

AMANN

GROUP

Intelligent threads



Ready for the journey

LOOKING FORWARD TO THE FUTURE

'The international perspective of our company, which has been broadened to include sustainability, should have a clear impact on how we deal with our customers, our employees, our suppliers, and our environment and should always be ahead of legislation and statutory requirements.'

For our Group, this means extensive responsibility for the future, which shows in a changing work culture from development to production to sales, in the sustainable interaction between nature, people, and profitability.'

Katja Pielenz

*Director of the Hanns A. Pielenz Foundation and
shareholder of Amann & Söhne GmbH & Co. KG*

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FOREWORD



Ivo Herzog
Managing Director Sustainability & Innovation

Dear colleagues, dear AMANN family,

I have been Managing Director of the **"Sustainability & Innovation"** division within the **AMANN Group** for two years now. During this time, I have repeatedly faced two questions:

The first: What made me take the step and move from the advisory board of the Pielenz Foundation to the operational business of the AMANN Group and take over responsibility here?

The second: What are the considerations, ideas, and visions behind our sustainability strategy? On what is it based?

I am happy to answer them to provide insights into our motivations that guide us in the **development of a forward-looking strategy for sustainability and innovation.**

The answer to the first question is simple. My family is tied to the AMANN Group. AMANN and its future are matters close to my heart. Even during my time on the Advisory Board, I was involved in the company's economic decisions and in the considerations regarding the future orientation and strategic development of the AMANN Group.

My cousin, Katja Pielenz, and I have constantly exchanged ideas and realized that AMANN, as a **family-run company**, has a special responsibility towards society, future generations, customers, suppliers, and, above all, our employees. Our discussions have deepened, and we have realized that we need to set an honest sustainability example. This also means that we intend to intensify our activities in the area of innovation. We quickly agreed that it was necessary to create an additional

position in the management team that deals with the topics of **sustainability** and **innovation.**

Neither my cousin nor I are climate activists, and we are not naive or dreamers. However, we want to act entrepreneurially within the planetary boundaries in a **socially just way for the benefit of all people** while keeping the **focus on profitability.** As a family-run company, but also as individuals, we must contribute to this!

In concrete terms, this means that we have to actively change things or refrain from doing them in the future. We need to rethink things and embark on the journey to realize them. This doesn't happen overnight. But even before I joined the management team, we brainstormed about possible approaches and the right path for AMANN.

The second question - 'What are the considerations, ideas, and visions behind our **sustainability strategy?**' - I would like to answer with this document.

"Ready for the journey" - is our concept for the journey ahead of us. This "roadmap" gives the AMANN Group and all its employees orientation for a sustainable

transformation process. And for us to be successful, we need you, dear colleagues! I very much hope that you let us enthuse you and that you will join us on this journey!

I know that our considerations are complex and sometimes philosophical. However, don't be put off by reading about it. **"Ready for the journey"** describes a process that had to settle first and take shape for us, too. The following pages offer a holistic and consistent framework, guidelines, and tools for implementation.

Do you have any questions or concerns? Or more input and ideas? My door is always open for you!

Ivo Herzog



"Ready for the journey" was initially created in the summer of 2023 - as an internal document for a small group. Because of the numerous questions we received from the entire workforce regarding our sustainability activities, we decided to publish the report throughout our organization at the beginning of 2025. Some recent updates are marked with an asterisk.

01 WANDERLUST - WHY EMBARK ON THIS JOURNEY?

Good reasons for transformation and innovation

There are many good reasons to embark on this journey and to commit to integrating sustainability - both in the private and business environment within the AMANN Group. For all those who have not yet been bitten by the wanderlust bug, we have listed some of the most important ones here.



Responsibility and ethics: Companies have a responsibility towards society and the environment in which they operate. By acting in an environmentally neutral manner and taking social aspects into account, they contribute to sustainability and the common good.



Employee retention and motivation: Employees often prefer companies that share their values and are committed to sustainability and social justice. By acting in an environmentally neutral and socially responsible way, companies can attract talented professionals who are motivated and proud of their work.



Environmental protection: The effects of climate change and environmental pollution are increasingly being felt. By implementing environmentally friendly practices, companies can reduce their ecological footprint and contribute to the preservation of our habitat and natural resources.



De-risking: Companies that implement environmentally and socially responsible practices reduce potential risks such as environment-related lawsuits, damage to their reputation, and legal problems. By acting responsibly, they can ensure long-term stability and success.



Customer needs: Environmental awareness has grown among consumers, who are increasingly looking out for sustainable products and services. Companies that act environmentally neutral can increase their competitiveness and win new customers by tending to these needs.



Regulatory requirements: Many countries and regions have introduced laws and regulations to promote environmental standards and social responsibility. Companies that do not meet these requirements may face legal consequences and financial sanctions.

And what is it that really drives us?



Besides the rational aspects - that are shown on the left - our individual and often unconscious motives play a central role.

They drive us and enthuse us for a cause. **Logic, morals, and conscience** are the signposts that guide our way and help us find the right course.

LOGIC helps us to draw the right conclusions. It is a branch of philosophy and formal science that deals with proper reasoning. Logic examines how conclusions can be drawn from given statements or premises to arrive at valid or true results. It defines rules that ensure that arguments are logically correct and not based on false assumptions or false conclusions.

MORALS are our inner compass. This compass does not show where north or south is, but instead tells us what is wrong and what is right, as well as what is good or bad. Morals describe the established rules and conventions of cultures or societies and evaluate actions under the

zeitgeist. And this not only means the values that a society has but also what is considered right under the zeitgeist.

CONSCIENCE shapes our inner voice as an instance of our own consciousness. Conscience goes beyond logic and morals, and it shows what the best solution is for both myself and the other. Conscience means personal responsibility and self-reflection* with respect to certain actions. It is what our heart tells us, and our heart does not allow much leeway in making decisions.

Altogether, **logic, morals, and conscience** help us in our decisions and actions. Our own values and the concept of integrity, the combination of reason and logic, and, above all, the "sense" for good and evil, serving as a guideline for our conscience, establish an important framework for our future actions. They determine our journey into the future, which is what we are dealing with here. But more on that in a moment!

*Self-reflection: I put myself in the other person's shoes and check whether the result would be okay for me in their situation.

02 TOUR GUIDE - WHO TAKES THE LEAD IN THIS JOURNEY?

Sustainable decisions require leadership and responsibility

As you can imagine, this journey will not be a relaxed sightseeing tour but rather an exciting, often demanding expedition. You may be wondering how this can be implemented in our daily work routines. And rightly so.

A competent tour guide is needed for the journey into unknown territory - it can't be done without one. The tour guide accompanies the travelers, knows the itinerary, coordinates the process, and has the facts about the visited places and cultural aspects. The guide ensures that everything runs smoothly during the trip - from the reception with a glass of champagne to the farewell ceremony.

The tour guide should have plenty of experience and ideas in many areas, but most importantly, they should value each and every traveler coming along. **Sustainability is not a one-way street - everyone is needed to be successful.** Every contribution counts, be it different ideas or different approaches. Especially in a global context, it is crucial to include all perspectives to achieve something together.

Within the AMANN Group, the new **Sustainability & Innovation** business unit is in charge of guiding the tour. This division manages all global sustainability activities in its capacity as a cross-divisional function within the Group as a whole. This ensures that sustainability* is taken into account in all strategic corporate decisions and has the support of the senior group management.

The new business unit deals with all topics regarding sustainability management. It will be in charge of identifying sustainability topics and accelerating their implementation within the Group, so the new division will take over the initiation, coordination, and monitoring functions for all issues relating to sustainability. It will manage and guide the tour.



*Sustainability: Historic meaning: Something that continues to be valid even after some time has passed. Under the current zeitgeist, sustainability means promoting profitable economic growth and holistic success within a secure ecological and social framework. This is our understanding and guides our actions.

Tour guides: Organize, coordinate, lead

Every tour guide needs a **clear vision, a goal, and a precise description** of their duties to be able to carry out their work successfully.

The AMANN tour guides can rely on solid foundations. Valuable knowledge and experience are already in place, and the **2025 sustainability strategy** sets the direction. This knowledge serves as the basis for all future projects and journeys.

Various concepts, methods, and instruments are available to the **Sustainability & Innovation** unit to assess the company's performance in terms of corporate sustainability, manage it, and measure its achievements against its goals across the entire AMANN Group and along the entire value chain.

The unit is not starting from scratch in this regard but can build on the various measures and activities that AMANN has undertaken before. At the same time, new measures must be developed. The following is a summary of the key instruments:

MAIN OBJECTIVIZATION INSTRUMENTS

- ▶ AMANN Sustainability Strategy 2025 as the basis for further development.
- ▶ Income statement and balance sheet
- ▶ Steering committees (starting July 2023)
- ▶ Working groups (starting January 2024)
- ▶ Target definition and respective KPIs*

OTHER SUPPORTING INSTRUMENTS

- ▶ Annual carbon footprint (CCF) since 2021 for the entire AMANN Group until 2023
- ▶ CSRD-compliant data collection and reporting from 2024 (statutory reporting obligation since reporting year 2025)
- ▶ Energy management system ISO 50001
- ▶ Environmental management system ISO 14001

*It later became clear that the KPI issue would keep us busy for a long time.

03 TRAVEL GROUP - WHO IS COMING ON THE JOURNEY?

You are sustainability. The challenge is on all of us.

Let us start with the most important thing: We cannot do it without you. Please get in!

The travel group for our project is the AMANN Group, which includes all its 2,500 employees. Many bright minds and experts work day in and day out to make the company a little bit better.

We want to use this potential - this joy in the future - even more consciously and sharpen our senses for it on this journey to the future.

Our people are the critical success factor on this road. They contribute their diverse experiences, knowledge, and perspectives. On a global scale, people view things from different angles and add a huge range of expertise. We bundle and streamline our global knowledge and motivation.

EXPERTS NEEDED: PARTICIPATION IN THE STEERING COMMITTEE

We want to actively involve all our employees in the decision-making processes towards greater sustainability in our company through steering committees. They can contribute their views, ideas, and recommendations before decisions are taken.

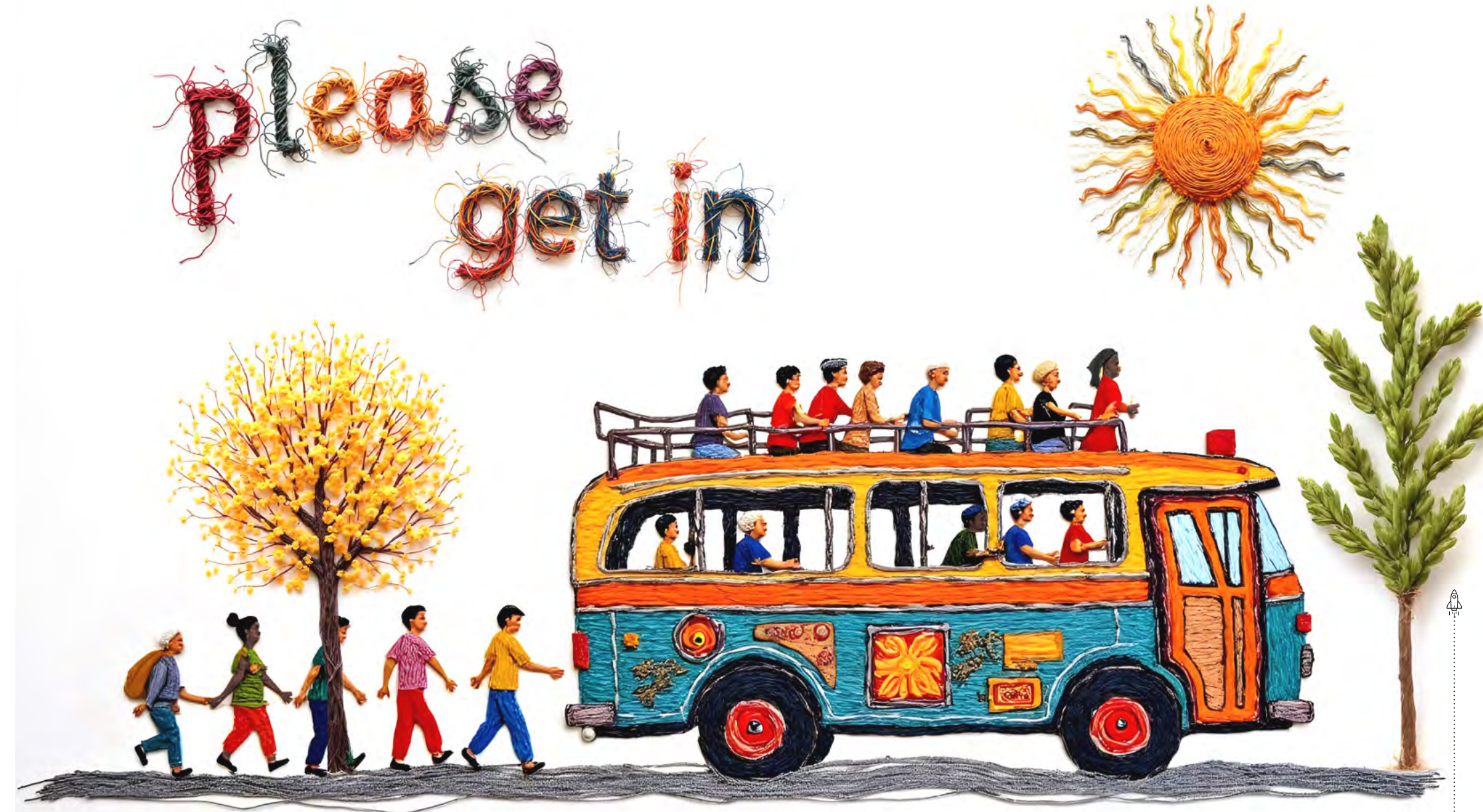
- ▶ Every sustainability steering committee consists of 4 members - one each from the four units of the AMANN Group (Sales, Operations, Finance, and Sustainability & Innovation).

- ▶ The steering committee takes up the sustainability topics, sets priorities, and coordinates their implementation - in consultation with the management board.
- ▶ The steering committee makes decisions by consent and then takes the decisions to board meetings, where the decisions on presented approaches are also taken by applying the consent model.
- ▶ Steering committees can call in other experts and, if necessary, establish working groups to gain more expertise and distribute the workload better.

The steering committees are faced with challenging tasks. Their ideas and target definitions must be used to develop measures for a smart and sustainable implementation. All this is done with a focus on ecology and economy.

The following questions will certainly help:

- ▶ **How can I wrap up and sell my goal without the need for explanation (note: this does not mean greenwashing)?**
- ▶ **What is obvious and can be achieved easily without much explanation?**





Consent - making the right decisions

Traveling with a large and diverse group requires a strategy for how decisions will be made. Are we going right or left? Are we visiting one or the other site? What are the plans for this?

The AMANN group of travelers makes decisions by consent - not by consensus. The principle originates from sociocracy - a democratic organizational model. This means that not all of the participants need to agree completely. However, all of them need to give their consent to a decision, even if not everyone finds it to be the perfect decision.

IN PRACTICAL TERMS, THIS WORKS AS FOLLOWS:

- ▶ A group member draws up a proposal and presents it to the team.
- ▶ Each team member has one vote and states their opinion on the proposal. This can be an approval, a rejection, or a conditional approval, where the result is initially tolerated, but more information is required.
- ▶ If someone states serious counterarguments and vetoes the proposal, it must be revised by the objector and submitted again.

- ▶ The person who raised the objection is also obligated, i.e., the veto is an obligation to come up with a proposal for a solution.¹
- ▶ The objector will receive assistance from the other participants in working out the proposal and does not have to create a detailed counterargument completely on their own. However, it will always be the person who raised the objection who is responsible for coordinating and "controlling" the process of adapting the proposal.
- ▶ The steering committee will be responsible for the strategic implementation and must develop a plan for this.

This process will be repeated until there are no longer vetoes and everyone can live with the decision.

What is important in this regard are openness, mindfulness, appreciation, perseverance, and trust by all parties involved. And injury-free, committed interaction with one another. This will make our common journey towards the **"joy in the future"**² a success.

¹ Loosely based on a quote by Ivo Herzog: "Resistance is the easiest form of brain work." This sentence expresses the idea that it is easier to oppose or resist something than to actively and constructively work on solutions or develop new ideas.

² Ivo Herzog: "Joy in the future, through recognizing and shaping it consciously and with self-reflection," including explanations by Leo Merz and Viktor Frankl

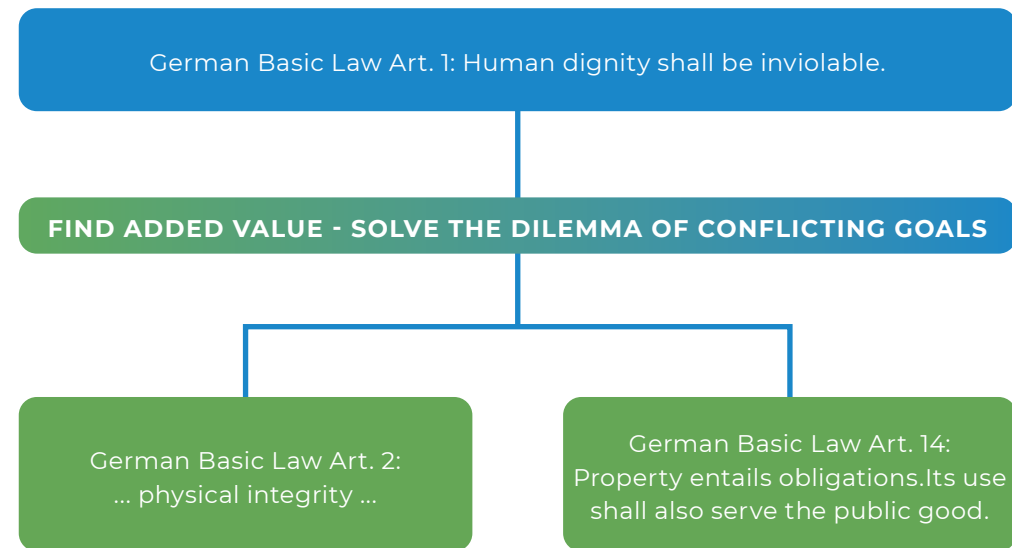
04 TRAVEL PREPARATIONS - PACKING MY SUITCASE

The compass is essential

Get your backpack or suitcase. Let's go. The travel necessities must be packed up. Among the most important things are a compass, map, checklists for this and that, and, of course, the exact destination.

Our compass was quick to find and is indispensable for the journey. It shows us the right direction and serves as our pilot, guiding us safely through our decision-making processes (more on this below).

The essential basis for this is the German constitution, which protects our freedom, equality, and human dignity and serves as a "moral compass." Of special importance are Articles 1, 2, and 14. In addition, the Universal Declaration of Human Rights by the UN and the EU Charter offer guidance, although they are not legally binding.



The United Nations' **SDGs (Sustainability Development Goals)** provide further guidance. They comprise 17 goals and 169 sub-goals covering economic, social, and environmental topics to address global challenges. The SDGs have 5 core messages: **People, Prosperity, Planet, Peace, and Partnership.**

Since 2019, AMANN has also been part of the **UN Global Compact**, the world's largest initiative for responsible corporate governance. It supports

companies in the strategic implementation of sustainability and the SDGs.



Guiding principles: SDGs & UN Global Compact

THE 10 PRINCIPLES OF UNITED NATIONS GLOBAL COMPACT

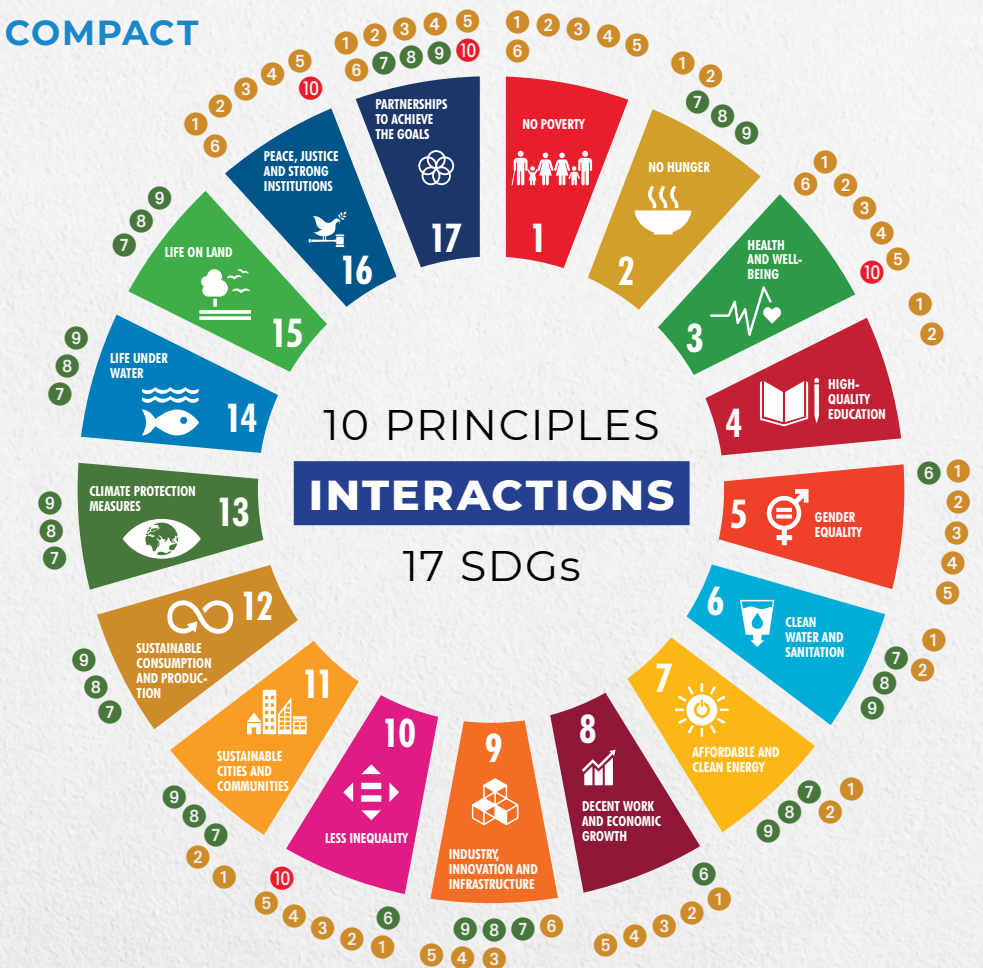
HUMAN RIGHTS & LABOR STANDARDS

ENVIRONMENT & CLIMATE

CORRUPTION PREVENTION

- Businesses should support and respect the protection of internationally proclaimed **human rights**.
- Businesses should make sure that they are not complicit in **human rights abuses**.
- Businesses should uphold the **freedom of association** and the effective recognition of the **right to collective bargaining**.
- Businesses should advocate the elimination of all forms of **forced and compulsory labor**.
- Businesses should advocate the effective **abolition of child labor**.
- Businesses should advocate the elimination of **discrimination** with respect to **employment and occupation**.
- Businesses should support a precautionary approach to **environmental challenges**.
- Businesses should undertake initiatives to promote greater **environmental responsibility**.
- Businesses should accelerate the development and diffusion of **environmentally friendly technologies**.
- Businesses should work against corruption in all its forms, including extortion and bribery.

The SDGs and the SDG wedding cake will be significantly important on our journey - so watch out!



Guiding our actions: The SDG wedding cake

On our journey, the **SDGs** are of critical importance for many decisions. Therefore, we also present the **SDGs wedding cake**. The **SDG wedding cake** is a suitable model to illustrate the **UN's 17 Sustainable Development Goals** in a hierarchical structure and how they interact. The model shows how the various goals are linked with and influence each other. It is clear that there is no contradiction or conflict between the goals but that they interact in an integrated approach. Ecology is the basis, then we add the social level and, at last, always end up with profitable solutions. **There will be a recommendation for action to achieve the goal of a profitable, ecological, and social-economic model.**

THE WEDDING CAKE STRUCTURE:

1. LOWEST LEVEL: BIOSPHERE

This level comprises the SDGs relating to the protection of the natural environment:

- **GOALS:** 6 (Clean water), 13 (Climate protection), 14 (Life under water), and 15 (Life on land)..

They form the basis because no sustainable development is possible without an intact environment

2. MIDDLE LEVEL: SOCIETY

This level comprises the objectives aimed at social and societal developments:

- **GOALS:** 1 (No poverty), 2 (Zero hunger), 3 (Good health and well-being), 4 (Quality education), 5 (Gender equality), 10 (Reduced inequalities), 11 (Sustainable cities).

They build on the biosphere level because social progress is not sustainable without an intact environment.

3. TOP LEVEL: ECONOMY

At the top of the "cake" are the economic goals aimed at sustainable consumption, production, and innovation:

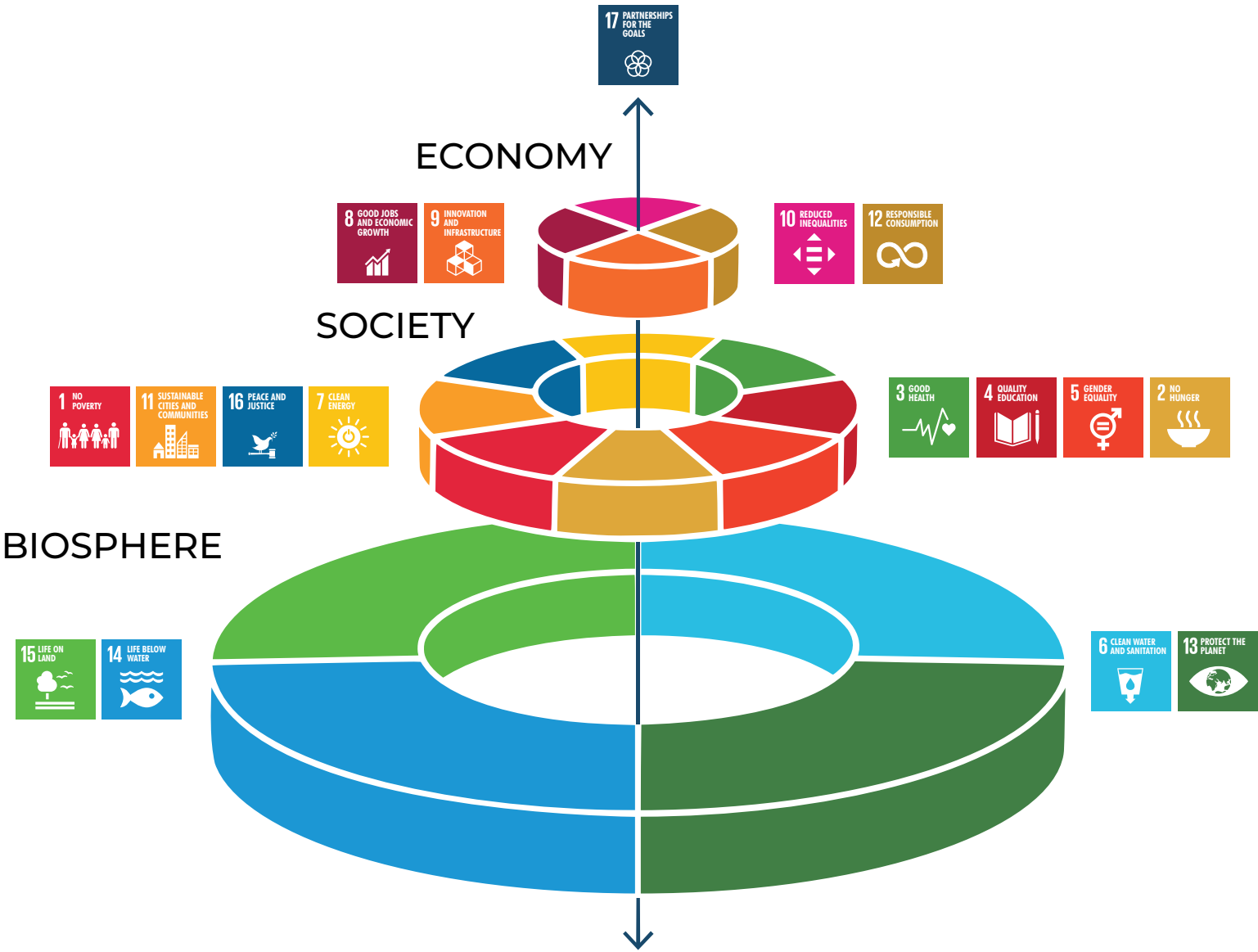
- **GOALS:** 7(Affordable and clean energy), 8 (Decent work), 9 (Industry, innovation), 12 (Sustainable consumption and production).

These goals depend on an intact environment and healthy social foundations.

WHY IS THE MODEL IMPORTANT?

The SDGs wedding cake impressively demonstrates that the environmental goals form the non-negotiable foundation for sustainable development on which the social and economic goals are built. It makes it clear that true progress in the economy and society is only possible if we protect and preserve our natural resources.

This model is not only a tool but also an appeal to us all to take responsibility. It helps us to recognize the deeper connections between the goals and set priorities for a sustainable future - a future that is worth living for generations to come.

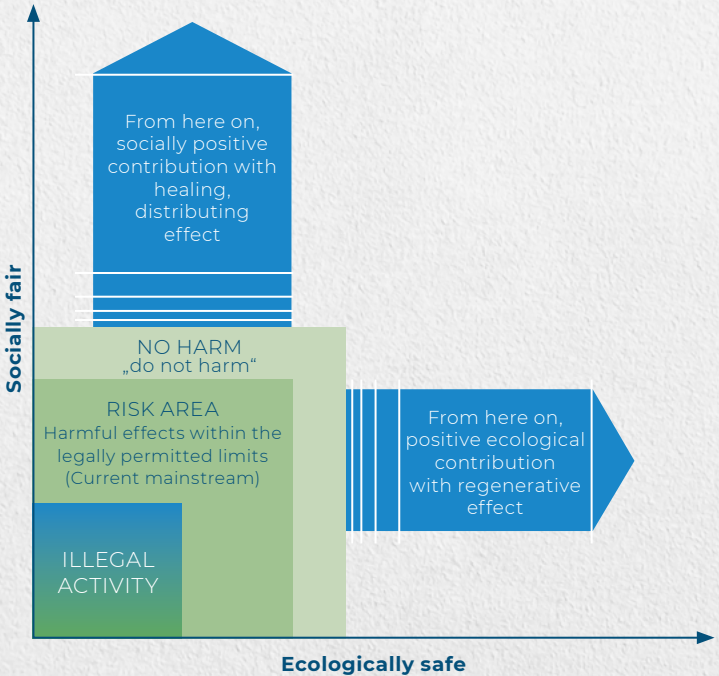


⚠ The SDG wedding cake clearly shows how ecological goals form the basis for social and economic development. Everything builds on each other and is interdependent.

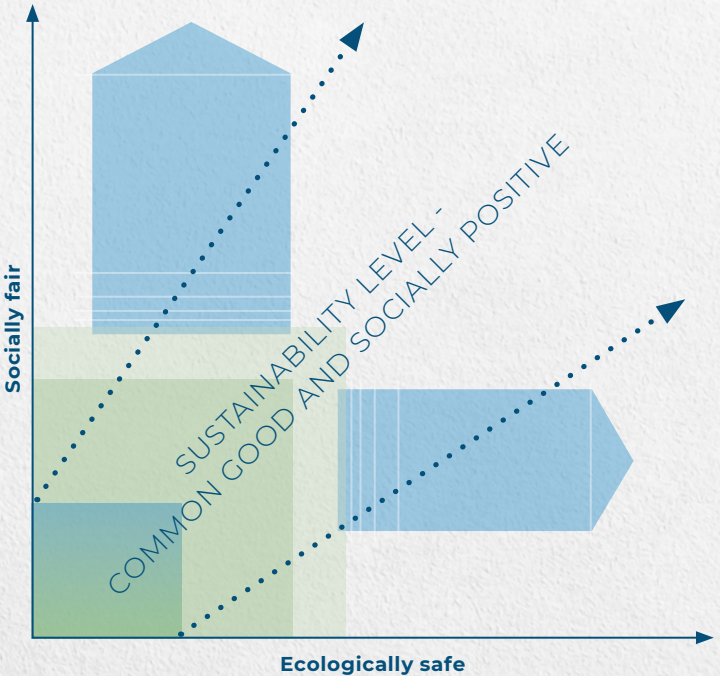
The map shows the right way

Besides the compass, which shows the directions, a map is a must in our suitcase. It gives us some orientation and helps us to locate our destination in more detail - after all, we all want to arrive at the same destination. And by the shortest route possible.

NAVIGATION SYSTEM FOR THE SOCIO-ECOLOGICAL TRANSFORMATION



It took some time to find the right navigation system for the AMANN travel group, as there are many different types of maps. We had to choose the right one for our needs. We found what we were looking for in the book "Green Ferry" by Katharina Beck, a member of the German parliament, and Philipp Buddemeier. The matrix shown here offers a clear framework for assessing our current situation, outlines the potential transformation corridor, and supports goal-setting.



Read the map the right way

How can we read the map of social and ecological transformation correctly? What is AMANN's current position, and where do we want to go?

- ▶ The two axes, "ecologically safe" and "socially just", correspond to the paths targeted by the AMANN travel group.
- ▶ The level for "illegal activity" and the risk area shown in the graphic are absolute no-gos for AMANN.
- ▶ AMANN is currently in the area where damage is still being done. But we are constantly evolving and will bring our location to a new level of sustainability - a positive one for the common good and society. This means that we are not yet positive and are not making a significant contribution. That is not enough, but it is a first step.

⚠ Our long-term goal is to go beyond what is seen as in accordance with the environment and socially fair, to achieve regenerative effects, and to operate in a humane and environmentally friendly manner. Illegal activities and high-risk areas are an absolute no-go.

We are entering the sustainability level from our current position:

- ▶ If AMANN went beyond what is seen as in accordance with the environment and socially fair and acted positively with regard to ecology and also socially, we would see "healing" and "regenerative" effects and thus an overall positive contribution.
- ▶ This defines the long-term goal of serving the common good and making positive contributions to the community! We want to do business in a humane and environmentally friendly way.



Travel plans in detail

Passionate travel planners make detailed plans for every single day. What is the best way to get from A to B? What information is required? Are there any insider tips?

As AMANN Group's tour guide team, of course, we've done our part. We have carefully thought through the itinerary, including stopovers. The following implementation model shows the current status of our plans. Some things have already been realized, but others have not yet been finalized. Together, we will master the way to a sustainable future.



Sustainability & Innovation implementation model

LEVEL 0:
Governments around the world recognize the importance of sustainability and have passed laws and regulations to oblige businesses to act environmentally friendly. These laws can relate to different areas.

We receive customer inquiries in this regard every day. They demand full transparency regarding our ecological standards.

LEVEL 1:
Innovations are a key driver when it comes to sustainability. They show how to overcome the ecological challenges of our time. The AMANN Group has, therefore, merged the "Sustainability & Innovation" units.

By the way, innovation must not be confused with development. Innovation is about creating something new (new materials, waterless dyeing, etc.). Development translates knowledge from research into practical applications, e.g., specific products. Innovation can, therefore, be seen as a preliminary stage of development.

LEVEL 2:
Sustainability in business processes refers to the integration of environmentally friendly, socially responsible, and economically sustainable practices into all aspects of an organization's operations. The aim is to integrate sustainability as a fundamental value and guiding principle into the entire process chain of a business.

LEVEL 3:
Sustainability as a business model refers to the integration of sustainability principles and values directly into the core of the business's operations. It goes beyond the mere implementation of sustainable practices and views sustainability as a strategic approach to achieving long-term economic success. The main business remains the same. The preliminary stages are optimized under sustainability aspects. New business areas emerge.

LEVEL 4:
AMANN is already a beacon for other companies. Our current sustainability projects are recognized. With clear, sustainable objectives, including their implementation, we will move on from ambassador to pioneer and accelerator for the topic of sustainability on a global scale.

05 DESTINATION - WHERE ARE WE GOING?

Travels within the planetary boundaries

When traveling, one should always have time for side trips, detours, or unplanned visits. This can be worthwhile for an extra spectacular view or fun activity. However, one should not lose one's focus, randomly and thoughtlessly trying out new things. This is not what we want. For the AMANN travel group, this means that the itinerary on our way into the future may include some detours, but our focus must remain on our actual destination. There are boundaries that must not be surpassed.

In connection with sustainability, we speak of "planetary boundaries."

The corresponding concept was developed by the Swedish researcher in the field of resilience, Johan Rockström. He describes the ecological limits of the earth - if these are exceeded, the ecosystem is thrown out of balance and, with it, the basis of life for us all. It will then be no longer possible to return to the normal state..

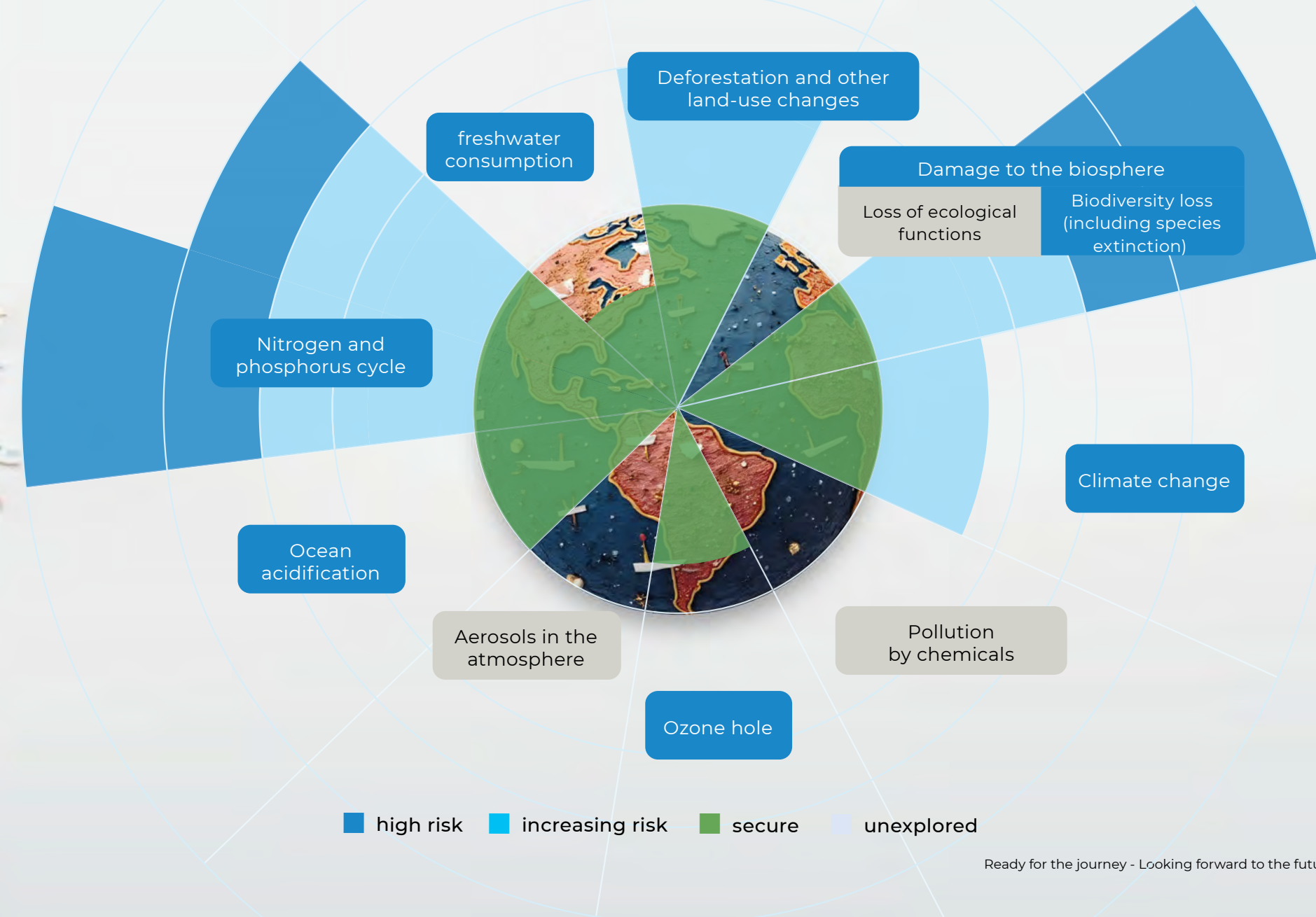
Rockström identified a total of nine interrelated stress limits. We have already reached the stress limits in six out of nine areas, we are close to reaching them in one more area, and we are flying blind in another as valid data is not yet available. Only in one area, the hole in the ozone layer, the danger appears to have been averted.¹

In terms of climate change, we humans have already warmed the atmosphere by 1.2 °C globally and are currently heading towards crossing various irreversible tipping points in the climate system.

The concept of planetary boundaries, therefore, shows the planet's stress limits and helps us to assess our own position. It provides us with a scientifically sound basis for our decisions.

¹ Planetary boundaries: Nine guard rails for the future | Helmholtz Climate Initiative, accessed on 30-May-2023

Nine guidelines for the journey into the future



06 TRAVEL FUND - WHAT WE CAN AFFORD

Ecology, economy and social issues in balance

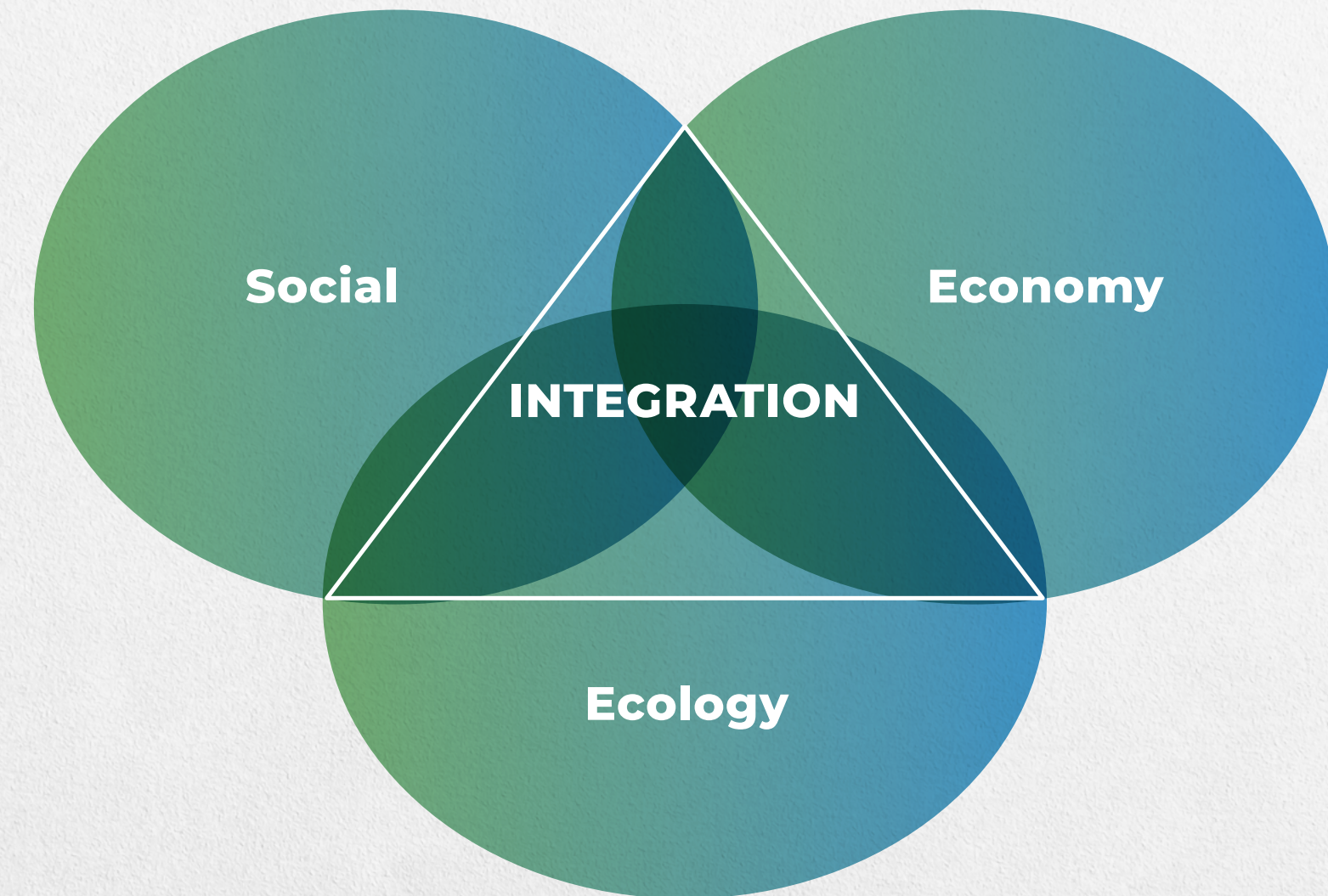
The budget is one of the most important cornerstones in the planning of a trip. No matter where you're going, you will need money for the journey. The budget determines many factors such as the duration, the countries traveled, the means of transport used, and much more. After the travel plans are finalized, the budget that will be needed for them can be reviewed. Or the budget can be fixed, and the itinerary must be aligned with it. One thing is clear in any case: Trip and budget must match.

For the AMANN journey, this means: Without **economic success**, we cannot afford sustainability. To continue economic success is, therefore, the prerequisite for all our considerations. But how can we find the right balance? That is key in this regard.

This leeway is created when the navigation system (see page 18) is supplemented by the economic target path. This brings together the three dimensions of **ecology, economy, and social responsibility**. In the relevant literature, this approach is referred to as the triple bottom line*. All areas are equally important, and their balance is the target.

At the beginning of the AMANN journey, equivalence - ecological, social, economic - will be difficult to achieve. Hence our suggestion: In the beginning, our focus will be on ecological business. So, we are not yet moving in 3 dimensions. To start with, we will operate on one level (see illustration on page 16) - while keeping an eye on the social axis and considering it where possible. The most effective way to achieve this is to develop eco-social business models that make our economic growth more profitable. **The SDG wedding cake will show us the way and inspire us.**

⚠ The triple bottom line will play an important role later on. However, we will implement it for ourselves in the wedding cake.





Conflicting goals are allowed

We are convinced that economic growth and sustainability must not be viewed separately. In the future, doing business successfully means operating safely - in ecological, economic, and social terms. Holistic sustainability strengthens the competitive advantage and increases a company's value in the long term.

Nevertheless, conflicting goals can arise when interests collide. In such cases, decisions and compromises are necessary to create added value and avoid risks. The key question here is: 'Can I live with the outcome without reservations?'

Here is an example to illustrate this:

Conflicting goals could arise if production is to be made more efficient, but this would cause higher CO2 emissions..

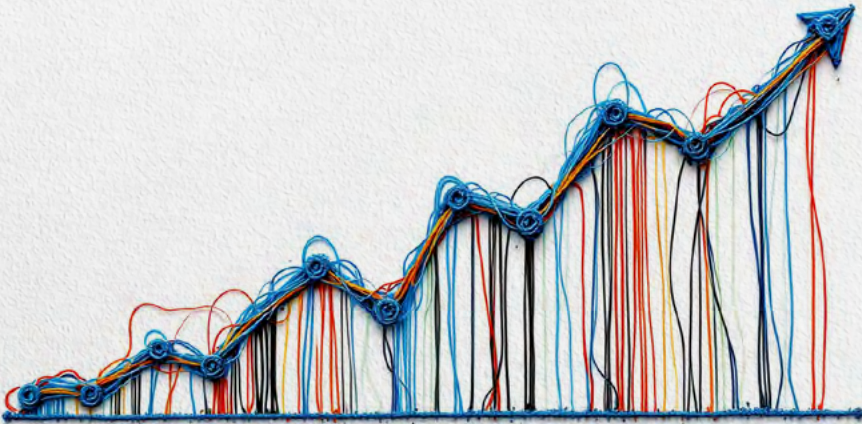
In this case, AMANN could look for a solution that considers both - e.g., investments in energy-efficient machines that both cut costs and reduce emissions in the long term.

The following guidelines can provide orientation for the triad of social, ecological, and economic aspects:

- **Ecology: Planetary boundaries indicate which environmental impacts must be avoided in order to protect the planet.**
- **Social: The SDGs set global standards for social responsibility and equal opportunities.**
- **Economy: The income statement reflects economic stability and profitability.**

To evaluate projects, it is important to take external costs into account in order to prevent market failures and increase overall economic performance. Internalization* ensures that those responsible pay for the damage caused. This promotes sustainable action and integrates social and ecological aspects in economic decisions.

*Internalization means that costs or impacts that were initially borne by third parties or society (e.g., environmental damage) are included in the calculations of companies or organizations. This integrates external effects into the price or decision-making processes. One example is CO2 pricing, which directly takes into account the environmental costs of emissions.



⚠️ *Now, at the beginning of 2025, we have seen plenty of solutions -with new materials or the combination of disruptive processes on the ecological playing field - on how economic growth can be achieved with positive limits.*



'We are convinced that economic growth and sustainability must not be viewed separately. In the future, doing business successfully means operating safely - in ecological, economic, and social terms.'

Amann Group



07 TRAVEL WARNING - GO ON A JOURNEY AND COME BACK WITH A BAG FULL OF STORIES

Sustainability requires honesty

Traveling always involves risks. Travel and safety information and travel warnings draw attention to the most frequent and most serious risks. It is important to be aware of these and to avoid them through safety-conscious and appropriate behavior.

The journey to a sustainable future also involves risks. This mainly affects businesses that fail to implement sustainability measures seriously and credibly. In that case, a loss of reputation is often not far away.

THE FOLLOWING INSTRUCTIONS SHOULD, THEREFORE, BE OBSERVED:

- ▶ **Beware of greenwashing - just don't:** Greenwashing refers to attempts to create a "green" image through marketing without implementing systematic sustainability in the business. Staying with the travel theme: the wrong way - and not only because of the damage to the company's image if it is discovered.

⚠ *Later, we will add "Recognize patterns" to this list - this refers to recurring patterns that can be avoided with the relevant knowledge. Creative alternatives must be developed for this.*

- ▶ **Ensure transparency and credibility:** Sustainability requires openness about environmental impacts, supply chains, and social responsibility. A lack of credibility can raise doubts about a company's commitment to sustainability and put at stake the trust of customers and stakeholders.
- ▶ **Customer expectations are changing:** Customers have become increasingly aware of the environment and more focused on sustainability. They expect businesses to assume responsibility with regard to environmental and social issues. If a business does not meet consumer expectations and does not take sufficient sustainability measures, this can lead to a loss of image and negatively affect consumer interest.

When it comes to sustainability, authenticity, transparency, and open communication, both internally and externally, are essential. We, the AMANN Group tour guides, know about this. Please take us at our word.

08 WE ARE READY TO GO! Sustainability - joy in the future

The starting signal for our new, joint and challenging journey is: "Ready to travel". We want to be the pioneers for responsible and future-oriented operations.

The Global Sustainability & Innovation (GSI) team hopes you found this brochure interesting. A trip is much more exciting if one is well-prepared and has read a little bit about it beforehand.

In any case, we are looking forward to our journey with you, to new experiences, and, of course, to shared victories and successes. We are critical future optimists and are convinced that the future is a new creative space for **AMANN** and, at the same time, a great opportunity.

Sustainable management in the spirit of the times and earning money with it is an integral part of our corporate culture and the central element of our vision for the future. Being ready for the journey is only the beginning. We are well prepared now and can embark on the journey. We will continue to report on results, decisions, and background information.

We want to continue to create transparency in the future so that you understand the way we chose and become an important part of this development yourself. Let's make this journey a success together!

LET'S GO!

⚠ *If you have any comments, remarks, or questions, we are always here for you! We welcome any feedback and look forward to hearing from you.*



AND NOW, EVERYONE

This brochure **is for you, dear colleagues!**

It is meant to encourage you to share ideas, think ahead together, and break new ground—beyond checklists and tools. Together, we can achieve great things.

We look forward to your feedback, your suggestions, and to engaging in dialogue with you. Let's start the conversation—because good planning thrives on collaboration.

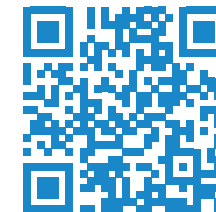
Sustainability on the Move. It's you and me!
Your GSI team

#SustainabilityOnTheMove #AMANNInside #Together



LEARN MORE - STAYING UP TO DATE

Staying up to date



Stay informed and constantly up to date during your trip. Find out more on the **AMANN intranet** under "GSI" or join our AMANN LinkedIn group.

WE LOOK FORWARD TO SEEING YOU!

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