

Sustainable Development **2025**

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About this report

This is HOERBIGER Group's fourth published sustainability report and has been prepared using the original framework under GRI (Global Reporting Initiative) Standards (v. 2016). It covers the ten universal principles of the United Nations Global Compact (UNGC) with information for the period from 1st January 2025 to 31st December 2025.

The GRI Content Index in the appendix of this report outlines where specific GRI reporting elements and indicators are addressed. The data presented in this report is combined at HOERBIGER Group level and collected for all its activities across the globe.

During 2023, the EU CSRD – (Corporate Sustainability Reporting Directive) was released and within that several ESRS (European Sustainability Reporting Standards) were issued. Further as part of the EU Omnibus package several changes were announced and adapted since Feb 2025. During 2025 HOERBIGER determined its EU Taxonomy relevant activities and finalized the Double materiality analysis.

HOERBIGER, having a major European presence, will implement the revised ESRS, use the finalized double materiality analysis, define KPIs, ambition and establish the non-financial reporting and therefore fully switch to CSRD when applicable.

Currently HOERBIGER is working on preparing its first Sustainability report under the revised CSRD requirements within the revised ESRS by end of 2026 as a prior year baseline, to be ready for its full implementation for 2027.

HOERBIGER's 3rd party auditors have been fully involved in the CSRD based Double Materiality Analysis and have signed off its Double Materiality analysis. However, this sustainability report has been subject to only an internal quality review by its core Sustainability team. No external assurance by an independent auditor has been obtained. For questions about sustainability or any of the ESG initiatives, please contact sustainability@hoerbiger.com.

The HOERBIGER Group

HOERBIGER is globally active in the sectors such as energy, the process industry, the automotive industry, the mechanical engineering, in safety engineering and in the electrical industry. During 2025 HOERBIGER continued with its transformation journey and exited from its Engines and MAC / RAC businesses. In early 2026, HOERBIGER acquired a new business and set it up as its Positioning Division. Thus, by April 2026, HOERBIGER was employing more than 7500 employees, across 150 locations in forty countries generating annualized revenue more than 1.6 Billion Euro.

Our products and services are used in reciprocating compressors, vehicle drives, nano positioning field, rotating union applications, explosion protection, and in automobile hydraulics.

Since 1895, it has been our ambition to deliver excellence for our customers. This has been a result of an environment which allows our employees to develop their full potential and demonstrate initiative: people and success go hand in hand at HOERBIGER.

Statement from the Board of Directors and the Executive Board

As a successful family business in its 130th year, sustainability has always been one of the core elements of our culture. In view of the changing industrial environment over the past few years, we see that our focused presence in the emission reduction products and services arena together with diverse activities in Hydrogen as a mobility fuel will support our long-term economic success with our established social and environmental responsibility and robust governance practices.

Our aim of becoming a major player in Green Fuels and Emission Reduction Products reminds us of every day shaping a future worth living for our future generations and at the same time as a solution provider, meeting the requirements of our customers. Since 2021, we started converging our sustainability efforts to make our products, offerings, processes, production, and service locations more sustainable - by setting up a comprehensive product sustainability program.

Since the beginning of 2023, the nomination of a Head of Sustainability further accelerated and focused our program. Market validation of several products and services and further development of emerging technologies is further supporting HOERBIGER's ongoing business transformation.

The continued transformation in 2025 and early 2026 further strengthened HOERBIGER's resolve to move towards sustainable industrial applications which are beyond Oil and Gas and Automotive.

Our sustainability mission is:

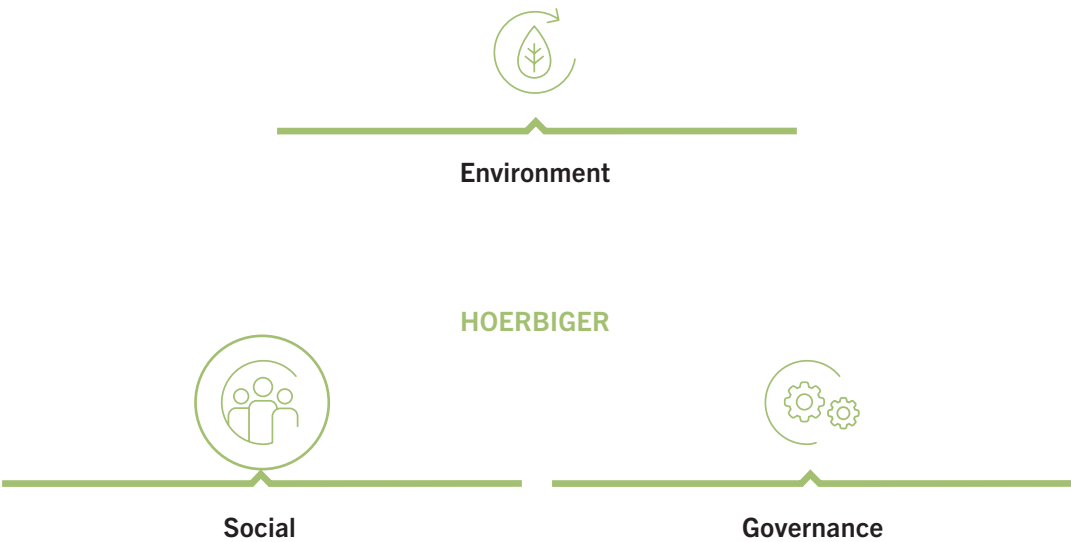
- We are a responsible global enterprise, which helps its customers improve overall operations efficiency, including emissions reduction using its sustainable products and applications.
- We follow attractive people-oriented policies and honor our corporate social responsibility.
- We follow robust procedures for compliance with all relevant laws, anti-corruption policies, and supply chain governance.

Sustainability Topics

This report, since 2022, includes HOERBIGER’s Scope and Commitment, Status and Ambition and Strategy of the relevant topics of the Environmental, Social and Governance framework of the United Nations Sustainable Development Goals and the UN Global Compact. The topics were chosen in 2022 after a careful and comprehensive management review and understanding of its business. We have linked each of the Material Topics with the Key relevant UN Sustainable Development Goals. This being fourth report within the same framework, we have now provided comparable data over 4 years wherever it is available.

Key Sustainability Topics for HOERBIGER

HOERBIGER focuses on key areas of Environment, Social and Governance topics in a structured way.



Environment

HOERBIGER is committed to creating a cleaner and energy efficient world by reducing its CO₂ footprint and developing products in sustainable applications. Our key focus areas are:

1. Energy Consumption
2. Corporate Carbon Footprint
3. Sustainable Products
4. Sustainable Applications

Social

HOERBIGER is committed to promoting and nurturing a diverse and inclusive environment, with a record of accomplishment of emphasis on employee health and safety. Another essential element is charitable donations. Our key focus areas are:

5. Employee engagement
6. Diversity and Inclusion
7. Health and Safety
8. Corporate Social Responsibility
9. Training and Education

Governance

HOERBIGER is committed to transparency and compliance with laws, regulations and internal policies, a top priority in all business decisions and transactions. Our key focus areas are:

10. Sustainable supply chain
11. Compliance and Anti-corruption
12. Sustainable Governance

During 2026 HOERBIGER will move the focus on topics identified by its Double Materiality Analysis.

Environment

HOERBIGER has chosen its Material Environmental Sustainability Topics in line with the following UN Sustainable Development Goals



1. Energy Consumption

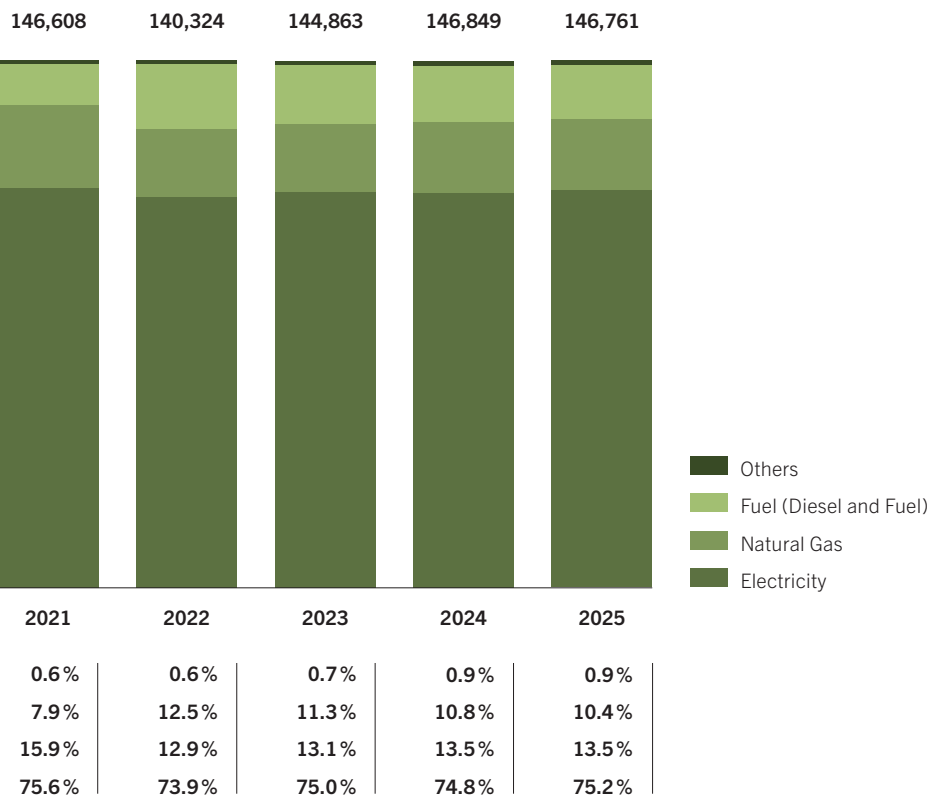
Scope and Commitment

We diligently track and aim to reduce our energy consumption which is directly caused at the various manufacturing sites, service locations, and offices. This includes fuels / transports, coolants, heating and processing heat and sourced electricity. With our energy consumption data available for a few of years, for 2025, we were able to further improve the quality of the data including minor adaptation to the prior years where necessary. We are committed to continuously reducing our energy consumption and achieving a higher share of renewable energy usage.

Status

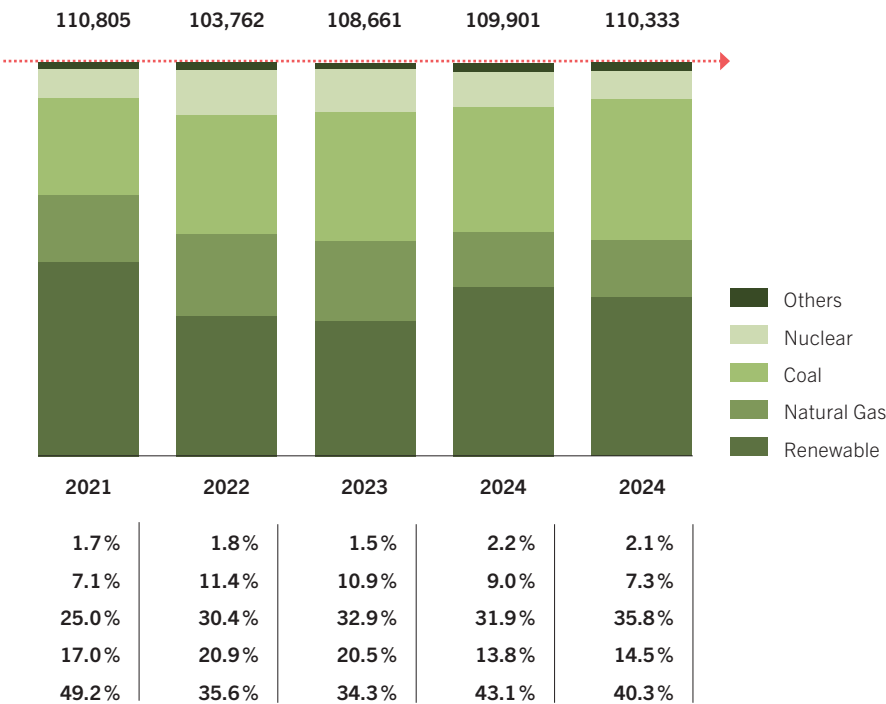
Energy Consumption

Data in GWh (Giga Watt Hour)



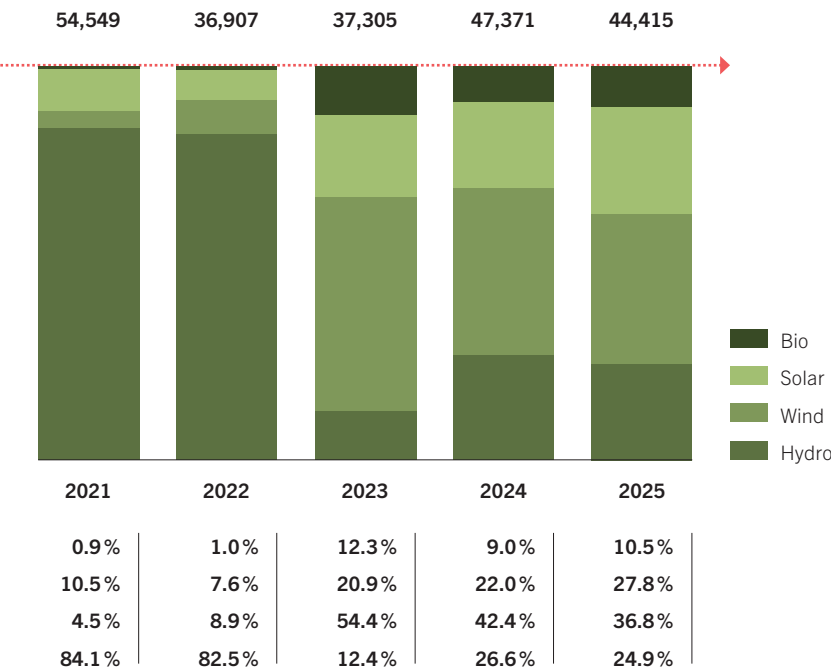
Electricity by Source

Data in GWh (Giga Watt Hour)



Composition of Renewable

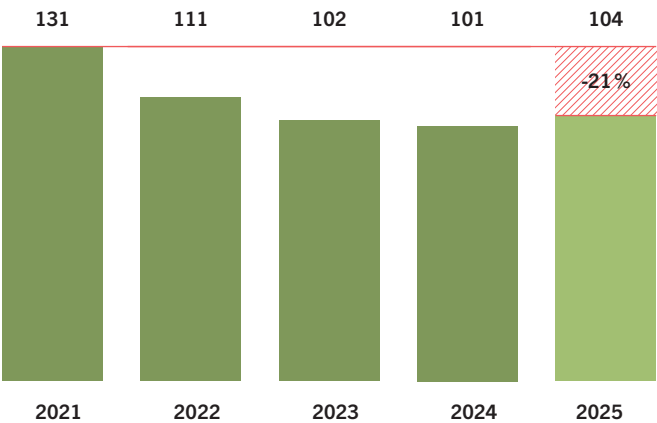
Data in GWh (Giga Watt Hour)



After a major increase in production output of 12% from 2022 to 2023 and further 4% from 2023 to 2024, HOERBIGER saw a decrease of 3% in its production output from 2024 to 2025. Overall HOERBIGER was able to maintain the level of energy consumption to a total of 147 GWh consumed energy in 2025 (from 147 GWh in 2021, 140 GWh in 2022, 145 GWh in 2023 and 147 GWh in 2024). Main sources of energy stayed constant with electricity at 75.2% and natural gas about 13.5%. Within the sources of energy, the share of renewable energy declined slightly from 43,1% to 40,3% compared to previous year due to precontracted energy sources. Despite a slight increase from 2024 to 2025, overall HOERBIGER’s energy consumption per Million of sales dropped by a whopping 21 % over the 4 years from 131 MWh in 2021 to 104 MWh per Mil Euro of revenue in 2025. The slight increase in 2025 was due to drop in production output not reflected in the energy intensity.

Energy Consumption

Data in MWh per Million Euro of Sales



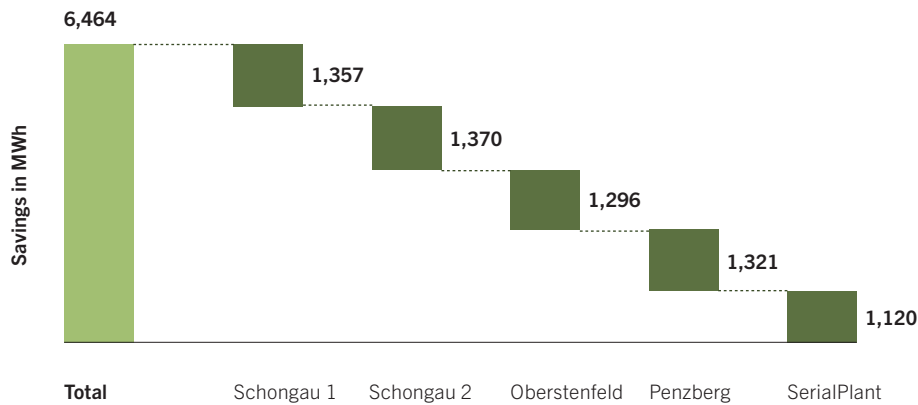
Of the total 110 GWh purchased electricity in 2025, about 40% was sourced from renewable sources and 53% came from fossil fuels and 7% from nuclear power – Most of the total of approximately 44 GWh renewable energy in 2025 was sourced from Wind.

Since 2022 HOERBIGER started investing in Solar power systems at its key locations. In 2025, 4 HOERBIGER plants with Solar systems generated a total of 2.8 GWh of electricity. While this is still a small share of the total electricity usage, together with purchased renewable sources, it helped reach 40 % share of renewable energy usage.

Energy management is an integral part of HOERBIGER’s QSHE (Quality, Safety, Health, and Environment processes) across all divisions. We have implemented in all our leading production sites of the Automotive Division, the ISO 50001-certified energy management system and the associated Plan-Do-Check-Act cycle, providing the scope for addressing issues related to increasing energy efficiency. This effort with the energy management system led to savings

in energy consumption over the last 6 years. Our energy management teams at the production sites in the Automotive Division have worked successfully together and saved 6,464 MWh of energy between 2020 and 2025, which is about 2.1% average annual savings of the division’s annual energy consumption.

Example Automotive Division – Plants in Germany:
Energy savings in MWh through internal energy projects 2020-2025



SerialPlant data pertains to 2021 to 2025 and HOERBIGER divested the plant by end of 2025.

Since 2022 HOERBIGER Compression division has embarked on an ambitious Energy Management program named HEAT – HOERBIGER Energy Management, Awareness & Training. It is intended to raise awareness for efficient use of energy among the site leadership teams, provide & refresh energy management knowledge, and discuss ways to permanently establish energy awareness in local organizations. This program continued in 2025.

Finding ways to reduce energy consumption is another key focus and includes evaluation of efficient energy systems and feasibility analysis of self-generation of renewable energy. Based on energy consumption analysis, identified saving potentials were on average in a 10-20% range of local annual consumption. Beyond the advice on reduced energy consumption, special emphasis was laid on the extension of energy metering and monitoring systems as well as evaluation of solar systems. Realized savings from implemented short and mid-term measures contributed to the positive recognition of a concept for extension of energy management effort during the operations management meetings during 2025. Overall using an established methodology, the HEAT workshop philosophy saw an even broader application in 2025.

Ambition and Strategy

The overall ambition and strategy remain unchanged as continued use of the Energy Management system and increasing awareness about energy consumption are the key focus areas. We continuously reduce energy consumption with initiatives such as the HEAT program and increase the share of renewable (or sustainable) energy to reduce our dependence on fossil fuel, through the installation of PV solar power plants as well as actively increasing the share of clean energy in our energy procurement.

Current Activities and Projects

In the year 2025 HOERBIGER continued its roll out of Solar power plants. After successful start of in-house solar power plants at the locations in Pune, India, Changzhou, China and Vienna, Austria, a 0.25 GWh solar power plant was installed and became operational at the Deublin production plant in Montevoglio, Italy at the start the year (Q1/2025). Overall, in 2025, the four operational solar power plants generated 2.8 GWh of electricity, which is about 21% of the local energy consumption at those locations. HOERBIGER is currently building a new production plant in Florida and that will have a Solar power plant commensurate with its size and operations.

Since 2024, we have used internal collaboration between HOERBIGER Apprentice Training Center and People & Culture Germany to offer HOERBIGER apprentices the chance to further qualify as Energy Scouts. Like in previous years, HOERBIGER continues to build on young talents to further develop organizational awareness for efficient use of energy. In 2024, 5 apprentices from HOERBIGER entities in Germany had completed their additional qualification as Energy Scouts at IHK Academy Munich (Germany). Their specific knowledge makes them ideal partners for energy-efficiency projects in their future job positions. According to the HOERBIGER Apprentice Training Center, the Energy Scout program is well received and will see further participants in 2026.

2. Corporate Carbon Footprint

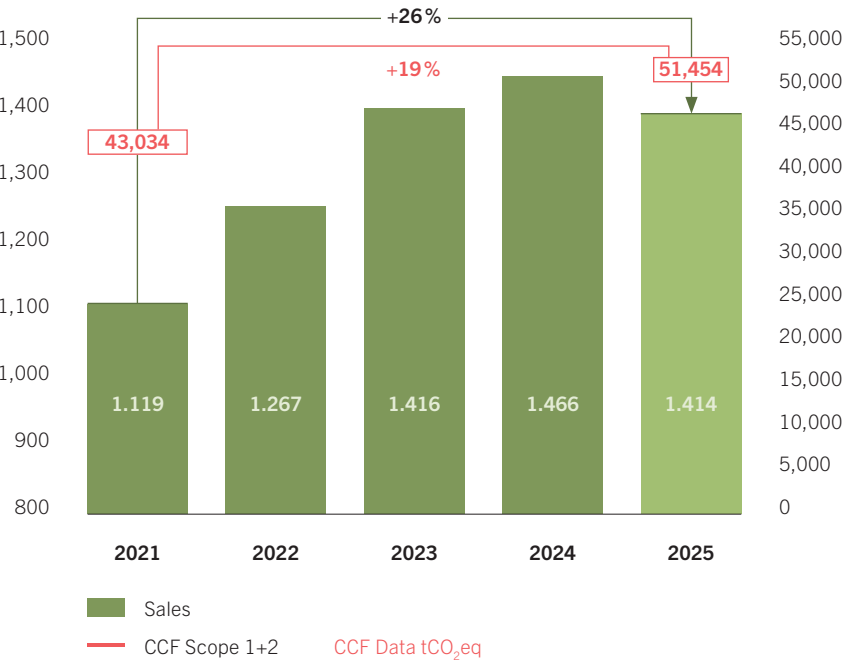
Scope and Commitment

HOERBIGER tracks its Corporate Carbon Footprint (CCF) as defined in the Greenhouse Gas (GHG) Protocol. We measure the output in CO₂ equivalents (CO₂eq) of direct and indirect emissions that are owned or controlled by a company (Scopes 1 & 2), as well as emissions that occur from external sources because of a company’s activities (Scope 3).

We at HOERBIGER are committed to reducing the Carbon Footprint in Scope 1 and 2 of our current operations. During 2025 we started analyzing on measures to reduce the Scope 3 CCF reduction and create a target for future savings.

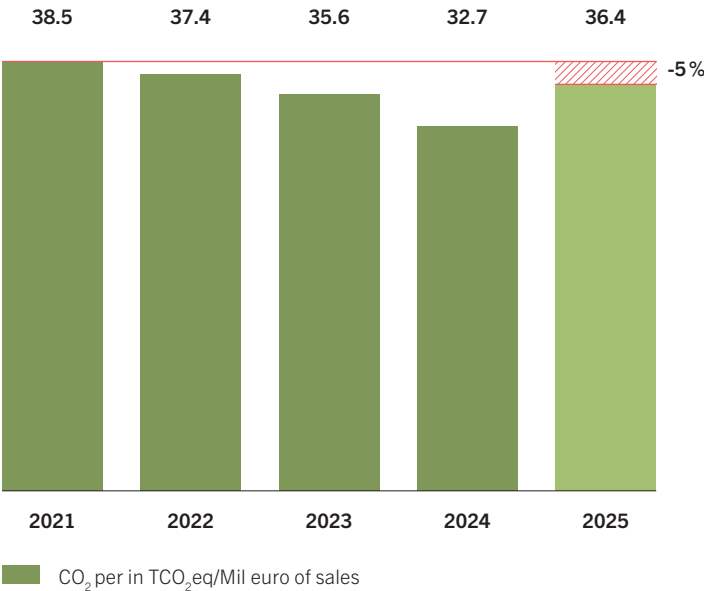
Status

Carbon footprint Scope 1+2 (2021 to 2025) and Sales in Million Euro



Since 2021 HOERBIGER has been calculating its CCF (including CO₂, methane, and hydrocarbon gases) by collecting location-specific primary data. The CCF has been calculated based on the application of scientifically well-recognized emission factors from various professional sources. The data collection methods that are mostly manual so far will be automated in 2026.

CO₂ (Scope 1+2) emission in TCO₂eq / per Million Euro of Sales



The Scope 1+2 emission which was 50.7kt of CO₂eq in 2023 went down to 48kt of CO₂eq in 2024, an absolute reduction of 5% over 2023. However, that trend could not be maintained from 2024 to 2025, and in 2025 we saw a 6.3% increase in Scope 1+2 emission to 51kt of CO₂eq, (an increase of 3kt of CO₂eq). This was primarily due to precontracted energy purchase agreements in one of the divisions. However, we have already contracted from 2027 a far higher renewable energy portion, thereby securing a major decrease for the coming years.

The group’s market based CCF for the year 2025 from Scope 1 and 2 totaled 51kt of CO₂eq, generated from sources directly owned or controlled by the company. It was only 10% of the total CCF, the remaining 90% of all emissions i.e., 470kt of CO₂eq (market-based), were generated by Scope 3 related activities.

Of the total 51k tCO₂eq emissions generated from Scope 1 and 2 activities, 17% were direct emissions at our operations and the remaining 83% emissions were attributable to power usage at our operations around the world.

HOERBIGER achieved a turnover of €1.414 Million in 2025, which was a 3% decrease over 2024. Contrary to the slight drop in sales, the Scope 1 and 2 emissions per Million Euro of sales increased from 32,7t / Mil Euro in 2024 to 36.4t / Mil Euro in 2025, an increase of 11%. This reflected long-term energy contracts in one of its divisions which could not be altered at short notice.

HOERBIGER will continue to use 2022 as baseline for its CCF tracking and targets going forward.

Ambition and Strategy

HOERBIGER will in the short-term focus on its Scope 1 and 2 emissions as part of core ESG-initiatives before working with all its suppliers to gradually help them assess their Product Carbon Footprint for HOERBIGER-related products for a more exact CCF assessment.

We are committed to reducing our Scope 1 and 2 Carbon Footprint between 5% and 15% year on year (2022 as a baseline) with an aim to reduce 50 % by 2030 and make our operations Carbon Neutral by 2039.

Despite the inability to reduce absolute Scope 1+2 or per million carbon emission in 2025, HOERBIGER aims to stay in course and during 2026 further derive ways and means to tackle its overall Carbon footprint impact and work towards its reduction targets.

Current Activities and Projects

In 2022, HOERBIGER launched a program to install solar power plants at its operating sites. After the completed solar power plant project at the HOERBIGER plant in Pune / India (in 12/2022) and the plant in Vienna / Austria (in 11/2023) and the Solar system at its plant in Changzhou / China in 04/2024, HOERBIGER implemented a Solar system at its plant in Montevoglio, Italy in Q1/25. The plant has an installed capacity of 0,25 GWh.

The climate-friendly solar power generated is used directly by the relevant locations for its own energy needs.

The solar systems of HOERBIGER India, HOERBIGER Vienna, HOERBIGER Changzhou and Deublin Italy (HOERBIGER group company) are already an important part of the HOERBIGER Group's long-term sustainability strategy, which includes the use of green energy and thus contributes to a climate-friendly future.

As a next step, HOERBIGER's other plants in Europe and America are working on their Solar system proposals in the coming years.

3. Sustainable Products

Scope and Commitment

HOERBIGER cares for the environmental impacts of its products in the use phase. HOERBIGER is committed to its reduction of emission through initiatives such as reduction of product weight, energy efficiency of product use, reduction of noise and vibration.

Status

In addition to the optimization of the production and service processes to reduce energy consumption HOERBIGER is continuously improving the ecological, social, and economic performance in the use phase of its products. The product portfolio of HOERBIGER shows a wide range of innovative solutions which reduce the environmental impact alongside the entire product lifecycle.

Ambition and Strategy

In 2025, HOERBIGER plans further steps to improve the sustainability of its products in the whole product lifecycle. We are working on establishing processes to measure the PCF (Product Carbon Footprint) for first products in the automotive division (based on the ISO 14067 standard) and engaging with suppliers to see the potential for materials with the best carbon footprint and sustainability performance.

Current Activities and Projects

Compression Business

We work to help our customers reduce power consumption and reduce their carbon footprint – the following products are key pillars on this strategy:

Stepless Electric Capacity Control System (HydroCOM and eHydroCOM)

HOERBIGER's Stepless Capacity Control Systems HydroCOM and Electric Stepless Capacity Control Systems eHydroCOM use reverse flow control by which the delivery rate of the compressor is adjusted continuously to the process requirements. This helps avoid the use of an energy wasting bypass valve, leads to increased efficiency, and a reduced emission footprint. Technology reduces compressor energy consumption and has already helped save massive quantities of CO₂eq since its introduction in 1995. In 2025 alone, our installed base of the Stepless Capacity Control System family led to a reduction of approx. 520k tons of CO₂eq*.

** Calculated with average energy saving potential of 333 kW per operating hour of compressors with driver power >1 MW; Energy emission intensity of 420g CO₂/kWh; 8.000 operating hours*

Profiled Plate Valve (CP, XP)

To increase reliability and save energy, compressor users need a technologically advanced valve. HOERBIGER's XP (for energy emission) and CP (vented emission) Profiled Plate Valves combine all the properties to meet these requirements: The valves offer up to 50% more effective flow area than conventional valves. PowerPEEK® valve plates outperform any other valve plate in terms of impact resistance and strength. Users can drastically decrease electric power or fuel consumption and reduce the related CO₂ emissions, while increasing the useful service life. In a typical application, users can reduce the annual energy emissions of a reciprocating compressor up to 200 tons of CO₂eq*.

** Calculated with average energy saving potential of 60 kW per operating hour of compressors with driver power >1 MW; Energy emission intensity of 420g CO₂/kWh; 8,000 operating hours*

Static Rod Sealing System – EmissionShield

Conventional pressure packing cases are designed to seal with the compressor being in operation. They show significant leakage when the compressor is at a standstill. Therefore, a big volume of gas contained in the cylinders, volume bottles, heat exchangers and piping, is vented or flared every time the compressor is stopped and depressurized. In several applications, it happens that the blowdown gas is vented, for example it is sent to the atmosphere without being combusted in a flare. This poses a significant environmental issue if it is greenhouse gas such as methane or other hydrocarbons. With HOERBIGER's EmissionShield, blowdown and vented emissions are designed to be effectively eliminated.

Emissions Control Panel (ECP)

Reciprocating compressors have been identified as a major source of fugitive emissions, which not only affect the environment but can also pose a safety risk to operators working near the compressor. With an Emissions Control Panel from HOERBIGER, these emissions can be kept under control. Nitrogen purging is an effective way to reduce uncontrolled gas leaks from compressors. Reducing or preventing hazardous emissions increases the safety of people near the compressor and protects the environment. HOERBIGER can help reduce greenhouse gas emissions drastically when Emissions Control Panels are coupled with the new Emissions Recovery System (ERS) from HOERBIGER or an efficient flare system.

Packing Case Repair (HPR)

Corrosion, deterioration, and surface damage on the packing case cups decrease sealing performance and lead to higher leakage and fugitive emis-

sions. Deposits and dirt in cooling passages hinder heat dissipation and can reduce lifetime of pressure packing. Also, the poor condition of O-rings grooves leads to leakage of gas into cooling water, thus compromising the safe operation of compressors. To ensure long-term compressor reliability and to safeguard employees as well as the environment, proper and regular service of packing cases and piston rods is essential. When using the HOERBIGER Packing Case Repair, all internal subjects are replaced and packing cases as well as piston rods are inspected and overhauled as needed. This saves unplanned downtime as well as energy, avoids fugitive emissions, and increases safe operation. But not only that, our service can actively reduce methane emissions and fulfill environmental regulations (EPA).

Reliable, Efficient, Environmentally sound (REE) Assessment

Reliable and efficient compressors play a key role in reducing CO₂ emissions. HOERBIGER introduced the REE – Reliable, Efficient, Environmentally Sound – auditing process a decade ago to unlock this potential. This integrated approach evaluates entire compressor fleets, with a strong focus on emission and performance levels. Since its introduction, the REE process has helped thousands of compressors operate more efficiently and sustainably. With the introduction of the digital Fleet Performance Platform, it has now become even easier and faster to identify, quantify, and prioritize compressors with larger improvement potential. By benchmarking key performance parameters against industry's best performers, we provide customers with a comprehensive view of their fleet and uncover hidden potential to reduce the CO₂ footprint.

Carbon Footprint Assessment

As compressor emissions impact both the environment and our customers' compliance with tightening regulations, long-term emissions measurement is becoming increasingly important. With the Carbon Footprint Assessment, HOERBIGER determines the emission footprint of a customer's compressor and identifies how emissions can be significantly reduced while still optimizing efficiency and run time. The assessment provides detailed insights into the reciprocating compressor's environmental impact and delivers a holistic report outlining the entire compressor's footprint (annual CO₂ emissions).

Automotive Business

We are moving into a new field of eMobility to create an environmentally sound alternative to our current product range. We now offer our customers innovative performance-determining products for sustainable applications.

e-Coupling

Smart actuators for the powertrain help to reduce the power consumption in Electric Vehicles. This can be achieved through decoupling e.g., the second axle of 4WD vehicles or by introducing multispeed gearboxes.

Green Hydrogen Electrolyser Components

The production capability of HOERBIGER contributes to the scaling-up in electrolyzer production and supports the European and Global strategy to a carbon-free energy chain.

Rotary Business

We supply mission critical components in the non-conventional fields such as renewable energy and Electric Vehicles.

Through a major rotary indexing table manufacturer, our Slip Ring Rotary Union Combo units installed base of Slip Rings at Cadillac Electric Vehicle plant, which produced over 32,000 Electric Vehicles in 2025, which significantly contributes to the reduction of carbon emissions in the automotive industry.

In the Wind Energy sector, we have sold 3.941 unions and slip rings to wind OEMs only. Assuming 80% (3.153) have been installed and considering an average power output of 4MW per turbine, we are at 12,6 GW of installed power. We have considered an average of 2,2 kW consumption per house which gives ~5,7MLN houses. We have also sold Rotary Unions and Slip Rings in the aftermarket, and they also contribute to further reduction of CO₂ emission.

Engines Business

BY end of 2025, HOERBIGER exited from its Engines business for strategic reasons.

Safety Business

We use sustainable materials in our products assembly.

eSuppressor

In recent years, we have developed and launched new flagship products for explosion suppression, focused on performance, sustainability and reducing the carbon footprint along the value chain. The eSuppressor is an electro-mechanical operated extinguisher that does not require traditional pyrotechnic devices. Pyrotechnic devices are massive heat producing, develop strong smoke, have explosion effect, have a limited-service life, and require periodic replacement.

Explosion suppression

Safety's active explosion protection systems suppress industrial explosions and resulting fires at numerous industrial manufacturing sites all over the world. The industries protected include food, pharma, wood, chemical processing facilities, thus ensuring the health and safety of our customers and employees.

In 2025, Safety recorded over twenty-three successful suppressions resulting in several multimillion \$ in avoided costs in new construction and the resultant carbon emissions if the process equipment were not protected. On an average, every two industrial explosion results in one death and five injuries. Together we save lives!

4. Sustainable Applications

Scope and Commitment

HOERBIGER is active in several applications that function as enablers for sustainable economic activities such as e-mobility and zero-emission transport or the production, transport, and storage of renewable energy. HOERBIGER is committed to helping its customers reduce their Carbon Emission with a focused product and services portfolio.

Status

HOERBIGER is developing several products for zero-emission applications across its divisions. In addition, HOERBIGER's Safety business is solely dedicated to the purpose of solutions to protect people and saving lives, equipment, and processes.

Ambition and Strategy

HOERBIGER has ambitious plans to improve the sustainability of its Product Applications.

Current Activities and Projects

Compression Business

- As a significant part of the HOERBIGER Group, the Compression division is committed to helping the group ambition of creating a better tomorrow. One part in doing that is the work and innovative power we are presently putting behind the development of a cost-efficient solution to boost the market of hydrogen fueling in zero emissions mobility.
- We also realize that the traditional oil and gas industries are changing. Since they will be an important and integral part of the energy mix and chemical industries for the near future, it is imperative we enable them to change in a sustainable way. HOERBIGER offers products and services targeting fugitive emissions and energy and reliability-related emissions.

Automotive Business

- As mobility moves from IC Engines to eMobility, we as leaders in high performance transmission components, are now focusing on efficient shift elements for electric vehicles such as dog clutches.

Rotary Business

- Our steam systems have a significant impact on energy savings. In 2025, Deublin's Steam & Condensate Systems Team provided a new steam handling system for International Paper, Mansfield LA, USA that reduced their annual steam usage by 10%. This reduction in steam consumption equates to a yearly reduction of 18.6 kt of CO₂eq for our customer location.

Calculation: seventy m3 of CH4 is needed to produce 1 Ton of steam which in turn emits 1,983 KG of CO₂eq. Effectively every Ton of steam saved corresponds to avoided emission of 138,8 kg

Engine Business

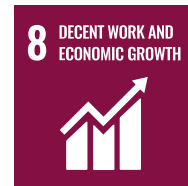
- In 2025 HOERBIGER exited from its Engines business for strategic reasons.

Safety Business

- BESS: Battery Energy Storage System: We supply our specially designed BESS-ex explosion vent panels for use in Clean Energy Storage Systems. In 2025 our special purpose panels were used to protect 10 GWh of installed energy storage.
- We have already been using sustainable, completely harmless mediums to suppress explosions and design systems for a minimum of a decade's lifespan. Now, the newest version of the suppression platform, the eSuppressor, is the first fully electro-mechanical system in the industrial explosion market, eliminating hazardous actuators (for example, explosives with lead). Further, if systems are called into action to suppress an explosion, they can be fully refurbished and reused without actuator replacement.

Social

HOERBIGER has developed its Material Social Sustainability Topics in line with the following UN Sustainable Development Goals



5. Employee Engagement

Scope and Commitment

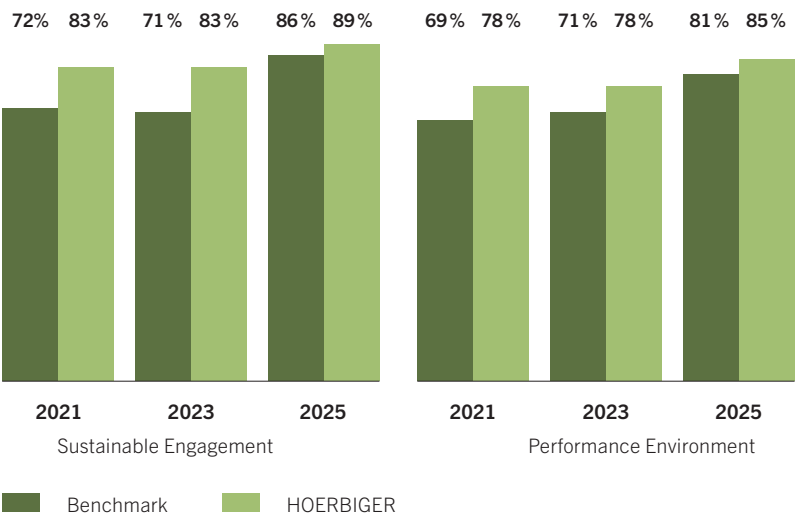
At HOERBIGER, our employees' engagement is at the core of our success. This is reflected in the long-term loyalty of our employees and the spirit they share. Since employee engagement is a topic that merits continuous attention and care, HOERBIGER regularly reviews its level of attractiveness as an employer and conducts periodic employee engagement surveys.

Status

HOERBIGER is committed to a company-wide bi-annual engagement survey. The survey is based on the Strategic Fitness Model that considers both Engagement and Performance Environment as pillars of employee engagement. Engagement focuses on job satisfaction, commitment, motivation, and well-being of our employees, whereas Performance Environment puts the spotlight on whether our employees have the right leadership, team spirit, and tools to help them achieve their goals.

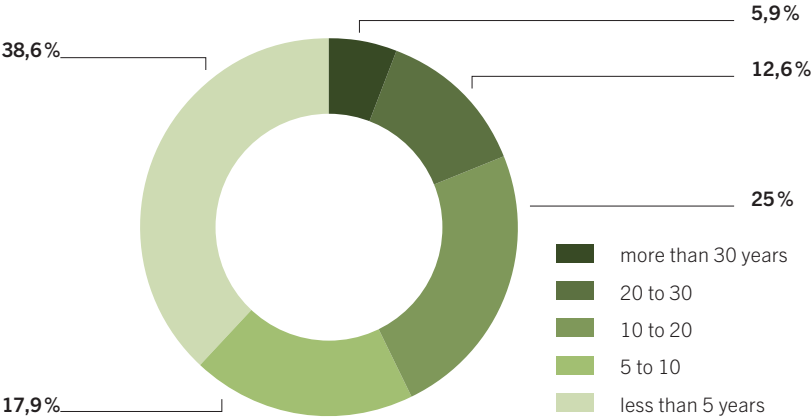
The last survey took place in 2025, and the results showed an Engagement score of 89 % (+ 6 % compared to 2023) and a Performance Environment score of 85 % (+ 7 % compared to 2023). When compared with external benchmarks of similar manufacturing companies, HOERBIGER's results significantly higher (+ 3 % in Engagement and + 4 % in Performance Environment). This high engagement is even more noteworthy with a high participation rate of 84 % (+ 2 % compared to 2023). These high scores in employee engagement and participation are also reflected in the above-industry standard tenure of our employees.

Employee Engagement Survey 2021, 2023 and 2025



HOERBIGER’s long-term success is reflected in the long-term commitment of its people. As of 2025, about 44 % of employees have been working for more than 10 years with the company and within that 19% of total for more than 20 years.

Employee Tenure – 2025



Ambition and Strategy

HOERBIGER’s ambition is to maintain and further improve upon the already high Sustainable Engagement and Performance Environment scores.

Current Activities and Projects

The employee engagement survey results are communicated in each location and to each team: we strive for a 100% communication rate. We put great emphasis on the definition and implementation of concrete measures in each team. As our employee engagement level is high, we pay additional attention to those areas that show most room for improvement. Tailor-made coaching, workshops, and ongoing support for these teams are intended to ensure significant improvement in employee engagement. Additionally, from a global perspective the focus topic “Strategy Communication” has been identified and is implemented by an international cross divisional senior management project team.

6. Diversity and Inclusion

Scope and Commitment

HOERBIGER is a truly global organization, represented by a diverse network of employees with more than eighty-five nationalities working close to our customers through locations across forty countries. Our international diversity is strongly rooted in our history and our values and makes us successful. We strongly believe that diverse teams in an inclusive environment are better able to solve complex problems by incorporating a broader set of viewpoints and different mindsets.

At HOERBIGER, therefore expanding our Diversity focus includes a broad range of diversity aspects – such as gender, age, nationality and ultimately - diversity of ideas. Our goal is to encourage and support all forms of diversity in the workforce and create a fair and inclusive environment where all employees are valued. This means nurturing a culture of trust, free of discrimination, in which all people have opportunity to bring in their unique strengths and ideas, enabling us to succeed together.

Status

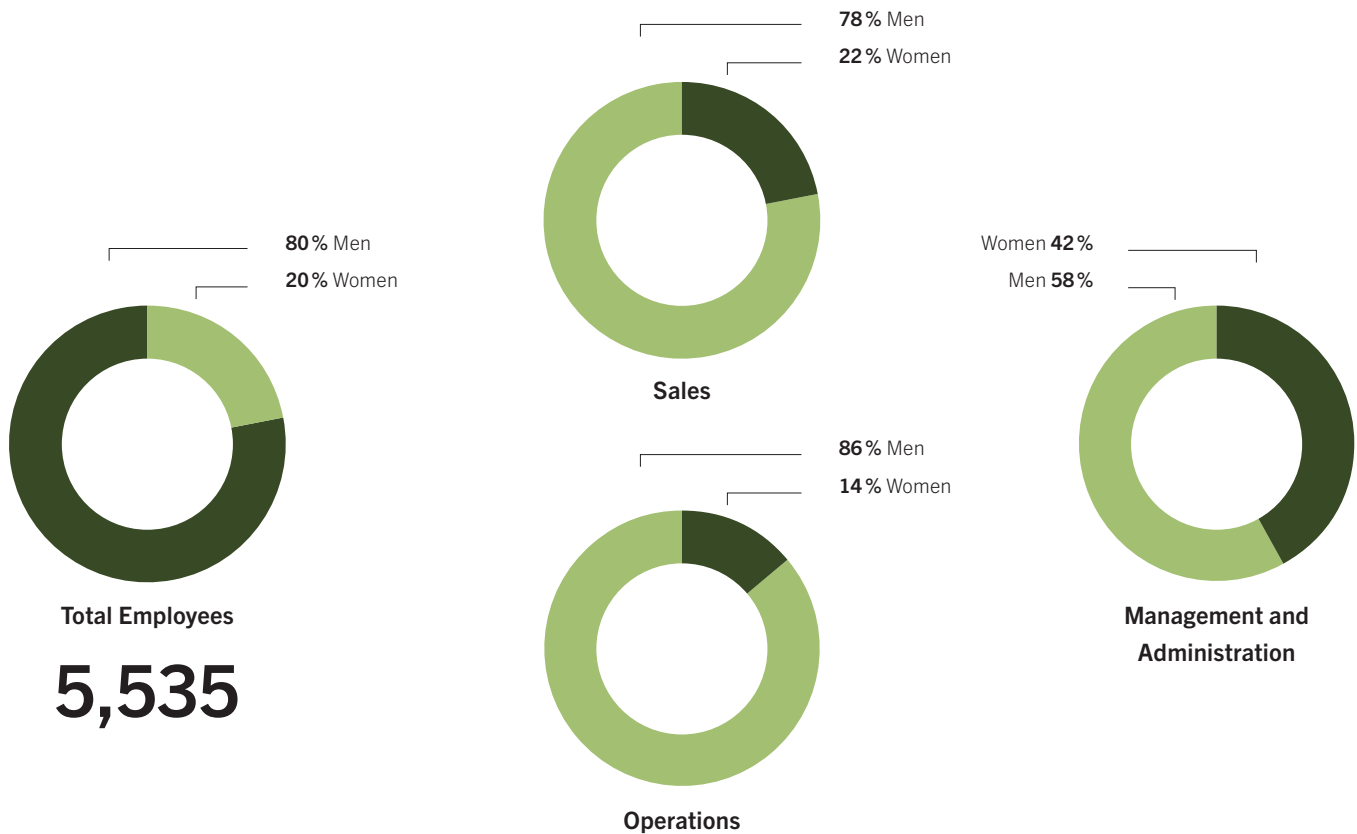
Our international diversity, defined as employees who work in a country different from their country of birth, is strongly rooted in our history and our values. In 2025, 11% of colleagues in Sales functions live abroad, compared to 11% in Operations and 12% in General and Administration.

HOERBIGER's International Diversity 2025



In 2025, of the 5.535 employees 20% were women, with a higher representation in General and Administration functions (42%) than in Sales (22%) and in Operations (14%).

HOERBIGER's Gender Diversity 2025



To leverage our diversity with a culture of trust and inclusion we started a set of actions in 2024 and followed up on them in 2025. They range from mentoring and training to less visible measures like offering cross-cultural and -divisional exchange platforms, making sure different perspectives are heard.

To measure how well we are doing concerning our ambition; to provide a trustful and inclusive environment, four items were introduced in our 2025 employee engagement survey. Results on all four items were rated on or above external benchmark (Manufacturing Norm), thus indicating that employees at HOERBIGER feel treated fairly, with respect and valued as individuals. This picture can be underlined by demographic breakdowns (gender, age, and international history), showing no statistically significant negative outliers concerning “Engagement” or “Performance Environment” besides persons who described themselves as “gender: other.”

Ambition and Strategy

Looking ahead, we want to leverage the spirit of Diversity and Inclusion further across all functions and regions. Diversity and Inclusion improve the engagement and job satisfaction of our teams and acts as a catalyst for our innovation & growth strategy.

Current Activities and Projects

In 2024 we have set several measures on global and local level to drive Diversity while fostering Equity and Inclusion which we have kept up in 2025. Global trainings e.g., on “Building trust” and “Intercultural Awareness” not only focus on developing skills but also offer a safe space to exchange ideas with colleagues from other countries, divisions, and functions. A more individual approach is our Mentoring program. Furthermore, local workshops on “Unconscious Bias” and “Inclusive collaboration” have taken place. Measures to build and strengthen an equitable talent pipeline are our international 18-month Talent programs and training of recruiters and hiring managers on how to deal with unconscious bias.

7. Health and Safety

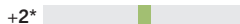
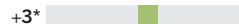
Scope and Commitment

At HOERBIGER we claim that “all employees go home in the evening just as healthy as when they came to their workplace in the morning.” Health and Safety are core elements of our QSHE mission. We work on preventing accidents at work and take preventive measures to protect the health of employees, including physical and mental aspects of health. Setting preventive actions, providing safe working conditions, following the goal of zero accidents, and cutting safety risks are part of the mission to which we at HOERBIGER are committed.

Status

At HOERBIGER, every work accident is one accident too many. All managers / supervisors and employees at HOERBIGER work every day to achieve the target of “zero incidents.”The workforce is supported by occupational safety experts, who have relevant abilities and set up the necessary transparency. Therefore, in the daily work setting, occupational safety is a fundamental part of every activity at HOERBIGER. This basic understanding is established in the SAFETY PRINCIPLES of the Group.

Since our employee engagement survey of 2023, we have improved significantly in this aspect, and we could get better than the benchmark when it comes to caring about safety at workplace.

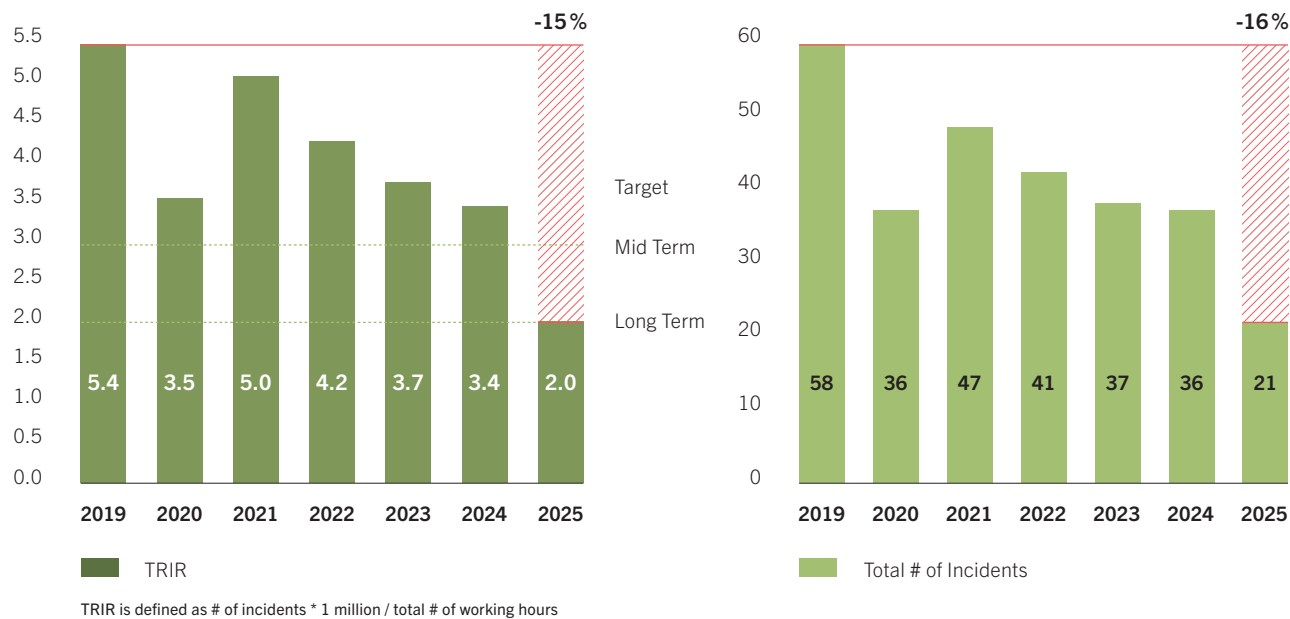
Questions	Overall	vs. Employee Survey 2023	vs. Manufacturing Norm	vs. High Performance Norm
My organization cares about the health and safety of its employees at work	5,164 responses 91 	4,743 responses +2* 	1,770,306 responses +5* 	507,326 responses +3* 

Ambition and Strategy

To measure our progress, the EHS (Environment, Health & Safety) metric of Total Recordable Incident Rate (TRIR) shows the organization’s safety performance by calculating the number of recordable incidents in relation to the working hours performed in the same period.

In 2025, HOERBIGER overall was close to the long-term target and will strive to maintain the same.

HOERBIGER TRIR and Number of Incidents 2019 to 2025



HOERBIGER’s operations have shown a consistent reduction in TRIR over the past 7 years. The data for 2020 was an aberration due to major disruptions at our plants in the Corona Pandemic and the consequential reduction in the working days..

Current Activities and Projects

HOERBIGER is very advanced in terms of procedures and safe workspaces. What needs continued focus is reinforcing safety as a mindset and a behavior. To achieve this, as a process, all major meetings start with a “Visual Safety Leadership” moment, where leaders are challenged to reflect on whether their behavior helps create a safe environment. Further internal Visual Safety Leadership training courses are being offered that focus on the role of the leader in creating a zero-accident workplace.

Apart from Safety at workplace, HOERBIGER also made an important adaptation to this CSR strategy by including health and wellbeing as a separate focus area. This change, implemented at the end of 2024, follows a careful review by the Executive Board which reflected on the insights gained from previous initiatives. This addition reflects the growing demand for projects that promote both the physical and mental health of our employees and the communities we serve. In 2024, HOERBIGER invested close to €250,000 in health and wellbeing initiatives and in 2025 further expanded these initiatives and introduce new ones, reinforcing our commitment to the overall well-being of our workforce and the communities we impact.

8. Training and Education

Scope and Commitment

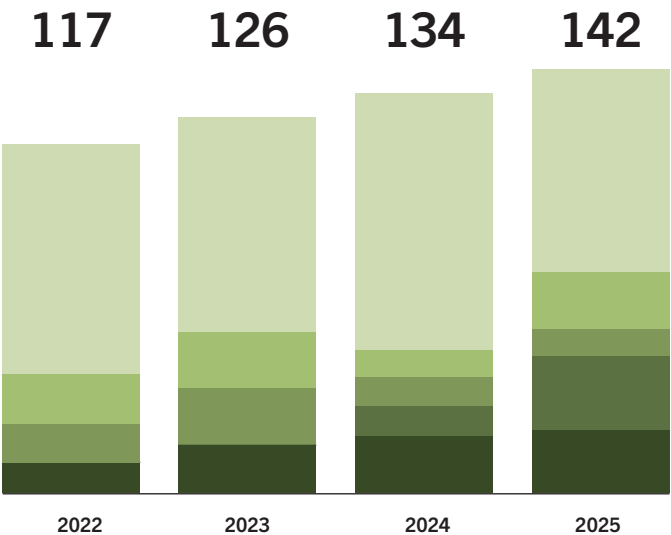
The backbone of HOERBIGER’s training and education strategy comprises high-quality education of our employees, ongoing relevant training opportunities, and regular performance evaluation to foster their growth and career development.

At HOERBIGER, we commit to creating an environment where all employees can develop by providing resources and opportunities for formal training and individual growth. We additionally value training and education as part of our social contribution to the communities in which we are active.

Status

One pillar of our education and training approach focuses on the future generations of our workforce. With our apprenticeship and internship programs we provide young people with key early experience and valuable insight into various parts of our industry. In 2025, HOERBIGER employed 142 apprentices and interns across multiple locations in thirteen countries, a majority of which were in Germany (68), followed by Austria (25) and India (19).

HOERBIGER Apprentice Program 2022–2025



Apprentices* worldwide

	2022	2023	2024	2025
Germany	77	72	86	68
India	17	19	9	19
Austria	13	19	10	9
USA	0	0	10	25
RoW	10	16	19	21

*Apprentice includes interns

Apprentices are taught crucial technical skills by experienced instructors in our dedicated apprentice training centers in Germany and Austria as well as at specialized schools or shared apprentice centers in other locations.

In addition to training programs for students HOERBIGER leverages its internal Learning Platform to offer a variety of training to employees globally. In 2025, 4,069 (about 73,5%) employees across the HOERBIGER Group actively made use of this, concluding 25,678 trainings, and thereby dedicating a total of 27,921 hours to their own development. Additional training and development initiatives are offered to employees in various formats and systems locally, based on organizational and individual development goals.

Employee Training imparted in 2025

HOERBIGER global learning management system data for 2025



Leadership development has historically been a strategic priority at HOERBIGER and is a key driver of our innovation and growth strategy. HOERBIGER leaders get feedback and are developed based on a Leadership Capability Model, which takes a holistic approach to leadership. This serves as a standardized development framework for our leaders across the Group and lays the foundation for new targeted leadership development offerings, some of which are currently on the pilot stage. The Leadership Capabilities firmly embed leadership values into the HOERBIGER culture and function as a conduit to bring leadership to life for all our employees.

Ambition and Strategy

HOERBIGER's long-term Training and Education approach is targeted towards empowering our people and enabling our strategic goals. Next to the key technical skills required across our businesses, leadership development will continue to be a core strategic goal, looking ahead, which will allow us to attract, develop and motivate talent and increase our internal fill-rate in key positions.

Our aim is to create an environment of continuous learning and development, which allows employees to take ownership of their own development journeys and supports them on an organizational and individual level. Helping our people grow and develop their skills is crucial to a successful and sustainable future for HOERBIGER.

Current Activities and Projects

Fostering the ongoing learning and development of all employees is a core priority. In 2025, the HOERBIGER Group spent a total of close to €2.2m on training and education, which was in line with the investments in the previous year. Selected projects were:

- The HOERBIGER Way program: Internally delivered leadership training covers four hundred employees worldwide, with teaching strategy, tools, and methods as well as Leadership involved in an interactive way.
- Leadership Capability Toolbox: External training offer based on internal Leadership capabilities such as leading change, inspiring people, or developing self & others.
- GrowthH talent program: Giving local high potentials the skills, exposure, and network to succeed in an international career.
- Digital Courses: in vast numbers incl. training in Software tools, Remote Collaboration, Compliance & Data Protection etc.
- Local training: Technical and soft skill trainings for employees at the respective location tailored to the local needs

9. Corporate Social Responsibility (CSR)

Scope and Commitment

In 2025, HOERBIGER applied the CSR framework introduced in 2024 across all regions. The strategy developed in 2023 and fully rolled out in 2024 provided the foundation for transparent decision-making, consistent governance and coherent execution. CSR activities continued to be integrated into long-term planning based on the annual PAT of the group.

HOERBIGER invested 1.160.000 € in CSR initiatives in 2025. Funding supported activities in Europe, APAC, LATAM, NAM and MEA, reflecting continued expansion compared to 2024. The strategic emphasis ensured that projects remained structured, focused and aligned with the needs of local communities.

Status

In 2025, long-standing CSR projects were continued and strengthened while new initiatives were launched across regions. Employee engagement remained a central driver: alongside our established weekly food-distribution volunteering at Caritas' program in Vienna and ongoing engagement at our supported school in India, a wide range of additional volunteering activities took place. These included trash-collection, the renovation of a refugee home, participation in charity runs, and many further site-based employee initiatives.

At the end of 2024, the Executive Board reviewed activities of the past 12 months, identifying areas for optimization such as more focus on initiatives that directly benefit people. Following the adjustment at the end of 2024, Health & Resilience operated for the first full year as a dedicated focus area. At year end, the Executive Board confirmed the progress made and emphasized the continued importance of people-centered initiatives.

Ambition and Strategy

The CSR strategy continues to follow the four principles:

HOERBIGER CARES about people. We support and empower our employees, their families, and the communities they work and live in. If people or communities are affected by crisis or disaster, we will provide support and rapid relief to our best capability and ability.

HOERBIGER COMMITS to making a meaningful and lasting contribution to societal and environmental welfare through sharing resources and knowledge with the communities in which our company operates and your employees live. We think long term. We principally aim to spend annually 1% of the profit after tax (PAT) of the HOERBIGER Group on CSR activities and to support corporate citizenship initiatives of our employees.

HOERBIGER CONTRIBUTES by leveraging our areas of expertise and passion, which strengthens our commitment, enhances our credibility, and amplifies our impact. We support projects that align with three key topics connected to our company's values and expertise.

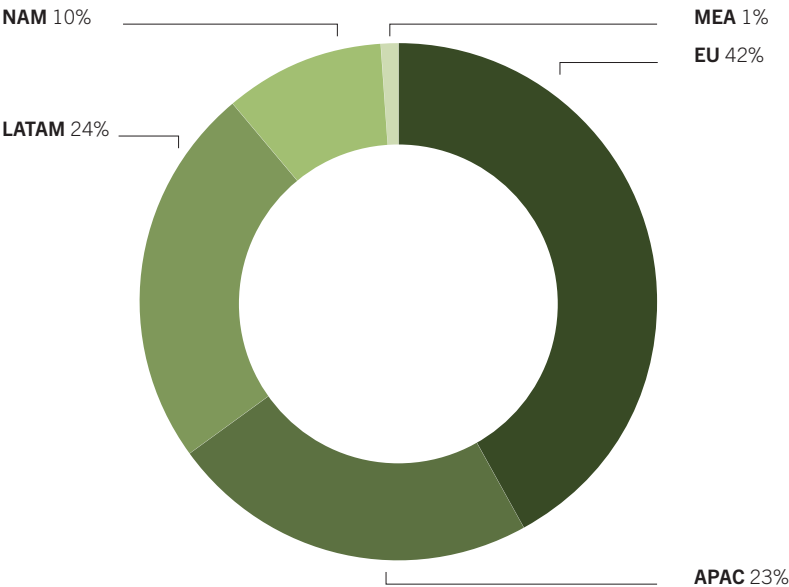
HOERBIGER COLLABORATES by striving for lasting partnerships with local organizations. Working with and through local partners ensures that our projects are strongly anchored in the local context. Investing in CSR activities close to where we work ensures strong participation and sustainability.

CSR projects are implemented through long-term partnerships, targeted sponsorships, and flexible good-citizenship initiatives, enabling our local facilities to act with both consistency and efficiency.

Current Activities and Projects

CSR activities in 2025 spanned all regions where HOERBIGER operates and remained strongly aligned with the company’s strategic focus areas. HOERBIGER ran supported a total of eighty projects which were globally distributed, with the regional distribution of impact as below:

Regional distribution of impact

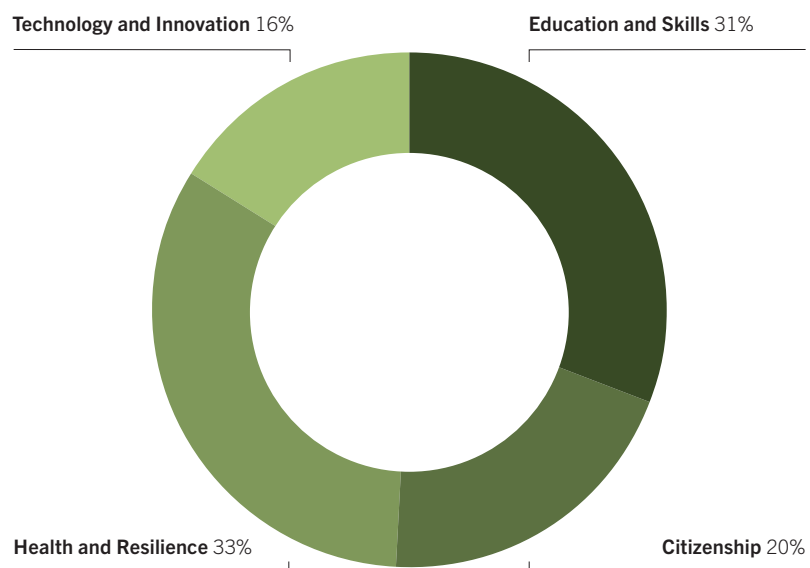


Education & Skills continued to represent the largest share of HOERBIGER's CSR efforts in 2025, reflecting the company's long-term commitment to enabling access to education, strengthening learning environments and supporting children and young people in vulnerable situations. Across Europe, APAC and LATAM, projects in this focus area provided educational support, contributed to better school infrastructure, and created opportunities for skill development.

At the same time, the newer focus area Health & Resilience gained significant attention in 2025, following its introduction as a standalone pillar at the end of 2024. A key driver of this development was the launch of HOERBIGER moves, the new global umbrella for Health & Resilience activities. Under this initiative, movement-based programs such as the global Wings for Life Run and the HOERBIGER 10,000 Steps Challenge were bundled and scaled, engaging more than 2,000 employees and generating over €100,000 in donations for worthy causes.

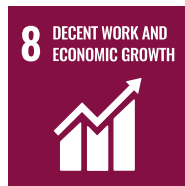
Overall, 2025 demonstrated a broad and balanced development of the CSR portfolio, with Education & Skills remaining the primary focus while Health & Resilience also expanded significantly through concrete, community oriented contributions.

CSR distribution between focus areas



Governance

HOERBIGER has developed its Material Governance Sustainability Topics in line with the following UN Sustainable Development Goals



10. Sustainable Supply Chain

Scope and Commitment

We at HOERBIGER strongly object to children, forced or compulsory labor. We fully support the protection of labor rights and living wages. HOERBIGER is committed to compliance with human rights on its own sites and includes working conditions at our supplier's end.

Status

HOERBIGER's Supplier Code of Conduct clarifies our mission, values, and principles, linking them with standards of professional conduct to the environment and human rights. The code articulates the values the organization wishes to foster in leaders and employees and, in doing so, defines desired behaviors and becomes a central guide and reference for employees to support day-to-day decision making.

Our supplier code of conduct, which was issued in 2023, sets standards for our suppliers to adhere to the principles of human rights and sustainability.

Ambition and Strategy

Our ambition is to always follow laws and regulations. Furthermore, we do not only want to have a sustainable supply chain, but we also strive to deliver professional supplier relationships which are based on trust and fairness. Our business partners can be confident in our products, services, and supplier relations.

We intend to achieve that by using a strong risk analysis of our supply chain and develop a fair and reasonable due diligence process at all steps of supplier interaction.

Current Activities and Projects

The regulatory landscape in Europe is constantly changing, driven by EU Green Deal and various initiatives and requirements becoming applicable from time to time. HOERBIGER is abreast of them e.g., CBAM, PPWR, 3TG and has an established process to understand and implement the regulations. This includes employee training, continuous assessment of the supplier base, deployment of supplier code of conduct and a feedback loop. A dedicated manager is named as key point of contact for all matters relating to the regulations.

11. Compliance and Anticorruption

Scope and Commitment

Compliance with international and national laws, directives, and regulations as well as our Code of Conduct and HOERBIGER Policies are the pillars and top priorities in all our business decisions and transactions. Furthermore, we are committed to political neutrality; we do not make contributions to political parties or candidates for public office.

Status

The HOERBIGER Group makes about 30-35% of its sales in countries with an elevated level of risk of corruption. This assessment was based on the Transparency International Corruption Perception Index. Sales to countries with less than 60 points are considered elevated risk. HOERBIGER has set up a clear compliance governance system and responds to compliance risks with a range of preventive and reactive instruments.

Our compliance program addresses, among others, the topics of anti-bribery & corruption, anti-money laundering, anti-trust, conflict of interest, data privacy, export control, sanctions regulations, human rights, fraud, and white-collar crime (see our corporate governance webpage for further details on policies). HOERBIGER's anti-corruption program includes a policy, a detailed procedure and authorization process for intermediaries (agents) and policies on gifts, entertainment, donations, and sponsorships. Policies and their application in the daily work context are regularly trained across the relevant occupations in the Group.

In 2025, HOERBIGER launched a global e-learning on Compliance. This online training contained dedicated sections on anti-bribery & corruption. It was assigned to 2,400 employees worldwide and achieved a completion rate of 91,6%

Ambition and Strategy

HOERBIGER will always follow laws and regulations. Furthermore, we do not only want to avoid compliance related penalties, but we also strive to deliver outstanding customer service, including in challenging compliance environments. Our business partners can be confident in our products, services, and robust compliance system.

HOERBIGER's compliance strategy is designed to meet regulatory requirements in all its areas of operation. This includes an unequivocal tone from the top, a defined compliance organization, policies, procedures, permits, awareness campaigns, and training of specialist staff. The compliance strategy is reviewed annually based on a risk-based assessment of the Division's business plans.

Current Activities and Projects

Since 2019 HOERBIGER has been operating a whistleblowing platform (compliance reporting system). Our employees and third parties can report suspected compliance violations. It is possible to make reports anonymously. Reports are independently investigated by the Group Legal and Compliance Department. HOERBIGER has a documented policy which prohibits any kind of retaliation against anyone who makes a report in good faith.

In the year 2025, the HOERBIGER Group Whistleblower Hotline / Integrity Line received a total of twenty-seven reports: twenty-four of them were anonymously sent; some of the reports referred to the same situations. Twenty-six cases were closed satisfactorily in the year. One case is, in 2026, still under investigation. The reports covered various compliance areas, including conflicts of interest, violations of local laws and/or HOERBIGER regulations, and fraudulent acts. There were no confirmed cases of corruption or bribery.

In 2025, the average time needed to conduct the required investigation and close the cases was about 4 months.

12. Sustainable Governance

Scope and Commitment

HOERBIGER manages its ESG (Environmental, Social, Governance) activities under a formal Governance structure which drives management attention and measures the impact of the initiatives.

Our Board of Directors sets the tone of the Sustainability Strategy for the Group and the core underlying principles for the organization to work on, the budgets, and the short- and long-term goals for all sustainability initiatives.

Status

The HOERBIGER Group has built its ESG parameters as part of the senior management deliberations. Our Executive Board has ESG as the standard agenda topic in its regular meetings and workshops and is directly involved in setting up the ambition and roadmap.

Sustainability initiatives are a cross-functional endeavor within HOERBIGER and thus coordinate at corporate level involving all divisions and functions. We consider environmental and sustainability risks in business decisions (business plans, M&A), and we observe regulatory developments, and prepare for future requirements.

HOERBIGER's divisions report their sustainable baseline across several topics to external databases upon clients' requests (e.g., CDP (Climate Disclosure Project), ECOVADIS, NQC, etc.).

The day-to-day activities of Sustainability@HOERBIGER are managed by the Group Head of Sustainability and his extended team. The Head of Sustainability reports directly to the Group CEO and coordinates a team of functional experts at the group level and relevant domain experts in its divisions.

Ambition and Strategy

We intend to build a robust reporting mechanism for the relevant non-finance ESG parameters. We will standardize our global way of addressing several ESG requirements and ensure that we continuously improve by investing in tools, processes, and governance mechanisms in the ESG parameters and targets that we work with. We will constantly drive our ambitious ESG targets and follow up on its execution. In the Mid-term we aim to get third party assurance for the ESG data and reported key information.

Current Activities and Projects

Currently we are building the Sustainability Reporting into the HOERBIGER management reporting system to bring prominence to the several projects that are undertaken and to get management attention focused on the targets. We are in the process of converting the GRI based report to the EU CSRD requirements and the ESRS standards. We will reflect on the EU Omnibus package changes in our approach and continue working on value adding ESG KPIs in daily operations. We have completed our ESRS based DMA as well as overview of the EU taxonomy relevant activities. We are also working on integrating newly acquired businesses into the overall ESG strategy and goals.

This report has been prepared in accordance with the GRI Standards / Core option and in 2026 we are preparing to adapt to ESRS under EU CSRD as it is being changed by the EU Omnibus package. This will be effective from 2027.

GRI Index

- Organizational Profile
- Strategy
- Ethics / Integrity
- Governance
- Stakeholder Engagement
- Reporting Practices
- Energy and Emission
- Raw Materials, Supplies and Packaging
- Health and Safety
- Diversity and Inclusion
- Sustainable Product Design
- Sustainable Application Areas
- Human Rights along Supply Chain
- Compliance and Anti-Corruption

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Forward-looking statements

This Report contains forward-looking statements, which involve risks and uncertainties. These forward-looking statements typically include terms such as “believes”, “is of the opinion”, “assumes”, “plans”, “anticipates” and similar expressions. Due to a variety of factors, actual events may vary materially from the projected development.

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