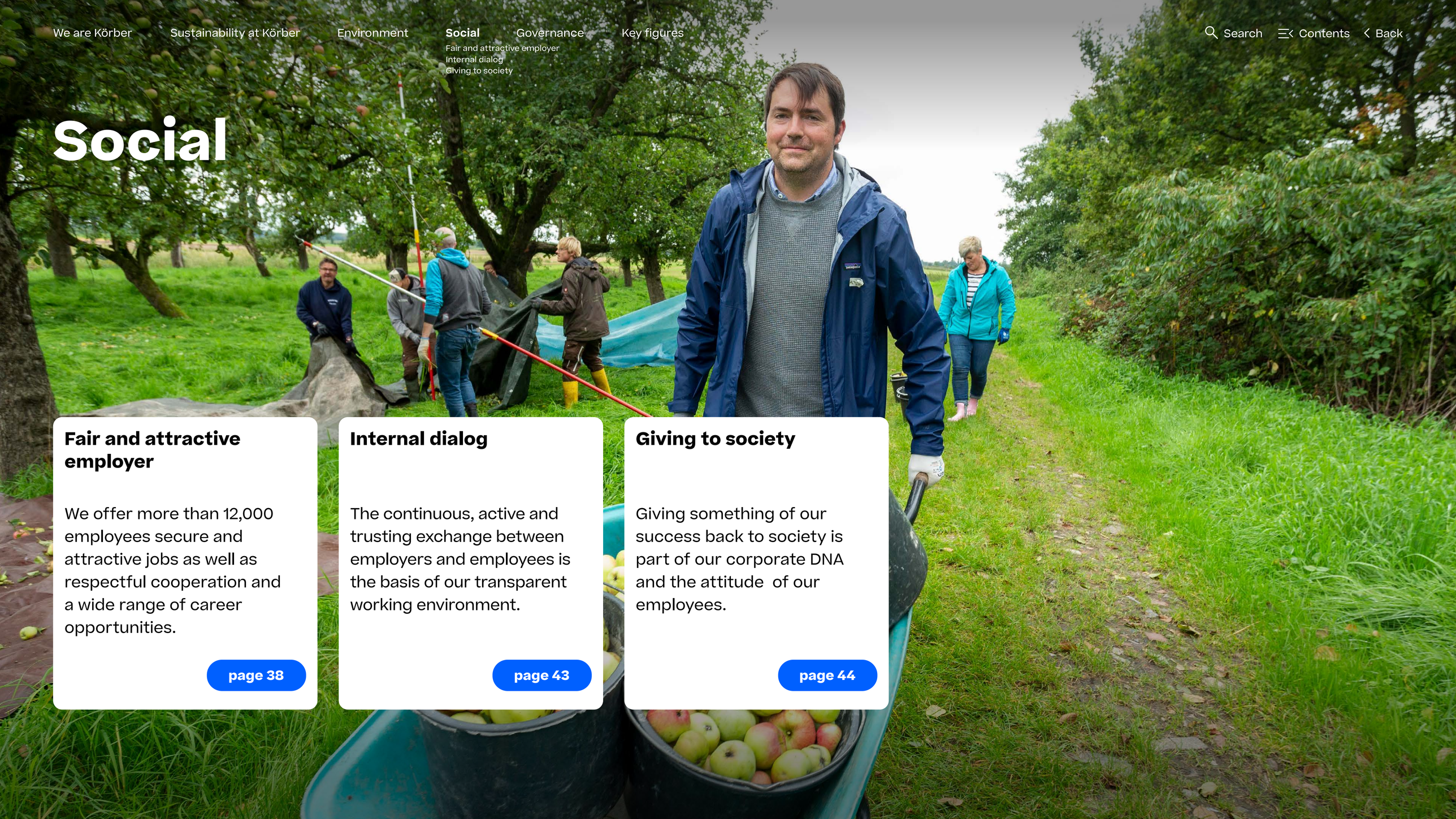
When it comes to a circular economy, we focus on products, machinery and equipment since they offer greater leverage than solutions and services. Currently, our machines and equipment already have an average lifespan of 20 years, varying between 10 to 25 years in the different Business Areas. To improve material and resource efficiency further, we offer take-back programs to our customers in the Business Areas Pharma, Supply Chain and Technologies.

Körber AG provides information on its products’ repairability. Parts can be refurbished in the Körber Business Area Supply Chain’s repair shop. Machines and software also undergo upgrades on customer premises to extend their usability. In the Business Area Technologies, we also prioritize repair and refurbishment of components and assemblies, up to and including complete overhauls. If components cannot be refurbished, they are recycled.

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

Subtargets	Progress 2023	Activities 2024
In progress	• Active take-back programs in three Business Areas	• Further optimize the product end of life.

Social



Fair and attractive employer

We offer more than 12,000 employees secure and attractive jobs as well as respectful cooperation and a wide range of career opportunities.

page 38

Internal dialog

The continuous, active and trusting exchange between employers and employees is the basis of our transparent working environment.

page 43

Giving to society

Giving something of our success back to society is part of our corporate DNA and the attitude of our employees.

page 44

Fair and attractive employer

We are a fair and attractive employer

We want to be the first choice for everyone who works with us today and in the future. We provide our employees with secure, attractive jobs and a variety of career opportunities.

More than 12,000 employees worldwide are the key to our success. We create a safe work environment for them and maintain a respectful culture of cooperation.
To do so, we focus on four topics:

- **Working conditions**
- **Health and safety**
- **Diversity, equity and inclusion**
- **Career management and training**

“We as a company strive to be a fair and attractive employer which is committed to diversity, inclusion and equal opportunities. Our measures to promote secure jobs and attractive career opportunities underpin our endeavour to create a respectful, fair working environment where appreciation is shown.”

Gabriele Fanta, Chief Human Resources Officer, Körber AG

The Group Human Resources Guideline (HR)
The Körber AG Group Human Resources Guideline regulates the working relationship between the Business Areas and Group Human Resources. It defines the basic tasks of Group Human Resources, the principles and standards, and the rights, obligations and structures for collaboration and forms the basis for all further organizational elements. The responsibilities, and approval and information requirements defined in this guideline applies to all companies in the Körber Group. It is the duty of Business Area managers to ensure compliance with the guideline within the individual Business Areas. Managers may regulate the teamwork within the individual Business Area with business area-specific guidelines with the group guideline applying as a minimum standard. The Group Human Resources Committee, project teams and HR working groups ensure that the needs of relevant stakeholders are included in human resources work. This also applies to drawing up the guideline. Employees can view the guideline on the Körber intranet.

Employees by employment contract type

Employment	Germany				International			
		Female		Male		Female		Male
	Number	%	Number	%	Number	%	Number	%
Total	**1,290**	**13.5**	**4,188**	**43.8**	**725**	**7.6**	**3,358**	**35.1**
Permanent	1,164	12.2	3,838	40.1	702	7.3	3,298	34.5
Fixed term	126	1.3	350	3.7	23	0.2	60	0.6
Full-time	859	9.0	3,881	40.6	659	6.9	3,302	34.5
Part-time	431	4.5	307	3.2	66	0.7	56	0.6

The figures are based on the SuccessFactors system.

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

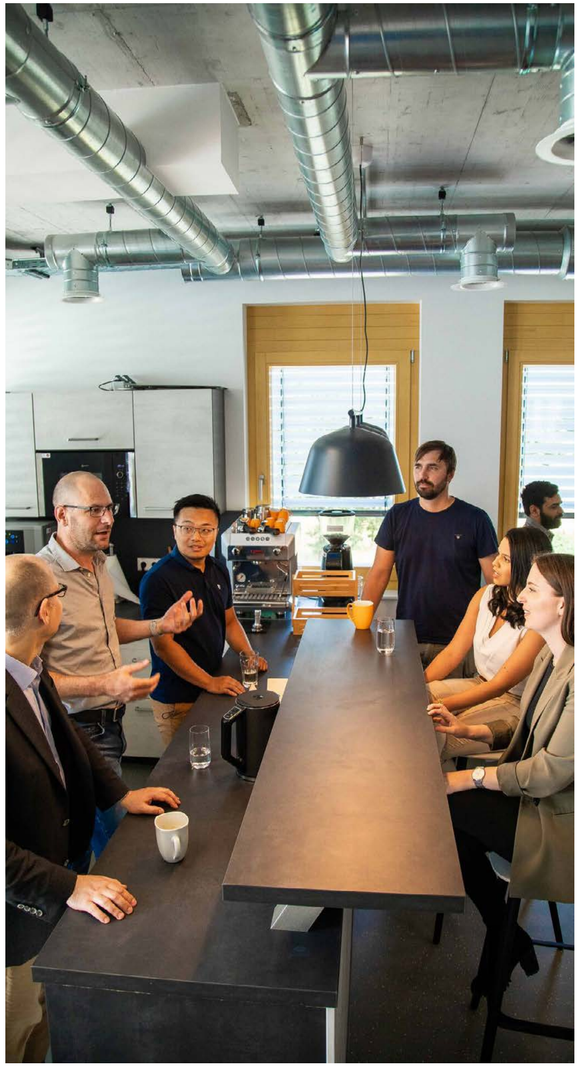
Working conditions

Different factors help to create a positive employment relationship and a good work atmosphere. These include flexible and remote working, balanced work-life integration, and schemes which enable employees to commute using environmentally friendly means of transport – for example, company season tickets for travel on public transport.

What we have already achieved
One of our core policies is flexible and remote working. We use digital options for virtual working relationships to promote more flexible working hours and more environmentally friendly work processes. We create the most flexible work environment possible by expanding remote working model options on a continuous basis. We assist teams which work with one another at different locations worldwide by providing training and a suitable infrastructure. HR managers across the entire corporation regularly focus on remote working and effective team management in online formats.

Target: Extending mobile working

Subtargets	Progress 2023	Activities 2024
Continuous expansion of our group-wide offering for remote working models to 100 % by 2024 and promotion of new forms of collaboration.	· In 2023, we offered remote working models to 80 % of our relevant employees. We thus did not meet our original target for 2023.	· Continuing and expanding our group-wide remote working models and promoting new collaboration formats.



Health and safety

Our employees' physical and psychological health and the safety of our workers take a top priority for us. We see it as our responsibility to protect our employees against accidents and other negative influences during work time, such as when transporting goods or handling machines, heavy equipment and hazardous materials in production. We create the relevant general conditions for these requirements.
A report on four key performance indicators (KPIs) is provided on an in-house health and safety dashboard on a monthly basis. The KPIs on this dashboard cover more than 90 percent of our employees at production sites, corresponding to around two thirds of our workforce. To prevent accidents, occupational health and safety specialists at all Körber locations ensure that laws, rules and directives on work safety and health protection are communicated and that both our company and individual employees adhere to them.

Our employees' health matters greatly to us and we are deeply committed to improving comprehensive healthcare for our employees worldwide.

We are deeply committed to improving comprehensive healthcare for our employees worldwide.

What we have already achieved
Our Corporate Benefit platform contains healthcare services which employees can use if they wish. In the reporting year, employees were able to use a range of healthcare services free of charge in the Körber Business Area Supply Chain at its Konstanz location in southern Germany. These services included skin and diabetes screening, online talks on topics such as balancing blood sugar and healthy eating, and sports activities such as back health and mobilisation at work desks. Employees also have access to social counselling, workshops on resilience and mindfulness, and meditation exercises as part of daily routines to overcome psychological stress.

Employees in the Körber Business Area Technologies had access to various offerings free of charge during the reporting year, including a comprehensive seminar program on self-organization, improving sleep quality, and stress prevention and management. An employee survey was conducted on psychological stress and the provision of immediate support for mental health issues was expanded. Employees in production were able to participate in a skin care initiative. The Business Area also carried out several sessions on office ergonomics.

Our safety handbook describes preventive practices and process designs across the group and provides clear codes of practice and instructions for a safe, healthy working life. One example of these measures is regular safety inspections or audits for our employees' equipment. We have already appointed occupational health and safety specialists at the larger company locations and give our employees regular training on these topics. We organize these training events locally and in line with statutory or collectively agreed requirements at the individual locations. 87 percent of our production sites have established occupational health and safety committees.
We have also conducted occupational health and safety risk analyses at all of our production sites. These are organized locally at each individual location in order to comply with legal and collectively agreed requirements. We have already implemented a certified occupational health and safety management system (ISO 45001) at around 29 percent of our production sites, an increase compared with the previous year at 26 percent. We will continue to expand the system to cover more of our production sites. Since our employees are deployed worldwide, we have established international emergency medical and safety services in 90 countries.
These services are organized locally and vary in scope at individual locations, depending on risk categories and statutory or collectively agreed requirements.

Several examples from the reporting year demonstrate the positive impact of our commitment to continuous improvement in work safety. For instance, the Körber Business Area Supply Chain at the Konstanz location ended the reporting year with over 500 accident-free days, the best performance in the past ten years for this location. This milestone in work safety is the result of excellent collaboration across different levels at the location and a consistent focus on raising awareness of work safety. Another example is the Körber Business Area Technologies' Richmond location, which managed to achieve an impressive 667 accident-free days by the end of 2023.

667
accident-free days
at the Richmond location (Körber Business Area Technologies) at the end of 2023

Mobile safety points, a type of case which the Körber Business Area Supply Chain uses on project construction sites, also help to maintain work safety. The project team can use these easily portable units for various purposes as they contain spill kits, first aid kits, a fire alarm and fire extinguishers and can come with safety and construction site instructions enclosed.

Moreover, the Business Area acquired vacuum lifting devices in the reporting year after ergonomic analyses at different workstations. These devices reduce ergonomic risks and physical limitations for various activities in production. We also installed automatic ergonomic strapping systems in shipping. These solutions enable us to almost completely reduce the ergonomic risk which arises due to bent posture when employees palletize manually. These measures have helped us to significantly reduce absences due to musculoskeletal disorders.

"Together we all ensure that our actions do not compromise our own health and safety or that of others during our work."

Sergio Coronado, Manager Environmental & Sustainability, Körber-Business Area Technologies, Richmond location

Target: Fostering the health and safety of our employees

Subtargets	Progress 2023	Activities 2024
Implementation of a broad group regulation to promote the health and safety of our employees.	• A plan drawn up for the global procedure to adopt a wide-ranging corporate policy to promote our employees' health and safety. • Increase in the percentage of occupational health and safety management systems (ISO 45001) implemented at our production sites to 29 percent from 26 percent in 2022. • A cross-business area implementation plan developed for occupational health and safety management systems (ISO 45001) as the basis for a wide-ranging policy on health and work safety at other locations.	• Implementing the initial standardized measures. • Approval of the cross-business area implementation plan for occupational health and safety management systems (ISO 45001) by the Business Areas' COOs. • Implementing occupational health and safety management systems (ISO 45001) at further locations.

Diversity, equity and inclusion

We aim to fully embrace diversity and believe in the advantages of having a diverse workforce. People with different backgrounds and perspectives work together effectively within our organization. Diversity, equity and inclusion need to be integral considerations in all corporate decisions and Körber's future direction and become firmly embedded in the consciousness of all employees. Achieving this requires appropriate awareness-raising at all levels in the company. One of our guiding principles is 'We celebrate diverse perspectives'. It forms the foundation for all our efforts towards fostering a fair, diverse, inclusive corporate culture. Human resources have a crucial role in recruiting and developing employees in light of this fundamental aspect of transformative management. Diversity, equity and inclusion are also crucial aspects in employee recruitment, further training or advancement.

What we have already achieved

We have introduced various initiatives to promote these considerations within the Körber Group. For instance, employees have the opportunity to participate in the 'We celebrate diverse perspectives' mentorship program, for which we offered two training sessions during the reporting year. This program allows us to promote exchange between people of different genders, ages and ethnic backgrounds. We are particularly proud of the success of our newly developed 'Respectful Workplace' cooperation e-learning program for fostering an inclusive and appreciative work environment. These training sessions aim to raise awareness about diversity, discrimination and harassment. These measures complement the German General Equal Treatment Act, which aims to prevent or eliminate discrimination and harassment based on ethnic origin, religion or belief, age, gender, disability or sexual identity.

"We are firmly convinced that a standardized, positive corporate culture is decisive for Körber's long-term success."

Lea Klauk, Head of Learning and Development, Körber AG

In the reporting year, we were able to raise awareness and undertake training for more than 7,500 employees on these matters. We also saw the first successes from our cultural program launched during the previous year. This program is designed to establish a common Körber culture across all Business Areas to promote a stronger sense of togetherness and a positive work atmosphere.

In the reporting year, we held workshops with more than 450 employees in Europe, Asia and North America to identify the wishes and needs of our employees. During a total of 20 workshops, we crafted a vision of the Körber culture for the year 2030. Trust and cooperation emerged as the core values. For 2024, we formulated specific objectives to actively shape and promote the Körber culture. The 'Culture Compass' aims to serve as an interactive tool to help employees better understand the significance of culture and the formulated values, incorporating them into their working relationships. We are integrating the cultural objectives into individual Business Areas and seek to ensure that the Körber culture is gradually embraced and shared throughout all parts of our company.

7,500 employees made aware of respectful culture of cooperation.

A further key step is the introduction of the 'Culture Coach Academy'. This offers comprehensive training for colleagues who will subsequently act as multipliers and activators for the Körber culture. We are aware that developing a lasting corporate culture takes time and continuous effort. However, we are confident that our initiatives will help to establish a positive, trust-based, cooperative Körber culture over the coming months and years. With it, we aim to promote our employees' well-being and make a substantial contribution to our company's long-term stability and success.

Target: Promoting a diverse, inclusive and equitable corporate culture

Subtargets	Progress 2023	Activities 2024
Increasing equity of opportunity.	• Two training events offered as part of the 'We celebrate diverse perspectives' mentorship program. • More than 7,500 employees reached by our respectful culture of cooperation e-learning module. • Collective definition of the Körber culture for the year 2030 by Körber employees in 20 workshops in Europe, Asia and North America.	• Actively shaping and promoting the Körber culture by introducing the 'Culture Compass' as an interactive tool for employees.
Increasing the proportion of female managers (in line with the share of female employees in relation to the company as a whole).	• The Group HR Committee agreed to include the sub-target of increasing the proportion of female executives in line with the proportion of female employees.	• Specification of a performance indicator.

Career management and training

We want employees to take advantage of further development opportunities from the very start, throughout their entire career trajectory and across all phases of their career. We aim to keep our employees informed about our activities and their opportunities while ensuring transparency, whether these concern data security, sustainability or career development at Körber. Programs for managers are based on the Körber principles, which also include the aspects social responsibility and diversity within the company.

What we have already achieved

We are consistently expanding the further training program to firmly embed a learning culture within the organization. We established a new learning management system in 2022. Our career events enjoy widespread popularity among both employees and external stakeholders. This was highly evident at our first global 24 h Körber Career Day in 2021, where 40 percent more applications were received directly. In 2022, we continued this success with the Körber Career Week, which spanned five days. A Körber Career Night followed in the reporting year when we welcomed 92 students and graduates at our location in the Technology Park Karlsruhe. The event was hosted in two languages for international guests with the program including exciting topics such as creativity and artificial intelligence. There was also wide scope for dialog, networking and exchange of ideas.

We base all group-level management training events and programs on the Körber strategy, the management principles and our 'House of Sustainability'. To achieve a better overview of career paths, opportunities and required expertise, we have redesigned our GPS talent management program and expand it on a continuous basis. The aim is to ensure that all employees in key and management positions take part in a yearly GPS cycle, including an employee assessment interview.

Given the crucial role our managers play in the GPS cycle, an essential integral element in our HR strategy, participation in this multi-day manager development program is a vital indicator. It was our target to incorporate 90 percent of our managers into this important program by 2023. We achieved this target during the reporting year with a high participation rate of 99 percent, which demonstrates the great interest in this format. From 2024 onwards, we wish to maintain a participation rate of at least 90 percent every year. To achieve this, we are continuously working on the training and on communication about the process.

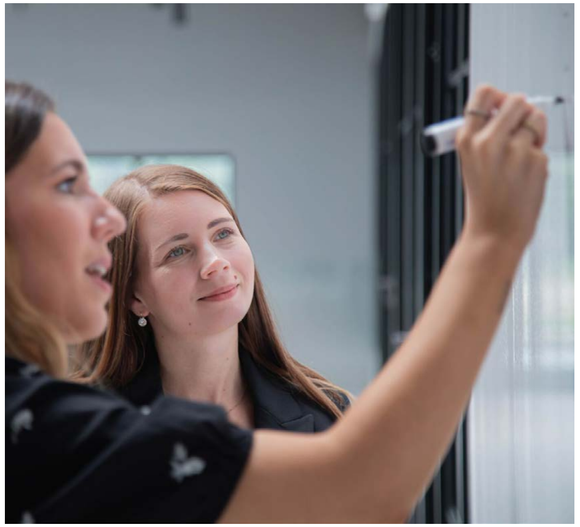
We also offer a comprehensive leadership training program lasting around six months for all aspiring and experienced managers. In the reporting year, we expanded this offering to include senior executives. Throughout Germany, we have established a standardized coaching process, about which employees can read on the HR portal. In line with the results of the Körber culture project, manager development training has been expanded, allocating more space in training sessions to aspects such as trust and psychological safety.

We place great emphasis on training other staff too. The success of our related measures is demonstrated by an independent study conducted by the business magazine Capital among other things. It awarded Körber's training program for cooperative degree students four out of five stars in 2023. We also provide similar programs in other countries. For instance, the Körber Business Area Technologies in Malaysia, in collaboration with the Malaysian-German Chamber of Commerce and Industry (MGCC), has offered a cooperative study program in industrial management since 2014 and in mechatronics since 2016.

Körber was honoured as one of Germany's top trainers in 2023.

Based on an annual study by the magazine Capital and the online portal Ausbildung.de

→ View study



Target: Further development and training of our employees

Subtargets	Progress 2023	Activities 2024
90 % of managers participate in the global talent development program GPS every year.	• Group-wide participation rate of more than 99 % of managers and key positions in the Global Potential and Succession Management (GPS) talent development program. • Körber Career Night held with 92 students and graduates in the Technology Park Karlsruhe. • SAP SuccessFactors learning management system successfully introduced.	• Participation of at least 90 % of managers in the global talent development program GPS in 2024. • Continuing our manager training. • Annual review of take-up of our further training program.

Internal dialog

We promote internal dialog

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

We attach great importance to an open, transparent work environment. Effective communication in all types of negotiations and consultations, and information exchange between the employer, employee representatives and employees help to create this atmosphere. We are convinced that we can best shape the work environment at Körber together through continual, respectful dialog. To promote this ongoing exchange, we established quarterly CEO talks in a town hall meeting format in 2023.

We also prioritize maximum transparency: at a group level, there is no obligation to disclose significant operational changes beyond what is required by law. However, we do inform employees and Business Area and local economic committees at the earliest opportunity for legal or trust-building reasons in consistency with Körber's culture. Disclosure obligations in companies bound by collective bargaining agreements are subject to the provisions of the applicable agreements.

What we have already achieved

For us, co-determination is a key factor for dialog. Together with experts from all areas, we ensure key expertise within the organizations and assist them within the framework of co-determination.

To allow employees to voice their concerns during their daily work, all members of the Group Works Council and local works councils are listed on the group's intranet and can be contacted at any time.

We attach great importance to an open, transparent work environment.

Individuals with disabilities are represented by the Group's Disabled Persons' Representative. Trainees are represented by the Group Youth and Trainee Representative. These representatives are elected on a regular basis.

The Group Works Council and the Group Executive Board enter into regular dialog as part of the quarterly meeting of the Group Works Committee. Employee representatives and the union are represented on the Körber AG Supervisory Board.

In February 2023, an extra-statutory Works Council meeting was held at group level to promote dialog and provide the Group's works councils with opportunities beyond legal requirements to fulfil their duties. We are currently working towards formalizing the cooperation with the European Works Council under an agreement pursuant to Section 18 of the European Works Councils Act (EWCA) to promote employee participation rights internationally.

Target: Support for employee representatives

Subtargets	Progress 2023	Activities 2024
Meeting of the European Works Council with CEO and Chief Human Resources Officer of the Körber AG.	• Continuation of the quarterly exchange meeting within the bounds of the Group Works Committee with the participation of the Körber AG CEO and the Chief Human Resources Officer (CHRO).	• Conclude the agreement with the European Works Council pursuant to Section 18 EWCA.
Quarterly discussions as part of the Group Works Council Committee meeting with the CEO and the Chief Human Resources Officer of Körber AG.	• Regular exchange and negotiation of co-determined matters through the IT, purchasing, and HR and training committees.	• Continue existing formats.
Meetings of Group Works Council and the Körber Group Executive Board.	• An extra-statutory Work Councils Symposium took place at a group level in February 2023.	• Pause extra-statutory Work Councils Symposium on a group level in 2024.
Regular dialog and exchange between management and employee representatives at company level.	• One representative from the Group Works Council was appointed for each dimension in Körber's 'House of Sustainability' and a regular exchange format was introduced. • Process established to incorporate disabled persons' representatives in the recruiting process in Germany. • 'Remote work abroad' has been established in nine German companies. • AI-powered search engine Bing Chat Enterprise introduced as a result of an addendum to the Group Works Agreement for Microsoft 365.	• Continue existing formats. • Expand to other enterprises and companies. • Introduce regulations on the use of AI that are socially responsible, preserve co-determination and are practical for both the workforce and the employer as a technology group.

To promote ongoing exchange, we established **quarterly CEO talks in a town hall meeting format** in 2023.

Giving to society

We shape our social responsibility

Since the Körber Group was founded, it has been part of our ethos to give something back to society from our business success.

Today, our employees continue to uphold this spirit all across the world. Giving to society forms an integral part of sustainable entrepreneurship at Körber.

What we achieved in 2023
Körber does a great deal for the well-being of communities worldwide through various initiatives and a group-wide donation campaign. In doing so, we assist and support the upcoming generation through collaborations with schools, universities and other organizations. One example is the offer that Business Area Pharma employees made in October 2023 to young people in Hamburg interested in programming: the employees organized two workshops, which 15 school students attended as part of Codeweek. Every autumn hundreds of people and initiatives across Europe participate in Codeweek to get children and young people interested in the digital world. We will continue to promote such initiatives in the future.

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

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

Körber-Stiftung is the sole shareholder in Körber AG.
As the owner, Körber-Stiftung receives an annual dividend, which it uses exclusively for charitable purposes.

Further information:
→ Körber-Stiftung
→ Transparency

Körber also regularly takes on responsibility in times of need and disasters. During the reporting year, we donated to the German relief coalitions 'Aktion Deutschland Hilft' and 'Bündnis Entwicklung Hilft' to deliver prompt aid to earthquake victims in Turkey and Syria. We also made a donation for people in Ukraine via the Bonn-based refugee aid organization 'UNO-Flüchtlingshilfe' to mark the anniversary of the Russian attack on Ukraine.

In addition to financial donations, our employees are also involved in numerous volunteer programs to help their communities. For example, several teams from the Business Area Technologies have taken part in the city of Hamburg's 'Wi mook dat' Social Action Day ('We'll do that' in English) since 2014. Colleagues provided more than 400 hours of volunteer work through this initiative in the reporting year. The Business Area Technologies, situated in Hamburg-Bergedorf, also participated in the international 'DUOday' for the second consecutive year. As part of this project, employees showed their workplace to disabled people from the Elbe Workshops, giving them insights into their working life. A volunteer initiative launched five years ago now mobilizes hundreds of employees at the Körber Campus in the Hungarian city of Pécs. In 2023, 674 volunteers conducted activities at 25 locations in nine municipalities. These employees spent a total of about 7,900 hours of their free time on beautifying schools, preschools, animal shelters and leisure facilities. There are more examples of employee action campaigns in the US. For instance, employees from Business Area Supply Chain at Pittsburgh help every year to pack excess medical material from US hospitals in the aid organization Global Links' warehouse and forward the material to regions with a lack of resources.

Codeweek
Organization of workshops for school students

€ 77,000
special donations
for seven non-profit organizations

674
volunteers in Pécs
Beautification of schools, preschools, animal shelters and leisure facilities

Klub der Künste
arts club
Sponsorship initially for three years to help fund the extension

Körber has helped finance the 'Klub der Künste' arts club in Hamburg since 2022 and thus also continued to promote art and culture in the city where the company is based in the reporting year. Since 2015, the Deichtorhallen Hamburg arts centre has provided a venue with courses, exhibition discussions, studio times, debates and excursions to people aged between 16 and 26 in conjunction with the 'Klub der Künste'. This allows the club to help young people in search for a job in the artistic and creative sector. Plans are in place to extend the 'Klub der Künste' so that it can offer more activities. We are funding the extension and are providing sponsorship initially for three years, beginning at the start of the reporting year.

These organizations were supported by the group-wide donation campaign in 2023.

Environment

Animal protection and nature conservation
EuroNatur – European natural heritage foundation, Germany

Animal protection and nature conservation
Wilderness International, Germany

Social

Life-saving
German Red Cross – Lifeguard Service, Germany

Children's and youth welfare services
SOS Kinderdorf e. V., Germany

Governance

Children's and youth welfare services
UNICEF, Germany

Human rights protection
Human Rights Watch, Germany

Special project: 'Affordable and clean energy' (UN SDG 7)

Development work
Engineers without Borders, Germany

"We actively engage in building a sustainable future through targeted donations and volunteer programs, because social responsibility is embedded in our corporate philosophy."

Henriette Viebig, Head of Brand & Group Communications, Körber AG

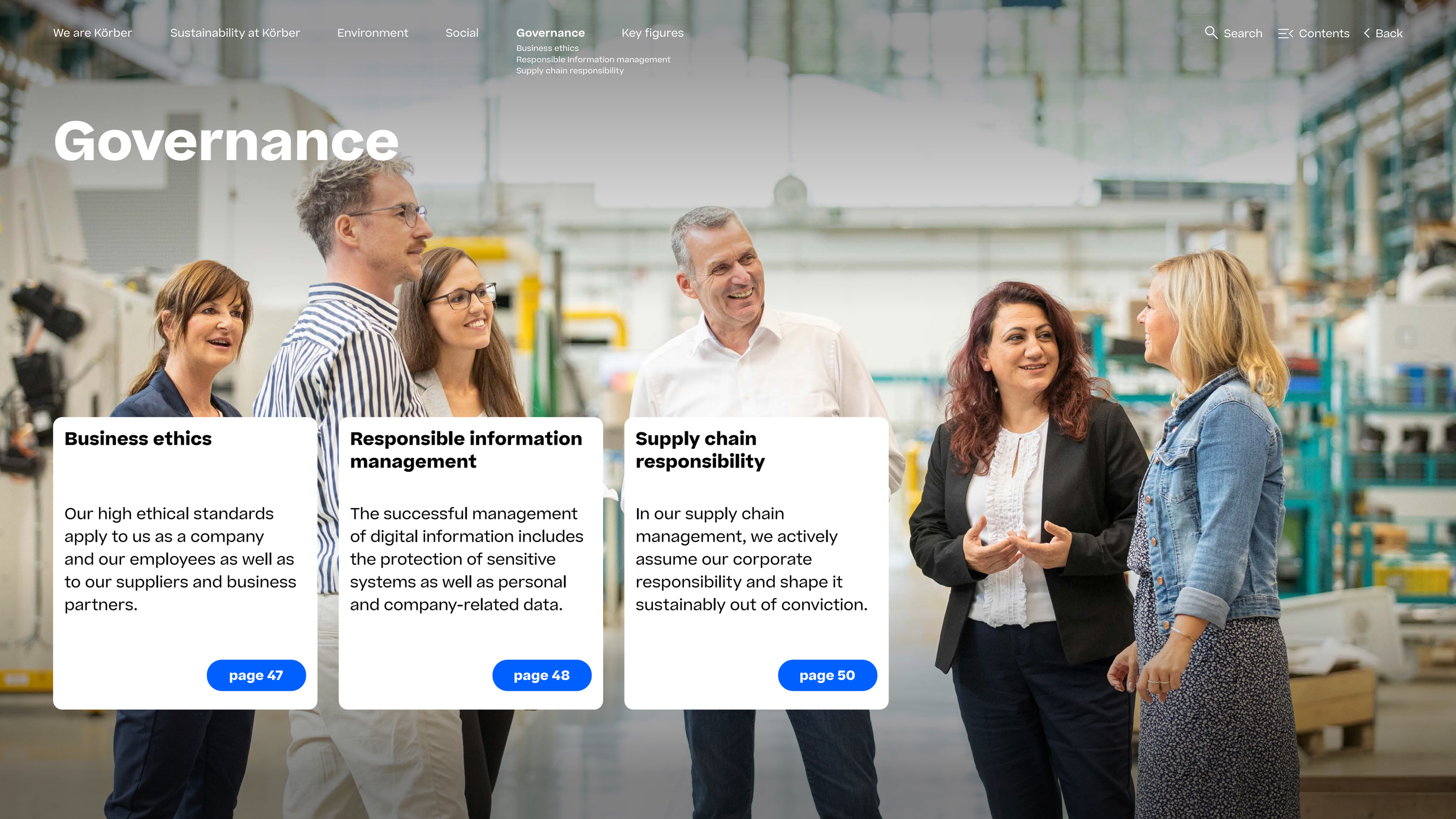
Group-wide donation campaign
The Körber Group makes financial donations to non-profit organizations every year. The total amount of donations is based on the Group's age. The Group had existed for 77 years in the reporting year, meaning donations totalled 77,000 euros. Since 2021, our employees have been able to vote every year which initiatives we should support with a financial donation. In 2023, we gave 10,000 euros to six organizations which come under the three sustainability dimensions of environment, social and governance. For each dimension, the two organizations with the most votes in the employee poll received a cash donation. We also made a cash donation of 17,000 euros to a seventh organization. For this special category, employees first chose the focus topic 'Affordable and clean energy' (UN SDG 7) and then the organization.

→ Giving back from the company's success

Target: Expansion of giving to society

Subtargets	Progress 2023	Activities 2024
Expansion of our group-wide donation campaign by € 1,000 per year until 2026.	• Special donations amounting to € 77,000 for 7 non-profit organizations. • Donations for emergency and disaster relief.	• € 78,000 for 7 non-profit organizations in 2024.
Expansion of volunteer programs in the Group.	• Volunteer days and campaigns at different locations.	• Strategic concept for a group-wide volunteer program.
Selected sponsorship activities.	• Sponsorship of Hamburg's 'Klub der Künste' arts club.	• Focus on non-profit initiatives related to sustainability.

Governance



Business ethics

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

page 47

Responsible information management

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

page 48

Supply chain responsibility

In our supply chain management, we actively assume our corporate responsibility and shape it sustainably out of conviction.

page 50

Business ethics

We follow high ethical standards

“In times of advancing bureaucratisation and over-regulation, it is crucial to continuously heighten awareness of how important key compliance aspects are.”

Dr. Fabian Eckard, Head of Legal & Compliance Office, Körber AG

We are the home for entrepreneurs and ethical conduct is key for us in this context.

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

In the face of steadily increasing bureaucratization and regulation, it is important to maintain awareness of the key issues regarding compliance. To ensure ethical conduct across all areas, we educate our employees on our compliance rules through regular training sessions. Adherence to our compliance rules is integrated into our everyday business operations. Among other measures, we conduct due diligence checks in relation to bribery and corruption on sales representatives and other intermediaries. In addition to a background check on every sales agent, we also complete a checklist to seek any risk factors (‘red flags’) in relation to corrupt behaviour. The list includes identification based on a public register and tax number, assessment of business operations based on size, experience and the company’s registered location, and questions about possible conflicts of interest. The completed checklist must be approved by the compliance officer responsible and reviewed every three years. Attempts to conceal illegal payments are also prevented effectively by corroborating

We check all sales agents for risk factors.

payment channels and specifying them in advance among other things. We also verify the effectiveness and adherence of our compliance processes on a regular basis and check the effectiveness of our control processes.

Our Code of Conduct includes guidelines on preventing corruption, bribery, fraud, money laundering and anti-competitive practices. Moreover, it defines clear courses of action to deal with conflicts of interest and guarantee information security. To ensure that anti-competitive practices are prevented, we use internal audits and an external whistleblower system in addition to targeted training and strict guidelines for all interaction with competitors. You will find information on our Code of Conduct and the options for reporting any infringements here:

→ Compliance and Code of Conduct

What we have already achieved

We established our compliance management system back in 2010 and have consistently further developed it ever since. From the outset, we established rules on handling gifts, hospitality and invitations and provided instructions on compliance with antitrust laws. To avoid risks in sales, we have strict guidelines for partnering with sales agents and other intermediaries. Moreover, we have established policies for export control and money laundering prevention. The Körber Group CEO is also our Chief Compliance Officer. Each Business Area has a compliance representative. A compliance representative serves as a local contact person in each company. All employees and managers will find recommendations on how to act in the event of a breach of regulations in our Code of Conduct. All members of the Management Board are obliged to report any breaches.

The compliance officers compile annual compliance reports to analyze together with local compliance representatives the effectiveness of our system and its control mechanisms to avoid unethical behaviour. They develop options for advancement and implement them rigorously. We maintain our strong compliance culture by ensuring that our compliance training is repeated every 24 months. This applies to all management board members and all employees in the first tiers of leadership below the Management Board, all employees with direct sales- or procurement-related contact with potential and actual customers and suppliers, as well as all employees in accounting. Training sessions are conducted via an e-learning program tailored to Körber, providing comprehensive coverage of topics including the Code of Conduct, antitrust legislation and corruption prevention.

For many years now, both internal and external individuals have been able to report serious breaches of our Code of Conduct through our website. This reporting channel is now available in seven languages. Anonymous reports are possible if required. As an additional measure, last year we established a central internal reporting office for infringements of the law as required by the German Whistleblower Protection Act and other national laws implementing the EU Directive on whistleblower protection.

Target: Expansion and strengthening of the compliance culture

Subtargets	Progress 2023	Activities 2024
By 2024, 90 % of the relevant employees will have a valid compliance training certificate.	· We had already achieved our target of 90 % back in 2022. The introduction of new learning platforms meant we were unable to maintain this percentage in the reporting year. 83.6 % of the relevant employees currently hold a valid compliance training certificate. We are seeking to achieve our target again in 2024.	· Embedding a strong compliance culture permanently: At least 90 % of the relevant employees will hold a valid compliance training certificate in 2024.

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

Responsible information management

We handle information responsibly

Employees and business partners attach great importance to responsible handling of information. To meet this expectation, we make data protection and information security a top priority.

“Digital information and its management form a crucial part of business success for Körber. We protect employees’ and business partners’ personal data and keep them safe from unauthorized access.”

Dr. Rainer Linke, Group General Counsel, Körber AG

Data protection

Digital information and its management form a crucial part of business success for Körber. Among other things, it is essential for us to protect employees’ and business partners’ personal data from unauthorized access.

What we have already achieved
The Körber data protection organization is dedicated to managing the data privacy interests of employees and business partners. Group-wide guidelines on data protection have existed since 2020. They contain specifications on aspects such as erasing and blocking personal data at Körber and the course of action in the event of a breach in data privacy.

Körber AG’s data privacy policy can be found at
→ Data protection

Körber employees undergo data protection training every two years to raise their awareness. Data protection officers assess data protection compliance and provide recommendations to management before any new IT tools and processes are introduced. This is carried out in close collaboration with the group-wide IT organization and other specialized departments.

Target: Protection of your data and ours

Subtargets	Progress 2023	Activities 2024
By 2024, 80 % of relevant employees will have a valid data protection training certificate.	• 81.7 % of the relevant employees currently hold a valid data privacy training certificate. Thanks to the changeover to a more functional system, we managed to increase participation considerably compared to the previous year with a jump from 36.4 % to 81.7 %.	• Safeguard the high standard for data protection thanks to on-going training events for the employees concerned.

Information security

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

The threat from cyber attacks has now become a constant concern. As a result, legislation is being introduced worldwide to protect companies, organizations and infrastructures. For us, compliance with these statutory regulations is a matter of course. To achieve this, we are introducing a new target within our ‘House of Sustainability’ to specifically address information security: By the end of 2026, all relevant companies will have implemented compliance with the European NIS-2 Directive and the Cyber Resilience Act. We will define a key performance indicator in 2024.

One particular threat arises from what are known as supply chain attacks, where legitimate software programs contain a malicious code or known vulnerabilities. We are aware that the security of our software products is essential for future market success. That is why we will be introducing standardized security checks during software development life cycles for all the group’s independent software products by 2026.

We are convinced that everyone must take responsibility when it comes to information security. That is why we will be offering topic-related events such as the Cybersecurity Week, on-site training sessions and training measures for specific roles. These also include e-learning programs which we will use to train 80 percent of the relevant employees on information security every year.

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

Introduced in 2020, our Cyber Defense Center (CDC) and its specialists check our systems for possible incidents and suspicious information flows 24 hours a day. The Cyber Defense Center currently monitors more than 80 percent of the IT infrastructure. We thus achieved our respective target. Today, the CDC already controls all essential areas. Depending on the Group’s merger and acquisition operations, we will also continue to work diligently to monitor nearly 100 percent of our critical infrastructure in the future.

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

Components and security-relevant actions are monitored in our central security information system (SIEM) and we are able to give a swift, targeted response with our security systems in the event of a security incident. We have established an incident response procedure (IRP) to rectify possible security breaches.

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

We launched a new application security community in late May 2023. This community serves as a cross-business platform for software developers to share ideas and information on best practices in application development. The aim is to make security a fundamental part of the software development process by design. The community is part of the new security structure established on 1 July 2023. This structure provides Business Areas with additional capabilities and the necessary resources to counter threats successfully and tackle cyber security issues efficiently.

During the reporting year, the Körber Group's central IT Department was certified to ISO 27001 and received a gold rating from the internationally recognized cybersecurity assessment agency CyberVadis. Our Business Areas Körber Pharma, Körber Supply Chain and Körber Technologies also hold other ISO 27001 certifications for specific products. This means we have reached our target of certifying all relevant software and IT companies in the Körber Group as per ISO 27001 or a similar procedure by 2023. We will continue to maintain certifications at this level in the future and will obtain additional certifications if these are of interest to customers.

Körber also joined the 'Allianz für Cyber-Sicherheit' (Alliance for Cybersecurity) in 2023. The German Federal Office for Information Security (BSI) launched its Alliance for Cybersecurity to combat cyber crime and provide companies with a platform to share know-how and experiences. One of the initiative's long-term objectives is to increase cybersecurity in Germany as a business location. This objective can be reached mainly through collaboration in networks and alliances. Some 7,600 companies have already joined the Alliance for Cybersecurity (as of February 2024).

"Artificial intelligence offers us considerable business potentials while also presenting new challenges for data governance and cybersecurity. We are actively striving to address these risks professionally."

Andreas Gaetje, Chief Information Security Officer, Körber AG

Target: Protection against cyber-attacks

Subtargets	Progress 2023	Activities 2024
New: By the end of 2026, all relevant companies will have implemented compliance with the European NIS-2 Directive and the Cyber Resilience Act.	• We achieved our target of monitoring 80 % of the IT infrastructure through the Cyber Defense Center by 2023. • We restructured the information security organization and centralized the capacities for security governance and application security. This reorganization strengthens our security framework.	• We are prioritizing the implementation of European directives and legislation, in particular NIS 2 and the Cyber Resilience Act.

Target: Reliable and trustworthy partner for our customers

Subtargets	Progress 2023	Activities 2024
New: By 2026, standardized security controls will be implemented within the software development lifecycle across the Körber Group for all independent software products.	• The Körber Group's central IT Department was certified to ISO 27001. This fourth and final targeted certification marks the completion of our certification strategy. We fully achieved our objective for 2023 in this respect. We will ensure that this standard is maintained. • CyberVadis awarded a gold rating (914 points) to the Körber Group's information management system. • We rolled out the central security architecture across all company units and continue to optimize it to provide an appropriate response to current threats. • The Cyber Defense Center (CDC) now monitors 80.2 % of all security systems in the Group. We achieved our objective for 2023 in this respect. The center is also continuously optimized to identify all relevant events and counter any potential threats.	• We will continue to expand the security measures for product and application security in 2024. • We aim to obtain further ISO 27001 certifications for 2024.

Target: Safety has the highest priority

Subtargets	Progress 2023	Activities 2024
Annually, 80 % of relevant employees are trained on information security.	• 76.2 % of employees with access to IT systems were trained through e-learning. We also offered other training measures throughout the year.[1] • We expanded the cybersecurity awareness campaign to include a Cybersecurity Week, an interactive cyber security community and various cybersecurity focus topics.	• Further development of awareness measures and tailored training programs for different employee groups.

[1] Since the e-learning system and the content provider was changed, we were not able to start introducing the new e-learning program until late in the year. As a result, the target of 80 percent was not reached despite additional offline training activities. However, the changeover to the new e-learning program is expected to allow us to exceed the defined target of 80 percent from 2024 onwards.

Supply chain responsibility

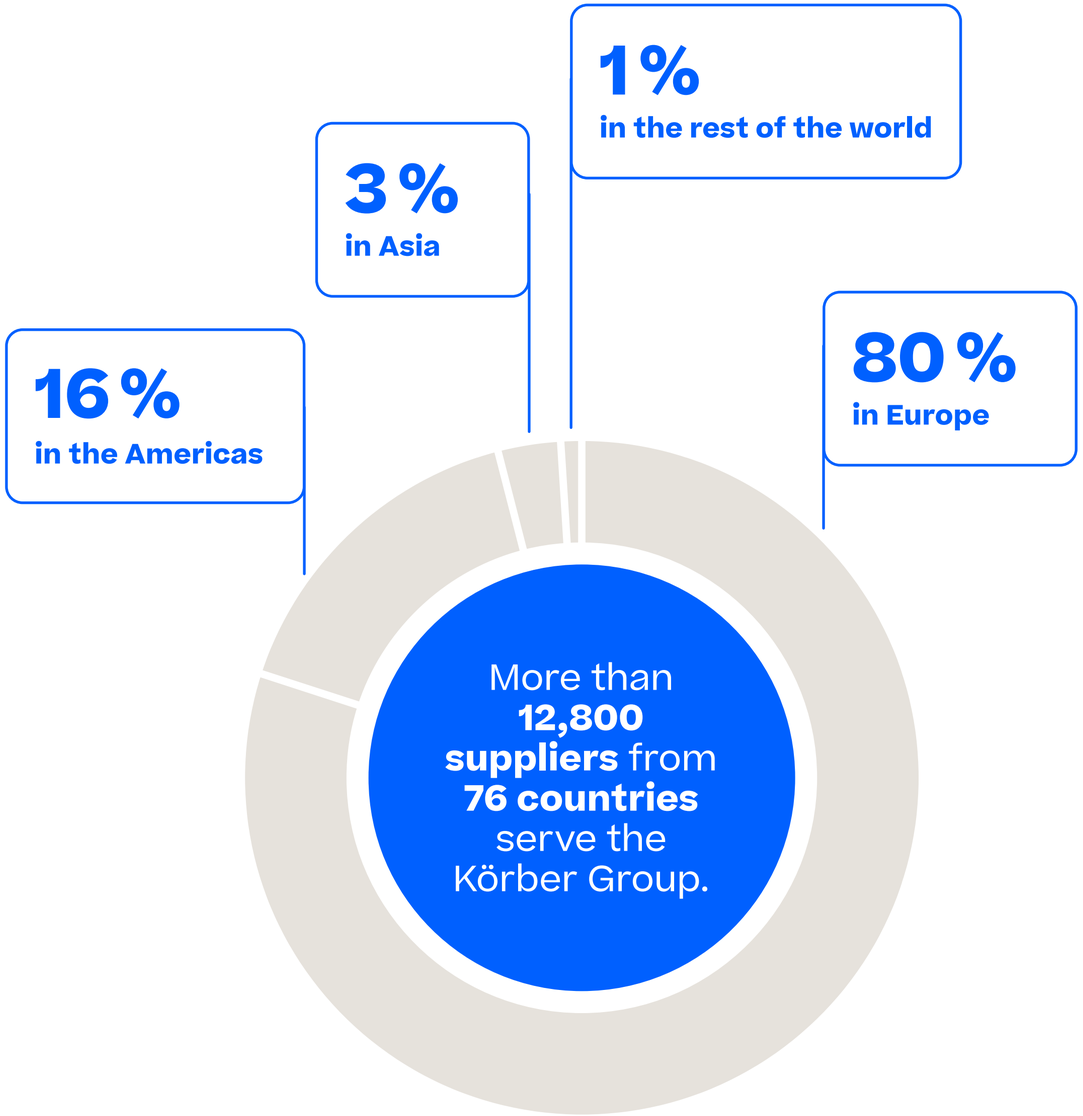
We shape responsible supply chains

Making our global supply chains more sustainable is more than a statutory obligation for us. We act out of conviction in this respect and consider this a key competitive advantage.

Responsible supply chain management is a core integral part of our corporate governance. More than 12,800 suppliers from 76 countries serve the Körber Group.

Our supplier management allows us to make an active contribution to a more sustainable, more resilient configuration of our supply chains. In addition to our suppliers' social and environment-related practices, we also monitor cybersecurity and how dangers, bribery and corruption are handled.

We systematically scrutinize these issues from the moment we select our suppliers. Sustainability is thus firmly embedded in our risk management and all supplier life cycle management processes – from supplier selection, onboarding and assessment through to auditing and development of supplier relations. We have specified the relevant processes in our Group Guideline Sustainability in procurement and supply chain management.



The basis: our Code of Conduct for Suppliers
The Körber Code of Conduct for Suppliers is a key integral part of all Körber Group orders and contains the minimum requirements for our suppliers with regard to social and environmental standards. Acceptance of the Code of Conduct is a basic pre-requisite for a relationship with Körber as a supplier and is non-negotiable.

We reserve the right to terminate a business relationship if the guidelines and standards listed in this Code of Conduct are disregarded. We regularly assess our suppliers to ensure they meet social standards such as respecting human rights and adhering to environmental practices through audits, voluntary disclosures, and monitoring using independent external information providers.

→ Compliance and Code of Conduct

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

This is how we have integrated sustainability into supplier management

1

Code of Conduct and general purchasing conditions

- The Körber Code of Conduct for Suppliers is the basis for a responsible working relationship with our suppliers and forms an integral part of the General Purchasing Conditions.
- All suppliers must clearly commit to upholding this Code of Conduct and accept and comply with all the requirements it contains.
- The Code of Conduct for Suppliers describes the minimum requirements for social and ecological standards for our suppliers. In particular, we expect that each supplier respect human rights in their field of operations and the associated supply chain.

2

Country and product group check

- Risks such as the procurement category and regional origin are checked for sustainability risks during the selection of suppliers.
- Initial due diligence with the aid of independent external information sources provides information about a potential supplier's integrity and credit-worthiness.

3

Suppliers' voluntary ESG disclosure

- Körber procurement and supply chain management manages sustainability via the IntegrityNext platform.
- The voluntary sustainability disclosure via IntegrityNext forms an integral part of supplier life cycle management and is a key criterion from the outset at the supplier selection stage. It comprises questions on human rights, responsibility in the supply chain, environmental protection, carbon footprints, work safety, health protection and measures to protect against bribery and corruption.

4

Supplier assessment, auditing and development

- Practices with regard to environment, social and governance form part of the regular supplier assessment.
- The sustainability assessment is based on suppliers' voluntary disclosures, risk analyzes and audit findings.
- Our suppliers are regularly audited with regard to quality, management systems and sustainability.

5

Motivator for suppliers

- Suppliers' risks, performances and sustainability assessments are incorporated into selection processes and the assessment for suppliers.

Social practices of our suppliers and human rights

We expect our business partners to comply with applicable international human rights in their own activities and in their upstream and downstream value chains.

To do so, they must have established appropriate measures to prevent and avoid breaches of human rights. This is embedded in our Code of Conduct for Suppliers and in our purchasing conditions and contracts. The Code of Conduct for Suppliers regulates compliance with statutory provisions and the prevention of illegal practices in the acquisition of conflict minerals (tin, gold, tantalum and tungsten).

Supplier assessments using IntegrityNext
In 2022, we introduced the IntegrityNext software to monitor our suppliers' sustainability practices.
We use IntegrityNext as a cloud-based platform to monitor and continually improve our suppliers' sustainability and compliance practices. Besides helping us to meet key requirements stipulated in the German Supply Chain Act, IntegrityNext also enables us to monitor all suppliers regarding their carbon footprint and their reduction targets. Since the system was introduced, more than 5,000 Körber suppliers have been assessed using IntegrityNext. These account for more than 94 percent of our annual purchase volume.

In 2023, we extended use of the platform to include monitoring of sustainability practices in our company and surveyed 32 companies in our Group.

We use our own organization and the results from the IntegrityNext assessments for suppliers to compile the BAFA reports (BAFA = German Federal Office of Economics and Export Control) to comply with obligations specified in the German Supply Chain Act.

"We respect human rights and comply with them within our own organization and throughout our entire supply chain. We aim to become a role model for our industry in this regard."

Belinda Carson, Head of Employee Services North America, Körber Business Area Supply Chain

We require all suppliers to adhere to our guidelines and standards regarding human rights and working conditions, communicate them to their employees, establish them in their value chains and verify compliance regularly. Management of risks in relation to human rights is split into two different roles at Körber: One person is responsible for the supply chain and another for implementing risk management in the company. Both report to the Körber AG COO/CTO as the person responsible on the Körber Group Executive Board.

We established this reporting process during the reporting year. We use the global IntegrityNext platform to check compliance with human rights in the supply chain and in our own organization and define starting points for improvements. A traffic light system ensures identification of deviations and provides corresponding corrective measures.

Risk management for human rights
Our process for risk management with regard to human rights starts with IntegrityNext questionnaires on the categories work safety, bribery and corruption prevention, environmental protection, and human and workers' rights. We sent the questionnaires to selected own locations. These include locations situated in high-risk countries (with an ITUC rating of five) or those with more than 100 employees. Our software companies' locations were not consulted in this process.

This affects a total of 32 companies in the Group. No breaches were identified at our own locations.

In the reporting period, more than 5,000 suppliers were assessed in our IntegrityNext platform. No breaches were detected in human and workers' rights or environmental protection among our suppliers in 2023.

Suppliers with a high risk in one of the issue categories combined with a high purchasing volume were prioritized first over the reporting period. This approach allowed us to create 196 development plans, where corrective measures and actions were defined in collaboration with the affected suppliers to mitigate the high risks. Out of these 196 development plans, 56 were successfully implemented in 2023. We will implement further improvements in 2024.

What we have already achieved

To meet the obligations specified in the Supply Chain Act, we have integrated all requirements into our procurement procedures.

Our Board's → **declaration of principles** on human rights protection and promotion is published on our website. We have established a complaint mechanism accessible to all employees, business partners and stakeholders. This includes provision for anonymous reporting of potential human rights violations.

Our risk management system now encompasses regular sustainability-focused risk assessments. Moreover, our group companies also undergo regular risk evaluations. We have extended our risk management framework to include prevention and corrective measures in cases of increased risk or incidents. We reserve the right to terminate a business relationship in the event of breaches of the Code of Conduct.

We provide regular training on social and environment-related topics to all specialists and managers who come into direct contact with suppliers or are involved in supplier selection processes.

Target: Increasing transparency on ESG practices of suppliers

Subtargets	Progress 2023	Activities 2024
90 % of relevant purchasing volume has gone through a ESG self-assessment of relevant suppliers every year.[1]	• Over 5,000 suppliers worldwide integrated into our IntegrityNext platform. • Voluntary ESG disclosures cover over 94 % of the relevant purchasing volume. • A suppliers' day successfully held at our Hungarian location in Pécs to improve information exchange. • Further integration of human rights' aspects into the organization and a first risk analyzes with IntegrityNext conducted with own companies.	• Check German Supply Chain Act requirements regularly and reduce risks in our supply chains systematically with prevention measures. • Voluntary ESG disclosures to cover 90 % of the relevant purchasing volume. • Improve our suppliers' sustainability practices on a continuous basis. • Further operationalization and integration of human rights within the organization. • Improve results in human rights risk assessments.

[1] We exceeded our 2023 target of more than 90 percent significantly in the reporting year. We have thus reset our target accordingly and aim to sustain the high level achieved in 2023.

“We maintain close and regular dialog with our suppliers to reduce carbon emissions in the supply chain and ensure compliance with human rights standards.”

Carolin Schwägler, Senior Manager Supply Chain Sustainability, Körber AG

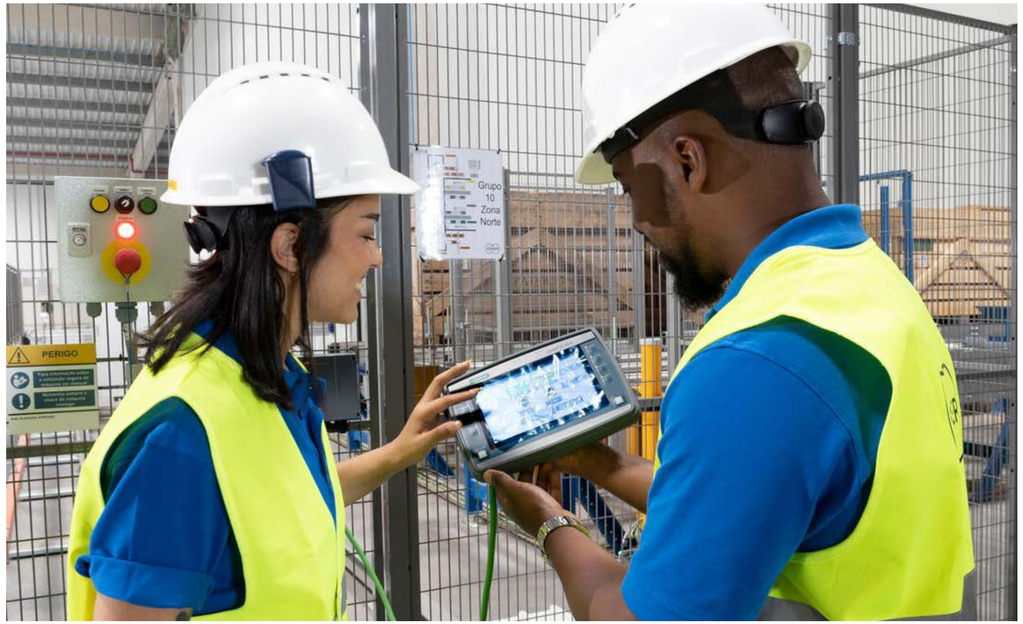
Environmental practices of suppliers

We require our suppliers to use ecologically responsible, resource-efficient practices in their operations. Environmental protection forms part of our supplier sustainability assessments on the IntegrityNext platform.
We attach great importance to a gradual reduction of carbon emissions in our supply chains. That’s why the carbon footprint is one of the most important criteria in the supplier assessment. We expect our suppliers to provide information on their carbon footprint on a company and product level to ensure greater transparency and contribute to our climate targets.

What we have already achieved
We have established transparency regarding emissions in our supply chains to help us derive carbon emissions reduction measures. To this end, we currently calculate CO_2e emissions along the upstream supply chains (Scope 3.1) as a proportion of half a percent of CO_2 equivalents using primary data from our suppliers. We maintain regular contact with our suppliers regarding this aspect so that we can jointly advance towards a realistic calculation.

In doing so, we mainly concentrate on the emissions category 3.1 (purchased goods and services) as per the GHG Protocol. We ask our suppliers to take active measures themselves to systematically reduce their products’ carbon footprint and ensure emissions levels are transparent for Körber. These considerations are also firmly embedded in our procurement conditions and contracts.

We also assess our suppliers with regard to their environmental practices. This is a further important criterion for future orders. The assessment is conducted based on audits, suppliers’ voluntary disclosures and independent ESG ratings.



Target: Increasing transparency on ESG practices of suppliers

Subtargets	Progress 2023	Activities 2024
New: **By 2030, we aim a share of 50 % primary data in Scope 3.1; the share will be 90 % by 2040.**	• Transparency regarding ESG criteria assessments established concerning our net-zero targets for our suppliers. • Carbon emissions integrated into our supplier assessments. • Improved calculation of carbon emissions in supply chains in compliance with the GHG Protocol, especially Scope 3.1. • Primary data for carbon emissions used for the first time in calculating own emissions levels to replace CO_2 equivalents.	• Implement supplier assessments in accordance with our enhanced standards. • Calculations of product-related carbon emissions (product carbon footprints), starting with our top 100 suppliers and gradual integration of this primary data into the calculation for our corporate carbon footprint (Scope 3.1). • Derivation of specific reduction targets and measures for carbon emissions in supply chains.

Commitments and memberships

Our involvement in associations, organizations and initiatives

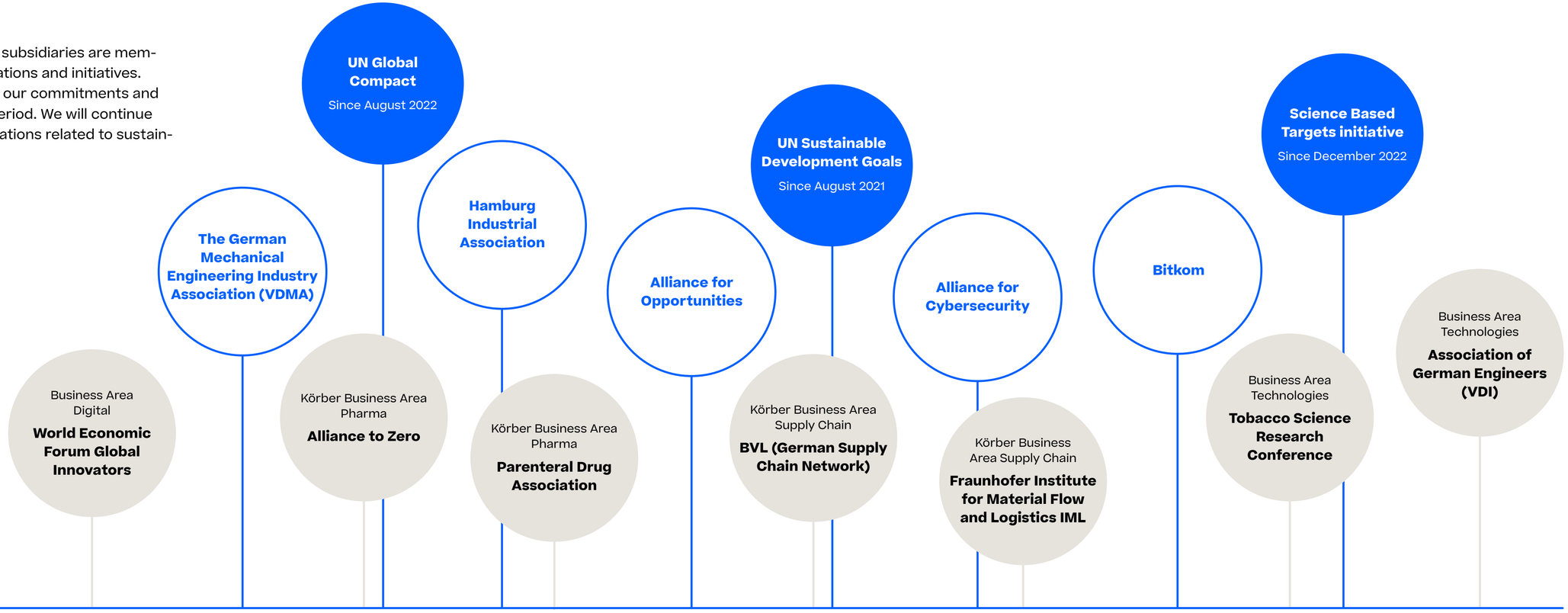
“With our commitments and membership of selected initiatives, we’re making a concrete contribution to sustainability and underscore the value of long-term commitment in the Körber Group. On a Business Area level, memberships also foster networking on specific topics within the sector concerned.”

Michaela Thiel, Head of Sustainability, Körber AG

We actively contribute to shaping our industry and are committed to sustainability as well as to the regions where we operate.

Körber AG, its Business Areas and its subsidiaries are members of various associations, organizations and initiatives. This overview presents a selection of our commitments and memberships during the reporting period. We will continue to expand our involvement in organizations related to sustainability in the future.

Our involvement in organizations related to sustainability



Sustainable Development Goals

Our three key contributions to sustainable development

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

We as a company made a commitment to contribute to this course of action in 2021.

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

The UN SDGs

The United Nations have created 17 Sustainable Development Goals (SDGs) for their global 2030 Agenda for sustainable development. These targets include a total of 169 subtargets for economic, ecological and social aspects.

193 countries approved the SDGs during the United Nations General Assembly in September 2015. The SDGs are intended as guidance for combating global challenges worldwide and the aim is to achieve them by 2030 (Agenda 2030).

We are reducing our greenhouse gas emissions and energy consumption.

We are a fair and attractive employer.

We shape responsible supply chains.

We are making contributions to six UN SDGs with our three key claims

We describe what we are doing in more detail in the corresponding sections in our sustainability report.

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

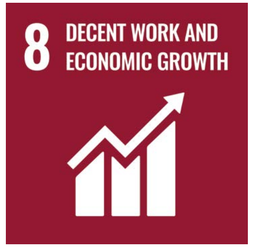
Learn more in the focus field
→ Fair and attractive employer

Achieve gender equity and empower all women and girls.

Learn more in the focus field
→ Fair and attractive employer

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

Learn more in the focus field
→ Climate protection



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

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

Ensure sustainable consumption and production patterns.

Learn more in the section
→ Sustainable products, solutions and services

In the focus field
→ Circular economy

Take urgent action to combat climate change and its impacts.

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

Key figures

Our ESG key performance indicators

Environment	Unit	2021	2022	2023
GHG emissions				
Total emissions	t CO_2e	1,849,331[1]	2,020,238[1]	1,731,542
Total Scope 1 emissions	t CO_2e	16,006[1]	13,861[1]	13,320
Total Scope 2 emissions	t CO_2e	12,875	5,401[1]	5,006
Total Scope 1 and 2 emissions	t CO_2e	28,881[1]	19,262[1]	18,326
Total gross Scope 3 emissions	t CO_2e	1,820,450[1]	2,000,976[1]	1,713,216
Total gross Scope 3 upstream emissions	t CO_2e	460,458[1]	541,232[1]	535,696
Total gross Scope 3 downstream emissions	t CO_2e	1,359,992[1]	1,459,744[1]	1,177,520
Reduction of total Scope 1 and 2 emissions to base year 2021	%	base year	-33.3[1]	-36.5
Reduction of total gross Scope 3 emissions to base year 2021	%	base year	9.9[1]	-5.9
GHG emissions (Scope 1, 2 and 3) per employee	t CO_2e	n.a.	n.a.	131.3
Share of primary data in Scope 3.1	%	n.a.	n.a.	0.5
Share of primary data in Scope 3.4	%	n.a.	n.a.	22.0
Energy consumption				
Total energy consumption	MWh	147,195[1]	126,365[1]	123,584
Natural gas	MWh	66,344[1]	59,383[1]	56,665
Electrical energy (non-renewable)	MWh	26,872	13,443[1]	11,481
Electrical energy (renewable)	MWh	25,136	39,320	40,752
Energy from fuels (non-renewable)	MWh	15,019	10,963	11,177
Energy from fuels (renewable)	MWh	355	587	n.a.[2]
District heating, cooling and steam	MWh	1,038	1,521	2,383
Total renewable energy consumption	MWh	18,461	40,472[1]	41,272
Share of renewable energy consumption on total energy consumption	%	12.5[1]	32.0[1]	33.4
Share of renewable energy consumption (electrical energy)	%	48.3	74.5	78.0

Environment	Unit	2021	2022	2023
Energy consumption				
Share of renewable energy consumption (green gas)	%	n.a.	n.a.	n.a.[2]
Total reduction of energy consumption	MWh	n.a.	20,830[1]	2,781
Total reduction of energy consumption	GJ	n.a.	74,990[1]	10,011
Total energy consumption per employee	MWh	13.8[1]	9.9[1]	9.4
Total reduction of energy consumption per employee	%	n.a.	-28.3[1]	-5.1
Suitable sites for photovoltaic systems	total	n.a.	9	10
Share of suitable sites with photovoltaic systems implemented or implementation started	%	33.3	33.3	60
Suitable sites with photovoltaic systems implemented	total	2	3	3
Travel				
Share of company vehicles with electric drive out of all company vehicles	%	6.5	6.5	13.1
Charging stations installed at locations with electric company vehicles	total	n.a.	75	124
Business travel emissions (Scope 3.6)	t CO_2e	n.a.	15,762	17,260
Water				
Freshwater use	m^3	128,196	125,463	123,545
Share of production sites with implemented water treatment/recycling program[4]	%	n.a.	11	16.1
Waste and pollution				
Total waste	t	12,994	11,637	12,041
Waste (non-hazardous)	t	11,862	10,542	11,143
Waste (hazardous)	t	1,132	1,095	871
Share of production sites with implemented recycling program	%	n.a.	72	80.6
Share of production sites with technologies for waste treatment and/or clean disposal	%	n.a.	30	41.9

For details on definitions and calculation methods of our indicators, see ⟶ Methodology.
[1] The data in Scope 1 and 2 and in the Scope 3 categories 3.1, 3.2, 3.3, 3.4, 3.11 and 3.15 were adjusted for 2021 and 2022. All the changes are explained in the Methodology section.
[2] Data was not available until calculation and, therefore, is not considered.
[3] Without green electricity from our own production (PV).
[4] Only measures with relevance to production are considered.

Environment	Unit	2021	2022	2023
Products				
Share of products with information on recyclability[1]	%	n.a.	100	100
Share of relevant Business Areas with an implemented take-back program for products[2]	%	n.a.	75	100
Investments in research and development	Million €	n.a.	169	188
Share of investments in research and development to total revenue	%	n.a.	6.7[3]	6.5
Management of environmental topics				
Share of production sites covered by an ISO 14001 certification	%	n.a.	31.4	38.7
Share of production sites covered by an ISO 50001 certification	%	n.a.	11.4	12.9
Share of production sites with environmental risk assessment conducted	%	n.a.	51	54.8

Social	Unit	2021	2022	2023
Employees				
Total employees as of Financial Report 2023	total	10,655	12,798	12,109
Total employees in scope of this Sustainability Report[4]	total	n.a.	n.a.	13,187
New employee hires	total	n.a.	n.a.	1,023
Share of new employee hires	%	n.a.	n.a.	11.5
Employee turnover	total	n.a.	n.a.	689
Share of employee turnover	%	n.a.	n.a.	9.3
Working conditions				
Share of relevant employees benefiting from flexible working conditions	%	80	80	80
Share of employees who receive paid annual vacation	%	100	100	100
Share of employees benefiting from Family Friendly Programs	%	n.a.	47.2	47.2
Share of employees benefiting from health care and childcare benefits[5]	%	n.a.	100	100

Social	Unit	2021	2022	2023
Health and safety (H&S)				
Share of production sites with certified H&S management system (OHSAS 18001, ISO 45001, MASE)	%	n.a.	25.7	29.0
Share of production sites with conducted H&S risk assessment	%	n.a.	90	100
Share of production sites with regular inspection or audit to ensure safety of equipment	%	n.a.	95	100
Share of production sites with H&S committees	%	n.a.	85.7	87.1
Share of affected employees for whom protective clothing was provided	%	n.a.	100	100
Share of employees at production sites represented by the H&S committee	%	n.a.	88	91.9
Countries in which we offer SOS medical and security services	total	n.a.	> 90	90
Diversity, equity and inclusion				
Share of female employees in relation to the company as a whole	%	19.7	21.3	21.1
Share of female employees in managerial positions	%	14.3	15.4	15.8
Share of female employees in top executive positions	%	n.a.	6.7	11.3
Share of female employees in the organizations board	%	0	0	0
Nationalities of employees	total	n.a.	80	92
Share of employees whose nationality differs from that of the country where their Körber facility is located	%	6.9	6.8	9.4
Share of employees from minority groups	%	n.a.	1.9	1.9
Share of employees from minority groups in top executive positions	%	n.a.	0	0
Career management and training				
Share of employees with career development support	%	n.a.	100	100
Share of employees with career- or skills-related training	%	n.a.	14	39
Share of executives in talent development program (GPS)	%	n.a.	75	99
Average hours of training provided per employee	hours	n.a.	1.9	3.2
Amount spent on training per employee	€	n.a.	n.a.	472

For details on definitions and calculation methods of our indicators, see ⟶ Methodology.
[1] Applies only for our Business Areas with physical products (without Digital), Business Area Tissue is not considered.
[2] Only measures with relevance to production are considered.
[3] Data corrected.
[4] For detailed breakdown see table in chapter ⟶ Fair and attractive employer.
[5] Germany only.

Social	Unit	2021	2022	2023
Internal dialog				
Share of employees covered by employee representatives	%	n.a.	71	70
Share of employees covered by collective agreements	%	n.a.	42	28
Meeting of the European Works Council with CEO and Chief Human Resources Officer of the Körber AG	total/year	n.a.	1	1
Meetings of Group Works Council Committee with CEO and Chief Human Resources Officer of the Körber AG	total/year	n.a.	4	4
Meetings of Group Works Council and Körber Group Executive Board members in the Supervisory Board of Körber AG	total/year	3[1]	5[1]	4
Meetings of the Economic Committee	total/year	n.a.	12	9
Giving to society				
Total amount of group-wide donation campaign	€	75,000	76,000	77,000

Governance	Unit	2021	2022	2023
Business ethics				
Share of relevant employees trained on business ethics issues	%	n.a.	90	83.6
Share of relevant employees who have received training on the Code of Conduct	%	n.a.	90	83.6
Share of relevant employees trained on corruption and bribery	%	n.a.	90	83.6
Operations assessed for risks related to corruption	total	n.a.	n.a.	14
Reports related to whistleblower procedure	total	n.a.	0	8
Political contributions[2]	€	0	0	0
Human rights				
Share of production sites with human rights reviews or human rights impact assessments	%	n.a.	n.a.	83.9
Operations with human rights reviews or human rights impact assessments	total	n.a.	n.a.	32
Share of sites with whistleblowing procedures on child or forced labor issues	%	n.a.	100	100

Governance	Unit	2021	2022	2023
Responsible information management				
Relevant software-/IT-companies with ISO 27001 certification or equivalent	total	1	3	4
Share of relevant sites with an information security management system certified to ISO 27001 (or equivalent)	%	25	75	100
Share of IT infrastructure monitored	%	50	66.2	80.2
Confirmed information security incidents[3]	total	n.a.	6	2
Share of relevant employees who have received training on cybersecurity	%	70	66	76.2
Share of relevant employees who have received training on information security breaches and data protection	%	78	36.4	81.7
Supply chain responsibility				
Purchasing volume	billion €	approx. 1	1.3	1.6
Share of procurement budget spending on regional suppliers	%	n.a.	> 90	86
Share of relevant procurement volume that has gone through ESG self-assessment	%	n.a.	80	94
Share of buyers who have received training on sustainable procurement	%	n.a.	90	90
Relevant suppliers for ESG self-assessment	total	n.a.	approx. 6,100	6,592
Share of new suppliers that were screened using environmental criteria	%	n.a.	n.a.	30
Share of new suppliers that were screened using social criteria	%	n.a.	n.a.	30
Share of relevant suppliers that have gone through an ESG self-assessment	%	n.a.	80	94
Relevant suppliers that have gone through an ESG on-site audit	total	n.a.	74	23
Share of relevant suppliers that have signed a Supplier Code of Conduct	%	n.a.	100	100
Share of relevant suppliers for which information regarding conflict minerals is available	%	n.a.	50	35
Capacity development for suppliers in the environmental or social area (e.g. corrective measures, training)	total	n.a.	8	196

For details on definitions and calculation methods of our indicators, see ⟶ Methodology.
[1] The values were adjusted retrospectively. The basis for determining the target value are the formalized meetings of the Körber AG Supervisory Board.
[2] Our policies do not allow any kind of political contributions, whether financial or in-kind.
[3] Only incidents with medium or high severity considered.

GRI Index

This Sustainability Report has been prepared in reference with the GRI Standards 2021 as well as GRI 1: Foundation 2021 of the Global Reporting Initiative (GRI) and applies to the 2023 financial year (January 1 to December 31, 2023). GRI Sector Standards are not applicable. The information corresponds to the latest available files of the English translation of the → **GRI Standards**. For more information on our approach and data collection, see → **About this Sustainability Report** and → **Methodology**.

GRI 2: General Disclosures

GRI Standard	Disclosure	Location and explanations
1. The organization and its reporting practices		
2-1	Organizational details	3, 65
2-2	Entities included in the organization's sustainability reporting	65-67
2-3	Reporting period, frequency and contact point	65, 67
2-4	Restatements of information	6-7, 26-28, 58-60, 67-70
2-5	External assurance	The report has not been externally assured.
2. Activities and workers		
2-6	Activities, value chain and other business relationships	3, 17, 20-23, 50, 65
2-7	Employees	38, 59; excluding employees with non-guaranteed working hours
2-8	Workers who are not employees	Due to inconsistent data collection among this group of individuals, no systemic evaluation is possible at this time.
3. Governance		
2-9	Governance structure and composition	10-11; no information on other commitments and under-represented social groups; find further information about the → **Group Executive Board and the Supervisory Board**
2-10	Nomination and selection of the highest governance body	11
2-11	Chair of the highest governance body	11
2-12	Role of the highest governance body in overseeing the management of impacts	10-11, 14, 43
2-13	Delegation of responsibility for managing impacts	10, 14; the Group Executive Board is elected by the Supervisory Board
2-14	Role of the highest governance body in sustainability reporting	10, 53
2-15	Conflicts of interest	11
2-16	Communication of critical concerns	11
2-17	Collective knowledge of the highest governance body	10-11
2-18	Evaluation of the performance of the highest governance body	11
2-19	Remuneration policies	11
2-20	Process to determine remuneration	11
2-21	Annual total compensation ratio	11
4. Strategy, policies and practices		
2-22	Statement on sustainable development strategy	2
2-23	Policy commitments	12, 65-67
2-24	Embedding policy commitments	10-12, 18-19, 47, 50-57, 60
2-25	Processes to remediate negative impacts	10-12, 14-16, 18-19, 33-34, 43, 47, 50-54
2-26	Mechanisms for seeking advice and raising concerns	9, 12-16, 18-19, 38, 43, 47
2-27	Compliance with laws and regulations	47, 60; refers to reports based on the whistleblowing system
2-28	Membership associations	55
5. Stakeholder engagement		
2-29	Approach to stakeholder engagement	14-16, 43
2-30	Collective bargaining agreements	60; employees only

GRI 3: Material Topics 2021

GRI Standard	Disclosure	Location and explanations
3-1	Process to determine material topics	9
3-2	List of material topics	5, 9

Material topic: Climate protection

GRI Standard	Disclosure		Location and explanations
GRI 3-3: Management of material topics			25
GRI 302: Energy 2016	302-1	Energy consumption within the organization	31-32, 58; in MWh
	302-3	Energy intensity	58
	302-4	Reduction of energy consumption	31-32, 58
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	26-28, 58
	305-2	Energy indirect (Scope 2) GHG emissions	26-28, 58
	305-3	Other indirect (Scope 3) GHG emissions	28, 58
	305-4	GHG emissions intensity	58
	305-5	Reduction of GHG emissions	26-28, 58

Material topic: Circular economy

GRI Standard	Disclosure		Location and explanations
GRI 3-3: Management of material topics			33-34
GRI 301: Materials 2016	301-1	Materials used by weight or volume	34; only the most important materials are reported (spend-based)
GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	35; only general freshwater usage
	303-3	Water withdrawal	35, 58; only freshwater
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	58; refers only to waste generated by own activities
	306-2	Management of significant waste-related impacts	35
	306-3	Waste generated	35, 58

Material topic: Fair and attractive employer

GRI Standard	Disclosure		Location and explanations
GRI 3-3: Management of material topics			38-39, 41, 42
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	59; total amount only
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	39-40, 59
	403-2	Hazard identification, risk assessment, and incident investigation	39-40, 59
	403-3	Occupational health services	39-40
	403-4	Worker participation, consultation, and communication on occupational health and safety	39-40
	403-5	Worker training on occupational health and safety	39-40, 59
	403-6	Promotion of worker health	39-40
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	39-40
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	42, 59
	404-2	Programs for upgrading employee skills and transition assistance programs	42; related to supporting measures to upgrade employee skills
	404-3	Percentage of employees receiving regular performance and career development reviews	59
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	41, 59; in governance bodies only by gender and minorities

Material topic: Internal dialog

GRI Standard	Disclosure		Location and explanations
GRI 3-3: Management of material topics			43
GRI 402: Labor/Management Relations 2016	402-1	Minimum notice periods regarding operational changes	60
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	In the reporting year no incidents were reported.

Material topic: Giving to society

GRI Standard	Disclosure	Location and explanations
GRI 3-3: Management of material topics		44

Material topic: Business ethics

GRI Standard	Disclosure		Location and explanations
GRI 3-3: Management of material topics			47
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	47, 60
	205-2	Communication and training about anti-corruption policies and procedures	47, 59
GRI 415: Public Policy 2016	415-1	Political contributions	60; political contributions are not permitted according to our Group policy on donations and sponsorships.

Material topic: Responsible information management

GRI Standard	Disclosure		Location and explanations
GRI 3-3: Management of material topics			48
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	There were no incidents or complaints relating to customer data in the reporting year.

Material topic: Supply chain responsibility

GRI Standard	Disclosure		Location and explanations
GRI 3-3: Management of material topics			50-51
GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers	50, 70
GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	60
	308-2	Negative environmental impacts in the supply chain and actions taken	54, 60; share of relevant suppliers with ESG self-assessment
GRI 408: Child Labor 2016	408-1	Operations and suppliers at significant risk for incidents of child labor	No significant risks were identified in the reporting year
GRI 409: Forced or Compulsory Labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	No significant risks were identified in the reporting year
GRI 412: Human Rights Assessment 2016	412-1	Operations that have been subject to human rights reviews or impact assessments	52, 60
	412-2	Employee training on human rights policies or procedures	47, 60; part of the training on business ethics and Code of Conduct for managers and relevant employees
GRI 414: Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	60
	414-2	Negative social impacts in the supply chain and actions taken	52-53, 60; share of relevant suppliers with ESG self-assessment

About this Sustainability Report

About Körber
Körber AG is the holding company of an international technology group with more than 12,000 employees worldwide and headquartered in Hamburg. The Group unites technologically leading companies with more than 100 production, service and sales sites. Körber combines the advantages of a globally present organization with the strengths of highly specialized and flexible medium-sized companies. These offer their customers products, solutions and services in the Business Areas Digital, Pharma, Supply Chain and Technologies.[1] The Körber AG is wholly owned by the non-profit Körber-Stiftung.

Reporting approach
The Körber AG Sustainability Report is voluntary and published annually. The current Sustainability Report was published on 18 June 2024 and the editorial deadline was 14 May 2024. The last Sustainability Report was published on 19 July 2023. The report was prepared jointly with the central specialist departments and our four Business Areas Digital, Pharma, Supply Chain and Technologies.[1] The Sustainability Team of the Körber Group was responsible for the preparation of the report.

All forward-looking statements in this report are based on assumptions valid at the editorial deadline. Due to unknown risks, uncertainties and other factors, the actual results, developments or performance of the Group may differ from our forecasts, estimates and announcements. For further information on our approach see → Methodology.

Content and framework
This is the third Sustainability Report of the Körber AG. It describes the progress made with regard to sustainable business practices for fiscal year 2023 from 1 January 2023 to 31 December 2023. The Financial Report is also published on an annual basis and covers the period from 1 January 2023 to 31 December 2023 in each case. The selection of report content is based on the fields of action of the sustainability strategy (material topics), which are summarized in Körber's → 'House of Sustainability'. The report is based on the principles of sustainability context, materiality, completeness and stakeholder involvement.

This Sustainability Report has been prepared with reference to the GRI Standards 2021 of the Global Reporting Initiative (GRI). The → GRI Index summarizes the GRI disclosures.

No external assurance of the Sustainability Report took place.

Scope of consolidation
In the Financial Report 2023 in addition to Körber AG as the parent company, the consolidated financial statements include the domestic and foreign companies, in which Körber AG can directly or indirectly exercise a controlling influence. Körber AG is the parent company of the largest consolidated Group, which includes 94 companies in total. Companies of minor significance for the net assets, financial position and results of operations of the Group are listed in the Financial Report as non-consolidated (eleven German and 14 non-German entities, 25 in total) and therefore are not included in the consolidated financial statements. The annual financial statements of the companies included have been prepared as of 31 December 2023.

The scope of consolidation of this Sustainability Report in principle corresponds to that of the Körber Financial Report 2023. It includes 94 consolidated companies in which Körber AG can directly or indirectly exercise a controlling influence. In addition, it includes 20 non-consolidated companies where the Group has active operational control and ongoing business activity. Other companies are not included in this Sustainability Report because Körber AG does not have operational control and/or they do not have ongoing business activity. These are: Körber Technologies Battery GmbH, Körber Grundstücksverwaltung Billerbeck GmbH, KSCS Co-Invest GmbH, KSCS Körber GmbH & Co. KG, KSCS Körber GP GmbH.

Following the approval from the antitrust authorities, Körber completed the sale of its Business Area Tissue to the Finnish technology and services company Valmet at 2 November 2023. Körber will continue to support Valmet and the tissue industry as an ecosystem partner by offerings of its other Business Areas. For this Sustainability Report, we have included the Business Area Tissue in our reporting scope in order to provide a reliable picture of our sustainability initiatives during the year 2023 and a transparent monitoring of targets and results. Therefore, this report includes nine companies from the Business Area Tissue that are not part of the consolidated financial statements of Körber AG as of 31 December 2023 (see → List of companies).
For details about coverage and scope of the Business Area Tissue in this report, see → Methodology.

Unless otherwise indicated, all disclosures in this report relate to the entire scope of consolidation. If the coverage is different, it will be noted at the appropriate places.

[1] The Business Area Tissue was sold in the reporting year.
It is still included in various key figures in this report, see → Methodology.

List of companies included in this Sustainability Report

Digital

Körber Digital GmbH
DAIN Group Oy
DAIN Studios Austria GmbH
DAIN Studios GmbH
DAIN Studios Oy
FactoryPal GmbH
InspectifAI GmbH
Körber Porto, Unipessoal Lda.
KENGAGE, LDA.

Supply Chain

Körber Supply Chain GmbH
Körber Supply Chain Logistics GmbH
Koerber Supply Chain (Beijing) Ltd.
Körber Supply Chain AG
Körber Supply Chain Ltd.
Körber Supply Chain Limited
Körber Supply Chain LLC
Körber Supply Chain Automation GmbH
PT Koerber Group Indonesia
Körber Supply Chain Automation Eisenberg GmbH
Körber Supply Chain Consulting GmbH
Körber Supply Chain DK A/S
Körber Supply Chain GB Ltd.
Körber Supply Chain NL B.V.
Körber Supply Chain Madrid, S.L.U.
Körber Supply Chain PT S.A.
Koerber Supply Chain SG Pte. Ltd.
Godrej Koerber Supply Chain Limited
Körber Supply Chain AT GmbH
W+D UK Ltd.
KSCS HoldCo GmbH
Körber Supply Chain Software Management GmbH
Körber Supply Chain Software GmbH
Koerber Supply Chain Software India Private Limited
Körber Supply Chain Lyon SASU
Körber Supply Chain ES, S.L.
Koerber Supply Chain AU Pty. Ltd.
Koerber Supply Chain NZ Limited
COHESIO Group, Inc.
Körber Supply Chain NA, Inc.
Körber Supply Chain US, Inc.
Koerber Supply Chain (Shanghai) Ltd.
Körber Supply Chain CA, Inc.
Koerber Supply Chain Sydney Pty. Ltd.
Koerber Supply Chain Software APAC Pte. Ltd.
Koerber Supply Chain Software SG Pte. Ltd.
Körber Supply Chain Bristol Ltd.
Körber Supply Chain Holdings UK Ltd.
Körber Supply Chain Basingstoke Ltd.
Körber Supply Chain Sainte Savine SAS
Körber Supply Chain UK Ltd.
Körber Supply Chain Software EP Ltd.
Körber Supply Chain BR Ltda.
Körber Supply Chain CL SpA

Pharma

Körber Pharma GmbH
Körber Pharma Packaging AG
Koerber Pharma Private Limited
Koerber Korea Co., Ltd.
Körber Pharma Consulting GmbH
Körber Pharma Switzerland GmbH
Körber Pharma, Inc.
Körber Pharma Inspection GmbH
Körber Pharma Packaging GmbH
Körber Pharma Packaging Materials AG
Körber Pharma Packaging Materials s.r.o.
Rondo-Pak Inc.
Körber Pharma Austria GmbH
Körber Pharma Software GmbH
Körber Pharma Software, Inc.
Koerber Pharma Software Ltd.
WPG Pharma GmbH
Körber Pharma S.à.r.l.
Koerber Pharma (Shanghai) Co., Ltd.
Koerber Pharma Software Pte. Ltd.

Technologies

Körber Technologies GmbH
Körber Technologies S.A.S.
Koerber Technologies (China) Limited
Körber Hungária Gépgyártó Korlátolt Felelösségü Társaság
Koerber Technologies Sdn. Bhd.
Körber Technologies, Inc.
Koerber Technologies Pte. Ltd.
Koerber Japan Co., Ltd.
Körber Technologies Instruments S.A.S.
Körber Technologies Zweite Verwaltungsgesellschaft mbH
Körber Technologies Flavor GmbH
Körber Technologies Instruments GmbH
Hauni St. Petersburg Ltd.
Körber Technologies S.p.A.
Dickinson Legg Group Limited
Legg Limited
Körber Technologies Limited
Körber Grundstück Bergedorf I GmbH & Co. KG
Körber Grundstück Bergedorf II GmbH & Co. KG
Körber Grundstück Schwarzenbek GmbH & Co. KG
Körber IPB Grundstücksverwaltung GmbH
Koerber Technologies (Shanghai) Ltd.
ASL Analytic Service Laboratory GmbH
Koerber Technologies (Pty.) Ltd.
Körber Technologies Ltda.
Körber Technologies Teknik Hizmetler ve Ticaret Limited Sirketi
PT. Garbuio Dickinson Indonesia
Körber Technologies Erste Verwaltungsgesellschaft mbH
Körber Technologies Sp. Z o.o.
DLG America, Inc.
Garbuio, Inc.
Körber Grundstücksverwaltung Bergedorf I GmbH
Körber Grundstücksverwaltung Bergedorf II GmbH
Körber Grundstücksverwaltung Schwarzenbek GmbH
Koerber Technologies Almaty LLP

Tissue

Körber Tissue S.p.A.
Körber Brasil Ltda.
Körber Tissue, Inc.
Körber Tissue Fold S.r.l.
Roll-Tec Cilindro S.A.
Körber Tissue (Shanghai) Co., Ltd.
Koerber Engineering Solutions (Nantong) Co. Ltd.
Engraving Solutions S.r.l.
Koerber Tissue Japan Co. Ltd.

Other

Körber AG
Körber IT Solutions GmbH
ReEnergy Repository GmbH
Körber Beteiligungen GmbH
Körber Service GmbH
Sheer Machinery (Foshan) Co., Ltd.

In the financial year, six companies were included in the consolidated financial statements for the first time and nine companies for the last time:

- Effective 1 January 2023, Körber Pharma S.à.r.l. from Business Area Pharma was included in the scope of consolidation for the first time.
- Effective 1 January 2023, KENGAGE LDA. from Business Area Digital was consolidated in financial statements for the first time.
- As of 2 November 2023, Körber completed the sale of its Business Area Tissue including one non-consolidated (Koerber Tissue Japan Co. Ltd.) and eight consolidated companies to the Finnish technology and services company Valmet. Körber Tissue S.p.A., Engraving Solutions S.r.l., Körber Brasil Ltda., Körber Tissue Inc., Körber Tissue (Shanghai) Co., Ltd., Körber Engineering Solutions (Nantong) Co. Ltd., Körber Tissue Fold S.r.l. as well as Roll-Tec Cilindro S.A. were deconsolidated in this context. The sale has no material effect on the comparability of the Group's net assets, financial position and results of operations with the previous year.
- Sheer Machinery (Foshan) Co. Ltd. from Business Area Tissue was also deconsolidated and will continue to operate as non-consolidated until it is liquidated.
- In the Business Area Technologies, Körber IPB Grundstücksverwaltung GmbH, Körber Grundstück Bergedorf I GmbH & Co. KG, Körber Grundstück Bergedorf II GmbH & Co. KG as well as Körber Grundstück Schwarzenbek GmbH & Co. KG were consolidated in financial statements for the first time effective 31 December 2023.

Significant changes
Compared to the Sustainability Report published last year, there have been numerous new presentations and changes in the reporting system of the Sustainability Report in order to further develop our reporting, prepare for upcoming requirements (in particular CSRD) as well as merger and acquisition activities.

Highlighting the main changes:

- We updated several of our targets and introduced new ones. We report the full list of our current targets in → **Targets.**
- The Business Area Tissue was sold in the reporting year. For further information on how this impacted the calculation of our reported KPIs and data, see → **Methodology.**
- It should be noted that as part of the continuous improvement and accuracy of our data collection and calculation approach, the environmental data from the years 2021 and 2022 have been correspondingly updated. This is reflected within the data shown in this report, for the sake of traceability and comparability against our targets. For further details about these updates, see → **Methodology.**

We point out significant changes at the appropriate places and indicate them under GRI 2-4 in the GRI-Index.

Access
Körber AG's Sustainability Report 2023 is publicly available on → **our Website** in German and English and can be downloaded as → **PDF document**.

Contact for questions regarding the report is
Ms. Michaela Thiel, michaela.thiel@koerber.com

Methodology

Presentation of data
We apply the following rules to our reporting of data:

- Texts and charts: We report data without decimal places. If reported data contains decimal places in our internal data reporting, we round them mathematically.
- Tables: We report data with one decimal place. If reported data contains more than one decimal place in our internal data reporting, we round them mathematically.

Sale of Business Area Tissue
Following the approval from the antitrust authorities, Körber completed the sale of its Business Area Tissue to the Finnish technology and services company Valmet at the beginning of November 2023. The closing date was 2 November 2023. For this Sustainability Report, we have included the Business Area Tissue in our reporting scope to provide a reliable picture of our sustainability initiatives during the year 2023 and a transparent monitoring of targets and results (see → About this Sustainability Report for the list of included companies). The Business Area Tissue is included in this report as follows:

- Greenhouse gas (GHG) inventory: The Körber Group includes the Business Area Tissue's emissions based on the available data until 31 August 2023 for the entire reporting year 2023. Extrapolation was used for the rest of the year (until 31 December 2023) to obtain full coverage of the reporting year. You can see more details about the data calculation in the section 'GHG inventory calculation method'. The Business Area Tissue will no longer be included in the GHG inventory calculation in 2024 and a rebaselining according to SBTi requirements will be carried out.
- Environmental data: The information concerning further environmental indicators (excluding GHG inventory) was collected as of 30 September 2023 and treated as of closing date. Freshwater use was extrapolated until end of the year.
- Employee data: The number of Körber employees, including the Business Area Tissue, is the basis for all employee related indicators. The total number of employees used for calculating coverages of indicators is 13,187. This number refers to all employees working for the Körber Group as of 30 September 2023. It thus includes the Business Area Tissue. It has been selected as a suitable parameter to calculate coverage since all indicators in this report include Business Area Tissue data and the workforce for the other Business Areas remained stable during the last quarter of the year. The total number of employees indicated in the Financial Report 2023 is 12,109 as of 31 December 2023 – this data excludes Business Area Tissue employees.
- Governance data (excluding employee-related data) includes Business Area Tissue data until the closing date.

GHG inventory calculation method
The GHG Protocol principles and methods were applied to calculate the Körber Group's GHG inventory. The system boundaries for the GHG inventory were established using the operational control approach. The following emissions are included in our Sustainability Report:

- Scope 1: direct emissions from combustion processes in stationary and mobile applications and direct emissions of fugitive gases.
- Scope 2: indirect emissions from purchased electricity and district heating.
- Scope 3: indirect emissions from purchased goods and services (3.1), capital goods (3.2), upstream fuel- and energy-related emissions (3.3), upstream transport and distribution (3.4), waste generated in operations (3.5), business travel (3.6), employee commuting (3.7), use of sold products (3.11) and investments (Scope 3.15). Scope 3.8 is included in Scope 1 and Scope 2.

In 2021, we calculated our GHG inventory for Scope 1 and 2 for 2019 to 2021 and started the calculation of our most relevant Scope 3 category emissions for 2021. Since 2022, we have had the first complete set of data for our major emission sources, including all relevant Scope 3 emission categories. Therefore, we defined 2021 as our base year, ensuring alignment with SBTi requirements by choosing the most up-to-date base year possible. Retrospective changes in the emissions in our base year (as a result of the changes described in the sections below) have been made when applicable.
To calculate the GHG inventory 2023, we used emission factors of the International Energy Agency (IEA) from the source year 2023 and the UK Department for Business, Energy & Industrial Strategy (UK DBEIS) from the source year 2023. The emission factors are expressed in CO_2 equivalents (CO_2e) and take into account carbon dioxide as well as all other significant greenhouse gases as defined in the Kyoto Protocol.

Scope 1 and 2 emissions
For the year 2023, energy and emission data of 49 entities and 50 Körber sites were collected. The relevant sites for the primary data collection were selected in a two-step process. The final selection of the 50 sites ensures data collection within all Business Areas and covers sites that represent 92 percent of Körber Group employees. It should be noted that all production sites have been included in the primary data collection. The emissions from the remaining eight percent were extrapolated using average emission intensities per employee for different types of sites (e.g. production sites, administration and sales offices). Consequently, the inventory includes the emissions for all fully consolidated as well as non-consolidated production sites, offices and sales offices worldwide.

We used both the market-based and the location-based approach to calculate Scope 1 and 2 emissions. In this report, we present the results based on the market-based approach.

We made the following changes in our calculation in comparison to the previous year:

- The Business Area Tissue locations were not included for the entire year, merely up to 31 August 2023 instead. The other four months were extrapolated based on reported consumption. The site from Körber Tissue (Shanghai) Co., Ltd. was excluded from data collection and included in the extrapolation.
- Körber Supply Chain UK Ltd. did not provide any data for 2023, so data from 2022 was used assuming similar consumption patterns.
- One additional site for Körber Supply Chain Logistics GmbH was included in data collection for the first time.
- One additional site for Körber Supply Chain PT S.A. was included in data collection for the first time.

- Körber IT Solutions GmbH was included in data collection for the first time.

- As far as electric vehicles are concerned, we have transitioned from using market-based emission factors (a practice in place until 2022) to using residual mix emission factors where available or, otherwise, location-based emission factors. In view of the expanding electric vehicle fleet, this produces a more correct mapping of emissions since it is not guaranteed that cars always charge on site.

The following changes in our 2021 and/or 2022 calculation have been adjusted retrospectively:

- Körber Supply Chain LLC was included in the scope of consolidation for the first time 1 July 2022. No invoices were available for Körber Supply Chain LLC's natural gas consumption in 2021 and 2022 since data collection processes were only started in July 2022. Therefore, these values were estimated for the GHG inventory in 2021 and 2022 while actual invoices were available for 2023. Despite major differences, they were still comparable years in terms of productivity. It was therefore decided to retrospectively adjust the values from 2021 and 2022 to those from 2023.

- Koerber Pharma Software Ltd. corrected an error in the electricity figures supplied in 2022. This has now been retrospectively adjusted in the calculations.

Scope 3 emissions

An extensive screening of all Scope 3 categories was carried out in accordance with the SBTi requirements to define categories with relevance to the business model in 2022 (not relevant: 3.9, 3.10, 3.13, 3.14; 3.8 is included in Scope 1 and 2). The emissions from 3.12 turned out to be negligible after calculation and are therefore not included in our GHG inventory. To calculate our emissions, we used either a spend-based approach, business-area- and site-specific activity data or third-party data or a combination of these, depending on the best possible option to reach the most transparent, most accurate results.
In Scope 3.7, we also included emissions resulting from employee teleworking, which are generated from using heat and energy while working from home.
The results of our Scope 3.11 inventory calculation showed that emissions from the Business Area Digital and from the software business are negligible for the use-of-sold-products footprint. They are thus not included in our final GHG inventory.

We made the following changes in our calculation in comparison to the previous year:

- For upstream categories Scope 3.1, 3.2 and 3.4, the calculation from the base year (2021) onwards was taken to the next level by employing the 'matter+s approach'. This approach is a consistent, holistic accounting model for upstream supply chain emissions provided by ctrl+s GmbH.
  As a result, the emissions from the categories 3.1, 3.2 and 3.4 in 2021 and 2022 have been recalculated by applying this new approach.

- Supplier-specific data was used where available for Scope 3.1 and 3.4.

- For Scope 3.3 in 2023, there was a change in the calculation method, which was also applied retrospectively to earlier years. Until 2022, an emission factor for district heating consisted of the heat and steam emission factors for the extraction, refinement and transport of primary energy sources purchased by the heat and steam organizations. In 2023 and retrospectively, the proportion of the transmission and distribution factors (T&D factors) associated with grid losses (the energy loss that occurs during the transport of electricity from the power plant to the purchasing organizations) was also included to improve the quality of the calculation.

- In Scope 3.11, we updated the assumptions concerning the energy consumption parameters of machines from different Business Areas to reflect actual usage behavior at customer sites more realistically. This update also affected the emission figures from previous years.

- Emissions data from 2022 was used for Scope 3.15 since financial data from the companies where the Körber Group holds a minority stake was not available while this report was being compiled. Given the minor relevance of this category in the Körber Group's total carbon footprint (less than one percent) and considering that the Körber Group did not increase its stake during the reporting period, this does not have a significant impact on the reported figures.

Calculation method for other environmental data

Environmental data and information about the Körber Group is only available decentrally. It is obtained through extensive queries regarding the Scope 1 and 2 data collected by the sustainability team. The environmental data has been collected for the same 49 entities and 50 Körber sites as those used for the GHG inventory calculation. It represents 92 percent of the Körber Group's total employees. The remaining eight percent were extrapolated. We used average consumption volumes per employee for different types of sites (e.g. production sites, administration and sales offices) for the extrapolation. Deviations are noted in the relevant places. Data for electric vehicles and electric charging stations was collected manually and accounts for 100 percent of total employees.

Calculation method for employees

As of 31 December 2023, the total number of employees was 11,904 (previous year: 12,571). Including non-consolidated companies, the number of total employees amounted to 12,109 (previous year: 12,798) as reported in the Financial Report 2023. The total number of Körber Group employees, including the Business Area Tissue, is the basis for all employee-related indicators. Therefore, the figure used for calculating coverages for indicators is 13,187. This refers to all employees working for the Group as of 30 September 2023.
It should be noted that this Sustainability Report makes no distinction between employees of consolidated and non-consolidated companies. Therefore, unless otherwise stated, all indicators reported refer to both consolidated and non-consolidated companies and employees.

Segmentation of employee data

Several indicators in the ESG data table apply only to a certain group of Körber employees or experienced changes due to the further development of our sustainability reporting methods as well as the progressive harmonization of the data collection systems used. The employee groups are defined as follows:

- All employee indicators reflecting employee categorization (e.g. gender, contract type, managerial level) have been calculated based on the SAP SuccessFactors system, which accounts for 70.4 percent of total employees.

- The following indicators have also been calculated based on the SAP SuccessFactors system: share of female employees in the organization's board; share of employees trained on diversity, discrimination and/or harassment; share of employees with career development support; share of employees with career- or skills-related training; share of executives in talent development program (GPS); average hours of training provided per employee.

- Data was collected centrally and represents 100 percent of the total workforce for the following indicators: share of production sites with regular inspection or audit to ensure safety of equipment; share of affected employees for whom protective clothing was provided; amount spent on training per employee; share of employees covered by employee representatives; share of employees covered by collective agreements; share of buyers who have received training on sustainable procurement.

- Share of employees benefitting from health care and child-care benefits: data was collected centrally and applies to Germany only (45.9 percent of total employees).

- Share of relevant employees benefitting from Family Friendly Programs: data was collected manually and accounts for 73 percent of total employees.

- Share of relevant employees benefitting from flexible working conditions: data was collected manually for positions where remote work models are possible and accounts for 54 percent of total employees.

- Share of relevant employees trained on business ethics issues; share of relevant employees trained on corruption and bribery; share of relevant employees who have received training on the Code of Conduct: data accounts for all members of management boards (group holding, Business Areas, group companies), all second-level executives within the aforementioned entities as well as all employees with direct sales- or purchase-related contact with (potential) customers/suppliers and all employees in accounting handling accounts payable/receivable, travel and hospitality expenses or commission payments. Data was collected manually and represents 100 percent of total employees.

- Share of relevant employees who have received training on cybersecurity: data covers employees with access to IT systems in the companies with access to the SAP SuccessFactors training platform which were enrolled in this training (75.8 percent of total employees).

- Share of relevant employees who have received training on information security breaches and data protection: data covers employees with access to IT systems at the companies with access to the SAP SuccessFactors training platform which were enrolled in this training program. These companies represent 65.3 percent of total employees.

- When it comes to employees' nationalities, we take their first nationality into account.

- Data for minority groups includes employees with a degree of disability.

Calculation method for management systems
The data on the coverage of all ISO certifications (or equivalent) was collected centrally via the platform for our company-wide operational-excellence initiative (K.Excellence). The collected data covers 100 percent of our production sites. In total, we have 31 production sites worldwide.

Definitions and calculation methods for further indicators
Suitable sites for green electricity and green gas are those where we have the option to purchase green energy from an energy provider. We also need to have the legal authority to select our energy provider. In the case of green gas, economic viability is also a key consideration when assessing a location's suitability. We first consider the 49 companies and 50 Körber locations that were also used to calculate the greenhouse gas inventory. They represent 92 percent of the Körber Group's total employees (eight percent are extrapolated).

Suitable locations for photovoltaic systems (PV) are defined as those where we have a legal right to install PV and where it makes economic sense. These locations are identified through detailed preliminary studies. Locations with high energy consumption take priority when expanding PV capacities. In 2023, we identified an additional site suitable for PV, bringing our total of suitable locations to ten. Three of these sites have already been equipped with PV and we have started implementation at three more locations.

The definition of local suppliers corresponds to our definition of regional suppliers and includes all suppliers located on the same continent as the location procuring their services. Our calculation represents the average for all operating sites.

The group of relevant suppliers includes all suppliers with over 10,000 euros of purchasing volume, which accounts for 6,592 of our suppliers. Not included are non-manageable external creditors (e.g. insurance companies, industry associations, and freelancers), regardless of their purchasing volume. In 2023, relevant suppliers accounting for 94 percent of the purchasing volume of this group — we call it relevant procurement volume — provided a voluntary ESG self-assessment. Suppliers of the software business of the Business Area Supply Chain are managed decentrally and do not belong to the group of relevant suppliers as described above. Therefore, these suppliers are not included in the definition of 'relevant procurement volume' and all indicators that refer to this term do not include them.

Purchasing volume; share of procurement budget spending on regional suppliers; share of new suppliers that were screened using environmental criteria; share of new suppliers that were screened using social criteria: data was centrally collected by our Procurement Reporting System (PRS) and represents 92.4 percent of our total employees.

Share of relevant procurement volume that has gone through ESG self-assessment; relevant suppliers for ESG self-assessment; share of relevant suppliers that have gone through an ESG assessment; share of relevant suppliers for which information regarding conflict minerals is available: data was centrally collected by our Procurement Reporting System (PRS) excluding entities from Körber Supply Chain Software and represents 81.2 percent of our total employees.

Share of buyers who have received training on sustainable procurement; Relevant suppliers that have gone through an ESG on-site audit; share of relevant suppliers that have signed a Supplier Code of Conduct; audited/assessed suppliers engaged in corrective actions or capacity building: data was centrally collected and represents 100 percent of our total employees.

New targets
We have integrated new targets, target values and/or target years not included for the previous year. We indicate these changes with the word 'new'. Targets are marked as 'new' if they were added for the first time in the reporting year (this does not include any linguistic adjustments). If a new target year or a new target value has been defined for an existing target, this is also marked with the word 'new'. If a target was achieved in the reporting year, it is marked with the word 'achieved'. If it is not continued with a new target year and value, it will no longer be reported in the next reporting year. If a target has not been achieved, we updated the target year and, if necessary, the target value.

Imprint

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

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

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