Accelerate Digital Energy Transition

For Climate Action and Sustainability

techem

Techem Sustainability Report 2024

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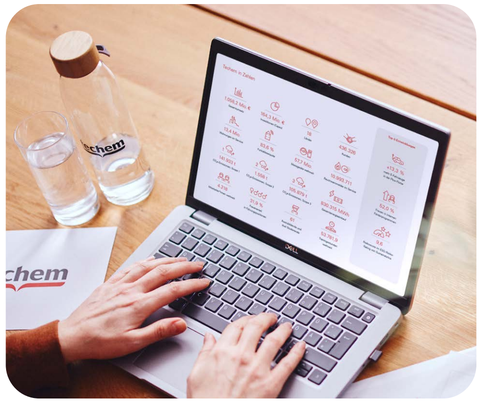

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Foreword

Dear readers,
The impacts of climate change are being felt around the globe. Extreme weather events, rising temperatures and the continued depletion of resources are telling us something very clearly: The time to act is now.

There is a worldwide shift towards focusing on decarbonizing all sectors – and the buildings sector is a key part of this. It accounts for around a third of global CO_2 emissions, which represents immense responsibility but also its enormous potential to help solve the climate crisis. Meanwhile it must not be forgotten that property owners and tenants need planning certainty, and energy-related action must remain affordable. The energy transition is and will continue to be a major societal responsibility and undertaking.

It is a task that we at Techem have dedicated ourselves to. We have done so because we feel certain that, in an era of growing ecological, economic and social challenges, achieving sustainable change is only possible through the interaction of innovation, partnerships and determined action. The task we have taken on is to actively advance change in the building sector.

We are doing this by means of innovative solutions based on digitalization, data analysis and artificial intelligence, which we are using to put in place the prerequisites for achieving energy savings, as well as greater efficiency and transparency. And with these actions we are laying the foundation for a more sustainable, but also affordable, future.

The energy transition will not be possible without wide-reaching technical and digital innovations. For us, our Techem One Digital Platform is a key component to getting us there. This centralized digital platform will be gradually expanded to offer not only individual products but also a comprehensive portfolio of solutions – for landlords, tenants and, in future, other target groups in the market. But succeeding in this transformation requires changes to be made. And it demands bold action to make things different and, crucially, better.

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Our One Digital Platform represents a new way of thinking about energy and buildings management – and doing so from a customer perspective. We are creating a central infrastructure that brings together data, active stakeholders and digital applications. What does that mean in concrete terms? It means that we analyze energy data, identify savings potentials, and develop sustainable solutions that benefit millions of people. It also means that we take on responsibility as a company – for our customers, for the environment and for society.

Europe is taking a pioneering position in the global sustainability movement. With regulatory developments such as the Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS), it has set new standards for transparency and responsibility. I explicitly welcome these standards because, as well as offering clarity and obligatory commitment, they also create a shared foundation on which we can make progress measurable. Techem is making intensive preparations to meet these changes, and making use of them as an opportunity to align our own sustainability strategies to be even more consistent and targeted.

But we understand sustainability to be far more than compliance with specifications. It is the footing for our business strategy, and what drives us to continually improve. We have set ourselves the goal of achieving climate neutrality in our entire value chain by 2045. Reaching this ambitious goal demands technical innovations but also a new way of thinking – within the company as well as industry-wide.

A central aspect of our work is promoting an open data economy. Transparency and traceability are essential for effectively reducing emissions and advancing decarbonization in the buildings sector. Our solutions are designed to support owners and tenants but also to expand the political and social conversation with resilient data and well-founded analysis. Our vision is to make the building stock more climate-friendly, less resource-intensive, and at the same time more economically efficient; not just in Germany but also internationally.

> “With our One Digital Platform, we are taking on a leading role in the sustainable transformation of the real estate sector. This simultaneously benefits owners, tenants and our environment.”

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> “Data create transparency – and transparency is the key to reducing CO_2 emissions and decarbonizing the building stock.”

We made important progress on this in 2024. We further expanded our technologies and services to meet the changing requirements of our customers and the market. At the same time, we sharpened our internal sustainability goals and enacted additional measures to improve our own climate balance. I am particularly proud of the recognition that we received in the form of first-rate ESG ratings. These verify the efficacy of our efforts and encourage us to keep going on this path. With an ESG risk rating of 9.6 we have again been ranked within the best of five available categories, and internationally continue to be within the best 3% of more than 16,000 companies from various industries.

The secret to this success is the people at Techem. Only with their commitment, creativity and power of persuasion will it be possible to realize our vision of a more sustainable future. I am very grateful to them.

I would also like to thank our business partners, customers and investors, who travel this path alongside us. Together we can make the challenges of the energy transition into opportunities, and create real, sustainable added value.

This report sets out how Techem is taking on global and regional challenges and outlines the specific steps we are implementing to fulfill our responsibility to the environment and society. Let us continue to boldly move forward and reshape the buildings sector – making it environmentally friendly, resource-efficient and above all, digital.

I hope this is an inspiring read for you.

Yours,
Matthias Hartmann
CEO, Techem GmbH

Strategy and organization

An holistic sustainability strategy needs to span all levels – from the strategic role of the leadership bodies through the creation of incentive schemes connected to sustainability-related goals, to robust risk management. With this approach we can ensure that sustainability matters are an integral part of our decisions and reporting.

→ Overview of Techem

→ Material topics

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Overview of Techem

Techem is a trailblazer in the energy transition, with more than seven decades of experience and innovative strength. As a leading energy services provider and reliable partner, we support the real estate industry in actively addressing the challenges of decarbonization.

General basis for preparation of the sustainability report

The following Techem GmbH sustainability report has been developed in compliance with the standards of the Global Reporting Initiative (GRI) as well as in anticipation of the European Sustainability Reporting Standards (ESRS). Techem additionally follows the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD) and, in doing so has included an examination of climate-related risks and opportunities.

Techem publishes its Sustainability Report annually and on a voluntary basis. The reporting period for all qualitative statements and quantitative key figures is aligned with the financial reporting period of October 1, 2023 to September 30, 2024 (hereinafter: the 2024 financial year). The editorial deadline for this report was in January 2025. The report was published on February 26, 2025.

The external limited assurance audit of a broad set of key figures is an important further step toward the professionalization of our reporting. Audited key figures are marked with a ☑ in the report. The ☑ always relates to the entire table or the respectively marked paragraphs. You can find the auditor's report here ↙.

Relevant specialist departments were involved in the preparation of the report. Techem's Management Board – in consultation with selected members of the Advisory Board – has reviewed and approved the report to the best of its knowledge.

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The ultimate parent company of Techem Group is Techem Verwaltungsgesellschaft 671 mbH. This Sustainability Report is published by Techem GmbH on behalf of Techem Group. The main business units in Germany are Techem Energy Services GmbH, Techem Solutions GmbH and Techem X GmbH. The consolidation scope is the same as that on which the annual financial statement is based. The sustainability data and key figures generally refer to all German and international business units of Techem Group.[1] Where an individual assertion within the sustainability statement applies only for a portion of the consolidation scope, this is indicated. All companies in Techem Group are listed in the appendix (see page 105 ↙).

We also transparently highlight instances of individual key figures which are based on estimates, and explain the methodical approach applied. We fundamentally endeavor to provide full and complete information in order to enable a transparent insight into sustainability-related topics at Techem. We may deviate from this principle in individual instances, where this is necessary to avoid potential inferences from personal, confidential data. Relevant values are marked with corresponding footnotes.

The reporting relates to the company's own business activity, but also the upstream and downstream value chain. This has been considered in the context of the materiality analysis (see page 21 ↙).

The extent to which sustainability information also relates to the value chain, or to individual components of the value chain, is clarified in the individual chapters. We have revised our targets program on the basis of the materiality analysis. We describe the sustainability-related targets that arise from our material impacts, risks and opportunities ("IROs") at the relevant points in the report.

To fulfill future reporting requirements arising from the EU taxonomy, there has been an impact analysis for Techem Group carried out by the Finance department, which reports to the CFO Dr.-Ing. Carsten Sürig. This involved analyzing the taxonomy eligibility of all Techem products and services, in collaboration with different departments and with reference to the activity descriptions of business activities. As a subsequent step, the identified activities were subjected to a conformity analysis.

Disclosures in relation to specific circumstances

Preparation for reporting in accordance with the ESRS, as well as the materiality analysis performed in this context (see page 21 ↙), means that some of the report content that has previously been reported in detail is only provided in reduced form here. The material topics are initially aligned with the topics in the ESRS.

We use the time horizons defined in the ESRS, whereby "short-term" corresponds to zero to one year; "medium-term" corresponds to one to five years; and "long-term" corresponds to more than five years. Estimates relating to the value chain, as well as the sources of estimates and uncertain results are reported in the appropriate individual cases together with the information to which they relate.

Strategy, business model and value chain

Techem was founded in 1952 by Friedrich Ott. It was among the companies which initiated a move towards heating costs being fairly allocated according to usage, which it did by recording the heat consumption of individual homes – and achieved energy savings in the process. Over the course of 70 years, the company has evolved from simply installing analog evaporator tubes on radiators and reading off the values to operating as a broad-based, internationally positioned provider of digital energy services and other services for healthy and livable properties.

From a metering service provider to a digital service provider

At Techem, decades of experience in the recording and processing of energy-related data exists together with comprehensive expertise in the requirements and processes of energy systems in real estate. This combination results in outstanding proficiency in generation, supply, billing and even optimization

1 With the exception of quantitative key figures from the 2022 year, which have been included as key figures, the 2024 Sustainability Report does not contain any data or statements relating to Techem Energy Services LLC, Dubai, United Arab Emirates. This business was classified as "held for sale" at the close of the 2023 financial year and it was sold shortly afterwards. As such, at the time of publication of the Sustainability Report for the 2024 financial year, it was no longer part of Techem Group and only included in the key figures for the 2022 financial year.

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of energy flows. In addition, Techem has developed innovative services in the areas of drinking water quality and smoke detection, based on in-depth analysis of customer and tenant needs. And so what started out as a meter-reading company has become a digital service provider for smart and sustainable buildings. A significant building block of this transformation is the One Digital Platform, a centralized infrastructure which brings together data, stakeholders and digital applications. Techem uses this not only to create transparency regarding energy data but also to identify energy-saving potential and develop solutions that support both landlords and tenants – with other target groups set to also be addressed in future.

Today, Techem is setting the course for a successful energy transition – and with its digital technologies, actively advancing the changeover from fossil fuels to renewable energy sources.

Radio technology as the key

Techem's wide-ranging product solutions are all based on an interoperable digital radio infrastructure that has been developed over decades. The recording devices and sensors networked in this way, along with the wealth of energy and process data they deliver, provide a basis for optimizing and automating workflows in properties. Data privacy and data security are the top priority here.

Overview of business activities

Techem Group has various locations and companies in Germany and abroad. Its business activities are divided into two segments. Services around submetering, i.e. the allocation of heat consumption and costs to individual residential units in apartment buildings with a central heat supply (e.g. via central heating) are provided by the Energy Services segment. To differentiate between national and international business, this report makes an additional distinction between Energy Services Germany (ESG) and Energy Services International (ESI).

The Energy Efficiency Solutions (EES) segment offers energy contracting and energy consulting. Among other services this includes planning, financing, construction and operation of heat-generating plants.

Submetering

The business activity that generates the most revenue for Techem is submetering, i.e. consumption-based billing of heating costs. New digital processes make meter-reading and billing not only faster, but also less error-prone and more convenient for the customer, which significantly increases customer satisfaction.

Networked devices for consumption metering and control, along with sensors, enable energy savings of between 10% and 15% in district heating plants and heating installations (BaltBest Study 2021[2]). The regular recording, analysis and visualization of consumption data paired with digital and networked radiator controls empowers tenants to better manage their energy footprint. With around 68 million devices (2023: 66 million) worldwide for recording heat, water, cooling and electricity data, as well as smoke alarms, Techem is creating a digital infrastructure for sustainable buildings.

The expanding digitalization of submetering and the infrastructure necessary for it (fixed networks) create a basis for further services focused on process efficiency, energy efficiency, CO_2e[3] reduction and residential health in properties. With the One Digital Platform, Techem is creating centralized underlying infrastructure for linking these services together and developing them further. Doing so makes it possible to seamlessly integrate data and digital applications, identify energy-saving potential, and provide sustainable solutions for landlords, tenants and other target groups.

Energy contracting and energy consulting

Techem offers professional heat supply for apartment buildings and commercial properties. We advise and support property owners and managers in the evaluation of procedural, technical and structural

2 A detailed explanation of the study and Techem's contribution to it can be found in the Sustainability Report 2022 ↗.
3 Emissions are reported in CO_2 equivalents (CO_2e).

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optimization measures targeting a clear goal: CO_2e-optimized and efficient technical operation of buildings.

This increasingly means delivering energy generation at building or district level by means of future-fit technologies such as heat pumps powered by green electricity. In this way, Techem is working jointly with property owners to drive the transition away from fossil fuels to renewable energy sources. Thanks to the comprehensive data overview facilitated by Techem, it is also possible to integrate photovoltaic and solar thermal systems into the district supply across multiple buildings. Such interlinking of the heat and electricity sectors is further extended by connecting building operation with mobility. In this area Techem offers e-charging solutions, which will in future also be powered by district-generated green electricity. Since early 2021, Techem has additionally joined the smart metering business as a competitive metering point operator, offering smart metering systems for the collection of bundled consumption data for submetering, electricity and gas in the real estate industry (see page 40 ↙). It is also possible to easily integrate tenant electricity models into this base (see page 41 ↙).

Billing Direct

With “Billing Direct”, Techem has introduced an innovative digital service for the billing of heating costs. This service enables 100% digital billing of heating costs in real time, for both business and private customers. In contrast to traditional commissioning methods, customers have the option of selecting the billing period themselves, reviewing the results online, and accessing the final bill immediately. In addition, customers have continual transparency of their consumption by means of intra-year consumption information; this promotes awareness of energy consumption and therefore helps optimize heating behavior. This contributes to reduced energy costs and CO_2e emissions.

Also in the 2024 financial year, we introduced the newly refined “Next Generation” Techem billing, which significantly simplifies the process of creating bills for heating and operating costs. Landlords are digitally guided through the entire process step by step. Based on customer feedback, the user interface has been fundamentally revised and designed to be more intuitive, thereby minimizing errors and avoid time-consuming corrections. The new functions offer landlords a high degree of security and control, which in turn saves time and effort for all participants and significantly simplifies the billing process.

By simplifying the billing of heating costs, we hope to contribute to more landlords billing their tenants for heating and hot water costs with a consumption-based approach. Doing so promotes sustainability by creating transparency and encouraging tenants to take note of their energy consumption as well as identify savings potentials. Consumption-based billing results not only in approximately 20% lower energy consumption, but also a reduction in CO_2e emissions, which benefits climate change mitigation. In addition, tenants are more prepared to invest in energy-efficient measures if they can see the savings achieved. Overall, simplified billing contributes to increasing awareness of sustainable action and supporting the use of alternative energies.

Strengthening residential health and safety

Techem is already offering solutions in the area of residential health. These offer greater legal security and efficient building operation, with a variety of benefits for both landlords and tenants: Smoke alarms with regular, radio-enabled functional checks and legionella testing fulfill statutory requirements and provide increased protection against fires as well as bacteria in drinking water. Drinking water technology services help ensure that water quality and pipe systems are preserved. In the 2024 financial year we also expanded our services and released the Multisensor Plus. This multifunctional smoke alarm further increases safety and quality of living via functions such as smoke, heat and CO detection as well as ventilation recommendations in properties (see page 89 ↙).

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Our services

Devices and systems

1. Photovoltaic systems
2. Radio-enabled smoke alarms
3. Radio cold and hot water meters
4. Smart Reader
5. Radio heating cost allocators
6. Outdoor temperature sensors
7. Electric charging stations
8. Radio heating and cooling meters
9. Combined heat and power units
10. Heat pumps
11. Home electricity meters
12. Smart Gateway
13. Home water meters
14. Gas meters
15. Gas condensing boilers
16. Temperature sensors
17. Smart Reader Plus

Services

- Digital Boiler Room
- E-mobility
- Energy certificate
- Holistic energy supply concepts and solutions (contracting)
- Annual consumption information
- Legionella testing
- Smoke alarm service
- Smart metering
- Intra-year EED consumption information
- Consumption recording and billing

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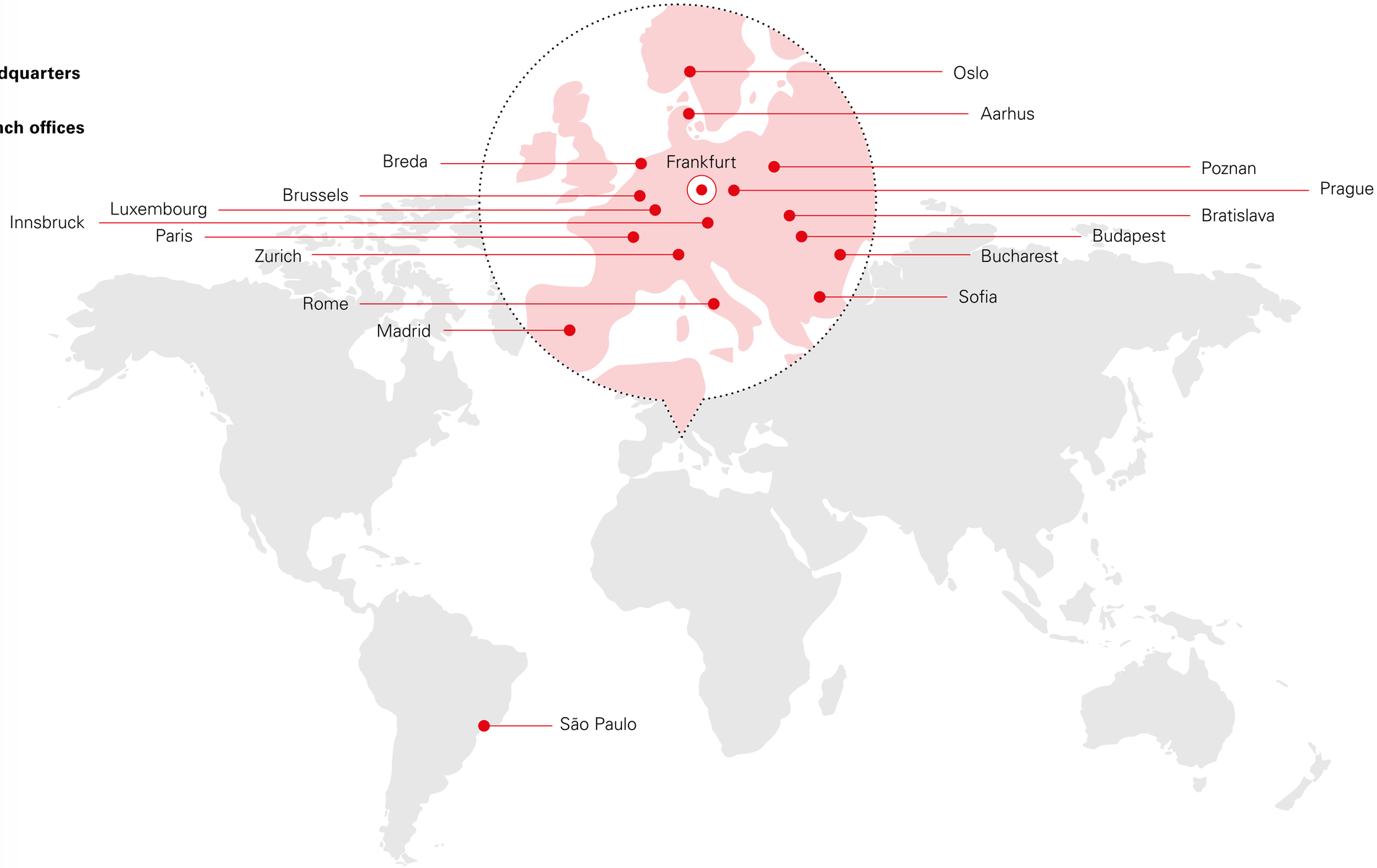
Headquarters

Branch offices



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Offering services throughout Europe

Techem currently has 4,218 employees (2023: 4,214) and is active in 18 countries. We provide services to more than 13 million (2023: 13 million) homes across Europe and in Brazil.

Our customers

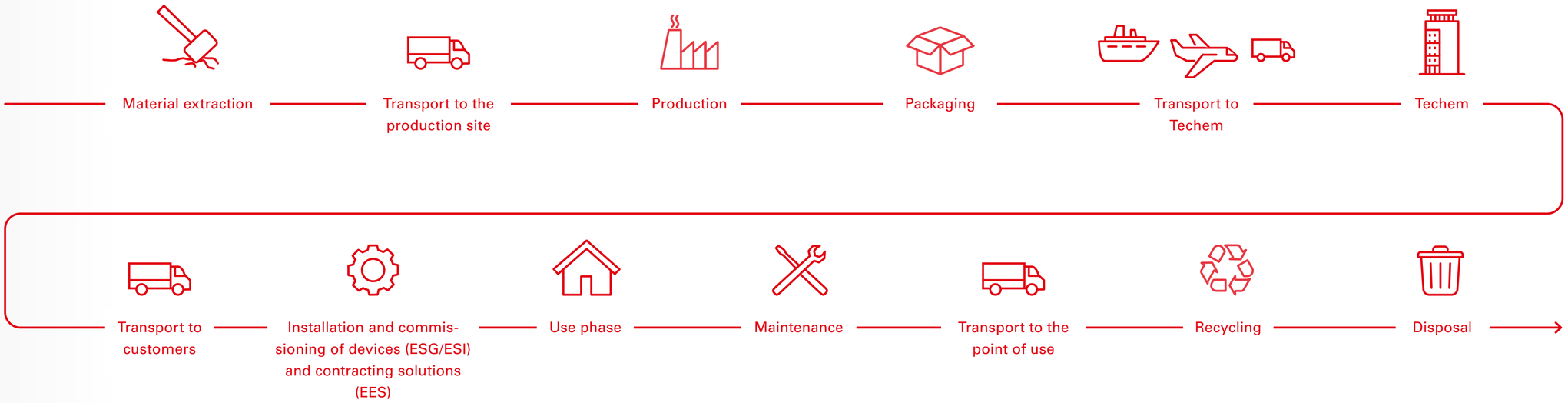
Techem's direct customers are companies in the real estate sector, homeowners, homeowners' associations, property managers and cooperatives, as well as operators of commercial properties such as hotels, office buildings or shopping centers, and developers of urban residential and commercial districts.

Our value chain

As Techem works in different business fields, there are two separate value chains for us as an energy services provider and metering point operator: One for the ESG/ESI (submetering) segment, and one for the EES (contracting) segment. Both value chains consist of upstream, the company's own, and downstream activities which arise from the respective business areas of the relevant segments.

In the ESG/ESI segment, the development and provision of measurement devices forms an important pillar of our business. These devices are developed by Techem itself or with selected partners, as well as being produced and made available by specialized suppliers.

Value chain



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Techem does this through a global supply network, to guarantee a continuous supply. Within our own business activities we ensure installation and commissioning of devices with customers as well as data capture, transfer and analysis. As a result of transparent billing, customers and tenants can benefit from easy-to-follow consumption and potential to make direct savings.

In the EES segment, Techem specializes in the manufacture and operation of contracting systems. Collaboration with manufacturers and suppliers is of great importance here, particularly in terms of materials sourcing as well as production and development in respect of the required technologies. In the context of our own business activities, core tasks encompass project development, planning, installation, financing and energy procurement and operation, including maintenance of all systems. As a supplement to this, Techem offers energy consulting and optimization during the usage phase.

In both segments, the downstream value chain is completed by appropriate recycling and disposal processes that ensure a sustainable lifecycle for the devices and systems used.

Our financial key figures

The financial key figures relevant to the management of our company are revenue and EBIT. We consistently invest in the digitalization of the energy transition: During the 2024 financial year, our investments (capex) amounted to around 160 million euros (2023: 160 million). Further financial key figures can be found in the consolidated financial statements in the Federal Gazette.

In this financial year there were no important changes in the serviced markets or our customer groups, and there are no products or services which are prohibited in certain markets.

Financial key figures[1] (in thousands of euros)

	FY 2024	FY 2023	FY 2022
Revenue	1,058,223	1,011,688	899,629
EBIT	272,896	197,383	198,233
Free cashflow	193,754	159,991	90,729
Capex	164,260	162,445	151,144

1 The financial key figures cover the financial year that runs from October 1 to September 30. The data have been audited by the external auditor. The audit certificate for FY 2022 and FY 2023 have been published in the Federal Gazette; the report for FY 2024 is yet to be published.

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Techem in figures

€ 1,058.2 million
total revenue

€ 164.3 million
in investments (Capex)

18
countries

436,326
customers

13.4 million
homes under service

83.6%
remote radio reading rate

57.7 million
meters worldwide

10,993,711
smoke alarms under service

141,933 t
CO_2e emissions, scope 1

1,558 t
CO_2e emissions, scope 2

105,879 t
CO_2e emissions, scope 3

830,315 MWh
total energy purchased

4,218
employees worldwide

31.9%
women in management positions

61
apprentices and students on work/study programs in Germany

53,781.9
training hours worldwide

Top 3 developments

+13.3%
more electric vehicles in the car fleet

52.0%
women in internal development programs

9.6
risk score in the ESG risk rating by Sustainalytics

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Our strategic sustainability targets

We have revised our targets program on the basis our new materiality analysis. The majority of the targets already correspond with the ESRS requirements for target formulation and are measurable, time-bound and outcome-oriented. The targets incorporate environmental, social and governance dimensions and relate either to the entire Techem Group or to the EES (contracting) and ESG/ESI (submetering) segments. Most emissions are created in the EES segment; accordingly this is where the most impactful levers for CO_2e reduction are located, and so this segment is particularly relevant for our sustainability strategy.

From a strategic perspective, a crucial concern for Techem is the continual further development of technological solutions which both reduce energy consumption and promote transparency in billing and usage. At the same time, digitalization, partnerships and compliance with regulatory specifications should be used to drive forward sustainable innovations. In the face of challenges such as increasing requirements for technology, reporting and market development, Techem responds with targeted projects and investment. This enables us to proactively implement sustainability targets, meet stakeholders' rising expectations, and enable them to have a transparent insight into our ambitions and progress. Moreover, it is essential for us to financially and operationally anchor sustainability targets in our business in such a way that they are objectively and quantitatively verifiable. As such we ensure that we are always able to react in a justified and comprehensible way to any suspicion of greenwashing, and proactively counter it. Specific measures relating to this are being developed for ongoing business but also in dedicated projects as part of the CFO-led ***ENERGIZE-T*** program, which has assigned KPIs and is tracked throughout the year using a "two pairs of eyes" principle.

This illustrates that we understand sustainability not only as a regulatory requirement, but more importantly as a significant driver of growth in our expanding core business, for safeguarding the energy transition in the buildings sector.

Alongside targets in the environmental, social and governance dimensions, we have also developed higher-level targets that support our business strategy. Among others, these include undergoing an annual group-wide sustainability rating process. A rating gives us the chance make our sustainability progress measurable, identify potential for improvement, and transparently set out our responsibility to customers, partners and society. It also supports us in strategically further developing our commitment to sustainability and being successful in the long term.

The clear responsibilities and the integration of sustainability throughout the company are paying off. In August 2024, Techem received an ESG Risk Rating of 9.6 from Morningstar Sustainalytics[4] – a leading provider of ESG research, ratings, and data – and was, for the second consecutive time, rated as having "Negligible Risk" concerning significant financial impacts from ESG factors. With this excellent result, Techem is in the best possible category, placing it among the top 3% of over 16,000 companies evaluated by Morningstar Sustainalytics across various industries worldwide. Within the "Business Support Services" sub-industry, Techem ranked 6th out of more than 186 companies, and within the "Commercial Services" industry, it placed 50th out of more than 475 companies globally.[5]

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Strategic action areas

Environmental

Material topics
- Climate change mitigation
- Energy
- Resource inflows, including resource use
- Resource outflows related to products and services
- Waste

We protect the climate through the use of low-CO_2e technologies in our own operations and in contracting, and we operate in a resource-efficient manner by taking into account circular principles.

Strategic focus targets

Climate neutrality as per the SBTi by 2045

Group-wide
75%
green electricity by the end of 2030

Group-wide
10%
recycled input materials by the end of 2028

Social

Material topics
- Working conditions
- Equal treatment and opportunities for all
- Equal treatment and opportunities for all (value chain)
- Information-related impacts for consumers and/or end-users
- Personal safety of consumers and/or end-users

Our targeted measures for further training, diversity and occupational safety make the Techem team stronger. We also address the interests of our customers and end consumers, as well as those of workers in the supply chain, through constructive dialog and taking into account due diligence.

Strategic focus targets

No critical customer data breaches – annually

40 learning hours
per employee by the end of 2025 in Germany

Group-wide
35%
women in management positions by the end of 2025

Churn rate of under 5% by the end of 2025

Governance

Material topics
- Corporate culture
- Corruption and bribery
- Protection of whistleblowers
- Management of relationships with suppliers, including payment practices
- Political engagement and lobbying activities

We employ a values-oriented business policy to avoid breaches of our business ethics and to support climate change policy efforts. Additionally, we implement high ethical standards in our supply chain by encouraging ethical practices and regular sustainability audits.

Strategic focus targets

No cases of corruption – annually

100%
of employees trained on the subject of compliance – annually

4
sustainability audits of Tier 1 and 2 suppliers in countries with moderate or high sustainability-related risks by the end of 2025

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Interests and views of stakeholders

We make it a priority to maintain continuous dialog with internal and external stakeholders. With this in mind we regularly engage with different stakeholder groups. These predominantly include customers, tenants, suppliers, non-government organizations, associations, business partners and investors. As well as entering into direct discussion, we also conduct market research to identify trends and opinions, and in this way gain a better understanding of stakeholder needs. We have also considered various stakeholder groups in our materiality analysis (see page 21).

Because our most important stakeholders have a range of interests and needs, we deploy diverse formats so that both the purpose and type of involvement can be optimally designed. Continual and close engagement with stakeholders is a central component of our business management. This continued to contribute to the future-oriented and sustainable development of our strategy and business model in 2024. One important outcome from this engagement has been the consistent refinement of our One Digital Platform, which means we have been able to address our customers' and partners' requirements even more successfully and tangibly contribute to increased sustainability in the buildings sector.

Looking to the future, we expect that the interests of our investors in particular will continue to be of key relevance in further sharpening our strategic alignment and addressing the requirements of sustainable business operations in a targeted way.

Inclusion of and engagement with stakeholders

Stakeholder	Type of influence	Form of inclusion	Target of inclusion
Supervisory and regulatory authorities	external, direct	› Dialog with holders of political office › Answering queries	› Fulfilling reporting obligations › Fulfilling regulatory requirements through metering services › Strengthening our position as a partner and pioneer
customers	external, direct	› Customer service and engagement	› Supporting customers in increasing their energy efficiency › Provision of detailed data › Strengthening customer loyalty
Employees	internal, direct	› Networks (Gen Z, Diversi-T) › Representing vulnerable groups (severe disability representative) › Works Council › Development discussions › Trainings	› Embedding sustainability in our own workforce › Inclusion of employees in projects, initiatives and campaigns › Promoting a development-oriented work environment

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Stakeholder	Type of influence	Form of inclusion	Target of inclusion
Existing and potential investors	external, direct	› Answering investor queries › Delivery of sustainability-related data in accordance with the applicable standards › Sustainability ratings	› Increasing attractiveness for investors › Leading by example
Banks and lenders	external, direct	› Regular reporting	› Transparency and reinforcing trust
Suppliers and workers in the value chain	external, direct	› Inclusion of sustainability criteria in supplier selection › Queries relating to the Supplier Due Diligence Act (LkSG) › Quality audits at selected supplier sites › Regular visits to production locations and on-site engagement	› Ensuring due diligence in the supply chain › Ensuring compliance with the Supplier Code of Conduct
Associations	external, indirect	› Participation in workshops and interaction at association events › Active participation in work groups	› Supporting decarbonization of the real estate sector › Playing a part in shaping the energy transition
Business and research partner	external, direct	› Joint research and dialog › Development of projects for increasing energy efficiency	› Development of new products › Strengthening energy efficiency research
Insurance companies	external, indirect	› Regular reporting	› Transparency and reinforcing trust
Media and press	external, indirect	› Inclusion in communications › Press releases	› Public business perception
Social partners and non-governmental organizations	external, indirect	› Collaboration on social topics (e.g. with Water is Right)	› Social engagement

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The general interests and rights of our own workforce are represented by the Works Council. With respect to sustainability considerations, the Sustainability Council is responsible for discussing sustainability matters, monitoring development, and communicating progress in the company. The Sustainability Council is composed of the Sustainability Stewards, i.e. the department heads and experts relevant to the achievement of sustainability-related objectives (see page 28). Supported by a comprehensive survey on the subject of sustainability, in the 2024 financial year Techem Germany involved employees in implementing sustainability-related topics and development potentials (see page 79).

In the 2024 financial year we further expanded our engagement with relevant stakeholders on the subject of sustainability. A key aspect of this was the "Sustainability Unlocked" round table which we ourselves organized in the context of the "Handelsblatt Summer Camp" in August 2024. The resulting discussion with experts from the energy and real estate industries clearly demonstrated that close collaboration is crucial for overcoming the challenges of the energy transition.

The active involvement of attendees introduced different perspectives and brought new momentum to the conversation. We consider this exchange of knowledge and ideas to be an important component of setting our sustainability targets and further strengthening our role as a driver of sustainable solutions within the industry.

As well as the established dialog formats, we have also specifically included our stakeholders in the double materiality analysis, i.e. the determination and assessment of which impacts, risks and opportunities are material for Techem, in the 2024 financial year.

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To meet our responsibility to society and the environment, it is essential that we focus our commitment on what is most important. Our materiality analysis, which we performed in the 2024 financial year based on new regulatory developments, serves to guide us in this.

Description of the process to identify and assess material impacts, risks and opportunities

To meet our responsibility to society and the environment, we focus our commitment on what is most important. Here we are guided by the results of our double materiality analysis, which we conducted by analyzing and assessing our material impacts, risks and opportunities with respect sustainability considerations in the 2024 financial year. The double materiality analysis was performed in accordance with the specifications of the CSRD. We therefore comply both with the current GRI standards and the regulations of the new ESRS as the reporting standard.

Responsibility for the double materiality analysis is with Sustainability Management. The analysis was based on the results from the materiality analysis performed in 2023. Stakeholders and experts were additionally surveyed and included in various process steps. As well as our own business activities, external influences from the value chain were also part of the framework under consideration. In the double materiality analysis, both Techem's impacts on people and environment (impact materiality) and the financial opportunities and risks that arise for Techem (financial materiality) were considered. The analysis was performed in two separate steps.

Impact materiality

Based on the materiality analysis performed in 2023, as well as a list of topics derived from the ESRS, information about possible impacts on people and the environment was brought together in several steps. To achieve this, various internal analyses were initially used as data sources (e.g. including a hot-spot analysis and a Supply Chain Due Diligence Act risk analysis of the company's own business area). To understand the relevance of specific topics from the perspective of customers, research, employees, networks, suppliers, associations, media, social partners and non-government organizations, politics and local authorities, as well as investors, creditors and banks, in 2024 we carried out a stakeholder survey. This enabled us to identify relevant topics and thereby define potential and actual positive and negative impacts along the entire value chain.

The next step was the systematic evaluation of Techem's impacts. This was completed with the help of internal and external expertise and stakeholder feedback, as well as empirical knowledge. Negative impacts were assessed based on their severity and likelihood of occurrence, and positive impacts were assessed based on their magnitude, scope and likelihood of occurrence. These factors were generally equally weighted. However, we downgraded the likelihood of occurrence for potential negative impacts on human rights in order to give more weight to the severity of impacts on affected people.

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The impacts were evaluated by selected specialists and decision-makers, instructed by the Sustainability Management team. The evaluation was based on the gross principle. Measures that had already been implemented or planned were accordingly not taken into account when considering the effect. After the evaluation was completed, a threshold was determined; from this it was possible to identify which impacts are material for Techem.

Financial materiality

Sustainability-related risks and opportunities were analyzed in a downstream step. First, the risks and opportunities that directly relate to the material impacts were recorded. Added to these were potential financial risks and opportunities identified throughout the entire value chain and assessed as having short-, medium- or long-term timeframes, even where these are not directly linked with an impact.

The inclusion of investors, banks and creditors in the stakeholder survey performed at the start of the materiality analysis provided well-founded estimates of the financial dimension of double materiality. Thematic focal points that arise from the sustainability risk rating were also included in the analysis. The risks and opportunities were assessed using the criteria of likelihood of occurrence and financial magnitude. Following the evaluation a further threshold was defined, via which the material opportunities and risks were identified.

Collation and integration

The results of the two process steps were validated by the Management Board. The results of the materiality analysis are reviewed on an annual basis. For the 2025 financial year, there is a plan to update the process for financial materiality by linking opportunities and risks with specific financial values. A complete repeat of the analysis is not currently expected, but may become necessary in the context of the annual review if future developments result in a significant change to the IROs.

Topic-specific particularities in the identification and assessment of impacts, risks and opportunities

In the context of the double materiality analysis, including with respect to the topic-specific particularities, a consideration of the upstream and downstream value chain was performed alongside consideration of our own business activities. To be able to additionally assess the relevance of environment-related topics, impacts, opportunities and risks in an expert and well-founded manner, the Sustainability Management team, Sustainability Stewards and the Techem Research Institute on Sustainability (TRIOS) were involved in various process steps of the double materiality analysis, and specific research and social partners were included as external stakeholders.

Climate change (ESRS E1)

In the course of evaluating the material topics, we reviewed our potential and actual impacts as well as the opportunities and risks with respect to adapting to climate change, climate change mitigation, and energy. To quantify our impacts on climate change, we record the greenhouse gas emissions along our entire value chain (see page 50 ↙). The results of our climate scenario analysis have also been included in the materiality analysis (see page 54 ↙).

Pollution (ESRS E2)

In the context of assessing the material topics, we have reviewed our potential and actual impacts as well as the opportunities and risks with respect to air, water and soil pollution, pollution of living organisms and food resources, microplastics and substances of (very high) concern. This has not been done with respect to individual locations but by considering the entire Techem Group at country level. No material IROs were identified.

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Water and marine resources (ESRS E3)
The potential impacts, opportunities and risks with respect to water and marine resources were reviewed in the context of the double materiality analysis. A non-governmental organization focused on water was included in the stakeholder survey. No material IROs were identified.

Biodiversity and ecosystems (ESRS E4)
Our actual and potential impacts, risks and opportunities with regard to direct impact drivers of biodiversity loss, impacts on the state of species, impacts on the extent and condition of ecosystems, and impacts and dependencies on ecosystem services were also reviewed. Four Techem sites are near biodiversity-sensitive areas. However, as these are only office and warehouse locations, no IROs were identified in relation to biodiversity and ecosystems.

Resource use and circular economy (ESRS E5)
In the context of assessing material topics, we also reviewed our potential and actual impacts as well as opportunities and risks with regard to resource inflows, resource outflows and waste. To enable the best possible classification of the topic and to assess possible IROs, the Supply Chain Management team was involved in the materiality analysis.

Business conduct (ESRS G1)
At Techem, we maintain a values-oriented corporate culture and attach great value to our entrepreneurial responsibility. We have also taken this fundamental position into account when determining our potential and actual impacts, opportunities and risks. On this basis, country-specific information from business-specific risk analyses has been included. Furthermore, experts from the Human Resources (HR), Legal & Claims, Compliance and Supply Chain Management departments were involved in the process.

Material impacts, risks and opportunities and their interaction with strategy and business model

The subchapters in the Environmental, Social and Governance chapters include a list of the IROs that are associated with them. All disclosure requirements concerning Techem's material impacts, risks and opportunities and their interaction with strategy and business model are made in the relevant chapters.

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ENVIRONMENTAL

ESRS E1 Climate change

Climate change mitigation

Energy

ESRS E5 Resource use and circular economy

Resource inflows, including resource use

Resource outflows related to products and services

Waste

SOCIAL

ESRS S1 Own workforce

Working conditions

Equal treatment and opportunities for all

ESRS S2 Workers in the value chain

Equal treatment and opportunities for all

ESRS S4 Consumers and end-users

Information-related impacts for consumers and/or end-users

Personal safety of consumers and/or end-users

GOVERNANCE

ESRS G1 Business conduct

Corporate culture

Corruption and bribery

Political engagement and lobbying activities

Protection of whistleblowers

Management of relationships with suppliers including payment practices

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The role of the administrative, management and supervisory bodies

An effective governance structure is crucial for systematically and effectively managing sustainability topics, and to guaranteeing responsible decision-making in the long term. Techem is managed by Matthias Hartmann (Chief Executive Officer), Dr.-Ing. Carsten Sürig (Chief Financial Officer) and Nicolai Kuß (Chief Sales Officer).

Our owners

Since July 2018 Techem has been owned by a group of investors led by Swiss Partners Group (PG) as the majority shareholder, and Canadian pension funds Caisse de dépôt et placement du Québec (CDPQ) and Ontario Teachers' Pension Plan (OTPP). Techem's owners are organized under the umbrella of Luxembourg Investment Company 261 S.à r.l. (LIC 261), the holding company which owns all Techem companies.[6]

Our Advisory Board

The owners of Techem have established the Advisory Board at the level of the parent company LIC 261. It is the highest supervisory body[7] of Techem Group. The Advisory Board supports LIC 261's management in its decision-making and reviews and decides on business transactions by Techem companies which require approval. The Advisory Board consists of nine members, who provide advice either as independent members with specific expertise on energy, digitalization or sustainability topics, as well as strategic topics

Advisory Board by age and gender GRI 405-1

	FY 2024	FY 2023	FY 2022
Distribution by gender			
› of which female	11.1%	11.1%	11.1%
› of which male	88.9%	88.9%	88.9%
› of which non-binary	0%	0%	0%
Age structure			
› under 30 years old	0%	0%	0%
› between 30 and 50 years old	44.4%	55.6%	44.4%
› over 50 years old	55.6%	44.4%	55.6%

This table shows the composition of the Advisory Board of Luxembourg Investment Company 261 S.à r.l. (LIC 261) in the 2022 to 2024 financial years, as at September 30 of the respective financial year. LIC 261 is the company under which the shareholders of the Techem Group are organized. The Advisory Board of LIC 261 supports LIC 261's management in its decision-making and reviews and decides on business transactions by Techem companies that require approval.

6 Effective October 1, 2024, TPG Inc and the Singaporean state fund GIC Pte signed an agreement to take over Techem Group. The transaction is expected to close in the first half of 2025, subject to the usual conditions and official approvals. The closing of the transaction may have an effect on the corporate structure of Techem Group.

7 At Techem the term "supervisory body" is used as an equivalent to the GRI term "governance body."

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relevant to the company's development, or who are from one of the owners. Andreas Umbach, as an independent member, serves as Chair of the Advisory Board. The proportion of independent Board Members in 2024 was 44.4%.

Fundamental decisions with support from the Advisory Board

The Advisory Board, as the highest supervisory body, supports management in its decision-making and reviews and decides on business transactions by Techem companies which require approval.

Its advisory and decision-making functions with regard to sustainability issues are embedded in various processes. In addition, the Risk and Audit Committee (RAC) within the Advisory Board examines relevant sustainability issues such as climate risks.

Members of the Advisory Board advise Techem on selected strategic initiatives. This includes the Strategic Sustainability Initiative, within which all of Techem's sustainability projects and targets are evaluated on a regular basis. Advisory Board Member Prof. Dr. Dr. Ann-Kristin Achleitner and Chair of the Advisory Board, Andreas Umbach, regularly meet with the Techem CEO, the Head of Sustainability, Communications & Public Affairs, the Head of TRIOS, the Head of Finance and, as circumstances warrant, the Head of HR, Legal & Claims and the management of the EES segment. Meetings of the Strategic Sustainability Initiative are for discussing current key topics and questions, with Advisory Board members involved in the most important sustainability-related decisions.

Furthermore, the Advisory Board conducts a regular self-assessment of its sustainability activities by means of a questionnaire. The results obtained are subject to internal validation and are used as a basis for deriving appropriate measures where necessary.

Composition of the Advisory Board GRI 2-9

Member	Role	Time in position	Independence	Gender	Other commitments	Skills
Andreas Umbach	Chair Advisory Board	since 2018[1]	yes	male	› Chair of the Board of Directors of Landis+Gyr Group AG › Chair of the Board of Directors of SIG Group AG	› Sustainability Officer on the Techem Advisory Board › Chair of the Nomination, Governance and Sustainability Committees of Landis+Gyr Group AG › Chair of the Nomination and Governance Committee of SIG Group AG
Dr. Eric Strutz	Chair, Risk & Audit Committee	since 2018	yes	male	› Member of the Board of Directors of Global Blue Holding AG › Member of the governing bodies of HSBC Bank plc, HSBC Continental Europe and HSBC Trinkaus & Burkhardt[2]	› Finance: Former Group CFO of Commerzbank, Chair at Techem and Global Blue, AC member at HSBC › Risk management: Chair at Techem and HSBC, responsible for various risks › Strategy: Former partner/managing director of BCG, member of the specified boards › HR: Former Labor Director at Commerzbank, committee member at Techem and HSBC › Restructuring: Member of the Board of Directors at HSBC, Techem, Global Blue › Social Responsibility: Deputy Chair of Tumorforschung Kopf/Hals e. V.

1 The Advisory Board has been in place since 2018.
2 Until August 2023.

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Member	Role	Time in position	Independence	Gender	Other commitments	Skills
Prof. Dr. Dr. Ann-Kristin Achleitner		since 2020	yes	female	› Distinguished Affiliated Professor at the Technical University of Munich and ESMT Berlin › Member of the governing bodies of Linde plc., Lazard Ltd., Deutsche Post[3], and Munich Reinsurance Company[4] › Member of the International Advisory Board of Investcorp[4] and the Advisory Board of Lakestar[4] › Member of the Nomination Committee of Munich Reinsurance Company[4]	› Member of the Audit Committee with proven sustainability expertise and Chair of the Remuneration Committee at Munich Reinsurance Company[4] › Chair of the Human Capital Committee and member of the Sustainability Committee at Linde plc. › Member of the Audit Committee and the Nominating & Governance Committee of Lazard Ltd. › Sustainability Officer on the Techem Advisory Board › Member of the Finance and Audit Committee, Deutsche Post
Kim Nguyen		since 2023	no	male	› Partner at Partners Group Holding AG › Member of the Board of Directors and Supervisory Board of Version 1, Emeria and Schleich	› Member of the Strategy Committee at Version 1 › Chair of the Remuneration Committee at Emeria and Version 1 › Member of the Remuneration Committee at Schleich
Michael Barben		since 2018	yes	male	› Member of the Board of Directors and Supervisory Board of Esentia Energy	› Chair of the Investment Committee of Blueearth Capital › Member of the Board of Directors of Carnot Capital › Chair of the Board of Directors of Cleveron AG
Lukas Bucher		since 2018	no	male	› Managing Director of Partners Group Holding AG › Member of the Board at International Schools Partnership, Key Retirement Group and Afileon	› M&A › Operational improvements › HR
Andreas Holzmüller	Chair Nomination, Compensation Committee	since 2018	no	male	› Managing Director of Partners Group AG › Member of the Advisory Board of Schleich GmbH › Member of the Board of Directors at Breitling SA	

3 From 2024.
4 Until 2024.

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Member	Role	Time in position	Independence	Gender	Other commitments	Skills
Albrecht von Alvensleben		since 2019	no	male	› Managing Director at CDPQ, head of private equity activities in Europe › Member of the Board at Datamars SA › Member of the Board at QIMA	
Marvin Teubner		since 2018[5]	no	male	› Managing Director, Private Capital at OTPP › Member of the Advisory Board at Logoplaste and Lowell Group	
Iñaki Echave		since 2024[6]	no	male	› Senior Managing Director. Private Capital at OTPP › Member of the Advisory Board of 7IM, OGF and Logoplaste	

This table shows the composition of the Advisory Board of Luxembourg Investment Company 261 S.à r.l. (LIC 261). LIC 261 is the company under which the shareholders of the Techem Group are organized. The Advisory Board of LIC 261 supports LIC 261's management in its decision-making and reviews and decides on business transactions by Techem companies that require approval.

5 At the end of May 2024, there was a change on the Advisory Board. Since that date, Dr. Marvin Teubner has not been a member of the Board. Iñaki Echave joined the Advisory Board in his place.
6 Since June 2024.

Anchoring sustainability throughout the business

Techem has developed and implemented a comprehensive sustainability strategy, for which CEO Matthias Hartmann bears responsibility. He heads the Techem Sustainability Council and is therefore accountable for the company's sustainability performance, which is reviewed three times a year in the Sustainability Council. Sustainability Management is responsible for coordination and preparation. Members are selected based on their skills and thematic fit with their tasks.

As a result, sustainability is anchored within the organizational structure and established as an interdisciplinary topic that cuts across all areas. The material impacts, risks and opportunities, as well as the strategic sustainability targets, are thereby disseminated and operationally implemented across the company. The CEO is supported by Katharina Bathe-Metzler, who further develops the sustainability strategy and leads its implementation as Head of Sustainability, Communications & Public Affairs. The Sustainability Management team steers Techem's sustainability-related activities, further develops them on a holistic basis, and actively involves internal and external stakeholders. The team reports directly to CEO Matthias Hartmann.

Sustainability Management at Techem additionally plays a central role in the creation and coordination of the annual sustainability report. In this process the team is responsible for both the qualitative content and the integration of business-wide KPIs that make sustainability activities transparent. This task is performed with close reference to regulatory requirements, with standards such as the Global Reporting Initiative (GRI) and the European Sustainability Reporting Standards (ESRS) forming the framework here. The target is to not only transparently document progress and success, but also to strengthen credibility by means of external verification, and to secure sustainability in the company as a strategic management

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element. To supplement this, Sustainability Management analyzes relevant regulatory developments and continually adjusts the report content to meet expanding requirements.

At the same time Sustainability Management conducts the double materiality analysis to identify material impacts, risks and opportunities and derive strategic sustainability targets. In addition, the department is responsible for defining and tracking sustainability targets. Collaboration with internal departments ensures that, in doing this, the report content and the achievement of sustainability targets are coordinated and precisely processed on an interdisciplinary basis. Alongside fulfilling regulatory requirements and the tracking of targets, the department is also responsible, in close engagement with the CEO, for communicating results and progress to internal and external stakeholders as well as actively involving them in the sustainability dialog.

The CFO department, under the leadership of Dr.-Ing. Carsten Sürig, ensures that Techem optimally meets and conceptually refines the requirements of capital markets. In addition the core team under the leadership of Dr. Oliver Bosch, Head of Finance, supports sustainability management by

Clear responsibilities for sustainability at Techem

Management body	Tasks and responsibilities
Advisory Board	› As the highest supervisory body, it supports our management in making decisions and votes on business transactions requiring approval › Two designated members (Prof. Dr. Dr. Ann-Kristin Achleitner and Andreas Umbach) drive forward the sustainability strategy and the decarbonization plan, monitor their implementation and incorporate climate-related issues into the decision-making process › As part of the Strategic Sustainability Initiative, relevant department heads meet with the board members responsible for sustainability and discuss climate-related topics at least several times a year
Risk & Audit Committee (RAC)	› Supports the Advisory Board in monitoring financial statements, the financial situation and company-wide risks › Monitors compliance with sustainability requirements and takes analyses of climate-related risks into consideration › Reports extensively on the specified topics in Advisory Board meetings
CEO	› Bears overall responsibility for the topics of sustainability and climate at Techem. › Supports the Group's sustainability-related objectives and regularly reviews the progress of the decarbonization strategy › Reports to the Advisory Board and the RAC at regular intervals
CFO	› Manages quantitative Key Performance Indicators (KPIs) as a control mechanism for valid and audit-proof data › Is responsible for group-wide enterprise risk management › Reports regularly to the Advisory Board and the RAC
Enterprise Risk Management	› Reports to the CFO and on an ad hoc basis, but regularly to the RAC › Tasked with consolidating and standardizing group-wide risks › Classifies climate risks as regulatory or external risks within the group-wide risk situation and presents them in the risk catalog

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coordinating the external auditing of key figures and functioning as the central point of contact for investor matters, in particular with respect to accounting and reporting obligations.

The CFO department furthermore takes a key role in the development of future-oriented strategies in terms of systematically identifying and assessing sustainability-related risks and integrating them into business management. The ability to manage relevant key figures (during the year in progress) is therefore a crucial function that the Finance department ensures and verifies in corresponding reviews over the course of the year. As such this department also significantly contributes to strengthening Techem's resilience to long-term challenges such as climate risks, energy crises, and regulatory requirements. To proactively meet the requirements of the markets and regulatory authorities, the Finance department consistently advances the targeted expansion of its expertise in the area of sustainability-related risks.

Management body	Tasks and responsibilities
Sustainability Management	› Reports to the CEO and also regularly to the designated members of the Advisory Board Prof. Dr. Dr. Ann-Kristin Achleitner and Andreas Umbach › Implementing and further developing the Techem sustainability strategy › Analyzing relevant report standards such as the GRI standards or ESRS › Implementing the double materiality analysis › Deriving, implementing and tracking sustainability targets › Continually collaborating with Sustainability Stewards and Sustainability Delegates to achieve the sustainability targets › Preparing the annual Techem Sustainability Report › Stakeholder engagement, partnerships and corporate citizenship › Collaborating and coordinating with owners on sustainability topics › Supports the climate scenario analysis and assumes responsibility for reporting on climate-related opportunities and risks › Raising employee awareness in relation to the sustainability agenda
Finance	› Reports to the CFO › Analyzing relevant report standards, such as the GRI standards or ESRS, and creating quantitative data templates › Drawing up audit-proof documentation on the collection and processing of quantitative KPIs in the Sustainability Report (in cooperation with the relevant departments) and carrying out quality assurance on the published KPIs › Considering investor/capital market requirements as well as regulatory requirements with regard to the content of our sustainability reporting › Ensuring that quantitative reporting and accounting requirements are met as well as the commissioning and coordination of the external audit of the Sustainability Report and sustainability rating

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Looking ahead, the connection of financial reporting and sustainability reporting is expected to become increasingly integrated, with a view to meeting both regulatory requirements and the growing expectations of capital markets. The objective is to guarantee transparent and consistent presentation of the company's financial and sustainability-related performance. This is achieved through close collaboration between Sustainability Management and the Finance department, which underlines how strategically important both departments are to the company's sustainable transformation.

There are also specific roles for TRIOS as well as the HR and Legal & Claims departments.

TRIOS, headed by Dr. Arne Kähler, is responsible for Techem's research, analysis and implementation expertise with regard to consumption transparency, energy efficiency, greenhouse gas emissions and CO_2e reduction, and integrates these with Techem's Sustainability Management. TRIOS reports directly to the CEO.

Management body	Tasks and responsibilities
TRIOS	› Reports to the CEO › Determining consumption figures and greenhouse gas emissions, including avoidance calculations › Drawing up and implementing the Techem decarbonization roadmap › Handling data management (collection, plausibility check, calculation) and checking the environmental dimension › Responsible for the Techem Atlas for energy, heat and water › Analyzing the requirements of the TCFD and its implementation in the organization › Implementing energy management (energy audit in accordance with Deutsches Institut für Normung (DIN) EN 16247/BAFA and certification in accordance with ISO 50001) › Conducting basic and applied research on energy efficiency and decarbonization › Carrying out research projects with scientific partners
HR, Legal & Claims	› Reports to the CEO › Planning and implementing the diversity and inclusion strategy › Determining the employee net promoter score (eNPS) and deriving measures › Collecting and evaluating KPIs related to the working environment (e.g. women in management positions, training times, termination rates) and developing targeted measures based on the results
Sustainability Council	› Regular interaction among Sustainability Stewards, under the leadership of the CEO › Managing the implementation of sustainability-related targets and measures › Handling of other sustainability-related topics that are relevant for Techem
Strategic Sustainability Initiative	› Regular coordination between Sustainability Officers on the Advisory Board and selected Sustainability Stewards › Discussion and decision-making on current focal topics and questions › Included in sustainability-related decisions

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The HR, Legal & Claims department, under the leadership of Kira Kern, supports Sustainability Management with a focus on the social dimension of the sustainability agenda. The department reports directly to the CEO.

To ensure proper governance in the context of sustainability, responsibility for implementing targets is primarily held by the Compliance, Data Protection, Information Security, Procurement and Supply Chain Management departments.

Furthermore, all relevant departments have named Sustainability Stewards, who are responsible for the operational implementation of sustainability targets.

The Managing Directors of the national companies serve as Sustainability Delegates, handling the integration of sustainability considerations into Techem's international business activities.

Techem deploys comprehensive sustainability management which is supported by boards and instruments. The Advisory Board is updated on major sustainability-related developments at every meeting. In addition to this, the Strategic Sustainability Initiative includes targeted engagement on sustainability-related topics and decisions with Board members Prof. Dr. Dr. Ann-Kristin Achleitner and Andreas Umbach several times a year (see page 25).

Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies

As the company's highest governance body, the Techem Management Board is regularly informed about the implementation of sustainability-related obligations as well as the results of adopted guidelines, measures, targets and parameters (see page 28). This information is provided at least on a quarterly basis and is intended to provide the Management Board with an overall overview of targets as well as projects and, in future, material IROs. Our Head of Sustainability, Communication & Public Affairs as well as the Strategic Sustainability Initiative are responsible for this.

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Sustainability-oriented business management and risk management

By linking incentive schemes with sustainability targets and undertaking comprehensive risk management, we ensure that sustainability is strategically anchored and consistently implemented in all departments. Transparency and reliability form the basis of our action here.

Integration of sustainability-related performance in incentive schemes

Techem's national and international senior management as well as our level-two managers receive a fixed and a variable salary component, with the latter based on overall and country-specific company targets as well as individual targets. Remuneration of level-three and -four managers does not generally include variable salary components.[8] The HR department in coordination with the Management Board has responsibility for amending the incentive scheme.

To promote values-oriented business management, we have decided to continue developing our remuneration policy in a responsible manner. With this in mind, the remuneration structure for top management will be targeted and linked to the achievement of sustainability targets. For our senior management and level-two managers, the social dimension has been added to the variable remuneration in the form of the key performance indicator "Women in management positions." The prerequisite for achieving the target is that 35.0% of management positions must be held by women by 2025. Climate-related sustainability matters are also partly taken into account in the variable remuneration.

Risk management and internal controls over sustainability reporting

The risks in the context of sustainability reporting are regularly assessed and reviewed by means of internal controls. The main risks arise from incomplete, inconsistent or incorrect data inputs as well as through possible human error.

To minimize these risks we rely on standardized terminology which ensures that technical terms, formulas and key variables – such as emission factors – correspond with international standards such as the Greenhouse Gas Protocol. The reported content is checked, verified and subject to multiple review by the responsible departments.

Quantitative data are also subject to extensive external verification (see page 108). Where errors become evident after publication, these will be corrected and made transparent with an explanatory footnote.

8 Excluding employees and managers in sales.

Environmental

Climate change brings immense challenges for the buildings sector. Techem offers intelligent solutions for these. We use smart technologies and sustainable approaches to support our customers, optimize our own processes, and reduce the CO_2e emissions of buildings. At the same time we promote awareness of responsible energy use – among both owners and tenants.

→ Climate change

→ Resource use and circular economy

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Climate change

Techem offers predominantly digital solutions for making real estate more climate-efficient and contributing to a more sustainable building stock. Our portfolio encompasses precise metering technology for determining tenants' resource consumption, optimizing heating systems by means of smart technologies and providing heat in the context of our contracting business.

Our intelligent measurement systems and smart metering solutions create transparency in respect of energy consumption in real estate. This transparency helps owners and tenants to efficiently manage energy consumption and better integrate the use of renewable energies – an important contribution to optimizing the energy balance. In addition, we offer complete solutions for the installation and operation of e-charging stations, with a view to making buildings fit for future e-mobility.

We also emphasize consistent climate change mitigation and environmental protection in our own company. We continually optimize our internal processes to be even more climate-friendly and so that we comprehensively rise to our responsibility as a sustainable stakeholder.

E1 Climate change

Climate change mitigation	
Actual positive impact Own business area, short- and medium-term	Energetic efficiency increase and decarbonization through products and services (Digital Boiler Room), along with information on consumption and costs as well as building and system status as the basis for customer investment decisions to create low-CO_2e buildings and fueling behavioral change by tenants
Actual positive impact Own business area, short- and medium-term	Emissions savings through charging stations operated (with green electricity) and support for infrastructure expansion to create more sustainable mobility in Europe.
Actual negative impact Upstream and downstream value chain, own business area, short-, medium- and long-term	Greenhouse gas emissions from the upstream value chain for renewable energies and greenhouse gas emissions from the use of fossil fuels along the value chain.
Opportunity Own business area, medium-term	New business fields through data-based solutions for increasing the efficiency of buildings (taking into account data protection)
Energy	
Actual positive impact Own business area, medium- and long-term	Efficiency wins in the operation of heating systems through contracting business

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Our material impacts with respect to climate change

Techem's business activities have both positive and negative impacts on climate change, which are closely linked with Techem's business model and strategy.

Our products and services ensure increased energy efficiency. Information on consumption and costs, as well as buildings and systems condition, serve as the basis for customers' investment decisions relating to low-CO_2e buildings, and for changing tenant behavior. Our contracting business also enables efficiency gains from heating systems, thereby supporting the achievement of emissions targets.

By operating charging stations with green power, we create significant emissions savings and in doing so promote the expansion of a sustainable infrastructure for electromobility in Europe. At the same time, greenhouse gas emissions are being created along the entire value creation chain, with negative impacts on the environment. These arise through the production and combustion of fossil fuels, in particular in the contracting area, as well as through the creation of renewable energies in the upstream value chain.

Our material opportunities with respect to climate change

Through our business activities in the medium term there is an opportunity to make use of data-based solutions to open up new business fields for increasing the efficiency of buildings. This would always and only take place in compliance with data protection regulations. The realization of this opportunity is dependent on regulatory decisions and country-specific regulations.

Climate change mitigation through our services

In the residential property stock, around 80% of energy consumption is attributable to the creation of hot water and thermal heat.[9] Within this, the building envelope, heating systems and usage behavior determine the amount of energy consumption and therefore also the level of CO_2e emissions. Along the entire heating chain there is considerable potential for cutting the amount of energy used, as well as the CO_2e emissions generated as a result.

From a technological point of view, low-CO_2e buildings can be realized through two types of measures:

1. Reducing the final energy consumption of existing buildings

Precise consumption recording, suggestions for how both owners and tenants can save energy as well as optimizing consumption by means of digital control devices in heat generation and heat distribution can effectively reduce energy consumption and CO_2e emissions for heating and hot water without the need to implement measures on the building envelope.

2. Meeting the remaining residual consumption in a low-CO_2e manner

Techem offers low-CO_2e supply for buildings in heat contracting and is therefore able to reduce emissions arising from heat consumption by properties.

Raising customer awareness of energy efficiency

Techem solutions provide owners and tenants with digital information about their energy and water consumption throughout the year in order to make them aware of their own behavior and the resulting emissions. To do this our heating cost allocators, cooling and heating meters and water meters record the corresponding consumption data.

9 German Energy Agency (publisher) (dena, 2023): DENA-GEBÄUDEREPORT 2024. [2024 DENA Building Report] Figures, data and facts on climate change mitigation in the building stock.

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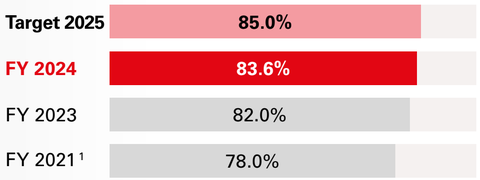
Since 2022, the European Energy Efficiency Directive (EED) obliges building owners to provide tenants with monthly consumption information based on the principle that "measuring creates awareness". On this basis, to raise tenant awareness we record monthly consumption using precise, remotely readable meters, and then publish hot water and heating consumption data in various units on our user-friendly tenant portal, including clear comparisons with the previous year's figures. Tenants also receive monthly energy-saving tips. We already have a high remote meter reading rate compared to the rest of the industry, at around 84% (2023: 82%). We are aiming for 85.0% of our meters in properties to be radio-enabled by 2025.

Target: 85.0% of devices in properties are radio-enabled



Scope of application: ESG/ESI (submetering)

1 Starting value

In addition, we already have a fixed network rate of 63.2%, and in the Techem Smart System we offer a complete digital solution which enables us to monitor consumption and device status on an ongoing basis, rather than just checking the infrastructure on a specific date in connection with annual consumption readings. As remote reading allows us to monitor data continuously, it also means that meters which are defective or low on battery can be replaced quickly. Consumption monitoring throughout the year is also based on remote readings.

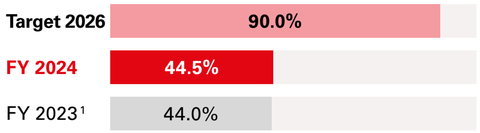
Now that consumption monitoring is no longer limited to individual boiler rooms but can also be carried out on online portals thanks to digital data collection and transmission, housing associations and property owners are able to monitor and control hundreds of properties centrally. Faults can be detected at an early stage and ideally can even be rectified remotely – i.e. from our control center – before customers have cause to complain.

Optimizing heating systems

Heating systems are generally designed to be able to provide the maximum expected demand; this means well-functioning heating controls are needed, with optimum settings for adjusting the heat supply to suit the actual heating consumption by tenants at any given time. In practice, even many newly installed and very recently modernized heating systems do not fully make use of their efficiency potential. In many cases more heat is generated and ultimately consumed than is actually needed, and the energy consumption and CO_2e emissions are unnecessarily high. In such cases, networked consumption recording and control devices, sensors and artificial intelligence (AI) can help with operational optimization and intelligent system monitoring. Such systems are already enabling average energy savings of 10% to 15% for heat generation systems in existing buildings.[10]

For example, our Digital Boiler Room – a technology platform for monitoring the energy efficiency of heating systems – uses sensors to record temperature levels at selected measurement points in the heating system. This makes it possible to monitor and analyze system operation, and to identify potential for improvement on this basis. After the suggested measures are implemented, on average we achieve around a 15% reduction in energy consumption. In our contracting customer portfolio, 7.8 kilotons of CO_2e emissions have been avoided in this financial year (2023: 7.4).[11] Our Digital Boiler Room has been used in all new heating systems in Techem operation since 2023. Overall, it has already been installed in 44.5% of systems. By the end of 2026, 90.0% of Techem contracting systems are set to be equipped with this solution.

Target: 90.0% of contracting systems equipped with the Digital Boiler Room



Scope of application: EES (contracting)

1 Starting value

10 BaltBest study 2021

11 The calculation basis has been externally validated.

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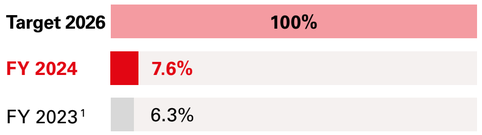
Decarbonized heat supply through contracting

Alongside measures to reduce consumption, the renewal of heating systems is a key prerequisite for a successful heating transition. For new buildings in district networks, we are able to optimally plan and design regenerative systems from the outset. However, the main potential for the heating transition is in existing properties. Here, we support our customers both in developing their own specific decarbonization plan and implementing sustainable energy supply concepts. It is important that we are open to all technologies. The solutions we offer range from single building supply to end-to-end supply concepts for existing residential districts.

We offer property owners in Germany the option of fully taking on the investment for the installation and modernization of the system technology, and themselves supplying tenants with heat and hot water from a central heating system. This is known as heat contracting, and it is an ideal approach for accelerating the decarbonization of the property portfolio and optimizing the associated financial burden for property owners and tenants.

Our ambition is to convert all heating systems powered by fossil fuels to emissions-free solutions. A central component of our decarbonization plan (see page 52 ↙) is the use of bivalent and monovalent heat pump solutions. In light of this we have launched the "Heat Pump Initiative" campaign and, together with selected manufacturers, developed heat pump solutions for use in apartment buildings. In the context of our low-CO2e contracting solutions, these heat pumps – complemented by renewable electricity generation from photovoltaic systems – are set to become the standard for the emissions-free supply of heat to new and existing properties in Germany. Furthermore, we are striving to achieve 100% of contracting systems being remotely readable with respect to final energy, heat and power consumption by the end of 2026. In the 2024 financial year, we achieved a value of 7.6%.

Target: 100% of contracting systems to be remotely readable



Scope of application: EES (contracting)

1 Starting value

We always seek to offer our customers a solution with 100% renewable energies. Where this type of solution is not an option, we help our customers to develop a decarbonization path for their real estate stock and a plan to gradually reduce their CO_2e emissions in line with regulatory requirements. In this context, as part of the "Heat Pump Initiative" we have already analyzed our entire system portfolio, identified measures that can be implemented in the short term, and developed suitable technical concepts for our customers (see page 52 ↙).

Enabling climate-friendly mobility

So far the electricity, heat and transport sectors within the energy industry have generally only been considered independently of each other. But to increase the efficiency of the energy system as a whole, we must break down this silo mentality. As more and more renewable energy becomes available in the future, it will be possible to transfer the electricity generated to other sectors and use it for e-mobility, for example. Setting up appropriate infrastructure for this in apartment buildings and commercial properties therefore makes an important contribution to the energy transition. The E-Mobility department at Techem is responsible for all of our business related to private and semi-public charging infrastructure for electric vehicles. This includes planning, installing and operating charging infrastructure as well as all relevant digital billing services and user services.

Our aim is to reduce the CO_2e footprint at the interface between buildings and transportation, by providing green electricity and with the aid of intelligent energy management. We implement innovative technologies to make green electricity widely usable in the transport sector, and offer complete solutions for retrofitting real estate for e-charging. These solutions extend from concept development, through professional installation of charging equipment in accordance with relevant standards to handling technical operation and billing of the charging current. Our large-scale e-charging project for the Institute for Federal Real Estate (BImA) has already seen us equip over two hundred and fifty properties, including the Federal Ministry of Finance (BMF) and the Federal Ministry for Economic Affairs and Climate Action (BMWK). Up until 2031 we will be responsible for full-service operation of these and the provision of green electricity, enabling the switch to climate-friendly mobility.

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We are digitalizing and automating the entire process chain with the intention of further expanding our combined infrastructure development and nationwide service business. Our e-charging solution means we are actively helping to avoid CO_2e emissions in the transport sector.

Our target is to supply green electricity to more than 5,000 charging points for private charging infrastructure by the end of 2027. By the end of the 2024 financial year, Techem will have installed 1,514 charging points.

Target: > 5,000 installed charging points supplied with green electricity (for private charging infrastructure)

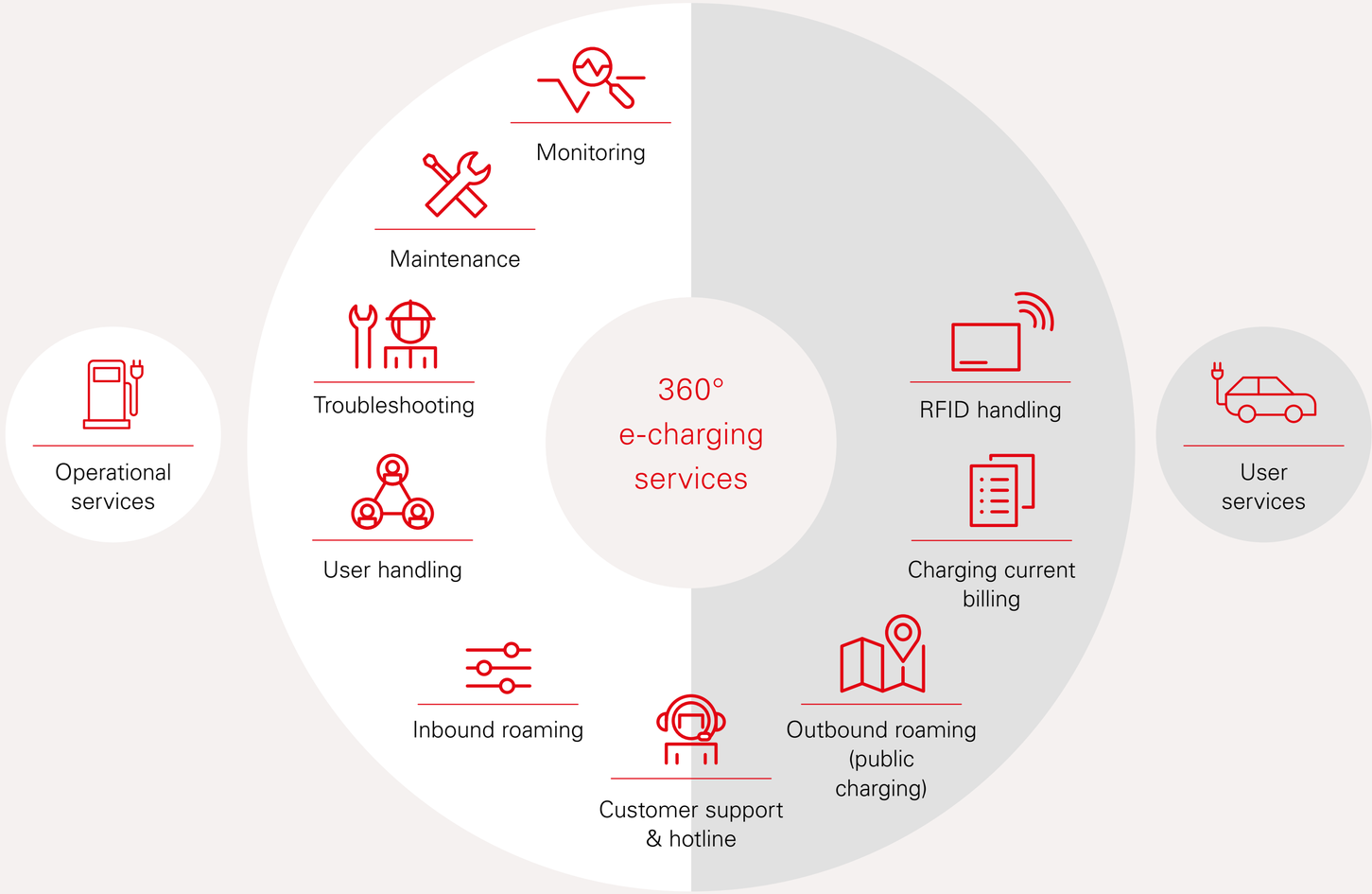
Target 2027	**> 5,000 charging points**
FY 2024[1]	**1,514 charging points**
FY 2023[2]	700 charging points

Scope of application: Techem Germany

1 Includes the charging points from FY 2023.

2 Starting value

E-charging service offering



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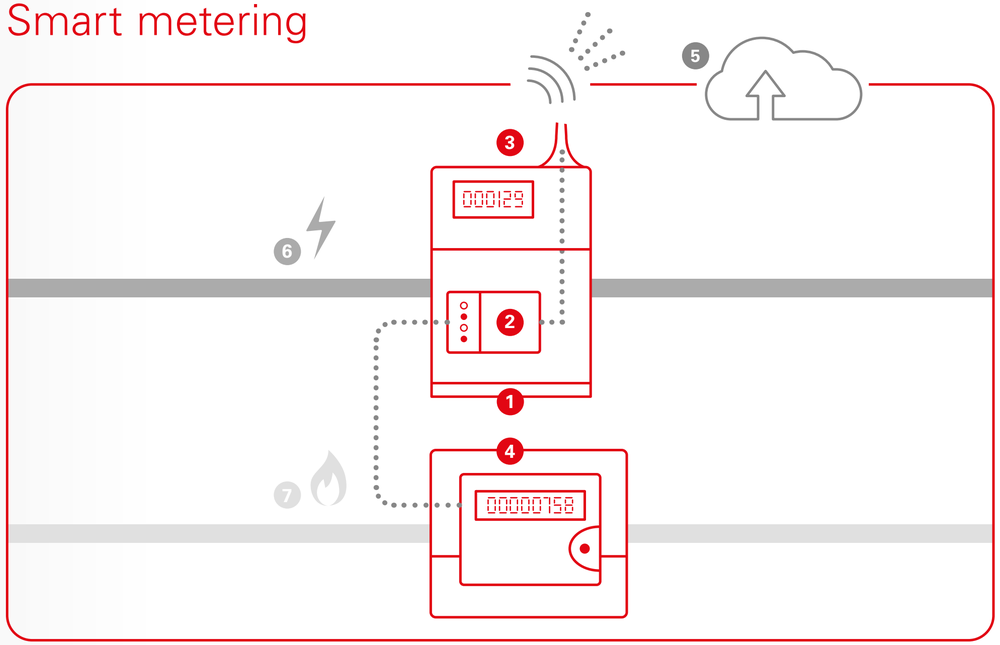
Smart metering



1 Digital electricity meter
2 Smart Meter Gateway
3 Mobile radio antenna
4 Digitalized gas meter
5 Data cloud
Digital data transmission
6 Electricity line
7 Gas pipeline

Smart metering: Digitalizing electricity and gas meters

As components of digital infrastructure, smart meters are a fundamental prerequisite for a largely climate-neutral energy system, which is characterized by the need for consumption to adjust to fluctuating regenerative production. Intelligent metering systems also give our customers the opportunity to subscribe to dynamic electricity tariffs, with price advantages which incentivize them to adapt their consumption patterns to the generation situation.

For our main target group of property owners, but also property managers, we focus our smart metering services on the general electricity meter and the gas central heating meter. When these are digitalized, our customers receive daily information about power and gas consumption and can view their energy consumption via the energy monitoring portal. This information can be used to meet reporting obligations, for example monthly statements or sustainability reporting.

A digital metering infrastructure is also essential for the implementation of business models opened up by Solar Package I, a legislative package to promote photovoltaic systems. For these cases, tenants' electricity meters are also included in the digital infrastructure. By combining smart metering and submetering, we are transforming ourselves into a universal metering point operator for all sectors and, with this holistic approach to resource consumption, creating the transparency necessary to enable effective investment decisions on the path to CO_2-neutral building stock.

Shared building supply provides multiple benefits

The instrument of shared building supply, introduced with Solar Package I, enables the simple and unbureaucratic distribution to residents of solar kilowatt hours generated by roof-mounted photovoltaic systems. All generated electricity is straightforwardly allocated on the basis of generation and consumption data provided by the digital electricity meters. So billing for solar power is added to existing billing for heating and ancillary costs. This is a win for everyone: For building owners, distributing solar power to residents is more financially beneficial than exporting the electricity to the grid. And there are savings for residents because solar power supplied from the roof is cheaper to buy than electricity from the grid. Many years of billing experience coupled with our digital smart metering technology make us the ideal partner for implementing shared building supply. By 2027 we aim to have implemented ten pilot projects for shared building supply.

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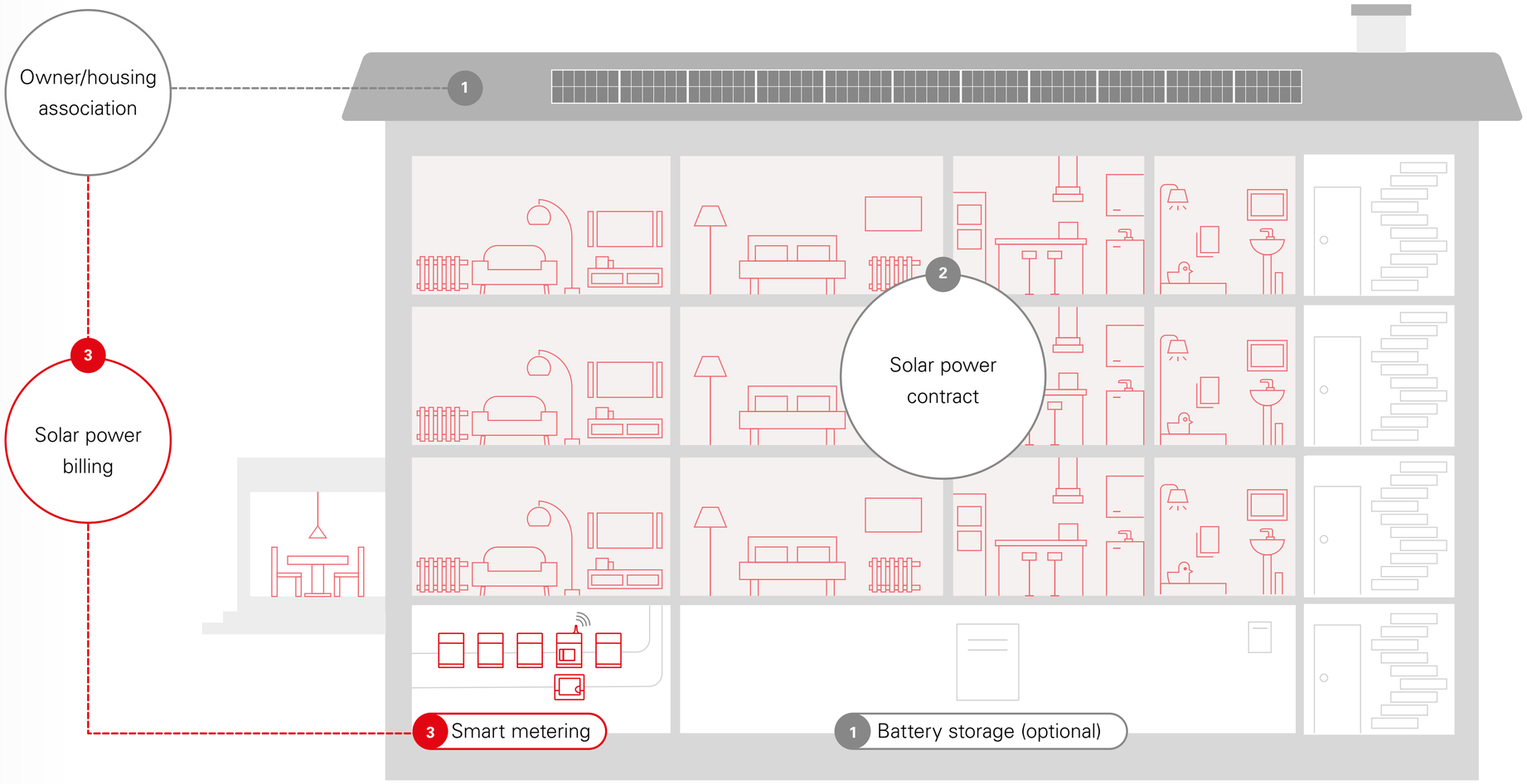
Three steps to billing of solar power



1. Investment in the photovoltaic system
2. Solar power billing for all participating tenants
3. Solar power billing by means of digital electricity meters supplements heating and ancillary cost billing

- Owner
- Techem

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Climate change mitigation in the company

Our activities have an impact on the environment along the entire value chain. As a company in the energy services sector, we meet the legal requirements and even exceed them in some areas. To achieve this we assess and check our supply chains and devise appropriate measures for avoiding disruption and ensuring that we are well-positioned to be resilient. We have brought together our approaches and targets on environmental and climate issues to create an internationally applied environmental policy.

To ensure that protection of the climate and environment is conducted in a uniform way across the group, and to utilize synergies for the development of innovative market solutions, TRIOS determines the group-wide CO_2e footprint, creates and tracks the decarbonization plan, and contributed to publications and research to improve energy efficiency and the decarbonization of the building stock. Other environmental topics, such as biodiversity, are addressed on a project basis by Sustainability Management. The consideration of environmental matters in the development of our devices is primarily the responsibility of the Device Development department. Disposal management in Germany is handled by the Supply Chain Management department.

Research and collaboration

Our aim is to make buildings lower-emission, smarter and healthier. To achieve this we are conducting research into new solutions together with our partners, raising tenants' awareness of their consumption and engaging with various stakeholders. We are also serious about our social responsibility outside our business activities.

With this in mind we are developing innovative solutions, improving the energy efficiency of buildings, and reducing operational CO_2e emissions. Here we are particular focused on the development of digital solutions that guarantee security of supply, increase the energy efficiency of buildings, and reduce both operational CO_2e emissions and operating costs. In addition, we continually optimize procedures to extend our consumption recording devices' service life and improve their display accuracy and reliability. Together with partners, we are developing multi-sensor devices and innovative smoke alarms. At the same time, we are working closely with recognized research institutions and getting involved with standardization committees to create forward-looking standards.

Below are some examples of and results from our research collaborations:

- TRIOS is conducting the platform controller project for hybrid heating systems (boilers and heat pumps) with the Technical University of Dresden. The aim is to use optimization processes driven by artificial intelligence (AI) and data to reduce the use of fossil fuels, increase overall system efficiency and the level of self-reliance, and in so doing significantly lower the CO2e emissions of heating system technology.
- The aim of the TRIOS-supported Karlsruhe Institute of Technology (KIT) project titled "Standardizing the Smart Readiness Indicator (SRI)", is to adapt and validate SRI procedures and methods for Germany to enable evaluation of the smart-readiness and technological maturity of buildings – especially in energy terms – by means of an SRI score.
- And together with Esslingen University of Applied Sciences, TRIOS has succeeded in developing a data-driven process which determines whether existing apartment buildings are suitable for heat pumps without the need for an on-site inspection. As a result, we have been able to determine that around 90% of all existing apartment buildings in Germany are suitable for heat pumps.

Techem's national companies are also working closely with partners on technological developments in the building sector. For example, Techem Denmark is currently collaborating with several Danish universities on a research project to optimize the supply temperature in heating systems. In addition, seven national companies are also collaborating with start-ups to develop new sustainable and smart solutions.

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Reducing environmental impacts in the supply chain

Our target is to conserve resources, avoid or reduce negative environmental impacts, and mitigate risks with a view to ensuring our long-term business success. When concluding contracts with our suppliers and service providers, we require them to accept our Supplier Code of Conduct as well as, since the beginning of 2024, the Declaration of Principles for Observance of Human Rights and the Environment. In the 2024 financial year we also expanded our supplier quality audits by adding assessment of sustainability matters (see page 100 ↙).

Energy and emissions

We measure our own energy consumption and CO_2e emissions in order to manage targeted measures that could reduce our emissions. We do this in various ways, including through use of a certified energy management system, procurement of green electricity, and the promotion of climate-friendly mobility.

Using certified energy management

Our Energy Policy ↗ sets standards for the responsible use of energy and is based on the following principles:

- Conserving resources and making a significant contribution to reducing emissions;
- Improving energy efficiency and cost effectiveness in all systems operated by Techem and all properties used by Techem;
- Increasing supply security and system availability.

To safeguard energy management and improve it on an ongoing basis, we have been operating a certified management system in accordance with ISO 50001 for the energy-intensive EES segment (contracting) since 2010. Within this framework we have committed to various actions, including to provide information on consumption, energy efficiency and emissions, to invest in energy-efficient products and services and to improve the energy-related performance of all systems on an ongoing basis.

At all German locations for the ESG segment and in Deutsche Messdienst Gruppe Beteiligungsgesellschaft mbH (DMG), we perform annual energy audits in accordance with DIN EN 16247-1. Those of our companies which are based in the European Union (EU) undergo regular audits in accordance with the applicable national regulations.

Energy-efficient working

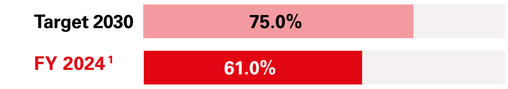
The Techem Group does not own any properties; all of our sites are rented. As such, we have no direct influence on the energy efficiency of the building envelope or the technical equipment in the building. The only exception is our headquarters in Eschborn, where we worked with the owner of the building to have it certified to the German Sustainable Building Council [DGNB] Gold Standard – and we are now aiming to achieve Platinum certification in the 2025 financial year. In addition, the useful energy systems in the EES segment (controlling) are working at minimum in "eco mode".

We have switched almost all of the lighting at our headquarters in Eschborn and at all German sites to energy-saving LED technology. Moreover, we make it a priority to use energy-saving and long-lasting office equipment and kitchen appliances.

Purchasing green electricity

All of our German locations have been using electricity from renewable sources since January 1, 2023. This also applies to our own charging stations as well as to customer charging stations that we have been commissioned to supply with electricity.[12] Every charging point which is covered by the Techem service and supplied with power by Techem runs exclusively on green electricity. In seven countries our ESI segment sites procure 100% green electricity, with 30 international office locations now switched entirely to green electricity. Six of our international sites have installed photovoltaic systems. Our target is for an average of 75.0% of the electricity at our international sites to come from renewable sources by the end of 2030.

Target: On average 75.0% of electricity from renewable sources at international sites



Scope of application: ESI (submetering)

1 Starting value

12 This figure does not include the companies of the DMG holding company, which are responsible for their own electricity procurement.

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Energy consumption within the Techem organization (in MWh) GRI 302-1, GRI 302-3 ☑

	Techem in total			EES (contracting)			ESG/ESI (submetering)		
	FY 2024	FY 2023	FY 2022	**FY 2024**	FY 2023	FY 2022	**FY 2024**	FY 2023	FY 2022
Total energy purchased[1]	**830,315**	**858,958**	**1,068,971**	**799,506**	**827,873**	**1,038,356**	**30,809**	**31,086**	**30,615**
› of which for Techem's own use	40,175	39,406	40,485	9,366	8,320	9,870	30,809	31,086	30,615
of which fuel (company car fleet)	23,143	23,889	22,049	0	0	0	23,143	23,889	22,049
of which natural gas	3,059	2,529	3,918	0	0	0	3,059	2,529	3,918
of which district heating	1,491	1,377	1271	0	0	0	1,491	1,377	1271
of which district cooling	0	0	69	0	0	0	0	0	69
of which heating oil	127	90	49	0	0	0	127	90	49
of which wood pellets and wood chips	0	0	2	0	0	0	0	0	2
of which power/electricity	12,355	11,521	13,127	9,366	8,320	9,870	2,990	3,201	3,257
› of which for sale (own generation and trading of useful energy)	790,140	819,553	1,028,486	790,140	819,553	1,028,486	0	0	0
of which biomethane	7,814	30,449	36,107	7,814	30,449	36,107	0	0	0
of which natural gas	634,291	637,297	819,391	634,291	637,297	819,391	0	0	0
of which district heating	88,275	93,994	98,936	88,275	93,994	98,936	0	0	0
of which heating oil	28,646	27,626	33,386	28,646	27,626	33,386	0	0	0
of which wood pellets and wood chips	31,114	30,187	25,665	31,114	30,187	25,665	0	0	0
of which power/electricity	0	0	15,001	0	0	15,001	0	0	0

1 Any energy that is purchased. This includes electricity and district heating required for our own offices and the operation of our own systems, as well as energy sources such as natural gas or heating oil, which are used in the EES segment's own systems to generate heat and/or electricity.

Analyzing energy consumption[13]

95.2% of the energy purchased by Techem is used to generate useful energy, such as heat and electricity, in our contracting business. This means that the actual energy consumption occurs at the customer's end. The energy we use to generate useful energy is reported as our own energy consumption. Only a small proportion of our purchased energy – 4.8% – is used internally for office operations and the vehicle fleet.

In the 2024 financial year, the total energy purchased by Techem Group was 3.3% lower than the previous year, primarily due to developments in the EES segment (contracting). One reason for this is consumer behavior continuing at the same level of cost-cautiousness as the previous year, as well as a winter 2023 which was rather mild compared to the long-term average. In the ESG/ESI segment (submetering), energy consumption reduced slightly by one percentage point.

13 Heat contracting services are provided by the EES segment, while submetering services are provided by the ESG/ESI segment. This report makes a distinction between these segments due to the considerable difference in their energy and emissions intensity.

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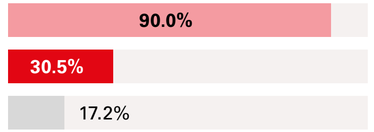
	Techem in total			EES (contracting)			ESG/ESI (submetering)		
	FY 2024	FY 2023	FY 2022	**FY 2024**	FY 2023	FY 2022	**FY 2024**	FY 2023	FY 2022
Renewable energy purchased									
› absolute	50,502	62,990	64,074	48,293	60,636	61,772	2,208	2,354	2,302
› relative to total energy purchased	6.1%	7.3%	6.0%	6.0%	7.3%	6.0%	7.2%	7.6%	7.5%
Total energy sold[2]	**725,737**	**770,098**	**854,819**	**725,737**	**770,098**	**854,819**	**0**	**0**	**0**
› electricity sold	64,443	63,082	15,001	64,443	63,082	15,001	0	0	0
› useful energy sold[3]	661,294	707,016	839,818	661,294	707,016	839,818	0	0	0
Total energy consumed within the organization[4]	**742,040**	**764,964**	**955,790**	**711,231**	**733,879**	**925,173**	**30,809**	**31,086**	**30,617**
› Fuel consumption from renewable sources	38,928	62,717	64,074	38,928	60,363	61,772	0	2,354	2,302
› Fuel consumption from non-renewable sources	689,266	691,431	878,793	662,937	664,923	852,777	26,328	26,508	26,016
Revenue (in millions of euros)	**1,058.2**	**1,009.1**	**899.6**	**124.7**	**158.8**	**141.1**	**933.5**	**850.3**	**758.5**
Energy intensity (in MWh/millions of euros in revenue)[5]	**701.2**	**758.1**	**1,062.5**	**5,703.5**	**4,622.7**	**6,554.6**	**33.0**	**36.6**	**40.4**

2 Any energy sold by the EES segment in the form of useful energy, such as electricity, heat or cooling. This includes useful energy that the segment generates itself, e.g. heat generated by burning natural gas in its own systems, and useful energy produced externally, e.g. in the form of district heating that is only sold on.
3 Excluding electricity sold.
4 Self-generated useful energy is reported as the company's own energy consumption.
5 Based on the total energy consumed within the organization.

Promoting climate-friendly mobility

Techem encourages its employees to choose climate-friendly mobility. In Germany we have done this by offering employees discounted bicycle leasing, setting up bike storage spaces and showers at the head office in Eschborn, and subsidizing tickets for local public transport. To make our vehicle fleet more climate-friendly, we are planning to transition the German car fleet to 90.0% CO_2e-neutral drive systems by the end of 2028. In the 2024 financial year we reached 30.5%. In addition, we have conducted a pilot project with five electric transporter vans for our customer service technicians.

Target: 90.0% of the German car fleet is CO_2e-neutral



Scope of application: Techem Germany

1 Starting value

The national companies have also switched parts of their transport fleets to e-mobility. By the end of 2030, 25.0% of the international car fleet will be operated with CO_2e-neutral drive systems. At the starting point in the 2022 financial year, this figure was at 5.1%. Overall, 10.5% of all international vehicles are currently purely electric.

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The policy for travel within Germany recommends rail travel over air travel. This travel policy will be further adapted by the end of 2025, with the target of further reducing air travel. When we do use air travel, the CO_2e emissions are offset. In addition, several international locations offer incentives for traveling to work by bicycle or local public transport.

Our CO_2e footprint

As an energy services provider and metering point operator, Techem holds the necessary leverage to make a contribution to the energy transition and to achieving a long-term climate-neutral building stock. We do this primarily via a focus on consumer transparency and resource-efficient user behavior, renewable energy concepts and our commitment to the decarbonization and digitalization of heat supply – including in our own operations. Our target is to be climate-neutral by 2045.[14] The basis for this is our CO_2e footprint, which we calculate in full for all scopes each year, in line with the Greenhouse Gas Protocol (GHG Protocol) and as per the consolidation approach of operational audit.

Scope 1 greenhouse gas emissions (in t CO_2e) GRI 305-1

	Techem in total			EES (contracting)			ESG/ESI (submetering)		
	FY 2024	FY 2023	FY 2022	**FY 2024**	FY 2023	FY 2022	**FY 2024**	FY 2023	FY 2022
Scope 1 – direct GHG emissions[1]	**141,933**	**142,473**	**180,415**	**135,804**	**136,138**	**174,566**	**6,129**	**6,335**	**5,848**
› Heat supply (TS contracting)									
Heating oil	7,677	7,404	8,935	7,677	7,404	8,935	0	0	0
Propane	0	0	0	0	0	0	0	0	0
Biogenic emissions[2]									
Biogas	1,539	5,998	7,104	1,539	5,998	7,104	0	0	0
Wood pellets	12,757	12,377	10,523	12,757	12,377	10,523	0	0	0
Natural gas	128,127	128,734	165,632	128,127	128,734	165,632	0	0	0
› Company car fleet									
Gasoline	1,227	1,137	757	0	0	0	1,227	1,137	757
Diesel	4,902	5,198	5,091	0	0	0	4,902	5,198	5,091

Explanation of scope 1 greenhouse gas emissions: The calculation is based on the internationally recognized calculation guidelines of the Greenhouse Gas (GHG) Protocol.

1 Emissions are stated in CO_2 equivalents (CO_2e), which include CO_2, CH_4 and N_2O emissions. A small proportion of the figures is based on estimates due to unavailable data. There may be rounding differences in the table during totaling.
2 Biogenic emissions are reported as specified in the GHG Protocol, but are not included in the total emissions of the individual scopes.

Techem's CO_2e footprint in the 2024 financial year came to around 249,370 metric tons (2023: 244,134). Therefore, in the 2024 financial year, Techem's CO_2e footprint.[15] increased by 2.1% compared to the previous year. This is due to increased scope 3 emissions (see page 48). In comparison with the 2020 base year, we are reporting a reduction of around 18%. The figures below have been calculated according to the market-based method.

The main driver of emissions, accounting for 73.4%, is heat generation from natural gas (combustion 51.4% and upstream emissions 22.0%) in the contracting business of the EES segment. At 634.3 GWh, natural gas consumption was at the same level as the previous year (2023: 637.3).

The proportion of emissions from heating oil was 3.1% (2023: 3.8%). A further 9.0% of the emissions generated in the value chain arise from purchased goods and services (2023: 7.6%).

Scope 1 – our direct emissions

Techem's Scope 1 emissions arise from the provision of useful energy – in particular heat (EES segment) – and the fuel consumption of our vehicles. Residents' fuel consumption for heat generation

14 To make our target measurable, we align ourselves with the Net-Zero Standard of the Science-Based Targets Initiative (SBTi).
15 Without biogenic emissions.

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was almost unchanged compared to the previous year. This is also reflected in the almost-level scope 1 emissions of 141,933 t CO_2e. Given that the overall low level is primarily a consequence of external factors (higher-than-average winter temperatures, economic usage behavior due to higher energy prices) which are predicted to normalize again, we expect to see an increase in emissions in the next reporting period. The emissions resulting from the fuel consumption of our business vehicles came down by 3.2% due to a shrinking proportion of vehicles with combustion engines (see page 46 ↙).

The most impactful lever for steadily reducing our Scope 1 emissions continues to be modernization of our installations. Modernizing heat generation and active operational management enables us to achieve a better conversion factor and generate a higher quantity of useful energy with the same amount of fuel. We are also promoting the implementation of renewable energies (see page 52 ↙).

Scope 2 – our indirect emissions

Our scope 2 emissions are those created from the procurement of energy for heating and supplying power to our sites. To these we add the operating electricity needed for our heating systems in the EES segment and for our electric vehicles. Accounting for a proportion of around 0.6% of all emissions, our scope 2 emissions are very low. Compared with the previous year they reduced by around 0.4 kt CO_2e, or 20.9%, which can still be attributed to switching our power supplier to green electricity effective January 1, 2023. Scope 2 emissions from the use of electric vehicles increased slightly (+0.05 kt).

Scope 2 greenhouse gas emissions (in t CO_2e) GRI 305-2 ☑

	Techem in total						EES (contracting)			ESG/ESI (submetering)		
	FY 2024		FY 2023		FY 2022		**FY 2024**	FY 2023	FY 2022	**FY 2024**	FY 2023	FY 2022
	location-based	market-based	location-based	market-based	location-based	market-based	market-based			market-based		
Scope 2 – indirect GHG emissions	**5,785**	**1,558**	**5,389**	**1,969**	**6,300**	**4,869**	**0**	**695**	**3,297**	**1,558**	**1,275**	**1,573**
› Purchased power/electricity	4,510	379	4,450	1,098	5,062	3,633	0	695	3,297	379	403	336
› Electricity for electric company cars	167	71	89	22	22	21	0	0	0	71	22	21
› Purchased district heating	435	435	315	315	406	406	0	0	0	435	315	406
› Purchased district cooling	0	0	0	0	5	5	0	0	0	0	0	5
› Heat from natural gas	640	640	511	511	792	792	0	0	0	640	511	792
› Heat from heating oil	32	32	24	24	13	13	0	0	0	32	24	13

Explanation of scope 2 greenhouse gas emissions: The calculation is based on the internationally recognized calculation guidelines of the GHG Protocol. Emissions are stated in CO_2 equivalents (CO_2e), which include CO_2, CH_4 and N_2O emissions. All emission factors used are taken from internationally recognized sources. To calculate our emissions from the consumption of conventional electricity, we used data from the Association of Issuing Bodies (AIB). The calculation bases for sources of heating energy come from the GHG Protocol, EcoInvent and IINAS (GEMIS factors). Techem calculates its scope 2 emissions using both market-based and location-based methods. The market-based calculation of emissions in Germany is produced using the specific emission factors of the energy supplier. For the location-based calculation, we use the average emission factors for the specific country in which the consumption takes place. A small proportion of the figures is based on estimates due to unavailable data. There may be rounding differences in the table during totaling.

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Scope 3 – emissions in our value chain
Scope 3 emissions are those that occur along our entire value chain. In the 2024 financial year they accounted for 42.5% of our total emissions.

They arise primarily from the use of fossil energy sources as well as the purchasing of goods and services, including the lifecycle of our devices in the ESG/ESI segments (submetering).

Compared to 2023, our Scope 3 emissions increased by 6.2%. This is due to an increased emission factor for the district heating purchased in contracting systems as well as the optimization of data bases and emission factors in devices.

One point of focus is emissions from the upstream process chain for our fuels, which make up 50.4% of our scope 3 emissions (including district heating at 73.4%).

Improvement of the data basis for scope 3

As was already the case in the previous financial year, in the 2024 financial year we were able to use a market-based emission factor to calculate our district heating because we were able to determine the individual emission factors of all district heating suppliers. We further optimized our CO_2e calculation model by improving the data basis for our lifecycle assessment (LCA) to determine device emissions. The emissions from employee commutes reduced from 5.0 kt in the previous year to 4.2 kt. The cause of this is markedly lower emission factors, in particular for public transport. Emissions arising from installation-related travel fell by 33.9% (-0.6 kt CO_2e) thanks to optimization measures.

Scope 3 greenhouse gas emissions (in t CO_2e) GRI 305-3

	Techem in total			EES (contracting)			ESG/ESI (submetering)		
	FY 2024	FY 2023	FY 2022	**FY 2024**	FY 2023	FY 2022	**FY 2024**	FY 2023	FY 2022
Scope 3 – other indirect GHG emissions	**105,879**	**99,692**	**121,517**	**76,478**	**73,254**	**88,173**	**29,401**	**26,438**	**33,344**
› Purchased goods and services	22,490	18,432	28,941	0	0	0	22,490	18,432	28,941
› Capital goods	1,142	908	1,075	1,142	908	1,075	0	0	0
› Fuel- and energy-related activities	75,638	72,620	87,184	75,336	72,337	87,080	302	283	104
› Transportation and distribution (upstream)	61	112	100	0	0	0	61	112	100
› Waste generated during operations	352	285	156	0	0	0	352	285	156
› Business travel	543	348	245	0	0	0	543	348	245
› Commuting	4,189	4,973	839	0	0	0	4,189	4,973[1]	839[1]
› Transportation and distribution (downstream)	1,119	1,693	2,697	0	0	0	1,119	1,693	2,697
› Rented or leased property, plant and equipment	344	320	279	0	8	17	344	312	262

Explanation of scope 3 greenhouse gas emissions: The calculation is based on the internationally recognized calculation guidelines of the GHG Protocol. Emissions are stated in CO_2 equivalents (CO_2e), which include CO_2, CH_4 and N_2O emissions. A small proportion of the figures is based on estimates due to unavailable data. All emission factors used are taken from internationally recognized sources.

1 Significant increase due to changes in the calculation basis and considerably higher attendance rate than in previous years.

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The quantity of bought-in fossil fuels remained almost unchanged (-0.3%). The associated emissions reduced by 8.8% in scope 3 compared to the previous year due to lower specific greenhouse gas emission factors for the upstream value chain for natural gas. In the overall analysis we are reporting a 4.2% increase in scope 3 emissions for fuels including district heating.

Implementing our roadmap to climate neutrality

Under our decarbonization plan we are striving to reduce our Group-wide CO_2e emissions by at least 42% in scopes 1 and 2 and 28% in scope 3 by 2030, and to achieve an emissions reduction of at least 90% across all scopes by 2045 (see table). The base year in each case is the 2020 financial year. Any remaining emissions, to a maximum of 10%, will be offset in accordance with the Net-Zero Standard

Scope 1-3 greenhouse gas emissions and intensity (in t CO_2e) GRI 305-4 ☑

	Techem in total						EES (contracting)			ESG/ESI (submetering)		
	FY 2024		FY 2023		FY 2022		**FY 2024**	FY 2023	FY 2022	**FY 2024**	FY 2023	FY 2022
	location-based	market-based	location-based	market-based	location-based	market-based	market-based			market-based		
Total GHG emissions	**253,597**	**249,370**	**247,554**	**244,134**	**308,231**	**306,800**	**212,282**	**210,086**	**266,036**	**37,088**	**34,048**	**40,765**
› Scope 1 GHG emissions[1]	141,933		142,473		180,415		135,804	136,138	174,566	6,129	6,335	5,848
› Scope 2 GHG emissions	5,785	1,558	5,389	1,969	6,300	4,869	0	695	3,297	1,558	1,275	1,573
› Scope 3 GHG emissions	105,879		99,692		121,517		76,478	73,254	88,173	29,401	26,438	33,344
Value added (in millions of euros)	**1,058.2**		**1,009.1**		**899.6**		**124.7**	**158.8**	**141.1**	**933.5**	**850.3**	**758.5**
Intensity of GHG emissions (in t CO_2e/millions of euros)	**239.6**	**235.6**	**245.3**	**241.9**	**342.6**	**341.0**	**1,701.9**	**1,323.3**	**1,884.8**	**39.7**	**40.0**	**53.7**

1 In accordance with the GHG Protocol, biogenic emissions are not part of the CO_2e footprint; they are therefore reported separately.

Biogenic emissions (in t CO_2e) GRI 305-1 ☑

	Techem in total			EES (contracting)			ESG/ESI (submetering)		
	FY 2024	FY 2023	FY 2022	**FY 2024**	FY 2023	FY 2022	**FY 2024**	FY 2023	FY 2022
Total biogenic emissions	**14,296**	**18,375**	**17,628**	**14,296**	**18,375**	**17,627**	**0**	**0**	**1**
› Combustion of biogas	1,539	5,998	7,104	1,539	5,998	7,104	0	0	0
› Combustion of wood pellets	12,757	12,377	10,523	12,757	12,377	10,523	0	0	0
› Purchased heat from wood pellet combustion	0	0	1	0	0	0	0	0	1

Biogenic emissions are emissions which arise from renewable sources but have the potential to cause global warming in the same way as fossil emissions. Data on direct CO_2e emissions from biologically bound carbon (e.g. CO_2e from the combustion of biomass/biofuels) must be reported separately in accordance with the GHG Protocol, and is not included in the total emissions for Scopes 1-3.

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of the SBTi, making use of carbon offsetting or carbon capture technologies so that Techem can achieve climate neutrality by 2045.

Alongside our CO_2e footprint based on the GHG Protocol (see page 46 ↙), our decarbonization plan is also founded on analyses of our devices' and systems' environmental impact (see page 60 ↙) and workshops with our experts.

Achieving the climate targets defined for 2030 is currently very much at risk. This is due both to regulatory framework conditions and hesitancy on the part of our customers, who are only intending to make investments in low-CO_2e heating systems from 2028, based on the specifications of the German Buildings Energy Act (Gebäudeenergiegesetz, "GEG"). This is significantly delaying the necessary transformation toward climate-friendly generation units. Our target of advancing the

Emissions based on the value chain of the contracting business (EES)

Scope 3

Emissions are mainly caused by the extraction, production and transportation of purchased energy sources and fuels such as gas or heating oil, as well as by the electricity purchased to operate heating systems.

54.8 kt CO_2e
Purchase of fuels (upstream)
20.8%[1]

0.0 kt CO_2e
Purchase of electricity
0.0%[1]

20.3 kt CO_2e
Purchase of district heating
7.7%[1]

1.1 kt CO_2e
Systems (upstream)
0.4%[1]

Scope 1

In our contracting business, emissions are caused by the combustion of energy sources such as gas or heating oil in customers' residential and commercial buildings.

7.7 kt CO_2e
Heating oil consumption contracting
2.9%[1]

128.1 kt CO_2e
Natural gas consumption contracting
48.6%[1]

Scope 2

Emissions are caused by the purchase of electricity for the operation of our own buildings.

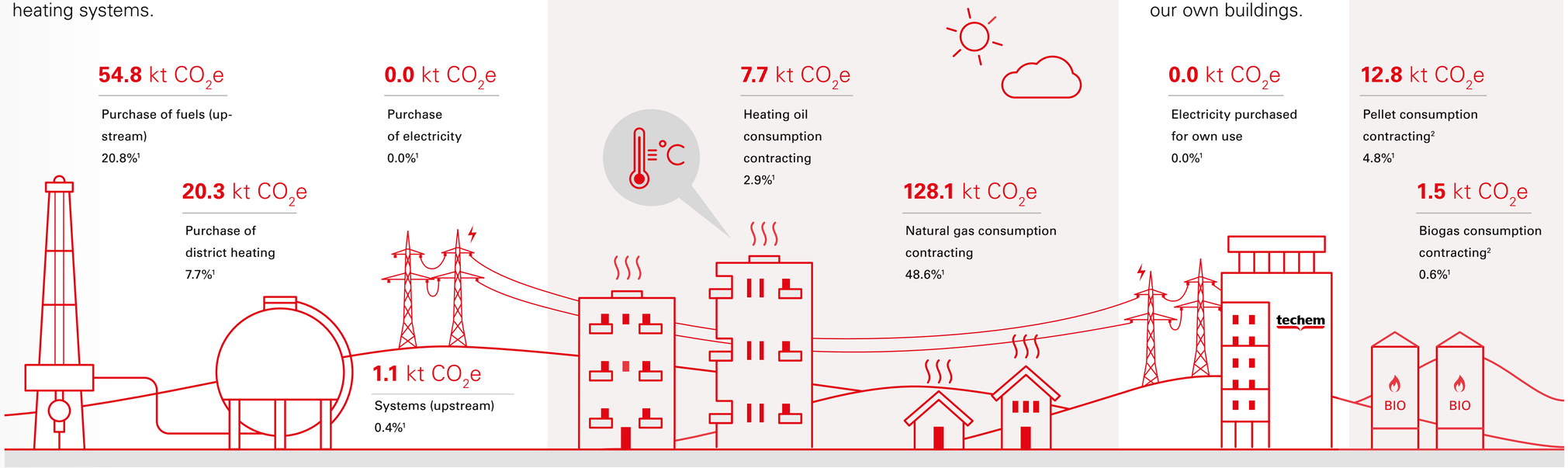
0.0 kt CO_2e
Electricity purchased for own use
0.0%[1]

Biogenic[2]

Biogenic emissions are caused by heat generation using pellets or biogas.

12.8 kt CO_2e
Pellet consumption contracting[2]
4.8%[1]

1.5 kt CO_2e
Biogas consumption contracting[2]
0.6%[1]



1 Percentage of total emissions (including biogenic emissions). The material emissions shares are listed.
2 In accordance with the GHG Protocol, biogenic emissions are not part of the CO_2e footprint; they are therefore reported separately.

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decarbonization of heat supply is heavily dependent on when our customers are ready to invest. In this context, the delay represents a challenge that not only jeopardizes the achievement of our targets, but also limits overall progress with respect to the climate neutrality of the building sector.

The EES segment (contracting), which is responsible for around 85% of all emissions, has developed a new strategy to combat this challenge: "Green-ready solutions" include a contractual commitment that fossil heating systems will be switched to renewable energies as per the legally required timeline (2045 at the latest). The objective of this approach is to lay the foundation for climate neutrality by 2045 at the latest. Because we are still working towards the ambition of meeting our reduction targets in accordance with SBTi, we are continuing to report on our progress within this framework in spite of the difficult conditions due to the GEG and delayed willingness to invest in the real estate sector. To manage our progress in contracting, we are evaluating already-concluded contracts based on their CO_2e intensity.

Emissions based on the value chain of the submetering business (ESG/ESI)

Scope 3 (upstream)

Emissions are mainly caused by the manufacture of devices such as the radio heating cost allocator.

22.5 kt CO_2e

Purchased devices and services
8.5%[1]

4.2 kt CO_2e

Employee commuting
1.6%[1]

Scope 1

Emissions are caused by Techem's own company car fleet.

6.1 kt CO_2e

Journeys with company cars by Techem employees
2.3%[1]

Scope 2

Emissions are caused by the production of heat and cooling for our own locations.

1.6 kt CO_2e

Electricity purchased for own use
0.6%[1]

Scope 3 (downstream)

Emissions are caused by the transportation of devices to the place of use as well as by waste.

1.1 kt CO_2e

External installation trips and transport
0.4%[1]

0.4 kt CO_2e

Waste
0.1%[1]

1 Percentage of total emissions (including biogenic emissions).

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Focal points of our decarbonization plan

EES segment (contracting)

1. Low-emission growth

The EES segment is driving forward the equipment of properties with low-emission solutions for the supply of heat and cooling. This means we always offer our customers a solution with 100% renewable energies. For customers who do not have such an option, we only enter into contractual arrangements that include decarbonization options ("green-ready solutions") during the term.

2. Switching existing systems to low-CO_2e heating systems

We also always offer supply with 100% renewable heat supply solutions in the context of contract renewals. In the case of ongoing contractual relationships, we provide all customers with the option of switching their heat supply to low-CO_2e solutions, whereby we predominantly rely on heat pumps. Because of changes to legal framework conditions, we only expect to see a significant reduction in emissions from 2028 or 2030. Although the switch to renewable heating systems is being delayed, we are maintaining the target of 90% less emissions by 2045 in comparison with the 2020 base year, and as such are planning towards climate-neutrality for Techem Group.

3. Switching to green electricity for customers

Since January 1, 2023, all installations in the EES segment, as well as the charging stations for e-mobility that are supplied by us, have been converted to 100% green electricity.

4. Optimizing system operation

The EES segment has mostly switched its systems for the generation of useful energy to "eco mode" and optimized their operating times to suit demand. We have continued to upgrade our system portfolios with digital, radio-enabled metering systems and have improved 39% of the overall stock, putting us slightly below target for remote-readable final energy meters. The target for 2025 is 50%, followed by 100% in 2026.

Techem emissions reduction targets in accordance with the SBTi

Techem Group	2030[1]	2045	Current status	
Scope 1	–42%	–90%	–22%	**Net-Zero** as per the SBTi in combination with carbon capture technologies for the 10% remaining emissions
Scope 2	–42%	–90%	–41%	
Scope 3	–28%[2]	–90%	–10%	
ESG/ESI segment	2030	2045		
Scope 1 and scope 2	–90%		+13%	

1 Target achievement by 2030 currently not guaranteed due to changed legal framework conditions.
2 Scope 3 target for 2030: In accordance with the SBTi standard, only two thirds of the Scope 3 emissions from the 2020 baseline year need to be reduced by 42%. In addition, upstream emissions from district heating purchases (= one third) were not taken into account.

ESG/ESI segment (submetering)

5. Circular design for Techem devices

We can only achieve our long-term reduction target if we completely transition to largely circular production of all Techem devices. The chapter on circular economy (see page 60) explains measures for the transformation of our product portfolio. An analysis of these measures with respect to emissions-reduction potential is planned for the 2025 financial year.

6. Emissions-free mobility, green electricity for own use, and emissions-free heat in Techem buildings[16]

Techem Germany plans to switch its car fleet to 90.0% CO_2e-neutral drive systems by the end of 2028. In the 2024 financial year, the prevalence of electric cars in the ESG segment rose from 17.1% to 30.5%. In the ESI segment, the proportion of electric vehicles was approximately 10%. Having introduced green electricity at all German locations, we have now started to convert our headquarters to heating and cooling from renewable energy sources. We aim to complete this process in 2025 (see page 53).

16 The EES segment's relatively small numbers of company cars and premises are allocated to the ESG/ESI segment.

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Handling remaining emissions

In line with the SBTi requirements, we intend to offset remaining emissions, to a maximum of 10%, with the aid of carbon offsetting or carbon-capture technologies to support achieving complete climate neutrality by 2045.

Determining the climate impact

In the 2023 financial year, Techem entered into a cooperation with right. based on science GmbH. The aim was to use the company's X-Degree Compatibility model (XDC) to quantify the climate impact of Techem Group and of the building stock under our service – specifically in terms of the impact on global warming. This enabled us to determine – while taking into account our decarbonization plan – that the climate impact of the ESG/ESI segment (submetering) over the consideration period of the Paris Climate Agreement comes to 1.3 degrees and the climate impact of the EES segment (contracting) to 1.6 degrees. In the 2024 financial year we were also able to show, together with right°, that it is possible for a typical apartment building to achieve the targets of the Paris Climate Agreement (XDC ≤ 1.5 degrees) through conversion of the heat supply to AI-supported and operationally optimized heat pumps and the use of green electricity. We plan to continue our collaboration with right° in the 2025 financial year.

Techem is aiming for DGNB Platinum certification

At its head office in Eschborn, Techem demonstrates how sustainability in building stock can be achieved. Together with the owners we have made the over-20-year-old property "state of the art" and used our own products and solutions to do so. Having already received Gold certification from the DGNB, we will endeavor to achieve DGNB Platinum certification in the 2025 financial year.

To do so we intend to expand, modernize and cost-effectively decarbonize our existing contracting solution at our headquarters. Heating and cooling will be supplied by a heat pump system with a condensing boiler for peak loads, and the flat roof will be equipped with a photovoltaic system to generate green electricity.

Saving water

Techem considers water to be a resource worth protecting. Due to climate change, water stress is increasingly becoming a problem even in temperate latitudes. By metering and billing water consumption, we provide tenants with transparency on their consumption and help raise awareness.

The only water we use in our own operations is for sanitary purposes and food preparation: During the 2024 financial year, we consumed 11,798 cubic meters of water (2023: 12,383). This water is drawn from the public drinking water supply and is used in sanitary facilities, office kitchens and the company restaurant. Our sanitary facilities are equipped with water-efficient fittings, and all employees are encouraged to use less water. In addition, at the Eschborn site we use rainwater to water outdoor installations by means of cisterns.

Wastewater is discharged into the municipal systems. Since our production processes do not require water and we therefore do not generate any process wastewater, we are subject to the relevant local laws and regulations for domestic wastewater.

To make a positive contribution that goes beyond our own water consumption, we support the "Water is Right" (WIR) foundation. This foundation advocates for the fairer distribution of water – especially for people in developing regions and areas affected by natural disasters. Since early 2022 we have been replacing the water dispensers in the kitchenettes at our headquarters and selected branch offices. And since the 2022 financial year we have been donating one euro to WIR for every 1,000 liters of water consumed at our German locations. We donated 15,000 euros in the 2024 financial year.

Water consumption (in m³) GRI 303-5

	FY 2024	FY 2023	FY 2022
Total water consumption	**11,798**	**12,383**	**14,173**
› of which water from third parties	11,798	12,383	14,173

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In addition, we have worked with the Global Nature Fund (GNF) and a landscape architect specializing in biodiversity to redesign the outdoor area (see Sustainability Report 2023 ↗).

Reporting on climate risks and opportunities

In view of the social and environmental changes brought about by climate change, Techem has examined two different future scenarios and what they mean for our business model. Our reporting on this follows an established standard.

Because we want to systematically address the risks and opportunities resulting from climate change, we use the recommendations of the TCFD to describe the management of our climate-related topics, looking at a 2-degree model and a worst-case scenario. Using this framework we present potential opportunities and risks and address the strategically necessary consequences.

Strategy

Both physical and transition climate risks and opportunities shape Techem's business activities and can consequently influence the corporate strategy. In contrast to physical risks, where climate change can have a direct impact on a company's locations and supply chains, transition risks are potential impacts caused by the transition to a decarbonized economy. For example, transition risks may be linked to changes in supply and demand or new cost structures.

According to our analysis below, transition opportunities and risks play a far greater role for Techem than potential physical impacts. To assess the physical impacts of global warming for Techem, particularly in relation to office locations and heating systems in our contracting business, we researched the sites and assets for information on temperature increases, the number of very hot days and heating degree days as well as heavy rainfall events. The results in the 2-degree scenario show that Techem is unlikely to experience any significant physical disruption to its daily business operations. Though the heating systems of the contracting business could be affected by heavy rainfall events, the risk is low, as the occurrence of such extreme precipitation is geographically limited. In contrast, the physical risk in our supply chain is high, which is why we will engage more intensively with this challenge in future (see page 97 ↙).

One example of the physical impacts we investigated is the average rise in temperature, which varies in intensity across Techem's sites.

Below we have presented all of Techem's opportunities and risks classified with high materiality in the two given climate scenarios.

Climate scenarios

The core element of the TCFD recommendations is an analysis of climate scenarios that can influence a company's business success either directly or indirectly. This gives the company a better understanding of how it could develop with regard to various transition and physical opportunities and risks.

Techem has based its analysis on two established climate scenarios:

- The 2-degree scenario corresponds to the EU's and the German government's commitment to achieve climate neutrality by 2050 and 2045 respectively. It is based on the Energy Technology Perspectives (ETP) 2-degree scenario by the International Energy Agency (IEA).
- The worst-case scenario is based on the Shared Socioeconomic Pathways 5-8.5 (SSP5-8.5), i.e. the global climate development pathways coordinated by the Intergovernmental Panel on Climate Change (IPCC). This scenario considers a global development direction with strong and sustained economic growth based on fossil fuels.

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Material opportunities and risks for Techem under the 2-degree scenario and impacts on the business model

Opportunities	Classification		Initial situation and effects
Business growth through the provision of innovative and low-emissions heating technologies (especially heat pumps)	Time horizon Medium term Category Products and services	Business field EES segment (contracting) Materiality High	Sales of heat pumps are projected to rise significantly – irrespective of electricity prices – and a corresponding market ramp-up is expected. According to forecasts, the share of heat pumps in heated living spaces will increase to almost 60% by 2045. As a result, gas and heating oil for residential heating systems will fall out of use. The market situation is expected to improve further in this scenario, creating opportunities for Techem to help existing and new customers switch to heat pumps.
Additional earnings from combining submetering and smart metering for electricity	Time horizon Medium term Category Products and services	Field of business ESG/ESI segment (submetering) Materiality High	New regulations to promote the energy transition in the building sector along with indirectly related laws – such as the Digitalization Act on Energy Transformation (GDEW) or the Act on Metering Point Operation and Data Communication in Smart Energy Networks – could have a positive impact on Techem's submetering and smart metering business. However, these regulatory changes mainly focus on matters of competition law, meaning that this opportunity is likely to develop independently of the scenario examined.
Demand- and customer-oriented services based on digital metering to ensure new regulatory requirements	Time horizon Medium term Category Products and services	Field of business ESG/ESI segment (submetering) Materiality High	Achieving the 1.75% average refurbishment rate target needed to achieve climate neutrality by 2045 requires increased measures for the digitalization of metering systems and the use of them to optimize the energy efficiency of buildings. This has a positive effect on relevant product developments. Techem can make a valuable contribution here in the years ahead by offering data analyses and benchmarks for complex energy systems in buildings and districts at an early stage.
Development of new markets through favorable legal framework conditions in the area of e-mobility	Time horizon Short term Category Products and services	Field of business ESG/ESI segment (submetering) Materiality High	The IEA's 2-degree scenario anticipates that the number of electric vehicles will increase more than sixfold by 2050 – with a simultaneous increase in the share of electric vehicles in the overall fleet. A scenario in which Germany meets the 2-degree target by achieving climate neutrality is based on the assumption that electric mobility will be specifically promoted and the charging infrastructure expanded. For example, 16 million electric cars are to be brought onto the German market by 2030. Larger residential areas offer particular potential in this context, which Techem will be able to more effectively make use of in this scenario.

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Opportunities	Classification		Initial situation and effects
Increasing demand for products and services that reduce the (personal) environmental footprint	Time horizon Short term	Field of business ESG/ESI segment (submetering)	Climate scenarios for meeting the 2-degree target indicate that indoor temperatures in residential buildings will generally be kept closer to outdoor temperatures, thereby saving energy and consequently greenhouse gas emissions. Recent surveys of the German population have also shown that nine out of ten Germans are deliberately saving heating energy and that 79% would prefer to use digital meters that show how much energy their heating system is using in real time. Beyond the legal requirements (in particular the Heating Cost Regulation, "HKVO"), this scenario highlights that there is already an opportunity in the short term to offer services that increase consumer transparency – and thereby promote efficient heating behavior.
	Category Products and services	Materiality High	

Risks	Classification		Initial situation and effects
Impairment of fields of business related to heat supply from fossil fuels and more efficient energy supply	Time horizon Medium term	Business field EES segment (contracting)	In accordance with the German Buildings Energy Act (Gebäudeenergiegesetz, "GEG"), newly installed heating must generally be operated with up to 65% renewable energy from 2024. Fossil fuels may be used for heating until December 31, 2044 at the latest. Considering the term of our contracts, we are likely to lose our current income from gas and oil boilers in the medium term, and technological changes will require us to adapt our business model.
	Category Technology	Materiality High	

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Material opportunities and risks for Techem under the worst-case scenario and impacts on the business model

Opportunities	Classification		Initial situation and impacts
New fields of business in the area of metering and billing due to increasing demand for cooling on hot days	Time horizon Long term Category Products and services	Field of business ESG/ESI segment (submetering) Materiality High	In Germany, 58% of all Techem locations are situated in zones where the annual average temperature rise is above 2 degrees. Of the Techem locations supplied, some 22% are above the global average for the expected increase in hot days and over 70% are exactly at the average. By 2050, the number of cooling degree days could rise to over 200-300 for large parts of Germany and as high as 300-500 in the Upper Rhine Plain. This rise will lead to an increased need to use thermal meters for both heating and cooling requirements, resulting in additional potential for Techem's meter reading business.
Additional earnings due to increasing demand for cooling and the possibility of combined heating and cooling provision	Time horizon Medium term Category Products and services	Field of business EES segment (contracting) Materiality High	The average demand for cooling is expected to increase significantly, with both active and passive cooling measures becoming relevant in the future. Demand for cooling energy in residential buildings in Germany is projected to rise by more than 50% by 2035 and by more than 90% by 2085. By 2050, it is estimated that air conditioning in buildings will account for 3-6% of private households' electricity consumption. The predicted additional demand for cooling could open up considerable business potential for Techem – particularly through the combined provision of heating and cooling.
Risks	**Classification**		**Initial situation and impacts**
Temporary customer unwillingness to invest in low-emission, capital-intensive solutions (particularly heat pumps)	Time horizon Medium term Category Market	Field of business EES segment (contracting) Materiality High	The SSP5-8.5 scenario is based on the assumption that there will be a clear focus on energy efficiency and cost-effectiveness in the buildings sector and little climate policy support for low-CO_2e heating technologies. As a result, the trend toward greater energy efficiency in the fossil fuel sector could have a negative impact on people's willingness to invest in lower-emission technologies, unless further legal requirements for climate-friendly technologies are introduced. Under this scenario, the hesitancy to invest that can already be observed among customers today could therefore be consolidated in the medium term, particularly in the case of CAPEX-intensive technologies that are only at the beginning of their market development.

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Risks	Classification		Initial situation and impacts
Disruptions in the supply chain due to physical risks such as heat events, droughts, floods and storms	Time horizon Long term	Field of business ESG/ESI segment (submetering)	The product groups with the highest potential risk for the ESG/ESI segment are household heating/energy control devices. The majority of these are sourced from suppliers in less risky regions in Central Europe. One exception are Eastern European supplier countries. Here, the average rise in temperature is already set to be critical in the medium term, with a high risk of heatwaves and droughts. This is problematic for goods that have long upstream chains (e.g. electronics, critical raw materials) originating in regions with a high incidence of physical risks (e.g. China, Indonesia, Romania) or which are dependent on endangered resources (e.g. iron goods – water scarcity). Even transport routes within Germany are affected by the increase in extreme precipitation events, drought and reduced waterway transportation.
	Category Market	Materiality High	

The scenario analyses carried out clearly show that Techem is far more affected by the transition opportunities and risks of climate change than the physical ones – at least in the short and medium term under the 2-degree scenarios. Our business model means that there is far more transition potential identifiable for us, and we are already tapping into this potential with various solutions in the context of our corporate strategy.

Ultimately, we want to increase the climate-friendly impact of our products and services in order to contribute to climate-neutral building management in the future. We are therefore stepping up our activities in five strategic fields of action:

- Low-CO_2e energy contracting
  With heat pump solutions and green-ready solutions, we are working on achieving CO_2e reductions in buildings (see page 49 ↙).
- Sector coupling
  By adding e-mobility infrastructure as a new offer for our customers, we are connecting electricity and heat consumption with the mobility sector (see page 38 ↙).
- Digital infrastructure
  We are laying the foundations for efficient energy management by means of our radio sensors, smart readers and smart metering (see page 9 ↙ and page 11 ↙).
- AI-supported energy efficiency
  With the help of AI-assisted systems such as our Digital Boiler Room, we are optimizing the energy efficiency of buildings and creating new concepts for building modernization.
- Cooling systems
  The use of cooling meters and the supply of cooling within our contracting services allow for efficient provision in line with the growing demand for cooling (see page 9 ↙).

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Risk management

Techem assesses all risks – including climate-related risks – using a standardized risk assessment framework.[17] Climate risks are included either as regulatory or external risks. The relative importance of different climate risks is measured on the basis of their probability of occurrence, the ability to mitigate them, their impacts and the specific risk tolerance. In the 2023 financial year, we identified climate-related risks and opportunities and determined their materiality, taking into account our two segments and the approach recommended by the TCFD. We did this on the basis of a risk register with a total of 26 climate-related opportunities and risks. In future we want to also analyze our climate risks and opportunities in a 1.5-degree scenario.

Key figures and targets

Our strategy to achieve climate neutrality and reduce greenhouse gas emissions en route to a 2-degree scenario helps us mitigate the risk of additional expenses in the supply chain. At the same time, it gives us a greater chance of further consolidating our success in strategic fields of action.

Within the framework of our decarbonization plan, we intend to reduce our CO_2e emissions in Scopes 1 and 2 by at least 42% and in Scope 3 by 28% by 2030 compared to the 2020 financial year. Our long-term goal is to achieve an emissions reduction of at least 90% in all scopes by 2045. In order to ensure that Techem Group is climate-neutral by 2045, we intend to compensate for the remaining emissions by means of carbon offsetting or carbon capture technologies. As such, regularly reviewing our reduction targets provides vitally important key figures for our corporate strategy.

Alongside emissions, progress in our strategic fields of action is an important indicator that we use to achieve our CO_2e reduction targets. That is why we continuously monitor the status of the following targets:

Target	By the end of
Establishing functionality of 85% of the devices in the billing properties	2025
Equipping of 90% of the heating systems with the Digital Boiler Room smart monitoring system (formerly Techem Smart Monitor (TSM)) to automatically monitor the energy efficiency of the systems	2026
Achieving remote readability of 100% of the contracting systems	2026
Implementing 10 pilot projects for shared building supply	2027
Guaranteeing supply with green electricity to more than 5,000 charging points under Techem service (for private charging infrastructure)	2027

17 To be able to better quantify financial risks from the sustainability area in future, the Finance department is planning to train a specialist in sustainability-related risk assessment during the 2025 financial year.

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Resource use and circular economy

21.2% of our scope 3 emissions are attributable to the devices we use and services we purchase in our submetering business. The production, transportation, installation and eventual dismantling of heat generation systems also give rise to CO_2e emissions and other environmental impacts. To detect hot spots and determine optimization potentials, we performs LCAs on our devices and contracting systems.

Our material impacts with respect to the circular economy

Energy, resources and water are consumed throughout the lifecycle of our devices, systems and charging stations. Both in production and use, but also in the disposal of our systems, environmental impacts arise; both short- and medium-term, as well as long-term. Optimizing sustainability in every phase of this lifecycle is therefore essential to reducing the ecological footprint and minimizing the long-term environmental burden.

E5 Resource use and circular economy

Resource inflows, including resource use/resource outflows related to products and services/waste	
Actual negative impact	Energy, resource and water use in the lifecycle of the devices, systems and charging station and associated negative environmental impacts
Upstream and downstream value chain, own business area, short-, medium- and long-term	

Analyzing the lifecycle of devices

To be able to quantify the environmental impacts of our products more precisely, we analyzed ten selected devices using the Product Environment Footprint (PEF) method, which considers not just the components and their emission factors but also manufacturing processes and transport routes as part of the CO_2e footprint.

We also contacted our main suppliers in order to create a comprehensive data basis for such analyses. The first device that we looked at in the context of a complete LCA is the radio heating cost allocator (see Sustainability Report 2022 ↗). We plan to have performed LCAs for all of the seven device groups by the end of 2030. In the 2024 financial year, we had achieved one of these seven analyses.

Material use

Techem aspires to develop and offer products and services that are as sustainable as possible. We drive this aspiration forward through steps including optimized product design, using recycled materials and extending the service life of devices.

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Using recycled materials

When designing products we consider the use of recycled materials. Our radio heating cost allocator helps save resources thanks to a composition of 43.7% recycled material. Over 2.4 million new devices were produced during the 2024 financial year. Together with predecessor devices that were also equipped with the same housing material, in total there are over 34.6 million radio heating cost allocators containing recyclate in use. We are constantly looking for new ways to increase the amount of recycled material in our products – while maintaining the quality level (see page 62 ↙). One example of this is the Smart Reader, for which we have already confirmed the technical feasibility of using recycled material (see page 62 ↙). We plan to start using recyclate after the warehoused old materials are used up, which we expect to happen in 2026. Disposing of the old material without using it would run counter to the principles of sustainability. We want to increase the share of recycled input material to 10.0% by the end of 2028. The starting value in the 2022 financial year was 2.8%. Overall, the share of recycled input material in Techem devices in the 2024 financial year was 5.3% (2023: 4.6%).

Reducing resource outflows

We implement various measures to reduce the resource outflows for our devices, some of which are bundled in an action plan for the circular economy. Furthermore, we are continuing to work on optimizing our own disposal management system and are taking steps to reduce our paper consumption.

Optimizing product design

Depending on the product, the product design is either fully or partly our responsibility. We maintain direct contact with the partners that manufacture our devices and system components.

The current focus is on extending service life and using recyclates. We are also conducting feasibility studies for advancing the systematic reuse of materials. Our initial analysis of the environmental impact of our most important devices and systems was conducted in the 2022 financial year and then further substantiated in 2023, to integrate the results into our CO_2footprint (see page 48 ↙) and implement initial improvements in device design and the components used.

Use of materials and recycled input materials GRI 301-2 ☑

	FY 2024		FY 2023		FY 2022	
	in t	in %	in t	in %	in t	in %
Materials used	**2,396**[1]	**100**	**1,778**	**100**	**1,575**	**100**
› of which recycled input materials	127.9	5.3	82.1	4.6	44	2.8

1 In the FY 2024 the data basis for determining the used materials was improved, with the result that the determined weight increased.

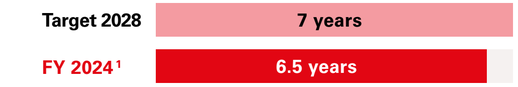
By consistently embracing digitalization and remote radio meter reading, we avoid travel to carry out on-site readings and as such are able to meet the legal requirement to provide consumption information throughout the year while conserving resources. All current radio devices meet the standards of the Open Metering System (OMS), which we played a key role in developing. In the event of a change in service provider, these devices can continue to be used as long as the new service provider supports the standard.

Extending our products' service life

In the 2024 financial year, we were able to continue the previous year's successful extension to the service life of our "data III" and "radio 4" radio heating cost allocators. The service life of the 17.2 million data III devices that are installed in the field was extended to 20.5 years, while the service life of 16.8 million radio 4 devices was increased to 13.5 years. This means that, in this year, 611,774 data III devices remained in the field which would have had to be replaced if the service life were not extended. In the context of our M&A strategy we acquire small and medium-sized metering service providers and consolidate them in our subsidiary DMG. Replacement of the devices we take over in the course of these acquisitions is deferred until the next scheduled routine replacement in order to conserve resources.

In the ESG/ESI segment (submetering), we are aiming to increase the average operating time of devices to seven years by the end of 2028. In the 2024 financial year, devices remained in use for an average of 6.5 years.

Target: Increasing the average operating time of devices to seven years



Scope of application: ESG/ESI (submetering)

1 Starting value

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Action plan for circular economy

To follow through on our commitment to a circular economy, we have identified possible courses of action for our devices. The measures will be implemented between the 2025 and 2026 financial years. Progress and further measures are set out in our action plan:

Action plan[1]

Action	Status	Planned optimization measure
Using radio chips and microcontrollers in a more sustainable way	The possibility of a redesign to reduce the number and size of radio chips and the chip housing was examined, and potentials identified.[2]	The development project for implementation is being planned.
Using recyclate for plastic housing	The technical suitability of using a higher proportion of recyclate for Smart Readers has been confirmed and technically approved, with the result that this can be implemented in future.	This recyclate use is planned to start after the stock of old material is used up, expected from 2026.
Extending the operating time of system devices by means of new batteries	Current research is looking at the energy consumption of the Smart Reader. A new version of the electronics with lower peak currents, or the use of more environmentally friendly batteries with a rod core enable a longer battery life. A first hardware prototype has already been established and suitability tests started.	A project for implementation is being planned.
Reusing radio components	The feasibility study on using replacement radio modules for water meters for two compliance/calibration periods rather than one, as has been the case so far, has been completed. Replacement of the devices is already possible from a technical point of view, but test processes for the purpose of quality assurance are still being optimized in initial field testing. Radio modules were reused for the first time in the 2024 financial year.	Expansion of reuse.
Introducing battery replacement to extend the operating time	In Denmark, batteries have already been replaced in system devices for the first time in the course of a pilot, allowing reuse of the devices.	Analysis of the pilot and definition of follow-up measures.
Extending the operating time of water and heating meters	A potential three-year extension to service life was determined.	Contact and coordination with the manufacturers' calibration authorities to research further potential. Manufacturer approval and participation are required for the initiation of further steps.
Reconditioning heating meters	Contact has been made with suppliers offering reconditioning of used products.	Start of a pilot project.

1 The optimization measures described below are either current developments or potential concepts, some of which still need to be tested for feasibility.
2 Application potential pertains to the radio module and the heat cost allocator. The chip housing area is to be halved.

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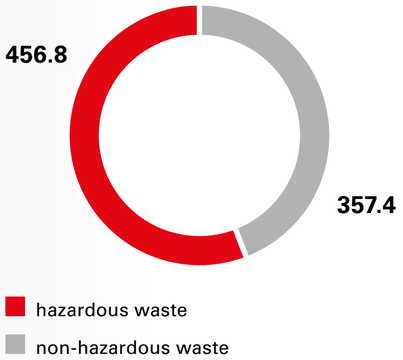
Establishing waste management

All electrical devices that Techem brings into circulation on the German market are utilized or disposed of at the end of their service life. We use a certified waste management facility for this purpose (first treatment plant in accordance with the Electrical and Electronic Equipment Act (Elektro- und Elektronikgerätgesetz, "ElektroG")). This company accepts all used electrical and electronic equipment collected at the central warehouse in Liederbach and sends it for high-quality recycling or recovery. The Supply Chain Management department is responsible for this, and had successfully professionalized the disposal process by the end of 2024: A pilot phase took place to test the transportation of old equipment directly from the three largest assembly partners to the waste disposal company, thereby eliminating the intermediate stop in Liederbach.

Waste by waste type in Germany in 2024 (in t)



Once the corresponding contracts have been concluded with the new disposal company, this process is expected to be implemented throughout Germany. The Supply Chain Management department is also planning to set up a "Reuse Center" in which equipment can be checked for reusability and, if suitable, used again. Implementation is intended for the 2025 financial year.

The devices we use consist of electronic components, plastics and metal. Right from the design stage of our products we take into account the impacts that arise during their lifecycle. Among other things, we focus on designing products to be recyclable and reducing the amount of packaging material. Around 378 metric tons of dismantled devices were sent for disposal in Germany in the 2024 financial year (2023: 312).

To increase the number of devices returned to Techem, we have drawn up appropriate work instructions and integrated them into the mandatory hazardous goods training for fitters. The lithium batteries contained in the electronic devices are supplied to a certified return system for specialist recovery. Since 2023 we have also ensured that any packaging materials generated during shipping in Germany are disposed of appropriately.

Waste generated (in t) GRI 306-3

	Techem Germany			Techem Group[1]
	FY 2024	FY 2023[2]	FY 2022	**FY 2024**
Total amount of waste	**814.2**	**748.8**	**452.0**	**858.0**
› of which non-hazardous waste	456.8	426.5	166.3	470.3
of which paper and cardboard packaging	210.0	180.2	48.9	210.0
of which plastic packaging	26.2	26.4	2.4	26.2
of which mixed residential waste	168.7	166.2	74.6	168.7
of which kitchen and canteen waste	6.6	7.9	6.6	6.6
of which waste from wastewater treatment	33.5	33.5	32.6	33.5
Other	11.9	12.4	1.2	25.3
› of which hazardous waste	357.4	322.3	285.7	387.6
of which electronic waste	348.2	311.6	275.7	378.5
Other	9.1	10.7	10.0	9.1

Some of the figures are based on estimates.

1 In the 2023 financial year, all waste including waste generated by the DMG companies was recorded for the first time.
2 Waste figures from the national companies in Poland and France were recorded for the first time in the 2024 financial year. Expansion to the whole group is planned for the 2025 financial year.

In the 2024 financial year, a total of 858.0 metric tons of waste was accrued (2023: 748.8), of which 387.6 metric tons (2023: 322.3) was hazardous (large electrical waste).

This increase in waste volume is due to the inclusion of our subsidiaries in Poland and France in data recording. 98.9% (2023: 98.7%) of waste was recycled, processed or utilized.

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Waste by disposal method (in t) GRI 306-4, GRI 306-5 ☑

	Techem Germany			Techem Group[1]
	FY 2024	FY 2023[2]	FY 2022	**FY 2024**
Total volume of waste	**814.2**	**748.8**	**452.0**	**858.0**
› of which non-hazardous waste	456.8	426.5	166.3	470.3
of which for recycling, treatment or further processing[3]	100%	100%	100%	100%
of which for disposal	0%	0%	0%	0%
› of which hazardous waste	357.4	322.3	285.7	387.6
of which for recycling, treatment or further processing[3]	97.4%	97.1%	96.5%	97.6%
of which for disposal	2.6%	2.9%	3.5%	2.4%

Some of the figures are based on estimates.

1 In the 2023 financial year, all waste including waste generated by the DMG companies was recorded for the first time.
2 Waste figures from the national companies in Poland and France were recorded for the first time in the 2024 financial year. Expansion to the whole group is planned for the 2025 financial year.
3 As per the Closed Substance Cycle Waste Management Act (KrWG). It is currently not possible to differentiate between recovered, treated or recycled waste. Waste was disposed of entirely by incineration without energy recovery.

The rest was disposed of as per the Circular Economy Act (Kreislaufwirtschaftsgesetz, "KrWG"). Waste figures from the national companies in Poland and France were recorded for the first time in the 2024 financial year. We plan to include the whole group in the 2025 financial year.

For 2025 we have set ourselves the target of working with an external partner to establish a waste management system (see "Reuse Center"). This also includes data recording with respect to the further processing method and materials.

Reducing paper consumption and using recycled paper

In the 2024 financial year, 96.5% of paper used at Techem Germany was recycled. Some international locations are already aiming for a paperless office. Techem Belgium and Techem Luxembourg, for example, have largely dispensed with paper since the end of 2023, while the paperless office is already a reality at Techem Netherlands.

In respect of the target of paper reduction, important process and system improvements were achieved in the 2023 financial year with the result that the first sustainable results were realized in the 2024 financial year. These steps resulted in around seven million fewer pages being used. Nevertheless, overall paper consumption increased in the reporting period from 2020 to 2024 due to new legal requirements. In particular, the Energy Efficiency Directive (EED) with intra-year consumption information is a driver for this development. Digital provision is often rejected by customers, for example because they do not have their tenants' email addresses. Accordingly, we can no longer pursue our target of reducing paper consumption by 50.0% (compared with the 2020 financial year).

Instead we intend to achieve paper savings in the ESG segment by the end of 2027 using three target rates:

- We are working to increase the digital commissioning rate to 95.0% (2024: 87.0%). To be able to manage this target even better, we have set ourselves the interim target of achieved a digital commissioning rate of 93.0% by the end of 2026.
- In addition, we would like to provide 50.0% (2024: 19.0%) of landlords with digital bills. We should have reached 44.0% by the end of 2026.
- Not only bills for landlords but also those for tenants can contribute to reduced paper consumption. With this in mind the level of digitally provided bills for tenants is to be increased to 50.0% (2024: 37.0%). We have set ourselves an interim target of 46.0% by the end of 2026.

Social

Many people keep Techem running every day. That is why creating attractive working conditions, offering comprehensive basic and further training options and an open and respectful corporate culture are at the heart of our commitment to our employees. At the same time, it is essential to guarantee the protection of workers along our value chain. In addition, we continually work on increasing customer satisfaction and positively contributing to the safety and health of society with our solutions.

- → Own workforce
- → Workers in the value chain
- → Consumers and end-users

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Own workforce

The 4,218 Techem employees we have worldwide (2023: 4,214) are the backbone of our company. That is why we offer them attractive working conditions as well as job security: The majority of our employees are on permanent contracts. We also promote diversity and equal opportunities, further education and personal development: So at Techem, even demanding jobs can be reconciled with private commitments and responsibilities.

Our material impacts with respect to our own workforce

Techem strongly believes in creating an attractive and supportive work environment for its employees. As such we can identify multiple positive impacts on our own workforce. This is evident in secure jobs that are predominantly permanent, as well as flexible workplace models that meet individual needs. Fair remuneration and targeted measures to support a good work/life balance as well as health-related measures strengthen wellbeing and workforce satisfaction.

There is a particular focus on the qualification and further development of the workforce: Young people benefit from comprehensive training options at Techem, while experienced employees can expand their abilities by means of targeted further training programs. These measures strengthen long-term employability and employee attractiveness on the job market.

An integrative culture with fair working conditions, that promotes diversity and equal opportunities and in which persons with disabilities can develop, also ensures employees have greater loyalty to and identification with Techem.

Our material opportunities with respect to our own workforce

An economic opportunity also arises from the positive impacts that Techem has on its own workforce. The focus on further employee training results in the development of various advanced training formats. Our own workforce can be shaped to be more efficient and flexible via measures including the expansion of digital training as well as concepts from the Techem Academy. This may lead to cost savings for Techem in future.

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S1 Own workforce

Working conditions	
Actual positive impact Own business area, short- medium- and long-term	Secure employment and largely permanent contracts as well as flexible workplaces for employees in our own business area
Actual positive impact Own business area, short- medium- and long-term	Fair and equitable remuneration of employees in our own business area
Actual positive impact Own business area, short- medium- and long-term	A corporate culture as well as targeted measures and regulations that support a positive balance between the work, personal demands, and interests of our own employees.
Actual positive impact Own business area, short- medium- and long-term	Increasing wellbeing of our own employees through health-related measures such as a free advice hotline, yoga courses, etc.
Equal treatment and opportunities for all	
Actual positive impact Own business area, short- medium- and long-term	Training and qualification of young people in our own workforce and associated improvement of their opportunities on the labor market, as well as further training professionally experienced colleagues in our own workforce, thereby facilitating the preservation and expansion of their abilities and as such their attractiveness on the labor market
Opportunity Own business area, medium-term	Cost savings through efficiency and flexible further training of our own workforce (including through digital training and concepts from Techem Academy)
Actual positive impact Own business area, short- medium- and long-term	Equitable working conditions and equal opportunities to increase employee loyalty
Actual positive impact Own business area, short- medium- and long-term	Strengthening individuals and teams through targeted measures for more diversity and equal opportunities
Actual positive impact Own business area, short- medium- and long-term	An integrative culture in which people with disabilities can unlock their potential; this leads to increased diversity and promotes innovation

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Employee relationships at a glance GRI 2-7

	FY 2024	FY 2023	FY 2022	Relative change from previous year
Total employees	**4,218**	**4,214**	**4,199**	**0.1%**
› of which female	1,889	1,864	1,849	1.3%
› of which male	2,328	2,349	2,349	–0.9%
› of which non-binary	1	1	1	–
Employees on fixed-term contracts	**170**	**203**	**193**	**–16.3%**
› of which female	85	100	97	–15.0%
› of which male	85	103	96	–17.5%
› of which non-binary	0	0	0	–
Employees on permanent contracts	**4,048**	**4,011**	**4,006**	**0.9%**
› of which female	1,804	1,764	1,752	2.3%
› of which male	2,243	2,246	2,253	–0.1%
› of which non-binary	1	1	1	–
Full-time employees	**3,473**	**3,476**	**3,483**	**–0.1%**
› of which female	1,315	1,292	1,296	1.8%
› of which male	2,157	2,183	2,186	–1.2%
› of which non-binary	1	1	1	–
Part-time employees	**745**	**738**	**716**	**0.9%**
› of which female	574	572	553	0.3%
› of which male	171	166	163	3.0%
› of which non-binary	0	0	0	–

The data refer to all active employees worldwide as at September 30 of the relevant FY, including apprentices but excluding temporary workers. In some cases, external customer service technicians and meter readers under a service contract are used to install the devices and read the meters. Workers with non-guaranteed working hours are not reported in our systems.

Working conditions

The 4,218 employees are the foundation of Techem, and the driving force behind our sustainable success. They bring together specialist expertise, creativity and commitment in order to develop innovative solutions. Irrespective of their place of deployment, activity or type of employment, we want to offer them attractive working conditions.

Employees by region

2,634
in Germany

1,401
EU countries excluding Germany

183
Non-EU countries

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Secure employment

Techem aspires to retain employees for the long term. As such we consider the employee turnover rate as an indicator: This shows how many employees left the company in the 2024 financial year relative to the total workforce. The current increase in the global employee turnover rate to 14.6% (2023: 14.3) is a result of necessary structural and organizational adjustments associated with the digitalization of our core business.

Employees by employment contract and region GRI 2-7

	FY 2024	FY 2023	FY 2022	Relative change from previous year
Employees on fixed-term contracts[1]	**170**	**203**	**193**	**–16.3%**
› EU countries	170	203	193	–16.3%
of which Germany	110	129	132	–14.7%
› Non-EU countries[2]	0	0	0	–
Employees on permanent contracts[1]	**4,048**	**4,011**	**4,006**	**0.9%**
› EU countries	3,865	3,833	3,815	0.8%
of which Germany	2,524	2,536	2,526	–0.5%
› Non-EU countries[2]	183	178	191	2.8%
Full-time	**3,473**	**3,476**	**3,483**	**–0.1%**
› EU countries	3,305	3,313	3,312	–0.2%
of which Germany	2,043	2,071	2,072	–1.4%
› Non-EU countries[2]	168	163	171	3.1%
Part-time	**745**	**738**	**716**	**0.9%**
› EU countries	730	723	696	1.0%
of which Germany	591	594	586	–0.5%
› Non-EU countries[2]	15	15	20	–

The data refer to all active employees worldwide as at September 30 of the relevant FY, including apprentices but excluding temporary workers. In some cases, external customer service technicians and meter readers under a service contract are used to install the devices and read the meters.

1 First-time audit in FY 2024.
2 Techem is active in the following non-EU countries: Switzerland, Norway, Brazil.

Entry and turnover rate GRI 401-1

	Entry rate			Turnover rate		
	FY 2024	FY 2023	FY 2022	FY 2024	FY 2023	FY 2022
Total	**14.0%**	**15.2%**	**17.7%**	**14.6%**	**14.3%**	**13.6%**
by age						
› under 30 years old	4.4%	5.0%	5.4%	2.6%	2.8%	3.4%
› between 30 and 50 years old	6.8%	8.1%	9.7%	7.5%	7.5%	7.2%
› over 50 years old	2.9%	2,1%	2.5%	4.4%	4.0%	3.0%
by gender						
› of which female	6.2%	5.7%	6.2%	6.6%	5.4%	4.9%
› of which male	7.8%	9.4%	11.4%	8.0%	8.9%	8.7%
› of which non-binary	0%	0%	0.02%	0%	0%	0%
by region						
› EU countries	13.7%	14.5%	16.3%	14.4%	13.8%	12.9%
of which Germany	9.4%	7.3%	8.1%	9.7%	7.7%	6.2%
› Non-EU countries	0.4%	0.6%	1.4%	0.2%	0.4%	0.8%

The data refer to all active and passive employees worldwide as at September 30 of the relevant FY, including apprentices but excluding temporary workers. The entry rate is defined as the share of new employees joining the company during the FY relative to the total workforce as at September 30 of the relevant FY.

Until FY 2022, the turnover rate was defined as the share of departures during the FY relative to the total workforce as at September 30 of the relevant FY. From FY 2023 onwards, the turnover rate refers to the share of departures relative to the average headcount for the relevant FY. This provides a more realistic picture of turnover, since the average headcount also includes passive employees. The figures are therefore only comparable to a limited extent.

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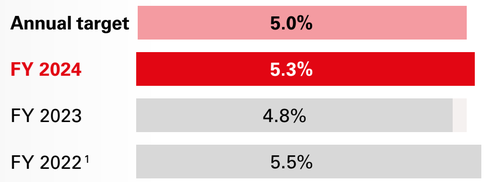
These measures are targeted at placing the customer even more firmly at the center of our activities and shaping a consistent and sustainable performance management system.

In total, 592 employees were hired in the 2024 financial year (2023: 639), while 652 employees (2023: 645) left the company.

From a management perspective, Techem Germany considers the employee turnover rate to be of particular relevance when looking at how many of the employees who left the company terminated the employment relationship by their own choice. In Germany we have set ourselves the target of keeping the annual self-terminated employee turnover rate below 5.0%. In the 2024 financial year, it stood at 5.3% (2023: 4.8%).

Target: Keeping the employee turnover rate (self-termination) below 5.0%



Scope of application: Techem Germany

1 Starting value

New employees and departures from the workforce GRI 401-1

	Number of new employees				Number of departures			
	FY 2024	FY 2023	FY 2022	Relative change from previous year	**FY 2024**	FY 2023	FY 2022	Relative change from previous year
Total	**592**	**639**	**742**	**–7.4%**	**652**	**645**	**572**	**1.1%**
by age								
› under 30 years old	185	211	226	–12.3%	118	125	143	–5.6%
› between 30 and 50 years old	285	340	409	–16.2%	337	337	302	–
› over 50 years old	122	88	107	38.6%	197	183	127	7.7%
by gender								
› of which female	262	242	262	8.3%	295	242	207	21.9%
› of which male	330	397	479	–16.9%	357	403	365	–11.4%
› of which non-binary	0	0	1	–	0	0	0	–
by region								
› EU countries	576	612	683	–5.9%	643	625	540	2.9%
of which Germany	396	309	341	28.2%	436	346	262	26.0%
› Non-EU countries	16	27	59	–40.7%	9	20	32	–55.0%

The data refer to all active and passive employees worldwide as at September 30 of the relevant FY, including apprentices but excluding temporary workers.

Getting employees involved

To gauge the satisfaction, motivation and loyalty of our employees, we conduct group-wide employee surveys and calculate the Employee Net Promoter Score (eNPS) on an annual basis. The questions cover facets such as organization, leadership, team spirit and work activity. Targeted measures are derived to increase employee satisfaction. In Germany, each team discusses its results and derives team-specific measures, such as simplification of processes. In some countries, regular cross-departmental meetings and formats for exchange with management have been established, training measures expanded, and customer training offerings revised, as well as social programs. HR meetings take place several times a year, at which the persons responsible for employee issues exchange ideas and learn from each other. The annual International Management Meeting provides a platform for exchange and international networking within Techem Group.

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Adequate wages

Techem bases the salary of each employee on performance and professional experience. The methodology for determining salaries is dependent on the prevailing country-specific context. In Germany we have implemented a job evaluation process that objectively assesses all jobs. We use this evaluation as a basis and apply external benchmarks. With this methodology we want to ensure equal wages for equal work. There are no collective agreements at Techem. All of Techem's national companies pay their employees at least the statutory minimum wage per hour.

We hold regular discussions with the General Works Council about a general salary increase. The General Works Council typically represents all employees in Germany, with the exception of senior managers. In addition, a structured process for individual salary reviews takes place once a year. The target agreements and remuneration system for management level II are agreed annually in the Nomination & Compensation Committee (NCC).

We also offer our employees various ancillary benefits such as travel allowances and bicycle leasing. We additionally pay a contribution of around 20% to the company pension scheme. Depending on the local circumstances, Techem also offers employees at its international locations various incentives, such as subsidies for health insurance or company pension schemes.

All independent members of the Advisory Board (see page 26 ↙) receive a fixed basic remuneration for their work. They also receive additional fixed annual remuneration for being chairs of committees. Moreover, the independent members of the Advisory Board hold a stake in the company's equity.

GRI 2-21 ☑ The ratio of the CEO's total annual remuneration to the median level of total annual remuneration for all employees (excluding the highest-paid person) is 23.3 (2023: 23.7). Unlike workforce remuneration, the CEO's remuneration did not increase in the 2024 financial year. The ratio of the percentage increase in the CEO's annual remuneration in relation to the median increase in annual remuneration for all employees (excluding the highest-paid person) is therefore calculated as zero. [18]

Work-life balance

Techem believes in an agile working world – one that is becoming increasingly digital and flexible. We are creating a future-oriented working environment that fulfills not only our employees' need for more flexibility, but also our aspiration to be an innovative and digital service provider. We therefore would like to improve our employees' work-life balance and avoid work overload. We have set the goal for Techem Germany to implement a total of 15 measures to improve work/life balance by the end of 2026. Six measures were implemented in the 2024 financial year (2023: 4). Ten measures have therefore been implemented since this target was set in the 2023 financial year.

At Techem Germany, employees can choose their working hours and location on a flexible basis, and work from home up to four days per week. This agreement is dependent on individual job profiles as well as the requirements of the respective areas and departments. We also offer flexible working location and hours models in 15 of our 17 international companies (2023: 15).

"berufundfamilie" audit

At the end of September 2023, we received the certificate for the "berufundfamilie" audit in Germany. This is a verification that is recognized throughout Germany and promotes a family-conscious HR policy at companies. At Techem, the concept of family encompasses the real circumstances of our employees' lives in all their different facets and phases. We are open to different modes of living and offer suitable framework conditions so that employees can reconcile their work, family and private lives. As a requirement for the certificate, we recorded the status quo in terms of the compatibility of work, family and private life at Techem, and defined targets for the compatibility of work, family and private life together with many stakeholders (see table ↙).

18 This key figure encompasses all important business premises of Techem Germany and all of Techem's national operating companies in the eight focus countries of Austria, Switzerland, France, Italy, Belgium, the Netherlands, Denmark and Poland. DMG companies are not included.

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Targets in the context of the audit “berufundfamilie”

Targets	Managers are empowered to promote a balance between work, family and private life	A wide range of career opportunities are offered and development is encouraged	Flexible working times and places are possible and mobility is expanded	Families receive support from Techem	Prospective and current employees are informed about and involved in work-life balance measures and offerings
Measures contributing to these targets	The leadership call highlights that the implementation of work-life balance measures makes an important contribution to attracting and retaining employees.	The visibility and value of experts is strengthened with the result that experts’ and managers’ career paths are equally attractive.	Check that existing work hours regulations are universally applied and implemented.	Assessing the needs of employees with small children at all locations Deriving measures from the results and implementing them.	Establishing a quarterly round table with representatives from Gen Z to exchange ideas and collaborate.
	Managers receive a “toolbox” for implementing healthy work-life balance in their department – with HR and the Works Council providing support.	Offering and publicizing various management models (part-time management, shared management, etc.).	Examining whether we can make working hours more flexible while taking service focus into account.	Checking whether parents in low-income groups receive financial support for childcare.	Raising awareness of the benefits, health measures and discounts offered by Techem.
	Managers are empowered to act as contact persons in matters of work-life balance.	Introducing a mentoring program for up-and-coming managers (for example management tandems) and mentoring for employee groups from diversity dimensions.	Enabling temporary mobile working in other EU countries for suitable job holders.	Providing better support for employees who are caregivers.	Communicating information on work-life balance measures across all channels.
	Training courses or workshops are held for all managers, covering work-life balance content, targets and measures.		Determining whether Techem will offer (mini) sabbaticals.	Establishing formats for keeping in touch while employees are on leave (parental or care leave).	Regularly publishing measures on social media channels, along with statements from employees about the support they receive from Techem.
				Organizing parent afternoons that can be attended by parents and their managers.	Additional health campaign offerings.

Implemented · Ongoing · In planning

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Parental leave

Our employees at all Techem companies can apply for parental leave in accordance with legal provisions. In the 2024 financial year, 179 employees took parental leave group-wide (2023: 222), of which 116 were women (2023: 139) and 63 were men (2023: 83). 100 employees (2023: 130) employees returned from parental leave in the 2023 financial year. Twelve months after the end of parental leave, 67.7% of employees (2023: 72.7%) were still working with us.

Health and safety

We consider it our fundamental duty to provide our employees with a healthy working environment and a safe workplace. The responsibilities for occupational health and safety at Techem are governed by country-specific legal requirements; every national company has at least one contact person for this topic. Techem observes the valid labor protection laws, requirements and recommendations at all sites.

Parental leave GRI 401-3 ☑

	FY 2024	FY 2023	FY 2022	Relative change from previous year
Employees who took parental leave	**179**	**222**	**216**	**–19.4%**
› of which female	116	139	145	–16.5%
› of which male	63	83	71	–24.1%
› of which non-binary	0	0	0	–
Employees who returned to work after parental leave	**100**	**130**	**121**	**–23.1%**
› of which female	47	55	59	–14.5%
› of which male	53	75	62	–29.3%
› of which non-binary	0	0	0	–
Employees who are still employed by Techem 12 months after their parental leave ended	**88**	**88**	**50**	**–**
› of which female	40	40	21	–
› of which male	48	48	29	–
› of which non-binary	0	0	0	–
Return rate[1]	**45.0%**	**60.2%**	**66.1%**	**–25.2%**
› of which female	33.8%	37.9%	43.1%	–10.9%
› of which male	63.9%	105.6%	134.8%	–39.6%
› of which non-binary	0%	0%	0%	–
Retention rate[2]	**67.7%**	**72.7%**	**47.6%**	**–6.9%**
› of which female	72.7%	67.8%	33.3%	7.3%
› of which male	64.0%	77.4%	69.0%	–17.3%
› of which non-binary	0%	0%	0%	–

The data refer to all active and passive employees worldwide as at September 30 of the relevant FY, including apprentices but excluding temporary workers. Employees at all Techem companies can apply for parental leave in accordance with legal provisions. Information on compulsory maternity leave is not included in the respective key figures.

1 The return rate is calculated as follows: (Number of employees who returned from parental leave in the financial year / number of employees who were on parental leave in the previous year) x 100. If the return rate exceeds 100%, this reflects that more employees returned from parental leave in the financial year than were on parental leave in the previous year. This can happen when employees take parental leave and return from parental leave in the same financial year.

2 The retention rate is calculated as follows: (Number of employees still employed at Techem in the financial year twelve months after the end of their parental leave / number of employees who returned to work after parental leave in the previous year) x 100.

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In Germany, the subject of occupational safety is anchored in the Infrastructure department. Responsibility for health protection is positioned at the interface between the Infrastructure and HR, Legal & Claims departments. In addition, all managers bear responsibility for the occupational health and safety of their employees. A corresponding transfer of obligation has been set out in writing. An external service provider is tasked with providing technical safety support in Germany. In addition, we have appointed two external specialists in occupation safety who advise us on higher-level topics and support our sites throughout Germany. Moreover, we have appointed additional function holders, including first aiders, safety officers and location officers.

We ensure that our employees remain healthy and able to work by implementing occupational health and safety measures and preventive occupational health care. For example, we train them on the subject of fire safety and safe working in the office. All employees can access the necessary occupational health and safety information at any time via the intranet.

The Occupational Health and Safety Committee meets four times a year to discuss and decide on all matters of occupational health and safety. Depending on the local legislation, our other national companies also have appropriate processes and functions in place to manage occupational health and safety and implement measures.

Preventing work-related accidents

At Techem Germany, we assess the potential hazards for work areas and activities by assigning them a specific risk rating. This rating is based, among other things, on the risk's probability of occurrence and the extent of damage it could cause. If the risk is in an unacceptable range for us (depending on the number of similar accidents and their severity), we initiate the necessary measures. External occupational safety specialists check the implementation of the measures.

When an accident occurs in spite of measures to prevent hazards, a process is triggered in which the specialist for occupational safety is involved. In addition an analysis is performed, with the manager of the person involved in the accident included, to derive measures. If the measures are also important for other employees, they are distributed to the relevant teams. A further 16 national companies (2023: 15) have established processes for dealing with accidents in the workplace based on local laws and the hazards present.

Work-related injuries to employees GRI 403-9 ☑

	FY 2024	FY 2023	FY 2022	Relative change from previous year
Number of work-related injuries	**66**	**46**	**49**	**43.5%**
› of which workplace accidents	49	34	43	44.1%
› of which commuting accidents	17	12	6	41.7%
Rate of work-related injuries	**9.7**	**6.5**	**7.3**	**48.6%**
› number of work-related injuries with serious consequences	0	0	0	–
› number of deaths due to work-related injuries	0	0	0	–

This analysis covers workplace and commuting accidents suffered by Techem companies' own employees worldwide. The data include workplace and commuting accidents that resulted in at least one day of absence from work. Injuries caused by commuting accidents are only counted if the transportation was organized by Techem. The main types of work-related injuries in FY 2024 include bruises and contusions, strains, cuts and falls. The rate of work-related injuries (LTIFR) was calculated as follows: (Number of work-related injuries / number of hours worked in the financial year) x 1,000,000. In FY 2024, the number of hours worked amounted to 6,822,338.

In the 2024 financial year, there were 66 work-related injuries (2023: 46) – of which 49 were due to work accidents (2023: 34) and 17 were due to commuting accidents (2023: 12). There were no fatalities or injuries with serious consequences.

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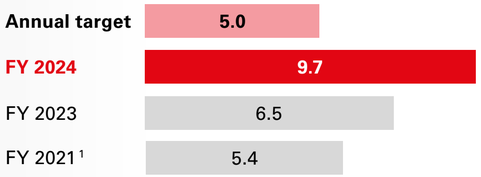
In the past year it has been noted that work accidents occurred primarily among customer service technicians, because their activities expose them to accident hazards. To change this, we are increasingly turning to awareness-raising measures. In Germany for example, we run a special training course for customer service technicians that teaches them how to recognize hazards. In addition, two occupational safety training sessions for technical customer service have taken place. These actions had a positive effect during the 2024 financial year, as the number of accident types decreased. In addition, the risk assessment for customer service technicians was completed in the 2023 financial year and there was a reassessment of the main risks, which are reviewed every two years.

Target: Keeping the LTIFR under five



Scope of application: Techem Group

1 Starting value

We are aiming to keep our annual Lost Time Injury Frequency Rate (LTIFR) below five. This target was not achieved in the 2024 financial year, which had an LTIFR of 9.7 (2023: 6.5).

Raising awareness of safety among employees

We offer our employees in Germany regular training to make them aware of hazards: New recruits are given initial instruction and follow-up instruction by the respective manager as required. In addition, there is one mandatory e-learning per quarter, for instance safety training on the subject of hazard perception, hygiene and road safety on the way to work. Our technical customer service staff also receive instruction on handling hazardous substances and special accident hazards.

Safety officers and site managers also complete safety training. At international level, 15 further Techem sites (2023: 15) are also providing training on occupational safety, with the content reflecting the local risk situation.

Providing preventive healthcare

Our employees have the opportunity to visit a company doctor who holds regular consultations at the Eschborn location. In Germany Techem offers flu shots, as well as eye examinations for employees using screens. In addition, our employees benefit from the service of an external service provider who can advise them free of charge on personal, health-related, financial and operational questions. 13 national companies also have health offerings for their employees, such as discounts for gyms or medical checks and a mental health app. To promote health in the workplace, height-adjustable tables and desk chairs are provided in some national companies. In addition, we have set ourselves the target that 100% of international sites will carry out a health promotion project by the end of 2026. The starting value in the 2024 financial year is 64.7%.

In the 2024 financial year Techem, as a responsible employer, developed a comprehensive program for preventive health measures for its employees – and did so in close collaboration with external service providers and a statutory health insurance provider. Our target is to promote wellbeing and health by means of multifaceted and accessible offerings. For example, employees can take part in virtual yoga or motivational speaker sessions. In addition, Techem offers discounted gym memberships to promote physical fitness and well-being.

Equal treatment and opportunities for all

Equal treatment and opportunities are key factors in strengthening employees. We would like to create fair conditions for all employees, promote diversity at Techem, and offer training that supports everyone's professional development.

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Gender equality and equal pay for work of equal value

Under the German Act to promote Transparency in Wage Structures among Women and Men, employees in Germany are entitled to receive information about their personal remuneration. In the 2024 financial year, 13 employees (2023: 13) asked for and received this information in the German Techem companies.

Techem carried out a gender pay equality audit in Germany for the second time in the 2024 financial year, and established a determination and reporting process. The gender pay equality indicator specifies the difference in salary between men and women as a percentage. We calculate this indicator for different function levels using the mean value of the basic salary. Within Germany, the salary levels are determined by means of a job evaluation system that enables a uniform assessment. We also calculate the difference in basic salary, taking into account the variable remuneration component.

During the individual salary adjustment process in 2024, we focused specifically on gender pay equality, among other things. From now on, gender pay equality in Germany will be analyzed and disclosed annually and taken into account as a focus topic when making individual salary adjustments.

Training and skills development

We would like to promote the professional and personal development of our employees through wide-ranging basic training and further training offerings. To this end, we offer needs-based advanced training programs, are expanding our Techem Academy, host special learning days, and conduct conversations with employees.

Training the next generation

To secure our own fresh talent and strengthen our solutions in the field of energy services, we rely on training young specialists in-house, in some cases in cooperation with other companies. As a starting point, we offer internships, vocational training and work/study courses in Germany and in 10 (2023: 9) other national companies. During the selection process we pay attention to equal opportunities and diverse backgrounds of the applicants. In the 2024 financial year, in Germany Techem employed 61 apprentices (2023: 70) and students on work/study programs in 4 vocational jobs (2023: 5) and 6 work/study courses (2023: 8). In addition, 6 (2023: 6) entry-level employees were enrolled in an ongoing trainee program at the Eschborn location in 2024. With our subsidiary bautec we have brought on board another training location in the 2024 financial year, and currently employ one apprentice there.

At 15 of Techem's 17 national companies, there are people with designated responsibility for training and further education. The training team in Germany is integrated into the HR Management Services department, which in turn is assigned to the HR, Legal & Claims division. At 15 of Techem's 17 national companies, there are people with designated responsibility for training and further education.

Gender pay equality in Germany GRI 405-2 ☑

Seniority ↑

Position	Gender pay equality – basic income		Gender pay equality – basic income + variable remuneration	
	FY 2024	FY 2023	**FY 2024**	FY 2023
Manager II	–3.6%	–1.2%	–7.7%	–5.0%
Expert/manager III	–6.1%	–7.1%	–9.1%	–9.6%
Expert/manager IV	–7.9%	–8.0%	–10.5%	–11.2%
Professional I	–2.0%	–3.1%	–3.2%	–3.3%
Professional II	1.6%	1.7%	1.6%	1.7%
Professional III	–6.9%	–7.9%	–6.9%	–7.9%

The data refer to all active employees in Germany as at September 30 of the relevant FY, but excluding temporary workers. Apprentices and young professionals are also not included in the calculation as they receive fixed remuneration. No data could yet be generated for employees of DMG companies. Works Council members are outside the scope due to their function. No gender pay equality was determined at the C-suite level, since this level does not contain different genders. The "non-binary" category was not included for data protection reasons, and part-time positions were extrapolated to full-time equivalents. For the purpose of the calculation, we selected all German Techem locations – excluding those of DMG companies – as the most important business premises.

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All apprentices and currently 6 trainees – "Young Professionals" – regularly change department. To develop our junior employees' abilities, we provide them with continual further training. For example, the trainee program includes a series of seminars aimed at developing interdisciplinary skills. In addition, our junior employees work on their own projects. During the 2024 financial year, our apprentices and cooperative degree students organized an open day at the Eschborn location and, together with the city of Eschborn, invited students from the surrounding schools. Moreover, we took part in Boys' & Girls' Day in the 2024 financial year, giving interested young school students the opportunity to spend a day learning about typical professions at Techem.

Training hours GRI 404-1

	Techem Germany				Techem Group		
	FY 2024[1]	FY 2023	FY 2022	Relative change from previous year	**FY 2024**	FY 2023[2]	Relative change from previous year
Average number of training hours by gender	**21.5**	**33.0**	**16.2**	**–34.8%**	**12.8**	**21.0**	**–39.3%**
› of which female	21.7	35.2	15.7	–38.5%	12.7	22.1	–42.7%
› of which male	21.4	31.3	16.6	–31.7%	12.8	20.2	–36.4%
› of which non-binary	n/a[3]	n/a[3]	n/a[3]	n/a[3]	n/a[3]	n/a[3]	n/a[3]
Average number of training hours by employee category	**21.5**	**33.0**	**16.2**	**–34.8%**	**12.8**	**21.0**	**–39.3%**
› Management levels 1–4	18.6	38.0	10.4	–50.9%	10.9	21.1	–48.2%
› Salaried employees	21.8	32.5	16.7	–32.8%	13.0	21.0	–38.3%

The data refer to all employees as at September 30 of the relevant FY, including apprentices but excluding temporary workers. The average number of training hours per employee is shown. In the case of our international companies, only mandatory training courses that can be tracked via the central HR system are included.
The central HR system does not record personalized training.

1 In FY 2024, the calculation basis was adapted to all active employees worldwide as at September 30, including apprentices but excluding temporary workers. In addition, the total learning time for mandatory training in FY 2023 was higher than in FY 2024.
2 In FY 2023, the number of training hours was recorded group-wide for the first time.
3 We do not report this figure in order to comply with the General Data Protection Regulation (GDPR). Since only one non-binary person is currently employed, the number of training hours could be used to draw conclusions about their working behavior.

Advanced training to suit our needs

Our learning management system gives employees throughout the Group access to a varied range of learning opportunities aimed at building skills and competencies that are relevant to us. We are continuously developing this system to improve the user experience, functionalities and learning portfolio. In the 2024 financial year, Techem Academy provided 780 courses (2023: 872) in Germany – of which 93.7% (2023: 98.0%) were digital – and 1,451 courses group-wide – of which 96.6% were digital. Of these, more than 68.2% in Germany (2023: 62.0%) and 82.8% group-wide were used on a non-location-specific and non-time-specific basis.

Techem employees in Germany attended an average of 21.5 hours of learning and further training measures in the 2024 financial year. We are pursuing the target of increasing the number of hours per employee to 40.0 by the end of 2026.

Target: 40.0 learning hours per employee

Scope of application: Techem Germany

1 Starting value

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On average, the course portfolio received a rating of 4.6 out of 5 stars in 2024, meaning that 92.0% of our employees are satisfied with the learning opportunities we offer. We additionally use a variety of measures to raise awareness among and train our employees to behave in an environmentally-aware and climate-conscious manner.

In April 2024, Techem Academy hosted the fifth Learning Days for all Techem employees in Germany. This event was again focused on being fit for the future and digital transformation. In total, over 8,000 people participated in more than 30 learning opportunities, delivered by 47 speakers, of whom around 89% were internal employees. In total, more than 6,000 hours of learning took place within the two days. The Learning Days event was not only praised internally, but also received the HR Energy Award for innovation projects in 2022.

In accord with our purpose of "working together to ensure the digital energy transition in buildings", Techem Academy is responsible for the "Techem Metaverse for Learning" project. The intention with the metaverse is to create a virtual, futuristic energy efficiency learning center. It gives employees the chance to put themselves in our customers' shoes, experiencing the journey through the entire energy solutions portfolio and shaping this journey to suit the specific requirements of each target group.

Raising employee awareness of climate and environmental protection

Environmentally friendly and climate-conscious behavior can only be successful if we all pull together. We have enshrined this belief in our Code of Conduct and our Climate and Environmental Protection Policy. Internal publications on energy- and water-saving measures serve to raise additional awareness and motivate our employees. For example, we regularly provide information about climate change mitigation and environmental protection topics via articles on the intranet or social media posts. Our employees can share their sustainability-related ideas via a sustainability group on the intranet or by sending an email to sustainability@techem.de ↗.

Training in the Techem Learning Lab

To promote the link between the physical and virtual world even more strongly, we opened our Learning Lab in Eschborn in September 2024. Here employees are able to develop creative new ideas and unlock their potential in an environment that promotes innovation and personal growth. The Lab offers not only technical resources but also an open, collaborative atmosphere, where the exchange of knowledge and experience is prioritized, such as through workshops or interactive learning formats.

In the 2024 financial year, Techem organized its fourth Sustainability Week in Germany, with various campaigns taking place. More than 720 employees attended to hear sustainability experts sharing ideas and inspiration for the sustainable transformation of our business and society. The event was also used as an opportunity to implement a data deletion campaign in order to relieve strain from our servers. In summer 2024, employees at our headquarters took part in a city cycling campaign, making as many journeys as possible by bike.

There were also campaigns to raise employee awareness at the international locations. In Poland, an annual meeting is organized to present the Sustainability Report along with an overview of local sustainability activities. In Denmark and Norway, the United Nations (UN) Sustainable Development Goals (SDGs) are used in both internal and external communications. To actively reduce waste, drinking water dispensers were installed in Denmark and Poland in 2024.

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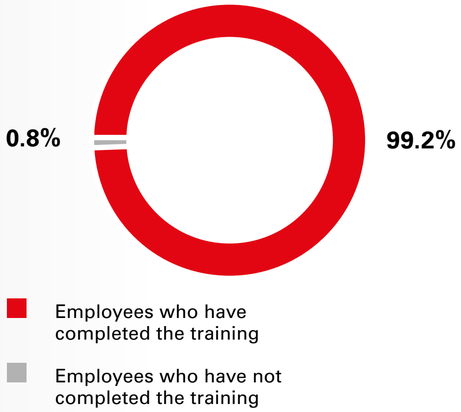
During the 2024 financial year, we started mandatory online sustainability training for employees at all German and international locations. In total, 99.2% of employees were trained. Our target is to achieve a training rate of 100% in each instance of the training, which takes place every two years. For employees in the EES segment (contracting) there are additional e-learning courses on the sparing use of energy and water, each of which concludes with a knowledge test.

Sustainability training



We would like the expansion of knowledge in our own company to make a positive contribution to society beyond the limits of the company itself. With this in mind we implement an annual volunteer project. In the 2024 financial year this involved putting on a workshop as part of the Kids Mountain Academy at Center Parcs Allgäu. The two-day event served to promote awareness of biodiversity and species conservation among children. The children at the Techem workshop played the role of "species saviors".

Review of performance and career development GRI 404-3

	Techem Germany				Techem Group
	FY 2024[1]	FY 2023[1]	FY 2022[1]	Relative change from previous year	**FY 2024[2]**
Share of performance reviews received by gender	**95.3%**	**95.3%**	**94.0%**	–	**93.1%**
› of which female	95.1%	95.2%	93.0%	–	93.3%
› of which male	95.5%	95.5%	94.7%	–	93.0%
› of which non-binary	100%	100%	100%	–	100%
Share of performance reviews received by employee category	**95.3%**	**95.3%**	**94.0%**	–	**93.1%**
› Salaried employees	96.3%	95.7%	95.1%	0.7%	93.9%
› Management levels 1-4	86.5%	91.7%	80.8%	–5.7%	86.4%

1 The data refer to all active employees in Germany as at September 30 of the relevant FY, including apprentices but excluding temporary workers and employees of DMG companies. The calculation is based on the average headcount. In FY 2022, this was calculated as the average of the opening and closing headcount, and from FY 2023 as an annual average (12 months). The figures are therefore only comparable to a limited extent.
2 The data refer to all employees in Germany specified in footnote 1. In addition, in FY 2024, data were recorded in two additional countries (Austria and Italy) for the first time. Expansion to the whole group is planned for the FY 2025.

Motivating employees through dialog

During employee appraisals, managers and employees discuss which advanced training measures would be most appropriate. The formats vary across Techem's national companies. In Germany, there is an annual assessment of how individual employees can develop professionally and what training courses they need to complete to meet these goals. 95.3% of all employees in Germany received regular performance and career development reviews in the 2024 financial year (2023: 95.3%). These reviews are then used as a basis for discussing the next development steps and goals. Separate management skills are envisaged for managers in this process. In Germany, employees can request a mid-year check, which involves a second, shorter appraisal interview. All employees are encouraged to obtain feedback from colleagues prior to the appraisal interview. This additional feedback aids managers in their assessment, promotes a feedback culture and improves our employees' ability to self-reflect. This year, the first international countries have successfully gone through this outlined employee appraisal interview process with the aid of Workday. This will be expanded to all countries next year, to promote Techem's culture of performance and learning.

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Enhancing our talent development programs

Throughout the 2024 financial year our employees were able to take part in various talent development programs to advance their professional development.

In total, 75 employees took part in these development programs (2023: 145). 13.3% (2023: 12.4%) of which work at international locations, 52.0% (2023: 42.8%) are women. The content covered by the programs includes digital skills, AI knowledge, leadership skills and methods for team and project management, with specific topics ranging from agile methods and energy management to diversity and resilience.

Employees who are working toward a management or expert career path can apply each year for the Techem strategic development program called "STEP" for our specialists or "Next STEP" for our experts and managers. The 18-month program consists of seven modules, one project, 360° feedback and other dialog formats with the target of enhancing personal and professional development, business understanding, and networking of high-potential individuals. The program is advertised group-wide, and for that reason there was also an international "Next STEP" group in 2024, alongside the German one.

15 high-potential individuals also took part in the external, cross-company "ada Fellowship" development program, which started in 2023 and ran until February 2024. The aim was to provide them with knowledge about future-fit skills and explain how technological developments are changing our society and the world of work.

The third program, the "Digital Growth Leadership Learning Journey", was implemented for the first time in 2023. 16 employees took part in it in 2024. Of particular note is the fact that the target group consisted not only of managers, but also employees without direct leadership responsibility but who do hold project or customer responsibility. Besides improving leadership skills, the learning content addressed topics such as change management and team management.

Diversity

We consider the diverse perspectives and backgrounds of our employees to be a key factor for our success. An integral part of this is that we treat each other fairly and respectfully as equals – both within the company and in our dealings with customers and business partners. This mentality is also anchored in our Code of Conduct, which forms the basis for our daily actions at Techem (see page 95 ↙). Depending on the country in question, the topic of diversity, equity and inclusion is the responsibility of the managing director or the HR department. In Germany, the HR, Legal & Claims department and the Sustainability Management department have joint responsibility for this topic.

For Techem, diversity, equity and inclusion (D, E & I) means that all employees

- can be themselves and are valued,
- receive the same opportunities,
- view diversity as enriching, and
- share common Techem values that create the foundation for our collaboration.

By this means, we want to create a working environment in which our employees feel at ease – irrespective of age, ethnic origin or nationality, physical or mental ability, religion or world view, sexual orientation or social background. These principles are set out in a group-wide Diversity and Anti-Discrimination Policy ↗. It is one of the building blocks of our open corporate culture, which allows employees to thrive in their working environment irrespective of their individual traits.

In the 2024 financial year, 1 incident of discrimination (2023: 4) was reported at Techem. Appropriate measures under employment law were implemented for this incident.

Cases of discrimination GRI 406-1 ☑

	FY 2024	FY 2023	FY 2022
Reported cases of discrimination	1	4	1

In the FY 2024, 1 incident of discrimination was reported at Techem. Appropriate measures under employment law were implemented for this incident. In addition, we once again raised our employees' awareness of the issue.

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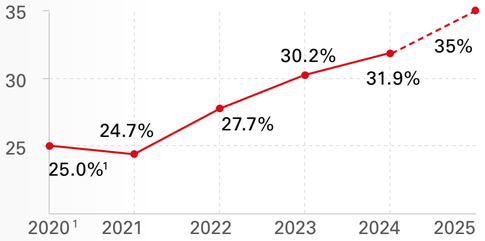
We are signatories to the Diversity Charter. Additionally, our Head of HR, Legal & Claims, Kira Kern, and our Head of Sustainability, Communications & Public Affairs, Katharina Bathe-Metzler, are Advisory Board Members at "Beyond Gender Agenda", the network for D, E & I in German business. Katharina Bathe-Metzler was recognized in the context of the "Women of the year 2024" campaign initiated by the Beyond Gender Agenda. In addition, the network honored our CEO Matthias Hartmann as "CEO of the year 2024".

Techem Germany pursues a clear strategy for promoting diversity and equal opportunities in all areas. A central component of this strategy is increasing the share of women in management positions. Our target is to achieve a 35.0% share of women in management positions by the end of 2025. In the 2024 financial year, the share was 31.9% (2023: 30.2%).

Target: 35.0% women in management positions

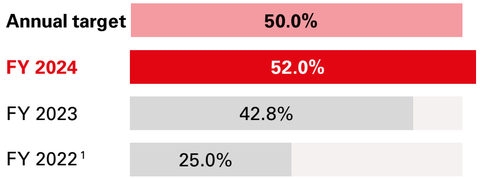


Scope of application: Techem Group

1 Starting value

Another important component of our diversity strategy is the promotion of women in our programs to develop high-potential individuals. Our target of keeping the share of women in these programs at least 50.0% annually was achieved again in the 2024 financial year. The share is 52.0% (2023: 42.8%).

Target: 50.0% women in Techem development programs for high-potential individuals



Scope of application: Techem Group

1 Starting value

Identifying our key areas of action

At Techem we aim to promote an inclusive and diverse environment through awareness-raising, fair framework conditions and a clear zero-tolerance approach to discriminatory behavior. Techem Germany is tackling the topic of D, E & I together with a large number of internal stakeholders. In 2024, we introduced steps for more diversity, inclusion and equal opportunities based on our diversity roadmap. This plan includes key areas of action, targets, KPIs and measures.

Employees by gender and age GRI 405-1 ☑

	FY 2024	FY 2023	FY 2022
Distribution by gender			
› of which female	46.3%	45.8%	45.9%
› of which male	53.7%	54.2%	54.1%
› of which non-binary	0.03%	0.03%	0.03%
Age structure			
› under 30 years old	13.6%	14.1%	14.0%
› between 30 and 50 years old	53.2%	53.6%	53.3%
› over 50 years old	33.2%	32.3%	32.7%

The data refer to all active employees worldwide as at September 30 of the relevant FY, including apprentices but excluding managers at management levels 1-4 at Techem companies as well as temporary workers.

Managers by gender and age GRI 405-1 ☑

	FY 2024	FY 2023	FY 2022
Distribution by gender			
› of which female	31.9%	30.2%	27.7%
› of which male	68.1%	69.8%	72.3%
› of which non-binary	0%	0%	0%
Age structure			
› under 30 years old	3.5%	1.6%	1.6%
› between 30 and 50 years old	52.4%	54.8%	54.9%
› over 50 years old	44.1%	43.6%	43.5%

The data refer to all managers at management levels 1–4 at Techem companies worldwide as at September 30 of the relevant FY.

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Diversity roadmap

Focal points	KPIs	Targets	Measures	Status
For more awareness & inclusion	› Number of employees in employee networks: 59 (2023: 54) › Measurement of employee approval of inclusive leadership in 360° feedback: completed	A more aware workforce	Ongoing strengthening of internal D, E & I communication	Ongoing
		Managers who act as role models	Mandatory training for managers on inclusive leadership conducted in the 2024 financial year	Implemented
		Strong employees with diversity characteristics	Introduction of Gen Z round table completed (see page 83)	Implemented
			A survey was conducted to identify support options for caregivers[1]	Implemented
			Determination of follow-up measures based on the survey of caregivers	Ongoing
For fair framework conditions	› Share of women in management positions: 31.9% › Gender pay equality: see page 76 › Mentees with diversity characteristics: 12 › audit “berufundfamilie” certificate: received	Unbiased recruitment procedures	Use of alternative platforms to address diverse applicants began in the 2022 financial year and was expanded in the 2024 financial year.	Implemented
		Equal opportunities for development and career advancement	A women’s quota for managers and talent development programs has been introduced and implemented on an ongoing basis.	Ongoing
			A mentoring program for employee groups with diversity characteristics was implemented in the 2024 financial year	Implemented
			Implementation of measures for an accessible website	Ongoing
		Fair working conditions	Receipt of the first interim berufundfamilie audit	Implemented
			Expansion of the gender pay equality analysis to international sites	In planning
Against discrimination	› Number of reported cases of discrimination	A trust-based environment in which cases of discrimination are reported	Engagement for the Zusammenland diversity initiative	Implemented
		Clear consequences for discriminatory behavior	See Sustainability Report 2023	Implemented

Further employee satisfaction measures have been implemented as part of the “audit berufundfamilie” (see page 71).

1 This measure was carried out in place of the originally planned survey on the needs of people with disabilities or mental illness.

Implemented · Ongoing · In planning

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Employee networks

In the 2022 financial year, Techem founded the Diversi-T employee network. The aim of this network is to promote individual diversity among colleagues and embed it in our daily actions and work. Diversi-T is designed to create a safe space for exchange with the goal of strengthening awareness, visibility and sensitivity around the topics of D, E & I and diverse employee groups. The Diversi-T network actively strengthens the workforce's awareness through various measures. For example, in the 2024 financial year members organized many measures within the purview of the Diversity Charter, including various publications on the intranet, competitions and events facilitating engagement about discrimination.

To better understand the expectations of Gen Z as part of our workforce, we organized three Gen Z round tables with participants from different departments in the 2024 financial year. Topics such as flexibility, work/life balance and open communication were the focus. The format offers a platform for dialog and new momentum to shape our world of work on a cross-generational basis.

Recruiting measures carried out

D, E & I considerations played a major role in our recruitment processes during the 2024 financial year too. The recruitment team has previously performed analyses with the aim of addressing as diverse a range of target groups as possible. We regularly review and expand our recruitment channels so that we can position ourselves as diversely as possible. Since 2022 we have been working with the Social Bee platform, which specializes in finding jobs for refugees and migrants.

Our job advertisements are worded in a gender-neutral way and are supplemented with notes on diversity and inclusion. In addition, the presentation we use to appeal to potential recruits is adapted to appeal to diverse candidates. Examples include flexible working hours or individual development to management or expert level.

Employment and inclusion of persons with disabilities

In the context of our commitment to the employment and inclusion of persons with disabilities, in Germany we strive each year to exceed the statutory minimum share of over 5% of employees with a severe disability. In 2024 we again achieved this target with a share of 6.1% (2023: > 5%).[19] The "For more awareness and inclusion" focal topic is also firmly anchored in our diversity roadmap (see page 82), as well as playing a central role in the area of recruitment.

To pursue all concerns of persons with disabilities or employees at risk of becoming disabled, we have a Severely Disabled Employee Representative. This individual promotes integration, provides support during the equal treatment process, takes part in Works Council meetings and acts as a point of contact for employees.

19 The DMG companies are excluded from this target.

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Workers in the value chain

Compliance with social standards and human rights in the value chain is of central importance to us. We work with service providers whose employees make essential contributions to the provision of our services. In this way, with clear specifications and measures, we promote responsible collaboration in the value chain.

Our material impacts in terms of workers in the value chain

As a globally active company, Techem also works with a global network of suppliers. Despite various measures to increase transparency in supply chains, we believe that there is a material possibility that human rights breaches may occur in the upstream value chain. This includes in particular breaches against ILO labor standards.

In our upstream value chain there is a particular focus on device manufacturing and procurement and processing of the raw materials and components required for this (see page 97). Workers who may potentially be affected by human rights breaches are involved in all of these processes.

As well as social standards, we also review environmental standards in our value chain (see page 99).

S2 Workers in the value chain

Equal treatment and opportunities for all (value chain)	
Potential negative impact	Violations of human rights (including labor standards of the International Labor Organization (ILO)) in the upstream value chain
Upstream value chain, short-term	

Additionally, our Declaration of Principles on Observance of Human Rights and the Environment as well as our Supplier Code of Conduct are used in the targeted management of this impact.

Collaboration with service providers

In addition to its own workforce, Techem sometimes uses service providers for various activities:

- Installation: Independent companies are used to install or repair Techem devices in the properties. The fitters use Techem materials and make sure that the devices are in working order.
- Meter reading: We also use self-employed persons and small companies to read the Techem devices in the properties. In most cases this relates to properties that are equipped with radio-enabled devices.
- Call centers: Call center employees are specifically trained in business processes and work effectively for Techem. This setup also ensures that Techem is available outside of typical office working hours.

GRI 2-8 ☑ The total number of employees working for the aforementioned service providers as at the cut-off date September 30, 2024 was 2,159 (2023: 1,932).

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Consumers and end-users

Healthy and satisfied customers and tenants are key to our company's success. We therefore regularly survey our customers' satisfaction and take measures to improve it. In addition, Techem offers services and products that help to improve health protection in properties.

Our material impacts with respect to consumers and end-users

Our target is to achieve savings for tenants through efficiency wins, with a view to reducing their ancillary costs and increasing their quality of life.

In addition, the safety of tenants is at the heart of Techem's business activities: For example, the smoke alarm service offers fire detection while the legionella service improves drinking water quality.

At the same time there is the continuing challenge of offering customers reliable and easily accessible support. Negative impacts on consumers and end-users due to incorrect bills, limited customer service or inadequate solutions to problems are assessed as material.

S4 Consumers and end-users

Information-related impacts for consumers and/or end-users	
Actual positive impact Own business area, medium- and long-term	Cost saving for tenants through efficiency wins (Digital Boiler Room)
Actual negative impact Own business area, short-term	Inconvenience for customers, for example due to incorrect bills, poor availability of customer service, slow resolution of problems, unfriendly advice
Opportunity Own business area, medium-term	Reputation enhancements thanks to satisfied tenants who talk positively about Techem among property managers/landlords and leave good reviews
Personal safety of consumers and/or end-users	
Actual positive impact Own business area, medium- and long-term	Increasing safety in apartments and public buildings by means of fire detection (smoke alarm service) and increasing drinking water quality (legionella service)
Potential negative impact Own business area, short-term	(Inadvertent) mishandling of customer data; lack of security precautions to counter cyber attacks or data loss

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The potentially improper handling of customer data as well as a lack of security precautions against cyber attacks or data loss represent a possible negative impact. Awareness and responsible handling of these negative impacts is essential for us to be able to strengthen customers' and tenants' confidence and guarantee a sustainable, secure service experience.

Our material opportunities with respect to consumers and end-users

We see our close contact with customers and tenants as a source not only of challenges arising from (potential) negative impacts, but also opportunities for Techem. Satisfied tenants who talk positively about Techem and leave positive reviews of property managers and landlords can contribute to significant reputation enhancement that also enables positive financial opportunities.

Information-related impacts for consumers and/or end-users

For us, customer service means consistently aligning our decisions and processes with the needs of our customers. We want to ensure that they are satisfied and that they perceive us as a reliable, fair and approachable partner.

Protecting data

As one of the largest data processors in our industry, we are aware that data protection and security are essential to our core business. As such we handle customer data with care and ensure that consumption information is stored securely. This policy is the basis for the trust that our customers and tenants place in us. We follow our own data protection and information security policies in our work and have established a complaints management system. Our employees can submit complaints about data protection to a dedicated email address.

At Techem, the respective managing directors of the companies are responsible for compliance with data protection regulations.

Techem Germany has a data governance organization in place for the operational implementation of data protection, which ensures that the company's data complies with all quality, data protection and security requirements. All Techem companies have appointed data protection officers or additional data protection coordinators who offer implementation advice, set out policies and monitor compliance with the applicable measures. The data protection officers and data protection coordinators of the countries report to the Group Data Protection Officer. A dedicated information security team ensures that data are handled securely. The Group Data Protection Officer and the Head of Information Security report to the RAC of the Advisory Board multiple times a year.

Our company-wide Data Protection Policy covers all relevant aspects of data protection. We also have guidelines and a policy for information security, accompanied by procedural instructions such as the Password Policy, all of which govern the security of data and IT systems. In addition, individual countries have their own specific policies relating to this topic, such as the Policy on Flexible and Mobile Working which applies to Techem Germany.

Alongside policies and best practice recommendations, the ISO 27001 standard in particular serves as the basis for our data security measures. In accordance with this standard, Techem has implemented an information security management system and had its critical business processes in Germany certified in 2022. We plan to extend this certification to the core systems of our EES segment (contracting) by the 2025 financial year. Adjusting the requirements to align with the ISO 27001 standard has delayed the scheduled certification of international companies which is now planned by 2028. In the context of the certification, five external site audits to review information security were performed in the 2024 financial year.

To validate the implementation of data protection, we have been performing an extensive internal and external data protection audit for all Techem national companies on an annual, rotating basis since the end of 2021.[20] And in the 2024 financial year an external audit was carried out to review our data protection compliance.

20 The national subsidiaries in Brazil and Switzerland are exempt from this, as they are not subject to the GDPR. Starting in 2025, the data protection audit will also be conducted for Switzerland.

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Complaints in connection with data protection GRI 418-1

	FY 2024	FY 2023	FY 2022
Complaints by external parties	55	47	24
Complaints by supervisory authorities	1	4	2
Cases of data theft or loss	1	11	0

The relevant violations are non-critical violations that did not result in any fines or measures by the authorities in the financial year.

In the 2024 financial year, there were 56 (2023: 51) substantiated data protection complaints from customers or supervisory authorities, all of which were addressed with appropriate measures. The rise in the number of reports reflects our customers' increasing awareness of data protection. In this context, we define as critical data protection breaches any complaints that would have resulted in the payment of fines or measures by the authorities. We take various measures group-wide to avoid committing critical data protection breaches. As in previous years, we also achieved this target in the 2024 financial year.

Techem provides mandatory information security and data protection training for all Techem employees worldwide, and this training must be repeated annually. Our target is to achieve a 100% annual training rate for data and information security. The starting value in the 2023 financial year was 98.9%. We achieved 99.6% in the 2024 financial year. Our managers were also trained for crisis scenarios – such as information security in the event of cyber attacks – during the 2024 financial year in order to sensitize them to the topic of data security. In addition, we raise employee awareness by sending simulated phishing emails.

Improving customer satisfaction

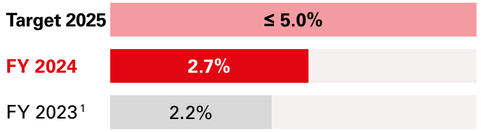
At Techem we attach great importance to customer satisfaction. Responsibility for this is organized on a country-specific basis and lies either with a dedicated Customer Services department or directly with the Managing Director, depending on the size of the company in question. In the 2024 financial year we evolved our customer service strategy with a strong focus on centering customers. In accordance with this strategy, we have set ourselves targets and created a corresponding Customer Service Roadmap for achieving them. To make it possible to measure our success, in the 2025 financial year we plan to implement a pilot project related to reimagining how we measure customer satisfaction. We are also planning further measures which are intended to open up more self-services for our customers and reduce complexity. Additional to this, in customer projects we are already using agile working methods which are technologically and conceptually optimized and implemented by product and service owners or developers and architects.

Techem Germany's customer service is steered by the Customer Service team, which particularly concentrates on the refinement of our digital services with a view to enabling optimal and intuitive property support for our customers.

In the 2024 financial year we increasingly worked on measuring and increasing customer satisfaction at the telephone and written communication touchpoints. We derive measures to improve customer satisfaction from the findings obtained. One key strategy is to promote strong cross-departmental collaboration so that customer concerns can be resolved more quickly and efficiently. We are also continually optimizing our processes and communication structures so we can offer our customers first-class service. We achieve this through targeted quality and management measures as well as the expansion of our digital channels and our customer portal mein.techem.

Another focus is customer churn prevention and winback. We have the target of keeping the churn rate in the ESG segment under 5.0% annually. In the 2024 financial year the churn rate was 2.7% (2023: 2.2%).

Target: Churn rate ≤ 5.0%



Scope of application: ESG (submetering)

1 Starting value

We achieved this by identifying unsatisfied customers via a range of channels, actively getting in contact with them, and restoring satisfaction through intensive support. In the framework of our winback strategy, we proactively contact customers to offer tailored solutions and try to convince them to use our services again. We make use of our customers' negative experience to align our processes to their expectations.

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We endeavor to ensure that customers only need to voice their concerns to us once. To this end, we have introduced the "follow-up contact" indicator and, as a first step, undertaken to reduce this share in the ESG segment from its current level of 28.0% to 15.0% by the end of 2025. The starting value in the 2023 financial year was also 28.0%.

11 (2023: 11) other national companies of Techem have also launched initiatives to improve customer and tenant satisfaction.

Getting tenants involved

Our Techem Experts market research platform not only allows us to reach customers, but also to keep an eye on the needs of tenants. For example, we ask them how satisfied they are with our appointment scheduling, meter reading and billing. They can also make suggestions for improvements. In the 2024 financial year, a total of 11 qualitative and quantitative surveys (2023: 28) were performed in Germany.

Raising consumer awareness

Transparency on consumption and costs creates awareness for energy-efficient behavior. We would like to play a key part in this with our products and services, as well as by providing additional information on the subject of energy efficiency.

Positively influencing consumption behavior

Techem considers it an important task to positively influence consumption behavior – most importantly for the purpose of reducing the consumption of natural resources. Our business activities are contributing to this: We offer consumption-based heat and water cost billing in 6.8 million households (2023: 6.6 million) in Germany and in a total of 13.4 million households (2023: 13.1 million) worldwide. Following implementation of the EED, tenants within the European Union receive consumption information over the course of the year – in addition to the annual consumption statement. This means that any potential savings can be identified at an early stage.

Techem has integrated specific services into its portfolio which are designed to help our customers keep an eye on the energy costs and CO_2e emissions of their properties, as well as comply with current regulatory requirements. For example, to assist property owners and managers with the current reporting requirements, in October 2022 Techem introduced an online service that allows all of its existing customers to create individual energy cost forecasts.

Another example is our CO_2 cost calculator, which helps landlords and tenants estimate the CO_2 levy. This service from Techem makes it easier to plan costs and provides a good basis for investment decisions.

Providing helpful information

To encourage tenants to be more mindful of their consumption, we provide tips on the best way to use heating and hot water. In our German and other national companies, we use our website, social media channels and newsletters to communicate with tenants. For some years now, we have provided a website in Germany that gives free advice on what to do and not to do. The Danish Techem company has an app which allows tenants to monitor their consumption digitally as well as to set consumption alerts.

Personal safety of consumers and/or end-users

For us it is a matter of course that we protect tenants' health by constantly monitoring the impact of our activities. Beyond that, our portfolio also includes products and solutions to improve residential health. These products and solutions, as well as the impact of digital infrastructures, are examined from all perspectives by our Product Management. The safety of heat generation systems is guaranteed by the EES segment (contracting).

Keeping legionella concentrations low

In partnership with renowned institutes, Techem offers a professional all-round solution for systemic legionella testing in accordance with the German Drinking Water Ordinance; from an expert inspecting the drinking water system and taking samples to transmitting the laboratory findings, informing tenants and providing any necessary refurbishment consulting. Regular inspections help expose weak points in buildings' drinking water supply systems. Once these are identified, we can make recommendations for more sustainable resource usage.

We are contractually obligated to test legionella concentration in around 46,400 (2023: around 46,500) drinking water systems in German buildings on a regular and timely basis. We routinely take samples from around 265,000 (2023: around 267,000) outlets in these buildings. To carry out the legionella testing, we work together with institutes which are responsible for sampling and analysis. The sample data are recorded via an app and transmitted to us. Relevant DIN standards and worksheets issued by the German Technical and Scientific Association for Gas and Water (DVGW) are observed during testing.

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In the last financial year the unit was reorganized in such a way as to lay the groundwork for offering even more comprehensive service in drinking water hygiene. This makes it possible for us to optimize the private customer segment.

Protecting tenants with smoke alarms

Property owners in Germany are required by law to equip homes with smoke alarms and ensure that they are in working order. Techem supports them in meeting this obligation by offering high-quality ten-year smoke alarms, with a CE label in accordance with EN 14604. These smoke alarms also carry the Q label, an independent certification attesting to their high quality and reliability, and are equipped with functions that allow full remote inspection in accordance with DIN 14676-1. Around 90% (2023: around 93%) of the smoke alarms covered by Techem's service can be checked by remote radio inspection. The decline here is explained by the adoption of existing non-radio-enabled devices into Techem's contractual stock.

In the event of any problems between annual tests, tenants can call a free 24-hour hotline. We are able to resolve issues within a few working days. In addition to annual remote inspections, owners can also commission us to carry out inspections twice a month. This increases the chance of detecting and eliminating any faults or defects at an early stage.

Guaranteeing the reliability and safety of the heating systems

Techem operates around 2,600 (2023: around 2,600) systems in Germany, supplying around 148,000 homes with heat (2023: around 145,000).[21] Security of supply and operations takes top priority, and regular testing and maintenance measures are performed to support this. We are not aware of any cases of people or protected assets being put at risk in the 2024 financial year. No fines or warnings were issued to Techem.

Multisensor Plus

The new Multisensor Plus is an innovative product which supplements the smoke alarm functionality with additional sensors and functions, such as carbon monoxide detection as well as a heat sensor that means it can also be used in kitchens. In addition, this device's functionality was further expanded by means of temperature and moisture detection, meaning that a comprehensive climate service can be offered. It promotes a healthy living environment and therefore contributes to long-term property value preservation. The product fulfills the legal data protection requirements of the GDPR. The rollout of the Multisensor Plus started in September 2024. With this alternative, innovative product and service offering, Techem is well prepared for the next major equipment cycle from 2025.

Preventing harmful effects from radio devices

The impact of radio signals on humans has long been the subject of public debate. To avoid any negative consequences, the electromagnetic compatibility of the radio systems used by Techem is regularly reviewed by independent bodies. One expert opinion has found, for example, that there is no evidence of Techem's radio systems having any harmful or health-relevant effects on the human body. All Techem devices undergo testing in accordance with the relevant standards and meet the requirements of the relevant European directives. Compared to other radio devices, the radio emissions produced by Techem devices are among the weakest encountered in everyday life. For example, the transmission energy emitted during a four- to five-minute cell phone call is equivalent to a whole year's worth of energy emitted by a Techem radio device.

21 Continual improvement of energetic building quality, particularly in relation to residential construction, means that fewer systems are needed to supply more homes to a high energetic standard, because these homes have a lower heat demand. We also regularly replace old, inefficient systems with modern, more efficient technologies. In this process, outdated oil-fired boilers are replaced with up-to-date gas boilers in order to further increase energy efficiency.

Governance

A values-oriented and trust-building corporate culture is of crucial importance to us. We comply with all applicable laws, requirements and internal company policies. In doing so we strengthen collaboration at Techem and promote a respectful and constructive working environment. Externally, we maintain fair and transparent dialog with politicians, which supports our company’s climate policy efforts. In addition, ensuring sustainable and resilient supply chains is a high priority for us.

→ Business conduct

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At Techem we believe that business success is directly linked to corporate responsibility. We consider it essential to have a corporate culture which is characterized by mutual appreciation and team spirit, and which we shape together with our employees. Our holistic compliance management system ensures that we conduct our business with integrity and in accordance with relevant rules and regulations at all levels of the company. Through transparent, fact-based dialog with politicians, we strive to secure political support for energy-related topics.

Our material impacts with respect to business conduct

Techem is committed to transparent and responsible governance for the purpose of securing long-term added value, ethical conduct and positive impacts within Germany and abroad. The focus of this is fair competition, price transparency, compliance with legal requirements and avoiding corruption. Managers promote an inclusive working environment and actively support their teams.

To instill trust and confidence, whistleblowers are protected and fact-based dialog with political decision-makers is employed

G1 Business conduct

Corporate culture	
Actual positive impact Upstream value chain, own business area, long term	Ensuring transparent and responsible corporate management and control geared toward long-term value creation. In addition, we are committed to fair competition, a transparent pricing policy and ethical conduct – both domestically and abroad – that complies with the law and entirely avoids corruption. Promoting togetherness through a values-driven inclusive work environment; role model function for managers, who consider themselves to be facilitators
Potential negative impact Own business area, medium-term	Tense work environment in which “political interests”, hierarchical thinking and mobbing occur
Opportunity Own business area, long-term	Employer attractiveness through values-oriented corporate culture (e.g. ethical governance)
Corruption and bribery	
Risk Own business area, medium-term	Allegations of illegally granting advantages (bribery), as well as insufficient transparency or integrity in the handling of such allegations

to strengthen collaboration towards climate-friendly targets. Challenges such as hierarchical thinking, mobbing or a tense working environment due to "political interests" are addressed in a targeted way at Techem.

Our material risks with respect to business policy

Both legal and operational risks require proactive risk management. Allegations of illegally granting advantages (bribery), as well as insufficient transparency or integrity in the handling of such allegations could impair stakeholder trust in the long term, and result in legal and financial consequences.

There is also a risk of disruptions in the value chain, caused by transition or physical risks. Interruptions may arise due to extreme weather events, but also political instabilities, climate-related conflicts, refugee movements and global health risks such as pandemics. This is relevant to both the upstream and downstream value chain. Anticipatory planning and resilient handling of these risks are crucial to guaranteeing Techem's stability in the long term.

G1 Business conduct

Political engagement and lobbying activities	
Actual positive impact Own business area, short- medium- and long-term	Transparent, fact-based dialog with politicians that strengthens the company's climate change policy efforts
Opportunity Own business area, medium-term	Strengthening the competitive position through conversations on a equal footing that strengthen Techem in its business activities and its sustainability agenda
Protection of whistleblowers	
Actual positive impact Own business area, short- medium- and long-term	Protection of whistleblowers in order to strengthen the confidence of employees and stakeholders and guarantee compliance with ethical standards
Management of relationships with suppliers including payment practices	
Risk Upstream and downstream value chain, short- and medium-term	Disruption in the value chain due to transition or physical risks (political instabilities and unrest/climate wars/mass refugee movements and health crises (e.g. pandemics) or physical risks such as heat events, floods and storms)

Our material opportunities with respect to business conduct

As well as risks that need to be managed, having a values-oriented corporate culture and ethical governance also produces opportunities for Techem. These are factors which can enhance the perception of Techem as an attractive employer, for example. In addition, mutually respectful engagement in political dialog ensures that Techem is strengthened in its business activities and sustainability agenda, and may result in direct opportunities with respect to Techem's business model and competitive position.

Corporate culture

We regard having a sustainable corporate culture as a precondition for reconciling growth and digitalization. That is why we have named specific culture components that we promote and practice throughout the company: Customer focus, team culture, personal growth, courage, networking, leadership, innovation and commitment. We emphasize the value of open, clear, honest and reliable collaboration and communication, both internally and externally. This is also evident in our agile way of working, in our corporate culture and in our management approach. One aspect of this for us is that we deal openly with mistakes and encourage collaborative working.

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To this end, we have established a format which allows managers and employees to share their experiences with failure, creating opportunities to learn from each other. Clear and transparent governance means we can react quickly to market changes and strengthen our competitiveness.

Developing our culture together

Our culture components are reflected in our Leadership and Collaboration Guidelines and the Techem Competence Model. The core skills described in the model enable our employees to successfully master the transformation to becoming a digital and customer-centered organization. Since 2023 we have been using role-specific skills requirements in the application process and in annual employee appraisal interviews, to promote clarity, fairness and comparability.

In the 2024 financial year we conducted performance and potential assessments in all countries for the first time, with the help of the nine-field matrix. This procedure supports targeted personnel decisions and will be expanded to all employees in the 2025 financial year. In addition, since October 2024 the employee appraisal interview process has been implemented via the Workday HR software, in order to strengthen our performance culture and advance the digitalization and internationalization of our HR processes. We are adopting this approach to promote interactive engagement, synergies and more efficient management of recruitment, talent and performance management. It facilitates employees receiving digital feedback and taking part in online trainings.

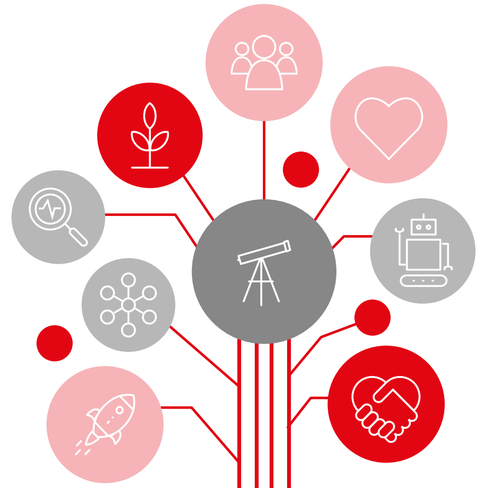
Our core skills as drivers of innovation and growth

Acting with the customer in mind
Involving customers, understanding their needs, long-term customer relationships

Undergoing personal development
Motivation, curiosity, self-reflection, lifelong learning

Working together with others
Self-organized, results-oriented, collaborative

Acting responsibly
Accountability, error culture, feedback



Acting with commitment
Passion, a solutions-oriented approach, performance, success

Showing that we are prepared for change
Getting out of our comfort zone, flexibility, willingness to change, openness to new technologies

Dealing with uncertainty
Ambiguity, setting direction, a trusting working atmosphere

Working in networks
Interdisciplinary, international, breaking down silo mentality

Communicating a vision
Energy and optimism about the future, role model, equal footing, high level of commitment

Openness **Honesty**
Transparency **Accountability**

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Our target is to create an attractive work environment, and to inspire talented individuals to join the company and stay with us for the long term. These measures help us counter the challenges of a changing labor market in all 18 countries.

Establishing leadership role models

Our managers are critical disseminators of the Techem culture and a material component of our leadership development program. A uniform management understanding is supplemented with personalized concepts, and this is reviewed every two years by means of 360° feedback. This feedback, provided by team members, colleagues and line managers, ensures that managers actively practice our culture and function as role models.

At the annual International Management Meeting in the 2024 financial year, which included around 100 participants from all countries, we refined our shared understanding of management and developed measures for local implementation. These measures promote the management culture in a targeted way in the respective countries.

From 2025 we are planning to train brand ambassadors who will continuously communicate important information, our purpose and our values to employees. They will support us with breathing life into complex content and interactions as well as our corporate story, and will be ready to answer employee questions to strengthen our workforce's identification with Techem and pass feedback to senior management.

Corruption and bribery

Techem attaches great importance to acting with integrity and in accordance with applicable laws and regulations. Our self-imposed standards often go beyond the legal requirements. Our compliance management system encompasses topics such as the prevention of bribery and corruption, compliance with antitrust and competition law, fraud prevention and the prevention of money laundering and financing of terrorism in the company, and is aligned with the ISO-37301 standard.

The Managing Directors of our international subsidiaries report to the Group Compliance Officer at least once a year, who in turn reports directly to the CEO and twice a year to the RAC. Our compliance management system is continually adjusted based on this feedback. In addition, all Techem companies are examined for various compliance risks in the course of a holistic risk assessment. We also carry out individual audits on an ad hoc basis. By the end of 2026 we plan to name eight Compliance Deputies at international locations, in order to better cover local legal specifications.

We use policies and regular training to ensure that potential risks are recognized and reported. Through these actions we ensure that our business activities comply with international and ethical standards and that corruption is consistently prevented.

Compliance violations and significant fines GRI 205-3, GRI 206-1, GRI 2-27 ☑

	FY 2024	FY 2023	FY 2022
Confirmed cases of corruption[1]	**0**	**0**	**0**
Proceedings due to anti-competitive behavior or the formation of cartels and monopolies[2]	**1**	**2**[3]	**2**
› of which pending	1	1	2
› of which concluded	0	1[4]	0
Significant fines and non-monetary sanctions for non-compliance with social and economic legislation[5]	**0**	**0**	**1**

1 A case of corruption is deemed to be confirmed if an internal investigation or a final judgment comes to the conclusion that an instance of corrupt behavior has occurred.
2 Number of pending or concluded court proceedings during the financial year related to anti-competitive behavior and violations of antitrust and monopoly laws in which Techem was identified as a party.
3 These procedures were already reported on in the 2023 Sustainability Report. No fines or non-monetary sanctions were imposed.
4 A declaratory judgment was issued against Techem Messtechnik GmbH for conduct breaching antitrust and competition law between 2004 and 2019. The judgment did not entail any fines or non-monetary sanctions.
5 Sanctions are regarded as significant if they exceed a threshold of €10,000 or if they must be made public.

Anti-corruption training[1] **GRI 205-2** ☑

	FY 2024		FY 2023		FY 2022	
	absolute	relative	absolute	relative	absolute	relative
Training of members of governing bodies[1]	**32**	**78.0%**	**32**	**78.0%**	**12**	**29%**
› in Germany	12	57.1%	12	57.1%	12	54%
› international	20	100%	20	100%	0	0%
Training of employees[1]	**3,982**	**94.4%**	**4,082**	**96.9%**	**2,504**	**94.2%**
› in Germany	2,442	92.7%	2,591	97.2%	2,504	94.2%
› international	1,540	97.2%	1,491	96.3%	0	0%
› Managers[1]	414	95.6%	420	98.4%	232	94.2 %[2]
› Salaried employees	3,568	94.3%	3,662	96.7%	2,272	94.2 %[2]

1 Members of governing bodies include the managing directors of all Techem companies worldwide, the Supervisory Board of TES and the Advisory Board of LIC 261. The managers category comprises members of management levels 1–4 at Techem companies worldwide. The salaried employees category comprises all active employees worldwide, including apprentices but excluding managers and temporary workers.
2 Some of these figures are based on estimates.

Communication on anti-corruption policies and procedures **GRI 205-2** ☑

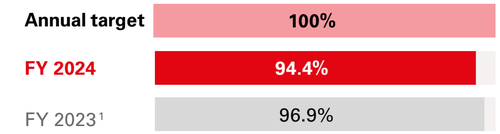
	FY 2024		FY 2023		FY 2022	
	absolute	relative	absolute	relative	absolute	relative
Communication to members of governing bodies	**41**	**100%**	**41**	**100%**	**42**	**100%**
› in Germany	21	100%	21	100%	22	100%
› international	20	100 %	20	100%	20	100%
Communication to employees	**4,218**	**100%**	**4,214**	**100%**	**4,198**	**100%**
› in Germany	2,634	100%	2,665	100%	2,657	100%
› international	1,584	100%	1,549	100%	1,541	100%
› Managers	433	100%	427	100%	434	100%
› Salaried employees	3,785	100%	3,787	100%	3,764	100%
Communication to business partners[1]	**3,808**	**65.4%**	**4,268**	**70.6%**	**3,049**	**68.9%**
› in Germany[1]	3,681	98.1%	4,150	98.6%	2,956	68.5%
› international[1]	127	6.1%	118	6.4%	94	81.0%

1 The data only include suppliers that are managed from Techem's headquarters.

Creating behavioral policies and conducting training

Responsible behavior in compliance with the rules is essential for Techem, given our market position. The group-wide Techem Code of Conduct, published by the Management Board, underlines our understanding of values and is supplemented by other policies and training. Regular training raises the awareness of all employees on topics such as preventing corruption, antitrust and competition law, avoiding fraud and fighting money laundering. Our target is for 100% of the relevant employees worldwide to be trained in compliance specifications. People without influence on business activities as well as employees leaving the company are excepted from this. In the 2024 financial year, 94.4% (2023: 96.9%) of the relevant employees were reached via our web-based compliance training. In addition, compliance is a fixed component of the onboarding process for new employees.

Target: 100% of employees trained on the subject of compliance



Scope of application: Techem Group

1 Starting value

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GRI 205 ☑ Preventing corruption takes a high priority at Techem. As such we assess the risk of corruption at a national level in all national companies. For 2024, an increased risk was only identified in three countries.

We minimize these risks via measures such as corruption prevention policies, concrete behavioral instructions and group-wide training. In addition, we provide clear specifications for avoiding conflicts of interests as well as for handling donations, sponsorship, gifts and invitations.

Protection of whistleblowers

Our target is to create a safe and supportive work environment for all employees. There are various channels available to our employees for the reporting of breaches of the Techem Code of Conduct or unlawful behavior: In 17 languages via the Whispli anonymous whistleblower system, by email to compliance@techem.de ↗ or through direct personal contact. All reports are treated confidentially.

HR and Legal & Claims are central points of contact for allegations of discrimination, while sustainability-related concerns can be reported to sustainability@techem.de ↗. The respective managing directors of the national companies can also be contacted. In addition, customers, suppliers and other interest groups can provide information on compliance-relevant matters via our Tell Techem reporting channel ↗ in multiple languages, securely and also anonymously if needed. Depending on the level of severity, the CEO and, if applicable, the Chair of the RAC or the Chair of the NCC are notified about reported cases. We do not tolerate retaliation or adverse behavior against anyone who in good faith reports observed or suspected unlawful or unethical action or breaches.

Incidents

We have set ourselves the target of having no cases of corruption each year. There were no violations of competition law within Techem Group in the 2024 financial year. Likewise, there were no serious violations of laws and regulations in the economic or social area and no serious cases of corruption. All allegations were investigated, and suitable measures or consequences were implemented where necessary. For information on cases of discrimination and how we deal with them, see page 80 ↙.

Avoiding conflicts of interest on the Board

The Advisory Board is the central supervisory body of Techem Group (see page 25 ↙). For its decision-making processes, it is important to avoid any conflicts of interest among its members. The members of the Advisory Board are therefore specifically asked about potential conflicts of interest at every meeting and, in the event of any bias, are fundamentally excluded from the discussion and from casting a vote on the specific decision.

Implementing tax policy responsibly

Techem fulfills its contractual obligations in all the markets in which it operates and does not use tax-driven models which have the exclusive aim of making tax savings. The Group Tax department, which sits under CFO Dr.-Ing. Carsten Sürig, plays a key role and works closely with the Management Board, which is responsible for compliance with tax specifications.

The risk management system, an integral part of the management structure, also covers tax risks. Existing risks are continually monitored by the Tax department and accounting, while new risks arising from changed business models or regulatory changes are evaluated by the Tax department. External tax advisory firms provide monitoring of the regulatory environment. In addition, tax disclosures in the context of audits of the annual financial statements and consolidated financial statements are reviewed by an auditor.

The Group Tax department functions as a central point of contact for tax authorities and other stakeholders, answers questions on tax matters and adjusts processes as needed. Techem does not exercise any direct political influence in tax matters.

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Management of relationships with suppliers including payment practices

Our corporate responsibility also extends to our supply chain, which we want to be as sustainable and resilient as possible. We have taken measures to counter challenges here, including the introduction of a comprehensive risk analysis, a review of our supply chain and the adoption of a Declaration on Human Rights, which also applies to our suppliers. In addition, we take environmental and social criteria into account when selecting our suppliers and require them to comply with the Supplier Code of Conduct.

The focal points of our supply chain
GRI 2-6 ☑ In total Techem works centrally with a total of 3,808 suppliers (2023: 4,268). Of these, 496 suppliers (2023: 493) accounted for 95.0% of our revenue. 70.2% (2023: 77.2%) of our purchasing volume is procured locally. The Procurement area is responsible for supplier management.

We spend 28.2% (2023: 28.2%) of our procurement volume on direct purchasing – i.e. devices such as meters or smoke alarms. This is mainly managed centrally. Only 11.0% (2023: 15.3%) of the direct procurement volume is managed locally by the national companies, with the support of an international purchaser. Some of the suppliers from which we procure devices are based outside Europe, or have the devices produced in countries outside the EU. A risk analysis has also shown that our Tier 2 suppliers – i.e. the suppliers to our suppliers – are in some cases located in countries where there is a higher risk of environmental and social standards being breached.

71.8% of our procurement volume (2023: 71.8%) is attributable to indirect purchasing, which is managed either centrally or via the Techem national companies. This includes services such as meter reading and installation, the installation of electric charging stations and heating systems, and the analysis of water for legionella. It also refers to, for example, IT and consultancy services, travel bookings, marketing services, the purchase of vehicles and other indirect goods groups. These include, among other things, the operation of our call centers within the EU, which is carried out via sub-contracting.

Suppliers by region **GRI 2-6** ☑

	FY 2024	FY 2023	FY 2022	Relative change from previous year
Total suppliers	**3,808**	**4,268**	**4,429**	**–10.8%**
› of which from Germany	3,683	4,150	4,313	–11.3%
› of which from Europe (excluding Germany)	105	104	107	1.0%
› of which from other regions worldwide	20	14	9	42.9%

The data include all suppliers that are managed from Techem's headquarters as at September 30 of the relevant financial year. In general, we use the billing address to determine a supplier's geographical location (local or international). One exception to this is suppliers with a procurement volume of more than €1 million in the FY: In these cases, the location from which the products or services originate is used for the determination. In this table, "Europe" refers to the geographical area and includes countries such as Switzerland or Norway.

Procuring and delivering devices
In our goods procurement, we react flexibly to market and customer changes. An indicator system and rolling forecasts support the daily supply to our central warehouse in Liederbach, predominantly by suppliers from Germany and Europe as well as some from international suppliers. We use this approach to consolidate requirements and thereby conserve resources. Deliveries are made by truck, and by air freight in exceptional cases.

Delivery to customers, international companies, assembly partners and customer service technicians takes place on a needs-oriented basis – daily, weekly or monthly. We also bundle such deliveries, e.g. of assembly parts, and use environmentally conscious shipping options. Deliveries to Germany and other European countries are made by truck, and to Brazil by ship or air freight.

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Local procurement GRI 204-1

	International suppliers			National suppliers		
	FY 2024	FY 2023	FY 2022	**FY 2024**	FY 2023	FY 2022
Total procurement volume	**29.8%**	**22.8%**	**18.9%**	**70.2%**	**77.2%**	**81.1%**
› of which Techem international (excluding Germany)	45.7%	46.0%	43.9%	54.3%	54.0%	56.1%
› of which Techem Germany	26.7%	18.6%	14.1%	73.3%	81.4%	85.9%

The procurement volume encompasses all important business premises of Techem Germany and all of Techem's national operating companies in the eight focus countries of Austria, Switzerland, France, Italy, Belgium, the Netherlands, Denmark and Poland. The share of local procurement refers to the total amount that these Techem countries spent on suppliers in their own country during the FY. In general, we use the billing address to determine a supplier's geographical location (national or international). One exception to this is suppliers with a procurement volume of more than €1 million in the FY. In these cases, the location from which the products or services originate is used for the determination.

Implementing the principles of collaboration[22]

An international Purchasing Policy sets out all applicable principles and guidelines on purchasing and procurement at Techem. For award decisions in the context of tenders concerning products and services, Techem currently takes into account the presence of a policy on sustainability matters in some processes and in the supplier's supply chain, the portion of renewable energy in their energy consumption, and the existence of a decarbonization strategy. But we also look at whether the supplier can provide environment or energy management certificates and publishes a sustainability report.

The Supplier Code of Conduct is based, among other things, on the conventions of the International Labor Organization (ILO) and the principles of the United Nations Global Compact. If a new supplier or service provider will not commit to the Supplier Code of Conduct – or a code with comparable requirements – Techem will refrain from working with them. For a resilient supply chain, Techem relies on fair, long-term relationships and multiple sourcing, anchored in the purchasing strategy, for which the Procurement and Device Development departments are responsible.

Complying with the Supply Chain Due Diligence Act

Techem has been obliged to report in accordance with the Supply Chain Due Diligence Act (LkSG) since January 1, 2024. The LkSG requires the assessment of human rights breaches and environment-related due diligence violations by suppliers and service providers in our own business area. Techem renewed its Declaration of Principles on Observance of Human Rights and the Environment ↗ and updated it to be in line with the Supply Chain Due Diligence Act in the 2024 financial year. In the Declaration of Principles, Techem commits to observing human rights and the environment, both within our company and along our supply and value chain. We also pledge to respect internationally recognized human rights and to prevent human rights violations. Responsibility for implementing and complying with the declaration on human rights and the environment lies with the senior management team. Together with the Techem Code of Conduct, the Procurement Guidelines and the Supplier Code of Conduct, the policy forms our basis for observing human-rights-related and environment-related due diligence. Human-rights-related and environment-related due diligence is monitored and assessed group-wide by the Supplier Quality department with respect to LkSG risks among suppliers and service providers, as well as by the Sustainability department with respect to LkSG risks of the company's own business area. The Human Rights Committee (HRC), which is composed of the Group Compliance Officer, the Head of Sustainability, Communications & Public Affairs and the Group Risk Manager, is responsible for monitoring this implementation. Our target of holding at least four HRC meetings each year was far exceeded. The starting value in the 2024 financial year was ten meetings.

We report our measures relating to human rights and environment-related due diligence for Techem Energy Services GmbH and TVG 671 mhB, in each case on annual basis, in an LkSG report ↗, as well as to the Federal Office for Economic Affairs and Export Control (BAFA).

22 The information below applies to procurement transactions managed by the Techem purchasing departments. Procurement transactions with a very low order volume may also be carried out by our national companies without the involvement of Purchasing, particularly with respect to indirect procurement.

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The LkSG in our own business area
In the 2024 financial year, a risk analysis and assessment of our own business area was carried out. To this end, all German companies as well as the international national companies were examined for potential and actual human rights or environment-related breaches. Additional subsidiaries are only included when a high or very high risk is detected for a national company. Potential risks are determined, taking into account the country of origin and industry or specific goods group of the locations, and subject to a preliminary assessment. If a high or very high risk is determined in the abstract risk analysis, a specific risk analysis is also performed in which weighting and prioritization is applied in accordance with the LkSG criteria. In this process, findings from the Compliance department's established complaints procedure are also included in the analysis. We use these methods to monitor and assess the risk of human rights violations at our own locations in the context of the compliance management system. Every one to two years, we carry out a risk analysis and assessment to identify the human rights risk in the countries in which we operate based on the Human Freedom Index (HFI). On the basis of these two risk assessments, we decide whether further measures are needed to prevent potential human rights violations in our business operations and if so, what form they should take.

Strengthening risk management among suppliers
In response to the LkSG, Techem introduced a risk management tool that records corresponding due diligence processes at direct suppliers. New suppliers are included in this after one calendar year has passed. In the 2024 financial year, suppliers and service providers to the international national companies were taken into account for the first time. Suppliers and service providers to DMG will be integrated in the 2025 financial year in line with the approach of prioritizing the individual DMG companies by employee headcount.

Prevention, control and corrective measures in the context of the LkSG

Employees, customers, suppliers and other stakeholders can use the Whispli ↗ whistleblower system to provide information on human-rights-related and environment-related risks safely and, if they wish, anonymously (see page 96 ↙).
A code of procedure on handling the complaints process is publicly accessible. The HRC is responsible for monitoring the proper functioning of the complaints mechanism.

The findings of the risk analyses are used to implement appropriate preventive, control and corrective measures, such as specific audits. If we become aware that a violation of human rights due diligence obligations has occurred or is about to occur, whether within our company or at one of our suppliers, we take appropriate measures to prevent or end such a violation or to minimize its impact. In this process, we make a distinction between measures for direct suppliers and those for our own business area. In the case of breaches of due diligence by suppliers, our Procurement department performs a more in-depth review and plans measures in coordination with the relevant stakeholders. Measures comprise audits and questionnaires to precisely determine any breach of due diligence. We review the efficacy of our measures in regular but also event-driven risk analyses.

In addition, we established and carried out training on due diligence for relevant employees in the supply chain for the first time in the 2024 financial year (completion rate: 99.6% nationally, 99.1% internationally). New relevant employees are trained at the start of each calendar year.

We also revised our purchasing documents during the 2024 financial year, including our Purchasing Strategy, Purchasing Policy and our contractual documents for our suppliers, to ensure compliance with the requirements of the Supply Chain Due Diligence Act.

Reviewing environmental and social standards

Responsible corporate governance at Techem also means that we comply with laws, regulations and standards relating to environmental protection. The Procurement and Device Development departments are responsible for compliance with respect to purchased materials. Here they follow the requirements of international standards such as the Registration, Evaluation, Authorization and Restriction of Chemicals (REACH) Regulation, the Restriction of Certain Hazardous Substances (RoHS) Directive and the Persistent Organic Pollutants (PoPs) Regulation.

The legal requirements are reviewed on a random-sample basis. All the tested products passed the external chemical checks. At our sites in Europe we are establishing a management system for material compliance that complies with the European EN 63000 standard. During the 2024 financial year, we were not subject to the imposition of any significant fines or non-monetary sanctions on grounds of non-compliance

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with environmental protection laws and regulations.

We have established various measures to ensure we fulfill our responsibility in the area of social and environmental standards. For example, for existing strategic suppliers in direct purchasing, we also review compliance with environmental and social standards in the course of quality supplier audits that take place every three to four years where possible. In the 2024 financial year we expanded our quality standards for Tier 1 suppliers by adding selected sustainability criteria. For battery manufacturers among our Tier 2 suppliers, in the next financial year we will carry out the notified audits on a random-sample basis.

In the 2025 financial year we plan to extend measures for Tier 1 and Tier 2 suppliers to include separate sustainability audits based on certification standard SA 8000 for countries that have been assessed by an external body as having a high sustainability risk. The named suppliers associated with particularly high risk based on the results of our risk analysis will be subjected to a further, detailed review. In addition, by the end of 2025, we plan to perform four sustainability audits of Tier 1 and Tier 2 suppliers in the ESG/ESI segment (submetering) in countries with moderate or high sustainability-related risks.[23]

New strategic suppliers must recognize our Supplier Code of Conduct as well as a Declaration of Principles or equivalent standards. This is reviewed shortly after the contract is concluded, in the course of a quality supplier audit. Outside Germany, some of these audits are carried out by service providers. In indirect purchasing, every two years we review subcontractors' compliance with minimum wage requirements for installation and meter reading in Germany. In our own business area, we also record the status of individual duties of care in the course of an annual qualitative survey.

Political engagement and lobbying activities

Engaging in transparent, fact-based dialog with political decision-makers not only strengthens Techem's climate policy efforts, but also enhances our competitive position. These conversations take place on an equal footing and are aimed at supporting our business activities and our sustainability agenda. The focus is on intensifying our work with associations in order to gain greater political support for energy-related issues.

Contributing our expertise

Techem operates in a competition-oriented market, while ensuring that it meets regulatory requirements to which our customers are subject. Examples include traditional metering services as well as – depending on the country – heat or electricity supply from fossil or renewable energies, e-charging solutions, legionella testing and smoke alarm services. All of these services are governed by laws, regulations or standards. Many national provisions are based on EU regulations, which are subject to regular review and adaptation.
That is why it is important for us to be aware of forthcoming changes, for example so we can consult directly with policymakers and adapt our services to current developments. Moreover, policymakers are dependent on the expertise of market participants such as Techem to achieve a climate-neutral building stock by 2045 (Germany) or 2050 (EU). We contribute our knowledge – on energy efficiency, avoiding CO_2e emissions in the building sector and digitalization in the real estate sector – in the course of engagement with politicians and key stakeholders.

In our political work, we abide by our Group-wide compliance provisions and our policies for association work and sponsoring. We consider ourselves to be a point of contact for policymakers at the German and European levels, for matters concerning energy efficiency and climate neutrality in buildings and for digitalization in this area. In this function we hold bilateral talks with members of the European, German Federal and German State Parliaments and representatives from the European Commission and the ministries. We generally organize a political event once a year, either in Germany or at EU level (Brussels). In our other countries, political exchange takes place primarily in the context of association work.

23 Based on the 2023 ESG Index of the Risk Watch Initiative ↗.

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GRI 415 ☑ Techem is registered in the EU Transparency Register ↗ as well as in Germany in the Lobby Register with the German Federal Parliament ↗. We do not make party donations but hold membership of trade associations that are close to parties. For example, we are a member of Wirtschaftsrat der CDU e. V., a council of economic advisors for the Christian Democratic Union. In 2024, we paid this organization a membership contribution of 12,000 euros. Since spring 2022 we have been a member of the Economic Forum of the SPD e.V., paying an annual membership fee of 20,000 euros, and since 2023 a full member of the Wirtschaftsvereinigung der Grünen e. V. ("Economic Association of the Greens") which requires an annual contribution of 20,000 euros.

Overview of membership in associations and interest groups **GRI 2-28** ☑

Active Techem national company	Organization
Techem Belgium	Unie van Zelfstandige Ondernemers (UNIZO) – Union of Independent Entrepreneurs
Techem Bulgaria	Associatia na druzestvata za toplinno schetovodstvo (ADTS) – Association of Heating Cost Allocation Companies
	Associatia na druvestvata za upravlenie na etajna sobstvenost – Association for the Management of Residential Property
Techem Germany	Acatech – National Academy of Science and Engineering
	Bundesverband der Deutschen Industrie – Initiative "Energieeffiziente Gebäude" (BDI-IEG) – Federation of German Industries – Energy-efficient Buildings Initiative
	Bundesverband deutscher Wohnungs- und Immobilienunternehmen e.V. – Federal Association of German Housing and Real Estate (GdW)
	Bundesverband der Energie- und Wasserwirtschaft e. V. – Federal Association of Energy and Water Industry (BDEW)
	Bundesverband für Energie- und Wasserdatenmanagement e. V. – Federal Association of Energy and Water Data Management (bved)
	Bundesverband Informationswirtschaft, Telekommunikation und neue Medien e.V. – Federal Association of the Information Economy, Telecommunications and new Media (Bitkom)
	Bundesverband Neue Energiewirtschaft e.V. (bne) – Association of Energy Market Innovators
	Deutsche Unternehmensinitiative Energieeffizienz e.V. – German Business Initiative for Energy Efficiency (DENEFF)
	Europäischer Verein zur verbrauchsabhängigen Energiekostenabrechnung – European Association for Energy and Water Data Management (E.V.V.E.)
	Industrie-Förderung Gesellschaft mbH – Industry-Promotion Company
	Verband Deutscher Maschinen- und Anlagenbau e.V. – Association of German Mechanical and Plant Engineering (VDMA)
	Verband für Energiedienstleistungen, Effizienz und Contracting e.V. – Association for Energy Services, Efficiency and Contracting (VEDEC)
	Wirtschaftsforum der SPD e.V. – Economic Forum of the Social Democratic Party of Germany
	Wirtschaftsrat der CDU e.V. – Economic Council of the Christian Democratic Union
	Wirtschaftsvereinigung der Grünen e.V. – Economic Association of the Green Party
	Zentraler Immobilien Ausschuss e.V. – Central Real Estate Committee (ZIA)
Techem France	Syndicat de la mesure (SyM) – Surveying Trade Union
Techem Italy	Associazione Nazionale Contabilizzazione Calore e Acqua (ANCAA) – National Association for the Billing of Heating and Water
Techem Netherlands	NEN
	Europäischer Verein zur verbrauchsabhängigen Energiekostenabrechnung – European Association for Energy and Water Data Management (E.V.V.E.)
	Nederlandse Vereniging voor Verbruiksafhankelijke Energiekostenafrekening (NL.V.V.E.) – Dutch Association for Consumption-based Billing of Energy Costs

Strengthening association work

In addition to engaging in political dialog, Techem actively participates in various industry-related associations at European and German level. We are particularly active in the associations listed below.

Bundesverband für Energie- und Wasserdatenmanagement e. V. (Federal Association for Energy and Water Data Management, "bved")[24]:
In the German-wide bved advocacy group, Techem supports politicians with the energy transition and climate policy. Techem CSO Nicolai Kuß has been deputy Chair of the bved since 2019.

Bundesverband Informationswirtschaft, Telekommunikation und neue Medien e. V. (Bitkom) (German Association for Information Technology, Telecommunications and New Media):
As a member of Bitkom, Germany's Digital Association, we strongly advocate for the digitalization of the economy, society and administration. Techem CEO Matthias Hartmann is a member of the executive committee.

Active Techem national company	Organization
Techem Norway	Norwegian sub metering association (NSMA)
Techem Poland	Stowarzyszenie Ds Rozliczania Energii (STOW) – Association for Energy Billing
Techem Switzerland	Schweizerischer Verband für Energie- und Wasserkostenabrechnung (SVW-ASC) – Swiss Association for Energy and Water Cost Billing
	Suisstec – Employers' and industry association for building technology and building envelopes
Techem Slovakia	Asociácia rozpočítavateľov tepla a vody Slovensko (ARTAV) – Association of Heating and Water Providers
Techem Spain	Asociación Española de Empresas de Lectoras de Contadores de Agua y Energía (Apecae) – Association of Water and Energy Meter Reading Companies
	Asociación Espanola de Repartidores de Costes de Calefacción (AERCCA) – Association of Heating Cost Allocators
	Confederación Nacional de Instaladores – National Association of Installers (CNI)
Techem Czech Republic	Asociace rozuctovatelu nakladu na teplo a vodu – Association of Heating and Water Providers (ARTAV)
Techem Hungary	Lakásszövetkezetek és Társasházak Érdekvédelmi – Association of Housing Associations and Community Associations (LÉTÉSZ)
	Lakberendezők Országos Szövetsége (LOSZ) – National Association of Housing Associations (LOSZ)
	Magyar Távhőszolgáltatók Szakmai Szövetsége (MATÁSZSZ) – Professional Association of Hungarian District Heating Suppliers
	Magyar Viziközmű Szövetség – Hungarian Waterworks Association (MAVÍZ)
Techem Austria	Europäischer Verein zur verbrauchsabhängigen Energiekostenabrechnung – European Association for Energy and Water Data Management (E.V.V.E.)

Europäischer Verein zur verbrauchsabhängigen Energiekostenabrechnung e. V. (European Association for Consumption-based Billing of Energy Costs, "E.V.V.E."):
As a member of the E.V.V.E., Techem represents at EU level interests in the areas of energy and water data management and especially in terms of submetering. Techem CSO Nicolai Kuß has been President of the Association since 2022. On September 11, 2024, the managing committee signed new statutes to transform the E.V.V.E. into a Belgian organization with its head office in Brussels. The final step, in the form of the signature of the Belgian king or of a person authorized to issue directives, is still pending.

Zentraler Immobilien Ausschuss e. V. (Central Real Estate Committee, "ZIA"):
As a member of the ZIA, Techem supports measures to improve the economic, legal, fiscal, and political environment of the real estate industry as well as its sustainable and digital transformation. Techem CEO Matthias Hartmann is co-chair of the ZIA Energy Task Force.

24 Since the 1st quarter of 2024, ARGE has been operating under the name Bundesverband für Energie- und Wasserdatenmanagement (Federal Association for Energy and Water Data Management, "bved"), previously: Arbeitsgemeinschaft für Heiz- und Warmwasserkostenverteilung (Working Group for Heating and Water Cost Allocation, "ARGE HeiWaKo").

Supplementary information

In our reporting on the focal topics of environmental, social and governance dimensions, we comply with international reporting standards. Further information contributes to transparently setting out our commitment – for all German and international business units of Techem Group.

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Overview of Techem Group

Techem Group is made up of various locations and companies in Germany and abroad. The ultimate parent company of the Techem Group is Techem Verwaltungsgesellschaft 671 mbH[25]. This Sustainability Report is published by Techem GmbH on behalf of Techem Group. Significant business units in Germany are Techem Energy Services GmbH, Techem Solutions GmbH, Techem X GmbH, the companies belonging to DMG Beteiligungsgesellschaft mbH and bautec Energiemanagement GmbH. The following table sets all the companies in Techem Group as at September 30, 2024.

25 The consolidated financial statements of Techem Verwaltungsgesellschaft 671 mbH are published in the Federal Gazette every six months. The audit certificate for FY 2022 and FY 2023 have been published in the Federal Gazette; the report for FY 2024 is yet to be published.

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Organization	Location of head office, country
ALPHA MESS Bergisch-Land GmbH	Wuppertal, Germany
aqua calor GmbH	Leipzig, Germany
ares e-count GmbH	Berlin, Germany
asko GmbH	Erfurt, Germany
B&O RATOMA Messdienste GmbH	Chemnitz, Germany
bautec Energiemanagement GmbH	Eschborn, Germany
BFW Dieter Ritter GmbH	Wyhl am Kaiserstuhl, Germany
BFW Ternes GmbH	Cologne, Germany
Böhm Abrechnungs GmbH	Kitzingen, Germany
Caloribel S. A.	Brussels, Belgium
DATA REAL Meßtechnik GmbH	Berlin, Germany
Dietsche GmbH billing service	Bad Krozingen, Germany
Ditschun Wärmemesstechnik GmbH	Bielefeld, Germany
DMG Beteiligungsgesellschaft mbH	Eschborn, Germany
enco energy control GmbH	Bochum, Germany
Exakta-Kalorex GmbH	Heppenheim, Germany
INHA GmbH	Hirrlingen, Germany
Kupferschmid Abrechnungsservice GmbH	Villingen-Schwenningen, Germany
MATec Wolski Gesellschaft für Meß- und Abrechnungstechnik mbH	Berlin, Germany
MAW Service GmbH, metering, billing and maintenance service	Kassel, Germany
Messteam 2000 GmbH	Neumarkt, Upper Palatinate, Germany
MessTech GmbH	Krumbach, Germany
MESSWERT Unternehmen für Messdienstleistungen GmbH	Cologne, Germany
SANNcompact GmbH	Waldsee, Germany
SRH Mess- und Systemtechnik GmbH	Aßlar, Germany
Techem (Schweiz) AG	Urdorf, Switzerland

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Techem AB	Helsingborg, Sweden
Techem BBK Energie GmbH	Eschborn, Germany
Techem Calorlux S.à r.l.	Bereldange, Luxemburg
Techem Danmark A/S	Aarhus, Denmark
Techem do Brasil Serviços de Medição de Àgua Ltda.	São Paulo, Brazil
Techem Energie GmbH	Eschborn, Germany
Techem Energy Services B.V.	Breda, Netherlands
Techem Energy Services GmbH	Eschborn, Germany
Techem Energy Services S.L.	Madrid, Spain
Techem Energy Services S.R.L.	Bucharest, Romania
Techem GmbH	Eschborn, Germany
Techem Kft.	Budapest, Hungary
Techem Messtechnik Ges.m.b.H.	Innsbruck, Austria
Techem Metering GmbH	Eschborn, Germany
Techem Norge AS	Oslo, Norway
Techem S.r.l.	Rome, Italy
Techem SAS	Le Plessis Robinson, France
Techem Services EOOD	Sofia, Bulgaria
Techem Services Sp. z o.o.	Katowice, Poland
Techem Solutions GmbH	Eschborn, Germany
Techem spol. s r.o.	Bratislava, Slovakia
Techem spol. s r.o.	Prague, Czech Republic
"Techem" Techniki Pomiarowe Sp. z o.o.	Poznan, Poland
Techem Vermögensverwaltung GmbH & Co. KG	Eschborn, Germany
Techem Verwaltungs GmbH	Eschborn, Germany

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Organization	Location of head office, country
Techem Verwaltungsgesellschaft 671 mbH	Eschborn, Germany
Techem Verwaltungsgesellschaft 672 mbH	Eschborn, Germany
Techem Verwaltungsgesellschaft 673 mbH	Eschborn, Germany
Techem Verwaltungsgesellschaft 674 mbH	Eschborn, Germany
Techem Verwaltungsgesellschaft 675 mbH	Eschborn, Germany
Techem Wassertechnik Ges.m.b.H.	Wels, Austria
Techem X GmbH	Eschborn, Germany
TT Thermo Tronic GmbH	Berlin, Germany
UNI-PLUS Hettel GmbH water and heat metering and billing	Muggensturm, Germany
VERmax Messtechnik GmbH	Wels, Austria
Wärmemessdienst Weise GmbH	Eisenach, Germany

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Independent auditor's report following a limited assurance engagement on sustainability information

To Techem GmbH, Eschborn

Within the scope of our limited assurance engagement, we have audited the disclosures indicated with a ☑ in the Sustainability Report for the period from October 1, 2023 to September 30, 2024 (hereinafter referred to as the "Report") published by Techem GmbH, Eschborn (hereinafter referred to as the "Company"). Our engagement concerns only the information that is marked with the symbol ☑.

Responsibility of the legal representatives

The legal representatives of the Company are responsible for preparing the Report in accordance with the principles set out in the Sustainability Reporting Standards of the Global Reporting Initiative (hereinafter referred to as the "GRI Criteria") as well as for selecting the disclosures to be assessed.

The responsibility of the Company's legal representatives also extends to selecting and applying appropriate sustainability reporting methods and making reasonable assumptions and estimates for individual sustainability disclosures under the given circumstances. Furthermore, the legal representatives are responsible for such internal controls as they have deemed necessary to enable the preparation of a report that is free from material misstatement, whether due to fraud or error.

Independence of and quality assurance by the auditor

We have observed the German professional rules and regulations governing auditor independence as well as other requirements for professional conduct.

Our auditing firm applies all national statutory regulations and professional publications – in particular the Professional Charter for Professional Accountants in Public Practice (BS WP/vBP) and the IDW Standard on Quality Management 1 "Anforderungen an die Qualitätssicherung in der Wirtschaftsprüferpraxis" (IDW QMS 1 (09.2022)) published by the German Institute of Public Auditors (IDW), which requires auditing firms to develop, implement and enforce a quality management system that meets the legal and statutory requirements.

Auditor's responsibility

It is our responsibility, after conducting our audit, to provide a limited assurance opinion on the information in the Report that is indicated with a ☑.

Our engagement does not extend to assessing external sources of documentation or expert opinions referred to in the Sustainability Report.

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We conducted our audit in accordance with the International Standard on Assurance Engagements (ISAE) 3000 (Revised): "Assurance Engagements other than Audits or Reviews of Historical Financial Information" issued by the International Auditing and Assurance Standards Board (IAASB). This standard requires us to plan and perform the audit in such a way that we can conclude – with limited assurance – that nothing has come to our attention to cause us to believe that the disclosures marked with a ☑ in the Company's Report for the period from October 1, 2023 to September 30, 2024 have not been prepared, in all material respects, in accordance with the relevant GRI Criteria. This does not mean that we have to express a separate opinion on each of the marked disclosures.

In a limited assurance engagement, the audit procedures performed are less extensive than in a reasonable assurance engagement, resulting in a significantly lower level of assurance being obtained. The audit procedures are selected at the auditor's discretion.

Among other things, our audit involved the following audit procedures and other activities:

- Gaining an understanding of the structure of the sustainability organization and the involvement of stakeholders
- Interviewing employees involved in the preparation of the Sustainability Report about the preparation process, the internal control system related to this process and selected disclosures in the Sustainability Report
- Identifying likely risks of material misstatements in the Report based on the GRI Criteria
- Analyzing selected disclosures in the Sustainability Report
- Evaluating the presentation of the selected sustainability performance disclosures

Audit opinion

Based on the audit procedures performed and the evidence obtained, nothing has come to our attention to cause us to believe that the disclosures marked with a ☑ in the Company's Report for the period from October 1, 2023 to September 30, 2024 have not been prepared, in all material respects, in accordance with the relevant GRI Criteria.

Intended use of this report

We are issuing this report on the basis of the engagement we have entered into with the Company. The audit was performed for the purposes of the Company, and the report is intended solely to inform the Company about the results of the audit. The report is not intended for use by third parties in making (financial) decisions. Our responsibility extends solely to the Company. Accordingly, we do not accept any responsibility toward third parties.

Frankfurt, February 26, 2025

PricewaterhouseCoopers GmbH
Auditing firm

Nicolette Behncke **ppa. Meike Beenken**

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Statement of use	**Techem has reported in accordance with the GRI Standards for the 2024 financial year starting on October 1, 2023 and ending on September 30, 2024**
GRI 1 used	GRI 1: 2021 foundations
Applicable GRI Sector Standard(s)	None

GRI Standard	Page reference	Notes/reason for omission	Ext. audit
General Disclosures			
GRI 2: General Disclosures 2021			
2-1 Organizational details	pages 8, 25, 104-107	Techem Verwaltungsgesellschaft 671 mbH	
2-2 Entities included in the organization's sustainability reporting	pages 8, 104-107		
2-3 Reporting period, frequency and contact point	page 7, 122		
2-4 Correction of restatements of information		Corrections are explained in the relevant footnotes	
2-5 External audit	page 7, 108-109		
2-6 Activities, value chain and other business relationships	pages 8-14, 97		☑
2-7 Salaried employees	pages 66, 68-69		☑
2-8 Workers who are not employees	page 84		☑
2-9 Governance structure and composition	pages 25-32, 81		
2-10 Nomination and selection of the highest governance body	pages 25-28		
2-11 Chair of the highest governance body	pages 25-26		
2-12 Role of the highest governance body in overseeing the management of impacts	pages 25-26, 32		
2-13 Delegation of responsibility for managing impacts	pages 28-32		
2-14 Role of the highest governance body in sustainability reporting	page 7		

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GRI Standard	Page reference	Notes/reason for omission	Ext. audit
2-15 Conflicts of interest	page 96		
2-16 Communication of critical concerns	page 96		
2-17 Collective knowledge of the highest governance body	pages 28-32		
2-18 Evaluation of the performance of the highest governance body	pages 25-26, 32	The Advisory Board's evaluation of the management level is established and ensured. The performance of the governance body is regularly evaluated using a questionnaire.	
2-19 Remuneration policies	pages 33, 71, 82		
2-20 Process to determine remuneration	pages 33, 71, 82		
2-21 Annual total compensation ratio	page 71	This key figure encompasses all important operating sites of Techem Germany and all of Techem's national operating companies in the eight focus countries of Austria, Switzerland, France, Italy, Belgium, the Netherlands, Denmark and Poland. DMG companies are not included.	☑
2-22 Statement on sustainable development strategy	pages 3-5		
2-23 Policy commitments	pages 16-17, 42, 81, 91-101		
2-24 Embedding policy commitments	pages 28-32, 91-92, 95-96, 98, 121		
2-25 Processes to remediate negative impacts	pages 74-75, 81, 83, 95-96, 98		
2-26 Mechanisms for seeking advice and raising concerns	pages 87-88, 95-96		
2-27 Compliance with laws and regulations	pages 94-96		☑
2-28 Membership in associations and interest groups	pages 101-102		☑
2-29 Approach to stakeholder engagement	pages 18-20, 87-88, 100-101		
2-30 Collective bargaining agreements	page 71		

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GRI Standard	Page reference	Notes/reason for omission	Ext. audit
Material topics			
GRI 3: Material Topics 2021			
3-1 Process to determine material topics	pages 21-24 ↙		
3-2 List of material topics	page 24 ↙		
Procurement practices			
GRI 3: Material Topics 2021			
3-3 Management of material topics	pages 97-100 ↙		
GRI 204: Procurement Practices 2016			
204-1 Proportion of spending on local suppliers	pages 97-98 ↙		☑
Anti-corruption			
GRI 3: Material Topics 2021			
3-3 Management of material topics	page 91 ↙		
GRI 205: Anti-corruption 2016			
205-1 Business premises assessed for risks related to corruption	pages 94-96 ↙		☑
205-2 Communication and training about anti-corruption policies and procedures	pages 95-96 ↙		☑
205-3 Confirmed incidents of corruption and actions taken	pages 94 ↙, 96 ↙		☑
Anti-competitive Behavior			
GRI 3: Material Topics 2021			
3-3 Management of material topics	pages 94-96 ↙		
GRI 206: Anti-competitive Behavior 2016			
206-1 Legal actions for anti-competitive behavior, antitrust, and monopoly practices	page 94 ↙		☑

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GRI Standard	Page reference	Notes/reason for omission	Ext. audit
Tax			
GRI 3: Material Topics 2021			
3-3 Management of material topics	page 96 ↙		
GRI 207: 2019 tax			
207-1 Approach to tax	page 96 ↙		
207-2 Tax governance, control, and risk management	page 96 ↙		
207-3 Stakeholder engagement and management of concerns related to tax	page 96 ↙		
207-4 Country-by-country reporting		Techem is active in the following tax jurisdictions: Belgium, Brazil, Bulgaria, Denmark, Germany, France, Italy, Luxembourg, Netherlands, Norway, Austria, Poland, Romania, Switzerland, Slovakia, Spain, Czech Republic, Hungary. In its annual reports in accordance with IFRS, Techem provides detailed information on its tax position. The company complies with all national and international reporting requirements and submits annual country-by-country reports to Germany's Federal Central Tax Office. The tax information provided is based on the consolidated financial statements, which are audited by an independent auditing firm. We will not provide details of our country-by-country reporting here, since doing so would reveal competition-relevant information.	
Materials			
GRI 3: Material Topics 2021			
3-3 Management of material topics	pages 42-43 ↙, 52-53 ↙, 60-64 ↙		
GRI 301: 2016 materials			
301-2 Recycled input materials used	page 61 ↙		☑

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GRI Standard	Page reference	Notes/reason for omission	Ext. audit
Energy			
GRI 3: Material Topics 2021			
3-3 Management of material topics	pages 36-52 ↙		
GRI 302: 2016 energy		All energy consumption figures in this document are given in kWh or MWh. They can be converted into kJ or GJ using the following factors: 1 kWh = 3,600 kJ and 1 MWh = 3.6 GJ.	
302-1 Energy consumption within the organization	page 44 ↙		☑
302-3 Energy intensity	page 44 ↙		☑
302-4 Reduction of energy consumption	pages 44-45 ↙		
Water and effluents			
GRI 3: Material Topics 2021			
3-3 Management of material topics	pages 53 ↙, 60-62 ↙		
GRI 303: Water and effluents 2018			
303-1 Interactions with water as a shared resource	pages 53 ↙, 88-89 ↙, 121 ↙		
303-2 Management of water-discharge-related impacts	page 53 ↙		
303-5 Water consumption	page 53 ↙		☑
Emissions			
GRI 3: Material Topics 2021			
3-3 Management of material topics	pages 35-54 ↙, 121 ↙		
GRI 305: Emissions 2016			
305-1 Direct (Scope 1) GHG emissions	pages 46 ↙, 49 ↙		☑
305-2 Energy indirect (Scope 2) GHG emissions	pages 47 ↙, 49 ↙		☑
305-3 Other indirect (Scope 3) GHG emissions	pages 48 ↙, 49 ↙		☑

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GRI Standard	Page reference	Notes/reason for omission	Ext. audit
305-4 GHG emissions intensity	page 49 ↙		☑
305-5 Reduction of GHG emissions	page 52 ↙		
Waste			
GRI 3: Material Topics 2021			
3-3 Management of material topics	pages 60-64 ↙		
GRI 306: Waste 2020			
306-1 Waste generation and significant waste-related impacts	pages 63-64 ↙		
306-2 Management of significant waste-related impacts	pages 63-64 ↙		
306-3 Waste generated	page 63 ↙		☑
306-4 Waste diverted from disposal	page 64 ↙		☑
306-5 Waste directed to disposal	page 64 ↙		☑
Supplier Environmental Assessment			
GRI 3: Material Topics 2021			
3-3 Management of material topics	pages 97-100 ↙		
GRI 308: Supplier Environmental Assessment 2016			
308-1 New suppliers that were screened using environmental criteria	pages 99-100 ↙		
308-2 Negative environmental impacts in the supply chain and actions taken	pages 92 ↙, 97-100 ↙		
Employment			
GRI 3: Material Topics 2021			
3-3 Management of material topics	pages 66-71 ↙		
GRI 401: Employment 2016			
401-1 New employee hires and employee turnover	pages 69-70 ↙		☑
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	page 71 ↙		

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GRI Standard	Page reference	Notes/reason for omission	Ext. audit
401-3 Parental leave	page 73		☑
Occupational Health and Safety			
GRI 3: Material Topics 2021			
3-3 Management of material topics	pages 66-67, 73-75		
GRI 403: Occupational Health and Safety 2018			
403-1 Occupational health and safety management system	pages 73-74		
403-2 Hazard identification, risk assessment, and incident investigation	pages 74-75		
403-3 Occupational health services	page 75		
403-4 Worker participation, consultation, and communication on occupational health and safety at the workplace	pages 73, 75		
403-5 Worker training on occupational health and safety	page 75		
403-6 Promotion of worker health	page 75		
403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	pages 88-89		
403-9 Work-related injuries	page 74		☑
Training and Education			
GRI 3: Material Topics 2021			
3-3 Management of material topics	pages 66-67, 76-80		
GRI 404: Training and Education 2016			
404-1 Average hours of training per year per employee	page 77		☑
404-2 Programs for upgrading employee skills and transition assistance programs	pages 76-80		
404-3 Percentage of employees receiving regular performance and career development reviews	pages 79-80		☑

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GRI Standard	Page reference	Notes/reason for omission	Ext. audit
Diversity and Equal Opportunity			
GRI 3: Material Topics 2021			
3-3 Management of material topics	pages 66-67, 75-76, 80-83		
GRI 405: Diversity and Equal Opportunity 2016			
405-1 Diversity of governance bodies and employees	pages 25, 81		☑
405-2 Ratio of basic salary and remuneration of women to basic salary and remuneration of men	page 76		☑
Non-discrimination			
GRI 3: Material Topics 2021			
3-3 Management of material topics	pages 66-67, 80-83		
GRI 406: Non-discrimination 2016			
406-1 Incidents of discrimination and corrective actions taken	pages 80-83		☑
Freedom of Association and Collective Bargaining			
GRI 3: Material Topics 2021			
3-3 Management of material topics	pages 99-100		
GRI 407: Freedom of Association and Collective Bargaining 2016			
407-1 Business premises and suppliers in which the right to freedom of association and collective bargaining may be at risk		Techem has no grounds to believe that there is a significant risk of violations of the right to freedom of association and collective bargaining at its global locations. We refuse to work with suppliers that are known to have a significant risk of such violations. To comply with the Supply Chain Due Diligence Act (LkSG), we carried out a systematic risk analysis in the 2024 financial and developed appropriate measures for dealing with risks (see pages 98-99)	

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GRI Standard	Page reference	Notes/reason for omission	Ext. audit
Child Labor			
GRI 3: Material Topics 2021			
3-3 Management of material topics	pages 99-100 ↙		
GRI 408: Child Labor 2016			
408-1 Business premises and suppliers at significant risk for incidents of child labor		Techem has no grounds to believe that there is a significant risk of child labor at its global locations. We refuse to work with suppliers that are known to have a significant risk of such violations. To comply with the Supply Chain Due Diligence Act (LkSG), we carried out a systematic risk analysis in the 2024 financial and developed appropriate measures for dealing with risks (see pages 98-99 ↙).	
Forced or Compulsory Labor			
GRI 3: Material Topics 2021			
3-3 Management of material topics	pages 99-100 ↙		
GRI 409: Forced or Compulsory Labor 2016			
409-1 Business premises and suppliers at significant risk for incidents of forced or compulsory labor		Techem has no grounds to believe that there is a significant risk of forced or compulsory labor at its global locations. We refuse to work with suppliers that are known to have a significant risk of such violations. To comply with the Supply Chain Due Diligence Act (LkSG), we carried out a systematic risk analysis in the 2024 financial and developed appropriate measures for dealing with risks (see pages 98-99 ↙).	

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GRI Standard	Page reference	Notes/reason for omission	Ext. audit
Social Assessment of Suppliers			
GRI 3: Material Topics 2021			
3-3 Management of material topics	pages 91-92, 97-99		
GRI 414: Social Assessment of Suppliers 2016			
414-1 New suppliers that were screened using social criteria	pages 99-100		
Political influence			
GRI 3: Material Topics 2021			
3-3 Management of material topics	pages 91-92, 101-102		
GRI 415: Political Influence 2016			
415-1 Political contributions	pages 100-101		☑
Customer Health and Safety			
GRI 3: Material Topics 2021			
3-3 Management of material topics	pages 85-86, 88-89		
GRI 416: Customer Health and Safety 2016			
416-1 Assessment of the impacts of various product and service categories on health and safety	pages 88-89		
416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	page 89		
Customer Data Privacy			
GRI 3: Material Topics 2021			
3-3 Management of material topics	page 85-88		
GRI 418: Customer Data Privacy 2016			
418-1 Substantiated complaints concerning breaches of customer data privacy and losses of customer data	page 87		☑

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Recommendations of the TCFD on publication		Page reference
Governance		
Disclosure of governance of climate-related risks and opportunities	a. Supervision of the Supervisory Board and Executive Board concerning climate-related risks and opportunities	pages 25-32 ↙
	b. Role of the management team in the assessment and management of climate-related risks and opportunities	pages 28-32 ↙, 54 ↙
Strategy		
Disclosure of the actual and potential impacts of climate-related risks and opportunities on business activities, strategy and financial planning	a. Short-, medium- and long-term climate-related risks and opportunities for the organization	pages 55-58 ↙
	b. Impacts of climate-related risks and opportunities on business activities, strategy and financial planning	pages 55-58 ↙
	c. Resilience of the strategy taking into account various climate-related scenarios, including a 2 °C or lower scenario	page 54 ↙
Risk management		
Disclosure of processes for identifying, assessing and managing climate-related risks	a. Processes for identifying and assessing climate-related risks	pages 54 ↙, 59 ↙
	b. Processes for managing climate-related risks	page 58 ↙
	c. Integration of processes for identifying, assessing and managing climate-related risks into general risk management	page 59 ↙
Key figures and targets		
Disclosure of key figures and targets for assessing and managing relevant climate-related risks and opportunities	a. Applied key figures for assessing climate-related risks and opportunities, aligned to strategy management process and risk management process	page 59 ↙
	b. Scope 1 and 2 and, if applied, also scope 3 GHG emissions and the associated risks	page 59 ↙
	c. Targets for managing climate-related risks and opportunities, including performance, relating to these targets	page 59 ↙

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The UN sustainable development goals are the core of Agenda 2030 for sustainable development. The 17 goals along with their 169 targets are intended to guide policymakers, businesses and civil society in tackling the greatest economic, social and environmental challenges of our time. Techem has made a commitment to the SDGs and contributes directly to their achievement with its business model.

As a company with international operations, we are able to contribute to many of the SDGs through our sustainability-related activities along the value chain. We believe that we can make our greatest positive contribution to those SDGs which relate directly to our products and services. With this in mind, we have identified eight goals and 13 targets that are particularly relevant to us.

Standard	UN SDGs	Page
Environmental data		
› CO_2e emissions	9.4, 13.3	pages 46-49 ↙
› Energy mix (including renewable energy)	7.2	page 49 ↙
› Energy intensity	7.3	page 45 ↙
› Water consumption (m^3)	6.3	page 53 ↙
› Hazardous waste (t)	12.4	pages 63-64 ↙
Social		
› Cases of discrimination	5.1	page 80 ↙
› Share of women in management positions (%)	5.5	pages 81-82 ↙
› Gender pay equality (%)	8.5, 8.7	page 76 ↙
› Work-related injuries to employees	8.8	page 74 ↙
Governance		
› Share of women on the Board (%)	5.5	page 25 ↙
› No cases of corruption	16.5	page 96 ↙
› Sustainable procurement policies	12.7	pages 97-99 ↙

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Legal notice

This report has been created with the utmost care. Nevertheless, we cannot guarantee that the information contained herein is accurate and complete. Forward-looking statements are based on current estimates and assumptions by the senior management team and are subject to known and unknown risks and uncertainties.

Published in February 2025

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