Sustainability Report FY 2025/26

Engineering a better life



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A comprehensive glossary explaining the terms used in this Sustainability Report is available here.

Resilience and Future Viability

The world is undergoing profound change. Geopolitical tensions, increasing regulatory requirements, volatile markets, and climate change are making the business environment more complex.

We are positioning ebm-papst for greater resilience and future viability. To this end, we are strengthening our supply chains, systematically expanding regional value creation through our "Local for Local" approach, and managing our production and innovation networks flexibly.

Additionally, we are consistently aligning our portfolio with energy-efficient air and heating technologies and the growth markets they encompass, including heat pumps, data centers, commercial buildings, retrofits, digital solutions, and renewable energy. Efficient cooling of data centers offers significant potential for energy savings, particularly as advances in artificial intelligence continue to drive up the energy demands of digital infrastructure. With our solutions, we help to meet these demands more efficiently. This results in a dual responsibility: We capitalize on economic opportunities and develop technologies that conserve resources and use energy efficiently.

Our solutions help reduce energy consumption and emissions worldwide. We are continuing to expand this contribution through intelligent products, data-driven optimization, and close partnerships along the value chain. We are tapping into efficiency potential in real time and offering our customers measurable added value with digital technologies and artificial intelligence. In this way, we are also consistently evolving from a component manufacturer to a solutions provider.

Changes like these require courage and perseverance. We can already see that we are on the right path, one on which we are actively involving our employees. After all, effective change can only be achieved together. That is why we are also focusing on mental health and responsible leadership. In this way, we strengthen our resilience, open up future markets, and consistently develop ebm-papst into a forward-looking and innovative solutions provider.

Dr. Klaus Geißdörfer, Chief Executive Officer (CEO) ebm-papst Group &
Harald Klaiber, Chief Financial Officer (CFO) and Chief Transformation Officer (CTrO) ebm-papst Group



© ebm-papst; From left to right: Dr. Klaus Geißdörfer & Harald Klaiber

About the Report

ESRS 2 BP-1

This sustainability report of the ebm-papst Group covers the 2025/26 fiscal year (April 1, 2025, through March 31, 2026) and applies to the entire scope of consolidation, consistent with the financial reporting.

The reporting is voluntarily based on the requirements of the Corporate Sustainability Reporting Directive (CSRD) and was prepared in accordance with the European Sustainability Reporting Standards (ESRS) (Draft Simplified ESRS, Technical Advice, November 30, 2025). Full implementation of all ESRS disclosures and Key Performance Indicators (KPIs) has not yet been achieved at this time. Accordingly, we do not report on all material ESRS KPIs. The report rather reflects the current status of internal processes, data availability, and reporting readiness, and thus represents a first structured step toward further expanding CSRD-compliant reporting in the future.

The report addresses all ebm-papst stakeholders (see Stakeholder Map, p. 9) and provides transparent insights into the ebm-papst Group's activities, progress, and ambitions in the areas of Environment, Social, and Governance.

The reporting accounts for relevant aspects along the entire value chain, provided that corresponding impacts, risks, and opportunities have been identified in accordance with the Double Materiality Assessment. This includes both upstream and downstream activities.

A comprehensive climate risk analysis – mandatory for a full CSRD report – is still pending. However, in this report, the ebm-papst Group presents a Climate Transition Plan for the first time. It outlines how the company is further developing its strategic direction in the context of climate change and which measures have already been defined.

The sustainability report was prepared in collaboration with the relevant functional departments and approved by the Executive Management Board. The report provides transparency regarding where the company stands today, what fundamentals have already been established, and the areas in which sustainability reporting will be further developed in the coming years.

EY GmbH & Co. KG Wirtschaftsprüfungsgesellschaft (auditing firm) has subjected selected information from this report to an independent business audit in accordance with the International Standard on Assurance Engagements (ISAE 3000, revised) to obtain limited assurance regarding the sustainability information. The scope of the audit included the key figures for Scope 1 and 2 (marked-based) emissions as well as the methodology used for the Double Materiality Assessment. Audited content is marked with ⊘. The independent auditor's report can be found here.

Our ESG Policy at ebm-papst

ESRS 2 GDR-P

Together with our stakeholders, we have developed an ESG policy that encompasses four central areas of action. These areas fit together like pieces of a puzzle and form the basis for our daily work: Climate & Environment, People & Corporate Culture, Systems & Solutions, and Partnerships & Responsibility.

The four areas of action in our policy also form the chapters of this Sustainability Report.

These four areas are closely connected and can only function as a group. One area of action can never function without its counterpart. We protect our environment by sharing responsibility, as a team that strengthens each other and works with enthusiasm toward a future that will also meet the needs of future generations.

Governance through sustainable, ethical, and legal business practices serves as the unifying framework. It applies across all areas of action and provides guidance and certainty.

For each area of action, we set clear priorities and define specific goals. From these, we derive measures that move us forward step by step. Our goal: to fit all the pieces of the puzzle together so that they form a cohesive whole, enabling us to achieve our defined goals together.



© ESG Policy ebm-papst

The Company
Our Products, and Our Markets

ESRS 2 SBM-1

The ebm-papst Group is the world's leading manufacturer of fans and motors, headquartered in Mulfingen, Baden-Württemberg. The company was founded in 1963 by Gerhard Sturm, Heinz Ziehl, and Günther Ziehl and has set international industry standards with its core competencies in motor technology, electronics, digitalization, and aerodynamics.

ebm-papst offers sustainable, intelligent, and tailored solutions for virtually every requirement in ventilation and heating technology. We set the benchmark in sectors from ventilation, air conditioning, and refrigeration technology to heating technology, information technology, mechanical engineering, and medical technology. In the 2025/26 financial year, the Group generated a turnover of 2.24 billion euros.

The company has 30 production sites, including locations in Germany, China, and the United States, as well as around 50 sales offices around the world.

The Air Technology division is divided into seven strategic business fields: Air Conditioning & Commercial Ventilation, Cleanroom, Refrigeration, Transportation, Residential Ventilation, Indirect & Digital Sales, and New Industries. The strategic business fields within the Heating Technology division are Natural & Synthetic Gas Technologies, Biomass, and Heat Pumps.



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Our Areas of Focus for the Future

ESRS 2 SBM-1

1. **Data Centers:**
   Driven by cloud computing, artificial intelligence, and rising data volumes, the demand for high-performance IT infrastructure is growing steadily. At the same time, data center operators face the challenge of reducing energy consumption and CO_2e emissions. Energy-efficient cooling – using optimized air-cooling designs or new solutions such as liquid cooling – therefore plays a crucial role and can minimize the environmental impact of data centers.

2. **Commercial Buildings (Air Handling Units):**
   Heating, ventilation, and air conditioning systems in commercial buildings are among the largest consumers of energy. By using energy-efficient fans, smart controls, and heat recovery systems in central ventilation systems (air handling units), energy consumption and CO_2e emissions can be significantly reduced. At the same time, these products and systems also improve indoor air quality.

3. **Services & Solutions:**
   With retrofit and digital solutions, ebm-papst makes existing systems more efficient and future-proof. Depending on the initial situation, energy consumption can be reduced by up to ~50 percent. State-of-the-art fan technology, complemented by digital services, helps reduce energy consumption, operating costs, and CO_2e emissions. In addition, monitoring increases operational reliability and enables predictive maintenance.

4. **Renewable Energies:**
   With efficient fan technology, ebm-papst supports applications such as photovoltaic inverters, energy storage systems, charging infrastructure for e-mobility, and industrial electrification. ebm-papst's solutions help reduce energy consumption and CO_2e emissions in these applications, increase operational reliability, and advance the development of sustainable energy systems.

5. **Heat Pumps:**
   Heat pumps are among the key technologies of the future for resource-efficient heating in the building sector and help ensure energy security. Components from ebm-papst, such as fans and inverter electronics, have a significant impact on the heat pump's performance, energy efficiency, and noise levels. Other components, such as electronic controls and high-speed compressors, are expected to increase their share of the system in the future.

"For ebm-papst, digitalization and artificial intelligence are not an end in themselves, but a central component of our strategy for the future. We combine highly efficient solutions with intelligent software and AI-based applications, thereby creating high-performance, connected systems that deliver real added value. Together with our business and collaboration partners, we use this approach to develop not only innovative products and advanced solutions. The pursuit of innovation is deeply rooted in ebm-papst's culture and has been reflected for decades in our collaboration with universities, research institutes, and companies. One example of this is our membership in the Innovation Park for Artificial Intelligence (IPAI) in Heilbronn, where we engage in close dialogue with companies from the region and jointly develop new AI solutions. This collaboration also gave rise to the "Next Level Mittelstand" initiative, which we co-founded to further promote dialogue on the use of AI."

– Jan Philippiak, Shareholder ebm-papst



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9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

Structured Accountability: Executive Management and Sustainability

ESRS 2 GOV-1

Sustainable, ethical, and legal business practices form the unifying framework of our ESG policy. Our governance structures establish clear responsibilities and enable effective sustainability issue management at all levels.

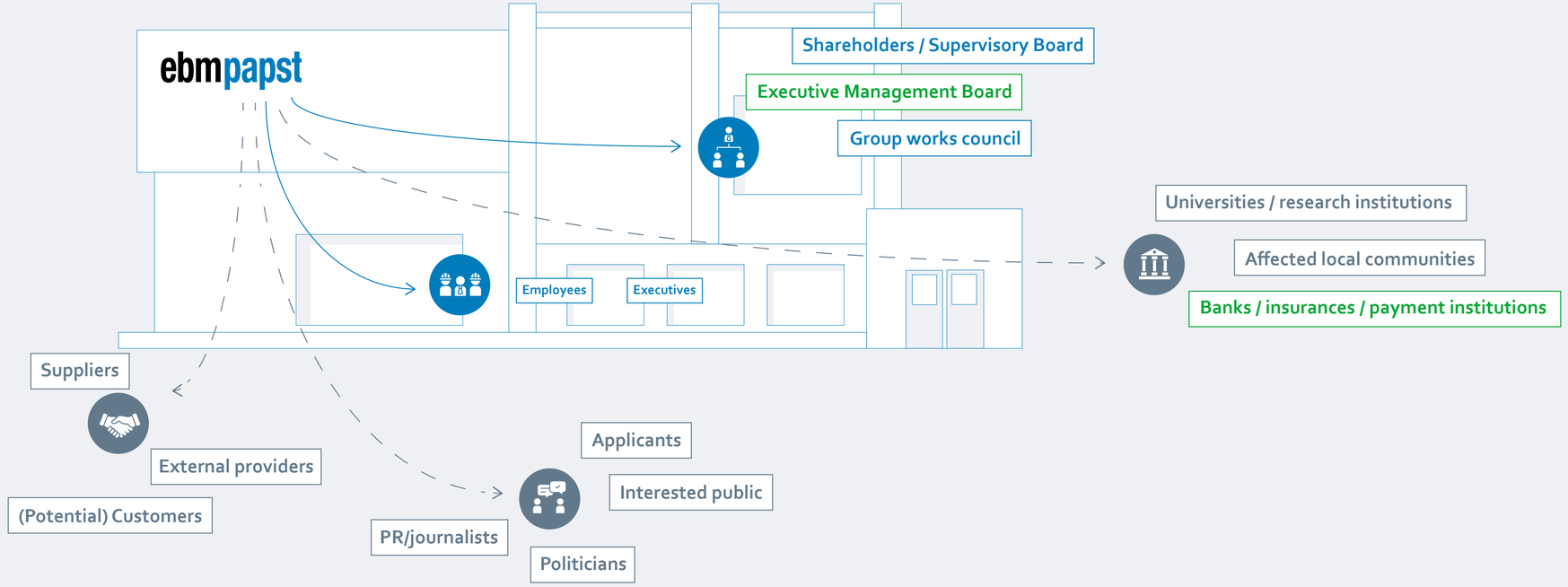
Strategic management of the Group is the responsibility of the Executive Management Board (EMB). The EMB consists of the Group Executive Board, the Chief Executive Officers of the regions and divisions, and the Executive Vice Presidents.

The Corporate Sustainability Department is responsible for the ESG Status Report, which is prepared annually and submitted to the EMB. This report documents the status of the integration of sustainability strategies, the creation and implementation of ESG goals and KPIs, as well as compliance with sustainability regulations.

In addition, the EMB regularly receives reports on identified ESG risks, opportunities, and impacts. This information influences the decisions on further measures and internal guidelines.



From left to right: Dr. Daniel Boese (Executive Vice President Strategy, Global Product Management, Data & AI), Dr. Hannes Säubert (Chief Executive Officer (CEO) Heating Technology), Franz Cerwinka (Chief Executive Officer (CEO) Air Technology Americas), Dr. Klaus Geißdörfer (Chief Executive Officer (CEO) ebm-papst Group), Dr. Sonja Fleischer (Chief Human Resources Officer (CHRO) ebm-papst Group), Harald Klaiber (Chief Financial Officer (CFO) & Chief Transformation Officer (CTrO) ebm-papst Group), Frank Mayer (Chief Operations Officer (COO) ebm-papst Group & Chief Executive Officer (CEO) Air Technology Europe), Thomas Nürnberger (Chief Sales Officer (CSO) ebm-papst Group & Chief Executive Officer (CEO) Air Technology APAC & MEA), Jens Löffler (Chief Technology Officer (CTO) ebm-papst Group)



The ebm-papst Stakeholder Map

Stakeholder Engagement: Sharing Responsibility

ESRS 2 SBM-2

Sustainability emerges through dialogue. That is why ebm-papst maintains a structured and ongoing exchange with all relevant stakeholders throughout the entire value chain. Our goal is to create transparency, understand expectations, incorporate different perspectives, and jointly develop solutions that make a difference. We systematically identify our stakeholders based on the requirements of the ESRS. Engagement takes place in a variety of formats: from customer surveys and supplier discussions to employee workshops, political institutions, and the scientific community. In this way, external perspectives are directly incorporated into our sustainability management and our strategic corporate development.

The results of the stakeholder analysis help us identify opportunities, assess risks, and further develop our strategy, such as in response to new customer requirements or societal expectations.

Showing Responsibility:
Ratings, Prices, and Initiative

We take responsibility for our actions, our products, and our impact on the environment and society. By participating in sustainability ratings, awards, and initiatives, we demonstrate that we take this commitment seriously. After all, credibility and transparency are not built on words, but on verifiable facts and actions. External validations help ebm-papst highlight progress and identify areas for improvement. Such initiatives promote open dialogue with other organizations and strengthen the trust of our customers, partners, and employees.

CDP:

CDP has awarded ebm-papst a "B" rating in climate change and a "B–" rating in water security for 2025. We have thus improved by two levels compared to last year.

EcoVadis:

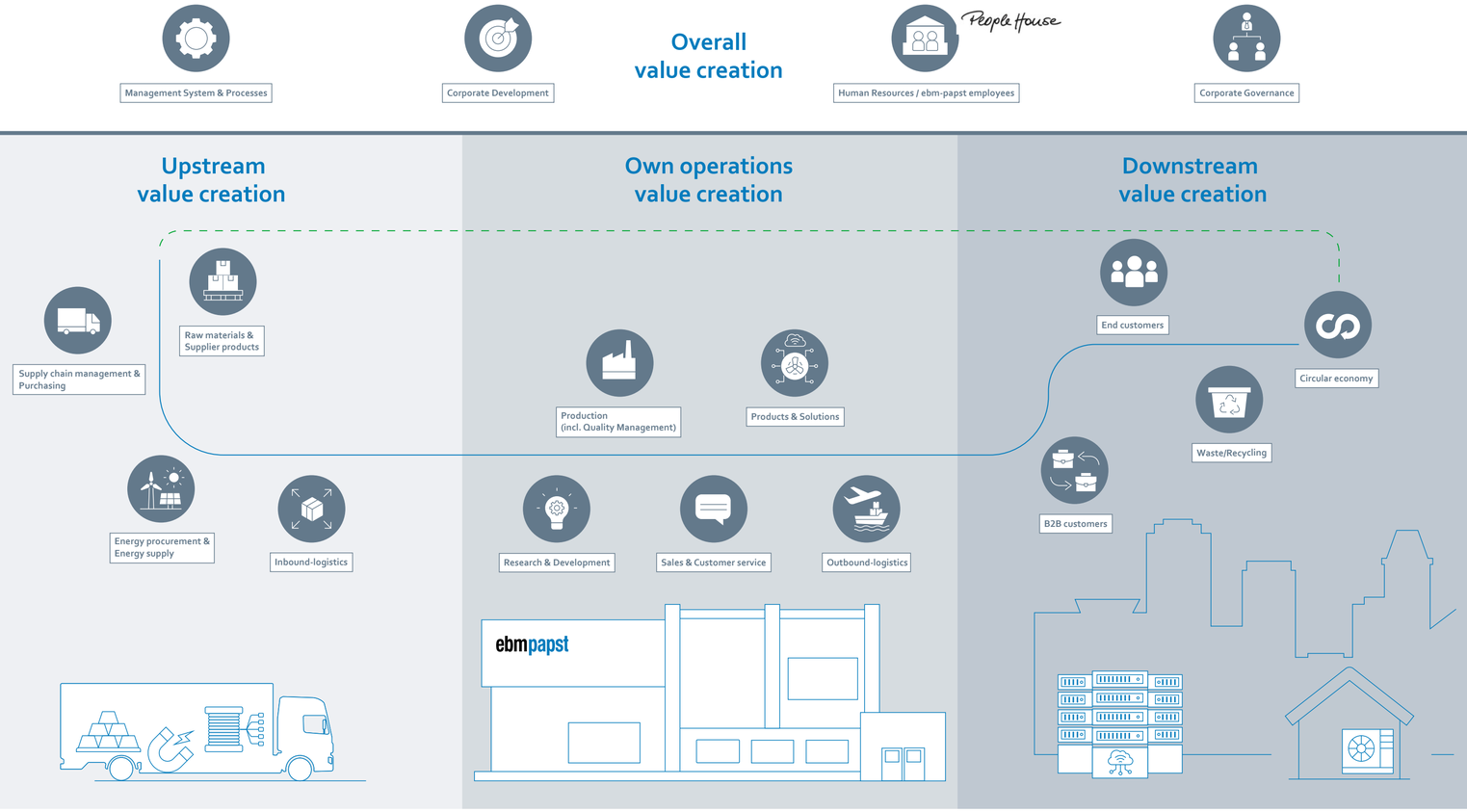
In the recent EcoVadis assessment (July 2026), ebm-papst received a Silver Medal with an overall score of 75 out of 100. Compared to the previous assessment, the score increased by 10 points.

German Sustainability Award:

In 2025, ebm-papst was awarded with the German Sustainability Award for Companies in the "Motors and Turbines" category. In 2026, two ebm-papst products, NEXAIRA and CompaNamic, were finalists for the Product Award. CompaNamic won the 2026 Product Award in the Climate Transformation category.

UN Global Compact Participation:

Since September 2025, ebm-papst Mulfingen GmbH & Co. KGaA & Co. KG has been a signatory of the UN Global Compact. The subsidiaries participate under the umbrella of the parent company. In 2026, we submitted our first Communication on Progress.



The ebm-papst Value Chain

ESRS 2 SBM-1

At the beginning of ebm-papst's value chain are the upstream activities, in particular the procurement of raw materials and supplier parts, as well as collaboration with suppliers. These materials and components are transported to the company's own facilities via inbound logistics. At the core of value creation lies the actual delivery of services: Research and Development designs new products and solutions, Production manufactures them, and Quality Management ensures compliance with defined standards.
Complementing this, functions such as Sales and Customer Service successfully position the products in the market and maintain customer relationships. Downstream, this is followed by delivery via outbound logistics and the use of the products by B2B customers and end-consumers. Issues such as recycling and the circular economy at the end of a product's life cycle also play a role. Across all stages, the integrated management system ensures consistent steering of the value chain.

Conducting the Double Materiality Assessment

ESRS 2 SBM-2, ESRS 2 IRO-1, ESRS 2 IRO-2

The ebm-papst Group conducted a Double Materiality Assessment in accordance with the requirements of the European Sustainability Reporting Standards (ESRS) to determine its material sustainability matters.

The goal was to systematically identify, assess, and prioritize for reporting purposes both the material impacts of its business activities and the financial risks and opportunities associated with each potentially relevant issue throughout the entire value chain.

Impact Materiality

The first step was to conduct a preliminary assessment of the topics and subtopics listed in ESRS 1. Various departments within the company were involved in this process, including Corporate Sustainability, Product Management, Corporate Governance, Procurement, and other specialized functions. These teams analyzed the areas within the value chain where the ebm-papst Group and its business activities might have an impact.

The value chain was divided into five stages, and each stage was rated on a scale from zero to three, depending on the degree of impact. If the sum of the individual ratings reached a threshold of at least three, the sustainability aspect was examined in greater detail in a subsequent step.

As part of the in-depth analysis, the time frame (short-, medium-, or long-term) and the nature of the impact (potential/actual and positive/negative) were determined. In addition, the severity of the impacts, composed of their scale, scope, and irremediable character, was classified. For potential impacts, a corresponding likelihood was also specified. A topic or subtopic was classified as material if the overall rating was greater than or equal to four.

To assess the materiality of the impacts, we selected various external stakeholders and conducted expert interviews to evaluate the relevant sustainability topics and subtopics. The stakeholders' assessment was consistent with the internal assessment.

Financial Materiality

To assess financial risks and opportunities, ebm-papst combines the following approaches to ensure a comprehensive and well-founded analysis:

- internal surveys on risks and opportunities (top-down questionnaires)
- supplementary bottom-up data on opportunities and risks from the process map
- external reference sources for validation (e.g., global risk analyses)

The top-down surveys cover a broad cross-section of the corporate group and form the central basis for the assessment. To achieve a uniform benchmark, the results were normalized to a consistent one-to-three scale. Thematically similar or related opportunities and risks were grouped together.

The assessment was then conducted using a matrix that combines two dimensions, each with three categories (low, medium, high):

- potential magnitude of the financial effects.
- likelihood of occurrence

In addition, we categorized the risks according to three time horizons:

- short term (< 1 year)
- medium term (1–5 years)
- long term (> 5 years)

Aggregating and analyzing the data provides a transparent and consistent overview of the key risks and opportunities.

Results of the Double Materiality Assessment

ESRS	Topics	Sub-topics
E1	Climate Change	• Energy (C/a) • Climate protection (–I/a), (+I/a)
E5	Circular Economy and Resource Use	• Resource inflows, including use of resources (+I/p)
S1	Own Workforce	• Secure employment (+I/a) • Adequate wages (+I/a) • Health and safety (–I/a) • Gender equality (+I/a) • Training and skills development (+I/a) • Employment and inclusion of people with disabilities (+I/a)
S2	Workers in the Value Chain	• Other labor-related human rights (R/p)
G1	Business conduct	• Corporate culture (+I/a) • Protection of whistle-blowers (+I/a)
company specific aspects		• Non-compliance with legal product requirements (R/p) • Development of new business opportunities and, consequently, a change in the composition of the product portfolio (C/p)

classification:
R = Risk / C = Chance
+I = positive Impact / –I = negative Impact
a = actual / p = potential

The methodology and results of the Double Materiality Assessment were audited by EY GmbH & Co. KG Wirtschaftsprüfungsgesellschaft (auditing firm) with limited assurance.

Climate & Environment

We plan and implement a wide range of measures to protect our ecosystem – from reducing greenhouse gases to conserving resources.



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Systematically Embedded and Financially Effective

For us, sustainability and economic success are inextricably linked. Today, ESG factors have a direct impact on key financial performance metrics, from cost structures and investment decisions to risk profile, capital allocation, and access to financing. Against this backdrop, we view climate and environmental protection not as an isolated area of action, but as an integral part of our corporate governance. As CFO, my goal is to embed sustainability in such a way that it becomes measurable, manageable, and financially effective. At the same time, we act out of our own conviction. Responsibility toward the environment and society is an integral part of our corporate identity. This ideal shapes our decisions regardless of regulatory requirements, and is gaining even greater significance in the current environment, particularly in the context of the CSRD and increasing transparency requirements.

Our approach is clearly structured: We systematically integrate ESG criteria into planning, management, and reporting. We consistently supplement investment decisions with environmental dimensions, and we are developing our reporting from disclosure toward a robust management tool.

Reliable data is a key prerequisite for this. We are making targeted investments in the further development of our ESG data and systems infrastructure to create transparency and enable informed decision-making. At the same time, we are driving concrete measures forward, including the expansion of renewable energy, the consistent improvement of energy efficiency, and the further development of our product portfolio toward sustainable solutions.

These measures have a dual effect: They reduce our own environmental footprint while simultaneously creating added value for our customers. This makes ESG a key driver of business success, resilience, and long-term competitiveness.

Our goal is not only to report on sustainability but to actively manage it and shape it in a way that creates value. The finance department acts as the integrator of ESG into corporate management and as the driver of sustainable value creation.

Harald Klaiber, Chief Financial Officer (CFO) and Chief Transformation Officer (CTrO) ebm-papst Group



Our Energy Policy Mission Statement

ESRS 2 GDR-P, ESRS E1-4

To actively address the challenges of climate change, ebm-papst has established a group-wide energy policy. The goal of this policy is to reduce greenhouse gas emissions throughout the entire value chain.

ebm-papst implemented the international energy management standard ISO 50001 at its German locations and, in doing so, also made the energy policy binding for the entire corporate group.

The standard forms the basis for responsible and efficient energy use and supports ebm-papst in continuously reducing energy consumption, increasing energy efficiency, and conserving natural resources.

"With our energy policy, we are creating a clear framework to systematically improve energy use within the company. In this way, we are not only reducing our environmental footprint but also strengthening our competitiveness," explains Jonas Limmer, Director EHS.

The energy policy was adopted by the Executive Management Board in March 2025 and has been an integral part of the energy management system since then.

The energy policy is based on four key areas of action (see chart): Energy Efficiency & Consumption Reduction, Energy Management System & Targets, Means & Resources, and Evaluation & Continuous Improvement. These areas set the strategic direction for energy-related decisions and measures. They also help ensure compliance with legal requirements and contribute to achieving the company-wide sustainability goals.

7 AFFORDABLE AND CLEAN ENERGY

Energy Efficiency & Consumption Reduction

We use energy and raw materials economically. We comply with all relevant legal and official regulations regarding energy efficiency, use and consumption.

- Best possible use of renewable energies
- Recording, controlling and reducing energy consumption
- Energy-efficient design and procurement of systems, buildings, purchased parts and services

Energy Management System (EnMS) & Targets

The energy policy and EnMS provides the processes, tools and framework conditions for evaluating energy aspects (e.g. use/consumption) and targets.

- Reduction of greenhouse gas emissions
- Economic use of energy
- Structured energy management system
- Energy targets integral to decision making

Means & Resources

We provide the necessary resources, technical, personnel and financial means to implement our energy policy and promote energy-conscious behavior throughout the ebm-papst family.

- Training, promotion, behavior, awareness
- Compliance with specifications
- Commitment to achieving energy targets
- Communication
- Investments in energy-saving measures

Evaluation & Continuous Improvement

We are committed to evaluating and continuously improving energy-related performance and the EnMS.

- Identification of potential savings
- Implementation of measures
- Monitoring effectiveness
- Reporting

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Climate Transition Plan for Climate Protection

ESRS 2 GDR-T, ESRS E1-1, ESRS E1-6

Climate change is the central challenge and responsibility of our time. As part of its corporate strategy, ebm-papst is pursuing an ambitious decarbonization of its entire business model and value chain. The Climate Transition Plan forms the basis for implementing the company-wide reduction targets. At the same time, it underscores the ebm-papst Group's engagement to support global climate goals in accordance with the Paris Agreement.

SBTi-validated greenhouse gas reduction targets

ebm-papst set medium-term climate targets that were validated by the Science Based Targets Initiative (SBTi) in 2023. ebm-papst aims to reduce greenhouse gas emissions by minus 42 percent in Scope 1 & 2 and minus 25 percent in Scope 3 by the fiscal year 2030/31, compared to the base year 2021/22. According to SBTi criteria, the targets for Scope 1 and 2 are aligned with the 1.5°C goal set out in the Paris Agreement. They are based on the general, cross-industry SBTi criteria. With regard to Scope 3 emissions, the targets set by ebm-papst align with the SBTi scenario of keeping global warming well below 2°C compared to pre-industrial levels. In the future, we aim to align our Scope 3 reduction target more closely with the 1.5°C target. To this end, we are currently working to continuously improve data transparency.

To achieve the climate targets mentioned above, ebm-papst has developed a Climate Transition Plan that defines the key levers for decarbonization.

Our binding SBTi targets

ebm-papst group commits:

Scope 1+2 Ambition

–42%
compared to the base year*

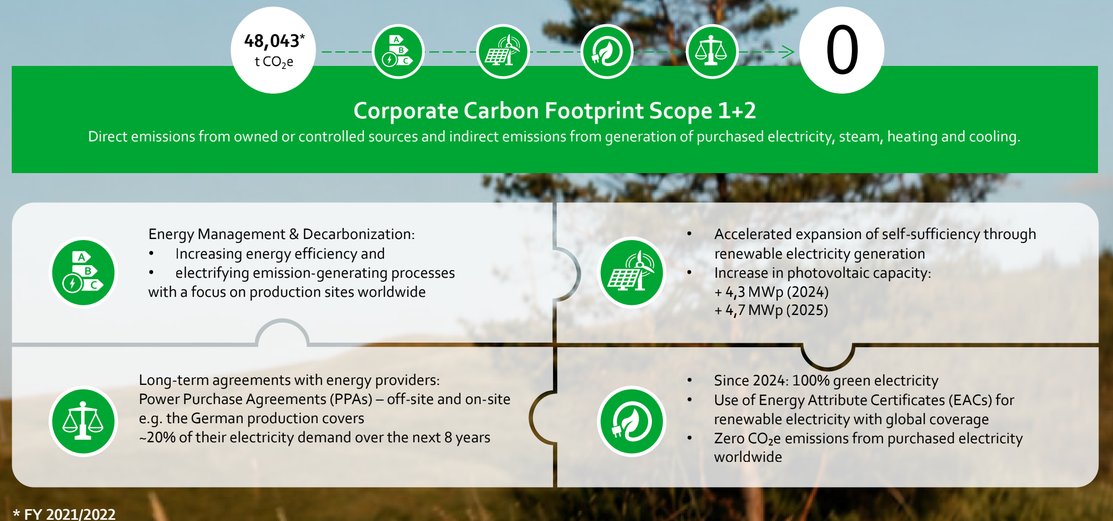
Scope 3 Ambition

–25%
compared to the base year*

To be achieved by FY 2030/31 from base year 2021/22

*FY 2021/2022

Climate Action: Global measures on our emissions reduction path



© ebm-papst

* FY 2021/2022

Climate Transition Plan: Reduction Measures for Scope 1 & 2

ESRS 2 GDR-A, ESRS E1-1, ESRS E1-5

To reduce our own Scope 1 and 2 greenhouse gas emissions, we use four different reduction levers:

1. At its production sites, ebm-papst consistently pursues an approach focused on emissions avoidance. Through targeted measures to increase energy efficiency and the systematic use of waste heat from production processes and infrastructure, we prevent emissions right at the source. The implementation of specific measures across all sites to decarbonize operations and boost energy efficiency also embeds a sustainable energy and environmental mindset within the organization.

2. The construction and commissioning of several photovoltaic systems contribute to increasing our self-sufficiency in renewable electricity. This installed capacity has been expanded from 1.3 MWp (2023) to approximately 10.2 MWp (2025). In addition to the environmental benefits, this also strengthens energy independence and site resilience.

3. Since 2023 in Germany and 2024 worldwide, ebm-papst has been using globally valid certificates of origin (EAC) for renewable energy. The complete decarbonization of Scope 2 electricity emissions contributed significantly to the improvement in the carbon footprint – minus 66 percent decrease compared to the base year 2021/22 for Scope 1+2.

4. Since January 2025, the German production sites have been securing approximately 20 percent of their electricity needs through a solar power purchase agreement (PPA) concluded directly with the generator. In addition, there is also an initial on-site PPA in Slovakia, under which an external provider generates CO_2e-free electricity at our plant.

"Decarbonizing our sites is a shared task that can only be successfully achieved through close collaboration among all regions and functions. The progress we've made so far at our sites around the world shows what we can accomplish when we share experiences, learn from each other, and work together as a team."

– Klaus Wittmann, Director ESG



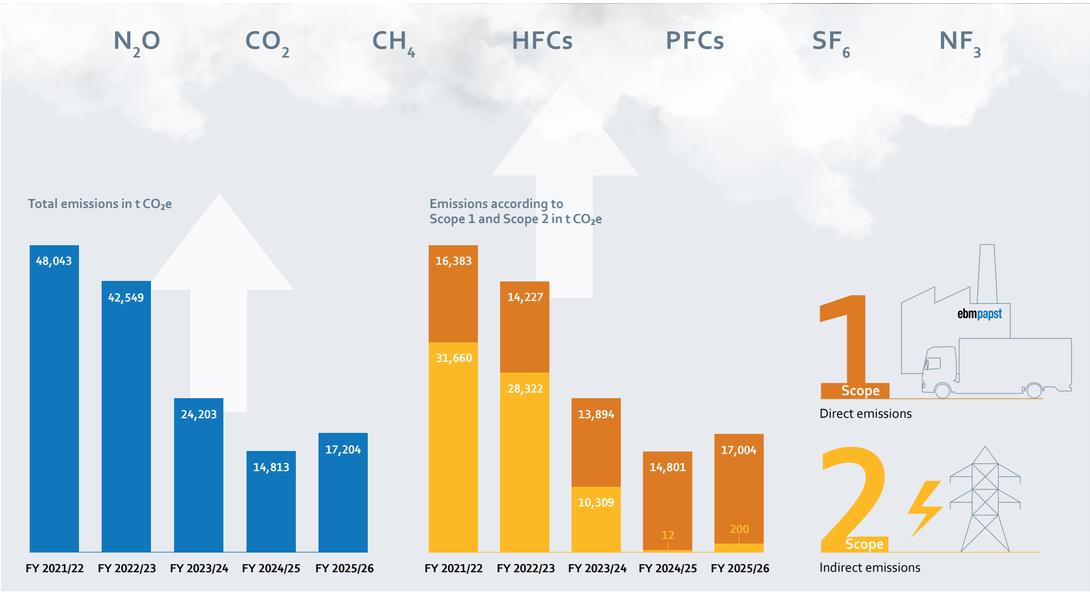
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Scope 1 and 2 Emissions over time

ESRS 2 GDR-M, ESRS E1-8

In fiscal year 2025/26, due to the purchase of 100 percent green electricity, the remaining Scope 2 CO_2e footprint (marked-based) was 200 tons of CO_2e. This is attributable to the purchase of district heating. Overall, Scope 1 and 2 emissions totaled 17,204 tons of CO_2e, which is higher than the 14,813 tons of CO_2e reported in the previous year. This represents an 16.1 percent increase in Scope 1+2 emissions compared to the 2024/25 fiscal year. The longer heating season and revenue growth contributed to this increase.

Scope 1 and Scope 2 (market-based) emissions in t CO_2e



The Scope 1 and 2 (marked-based) emissions figures for fiscal year 2025/26 were audited by EY GmbH & Co. KG Wirtschaftsprüfungsgesellschaft (auditing firm) with limited assurance.

ESRS 2 GDR-M, ESRS E1-7

Energy Consumption, Energy Mix, and Energy Production

The following overview presents energy consumption, energy mix, and energy production.

Energy consumption and energy mix: FY 2025/26	MWh
Total energy consumption from fossil sources	83,709
Total energy consumption from nuclear sources	0
Total energy consumption from renewable sources (including wood, biodiesel, ethanol)	83,610
Total Energy Consumption (total of all energy sources)	**167,319**

Energy production: FY 2025/26	MWh
Non-renewable energy production	6,119
Renewable energy production	7,716

Climate Transition Plan: Scope 1 Reduction Measures and Energy Efficiency

ESRS 2 GDR-A, ESRS E1-1, ESRS E1-5

To reduce our Scope 1 emissions, ebm-papst is focusing specifically on improving energy efficiency. In addition, the company is developing a comprehensive roadmap for the systematic reduction of Scope 1 emissions. This roadmap serves as a basis for decision-making to prioritize investments in decarbonization projects and other energy efficiency measures in a targeted manner. The energy efficiency workshop held for the first time in September 2025 – a key component of the initiative – focused on practical measures to reduce operational emissions and provided specific action to take.

"In challenging times, decarbonization and energy efficiency are key factors. Even though some sustainable investments require a longer-term perspective in terms of profitability, our current projects demonstrate a very favorable return on investment," said Frank Mayer, COO of the ebm-papst Group and CEO of Air Technology Europe.

During the workshop, participants addressed a broad range of technical topics that are essential to our energy strategy: heating and cooling systems, ventilation and compressed air, lighting and building insulation, and major energy consumers in production. The teams took turns presenting the past and future of their respective improvement potential. The in-depth discussion of these topics was crucial for learning from one another.

The development of a roadmap to reduce Scope 1 emissions is a key next step toward a comprehensive decarbonization. Additional workshops are planned for the coming years to ensure continuous cross-site exchange, evaluate progress, and further develop joint measures.

"At a time when we are more connected than ever before through digital tools, the energy efficiency workshop demonstrated that real progress still begins where people come together in person. Collaboration builds trust, a shared understanding, and a sense of responsibility. It thus forms the foundation for long-term partnerships. At its core, sustainability is about people. Real change happens when they meet in person to develop a shared vision," said Nicolae Musca, Sustainability Manager.



7 AFFORDABLE AND CLEAN ENERGY

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7 AFFORDABLE AND CLEAN ENERGY

Two Exemplary Energy Efficiency Measures at ebm-papst in Production and Administration

ESRS 2 GDR-A, ESRS E1-5

At the Vecsés site of ebm-papst Hungary Kft., employees set a goal of consistently shutting down electrical and mechanical systems outside of production hours to save energy. This is now ensured by clearly designated personnel responsible for shutting down systems at the end of each shift, mandatory shutdown protocols for lighting, and the introduction of an "energy demand" philosophy. This philosophy stipulates that ventilation and air conditioning systems are generally shut down at night and on weekends. Exceptions must be reported in advance. In addition, timer controls have been installed for ventilation and air conditioning systems, and motion-activated wayfinding lighting has been introduced in several production halls. As a result of these measures, electricity consumption has been significantly reduced, leading to estimated annual savings of approximately 1 GWh.

ebm-papst Singapore has transformed its office into a smart work environment using its own technology, where energy is used more consciously and the climate is always just right. As a result, this office now serves as a showroom for the integrated digital NEXAIRA ecosystem while simultaneously ensuring the well-being of on-site employees. With a consistently hot and humid climate, Singapore offers the ideal setting for this project. Ventilation and air conditioning together account for nearly 70 percent of the energy consumption in a typical office building. Until now, this meant constant air exchange at the branch, regardless of whether a room was occupied or not. Energy was consumed even when the meeting room was empty. At best, the system was shut down at night. The subsidiary had already been equipped with energy-efficient EC solutions for several years. The decisive step in early 2025 was the IoT integration based on NEXAIRA.Core for demand-driven control of the entire building. Since then, a network of sensors has continuously monitored temperature, CO_2 levels, humidity, and occupancy – from office spaces to meeting rooms and restrooms.

The central control unit connects all components and transmits the data in real time. Based on this data, the ventilation is dynamically adjusted: In unoccupied zones, it runs at the necessary minimum; when fully occupied, it ramps up. Additionally, machine learning and weather forecasts are incorporated into the control system, enabling it not only to react but also to plan proactively. The subsidiary's energy consumption dropped significantly, while employee comfort increased. Measurements over the first nine months show that, based on the savings achieved, a comparable investment for a customer would pay for itself in just 1.3 years. Raising the setpoint to 25 °C has already yielded energy savings of around 9 percent. An additional 34 percent savings potential was realized through demand-based control of the individual climate zones. This involves the use of AI-supported forecasting models that predict future operating conditions and proactively optimize system parameters.

Thomas Schwab, Managing Director of ebm-papst SEA, explains: "We have now implemented this concept for other customers and achieved similar and, in some cases, even better results. In Europe, we can even contractually guarantee the promised savings."

The Singapore Green Building Council used the branch office as a reference project for the national GO25 initiative. GO25 is Singapore's program to reduce energy consumption in buildings and aims to operate air conditioning systems at 25 °C as standard.

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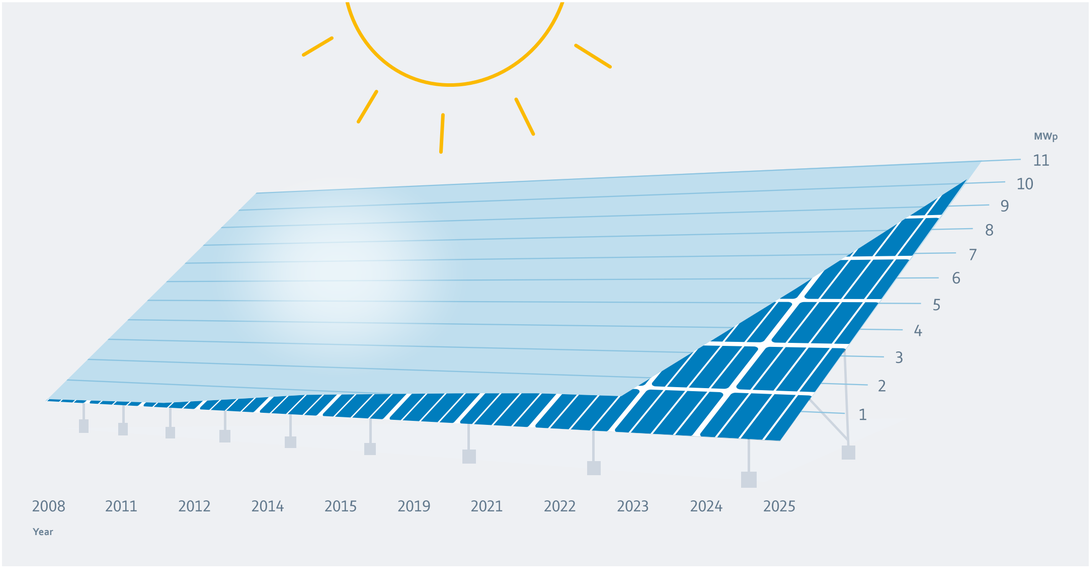
Climate Transition Plan: Scope 2 Reduction Measures

ESRS 2 GDR-A, ESRS 2 GDR-M, ESRS E1-1, ESRS E1-5

Local Electricity Generation via PV Systems

ebm-papst is systematically expanding its own energy generation through photovoltaic systems. Total installed capacity amounted to 10.2 MWp in fiscal year 2025/26. New systems are being strategically installed globally at locations where their practical and efficient use is ensured. In total, self-generated electricity (from gas-fired combined heat and power plants and PV systems) covers 14.4 percent of total electricity consumption. Self-generated solar power covers 7.7 percent of total electricity consumption.

Trend in Installed PV Capacity (in MWp)



Signing of a Power Purchase Agreement

In September 2024, the ebm-papst Group signed a long-term Power Purchase Agreement (PPA) with the energy provider Mainova to secure a long-term supply of high-quality electricity from renewable energy sources. Since January 2025, the German production sites have been covering approximately 20 percent of their annual electricity needs directly through a ground-mounted photovoltaic plant in the Boitzenburger Land region of the Uckermark. The PV plant is one of the largest and most modern ground-mounted PV plants in Germany, with an annual electricity generation of approximately 190 GWh.

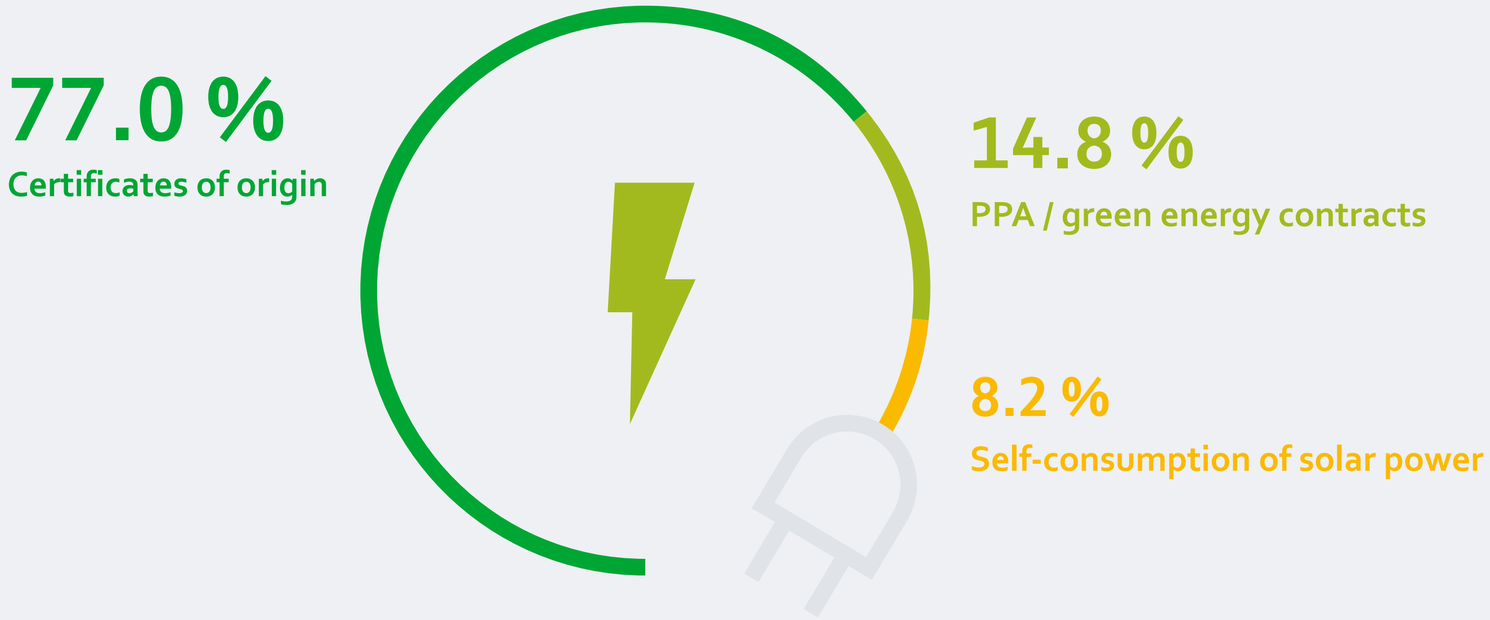
"The electricity procured by ebm-papst through the PPA is of very high quality: It comes from a clearly identifiable, new generation facility, is directly allocated, and is accounted for in a fully transparent and traceable manner via certificates of origin. At the same time, the agreement supports the further expansion of renewable energy in Germany, reduces dependence on fossil fuels, and offers ebm-papst long-term price and planning security in a volatile energy market."

– Anne Irmscher, Head of Sales, Business Customers at Mainova AG


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The remaining 80 percent of annual electricity demand comes from other wind and solar power plants in Germany with certificates of origin from renewable energy sources that are no more than 15 years old. Since 2023, ebm-papst Germany has sourced all its electricity from modern, sustainable energy sources of German origin. The PPA covers 8.3 percent of global electricity demand for the 2025/26 fiscal year.

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Breakdown of Our Renewable Electricity Portfolio

ESRS 2 GDR-A, ESRS 2 GDR-M, ESRS E1-1, ESRS E1-5

Use of Certificates of Origin for Renewable Energy

Certificates of origin for renewable energy sources cover 83.9 percent of ebm-papst's global electricity consumption. These certificates are tradable electronic certificates that verify that one MWh of electrical energy was produced from a renewable energy source at a specific point in time. Strict quality criteria have been established for selecting certificates of origin for the ebm-papst Group.

The chart shows the percentage breakdown of certificates of origin, green power contracts (PPAs), and self-consumption of solar power. Electricity generated via combined heat and power (CHP) is not included in this breakdown.

Climate Transition Plan: Scope 3 Reduction
Based on a Product Portfolio Development Scenario

ESRS 2 GDR-A, ESRS 2 GDR-M, ESRS E1-1, ESRS E1-5

To reduce indirect emissions in the upstream and downstream value chain, the following areas are of particular relevance to the ebm-papst Group: purchased goods and services (Scope 3.1), logistics and distribution (Scope 3.4 and 3.9), and the product use phase (Scope 3.11).

More than 98 percent of Scope 3 emissions occur during the product use phase. As a manufacturer of highly efficient solutions, ebm-papst bears a special responsibility – thanks to its market-leading technology – to reduce energy consumption and emissions in a wide range of applications.

The following section illustrates the Scope 3 trend based on a currently projected product portfolio development scenario.

A: Evolution Unit sales: These are emissions attributable to the products sold during this period – more products sold means higher emissions. We expect a reduction in Scope 3 emissions of minus 3.25 percent points for the base year 21/22.

B: Evolution Emission Factors of the electricity mix: Due to a strong global expansion of renewable energy capacity, the electricity mix is becoming increasingly renewable, resulting in a Scope 3 reduction of minus 7.25 percent points.

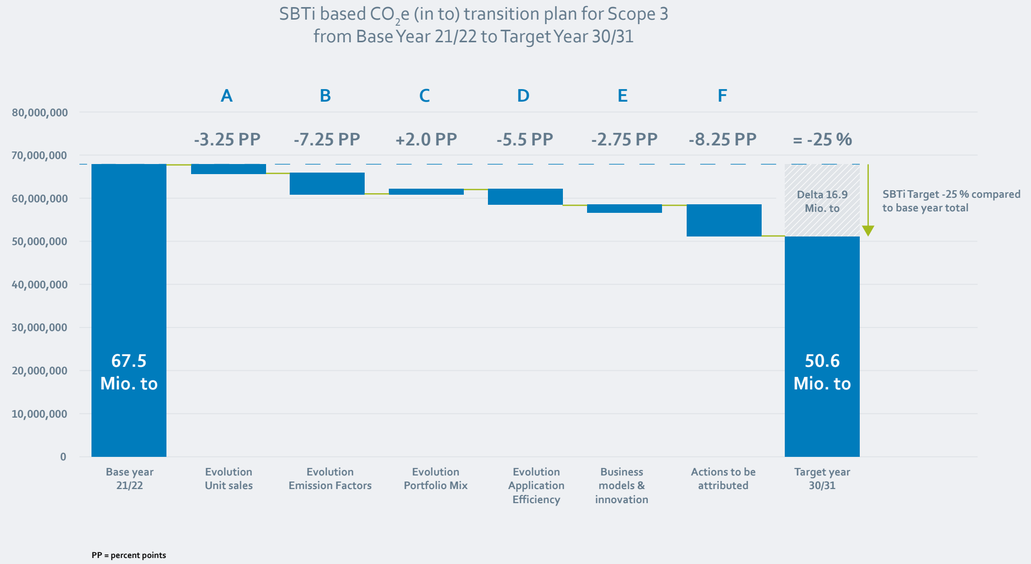
C: The composition of the Product Portfolio increases or decreases electricity consumption over the product life cycle. Examples: Switching from AC to EC technology, from smaller to larger motor sizes, and increasing product energy efficiency.

D: Evolution Application Efficiency: Advances in equipment application lead to more efficient operation of built-in motors, fans, or pumps, resulting in reduced energy consumption.

E: New business models and innovation, such as the cloud, IoT, and AI, improve the efficiency of the operating conditions for built-in motors, fans, and pumps.

F: Remaining emissions for which specific actions must be developed to achieve the targets.

CTP – Climate Transition Plan



In addition to the focus on Scope 3.11, reduction measures related to the other Scope 3 categories also play a role.

Purchased goods and services offer a particularly effective lever for reducing emissions. Through direct collaboration with suppliers and targeted material decisions, significant reduction potential can be realized.

To systematically exploit this potential, ebm-papst is pursuing a multi-step approach: In addition to expanding pilot projects, a structured supplier engagement program is being established that addresses both the quality of emissions data – such as product-specific emissions data (PCF) – and suppliers' willingness to reduce emissions. In addition, climate protection criteria are being gradually integrated into procurement processes.

These efforts include incorporating CO_2e-related requirements into supplier selection processes and increasing the use of lower-emission materials. There are various options, particularly when it comes to modifying raw materials. Depending on the material, however, these changes involve significant modifications to the products, which must be technically and economically evaluated and weighed accordingly. Market viability must also be ensured.

In the area of logistics and transportation, ebm-papst has consistently pursued the "Local for Local" approach for several years, in which production and procurement occur as close as possible to the sales markets. This strategic regionalization not only leads to shorter transport routes and reduced delivery times but also makes a measurable contribution to reducing transport-related greenhouse gas emissions. In addition, we are continuously evaluating and implementing further measures. For example, we are optimizing truck load factors, increasing the use of intermodal transport, and conducting pilot projects with alternative propulsion systems and fuels. The goal is to gradually reduce emissions along the transport chain without compromising supply security or customer proximity.

"To make progress in all Scope 3 categories visible, ebm-papst is working on a systematic reporting framework that also reliably captures indirect emissions from upstream and downstream processes. This is intended to ensure transparent reporting in accordance with the requirements of the European Sustainability Reporting Standards and to enable continuous management of these measures."

– Hans-Jürgen Withopf, ESG Reporting Manager



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The Climate Transition Plan's Financial and Investment Plan and the Role of the Administrative Bodies

ESRS E1-1

The Executive Management Board of the ebm-papst Group has approved the measures outlined in the Climate Transition Plan described on the previous pages. The Corporate Sustainability department is now coordinating the implementation of the Transition Plan and reports regularly to the Management Board.

A firmly established annual sustainability budget is available. In addition, investments are made annually in further concrete climate action measures. All expenditures and planned measures under the Climate Transition Plan are subject to the oversight of the Executive Management Board and are an integral part of strategic financial planning. Progress is regularly reviewed, documented annually, and communicated transparently in the sustainability report as well as to external stakeholders.

Qualitative Assessment of Potential Locked-In Emissions

ESRS E1-1

Under the ESRS, locked-in emissions are defined as future greenhouse gas emissions resulting from existing infrastructure and products already sold over their respective lifespans, and which are largely predetermined by decisions made today. In the ebm-papst Group's Climate Transition Plan, these locked-in emissions are already an integral part of the target definition and the long-term transformation strategy.

Within the Group's own operations, potential locked-in risks from emission-intensive infrastructure have been largely avoided through early investments in energy-efficient, future-proof technologies. Significant locked-in emissions arise primarily during the use phase of sold products and fall under Scope 3, Category 11, as they are structurally determined by the products' lifespans, operating conditions, and energy requirements. ebm-papst systematically addresses these emissions as early as the product development and market launch phases, through continuous efficiency improvements, product design, the use of digital solutions for optimized control and maintenance, and by leveraging emission-reducing technological and regulatory market developments.

Locked-in emissions are regularly analyzed, quantified, and incorporated into the review of climate targets, with the Climate Transition Plan being adaptively adjusted to reflect new findings.



Systems & Solutions

We see ourselves as drivers of innovation.
Thanks to our efficient use of materials and resources,
our solutions offer significant benefits not only
to our customers but also to the environment.



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Thinking Beyond Today. Staying Ahead of Tomorrow.

The conditions under which we develop products today are changing noticeably: Applications are growing more complex, systems are increasingly interconnected, and expectations are becoming more diverse. For us at ebm-papst, this is a clear impetus to develop our strengths further. That's why we don't speak of a transformation, but of a metamorphosis: The aspects that make us strong remain in place. New elements are being added. Our core values and engineering expertise continue to form the foundation. Innovation is the path to future-proofing.

From System to Impact

For a long time, our focus was on making products increasingly efficient, which we did with great success. Today, we're taking it one step further. We are evolving from a component supplier to a system provider and taking a holistic view of efficiency. This is because the levers for change lie not only in the individual product but throughout the entire fan life cycle: In the development phase, in the proper design of applications, in the interaction of multiple components, and ultimately in the reuse of components and materials (circularity). Environmental and economic considerations are always interconnected. We see this connection as a source of innovation. Digitalization and artificial intelligence help us harness these apparent contradictions productively and use them to develop new processes, solutions, and market segments.

System Efficiency Across the Entire Life Cycle

Our "Sustainable Fan Lifecycle" was developed based on this understanding. The idea behind it: Sustainability is achieved when we view the entire life cycle of a fan as a cohesive system, from its "birth" to its "reincarnation."

Transparency is the foundation of this approach. Drawing on more than a decade of operational data – spanning 10 to over 15 years – this analysis provides the first comprehensive view of efficiency, resource consumption, and CO_2 impact. Digitalization makes this information actionable, making it not only a prerequisite for circular economy concepts but also a genuine driver of added value.

Specifically, we examine the fan across four interrelated life cycle phases: virtual, physical, intelligent, and circular. Even during the development phase, virtual fans and digital twins enable us to design applications precisely to meet specific needs. In this way, we help our customers make the right decisions from the very beginning and identify efficiency potential early on.
In production, we continue to draw on our decades of experience as a manufacturer, prioritizing flexibility and minimal resource consumption in manufacturing. During operation, our digital ecosystem enhances the fan with additional intelligence. For example, we adjust performance to meet demand and reduce energy, operating, and maintenance costs. At the same time, we optimize maintenance requirements, thereby ensuring high availability of the entire system. After the initial use phase, fans will no longer be disposed of but rather refurbished and transitioned into a new life cycle.

The vision of the circular fan is now giving rise to the first "Circular Hub", through which we aim to establish the reuse of key resources and refurbishment as a core element of our value creation. In doing so, we are consciously taking on challenges: The reliable evaluation of components after many years of operation, clear warranty concepts, robust data histories, and global scalability. This is precisely where the importance of digitalization, clear processes, and the courage to drive further development becomes evident. You can learn more about this on the following pages.



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Think Freely and Shape the Future Together

Innovation arises from collaboration. For us, this can be summed up in a simple formula: People x Portfolio x Process = Innovation. Committed individuals from diverse fields, clearly defined innovation clusters, and transparent processes for selecting and implementing innovation opportunities reinforce one another. The key principle here is: Innovation thrives on diversity. After all, it is the different perspectives, experiences, and ways of thinking that contribute significantly to creative problem-solving, from which truly innovative solutions can then emerge.

With our program "Innovation for Growth" (I4G), we have laid the foundation for targeted and focused innovation work, which we are now consistently advancing through "Innovation to Business" (I2B) to successfully establish our innovations in the market. Ten innovation clusters bring together key future-oriented fields and help us translate market, technology, and application trends into concrete innovation developments.

At the same time, we consistently approach innovation from a market-driven perspective. It is crucial to us that innovation makes an impact where it is needed: with our customers. To achieve this, we collaborate across departments, from development and product management to sales and regional teams. From the beginning, we consider customer value, scalability, and monetization. This allows us to shorten development times and bring innovations to market faster.

For us, innovation doesn't stop at the factory gate. "Open innovation" means sharing, discussing, and further developing ideas with external partners to open us up to new perspectives. (More on our culture of innovation starting on p. 39).

We deliberately choose to disclose concepts early on because that is precisely what sets the market in motion and allows us to achieve our innovation goals even faster through strategic partnerships.

This open approach to innovation requires courage. That is exactly why we'd like to invite you to join us on this journey. Share your perspectives, stay curious with us, and help shape the future together with us. Because progress happens where openness meets responsibility, and we see change as an opportunity. Innovation is evolution that never ends.

Jens Löffler, Chief Technology Officer (CTO) ebm-papst Group &
Christine Grübel, Director Innovation Management

Performance through System Integration

Whether it's a heat pump or a data center, efficiency, performance, and longevity are not determined by a single component. Instead, they depend on how well all the system's components work together. You can compare it to a soccer team: A world-class striker alone cannot win a game; what matters most are the passing and running patterns, as well as the timing between all the players. Technical systems work the same way: It's not individual performance that counts, but how energy, control, and mechanics interlock.

From Component to System

"At ebm-papst, we focus precisely on this interaction between components. Because the more complex systems become, the greater the potential to increase not only the efficiency of the product but also the efficiency of the entire system," explains Jan Weltzer, Innovation Cluster Manager for Heating & Cooling System Solutions at ebm-papst.

This principle is particularly evident in the refrigeration cycle, the core system of heat pumps, and virtually all heating and cooling applications. Here, the fan, heat exchanger, inverter, control electronics, and oil-free turbo compressor work together to absorb heat, compress the refrigerant, and retransfer the heat. System efficiency is determined at the interfaces – that is, through the fine-tuning of speed, temperature, pressure, and energy flow. Greater improvements can be achieved there than through the optimization of individual components alone.

The Turbo for Efficiency

In the refrigeration cycle, the compressor raises the temperature of the refrigerant, thereby significantly influencing the energy required for heat generation. With the oil-free CompaNamic turbo compressor from our HighSpeed team, we are currently developing a new generation of this key component. The first successful pilot projects and sample testing are already underway.
"HighSpeed" literally refers to the operating principle: A high-speed electric motor operates at up to 160,000 revolutions per minute. The high rotational speed enables high performance with very compact dimensions. CompaNamic has a diameter of just 13 centimeters – barely larger than a CD – and weighs about six kilograms. Compared to scroll or reciprocating compressors, which are currently considered the industry standard with an internal gas volume of five liters, the compact CompaNamic requires only 0.4 liters to deliver the same performance.

"Eliminating oil changes the entire system," emphasizes Philipp Handschuh, Head of the HighSpeed Department. Since the refrigerant remains uncontaminated, the heat exchangers operate at peak efficiency over the long term. Additional components such as oil separators, oil pumps, filters, and separate oil circuits become unnecessary, further reducing the required installation space significantly. "At the same time, we improve heat transfer and reduce refrigerant requirements by reducing the internal volume by up to 90 percent compared to conventional compressors." The goal is to increase the total annual efficiency (SCOP/SEER) by up to 20 percent* compared to conventional solutions – always depending on the specific application.

Instead of using a traditional bearing that operates with oil or grease, the CompaNamic's rotor shaft floats on a fine cushion of compressed gas. The turbo compressor uses the refrigerant itself as the carrier medium, ensuring there is no direct contact between the components. As a result, the compressor runs virtually vibration-free. This results in less mechanical wear and exceptionally quiet operation.

All these design decisions contribute to maximum performance with minimal use of resources. "The fact that the CompaNamic was awarded the German Sustainability Award (see info box, p. 33) for this makes us as a team incredibly proud. It shows us that with HighSpeed technology, we are setting technical standards, creating real added value for our customers, and at the same time helping to shape a more resource-efficient future," says Philipp Handschuh. .

* Compared to conventional, oil-lubricated compressors in a similar performance class

System Efficiency in Practice

With the Refrigeration Innovation Center in Landshut, ebm-papst has established a state-of-the-art testing environment to put complete systems through their paces under real-world conditions. At its heart is a climate chamber capable of simulating temperatures ranging from a frigid –25 to a desert-like +70 degrees Celsius with variable humidity.

"We test complete heat pump systems, including both our own demonstrators and customer applications," explains Hans-Joachim Klink, Vice President of R&D Heating Technology. "We want to gain a comprehensive understanding of our customers' applications and tailor our components optimally to them. In doing so, we see ourselves as development partners on equal footing, and with the Refrigeration Innovation Center, we are also making the transition from component manufacturer to system provider in the field of heat pumps."

Information and figures on the Refrigeration Innovation Center in Landshut:

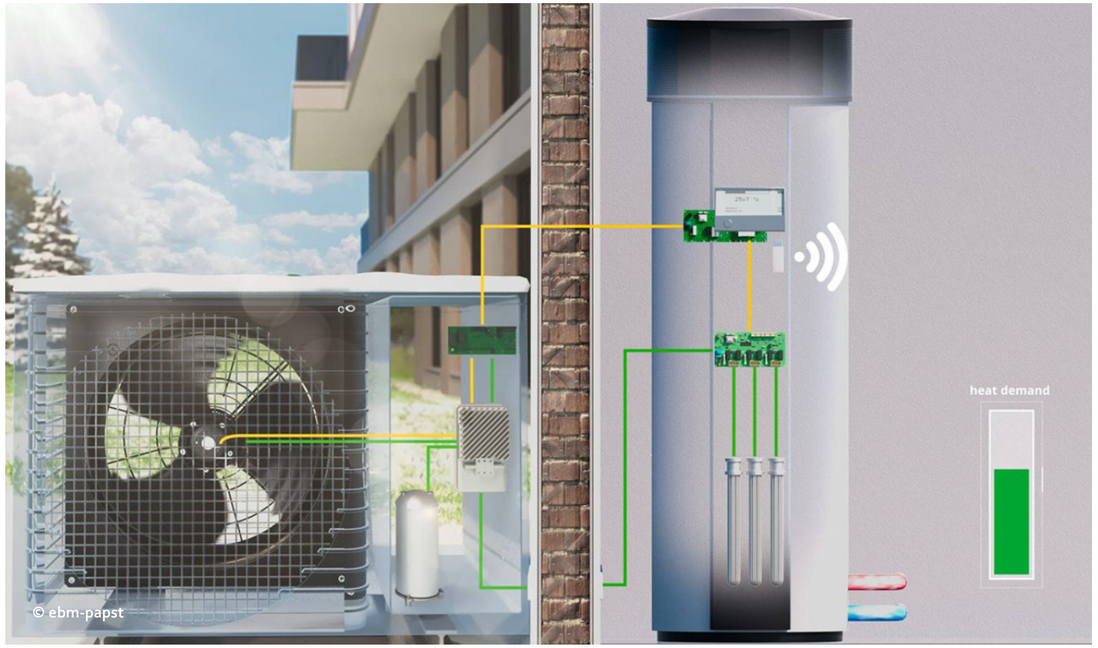
- 10 months of construction
- €800,000 investment in the new building
- –25 °C to +70 °C in the climate chamber

"By investing in the Refrigeration Innovation Center, we are demonstrating that we remain firmly committed to transformation even in a challenging market."

– Dr. Hannes Säubert, CEO Heating Technology



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The fan directs ambient air through the heat exchanger, thereby directly influencing heat absorption and energy consumption. Through demand-based speed control, it delivers exactly the amount of air the system needs at any given operating point.

The Inverter flexibly controls the compressor's motor speed, enabling precise power adjustment. As a result, the fan and compressor always operate within the optimal operating range, with reduced energy consumption and lower load peaks.

The control electronics connect all components and regulate temperature, pressure, and power consumption in real time. They ensure that the entire system operates stably and with optimized energy efficiency.

Information and figures on the oil-free CompaNamic turbo compressor:

- 150,000 operating hours
- 1 million start-stop cycles
- Up to 40 percent energy savings*

**Compared to conventional, oil-lubricated compressors in a similar performance class*

Thinking Ahead Digitally

System efficiency begins as early as the planning phase. With the help of digital twins – virtual representations of real components – systems can be simulated before a physical prototype is built. This enables early testing on how the fan, evaporator, compressor, and control system interact.

"Over the past four years, we have developed an internal 'Virtual Compressor' for our oil-free CompaNamic turbo compressor, known as CompaScout. We are already actively using it to optimize refrigeration cycles as part of our application-specific pilot customer projects. We plan to equip the tool with a user-friendly front end and make it available to our customers. CompaScout precisely calculates refrigerant-specific temperature profiles, pressure ratios, and flow processes, and serves as the foundation for optimizing an oil-free refrigeration cycle, both now and in the future.

Based on this, dimensions, material selection, and future operating conditions can be optimally coordinated long before the first component is manufactured," says Philipp Handschuh, already expressing his enthusiasm.

The digital twin creates the foundation for designing applications as complete systems right from the start. This is precisely where ebm-papst's "Sustainable Fan Lifecycle" concept comes into play, applying systems thinking to the entire lifecycle of a fan: from virtual development through intelligent operation to reuse through remanufacturing.

The virtual model enables precise design within the application context and provides the data foundation for all subsequent life phases. In this way, system efficiency and holistic life-cycle thinking are intertwined from the very beginning. You can read more about the Fan Lifecycle on the following pages.



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The turbo compressor HighSpeed CompaNamic is currently being tested in pilot projects and systematically prepared for series production. The complete elimination of oil raises the refrigerant's operating temperature, thereby influencing the system's energy requirements. High rotational speeds, reduced refrigerant volume, and a compact design enable high-performance, long-lasting heat pump architectures.

Outstanding Engineering Achievement

In 2026, the jury of the German Sustainability Award honored the CompaNamic high-speed turbo compressor in the "Climate" category. It recognized the comprehensive consideration of the entire life cycle: energy savings of up to 20 percent* during operation, reduced use of materials and refrigerants, and simplified disposal thanks to an oil- and PFAS-free design.

**Compared to conventional, oil-lubricated compressors in a similar performance class*

More information on the 2026 German Sustainability Award:

Physical Fan: How RadiPac Metal is Thinking Ahead

The second stage Physical Fan of our Fan Cycle focuses on the physical product. This is where decisions are made about how a fan is designed and manufactured. Design, material selection, manufacturing, and the supply chain all influence its future efficiency and carbon footprint right from the start. In this phase, the focus is on questions regarding resource use, such as: How much material does an impeller need to reliably achieve the required airflow? How thin can the blades be designed to save material while remaining stable? And which manufacturing processes make this design possible?

Less Material, More Performance

One answer to these questions is our RadiPac M. It is used wherever HVAC systems provide ventilation and air conditioning. With this product, we at ebm-papst are continuing to develop sustainable solutions that meet real-world market demands. The focus here is on the metal impeller. "We developed the high-performance metal impeller because, in markets such as the U.S. and Asia, plastic impellers are often not permitted for fire safety reasons. At the same time, there is a need for large sizes that cannot be achieved in the same way as plastic. This gave rise to the idea for the RadiPac M," explains Bernhard Siedler, global Product Manager for the RadiPac series.

New forming, joining, and welding processes enable a three-dimensional geometry that, for a long time, could only be achieved with plastic. The RadiPac M covers larger sizes up to 800 millimeters. With a maximum pressure of 2,500 Pa, it is also suitable for applications where air must be moved against high resistance. In addition, the compact design creates more space for airflow. "This reduces flow losses and makes the fan even more efficient, space-saving, and quieter," says Bernhard Siedler.

Local Production and Supply Chain

"Our goal was to accelerate market launches while simultaneously reducing logistics and transportation costs by manufacturing the product where it is needed," says Bernhard Siedler. Furthermore, the RadiPac M fits well into existing installation scenarios: The mounting plate and connection dimensions remain largely the same or are even more compact, making it very easy to replace older fans.

approx. 13,800 m³/h at 880 Pa,
maximum volumetric flow rate

approx. 1,600–1.700 U/min,
rotation speed



approx. 880 Pa (operating point example),
maximum pressure

Up to approx. 5.6 kW
power

"Our RadiPac M thus demonstrates how high power density, low resource consumption, and global applicability can already be combined today. This is precisely the direction we want to take future generations of ebm-papst fans and motors."

– Bernhard Siedler, global Product Manager for the RadiPac series


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More information about the highly efficient RadiPac M:

Intelligent Fan: When Fans Think for Themselves

Our intelligent fan represents the third stage of the sustainable fan life cycle and focuses on the usage phase. This long operating period is where the greatest potential for energy optimization lies: Our fans often run for decades, during which time they generate around 99 percent of their CO_2e emissions. With the NEXAIRA digital ecosystem – derived from "Next Era of Air Technology" – ebm-papst therefore combines efficient fan technology with digital services and artificial intelligence to improve operation based on data.

NEXAIRA.Fit: The Gateway to Digital Intelligence

"With NEXAIRA.Fit, we're primarily targeting installers, service companies, and facility managers of existing systems," explains Stefan Bastian, ebm-papst neo, Digital Solutions. The focus is on intelligent retrofitting: Outdated fans are replaced with modern, highly efficient models and digitally connected via gateways. Monitoring provides transparency into operating status and energy consumption, while also improving maintenance planning. In this way, the retrofit offers a practical introduction to smart fan operation and makes systems future-proof, both energetically and digitally.

NEXAIRA.Core: Efficiency During Operation

NEXAIRA.Core comes into play where fans often run around the clock, and even small deviations have noticeable effects on energy consumption and operating costs. "With NEXAIRA.Core, we ensure that fans in building climate control systems run only when and at the intensity actually required at the respective operating point," emphasizes Stefan Bastian. Digital services detect inefficiencies early on – such as those caused by dirty filters, vibrations, or unfavorable operating points. Reactive maintenance is transformed into predictive maintenance, making service calls easier to plan and reducing unplanned downtime. "This gives our customers greater operational transparency, lowers their energy costs, and simultaneously increases operational reliability."

NEXAIRA.Systems: AI-Supported Optimization in Cooling Systems

NEXAIRA.Systems takes this a step further in energy-intensive applications such as data centers. Here, ebm-papst uses a digital twin that digitally maps the entire cooling circuit, including all components such as recoolers and pumps. The AI-based energy manager processes weather forecasts, demand data, and operating conditions in real time and transmits the most efficient setpoints directly to the building management system. "This means we no longer control individual components, but rather the entire cooling system," says Stefan Bastian, describing the approach. Initial projects show that the solution can be integrated into existing systems with minimal effort and enables rapid, tangible efficiency gains.



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Award-Winning Energy Efficiency

For its achievements in the field of intelligent retrofitting of existing facilities, NEXAIRA has been honored with awards including the Baden-Württemberg Environmental Technology Prize and the AI Impact Award. In addition, NEXAIRA was a finalist for both the German Sustainability Award and the German Innovation Award.

"These multiple awards confirm that the potential of smart operation is compelling from both a technological and economic standpoint," emphasizes Stefan Bastian. "And we're just getting started: With every new development, we aim to extract even greater efficiency, transparency, and operational reliability from ventilation, heating, and cooling systems."

"With NEXAIRA, we're demonstrating how existing and new infrastructure can be used intelligently to save energy, relieve strain on grids, and strengthen competitiveness."

– Dr. Klaus Geißdörfer, CEO of the ebm-papst Group



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More information about our digital ecosystem, NEXAIRA:

Short Interview: Smart Air Purification: A Conversation with Magnus Bladh of Zehnder

Why are data-driven models the future of air purification?

"Air is a dynamic medium, just as ever-changing as the environments in which our customers work. Production processes are evolving, and there are new regulatory requirements and sustainability goals to be met. Static solutions simply can't keep up. Data-driven models like our Zehnder CARA solution, on the other hand, provide full transparency because they enable not only real-time monitoring but also proactive control and predictive maintenance."

How did the joint development of Zehnder CARA and NEXAIRA come about?

"The two companies share a long-standing partnership, and we agree that data is not an end in itself, but rather the foundation for better decisions, greater efficiency, and increased trust. Several years ago, we at Zehnder were already looking for a solution to make air purifiers smarter. To do this, we needed a partner who understood the air-handling side of things and had IoT expertise. Starting in 2021, we combined our expertise with ebm-papst and its digital innovation hub, ebm-papst neo. We provided the application concept and vision, while ebm-papst developed the technological infrastructure for digital connectivity. The cloud and control system became NEXAIRA, and for us, this led to CARA, a platform for smart air purification."

"Data-driven models provide full transparency because, in addition to real-time observations, they also enable proactive control."

– Magnus Bladh, Head of Technology at Zehnder Clen Air Solutions



© Zehnder Clean Air Solutions

Read the full interview:

Customer project: Clean Air, Clean Laundry

At Rentex, one of the largest laundry companies in the Netherlands, approximately 500 metric tons of laundry are processed each week. In the sorting area, textile dust and high temperatures were causing a noticeable strain on employees. Together with Zehnder, the company installed four air filtration systems with digital connectivity via CARA and NEXAIRA. Since then, air quality has been continuously monitored: The fan automatically adjusts its output based on dust levels, and the service team is notified well in advance before a filter needs to be replaced. "After installing the air purification units, the difference was immediately noticeable. And even better: it was measurable," explains Titus Mulder, CEO of Rentex. Today, he can check the dashboard at any time to verify that the units are keeping the air clean and operating reliably.

A major benefit for employees: The air is so dust-free that they no longer have to wear masks at the sorting lines. "We're not just investing in technology, but in the people who work here every day. By providing clean air, we're showing that we take our employees seriously." The fact that Rentex is already planning additional installations underscores just how compelling the benefits are during ongoing operations, both for working conditions and for the long-term modernization of the facility.



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Read the full customer story:

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

Think in terms of cycles, not circles

ESRS E5-2

The circular economy is becoming increasingly important. Resources are becoming scarcer, regulatory requirements are increasing, and customers expect robust solutions for the responsible management of resources and emissions. With the circular fan, we at ebm-papst are addressing these issues as the fourth stage of our Sustainable Fan Lifecycle. For the post-use phase, we are developing approaches to extend a fan's lifespan through reuse, refurbishment, and new business models.

From Linear to Circular Thinking

For decades, the industry followed a linear principle: Raw materials are used, products are manufactured, used, and finally disposed of. The circular economy takes a different approach: Products remain in circulation longer and are made usable again. ebm-papst is also taking this path. "We're rethinking solutions and business models from the very first design step through to reuse. Our goal is to keep raw materials, components, and products in use for as long as possible," explains Stefan Bastian, ebm-papst neo, Digital Solutions. Repairability, durability, retrofitting, and refurbishment are therefore key factors in reintegrating products into our own value chain. Building on this, we are also developing new service offerings such as "Repair as a Service" and modular upgrades. They help ensure that valuable materials are used for longer and that products remain economically relevant beyond their initial use.

Circular Hub: Our Next Step Toward a Circular Economy

These approaches are taking shape with the establishment of the Circular Hub (Center for the Circular Economy) in Niederstetten. There, a dedicated division is being created where refurbishment and circular business models are systematically developed. "Initial pilot projects help us understand real-world requirements, test technical and organizational processes, and derive the next steps from them. These early experiences are particularly valuable for further development," emphasizes Lukas Retzbach, Circular Hub Project Manager.

Refurbished products can be particularly appealing if they combine quality, reliability, and a lower CO_2e footprint. For this approach to work in the long term, clear framework conditions are needed: Transparency regarding a product's condition is just as important as take-back logistics, clear contract models, and cost-effective processes. "That's why we're currently analyzing our pilot projects from an economic perspective as well," explains Lukas Retzbach. "However, the focus is on getting the market for circular solutions moving and developing models for scaling up based on the experience we've gathered."

A key factor in the Circular Hub's success is its small, agile on-site organization. A hands-on mentality, short decision-making paths, and a high degree of flexibility are essential.

Product Carbon Footprint: Tracking Our Emissions

Transparency regarding the climate impact of our products is a key foundation for a well-thought-out circular economy. The Product Carbon Footprint, or PCF for short, provides a robust data foundation for this. "The PCF helps us make emissions visible and identify CO_2e hotspots. This makes it not only relevant to our customers but also an important tool for us in steering sustainable product development," explains Nadine Herwarth, Director of R&D Knowledge Management.

In the long term, the key will be to further automate calculations and improve data availability throughout the supply chain. "Those who fail to lay the groundwork for a circular economy now risk being at a disadvantage in terms of regulation, market access, and competitiveness," explains Christoph Holderbach, Director of R&D Sustainability Framework. "But if we succeed in systematically embedding circular business models, the circular economy can make an important contribution to the long-term success of ebm-papst and to a sustainable economy that uses resources more responsibly."

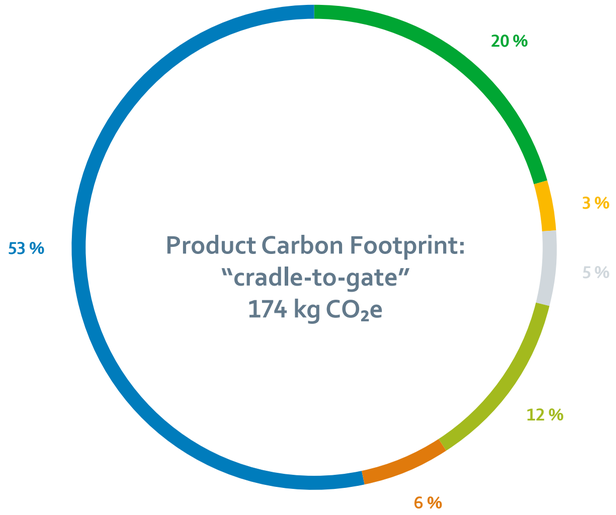
> "Embracing the circular economy creates sustainable value and fosters creativity and entrepreneurial pioneering spirit."
>
> *– Lukas Retzbach, Project Manager, Circular Hub*

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

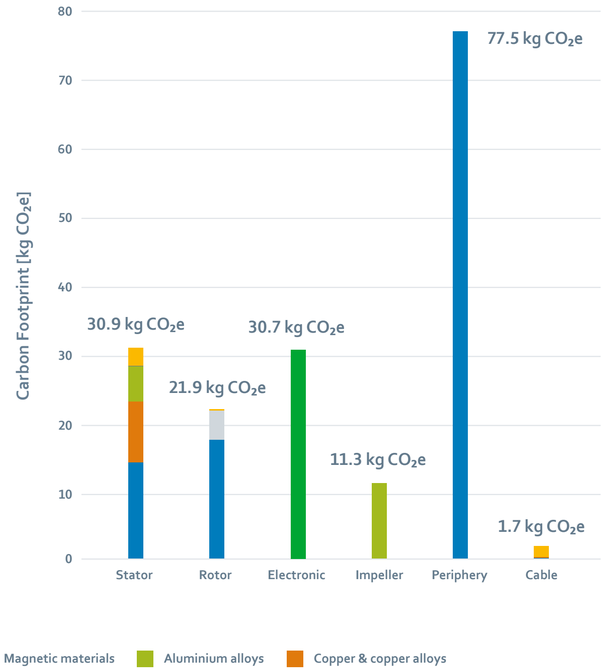
Radial Fan
RadiPac Compound K3G630
No. 8300102098 | Weight 46.1kg



CO_2e distribution
based on mainly used materials



CO_2e distribution
in relation to the main assembly groups



Steel | Electronic components | Polymers | Magnetic materials | Aluminium alloys | Copper & copper alloys

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Product Carbon Footprint – short interview with Nadine Herwarth, Director R&D Knowledge Management

What is a PCF?

The Product Carbon Footprint (PCF) describes the climate-relevant greenhouse gas emissions of a product throughout its life cycle. This includes emissions from raw material extraction, manufacturing, and transportation, as well as – depending on the scope of analysis – emissions from the use and disposal phases.

What are the benefits of the PCF?

Many of our customers need the PCF as a basis for assessing, comparing, and specifically reducing product-specific climate impacts. This enables them to meet their own sustainability goals, reporting requirements, and Scope 3 targets. Even though calculating the PCF on our end requires a great deal of effort, it is indispensable for us.

After all, robust data makes emissions visible and drives circularity forward. It also provides us with a reliable foundation for further developing products, managing our portfolio, and communicating transparently with our customers.

Innovation as the Driver of Our Success

In a technical environment characterized by constant change, we ensure our future viability through continuous progress. This means that we systematically drive technological developments forward and implement them as economically viable solutions that deliver measurable benefits for our customers.

Successfully Bringing Innovation to Market

"With Innovation for Growth (I4G), we have created a dynamic framework that enables both evolutionary and revolutionary steps in innovation," explains Christine Grübel, Director Innovation Management.

With Innovation to Business (I2B), we are now consistently taking this framework a step further by focusing on the successful implementation and establishment of our innovations in the market. Scalability and monetization are considered integral parts of innovation from the very beginning. Clear objectives, defined priorities, and transparent responsibilities provide guidance throughout the entire process, from the initial idea to market launch.

Here, innovation emerges through the close collaboration of the entire company. Development, Innovation Management, Product Management, Industrial Engineering, Sales, Purchasing, and Regional Operations work closely together in interdisciplinary teams.

To make well-informed decisions, the Market-Technology Matrix serves as a central steering tool. All innovation projects are categorized within this matrix based on their degree of novelty in terms of market and technology. "The matrix helps us strategically develop our innovation portfolio," explains Lutz Lichius from Innovation Management. "This allows us to maintain a healthy balance between disruptive projects with a high degree of novelty and lower-risk, incremental innovations."

Culture as a Driver of Innovation

Innovation requires not only structures and processes but also a living culture in which we communicate openly with one another and take responsibility for our actions. At ebm-papst, all employees are responsible for helping to shape this culture of innovation. The vision of a global learning culture ("Global Learning"), which also guides our "Leadership Principles", drives us to understand the world as an interconnected system and to consider the global impact of our actions.

"When it comes to developing forward-looking ideas, enthusiasm, courage, and curiosity are the driving forces that must be nurtured. Our customers and thus we as a company, benefit from employees who dare to try new things," emphasizes Markus Franz, Head of Global Learning & Leadership. That is why it is the responsibility of leaders to continuously develop people and teams, to give them trust and autonomy, and to support them in developing their ideas. After all, the culture of innovation can be influenced in particular by the leadership culture and the work environment.

17 PARTNERSHIPS FOR THE GOALS

Openness Accelerates Development

For innovations to have an impact, they must be accepted by the market. That's why we involve our customers early in the development process, gather feedback, and verify that we meet real-world requirements.

As part of our Innovation Summit, our innovation teams present new concepts exclusively to selected customers and discuss specific use cases. "Here at ebm-papst, we consciously choose to share ideas openly, because that is exactly what drives the market forward and allows us to achieve our innovation goals even faster together with strategic partners," explains Christine Grübel, Director Innovation Management. In addition to the Innovation Summit, two other exchange formats help us drive innovation forward internally and bring it to life. At the annual "Innovation Days", our new product concepts and solutions are brought to life company-wide through demonstrations and expert presentations. In the "Innovation Dialogue", we look ahead to explore how we can bring innovations to market even faster and discuss new market trends that we use to continuously feed our innovation pipeline.

Achieving Goals Together: Open Innovation

No company can cover all areas of expertise on its own. We therefore use "open innovation" as a strategic lever and collaborate with universities, research institutes, startups, and other companies. "These partnerships broaden our perspective, accelerate development cycles, and open up new areas of focus," says Louis Wolf from the Innovation Management team.

Our collaboration with Fraunhofer ISI in Heilbronn is a good example of a successful partnership, in which ebm-papst can specifically combine scientific expertise with industrial implementation capabilities. As part of a joint project, innovative approaches to the sustainable circular economy made it possible to tap into further business potential. At the same time, the foundation was laid for new, promising business models.

Another example of a long-standing, successful partnership is our collaboration with the Fraunhofer ISE. For instance, as part of the "ECO High SCoRe" project funded by the BMWE, we are currently working together to develop a new generation of efficient and compact high-speed compressors for cooling circuits (see info box).

"Innovation is a continuous, interconnected process. Strategy, corporate culture, the market, technology, and partnerships are all intertwined and create the foundation for solutions that are compelling today and will stand the test of time tomorrow," summarizes Christine Grübel.

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Collaboration with the Fraunhofer Institute

Together with Fraunhofer ISE, ebm-papst HighSpeed is developing oil-free high-speed turbo compressors for the natural refrigerant propane as part of the ECO HighSCoRe research project. The goal is to make heat pumps and refrigeration systems more efficient, more compact, and more durable. Since propane is flammable, particular emphasis is placed on safe control and reliable operation. A demonstrator is intended to validate the technology's practical suitability under realistic conditions.

People & Corporate Culture

The cornerstones of the ebm-papst family are a healthy and safe work environment, individual development opportunities, and the promotion of diversity and inclusion.



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Our Professional Home

Imagine a large, bright house with wide-open doors and a variety of rooms. The house welcomes everyone because it's filled with an atmosphere of trust and transparency where everyone feels comfortable and enjoys spending time. The house's architectural design invites us to flourish freely and contribute our individual strengths to the fullest. At the same time, it offers space to exchange ideas, learn from one another, and work creatively together. We enter the house with a smile, feeling inspired, motivated, and empowered to do our best.

This is our ebm-papst PeopleHouse, our shared vision for our professional home, which provides clear orientation for all of us. The ebm-papst values of Efficiency, Enthusiasm, and Humanity form the solid foundation upon which the house stands. With this foundation and within this house, we at ebm-papst strive toward "Making the Future Together." That is the name of our corporate strategy, which guides us like a North Star. This North Star and the PeopleHouse are closely intertwined. The corporate strategy sets our direction and consistently guides us when we need to make decisions or set priorities. It encompasses all the key elements of our organization, our collaboration, and our values. We have further developed and visualized these aspects of the North Star within our PeopleHouse.

On the following pages, you'll learn more about the professional home of the ebm-papst family, where every individual is accepted, respected, and valued.

With that in mind: Come on in and welcome!

Dr. Sonja Fleischer, Chief Human Resources Officer (CHRO) ebm-papst Group



© ebm-papst; Markus Püttmann

The structure of our *PeopleHouse*

Our attractiveness

Our company is designed to identify, attract and recruit suitable talent – it acts like a magnet, talent want to join us and onboarding begins with a warm and personal welcome even before the official start date.

The Foundation: Our excellence

This solid foundation consists of three key components:

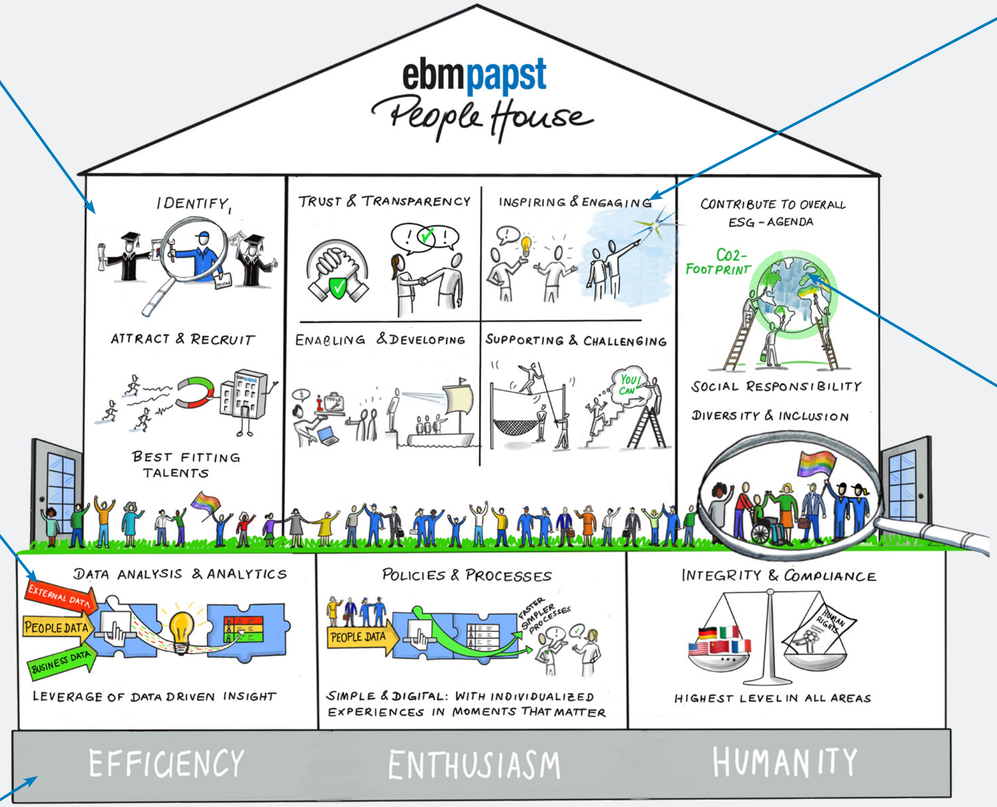
1) Consistent compliance with international and local laws, regulations, and basic human rights – both within our own company and throughout our supply chain.

2) Simple, transparent, and largely digitized guidelines and processes, complemented by a personalized and supportive approach to key moments, such as when returning from parental leave.

3) The systematic use and analysis of data as a basis for excellent planning and organization.

Healthy soil: Our values

Our three values of efficiency, enthusiasm and humanity form the solid foundation for our PeopleHouse. These values create a reliable basis for leadership and collaboration, for conflicts and cooperation, for projects and unexpected situations.



Our collaboration

The central rooms of the PeopleHouse symbolize the principles of "Our collaboration". They describe how we want to work together at ebm-papst and what is important to all of us: an environment in which all employees can thrive.

The PeopleHouse provides knowledge and tools that are easily accessible online and offline. Networking makes it easy to find the right contacts, so the right people always come together – agile, flexible, personal or hybrid. This gives everyone in the house the opportunity to contribute their personal strengths and give their best.

Our environment

We take responsibility for our surrounding environment.

At all our locations, we are involved in social projects and support our employees as needed – even during extraordinary events. Actively and as the ebm-papst family, we help pragmatically, quickly and together. At the same time, we actively contribute to reducing our CO_2e footprint through smart buildings, modern working models, and binding travel and mobility policies. Diversity and inclusion are integral parts of our corporate culture. Our house lives and supports diversity and inclusion in all areas – nationality, gender, working style, age, etc.

Efficiency

We act with purpose. We use standardized processes to ensure quick, solution-focused, and cost-effective results. We develop innovative and sustainable solutions that are pioneering in our industry. Driven by our shared commitment to improvement and progress, we are constantly evolving – by enhancing our processes and products and remaining agile and open to change as an organization.

Enthusiasm

We believe in what we do. The joy and passion we have for our work unite us across generations. We enjoy working together and inspire one another, which makes our products unique and our company a technology leader – today and going forward.

Humanity

We engage with each other as equals. Empathy, integrity, and reliability shape our collaboration. We recognize performance, foster a culture of open feedback, remain authentic, and support the growth of all colleagues. Inclusion and diversity are the cornerstones of our vibrant ebm-papst culture.

Located around the world

ESRS 2 GDR-M, ESRS S1-5

On the reference date March 31, 2026, the ebm-papst Group employs 12,279 employees (headcount). This figure includes all permanent employees. It does not include apprentices, students, temporary workers, external workers, interns, holiday workers, or working students.

ebm-papst employees work at numerous locations worldwide, bringing diverse cultural backgrounds, perspectives, and experiences to the organization.

Cross-location collaboration strengthens a shared understanding of responsibility and fosters a genuine sense of connection, regardless of geographical distance. In this way, every individual contributes to actively shaping the future and ensuring the company's long-term success. International employee assignments, as well as structured programs for the onboarding and professional development of new international colleagues, help foster exchange between locations. One example is the Kick-Start Program at the German locations, which equips new sales employees from abroad with key knowledge and skills and promotes personal interaction. In this way, knowledge transfer, cultural understanding, and collaboration across national borders are continuously strengthened.

The following table shows the number of permanent employees broken down by country and gender. It provides a transparent overview of the regional distribution of our employees as well as their gender composition.

Country	Female	Male	Others
Germany	1,713	3,611	0
Hungary	1,353	741	0
China	830	905	0
America	211	432	1
Slovenia	212	186	0
India	44	328	0
Czech Republic	222	137	0
Italy	99	160	0
Serbia	168	55	0
Romania	95	123	0
other countries	204	449	0
Total	5,151	7,127	1

5 GENDER EQUALITY



Trust & Transparency

- Encourage clear and honest talks
- Create an atmosphere of recognition and respect
- Use feedback as basis for learning and growth



Inspiring & Engaging

- Be committed and enthusiastic about what you/we do
- Embrace collective learning from mistakes
- Recognize dedication and performance and celebrate success together



Enabling & Developing

- Discuss development needs and paths proactively
- Be curious and open to new ideas and issues
- Foster diversity to benefit from different talents and strenghts



Supporting & Challenging

- Embrace challenges and overcome them together
- Promote health and well-being
- Share your knowledge and support your colleagues

Our Collaboration

"Our collaboration" is at the heart of our PeopleHouse and, at the same time, one of the prongs of our North Star – the visual representation of our corporate strategy, "Making the Future Together." For ebm-papst's success, it is essential that this spirit of collaboration be anchored in both our mission statements.

Given the central importance of cooperation, we explain the underlying principles in detail below. These principles create a pleasant work atmosphere in which all employees can thrive, and where cooperation is characterized by trust, transparency, and a motivating sense of community. A clearly defined culture of collaboration also provides security and direction.

"How we treat one another and conduct ourselves shapes our shared corporate culture," says Dr. Sonja Fleischer, CHRO of the ebm-papst Group. In this way, our cooperation ultimately supports the achievement of our corporate goals.

Our collaboration applies not only to everyone at ebm-papst but was also shaped by all employees: A global employee survey served as the starting point for defining the overarching pairs of words. In workshops with employees from all regions and departments, these pairs of words then took shape and were described in more concrete terms.

A journey with Focus and Clear Goals

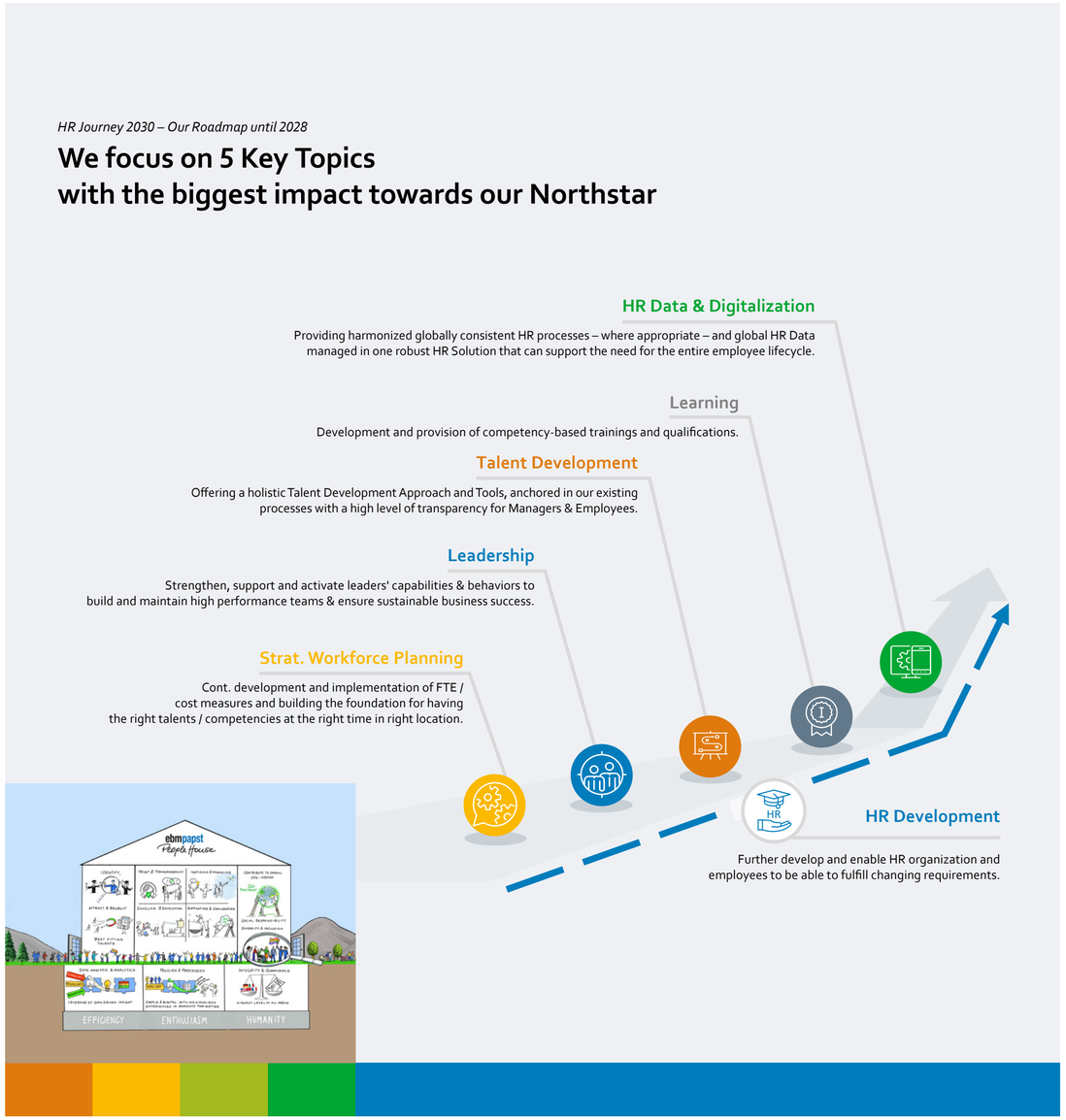
ESRS 2 GDR-A, ESRS S1-3

With our PeopleHouse and the North Star, we have brought our corporate vision to life in a vivid and tangible way: a house where we want to work together and a star that guides our way. These two powerful metaphors not only illustrate where ebm-papst wants to be in the future but also serve as unifying elements for all employees. To turn these ambitious mission statements into reality, we mapped out a structured and goal-oriented HR roadmap.

This "HR Journey" provides a strategic framework for action that extends through 2030. It defines how the company intends to systematically develop and empower its organization and employees to meet ever-changing demands. It also sets out milestones and measures that will bring us closer, step by step, to our shared vision. With this clear approach, we ensure that ebm-papst is well-prepared for the future and that all employees are fully engaged and integrated into the transformation process.

To stay focused on its goal, ebm-papst has prioritized five HR topics: Strategic Workforce Planning, Leadership, Talent Development, Learning, and HR Data & Digitalization.

The following pages explore selected key focus areas, particularly Leadership and Talent Development, and use key metrics and initiatives to illustrate how we are shaping our global HR transformation in a measurable and effective way.



Leading to Success

ESRS 2 GDR-A, ESRS 2 GDR-T, ESRS S1-3, ESRS S1-4

"As leaders, we have a responsibility to create an environment and lead our employees in a way that reflects our collaboration, makes them feel valued, and allows them to reach their full potential," said Dr. Sonja Fleischer, CHRO of the ebm-papst Group. Strong leadership skills are therefore crucial for building, developing, and retaining high-performing teams over the long term.

For us, effective leadership means:
- Helping employees and teams reach their full effectiveness.
- Adapting to different contexts, situations, and personalities (situational leadership).
- Achieving goals together and contributing to results.

We create space for people to grow, assume responsibility, and shape the future together. Effective leadership, therefore, forms the foundation for empowering and inspiring employees, and for using their contributions and work to delight our customers and achieve outstanding business results. This leads to long-term success that sustains ebm-papst and makes us future-proof.

"For me, leadership is more of a craft than an art, and can be learned if you meet a few requirements. Good leaders want to develop themselves continuously, and enjoy working with and empowering people," says Markus Franz, Head of Global Learning & Leadership.

For this reason, ebm-papst has developed a comprehensive leadership system that provides standards and a framework for leadership throughout the entire ebm-papst Group.

The system consists of four key elements:

- Three levels of effective leadership: leading oneself, leading others, and leading the business/organization.
- Leadership Qualities: describe what (future) leaders should inherently possess to become a leader at ebm-papst.
- Leadership Principles: fundamental principles that describe what is particularly important to us when it comes to leadership.
- Day-to-day leadership: describes specific leadership tasks and roles to make leadership truly tangible and experiential in everyday life.



The following three key sets of actions are designed to continuously improve the leadership effectiveness of all ebm-papst managers:

1. A wide range of professional development and training opportunities for managers: both globally standardized programs and locally tailored options. These range from three-hour "Leadership Nuggets" on selected specialized topics to a mandatory training program for all managers, tailored to their specific roles within the organization. The foundational leadership training for all managers worldwide is a web-based course that conveys all key elements of the ebm-papst leadership system in a practical manner. The goal is an 80 percent completion rate; in other words, we expect 80 percent of all managers with access to the Cornerstone learning management system to successfully complete the training during the current fiscal year.

2. Integration of Leadership@ebm-papst into all key HR and other leadership tools: Leadership meetings (manager with their employees), Leadership Reflection (manager-to-manager 1:1 feedback), the manager selection process, shop floor management, etc.

3. Integration of specific leadership tasks and desired, helpful behaviors into daily work > regular, short-cycle feedback forms the basis for making step-by-step progress in this area.

How We Lead at ebm-papst

ESRS 2 GDR-A, ESRS S1-3

At the beginning of the implementation of the holistic leadership system, ebm-papst developed leadership principles. A principle is a fixed rule that someone adopts as a guideline for their actions and by which they are guided in their thinking and behavior. Our leadership principles form the core of our holistic leadership system.

Each principle was formulated and described in detail through workshops, one-on-one discussions, and a review of existing documents. This was conducted by numerous leaders across all levels of the hierarchy, departments, and regions/divisions. The works council also played a leading role in the development process. The foundation is "Our Collaboration", which is anchored in the PeopleHouse and the North Star.

"It is essential that we have integrated our business – the components, the market, and above all, the customer – into the leadership principles we have developed. Leadership is not an end in itself but rather aims to meet the needs of our customers. By doing so, we differentiate ourselves and develop our business and our company in a sustainable and successful manner. As an entire company, we must embody this every day, put the customer at the center of everything we do, and inspire people as a company," said Florian Zürn, Global Lead SBF Refrigeration.

Based on these leadership principles, ebm-papst also developed the ideal characteristics of a leader for the organization. This has resulted in a persona that all current and future leaders can use as a guide. These characteristics are divided into three levels mentioned earlier, which are designed to provide structure for effective leadership: "leading oneself" (basic qualities), "leading others" (relationship-related qualities), and "leading the business" (business-relevant qualities).

The ebm-papst Leadership Principles





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How We Foster a Culture of Learning and Developing Talents at ebm-papst

ESRS 2 GDR-A, ESRS S1-3

At ebm-papst, the continuous development of our employees is at the heart of what we call the PeopleHouse – our vision of our professional home. To meet the global demands of an increasingly digital work environment and ensure the company's long-term viability, ebm-papst takes a holistic approach: We offer modern and customized learning opportunities. In addition, ebm-papst supports individual professional development programs that can be pursued while working and facilitates assignments abroad.

Our goal is to help our employees develop their skills and realize their potential. Through individualized and targeted development initiatives and programs, we create an inspiring learning environment that meets both the personal needs of our employees and the strategic requirements of the company and prepares our employees for future challenges.

The key drivers of a willingness to learn and skill development lie in leadership behavior, the corporate culture in practice, and employees' sense of personal responsibility. Leaders play a central role by identifying development needs, agreeing on learning objectives, and actively promoting further education.

In addition, we have developed a global talent acquisition strategy that connects all our locations and strengthens our recruiting efforts in the long term. Thanks to a clearly structured talent pipeline that is visible to everyone, we create transparency regarding development opportunities and are increasingly filling positions with internal talent. At the same time, we focus on attracting external talents to bring additional skills, experience, and perspectives to the company. Through targeted recruiting initiatives, strengthening our employer brand, and collaborating with universities, networks, and other talent pools, we attract qualified specialists and executives for ebm-papst, thereby supporting the long-term future viability of our company.

ESRS 2 GDR-A, ESRS S1-3

Global Rollout of the Cornerstone Learning Platform

The global learning platform Cornerstone supports the ongoing further education of ebm-papst employees by making learning easily accessible, personally relevant, and flexibly integrated into their daily work. Through this central, digital platform, all employees have constant access to a wide range of learning programs, from mandatory standard training to specialized, leadership, and ESG training.

In June 2020, ebm-papst rolled out the platform for the first time at its headquarters in Mulfingen. Currently, all European locations have access to Cornerstone. Local administrators have been trained, and monthly community calls are held to facilitate the exchange of experiences and address open topics. In addition, we also established governance and support structures, with the current focus on usage, process harmonization, and continuous optimization.

Employees can view their certificates on the platform and have an up-to-date overview of upcoming training sessions as well as training they have already completed at any time. In addition, Cornerstone offers the possibility of managing global processes such as external training requests, competency matrices, and the integration of various locations worldwide through the platform. Cornerstone's recruiting module enables efficient management of applications and supports the hiring process from job advertisement to hiring.

ESRS 2 GDR-M, ESRS S1-12

Average Number of Training Hours by Gender and Region

The table shows the number of training hours that we can currently track via the global learning platform Cornerstone.

	Female	Male	Others
Europe	5.2 h	11.4 h	0.0 h
America	2.2 h	2.4 h	2.4 h
APAC	12.8 h	16.0 h	0.0 h
Total	**6.5 h**	**11.7 h**	**2.4 h**

ESRS 2 GDR-A, ESRS S1-3

Training Sessions on the Future Topics of Artificial Intelligence, Digitalization, and Sustainability

To prepare all employees for the demands of digital transformation, ebm-papst is pursuing a comprehensive AI training strategy that teaches the fundamentals and applications of artificial intelligence. The training programs impart technical knowledge and promote responsible use of data and AI applications. In addition, ebm-papst deliberately adopts a holistic learning approach that goes far beyond traditional individual training sessions. In addition to global training programs on digitalization and artificial intelligence, we have established numerous hands-on learning and knowledge-sharing formats. These include AI masterclasses for various departments, communities for generative AI and Agent Maker, hackathons, "Ask Me Anything" sessions, and low-barrier entry-level offerings such as prompting workshops, use-case sessions, and prompt gyms for self-directed learning. These diverse formats support the continuous exchange of knowledge and empower leaders and teams worldwide to use new technologies productively and with a focus on specific use cases in their daily work.

ebm-papst has also rolled out other sustainability-related professional development programs globally – such as comprehensive sustainability training, online courses on ESG fundamentals at ebm-papst, and ESG transformation workshops – and is continuously updating them to broadly embed knowledge of these key future topics throughout the organization.

"The sustainability training gave me deep insight into the diverse sustainability topics at ebm-papst. I was particularly impressed to see how many measures and initiatives we are launching beyond our core business to take responsibility for the future."

– Kim Sophie Ziegler, Sales Engineer, Air Technology Refrigeration



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ESRS 2 GDR-A, ESRS S1-3

Supporting Young Talent

Through initiatives such as Future Heroes and Energy Scouts, ebm-papst apprentices take on responsibility and implement sustainability and innovation projects. The Energy Scouts, founded by ebm-papst employer Markus Mettler, identify opportunities for savings and initiate sustainable measures. Around the world, other companies learned about the initiative through the DIHK (German Chamber of Commerce and Industry) and subsequently trained their own Energy Scouts. Future Heroes independently carry out selected projects as part of their daily work. "It's important to challenge and support young people, to give them the support they need, but above all to trust them and 'let them do it.' Through these initiatives, we combine our trainees' independent action with a deep understanding of sustainability," says Dr. Sonja Fleischer, CHRO of the ebm-papst Group.

As part of the "Fridays for Forest" project, the Future Heroes work every Friday to preserve and maintain local forests, actively contributing to sustainable forest management. The project, initiated by ebm-papst, is organized entirely by the Future Heroes, from planning the forest days to coordinating visits from the press and politicians. So far in 2026 (status of July 2026), there have been six forest outreach events. Through the "NaturRaum Garten" initiative, the Future Heroes also designed various nature-inspired garden beds featuring wild perennials, marsh tubs, and deadwood to serve as habitats for insects. "We've also installed raised garden beds on the market square in the town of Niederstetten. They're meant to enhance the townscape and serve as a visible symbol of environmental awareness and community learning," said Future Heroes members Luca Wolpert and Kevin Kotschik.



ESRS 2 GDR-A, ESRS S1-3

Assignments Abroad

International assignments are a key component of our learning culture. They enable our employees to develop both professionally and personally and to gain valuable intercultural experience. In addition, these assignments also strengthen international collaboration and global knowledge transfer, thereby contributing to our future success. In 2025, there were a total of 20 active assignments. So far in 2026, four new assignments have been added.

To ensure consistent and fair conditions worldwide, the corporate group has introduced a standardized assignment policy. It defines binding standards and transparent processes for all phases of an international assignment, from preparation through implementation to return. In addition, the policy considers key legal, tax, and social requirements and ensures that employees and departments are fully informed.

"Living and working in another country not only broadens your horizons but also brings about a long-lasting change in the way you think. The international assignment opened new perspectives for me, strengthened my adaptability, and showed me how valuable genuine international collaboration is. International experiences foster personal growth, cultural understanding, and long-term connections, far beyond the duration of the assignment," said Sandra Babic, Director Marketing Americas, who spent 30 months at our U.S. location in Farmington.

Creating Culture and Purpose Together

ESRS 2 GDR-A, ESRS S1-3

"At ebm-papst, we are convinced that our diversity is our strength. With employees from different cultures, backgrounds, and life experiences, we create an inclusive work environment that fosters new ideas and creative solutions. Teams with diverse members can approach problems from different perspectives. This leads to more comprehensive analyses and more effective solutions. An inclusive work environment that values diversity promotes the well-being and satisfaction of all employees," says Sarah Akhtar-Krenn, HR Expert for Corporate Culture. Based on this fundamental philosophy, diversity and inclusion are firmly integrated into the PeopleHouse at ebm-papst, and in the summer of 2020, ebm-papst also signed the Charta der Vielfalt (German Diversity Charter). This initiative aims to advance the recognition, appreciation, and inclusion of diversity in the German workplace.

Our Diversity is our Strength

To foster an awareness of the importance of diversity and inclusion from the very beginning, ebm-papst offers Germany-wide diversity workshops specifically designed for its apprentices and dual students. The goal is to encourage young employees early on and support them in succeeding in a diverse and inclusive work environment. At the same time, the company is laying the foundation for respectful and open collaboration. After all, only by working together can employees create a work environment where everyone has equal opportunities.

The diversity workshops offer a mix of theory, interactive exercises, and reflection to make the various dimensions of diversity tangible. Additional diversity workshops for managers and employee groups are also planned.

In addition, ebm-papst apprentices and dual students at various German locations carried out social projects as part of a social internship. The goal was to foster empathy, team spirit, and a sense of responsibility while creating meaningful connections. For example, eight apprentices from Mulfingen spent two weeks at St. Josefspflege Mulfingen, an independent youth welfare organization, renovating the bar in the so-called "Youth Center."

The apprentices from the St. Georgen location gained valuable experience working with people with disabilities by building a weather station and carrying out packaging work at the Liebenau Foundation, thereby fostering a sense of social responsibility.

The Landshut trainees had similar experiences at the Landshuter Werkstätten, a facility for people with disabilities: "The social internship taught us the importance of patience, openness, and mutual respect. We all realized how valuable this experience was for us," said Lara Ozeg and Anna Hoffmann, trainees at ebm-papst Landshut.

ESRS S1-11

Inclusion

To embed the topic of inclusion throughout the company, ebm-papst introduced a Group Inclusion Agreement effective January 1, 2025. With its clearly defined rights and obligations, this agreement enables improved integration of people with disabilities through adapted workplaces, an optimized work environment, and flexible work schedules. As part of these efforts, ebm-papst has also begun to strengthen the representative body for severely disabled employees and has appointed employer-side inclusion representatives at every German location. As part of our Double Materiality Assessment, inclusion was identified as having an actual positive impact and will be reported on in the coming years.

EESRS 2 GDR-A, ESRS S1-3

Equal Opportunity

To further promote equal opportunity at ebm-papst, the company has established various networks that support employees in their personal and professional development, foster exchange, and strengthen a culture of mutual respect. For example, we've promoted various women's networks: a Germany-wide network for female executives, a cross-site, Germany-wide network for all women at ebm-papst, as well as other women's networks and events worldwide. "We know that the path to equality is not yet complete, and we are determined to continue taking steps to create a more fair and inclusive workplace," said Dr. Klaus Geißdörfer on International Women's Day.

ebm-papst also places a strong emphasis on supporting its employees' families. The intranet features a Germany-wide community for anyone looking to balance work and family life. The focus here is on sharing experiences.

In addition, the platform offers helpful resources such as the parent network in Mulfingen, contact persons for questions about parental leave, and the heycare family support – a benefit partner that assists with childcare and senior care: "Sustainability starts with people. Together with ebm-papst, we're setting an example for a modern, family-friendly work environment. Our family support is more than just a benefit; it's a building block for social sustainability that offers employees the right support at every stage of life," says Julia Kahle, co-founder and CEO of heycare.



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"I am convinced that corporate success arises where people feel seen, supported, and empowered. That is why, at ebm-papst, we consciously foster a corporate culture that takes mental health seriously and actively promotes individual development. Our internal networks and mentoring programs are a central component; they create safe spaces for exchange, mutual support, and empowerment. Our women's networks empower women to share experiences, highlight different perspectives, and take on responsibility. In this way, we strengthen diversity, equal opportunity, and a respectful work culture in which every single individual can contribute to the best of their ability."

– Chloë McCracken, Shareholder ebm-papst



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Health Comes First

ESRS 2 IRO-2, ESRS 2 GDR-P, ESRS 2 GDR-A, ESRS 2 GDR-T, ESRS S1-1, ESRS S1-3, ESRS S1-4

Occupational safety and health protection are firmly embedded in ebm-papst's business practices as an integral part of the company-wide Code of Conduct. Compliance with legal and internal safety requirements is mandatory and is regularly reviewed for effectiveness. Any identified risks, hazards, or grievances must be reported immediately and effectively remedied.

As part of the Double Materiality Assessment, negative impacts related to occupational safety were identified. Here, we distinguish between workplace accidents, absences due to illness, and commuting accidents.

Management Approach and Targets

As a binding framework for prevention, safety culture, and continuous improvement, our globally applicable policy sets the direction for us. It firmly embeds occupational health and safety within the company's organizational structure and ensures the availability of resources, clear structures, and defined responsibilities. The focus is on protecting and engaging our employees, as well as complying with all legal regulations and voluntary requirements.

Currently, the Group does not yet have fully harmonized and reliable occupational safety metrics. Key figures have been collected and analyzed at the site level for some time now. In some cases, such as within Europe, these are shared across sites. The goal is to create a consistent, cross-site data foundation in the future that will enable systematic management and reporting. Going forward, we aim to reduce the number of reportable workplace accidents by five percent per year and build a sustainable safety culture in which employees act responsibly and are made aware of safety-related behaviors. In addition to minimizing hazards, our focus also includes long-term well-being, enhancing workforce performance, fostering a high level of safety awareness, and promoting a strong sense of personal responsibility among employees.

Occupational Safety Measures

A central component of occupational safety is legally required training and instruction, as well as recurring safety briefings, designed to promote safe behavior and minimize risks in the long term.

Occupational safety is also an integral part of the daily shop floor meetings in production. To ensure rapid treatment in emergencies at rural locations, additional company paramedics are trained. Standardized guidelines and resources support the implementation of effective safety walks. In addition, regular exchanges with other companies promote the continuous improvement of occupational safety.

Risk assessments for all activities and workstations, which are regularly updated, form the basis for targeted preventive measures. Building on this, safe and ergonomic workstations are designed. Additionally, ebm-papst provides appropriate personal protective equipment to effectively prevent work-related accidents. Employees are made aware of safety-related behavior through practical case studies and informational resources.

The insights gained from these measures are incorporated into continuous improvement initiatives and contribute to a further reduction in work-related incidents. AI-based tools support the analysis of incidents, while regular cross-site exchanges promote knowledge transfer and the leveraging of synergies.

To embed a culture of safety, all managers will be obliged to complete occupational safety and environmental protection training in the future.



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3 GOOD HEALTH AND WELL-BEING

Partnerships & Responsibility

We assume long-term responsibility toward our customers, suppliers, and local regions at every stage of the value chain.



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"Local for Local": Resilience, Customer Focus, and Climate Impact – All From a Single Source

Since 2017, we have continually pursued a clear strategic approach with our "Local for Local" initiative, regionalizing value creation, product development, and supply chains while serving markets largely independently. This strengthens our resilience, increases our customer focus, and embeds sustainability in our business model by reducing emissions.

Regional value creation increases the resilience of the entire corporate group against geopolitical, economic, and logistical risks. At the same time, it fosters close collaboration with local customers, partners, and suppliers. Short supply chains, regional sourcing, and locally tailored production structures reduce transport-related emissions and directly contribute to the ebm-papst Group's climate goals.

That is why "Local for Local" is more than just an efficiency program; it is a key driver of sustainable growth. It reduces risks, shortens innovation cycles, and translates market requirements more quickly into tailor-made solutions, especially in dynamic application areas such as building technology, industry, data centers, and renewable energy systems.

From our customers' perspective, "Local for Local" means, above all, reliability, speed, and relevance. Local teams understand the specific market requirements, regulatory frameworks, and application scenarios, and can develop, adapt, and deliver solutions in a targeted manner.

In China, the strength of this approach is particularly evident: the localization rate there is already around 90 percent. The close collaboration between our locations in Shanghai, Xi'an, and Foshan enables us to meet customer needs flexibly and with an open approach to technology: Shanghai and Foshan ensure proximity to markets, customers, and system integrators, while Xi'an serves as a high-performance production site where innovations are rapidly industrialized and implemented for our customers with consistently high quality.

Thomas Nürnberger, CSO of the ebm-papst Group and CEO of Air Technology APAC & MEA



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As Little as Possible: International Supply Chains at ebm-papst

ESRS 2 SBM-1, ESRS 2 GDR-A, ESRS E1-5

"Buyer's Consolidation" (buyer-oriented ocean freight consolidation) serves as a complementary lever to the "Local for Local" glocalization strategy. It comes into play when international procurement is necessary. While "Local for Local" focuses on regional value creation and short supply chains, Buyer's Consolidation makes unavoidable global shipments more efficient. Both approaches aim to avoid emissions as much as possible. When international supply chains remain necessary, they should be minimized. For ebm-papst, Buyer's Consolidation is therefore not an isolated efficiency tool, but rather an integral part of a holistic, sustainable supply chain management strategy. This approach consistently supports the pursuit of group-wide climate goals.

A short interview with Paul Schenjow, Group Manager for Transport and Freight Management at AIR Technology Europe, ebm-papst Mulfingen

What does Buyer's Consolidation mean in ocean freight, and why do we use this approach?

Consolidating shipments to improve capacity utilization is a well-known logistical principle, but our implementation of "Buyer's Consolidation" goes beyond that. For us, Buyer's Consolidation means combining shipments from multiple suppliers in the country of origin and transporting them by sea freight in a consolidated container. In doing so, we deliberately leverage the diversity of purchased parts – for example, by combining heavy, compact goods with light and bulky components. This allows us to achieve exceptionally high container capacity utilization, reduce inefficient less-than-container-load shipments, minimize handling processes, and thereby lower CO_2e emissions in the supply chain. In this way, we combine environmental benefits with more efficient transport processes. In addition, after unloading, the import containers are reused directly for export: The so-called "container rotation" concept also helps reduce the number of shipments and CO_2e emissions. For each container rotated, 150 kg of CO_2e emissions are reduced, and this happens approximately 150 times per year.

In which global sourcing regions is Buyer's Consolidation used?

We use Buyer's Consolidation specifically in sourcing regions with a high density of suppliers and sufficient volumes, such as the Chinese ports of Shanghai and Ningbo. There, we can bundle many smaller supplier shipments into a single consolidated container. This allows us to make unavoidable intercontinental ocean freight flow more efficiently with lower emissions.



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How does Buyer's Consolidation change collaboration with suppliers and freight forwarders, particularly in terms of planning reliability and supply chain resilience?

Buyer's Consolidation improves planning reliability and efficiency because import-related transport volumes are efficiently bundled and call-off quantities become easier to plan. As a result, the demand for container capacity at certain departure points in China decreases by up to 50 percent. This requires close coordination between freight forwarders and suppliers. The key factor is the planned delivery date in Mulfingen, which suppliers report. Transportation and consolidation planning are based on this date. It determines how effectively we can bundle shipments and manage transportation. By reducing the number of transshipments, the susceptibility to disruptions also decreases significantly, thereby strengthening the resilience of supply chains.



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Governance – From Rules to Active Responsibility

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

At ebm-papst, sustainable corporate governance is achieved through the structured collaboration between the Corporate Governance (including Compliance) and ESG (Environment, Social and Governance) departments. These two independent divisions pool their strengths in a spirit of partnership. With clear policies, resilient KPIs, and a modern whistleblower system, rules are transformed into active responsibility, guiding the company in a forward-looking and transparent manner.

What will corporate governance mean at ebm-papst in 2026?

Dennis Diefert: Governance is our compass: We use it to define clear responsibilities, establish effective processes, and create the transparency necessary for forward-looking corporate management that secures the company's future. Compliance is the connecting element that helps all employees support this by acting in accordance with the law and ethical standards. In all of this, we are aware that adherence to compliance guidelines not only serves to meet legal requirements but also strengthens the trust of our customers, partners, and employees.

Sylvia Meyer: Breaking it down to the internal level: For us, governance and compliance mean that all employees understand, embrace, and effectively implement the processes and rules across all functions and regions.

Here's an example from our day-to-day compliance work: Through anti-corruption training, a colleague realized that an invitation she had received might be problematic. Before responding to the business partner, she actively consulted with us. This allowed us to jointly assess the situation transparently and resolve it in accordance with the rules. As illustrated in this example, at ebm-papst, compliance means identifying risks early, addressing them openly, and acting responsibly.

Annemarie Rothe: As the ESG team, we view governance as a key component of our sustainability strategy. Only by taking all three areas – Environmental, Social, and Governance – into account we can ensure sustainable, ethical, and lawful business practices. That forms the foundation of our ESG policy at ebm-papst.

ESRS 2 GOV-1

The Responsibilities of the Corporate Governance and ESG Departments

The Corporate Governance Department is responsible for governance-structures and oversees the compliance-organization. The department systematically reports annually on the status of compliance structures, identified risks, and implemented preventive and corrective measures. To ensure compliance with legal requirements, internal guidelines, and ethical standards, ebm-papst has a structured, decentralized compliance-management system. Ultimate responsibility for all compliance-matters rests with the Compliance Board, consisting of the CEO and CFO. The Vice President of Corporate Governance and his team, as well as the Compliance Working Group (a group of experts), support the Board. Operational responsibility lies with the respective Group companies and their local compliance officers.

The ESG (Environment, Social and Governance) department leads the Group-wide sustainability strategy, ESG-data management, and internal and external sustainability reporting, including the implementation of CSRD and ESRS requirements. As the department's name suggests, sustainability is viewed holistically at ebm-papst. As a result, the topic of governance is also firmly embedded within the department. Sustainability is managed in a measurable way, with clear goals and transparent metrics to verifiable progress. To this end, the ESG team consolidates all relevant sustainability data, assesses risks and opportunities along the ebm-papst value chain, and reports regularly to the Executive Management Board (EMB). In this way, the team ensures that decisions are made based on facts and that sustainability goals are consistently implemented.

ESRS 2 GOV-4

How do the separate Corporate Governance/Compliance and ESG departments work together?

Dennis Diefert: We have a structure here with two departments that have distinct responsibilities but also clearly defined points of interaction: Governance/Compliance establishes the regulatory framework, develops guidelines, manages the compliance management system and the whistleblowing system, and monitors their effectiveness. In addition, Corporate Governance consolidates the risks and subsequently prepares a report for the EMB. The overarching framework for ebm-papst's Compliance Management System is set forth in a corresponding guideline. It ensures that uniform minimum standards are implemented at all ebm-papst's global locations.

In risk management, we combine centralized top-down assessments, such as structured questionnaires on risks and opportunities, with a bottom-up evaluation at the location level. In addition, a wide variety of input is provided by various departments and compiled centrally here. The results are consolidated, prioritized, and result in an integrated risk profile that is discussed within the EMB and used as the basis for defining measures.

Annemarie Rothe: In addition, ESG incorporates the CSRD and ESRS perspectives: The team links existing governance processes with the regulatory disclosure requirements from the standardized guidelines for sustainability reporting, including the Double Materialty Assessment and sustainability KPIs. This allows us to increase data depth, consistency, and comparability, both internally as a sound basis for decision-making by the EMB, and externally for verifiable and transparent sustainability reporting.

Sylvia Meyer: Through coordination meetings and the collaborative development of reports, we work together to address the topic of governance comprehensively and holistically.

ESRS 2 GDR-A & GDR-T, ESRS G1-1, ESRS G1-2, ESRS G1-3

What specific measures is ebm-papst taking to comply with the ESRS governance standard (ESRS G1)?

Sylvia Meyer: Our ebm-papst anti-corruption and compliance guidelines provide a binding framework and define standards and responsibilities. Colleagues from the internal audit department, together with an external service provider, conduct audits to verify compliance with these guidelines. The guidelines establish mandatory principles for day-to-day work. Their effectiveness is further reinforced by e-learning courses on compliance and the Code of Conduct. Our goal is to achieve a Group-wide participation rate of ≥ 90 percent in our training programs, which will serve as a key performance indicator (KPI) for us starting in fiscal year 2024/25 and is to be achieved for five consecutive years. Currently (FY 2025/26), we have a training participation rate of 85.6%.

Annemarie Rothe: My role on the ESG side is to ensure consistency. We consistently translate this governance practice into the CSRD and ESRS framework, from Double Materiality and well-designed KPI design to a clear linkage between impacts, risks, actions, and targets. This turns our commitment into measurable action and turns reporting into a genuine tool for decision-making.

ESRS 2 GDR-A, ESRS G1-2

In the area of corruption and bribery, ebm-papst reported no confirmed incidents for the reporting year. What measures did ebm-papst take to achieve this?

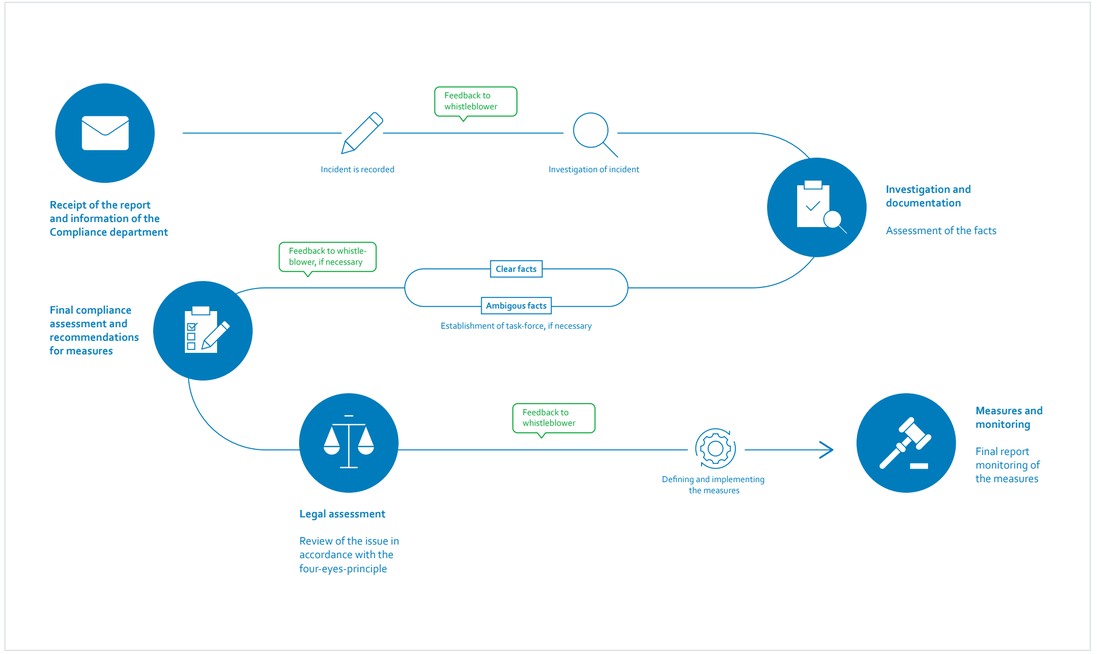
Sylvia Meyer: This achievement is built on three key pillars: clear rules, effective prevention, and an open corporate culture. Our comprehensive set of policies forms the foundation. Through regular training, employees across all roles and regions gain a practical understanding of these policies, reinforcing a proactive and preventive approach to compliance. With the Code of Conduct for suppliers, we also ensure that our expectations are clear throughout the supply chain. Equally important is leading by example: Integrity is exemplified by senior management, not just demanded. In addition, we consciously foster a speak-up culture where concerns can be raised without fear of consequences. The result is more than just a zero-incident record; it is a culture in which responsible conduct is practiced every day.

ESRS S2-2, ESRS G1-1

How is the whistleblowing system set up at ebm-papst?

Dennis Diefert: We use the digital whistleblowing system "EQS Integrity Line," a web-based, certified system available 24/7. Employees, business partners, and third parties can submit reports anonymously or by name. We handle these reports confidentially and in accordance with the law. In addition, we provide protection and security for whistleblowers, for example through scheduled follow-ups, protection against retaliation, and the careful,

The Whistleblowing Procedure



documented handling of every case – including corrective measures and impartial investigations. To this end, we have a clear Complaints procedure that governs how violations of legal requirements and internal company regulations – or suspected violations – are reported and handled.

Sylvia Meyer: The whistleblowing system can also be used to report human rights and environmental risks, as well as violations of human rights and environmental obligations, that are related to the business activities of ebm-papst or our business partners. These include, for example, the prohibition of slavery, child labor, and forced labor; compliance with occupational health and safety standards; the payment of fair wages; and the prevention of air, soil, and water pollution.

What role does digitalization play?

Annemarie Rothe: Digitalization is not just a "nice-to-have" but a fundamental prerequisite across the entire governance spectrum, especially within the CSRD process. It is essential to have consistent, verifiable, and comparable data spanning numerous topics, locations, and time periods. This cannot be achieved without standardized digital processes. They ensure traceability, reduce manual interfaces, and reveal interconnections. This way, reporting becomes relevant to management decision-making rather than merely a documentation task. In short: Digitalization is a key driver for credible and sustainable CSRD implementation. We still have room for improvement here. Without the upcoming mandatory reporting requirements, the processes would not have progressed as quickly.

What are the next steps?

Sylvia Meyer: From my perspective, we're already on the right track, and we need to continue along this path. That also means identifying and pursuing opportunities for optimization along the way. In doing so, we definitely want to meet the target participation rate for training sessions, further raise awareness of our whistleblower system, and continue to refine our corporate governance processes.

Annemarie Rothe: Our main goal is to automate the upcoming CSRD reporting to further strengthen transparency and systematically integrate climate risks into the risk and compliance management system. At the same time, we aim to create a significantly improved database to gain greater transparency regarding key ESG-related KPIs and enable well-informed management and decision-making processes. Furthermore, we must strengthen and further expand the close, cross-functional collaboration between corporate governance and ESG over the long term.

In closing: What characterizes good governance?

Dennis Diefert: For us, good governance is reflected in clear structures, well-defined responsibilities, and transparent decision-making processes. It creates the framework for responsible and accountable corporate management. At the same time, governance becomes reality in everyday life, through clear processes and rules, supported by effective training and a culture in which employees openly address risks and take responsibility. In this way, governance and compliance become seamlessly integrated into our daily practices – and that is exactly what we want to strengthen.



16 PEACE, JUSTICE AND STRONG INSTITUTIONS



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8 DECENT WORK AND ECONOMIC GROWTH

Governance – Embedding Human Rights Due Diligence in Procurement and Risk Management

For ebm-papst, respect for human and labor rights throughout the entire value chain is an integral part of our company's corporate identity. As supply chains become more global and increasingly complex, the company views procurement not only as responsible for costs and supplier management, but also as a central starting point for transparency, risk management, and sustainable supply chain responsibility.

How is responsibility for workers along the value chain organizationally embedded at ebm-papst?

Martin Wagener:
Human rights due diligence in the supply chain is clearly embedded in our governance structure. As Risk Officer for the Supply Chain, I am responsible for the systematic identification, assessment, and management of risks along the supply chain.

Calia Fredersdorf:
At our company, governance is a cross-departmental issue: The Procurement, Compliance, and Sustainability departments work closely together to ensure that human rights requirements are implemented operationally and integrated into decision-making processes, from supplier selection to long-term partnerships. The annual supplier risk analysis is conducted in accordance with the Supply Chain Due Diligence Act (LkSG) and enables us to combine abstract country- and industry-specific risks with a specific supplier assessment. ebm-papst aims to address risks not only reactively but also proactively.

ESRS 2 IRO-2

What risks has ebm-papst identified in its supply chain?

Annemarie Rothe:
As part of the Double Materiality Assessment and the Group-wide risk analysis, we identified potential risks around workers in the value chain. These relate to possible supplier violations of human rights due diligence obligations, such as those concerning child labor, forced labor, and occupational health and safety.

ESRS 2 GOV-4, ESRS S2-3

How are these risks identified?

Calia Fredersdorf:
Our supply chain risk management follows a clearly structured, two-step process consisting of abstract and specific risk analysis. The goal is to systematically identify, assess, effectively address, and resolve human rights and environmental risks and violations. The annual analysis is conducted via a central software platform under the responsibility of the Supply Chain Risk Officer.

We assess all Tier 1 suppliers based on country- and industry-specific risks. Suppliers posing an elevated risk are then subjected to an in-depth analysis.

In the specific risk analysis, the affected suppliers complete standardized questionnaires on human rights and environmental due diligence obligations and are required to sign the ebm-papst Supplier Code of Conduct. The identified risks are assessed and prioritized according to the criteria of the Supply Chain Due Diligence Act. When ESG risks are identified, we implement targeted preventive and corrective measures.

For identified risks, we agree on measures via the platform and assign them to the supplier for implementation; in the event of a violation, structured action plans with clear responsibilities and timelines must be defined. Depending on the risk profile, document-based assessments, in-depth analyses, or on-site audits may be conducted.

ESRS 2 GDR-P, ESRS S2-1

What guidelines and frameworks form the basis for supply-chain-due-diligence at ebm-papst?

Calia Fredersdorf:
The cornerstone of our approach is our Supplier Code of Conduct (SCoC). It defines binding minimum requirements regarding human rights and the environment for all suppliers and is based on internationally recognized standards, including the Responsible Business Alliance's Code of Conduct.

The SCoC is an integral part of our terms and conditions of purchase and is contractually provided to both new suppliers and existing business partners.

What aspects are most important to ebm-papst in its collaborative partnerships with suppliers?

Martin Wagener:
We take a holistic approach to supplier evaluation. In addition to systematically identifying and assessing ESG risks, we also consider traditional economic and operational criteria such as delivery reliability, delivery performance, and product and process quality. These factors are not considered in isolation but are evaluated in terms of how they interact with one another.



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The goal is not only to evaluate suppliers but also to actively support their development. The focus is on a cooperative, long-term partnership in which we jointly strengthen and continuously improve sustainability aspects and operational performance.

○ **ESRS 2 GDR-T, ESRS S2-4**

What are your goals for purchasing in the near future?

Martin Wagener:
Our overarching goal is to systematically reduce risks to people and the environment along the value chain while simultaneously increasing transparency. Since fall 2025, we have been supporting this important goal with the introduction of a digital purchasing and procurement platform known as the Purchasing Suite. This enables the purchasing department, supplier management, and corporate leadership to transparently and measurably manage risks, performance, and ESG factors throughout the entire supply chain. With the Purchasing Suite and its associated provider platforms, ebm-papst can systematically identify potential risks related to working conditions, human rights, and supply stability and incorporate them into procurement decisions.

The Purchasing Suite provides us with a large amount of data and information, which we then use to make better decisions. The system consists of a centralized, consistent database of supplier, order, and contract information. It filters this complex data, evaluates it, and suggests actionable recommendations rather than simply displaying it. We can only achieve this by also defining clear decision-making logic, roles, priorities, and automations. The rollout of the Purchasing Suite for managing risks and sustainability in procurement is being implemented in phased stages to integrate all key ebm-papst locations worldwide. In Europe, the rollout will be completed by 2027; in China and the U.S., by 2028.

Calia Fredersdorf:
With the Purchasing Suite and risk analyses, we are increasing transparency regarding our business relationships along the upstream value chain and creating a robust foundation for compliance, collaborative partnerships, and long-term supply reliability. Sustainable and resilient supply chains are a key success factor for ebm-papst and our customers.

17 PARTNERSHIPS FOR THE GOALS

Making a Difference Globally and Locally: Community Engagement and Social Responsibility

Community engagement and social responsibility have been part of ebm-papst's corporate culture for generations. At locations across the globe, employees get involved in social, environmental, and educational projects and support local communities in various ways. In this way, the company has long aligned its business activities with a commitment to creating value for society and the communities it serves, extending its impact beyond its own value chain.

One example is ebm-papst's visit to the Chuansha New Town Nursing Home in Shanghai during the Chinese Double Ninth Festival, where employees worked alongside elderly residents to create traditional ribbons and window decorations. "These joint activities fostered intergenerational exchange and gave the festival a special atmosphere. The visit went beyond a mere festive occasion and highlighted how important respect, attention, and interpersonal connection are when interacting with older adults," said Kevin LU, Senior Manager of Industrial Engineering and coordinator of this visit. During the same period, a charity event was also held for a children's village in the Xi'an region. After all, young people are the primary focus of our commitment.

By participating in the Bridgestone World Solar Challenge in Australia and Romania, ebm-papst promotes technical expertise, teamwork, and enthusiasm for sustainable mobility. ebm-papst supported students from the Universitatea Tehnică din Cluj-Napoca (UTCN) at the 2025 Bridgestone World Solar Challenge in Australia, the world's most prestigious race for solar-powered vehicles. Colleagues from Romania, Australia, and New Zealand provided both technical and organizational support to the Solis Solar Car Team. Through continuous mentoring, engineering expertise, and international teamwork, the solar vehicle "Hyperion" was further developed. During the demanding race through the Australian outback, the team covered an impressive 2,717.6 kilometers despite strong winds. The long-standing support from ebm-papst Romania was supplemented for the first time in 2025 by close collaboration with ebm-papst Australia & New Zealand. The project demonstrates how international cooperation, hands-on support, and sustainability empower young talent.



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Visit to the Chuansha New Town Nursing Home in Shanghai

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Since 2025, the ebm-papst Marathon also offers a recreational run that is open to everyone.

At ebm-papst, athletic activities are also specifically linked to social responsibility, especially the ebm-papst Marathon. In 2025, the marathon focused not only on athletic performance but also on inclusion with the recreational run. Runners on the 5-kilometer course can turn around at any time and run back to the finish line. Every distance covered is celebrated. This allows everyone to participate, regardless of their physical or mental abilities. The event sends a clear message of solidarity, diversity, and mutual support. The ebm-papst Marathon was held for the first time in 1999.

In the field of education, ebm-papst is involved in initiatives such as "Jugend forscht" to inspire young people to pursue research, technology, and innovation. In addition, ebm-papst Hungary, for example, has organized summer camps for children that promote learning, community, and personal development. "With the summer camp for our employees' children, we help bridge the long school breaks: We provide the children with fun and enjoyment while also giving parents a break and strengthening employee relationships," said Barbara Vincze, HR Manager at ebm-papst Hungary.

Another project from Hungary demonstrates how sustainability can be approached holistically: The pallets on which the solar modules were delivered for the new photovoltaic system at the ebm-papst site were donated to a local school. There, they were repurposed for a student project: The children used them to build raised garden beds and compost bins, thereby engaging in a hands-on way with resource conservation and environmental education.

These diverse activities demonstrate that social responsibility is firmly anchored at ebm-papst, both locally and globally. Our employees' commitment makes an important contribution to social cohesion, education, and sustainable development, while meaningfully complementing our corporate sustainability goals.

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Working Together to Gain New Perspectives

Engaging with its stakeholders is important to ebm-papst because the company continually sees the value of different perspectives for work and for acting responsibly. Collaboration is more than just an exchange of information: Through dialogue, we discover new perspectives, new ideas emerge, and specific projects develop from shared approaches. This allows us to learn from one another, strengthen regional economic value creation, and further develop innovative formats. The following examples illustrate how this exchange works in practice at ebm-papst.

As part of a one-year regional climate partnership, ebm-papst collaborated with the Hohenlohe Cultural Foundation. The goal was to create unique synergies between culture and business to advance climate protection and sustainability. As part of Culture4Climate's tandem program, the partnership created space for new perspectives and mutual learning. The initiative culminated with a joint event that brought the future-oriented topic of climate protection into society through cultural inspiration. With Lea Brückner, the tandem was able to bring on board not only an outstanding violinist but also a passionate climate ambassador. She embodies a new generation of artists who do not view their music as detached from societal events. She began engaging in social causes and advocating for greater sustainability in the cultural sector at an early age. For this commitment, she was honored with an "Opus Klassik" award in 2024. The evening was rounded out with a performance by the Pendel Marionetts. Future Heroes Luca Wolpert and Kevin Kotschik also attended the event and presented the "Fridays for Forest" project. The regional initiative NaturRaum Garten brought the topic of biodiversity to life with a skit. Through so-called "Fair and Social Tickets," the organizers also made cultural participation possible for people with low incomes.

In the area of corporate venturing, ebm-papst follows a structured process to identify suitable, long-term collaboration partners. The company seeks a wide variety of strategic partners – such as startups, universities, colleges, research institutions, or established companies – that complement or expand ebm-papst's core competencies. ebm-papst has set itself the goal of identifying new technologies and innovative partners at an early stage, further developing them together with stakeholders, and making them available to our customers.

"In the area of corporate venturing, in addition to established collaborations, we are strongly committed to pursuing partnerships with startups and scaleups. In addition to selecting the right partner, the form of collaboration is also crucial. Collaboration can take various forms, ranging from knowledge exchange and proof-of-concept projects to equity investments in young companies," says Louis Wolf, Innovation Manager at ebm-papst.

"At ebm-papst, we take on responsibility beyond our core business and see ourselves as an active partner in the region. Our commitment is based on long-term collaborations that bring together shared values and goals. One example of this is the climate partnership with the Hohenlohe Cultural Foundation as part of the SDG Tandem – a unique project that is very close to my heart: Through the collaboration between culture and business, we are contributing to the achievement of the German government's climate goals and those of the Paris Agreement, and we aim in particular to inspire young people to take an interest in culture and technology. Together, we pool our expertise, generate new momentum, and promote sustainable development locally. This creates strong regional networks that have a tangible impact and, ideally, inspire other companies and networks as well."

– Ralf Sturm, Shareholder ebm-papst



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Tapping into the Potential of AI Together: Collaboration with the IPAI in Heilbronn

To systematically tap into the potential of artificial intelligence and enable usability for ebm-papst, the company is part of the Innovation Park Artificial Intelligence (IPAI) in Heilbronn. The IPAI sees itself as a European ecosystem that brings together companies, startups, research institutions, and public sector actors to develop and scale AI applications in a practical manner.

For ebm-papst, participation in the IPAI primarily offers access to a strong network as well as new impetus for its own further development. Through collaboration with various partners, new perspectives on the use of AI are emerging, both in products and solutions, as well as in internal processes and cross-functional teamwork within the company. Through co-creation initiatives, new approaches are being tested that help integrate AI specifically into the company's own business models and processes.

In addition, ebm-papst uses the IPAI platform to further expand expertise within the company and introduce employees to new technologies. Direct exchange with technology partners and collaboration on joint projects accelerate knowledge transfer and promote the development of market-ready solutions.

As part of this collaboration, ebm-papst maintains its own workspaces on-site at the IPAI. This direct presence enables close integration with the network and helps bring innovative AI applications into practice more quickly.

Outlook

We consider sustainability to be an ongoing commitment. Together with our employees, customers, and business partners, we continuously develop our company and shape the future responsibly.



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Our Path into the Future

With this sustainability report, we aim to provide transparency regarding our progress, challenges, and priorities. At the same time, we view it as an invitation to engage in dialogue with our stakeholders and as an incentive to continue along our path with consistency.

We would like to express our special thanks to all our employees worldwide, whose dedication, expertise, and daily work help bring sustainability to life at ebm-papst. The developments and achievements presented in this report are the result of a collective effort spanning locations, functions, and national borders. Diverse cultural backgrounds, experiences, and ways of thinking enrich our collaboration and open new perspectives for us.

The requirements placed on companies are changing rapidly. Climate change, resource scarcity, geopolitical uncertainties, and technological disruptions are shaping our economic environment. We are convinced that long-term corporate success is only possible if environmental, social, and economic responsibility are considered and implemented together.

We will therefore consistently continue along the path we have chosen. With energy-efficient solutions, innovative technologies, and a clear focus on the needs of our stakeholders, we are contributing to the decarbonization of numerous applications worldwide.

In the coming years, we will continue to drive the expansion of renewable energy and the improvement of energy efficiency. Digitalization, innovation, and responsible corporate governance remain key drivers for continuing our transformation and strengthening our long-term competitiveness.

Fostering a corporate culture based on trust, trustfulness, and collaboration is equally important to us. Our employees are the foundation of our success. That is why we continue to invest in their development, safety, and well-being.

We know that the challenges ahead are demanding. At the same time, we see them as an opportunity to actively and successfully shape the future. Together with our partners, we aim to develop sustainable solutions and take responsibility for future generations.

Because our mission remains unchanged: **Engineering a better life.**



Imprint

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