Sustainability Report 2025

Building a sustainable future

Everllence

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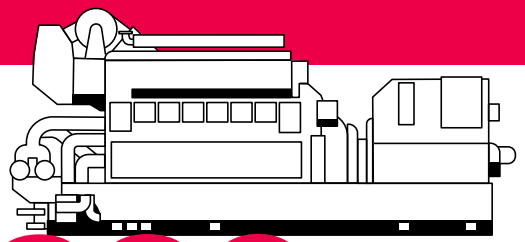
This is Everllence



260+

Years of experience

€4.8 bn

turnover

Over

140

locations

Present in

50

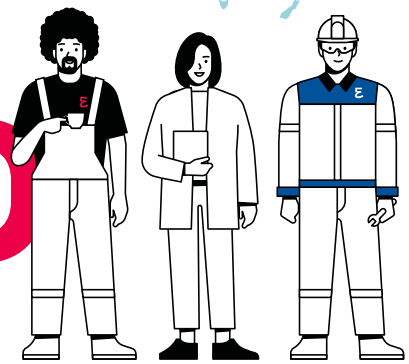
countries

Everllence is headquartered in Germany and employs approximately 16,200 people worldwide. In addition to a total of twelve production sites, there are more than 130 locations in the global service center network of our after-sales brand Everllence PrimeServ.

Our technology portfolio includes two- and four-stroke engines for maritime and stationary use, turbochargers and propellers, as well as steam turbines, compressors and chemical reactors. We are the world's leading supplier of large diesel and gas engines. Our efforts to meet emissions standards while reducing fossil fuel consumption worldwide are making an important contribution to preserving our world for future generations.

16,200

Employees



In June 2025, we changed name from MAN Energy Solutions to Everllence, marking a milestone in our strategic realignment. Our new global brand identity underscores how we are systematically implementing our "Moving big things to zero" strategy, focusing on decarbonization and efficiency solutions, and playing our part as a driver of industrial value and sustainability.

Our aim is to develop solutions for profound decarbonization in the most important sectors of the global economy, such as shipping and what are known as "hard-to-abate" sectors. These are the industries that are very difficult to decarbonize. This is intended to pave the way to a climate-friendly global economy. We work and think digitally, offering innovative digital solutions that help our customers reduce their greenhouse gas emissions and achieve their "net-zero" goals. The focus is on four types of technology: large engines powered by future fuels, retrofits, large-scale heat pumps, and carbon capture, utilization, and storage (CCUS).

Economic development

	2025	2024	2023
Orders received (in million €)	5,767	5,307	5,039
Turnover (in million €)	4,862	4,333	4,044
Investments (in million €)	144	156	110
% of turnover	3.0	3.6	2.7
Research and development (in million €)	258	245	214
% of turnover	5,3	5.6	5.3
EBIT (in million €)	336	337	369
RoS (in %)	6.9	7.8	9.1

Change comes about through decisions

2015

After signing the UN Climate Agreement in Paris, we started to consider ways to modernize our portfolio.

2018

We are rolling out our new strategy, which places decarbonization at the heart of our business model.

2023

This is, in a nutshell, “Moving big things to zero”.

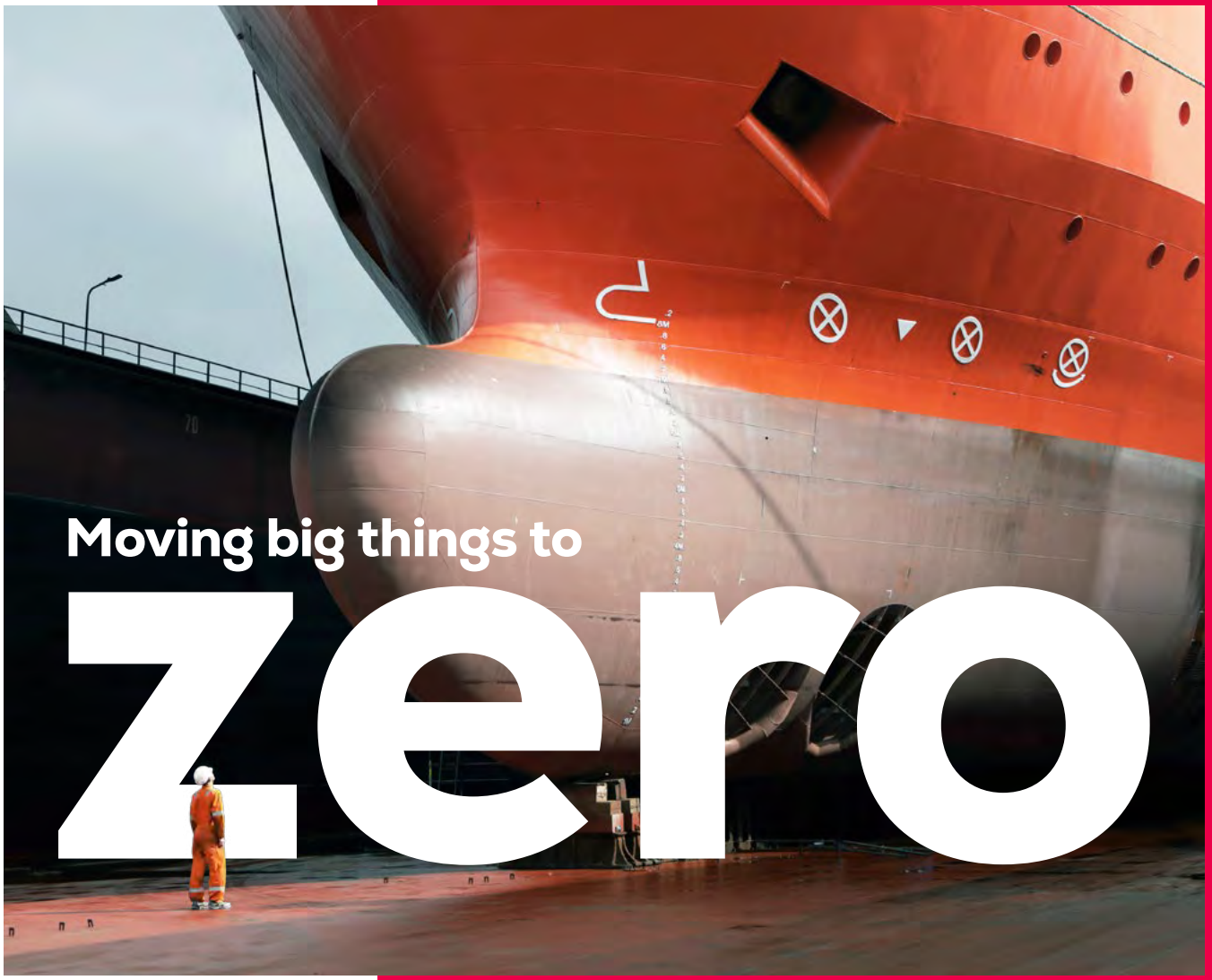
2025

MAN Energy Solutions became Everllence. By rebranding, we put emphasis on our ambitions.

Dear readers,

2025 was a year of change for Everllence. Our new name is not only a way of rebranding ourselves, but also a way of sending a clear message: we stand for longevity, excellence and the courage to make a difference. Everllence combines tradition with the future, a pioneering spirit with a sense of responsibility, because the future is rooted in the past: we have over 260 years of engineering expertise that we can draw on whilst looking ahead, with our mission of "Moving big things to zero".

I could mention numerous projects here that attest to our ambitions, but there simply isn't enough space to cover everything in a foreword. I would, however, like to point out the following examples to demonstrate our success: our large-scale heat pump solutions that are driving the transition in heating forwards, future fuel engines for methanol and ammonia that are reducing emissions by up to 90 percent, and our retrofit solutions that give existing systems a second life. Retrofitting is about more than just improving efficiency: it makes a significant contribution to conserving resources and promoting a circular economy. In 2026, we will further expand these areas as strategic levers to embed sustainability even more firmly throughout the entire product lifecycle. We are also proud of our CCUS technology, which captures millions of tons of CO_2 from industrial processes.



What's more, we are also taking responsibility at our own locations as a matter of course, for example with the new solar park in Frederikshavn, which supplies renewable energy and promotes biodiversity, as well as with green roofs and vertical gardens in Niterói (Brazil), which reduce the carbon footprint of our plants. And this doesn't end at the plant gates: as part of the "Each One Plant One" initiative, colleagues in Houston planted 220 new trees, each one helping to reduce CO_2 emissions and serving as a symbol of team spirit. Through our partnership with Plastic Fischer, we are also doing our part to ensure that plastic waste from rivers does not end up in the oceans. In India, in the first year of our partnership, more than 91 tons of plastic were collected and 20 people were hired on a permanent basis - an example of how environmental and social responsibility go hand in hand.

In addition to technological milestones, 2025 was also a year of encounters. For me personally, the family days held at our locations were some of the highlights of the year. Employees, their families and friends got to experience what Everllence stands for: team spirit, an open attitude and the pride of being part of a strong community. Plant tours, technological exhibits, children's activities and culinary specialties created special experiences for people of all ages. I was impressed to see how well our new brand has been received, not only within the company but also in our colleagues' personal lives. Moments like these are important because they show that our transformation is not just a strategic decision, but a cultural process that unites us all.

With Everllence, we are resolutely continuing on our path – with innovation, responsibility and a commitment to always strive for excellence. I invite you to continue on this journey with us.

Dr. Uwe Lauber
Chief Executive Officer
Everllence SE

Our **highlights**

Our approach to sustainability is holistic: we combine climate protection, social responsibility and economic innovation across all areas of the company to create an integrative understanding of sustainability and put this into practice through an array of different measures.

In 2025, we recorded numerous small and large successes across the range of areas in which we are taking action. These serve as confirmation of our progress and make our sustainability strategy tangible.

Together against plastic waste

The social startup Plastic Fischer removes plastic from rivers in India and Indonesia before it reaches the ocean. Since 2019, over 2.7 million kilograms have been collected and processed in accordance with international standards, while 91 full-time jobs have been created. The concept behind this success is a simple solution to a complex problem: the “trashbooms” used to collect the plastic can be produced cost-effectively around the world and are particularly effective through close collaboration with local communities. Everllence has been supporting the initiative as a sponsor since 2025, with a focus on India, in doing so reinforcing our brand’s strategic realignment and our sustainability mission, “Moving big things to zero”. In the first year of the partnership, more than 91 tons of plastic were collected and 20 people were hired on a permanent basis. The goal of this three-year partnership is to remove 500 tons of plastic from local rivers and bodies of water – a powerful message of active responsibility.

A milestone in maritime decarbonization: the world’s first S90 methanol engine retrofit on a container ship

Our Retrofit and Upgrade Projects department reached a major milestone in September 2025: the container ship COSCO Shipping Libra successfully completed its maiden voyage after its S90 engine was converted to dual-fuel operation with methanol – the world’s first retrofit of its kind. The vessel, with a capacity of over 20,000 TEU, was delivered on September 26 in Shanghai. This technical innovation underscores our ability to carry out complex dual-fuel conversions in collaboration with our customers and builds on the success achieved with the conversion of the Maersk Halifax to enable methanol operation last year. The COSCO Shipping Libra is the first of several ships that we will convert to methanol operation by 2026. With eight additional contracts and 15 projects in the pipeline, we are making a significant contribution to the decarbonization of maritime shipping. Our investment in the 4S90MELGIM methanol engine test benches in Japan forms the basis for this progress, and it was used to validate our technology in 2025. The expertise of our global teams made the conversion possible.

Engine Innovation of the Year Award for the 35/44DF CD Auxiliary Genset

Our 35/44DF CD Auxiliary Genset was honored with the prestigious 2025 Engine Innovation Award in October 2025. The engine combines high cost efficiency with low emissions, enabling it to prevail against the stiff competition.

This success is the result of our joint development efforts with our partner and licensee STX Engine in Korea, who played a key role in the extensive testing and cost optimization measures. The market has already confirmed that this development is a success: since receiving type approval in the second quarter of 2025, we have already received orders for 156 engines from major container ship operators.

The award also recognizes the close collaboration between our teams in Germany and Denmark in the areas of research, development and global marketing, but the valuable contributions from our license network have also played a key role in strengthening our presence in the dual-fuel auxiliary segment.

German-Danish Business Awards: We are “German Company of the Year”

Every year, the German-Danish Chamber of Commerce presents the German-Danish Business Awards to honor leading companies and innovative newcomers that strengthen cross-border collaborations between Germany and Denmark.

Bjarne Foldager, Country Manager for Denmark and Head of the Two-Stroke Engine Division, accepted the award in Copenhagen on November 5, 2025. He said, “Teamwork is part of our core identity, which is why we are especially proud of this award. It shows that our strategy is working and already having a major impact on the shipping industry, as well as on the industrial and energy sectors – sectors that are so important but so difficult to decarbonize.” Dr. Uwe Lauber added: “Whether between these two Northern European neighbors or anywhere else in the world, Everllence is characterized by a positive collaborative spirit.”

We’re creating a buzz

The turnout was overwhelming: around 12,000 people attended our Family Day at our Augsburg location back in June 2025. Employees and their family members, relatives and friends took advantage of this rare opportunity to take a look inside the production facilities and explore areas that are normally off-limits.

The occasion for the open day was our rebranding from MAN ES to Everllence– the start of a new era. The event was our way of celebrating this, offering a first-hand experience of technology, excitement and community, from spectacular fire shows and engine starts to factory tours and interactive stations. More than 600 dedicated colleagues made sure that this day was an unforgettable experience for all our guests, young and old.

At the same time, our other locations around the world held summer parties, showcasing diversity and unity. These encounters show how we put our corporate culture and social sustainability into practice – and how proud we are of what unites us.

We are a "Training Buddy"

Our commitment to our apprentices at our Berlin location was recognized with the “Reinickendorf Training Buddy” award in the “Large Company” category. Every year, the award is presented to companies in the district that are particularly committed to training young people. The winning businesses receive a custom-made Buddy figurine, designed and painted by students from Reinickendorf. The competition is organized by the Reinickendorf District Office in collaboration with the volunteer initiative “Ausbildungsplatz-Paten” which helps pupils find vacant training positions. Andre Stache, Training Manager in Berlin, was enthused: “Winning the Training Buddy award is a special honor for us at Everllence. Our training program is focused on the future – in terms of technology, sustainability and people. The fact that we were able to impress people with our commitment and involvement of young people in climate-related innovations shows that training is more than just imparting knowledge – it is taking responsibility for the next generation.”

Award for “Healthy Shift Work”

Our "Healthy Shift Work" project won the bronze award in the Workplace Health Management & Mental Health category at the German HR Awards. The awards ceremony took place in Wiesbaden, Germany, on November 12, 2025.

Through this workshop, we provide shift workers in production with essential information on key health topics such as ergonomics, stress management, nutrition and sleep. In addition to providing a solid theoretical foundation, the focus is primarily on practical exercises and easy-to-implement tips for everyday work and life. Since late 2024, it has been an integral part of our health promotion program and is offered at our four locations in Augsburg, Oberhausen, Berlin and Ravensburg. In Augsburg, 30 percent of our target audience have already taken part. The response within the company has been very positive as well: over 90 percent of participants viewed the initiative as a sign of personal appreciation. This positive feedback motivates us to continue expanding our offerings and reach even more colleagues.

Visiting the President of Germany

On September 12 and 13, the President of Germany Frank-Walter Steinmeier opened the gates to the Bellevue Palace Park in Berlin for a public festival under the motto “It’s a matter of honor – I’m in.” About 15,000 guests were in attendance. For the very first time, we were among the 50 clubs, organizations and companies selected to present themselves at this event. At the Everllence Pavilion, we provided information about our new brand, our values and our corporate social responsibility initiatives. We placed special emphasis on our employees’ volunteer work, which we recognized with a “Wall of Fame.” Colleagues from several locations were on site to demonstrate how work and social engagement can go hand in hand.

The fact that we were able to participate in this special event fills us with great pride and demonstrates that our mission, “Moving big things to zero” resonates not only within the industry, but also at the highest political level.

Our sustainability strategy

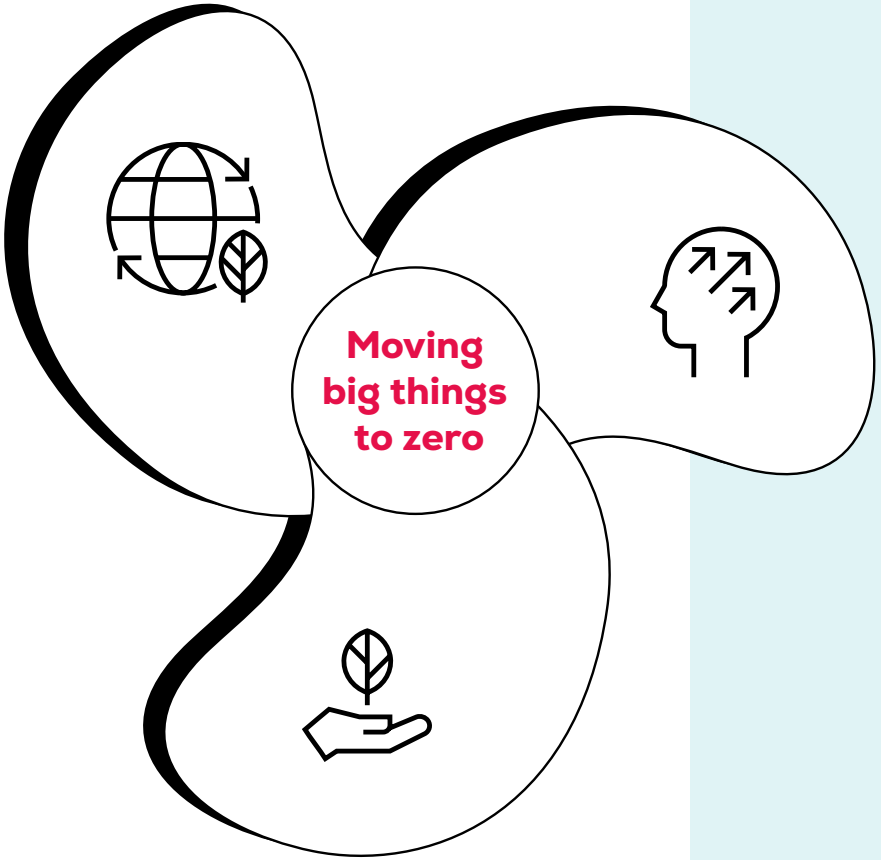
The global energy transition requires a far-reaching transformation of the maritime industry, the energy sector and the manufacturing industry. Rising CO_2 pricing, stricter regulations and growing expectations from customers, investors and society highlight the need to act quickly.

As a technology company, we play a central role in this urgently needed transition to a climate-neutral economy: Our products and technologies are essential building blocks for the decarbonization of industrial processes. This gives us the opportunity to make a measurable contribution to achieving global sustainability goals through innovative solutions.

Sustainability as the core of our **corporate strategy**

Our sustainability strategy is an integral part of our corporate strategy "Moving big things to zero" and thus makes a significant contribution to our long-term competitiveness. It is based on a comprehensive analysis of our value chain as well as exchanges with stakeholders, managers and experts.

We specifically identified areas in which our impact on the environment and society is greatest and which therefore have a formative influence on our business activities. We have divided these strategic priorities into three areas of focus to guide our actions: decarbonization is our business; nature; people & society. Our strategy is based on the principles of the UN Global Compact, which was signed by our parent company Volkswagen. This comprises ten principles on human rights, work ethics, environmental protection and anti-corruption as well as the 17 Sustainable Development Goals (SDGs). Our sustainability strategy is designed



Decarbonization is our Business

- Sustainable business
- Emissions avoided thanks to our products
- Emissions from our products

Nature

- Emissions from production and the supply chain
- Resources and the circular economy
- Biodiversity

People & Society

- Employee development
- Health and safety
- Diversity
- Supply chain responsibility and social commitment

to make a targeted contribution to these global goals. To this end, we consistently integrate sustainability aspects into all business processes.

In addition, we rely on strong alliances and partnerships to bring us closer to achieving our sustainability goals in collaboration with industry, science and society. Through active participation in networks and initiatives, we pool our expertise, create synergies, and enhance our impact along the entire value chain. What's more, we promote transparency through our participation in the EcoVadis sustainability rating system and, upon request, provide our CDP questionnaire to openly communicate our progress in climate and environmental management.

*We acknowledge that our parent company, Volkswagen AG, participates in the UN Global Compact, and we support the Ten Principles and the Sustainable Development Goals, as well as other UN objectives. We are fully committed to supporting this initiative as part of our parent company's efforts. For this reason, we do not participate in the activities of the UN Global Compact or in the activities of any Global Compact Country Network.

Our sustainability organization

Sustainability is a central corporate responsibility at Everllence and is anchored directly in the Executive Board. The Central Sustainability Department is responsible for overseeing and coordinating sustainability management. It develops and manages the sustainability strategy, assesses ESG risks and opportunities, and is in close contact with various stakeholder groups.

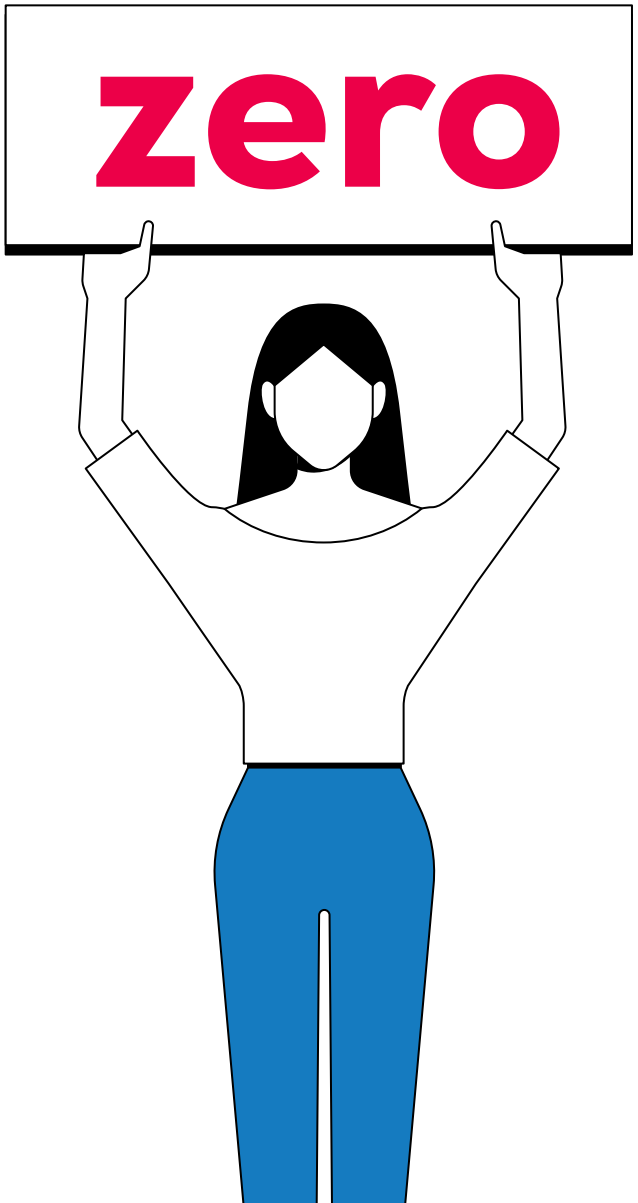
A particular focus of the work is on the company-wide decarbonization strategy. This includes recording and reducing Scope 3 emissions along the entire value chain and quantifying the emissions avoided or reduced by our products.

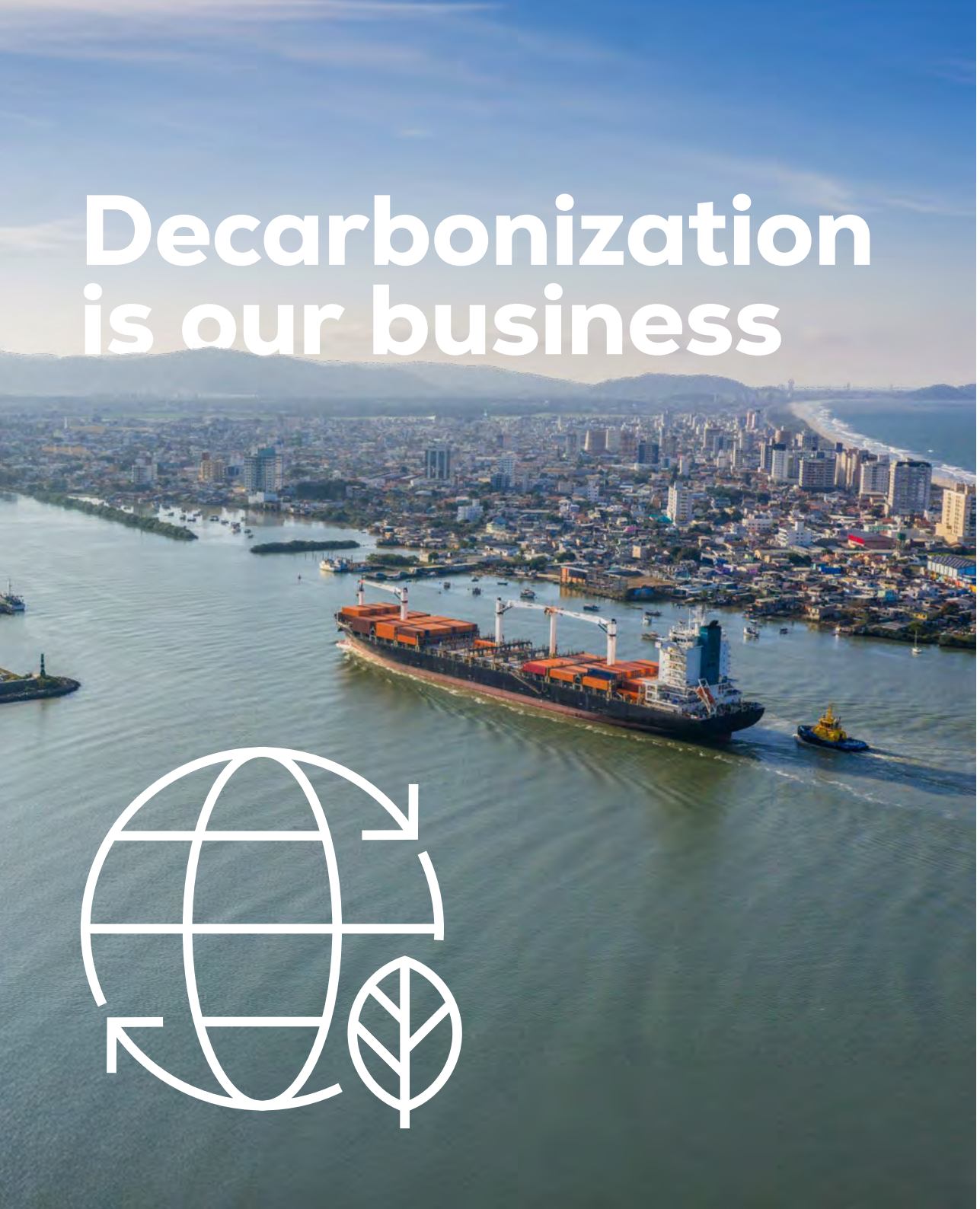
The department is also responsible for regulatory sustainability reporting and its presence in ratings and on sustainability platforms. In addition to the central function of the sustainability team, there are sustainability managers in individual business areas and specialist departments who are responsible for specific or local sustainability issues. In addition, themed working groups are dedicated to specific sustainability projects, such as biodiversity management, increasing energy efficiency or reducing CO_2 emissions.

A key steering body is the Sustainability Council, which consists of representatives from the business areas and group functions and meets every two months. Chaired by the Chief Operating Officer, it defines strategic sustainability goals, determines the focus of measures, and serves as a knowledge transfer platform within the company.

Further information and the most important documents relating to our sustainability management and our sustainability organization can be found here

- **Code of Conduct**
- **Code of Conduct for Suppliers and Business Partners**
- **Anti-Slavery and Human Trafficking Statement**
- **VW Social Charter Everllence**
- **Everllence Mission Statement**





Decarbonization is our business

Our motivation

We are convinced that innovative technology is the key to a climate-neutral future and see it as our responsibility to actively shape this change.

Our vision

Our technology aims to enable our customers to transition and achieve the net-zero emissions goal.

Our goals

Our decarbonization solutions will account for at least half of our revenue by 2030:

- **Revenue share for decarbonization solutions ≥ 50% | 2030**

Strategic orientation

We strive to do pioneering work when it comes to developing solutions for the world's largest industries – and thus to contribute to change for the better. With these aspirations, we are rising to the biggest challenge of our time: climate change.

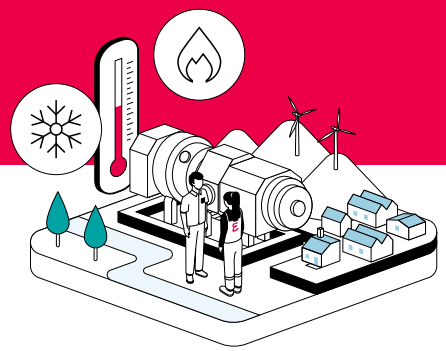
Developing solutions for decarbonization for key sectors of the global economy is not only our mission, but also our business model: we want to lead the way in our business areas as pioneers of global decarbonization and pave the road to a climate-neutral future with our products – in the maritime sector, energy industry and in industrial applications too. We are committed to providing new technology and solutions to decarbonize the economy, and we strive to avoid, reduce and neutralize CO_2 emissions wherever possible. We aim to be a reliable partner for our customers and support them in their sustainability efforts through our products and solutions, so that we can all achieve our overarching goal of "net zero" together. All of this sums up our vision: "Moving big things to zero". In concrete terms, this means that by 2030, sustainable technology and solutions will make up the majority of our business. In addition, our portfolio will include at least one technological solution for each of our main applications, for more climate-friendly product operation.

By 2030, we want to offer products for the maritime industry and power generation that pave the way to decarbonization. We are working to enable our customers to use a variety of alternative fuels, known as future fuels, which are produced synthetically and, following a “well-to-wake” assessment, only cause very low greenhouse gas emissions or none at all. Many of our gas and dual-fuel engines can already be powered by future fuels such as synthetic natural gas (SNG). Fuels such as ammonia or "green" methanol are set to play an important role in the future, and so we are intensively researching and developing in this area. At present, these “future fuels” are not yet available on the market in sufficient quantities.

For this reason, we are also working on appropriate solutions to produce these fuels so that we can use them in our engines.

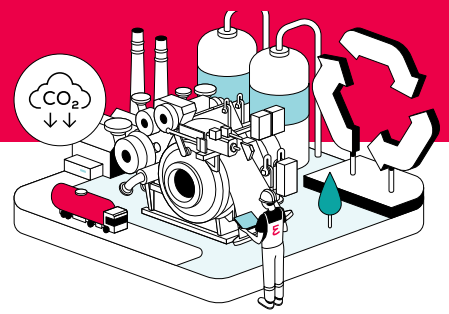
In addition to our product-related decarbonization efforts, we are also committed to implementing regulatory and market-related framework conditions, e.g. through our membership in the National Hydrogen Council of the German Federal Ministry of Economic Affairs and Energy. This way, we support the goal of making the necessary fuels available to the market at competitive prices in the future.

As part of our "Moving big things to zero" strategy, we are focusing on four business areas and key technologies that offer enormous potential not only for decarbonization, but also for our company’s success:



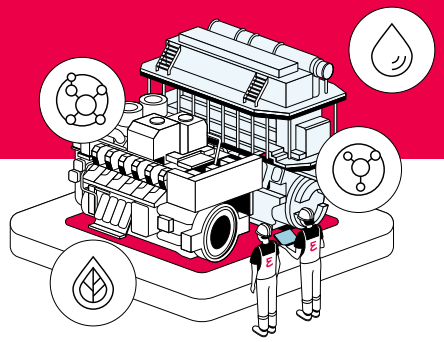
Large-scale heat pumps

Our large-scale heat pumps use heat sources such as rivers, oceans, industrial waste heat or ambient air to decarbonize industry and households.



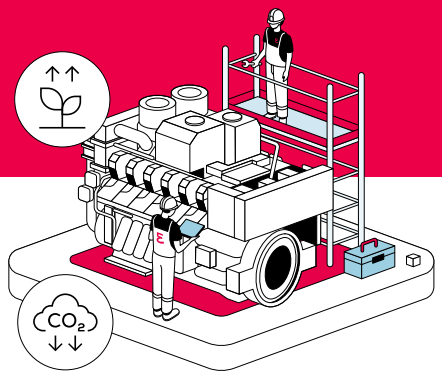
Carbon capture utilization & storage

We offer solutions for unavoidable process emissions. Once separated, CO_2 can be stored or reused (carbon cycle).



Future fuel engines

Our engines can be operated with a variety of low-emission fuels such as synthetic natural gas, methanol or ammonia.



Retrofits

Seagoing vessels and power plants are long-term investments. We convert engines for future-proof operation with low-emission fuels.

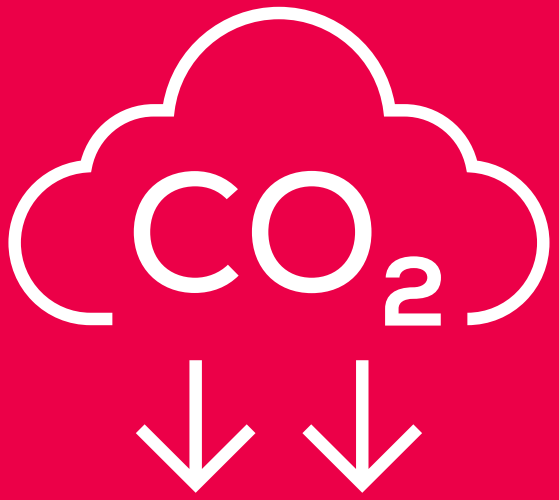
Our key technologies for net-zero

Concepts for measuring **scope 3 and 4 emissions**

An important component of our decarbonization activities is recording scope 3 emissions, i.e. the indirect emissions generated along our value chain – e.g. through upstream supplier processes and the use of our products – and taking appropriate measures to reduce them. As such, we have developed both a methodology for tracking and measuring our scope 3 emissions and a process for reporting them. This allows us to formulate appropriate reduction targets and continuously review their progress and achievement.

It is important for us to point out that customers using our products accounts for the majority of scope 3 emissions. The overall scope depends heavily on the volume or mix of the products sold and their service life. We are constantly working to reduce these emissions – not least by developing new, more environmentally-friendly solutions. To calculate emissions, we use three different methods in line with the Greenhouse Gas Protocol:

the expenses-based approach calculates emissions by multiplying the economic value of the goods and services purchased by average emission factors. The distance-based approach determines emissions by taking into account the distance traveled, the weight of the goods and the means of transport, and multiplied by a corresponding emission factor. In the average-based approach, the systems and machines that were put into operation during the year are taken into account by calculating their lifetime emissions. Among other things, we take into account running time, lifetime and energy used. To calculate and multiply with the other parameters, we use representative emission factors at both regional and sector-specific levels.



Another important part of monitoring our emissions is the systematic calculation of "Avoided Emissions", or scope 4 emissions. These are emissions reductions that occur outside a company's value chain through its products or services being used by customers. Many of our products help to avoid emissions during their usage phase. This includes our heat pumps, CCUS solutions, engines powered by lower-emission fuels and retrofit parts. We are working to systematically quantify this impact and integrate it into our strategic planning and external communications.

Scope 3 emissions in tons of CO_2

	2025	2024
Total[1]	178,663,644	50,163,534
Category 1: purchased goods and services	770,224	1,129,132
Categories 4, 9: transportation and distribution	65,117	115,828
Category 11: use of products sold[3]	177,828,303	48,918,574
	235.00 kg CO_2/€[2]	180.52 kg CO_2/€[2]

[1] The figures reported include the scope 3 categories: 1 purchased goods and services, 4 transport and distribution (upstream), 9 transport and distribution (downstream), and 11 use of sold products. Emissions in category 11 refer to the year in which the respective plants were entered into operation.

[2] Intensity metric: scope 3 category 11 emissions (use of sold products, starting from the year of initial operation) relative to the revenue generated.

[3] The significant increase in emissions is primarily due to the higher number of systems that were entered into operation during the reporting year. Since category 11 only takes into account emissions from products newly put into operation in the relevant year, this increase in quantity has a direct impact on the emissions results.

Decarbonization with **future fuel engines**

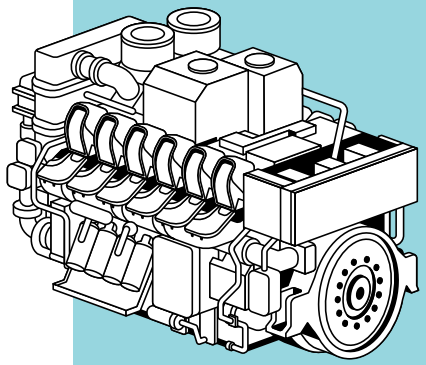
We are helping to shape the future of the shipping and energy industries by developing engines that run on alternative fuels and that will play a crucial role in decarbonization and the energy transition.

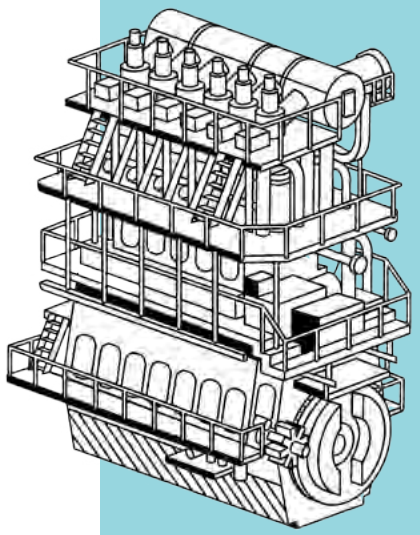
The IMO estimates that annual emissions from shipping amount to just over one billion tons of CO_2, accounting for about three percent of global emissions. With the greenhouse gas strategy it adopted in 2023, it reaffirmed the goal of achieving net-zero by around 2050 and set indicative interim targets for 2030 (-20 percent, with a target of -30 percent) and 2040 (-70 percent, with a target of -80 percent) compared to 2008.

A decision was made to push back implementing the "IMO NetZero Framework", which includes a global fuel standard and pricing mechanism, by one year in October 2025; it can therefore take effect no earlier than 2028. Work on guidelines and well-to-wake assessments is continuing.

For us, one thing remains clear: what matters most are engines and infrastructure that enable climate-friendly, carbon-free fuels on an industrial scale. We see ourselves as an active driver of the maritime energy transition and are promoting the use of synthetic, more climate-friendly fuels such as SNG. Looking ahead, other "future fuels" such as ammonia or "green" methanol will become increasingly important.

We also have more environmentally-friendly solutions in our portfolio for stationary gas engines in power plants: for example, our engines can already be operated with a 25 percent hydrogen admixture. A 100-percent hydrogen plant is currently under development.





Dual fuel

Höegh Autoliners is getting closer to its net-zero goal

Good news for the decarbonization of shipping: in the summer of 2024, the Höegh Aurora became the first ship in the new Aurora class to enter into service, and equipped with our B&W ME-GI dual-fuel two-stroke engine, the world's most efficient methane engine with minimal methane slip. The 200-meter-long vessel, with 14 decks and a capacity of 9,100 CEUs, is currently the world's largest LNG-powered car carrier and is setting new standards for reducing emissions: up to 58 percent fewer greenhouse gases per vehicle transported.

LNG typically consists of 85 to 95 percent methane. Thanks to its high calorific value and low carbon content, methane is considered a suitable transition fuel on the road to climate-neutral shipping, and is currently the most widely available fuel around the world. Our ME-GI technology significantly reduces greenhouse gas emissions while also lowering particulate matter and SO_x emissions, and operates with the lowest methane slip in the industry. We have delivered over 800 ME-GI engines since 2014, which together have already logged millions of operating hours.

Höegh Autoliners is continuing to build on this success: a total of twelve Aurora-class ships will be kitted out with our engines. Höegh has already ordered B&W ME-LGIA engines (model 7S60ME-LGIA) for four of these new vessels – our next-generation engines, which also enable CO_2-free operation using green ammonia. With this move, Höegh Autoliners is setting a new standard for sustainable ocean shipping and taking a major step toward its goal of net-zero emissions by 2040 – a decade ahead of the IMO's target.

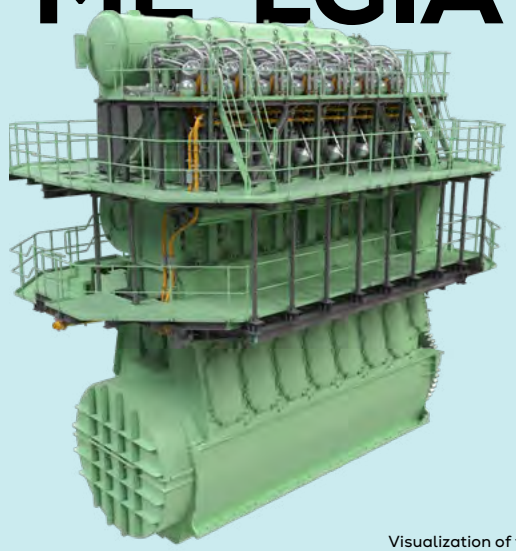
"We are confident that ammonia will become one of the three most important alternative fuels on the market, alongside methanol and methane."

Bjarne Foldager,
Head of Two-Stroke Business

Ammonia

Ammonia is a chemical compound consisting of nitrogen and hydrogen that does not produce any direct CO_2 emissions when used as a fuel for shipping. Thanks to existing infrastructure, ammonia can be efficiently stored and transported, making it easier to use as a climate-friendly alternative.

Höegh Aurora, the largest PCTC ever built

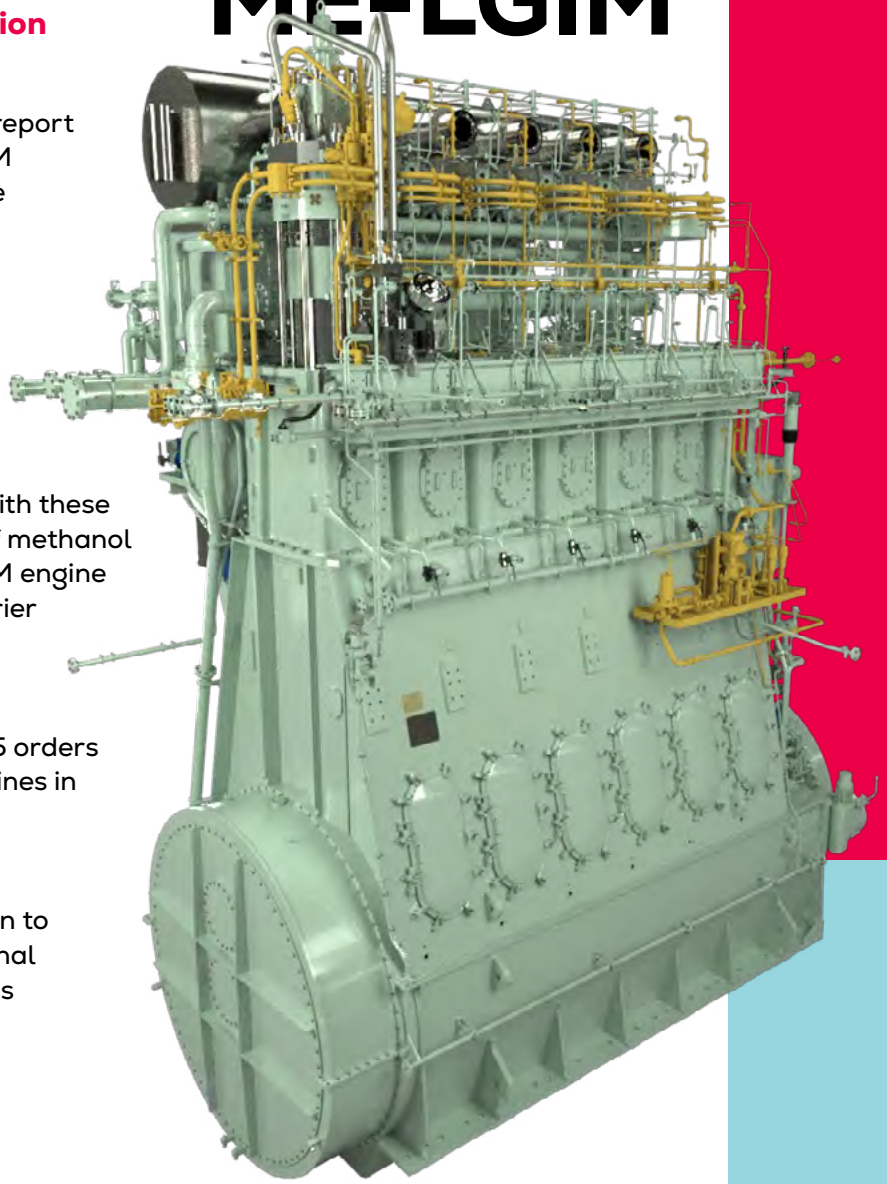


Visualization of the ME-LGIA engine

Engine innovation

World's first ethanol-powered two-stroke engine is put into operation

ME-LGIM



In September 2025, we were able to report the successful operation of a ME-LGIM (Liquid Gas Injection Methanol) engine with a 90 cm bore in Japan – running on ethanol at all load points.

More than a decade ago, we pioneered the development of the ME-LGIM platform. In 2016, the first commercial methanol engine in the tanker segment was put into operation. Based on our experience with these engines, we expanded our portfolio of methanol engines in 2021 with the first ME-LGIM engine for a vessel outside the methanol carrier segment. This underscores our ME-LGIM's leading position as the best-selling methanol engine across all ship segments, with more than 225 orders for new-builds and more than 50 engines in operation.

Following a successful test run with ethanol, we now have another addition to the ME-LGIM platform: a fully functional engine that impressively demonstrates the feasibility of using ethanol.

"Market interest in ethanol has increased significantly. By making just a few minor adjustments, we can ensure that the ME-LGIM engine runs perfectly on ethanol."

Ole Pyndt Hansen,
President and Head of Two-Stroke R&D

Ethanol

Ethanol is a liquid biofuel that can be produced from plant-based raw materials such as sugarcane or corn. Although combustion produces CO_2 emissions, these can be largely offset by ethanol's bio origin. Ethanol offers a viable solution for decarbonizing existing marine engines.

Decarbonization through **retrofit solutions**

Our retrofitting business, i.e. the business of technologically retrofitting existing products and systems, makes another important contribution to the maritime energy transition and decarbonization of the global power plant park.

Upgrade and conversion is an essential part of the range of services from Everllence PrimeServ, our aftersales brand. A retrofit not only extends the life of engines and systems and thus makes an important contribution to the efficient use of resources, but can also significantly reduce their CO_2 emissions, by converting them to operate with alternative fuels such as carbon-neutral methanol, for example.

We are continuously expanding our retrofit solutions to drive the decarbonization of existing plants forward.

Various regulations and legislative changes are supporting the trend towards converting products and systems already in the field to lower-emission or emission-free fuel variants. On January 1, 2023, for example, the International Maritime Organization (IMO) introduced the Energy Efficiency Existing Ship Index (EEXI), according to which commercial and cruise ships over 400 GT (gross tonnage) require an energy efficiency certificate. The Carbon Intensity Indicator (CII) also came into force together with the EEXI. The aim is to align the operation of ships with strict CO_2 emission values, so that the entire shipping industry makes an important contribution to achieving the 1.5 degree target laid down in the Paris Agreement to mitigate climate change. These regulations make decarbonization roadmaps and strategies for CII compliance and improvement necessary, as well as measures to reduce fuel and energy consumption. This includes operational and logistical changes, weather-related route changes, speed optimization, efficiency measures and the use of alternative fuels.

Against this backdrop, there is enormous potential in our Retrofit division: since the average lifespan of ships is often more than 25 years, decarbonization can only be achieved if it also includes retrofitting older ships. According to our estimates, around 3,700 marine engines currently have the potential for such a fuel upgrade.

Retrofit partnership

Partnership with MEYER RE for methanol retrofit solutions

We are joining forces with MEYER RE to form a strategic partnership to develop and implement methanol retrofit solutions for the shipping industry. MEYER RE unites all MEYER services under one roof and offers shipping companies and ship operators around the world comprehensive modernization and retrofit solutions. The goal of this collaboration is to significantly reduce CO_2 emissions from existing fleets while ensuring compliance with international environmental standards.

The focus of the partnership is on converting existing Everllence four-stroke engines and vessels. The joint initiative aims to offer shipping companies a scalable, economically viable alternative to conventional fuels. By combining both companies' technical expertise and operational experience, we are establishing a comprehensive approach to the sustainable transformation of maritime propulsion systems.

A key element in the partnership is the development of a roadmap that structures and guides the transition to methanol as the primary fuel. This includes establishing technical retrofitting processes, installing methanol infrastructure within existing ship designs and defining safety standards and best practices for operation. Through this initiative, we are partnering with MEYER RE to send a strong message about innovation and environmental responsibility in the shipping industry.

"Our methanol retrofit packages provide our customers with a way to make their existing engines future-proof that's economically and environmentally sound. Together with MEYER RE, we are developing a comprehensive concept for converting the entire ship systems."

Bernd Siebert,
Head of Retrofit & Upgrades

Fleet modernization

Life cycle upgrade for four Alaskan Tanker Company ships

As part of a comprehensive modernization project, we are upgrading four vessels in the Alaska Tanker Company's fleet – each equipped with four main engines – to the future-proof 51/60R platform. The transition is taking place in stages: the life-cycle upgrade for the Alaskan Frontier was completed in November 2024 and the Alaskan Explorer in July 2025. We will complete the retrofit of the Alaskan Navigator (which began in July 2025) and Alaskan Legend (which began in February 2026) in 2026. The goal is to increase efficiency and lay the groundwork for the use of alternative fuels.

We planned the conversion of the Alaskan Frontier in close consultation with the customer and carried it out in parallel with the ship's return to service following a long lay-up. A total of about 300 people from Everllence PrimeServ and the Alaskan Tanker Company were involved in the conversion. For this project, we assembled an international team of qualified professionals from six Everllence locations. Technical implementation was carried out under enormous time pressure and required close collaboration across multiple locations, but by combining existing standard and retrofit components, we were able to complete the conversions on schedule.

We are making yet another tangible contribution to decarbonization with this project: there is the potential to reduce CO_2 emissions by over 52 tons per year across the four ships – that's equivalent to the emissions from approximately 26,740 cars. These life-cycle upgrades show how existing systems can be upgraded in a way that conserves resources and ensures their long-term viability.

Potential to save

52

tons of CO_2 per year for four ships

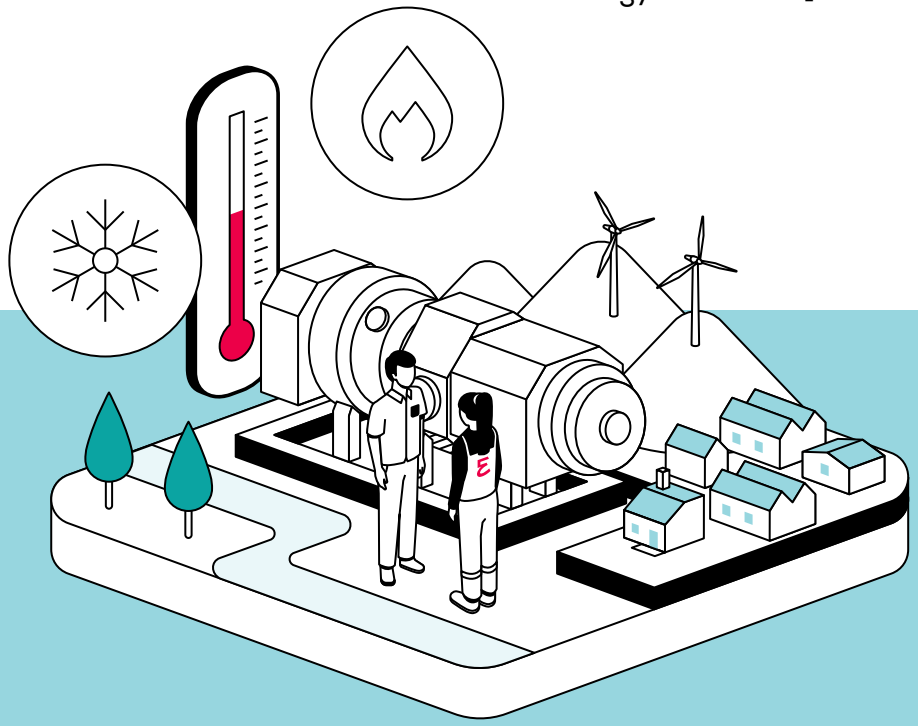
Engine after conversion to the future-proof 51/60R platform

Decarbonization with **heat pumps**

The energy transition is also a heating transition, as more than 50 percent of final energy consumption and around 40 percent of global carbon emissions come from heat generation. Against this backdrop, heat pumps are a powerful solution for decarbonizing heat generation, not only for individual houses, but also for large applications, and are therefore of interest to companies and municipalities. For example, 25,000 households can be supplied with zero-emission heat through a 60 MW heat pump solution.

Electrically-powered heat pumps use various heat sources such as lakes, rivers, oceans, sewage, industrial waste heat, geothermal energy or ambient air, efficiently and with low emissions, instead of fossil fuels. Alternatively, heat pumps can also be powered by electricity from renewable energy sources, which ensures a completely climate-neutral heat supply.

The manufacture of large-scale heat pumps is another key strategic area for us: the market for heat pump solutions is growing rapidly and has recorded growth in the double digits on several occasions in recent years. There is particularly significant potential in the decarbonization of industrial processes and in district heating too, as heat supply accounts for a substantial portion of energy-related CO_2 emissions in these sectors.



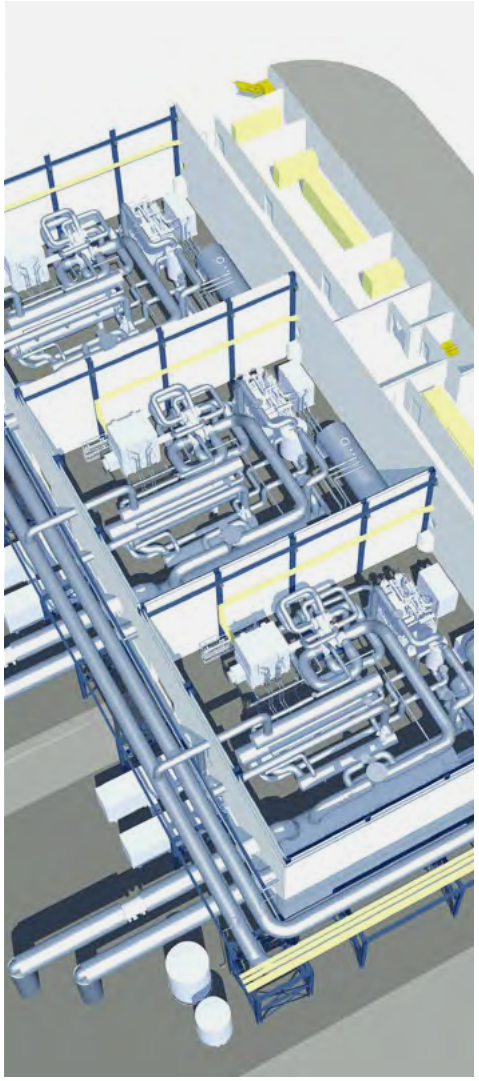
District heating from river water

Europe's largest river-water heat pump for a combined heat and power plant in Cologne

At the end of 2024, the energy supplier RheinEnergie commissioned us to build a turnkey river water heat pump system at the Cologne-Niehl power plant. Construction began in January 2026. With a thermal output of 150 MW_{th}, it will be the largest river-water heat pump in Europe and will supply approximately 50,000 households in Cologne with climate-neutral district heating.

The heat pump system is powered by electricity and uses thermal energy from the Rhine's water to heat the water in the district heating system to up to 110°C, meeting the requirements of Cologne's network. It uses a natural refrigerant in a closed-loop system. This technology replaces fossil fuels in the heating sector, resulting in annual CO_2 savings of approximately 100,000 tons.

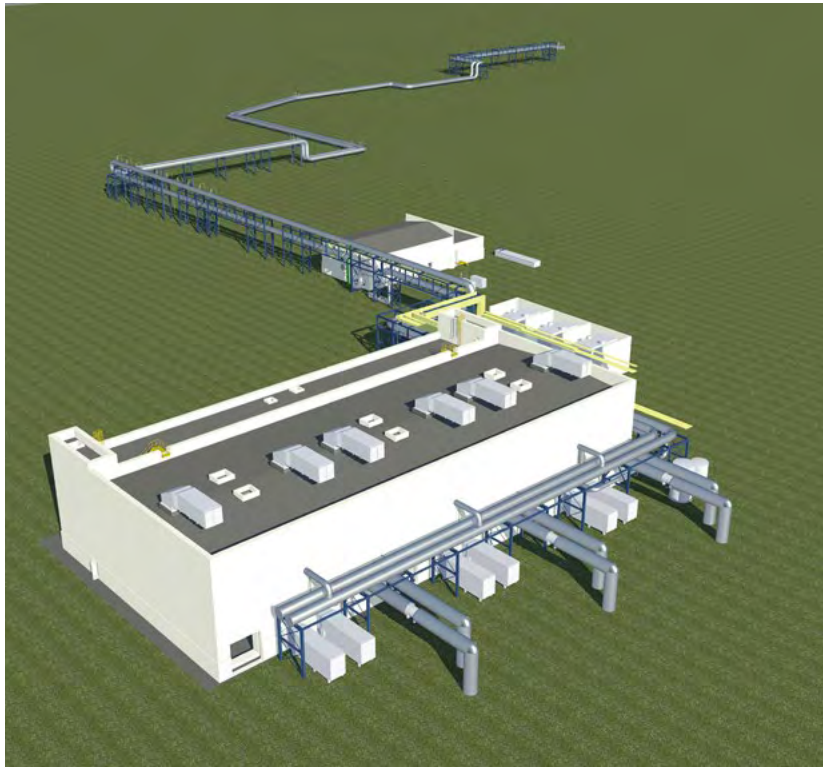
The three geared compressors, each providing 50 MW_{th} of heating power, are key to the technology. They are characterized by their compact design and high power density, which reduces the space required. The system, which uses electrically driven compressors, also enables rapid grid balancing, which helps with the integration of fluctuating renewable energy sources.



Europas größte Flusswasser-Wärmepumpe
Ein Projekt der RheinEnergie

Finanziert von der Europäischen Union
NextGenerationEU

Gefördert durch: Bundesministerium für Wirtschaft und Klimaschutz aufgrund eines Beschlusses des Deutschen Bundestages



The three 50-MW_{th} units in the river water heat pump

Everllence and Vicinity sign a partnership agreement to build a 40 MWth steam heat pump

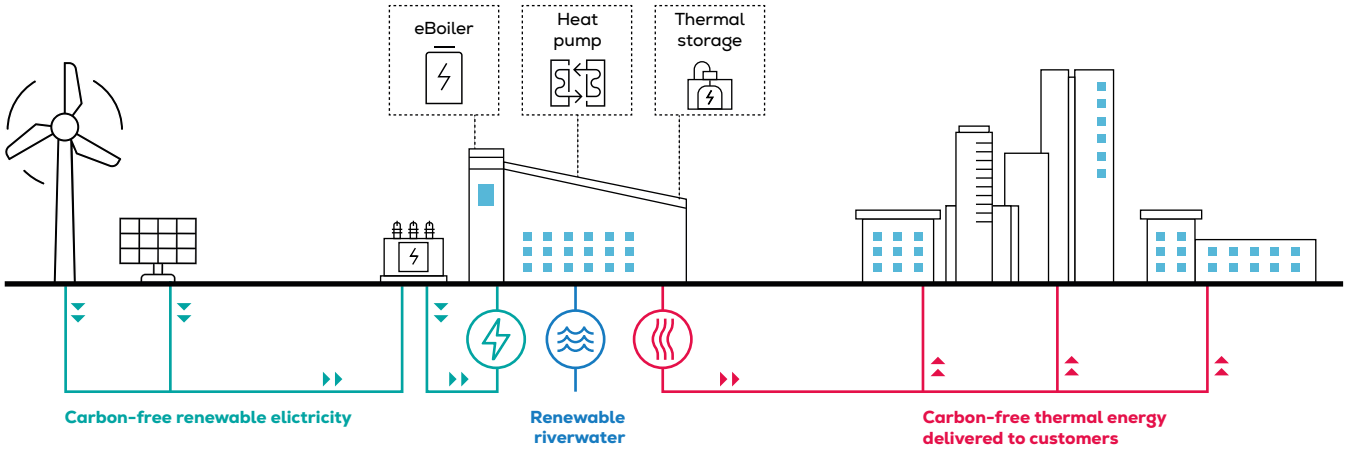
Full steam ahead for the future

Groundbreaking large-scale heat pump project in the USA

In the summer of 2025, we were commissioned to supply a steam heat pump for the Kendall Green Energy Station in Cambridge, Massachusetts. The system, with a capacity of approximately 40 MW_{th}, is the world's first steam heat pump project of this size. It is based on the combination of a vapor compression cycle (VCC) with steam super-compression to provide process steam with minimal emissions.

The heat pump will draw thermal energy from the Charles river and will be primarily powered by renewable electricity generated by offshore wind turbines. Two multi-shaft geared compressors enable the production of steam at pressures of up to 50 bar and temperatures exceeding 300°C. This steam is fed into Boston's existing district heating network without any modifications or restrictions, thereby gradually replacing fossil fuels. The solution is flexible, efficient and suitable for both industrial and institutional customers.

With commissioning planned for 2028, we are setting an important milestone in the decarbonization of urban heating networks together with Vicinity Energy, the largest district heating provider in the USA. The system serves as a model for sustainable heat supply and demonstrates how existing infrastructure can be turned future-proof.



Decarbonization through carbon capture, utilization and storage (CCUS)

Energy production and use must be comprehensively transformed to achieve the goals of the Paris Climate Agreement and curb climate change. Carbon capture, utilization and storage (CCS) technologies can play a central role in this.

CCS technologies in particular offer very energy-intensive and high-emission industries, such as the cement industry, the opportunity to minimize their greenhouse gas emissions and thus contribute to decarbonization. This is because CO_2 emissions are an inevitable part of these processes. This is where our solutions come in: We supply the necessary compression technology for the various CO_2 gas streams within the separation process (amine scrubbing, cryogenic processes, pressure swing adsorption, membrane technologies, etc.) and thus integrate the compression tasks for CO_2 liquefaction or the feed to the pipeline for the transportation of supercritical CO_2. We also offer advanced process components and turbomachinery solutions such as closed water cooling circuits and process solutions with heat and electricity recovery. We further expanded our commitment in this area in 2025.

Energy storage technology

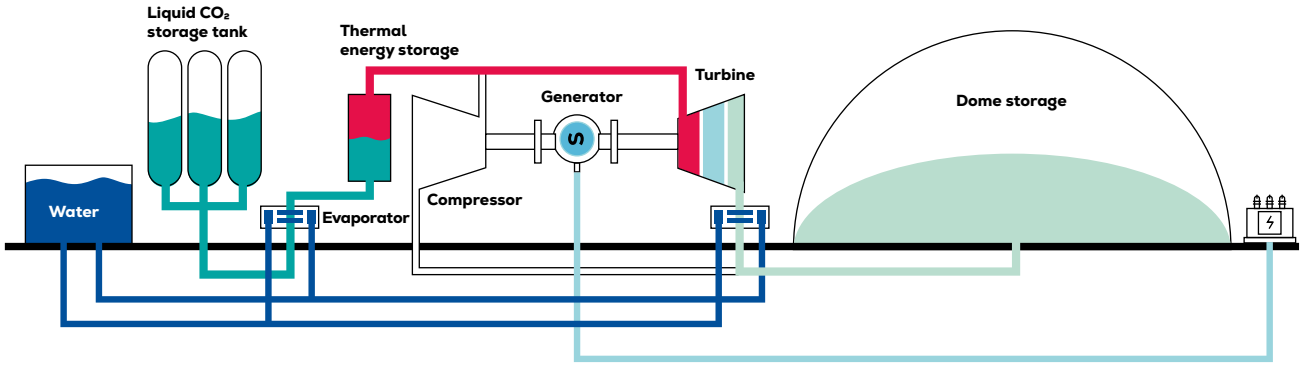
A CO_2 turbine for sustainable energy storage

Our newly developed CO_2 turbine skid, featuring a capacity of approximately 20 MW and equipped with transmission and an integrated lubrication system, is a key component of Energy Dome's first commercial CO_2-based energy storage facility in Sardinia. Founded in Milan in 2020, the company manufactures energy storage systems based on compression and expansion. The 200-MWh facility has been in operation since May 2025.

The turbine is based on our tried-and-tested steam turbine technology and was adapted specifically for CO_2. The new sealing concept is particularly worthy of note, preventing leaks and eliminating the need for expensive auxiliary systems. The turbine is optimized for frequent, rapid start-ups – a key advantage for long-term energy storage systems that need to respond flexibly to grid fluctuations.

The CO_2 battery uses a closed-loop system for compression and expansion of CO_2 and offers an environmentally-friendly alternative to conventional storage technology. With an overall efficiency of about 75 percent, a service life of up to 30 years and costs that keep it competitive, it offers a genuine alternative to conventional battery storage systems and contributes to decarbonizing the power supply.

CO_2 turbine skid for Energy Dome



Five Everllence compressor trains are being used for Net Zero Teesside Power and the Northern Endurance Partnership © NZT Power

Climate-friendly power generation

CCS flagship projects in Great Britain

In September 2025, we announced that we had been awarded contracts to supply CO_2 compressor systems for Net Zero Teesside Power (NZT Power) and the Northern Endurance Partnership (NEP). This means that we are contributing to two key projects of the British East Coast Cluster decarbonization initiative.

NZT Power will be Great Britain's first commercial gas-fired power plant with integrated carbon capture and storage (CCS) and is expected to generate over 740 MW of low-carbon electricity – enough to power more than one million households. To this end, NEP provides the East Coast Cluster's transport and storage infrastructure, captures CO_2 from NZT Power and other industrial sources, and permanently stores it in geological formations beneath the North Sea.

On behalf of Technip Energies, the main contractor for the consortium also comprising BP, Equinor and Total Energies, we are supplying five centrifugal compressor trains for two process stages: two geared compressors for compressing wet CO_2 at low pressure and three radial-barrel compressors for high-pressure transmission offshore. Together, the systems compress over 370,000 kg of CO_2 per hour and use machine learning to analyze operational data in real time and continuously monitor efficiency. Digital extensions are also included, such as dynamic simulation, digital twins and virtual sensors.

The compressors are expected to be installed in Teesside around the beginning of 2027. The two projects are expected to capture and store a total of over two million tons of CO_2 per year.

"This significant initiative is paving the way for large-scale, climate-friendly power generation. It shows how flexible gas-fired power plants can become part of a net-zero energy system when combined with CO_2 capture."

Dr. Uwe Lauber,
CEO of Everllence

And what's more...

Axial turbomachines for Stockholm's flagship project on CO_2 capture from bioenergy

Stockholm Exergi is expanding the Värtaverket biomass power plant with a CCS facility. We are supplying axial compressors and expanders. Every year, 800,000 tons of biogenic CO_2 are captured and stored under the North Sea.

ME-LGIA ammonia two-stroke engine runs at 100 percent load for the first time

Our ME-LGIA engine ran at full load using ammonia for the first time in early 2025. The positive emission and performance figures from single-cylinder tests were confirmed under full-capacity conditions. This marks a milestone on the road to market launch.

Danish consortium is developing ammonia genset without pilot fuel

In collaboration with the Technical University of Denmark and Skovgaard Energy, we are developing a dual-fuel genset as part of the "NH3 Spark – FutureFlex" project, the first of its kind to run exclusively on ammonia without the need for pilot fuel. Holeby is heading up the consortium. Things got underway in the 3rd quarter of 2025.

Everllence, ABB and OceanWings are developing a sustainable propulsion concept for LNG tankers

Together with ABB and OceanWings, we are developing a highly-efficient propulsion system for LNG tankers. The combination of OceanWings wing sails and our DFE+ engine is expected to deliver fuel savings in the high double digits.

Digital documentation strengthens sustainable collaborations with customers and suppliers

We are gradually converting our technical documentation from paper to digital. This reduces resource consumption and improves the efficiency of our communication with customers and suppliers worldwide.

Nature

Our motivation

As a company, we see ourselves as part of the solution to overcoming the challenges of climate change the best we can and we want to be a role model for others in all areas of business through consistent, sustainable action.

Our ambition

Our goal is to achieve net-zero emissions in our own operations by 2040, decarbonize our supply chain and drive the transition to a circular economy forwards.

Our goals

By 2030, we will cut the CO_2 emissions (scope 1 and scope 2) from our own production in half compared to 2018:

- **CO_2 emissions scope 1 and 2**
  ≤ 54,000 t (-50 percent) | 2030

By 2030, we want to generate six percent of our own energy demand from renewable sources:

- **regenerative self-production**
  ≥ 6 percent | 2030

Strategic orientation

Reducing and preventing emissions, using resources responsibly, and protecting ecosystems and biodiversity are not only ethical obligations, but also practical necessities for preserving our livelihoods.

As a large manufacturing company, we have a huge responsibility when it comes to protecting nature and the environment. Various regulations, standards and voluntary requirements form guidelines for our actions in this area and are an essential part of our strategic mission statement. In general, we take a much broader view of our obligations than the legal requirements in many respects. A particular focus here is on the decarbonization of our sites, the decarbonization of our supply chain, the responsible use of resources and the circular economy as well as the protection of biodiversity.

Management systems are of central importance in these efforts and in achieving our goals. These support our systematic approach and help us to fulfill all legal, normative and voluntary obligations and continuously identify potential for improvement. Our integrated management system (IMS) currently covers the areas of quality management, environmental management, and occupational health and safety. It enables us to easily integrate other management systems and make optimum use of existing synergies.

With regard to environmental protection, our environmental management system (EMS), thanks to which all twelve production sites have long been certified in accordance with ISO 14001, deserves special mention. It helps us to better comply with environmental and energy regulations and to minimize risks in connection with environmental and energy issues. Furthermore, by using this system and the associated ISO 14001 certification, we position ourselves in the public eye as a responsible, committed and forward-looking company. In addition, our existing environmental management system and the energy management system (EMS) introduced in 2025 help us regularly review our processes and continuously develop solutions so we can operate in a way that's even more efficient in terms of energy and resources.

Decarbonization **of our locations**

Our commitment remains unchanged: by 2030, we aim to reduce absolute CO_2 emissions at our production sites by 50 percent compared to 2018 (scope 1 and 2). This also includes emissions from administrative areas and technical processes such as engine test runs.

By 2025, we had already reduced our annual CO_2 emissions by about 53 percent compared to 2018, putting us ahead of schedule. Nevertheless, maintaining this reduction trajectory until 2030 remains a challenge.

53 %

Reduction in CO_2 emissions in 2025 compared to 2018

The reasons for this include an increased demand for energy driven by economic growth, a lack of technological alternatives for certain processes, and the limited availability of climate-friendly fuels such as biomethane or hydrogen.

To reduce CO_2 emissions, we are implementing a package of measures consisting of three key components:

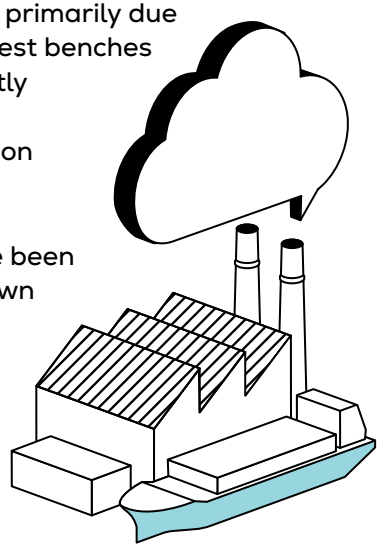
1. Energy efficiency: by renewing, converting, and optimizing systems, infrastructure, and processes, the goal is to save 32,000 MWh per year by 2030.

2. Self-production: six percent of the electricity requirement is to be met using the company's own renewable sources by 2030, such as solar power.

3. Switching fuel: the transition should be made from fossil fuels to more climate-friendly energy sources in heating and production.

By taking action in these three areas, we continued to make significant progress in 2025. For example, at our Saint-Nazaire location in France, the use of certified biogas for heat generation resulted in a reduction of approximately 850 tons of CO_2, which accounts for 17 percent of the location's carbon dioxide emissions.

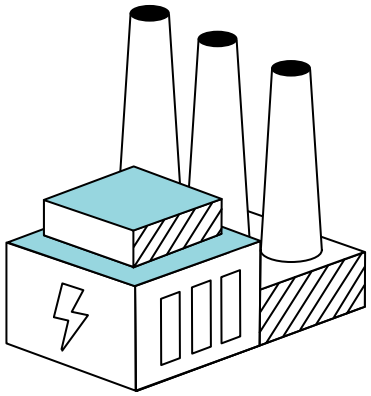
Nevertheless, our greenhouse gas emissions rose by about 20 percent in 2025 compared to the previous year. This is primarily due to the fact that our test benches were used significantly more, which led to increased consumption of various fuels.



Since 2022, we have been commissioning our own

solar power systems at multiple production sites, including in China, India, Switzerland, Denmark and Germany. In 2025, another system was added at our Deggendorf location.
We generated and consumed 3,445 MWh/year from photovoltaic systems at our production sites in 2025. This represents a share of 3.2 percent.

This means we have already reached more than half of our goal for the year 2030.
We improved energy efficiency across various energy sources, saving 6,013 MWh through tried-and-tested measures alone, with approximately 80 percent of that coming from our test benches, lighting and building envelope.



Energy consumption in MWh[1]

	2025	2024	2023
Total energy consumption	314,069	277,731	287,957
Electric energy consumption	89,689	84,141	85,381
Elec. energy consumption from ren. energy sources – own production[2]	3,445	1,865	1,174
Elec. energy consumption from ren. energy sources - external generation	83,864	80,066	81,617
Elec. energy consumption from conv. energy sources - external generation	2,380	2,209	2,590
Thermal energy consumption	36,443	34,388	34,951
Thermal energy consumption from ren. energy sources - own generation	0	0	0
District heating consumption from ren. energy sources - external generation	482	0	0
District heating consumption from conv. energy sources - external generation	35,961	34,388	34,951
Site fuel use	184,612	155,015	164,373
Fuel oil	637	445	2,243
Natural gas	124,834	114,099	125,507
Diesel for company vehicles	1,453	1,560	1,622
Petrol for company vehicles	974	1,226	444
Consumption of light and medium-weight mineral oils as fuel for test benches[3]	52,835	37,235	35,556
Heavy oil consumption as fuel for test benches	0	0	109
Kerosene consumption as fuel for test benches	161	738	450
Propane for test benches	308	254	508
Methanol for test benches[4]	4,598	2,024	-
Ammonia for test benches[4]	1,232	219	-
Biomass	0	0	0
Fuel gases for manufacturing processes	897	1,402	1,186
Acetylene (ethyne, C_2H_2)	739	1,286	1,061
Propane	43	17	22
Hydrogen	116	99	103

[1] The following metrics for the "Nature" dimension relate exclusively to the following 12 production sites: Augsburg, Oberhausen, Berlin, Deggendorf (Germany); Copenhagen and Frederikshavn (Denmark); Zurich (Switzerland); Saint-Nazaire (France); Velká Bíteš (Czech Republic); Aurangabad and Bangalore (India); and Changzhou (China). Since reporting year 2025, the Holeby site has been consolidated and reported together with the Copenhagen site.

[2] In 2024 and 2025, multiple photovoltaic systems were commissioned. This led to a significant increase in self-generated renewable energy.

[3] Engines are being run more on test benches as a result of more intensive development work as well as additional customer acceptance testing.

[4] The development of engines powered by methanol and ammonia significantly ramped up in 2025, leading to a correspondingly sharp increase in testing hours.

ISO 50001

Implementation of an energy management system at locations in Germany

Systematic energy management is a central component of our strategy for decarbonization at our German locations and, at the same time, a key element in our commitment to climate protection and resource conservation.

The energy management systems at the Augsburg, Berlin, Deggendorf and Oberhausen locations are now certified to ISO 50001; together, these locations account for 97 percent of Everllence SE Germany's total final energy consumption.

We have thus established a standardized structure for recording and analyzing energy consumption across all locations.

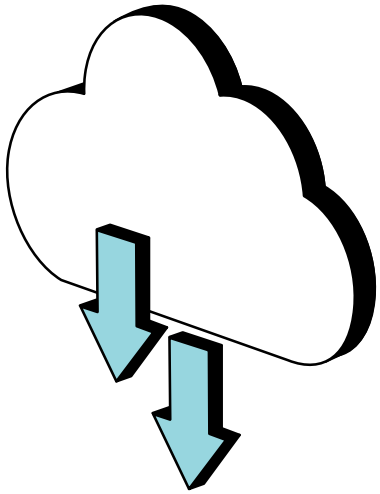
By conducting regular energy management audits, defining location-specific energy metrics and establishing specific energy targets, we are implementing a fact-based approach to managing our energy consumption. We use smart energy management solutions to identify and capitalize on potential savings even more quickly. Furthermore, combining the EMS with other management systems will create synergies and further strengthen our performance in terms of sustainability.

Specific measures that have already been implemented include, for example, switching to LED lighting, optimizing compressed air and heating systems, introducing smart building technology, replacing windows and implementing heat recovery systems in production.

CO_2 emissions in t

	2025	2024	2023
Total carbon dioxide emitted from own activities (scope 1 and 2)	51,013	42,294	45,552
Directly emitted carbon dioxide (scope 1)[1]	45,492	37,149	39,974
Indirectly emitted carbon dioxide from energy consumption (scope 2)	5,521	5,146	5,578

[1] The increase in scope 1 emissions is primarily due to more work being performed on the test benches. As already explained in the relevant indicators, more intensive development programs and extended customer acceptance testing led to engines being run for significantly longer.



Simulations not emissions

CO_2 savings with digital twins

For several years now, we have been using digital twins to test our control systems under realistic conditions, without any physical engines. In what are known as Hardware-in-the-Loop (HiL) test environments, we integrate real hardware components into a simulated environment and test how they interact with the control hardware. This method allows us to test a wide range of scenarios flexibly, efficiently and securely under realistic conditions.
In addition to saving time and money, this method primarily results in a reduction in CO_2 emissions, because we do not conduct the tests using actual engines. Since June 2025, we have been systematically tracking the CO_2 savings in our test campaigns and even in this short space of time, we have been able to achieve significant success. On average, the method results in a reduction of 900 tons of CO_2 per customer order. Since we began tracking, this has already added up to 19,000 tons.

All in all, by using this technology more, we are making a significant contribution to reducing test emissions, conserving resources and also improving the quality and safety of our products.

We are continuously expanding our digital twin technology: we currently operate three HiL test stations at our Augsburg location and in the medium term, we plan to expand to have twelve systems.

Total CO_2 savings

In total
5,383 kt

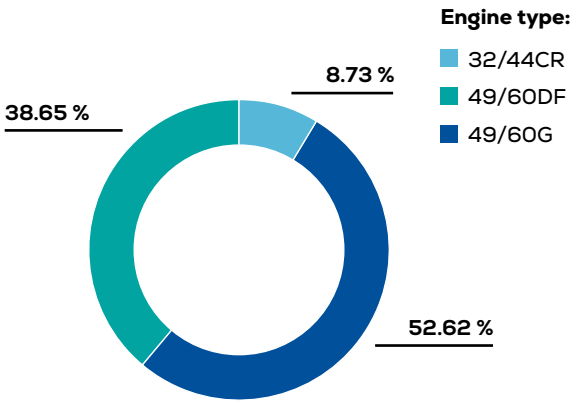
Equivalent to the annual CO_2 emissions
3,016 cars

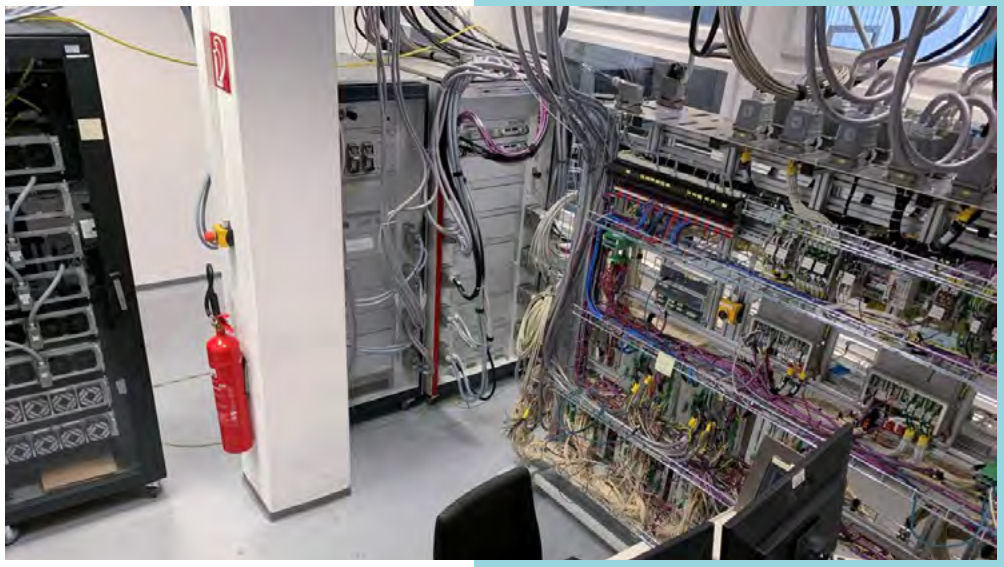
Operating hours

In total
1.25 thousand

Since
06/2025

CO_2 savings by engine type





Hardware-in-the-Loop (HiL) test environment

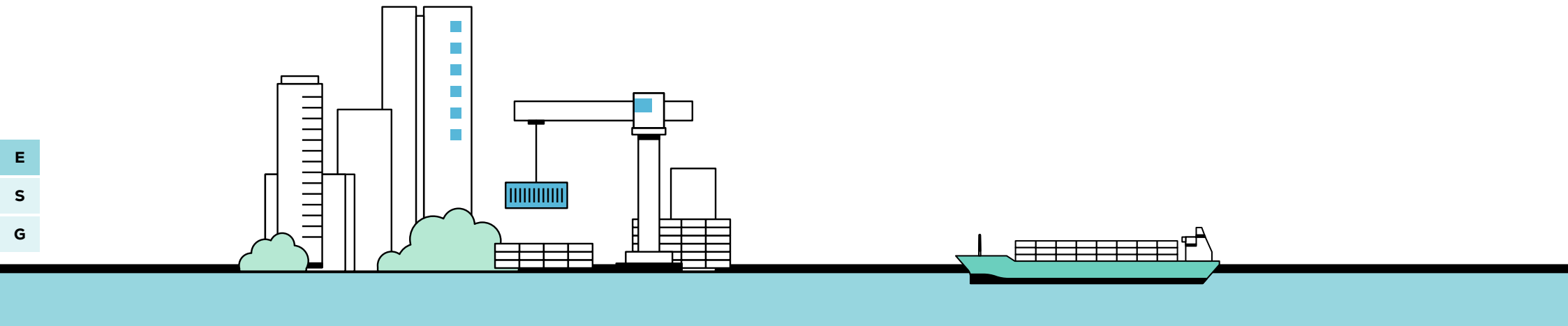
Decarbonization of the supply chain

Our purchasing department also plays an important role in the decarbonization of our company, as greenhouse gas emissions are caused by the production and transport of the products and materials we purchase. To create greater transparency regarding the emissions generated in our upstream supply chain, we have been taking a closer look at this area since 2023.

The basis for this was an expenditure-based analysis of the goods and services purchased. The calculation and allocation of all monetary purchasing data to specific emission factors was carried out in collaboration with an external service provider (using what is known as the spend-based calculation method). The results of the analysis reflect the fact that the diversity of product groups, materials and supplier companies also represents a high degree of complexity in the calculation of greenhouse gas emissions.

The evaluation showed that certain product groups, materials and suppliers – viewed generically – account for a large proportion of greenhouse gas emissions in the upstream supply chain. The 20 largest emitters from our suppliers cause around 20 percent of the calculated total emissions (Scope 3.1). Half of total emissions are attributable to just under 100 suppliers, while 80 percent are attributable to well over 400 suppliers. This illustrates the necessity and relevance of focusing on the largest sources of emissions in our supply chain as a first step. This enables us to identify reduction potential and define suitable measures.

To increase transparency in our supply chain and boost the amount of primary data, we launched an internal initiative to systematically collect CO_2 data from our suppliers in 2025. The data obtained provide a better overview of whether suppliers are already tracking CO_2 emissions and can offer lower-emission alternatives. The lack of international standards, as well as the sometimes limited availability of data from suppliers, continue to pose challenges. Nevertheless, this approach is crucial to driving effective decarbonization in the supply chain.



Supplier engagement

Scorecard for decarbonizing our upstream supply chain

In 2025, we introduced a comprehensive supplier scorecard for our top 100 suppliers. The focus is on the systematic collection, assessment and targeted improvement of the sustainability performance of our most strategically important partners across all ESG dimensions (environmental, social and governance). In other words, the scorecard takes into account criteria relating to the environment, social matter and company ethics, and these are weighted differently and factored into an overall rating. Data are collected from publicly available information and by making direct inquiries to suppliers.

The scorecard enables us to conduct a detailed analysis and comparison of our suppliers, with a particular focus on sustainability topics that are relevant to us, so that we can give greater weight to these results in our future decisions on procurement.

The next step is to further develop the scorecard and expand the pool of companies evaluated in order to further increase the impact along the supply chain. The goal is to establish a dynamic management tool that not only reflects the current situation but also highlights progress and systematically helps it along.

Preventing pollution

Preventing pollution is a central element in our approach to helping the environment and pursuing sustainability. The goal is to prevent or at least minimize pollutants being released into the air, water and soil as much as possible, both along our own value chain and in connection with our products being used.

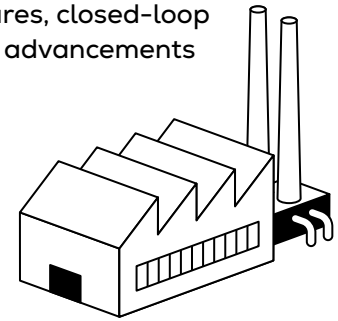
In doing so, we not only make an important contribution to protecting the environment and public health, but we also strengthen our company's and our customers' environmental sustainability.

In addition to complying with legal requirements and industry-specific standards, we use tried-and-tested environmental management systems that promote continuous improvement in environmental performance. Monitoring and reducing emissions, optimizing operational processes and advancing the technology in our products are key levers that we put to strategic use.

Initiatives at our own locations

We systematically record and analyze relevant emissions released into the air and water at our locations. In particular, the focus is on reducing air pollutants and minimizing the amount of contaminated waste water generated by our production processes. Whenever possible, we rely on technical solutions for exhaust gas treatment as well as optimized processes to prevent emissions at the source.

By investing in modern filtration and ventilation systems and implementing organizational measures, we are helping to reduce air pollution. We also regularly assess water-related environmental impacts, for example through internal monitoring programs or external environmental analyses. The goal is to continuously improve the quality of waste water and sustainably reduce water consumption. Here, too, efficiency measures, closed-loop systems and technological advancements play a key role.



Water and waste water in m³

	2025	2024	2023
Total fresh water volume	174,904	161,245	158,637
Amount of fresh water from external supply including drinking water	117,629	107,571	106,352
Amount of fresh water from our own sites (well water)[1]	57,275	53,674	51,935
Surface water from lakes, rivers, seas[1]	8,481,782	6,539,648	7,596,400
Rainwater used	0	0	350
Recycled water volume	4,082	4,276	3,588
Waste water volume	231,131	243,666	3,297

[1] The increase in freshwater is primarily due to increased testing activities. The increased testing required more cooling water to be used.

Air pollutant emissions in t

	2025	2024	2023
Sulphur dioxide (SO_2)[1]	9.84	7.16	7.37
Nitrogen oxides (NO_x)[1]	252.35	183.71	177.68
Total dust[1]	4.73	3.48	3.38
Emissions of volatile organic compounds (VOC)	39.13	40.43	38.18

[1] The increase in emissions of sulfur dioxide, nitrogen oxides and total dust is primarily due to increased testing activities. The increased testing led to higher fuel consumption and, consequently, rising emissions.

World Cleanup Day

Global efforts to combat environmental pollution

For World Cleanup Day on September 20, 2025, we sent a strong message in support of protecting our environment at numerous locations around the world. From Australia to Mexico, our teams took part in local cleanup efforts on company grounds, in city parks or on beaches.

In Bengaluru (India), for example, 62 employees collected around 800 kilograms of trash in the area surrounding the plant. Similar collection initiatives were also organized at other locations, such as in Zurich.

By removing trash from natural and urban areas, we can actively contribute to reducing environmental pollution. At the same time, initiatives like these also raise awareness of sustainable practices – both locally and globally.

Product application initiatives

We also use technology that helps reduce pollutant emissions when our products are in use. A key example is the use of exhaust gas after-treatment systems, such as selective catalytic reduction (SCR). These systems enable nitrogen oxide (NO_x) emissions to be significantly reduced, particularly when our industrial-scale diesel engines are used in energy, industrial or transport applications.

In addition to simply reducing emissions, we are focusing on ensuring the cleanest and most efficient combustion possible right from the product development stage, as well as on the compatibility of our systems with alternative fuels. Our goal is to provide our customers with solutions that enable them to reduce their environmental impact while meeting strict regulatory requirements. We also provide digital solutions for monitoring and controlling operating parameters so our technology can be used with low emissions in practice.

Through these measures, we aim not only to ensure compliance with current environmental standards, but also to contribute to improving air and water quality in the long term, both at our locations and throughout the entire lifecycle of our products.

SCR technology

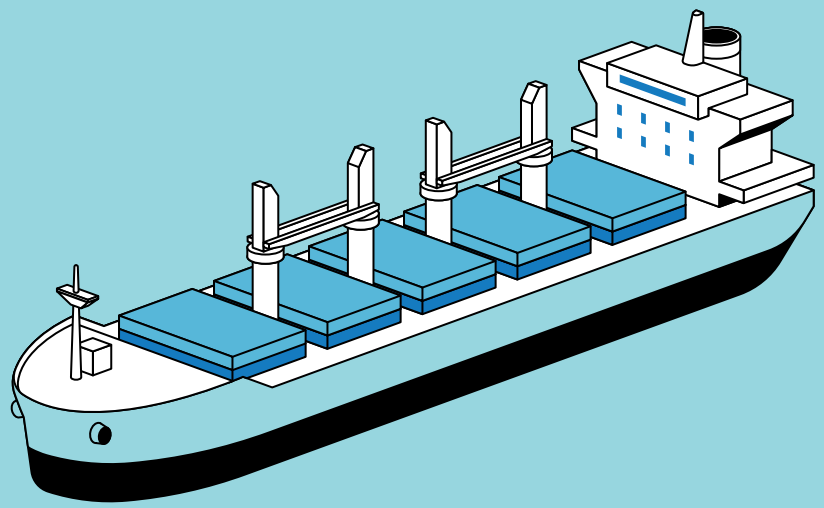
Progress towards cleaner shipping

Through the development and continuous improvement of our SCR-LP systems, we are making a significant contribution to reducing nitrogen oxide emissions in the shipping industry. The technology is based on the principle of selective catalytic reduction (SCR), which involves the nitrogen oxides in exhaust gas being converted into harmless nitrogen and water. By the end of 2025, we had sold more than 545 systems based on the solution we developed back in 2009.

The SCR-LP system has a modular design and can be flexibly integrated into all medium-speed diesel and dual-fuel engines. It was designed in close collaboration with our engine development team and meets the requirements of the IMO Tier III emissions regulations. Even when using alternative fuels such as methanol or ammonia, SCR remains a key component of exhaust gas after-treatment.

Its compact design also makes the system ideal for retrofitting. In combination with our common-rail injection system and ECOMAP, it also optimizes the efficiency of the entire system in a defined operating mode, while specifically working to reduce emissions.

In our future developments, we are focusing on adapting to new fuels and changing emission profiles. SCR technology thus remains a key element when it comes to meeting international environmental standards and further developing sustainable propulsion solutions in the maritime industry.



Resource utilization and circular economy

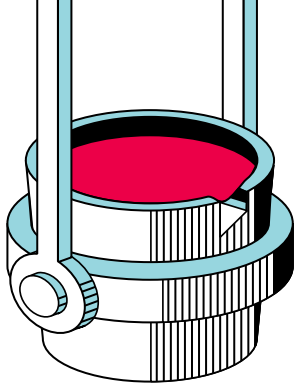
By circular economy, we mean a regenerative system that uses resources and energy efficiently. It aims to use materials for as long as possible and keep them in circulation at the end of their lifecycle, while also minimizing the production of waste. The circular economy thus makes a significant contribution to reducing environmental impacts and achieving sustainable development goals. In addition, a closed-loop system helps to reduce dependence on limited and expensive raw materials and better positions the company to deal with future price fluctuations or supply crises.

The key principles include reuse and recycling. Recovering materials from waste creates added value. Key tools here are operational excellence to increase efficiency in production processes, lean principles to reduce waste and resource consumption, as well as the digitalization of processes for greater transparency and increased efficiency. In addition, standards such as ISO 14001 (environmental management) or ISO 50001 (energy management) require continuous improvement in terms of resource utilization and emissions reduction. These can also be supported by an efficient circular economy.

As a large mechanical engineering company, we have a number of specific opportunities to improve resource utilization and integrate the principles of the circular economy into our activities, as well as a correspondingly large amount of leverage that we can and want to use. This is not only important from an ecological point of view, but also from the perspective of maintaining a competitive strategy.

When it comes to a circular economy, we are active in two key fields of activity: Firstly, we are constantly optimizing our waste and recycling management through initiatives at our own sites and focusing our own production on energy and resource efficiency. This includes, for example, reducing the need for new raw materials wherever possible by reusing materials from our production processes.

Secondly, we conserve resources thanks to our products' long service lives, achieved thanks to their high quality and technological performance. We also contribute to the circular economy through our measures to extend the service life of our products already on the market through upgrades (improving products), retrofits (converting products, for example to more environmentally-friendly fuels) and optimal service and maintenance. In most cases, this also goes hand in hand with a significant reduction in CO_2 emissions.



Initiatives at our own sites

Further improving our material and resource efficiency and continuing to reduce water consumption at our locations are key aspects of sustainability for us, but they are also critical factors for our economic performance and staying competitive over the long term. Preventing waste and using materials in a closed-loop system, for example by recycling or reusing them, offers great leverage here.

A concrete example of this is our in-house foundry in Augsburg. Here we manufacture very large components weighing up to 100 tons, such as crankcases or cylinder heads. As this is a production process that's intensive in terms of both energy and raw materials, it is particularly important to optimize it. Around 85 percent of the castings consist of secondary materials such as scrap and recycled chips. This allows us to keep the use of primary materials to a minimum. Another relevant raw material in the foundry process is sand, which is used as a basic molding material. We use a sand regeneration plant that recycles the sand used so that it can be reused. Over 95 percent of the sand is regenerated. As a result, we only have to purchase a small amount of new sand, thus conserving the natural resources of raw mineral materials.

Recycling and waste in t

	2025	2024	2023
Total amount of waste	41,256	20,220	29,536
Total amount of waste for recycling	23,677	9,725	18,961
Hazardous waste for recycling	2,447	1,441	1,754
Hazardous non-production-specific waste for recycling	1,175	65	610
Hazardous production-specific waste for recycling	1,272	1,376	1,144
Non-hazardous waste for recycling	21,229	8,284	17,207
Non-hazardous non-production-specific waste for recycling[1]	13,066	964	9,205
Non-hazardous production-specific waste for recycling	8,163	7,320	8,002
Total amount of waste for disposal	1,412	1,410	1,328
Hazardous waste for disposal	882	949	938
Hazardous non-production-specific waste for disposal	19	57	13
Hazardous production-specific waste for disposal	863	892	924
Non-hazardous waste for disposal	531	461	390
Non-hazardous non-production-specific waste for disposal	135	111	116
Non-hazardous production-specific waste for disposal	396	350	273
Metal waste	16,167	9,086	9,247
Metal waste - external recycling	8,890	9,086	9,247
Metal waste - internal recycling[2]	7,277	-	-

[1] The increase in non-hazardous, non-production-specific waste for recycling is primarily attributable to extensive construction and renovation projects at several locations.

[2] Information for the indicator "Metal waste – internal recycling" was first collected in 2025.

Conserving resources

Certified waste minimization in Brazil

At our facility in Brazil, we received the "Zero Waste to Landfill" certification in early 2025, marking an important milestone: the external audit confirms that we have an effective waste management system in place across all administrative and operational areas (workshop). This means that we avoid making over 90 percent of the waste that would otherwise end up in landfills.

We follow what are known as the "5R" guidelines: Rethink, Refuse, Reduce, Reuse and Recycle. These principles help us be efficient with materials and resources throughout their entire life cycle. This platinum-level award confirms that the measures we have implemented are effective.

By avoiding putting waste in landfills, we reduce CO_2 emissions by approximately six tons each year – a contribution equivalent to preserving about 350 trees in Brazil's Atlantic Forest. Our goal remains to continuously improve our processes in order to achieve the next level of certification and further expand the scope of our responsibility in relation to resources and the environment.

By reducing landfill waste, we are cutting back on

6 tons

of CO_2 emissions per year

Equivalent to preserving approximately

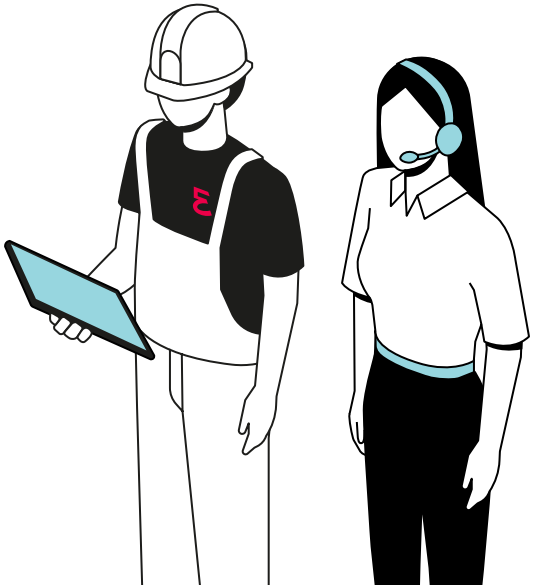
350

trees in the Brazilian Atlantic Forest

Product application initiatives

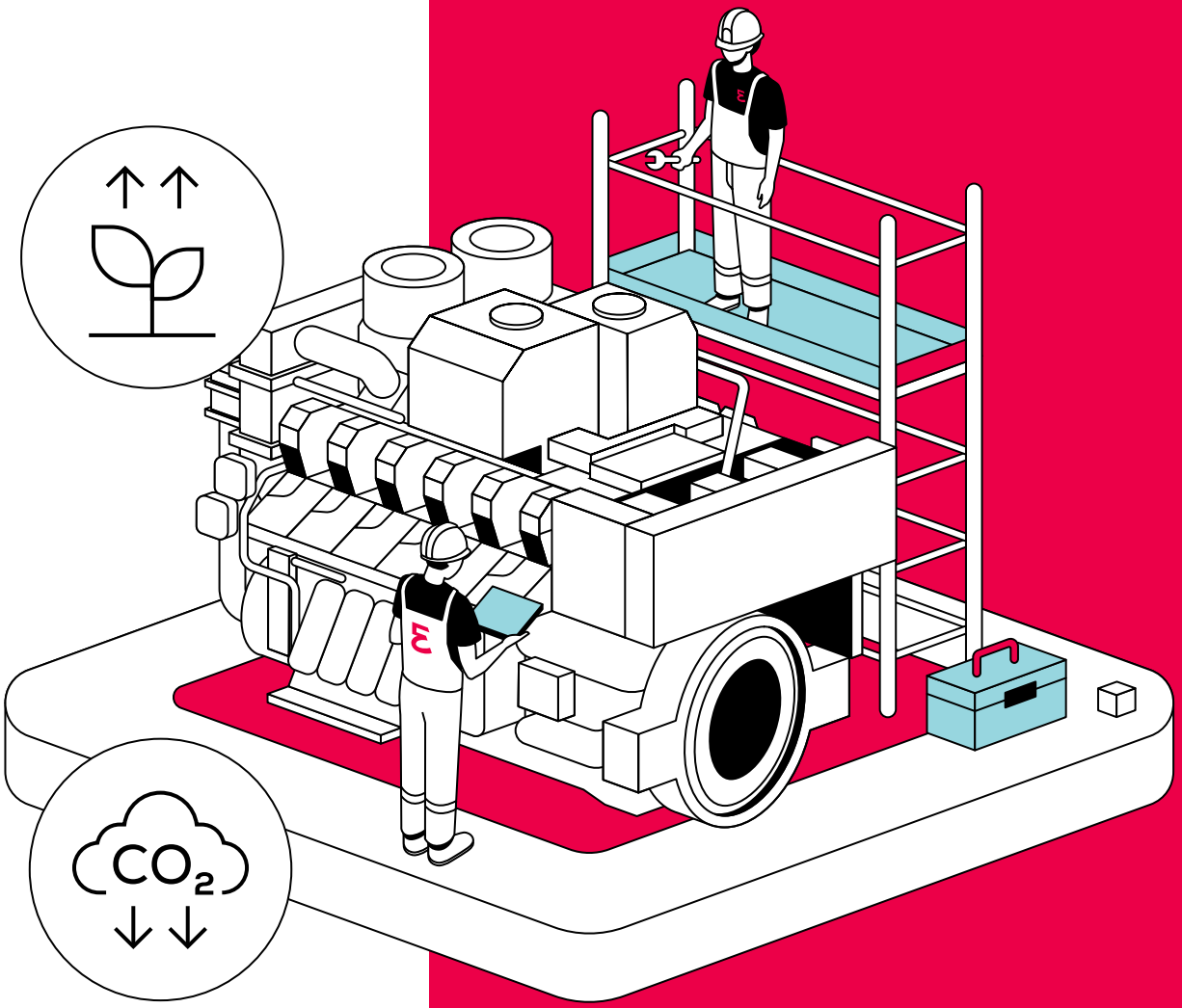
The long operating life we strive for with our products is also an important aspect of the circular economy. With appropriate design, maintenance and servicing, our systems can achieve a service life of more than 25 years, sometimes up to 50 years. For this reason, the focus during development is on durability and a service concept that allows for easy maintenance and repair and, in many cases, a makeover or retrofit. We provide our customers with the best possible support in terms of operation as well as maintenance, repair, parts availability and, if necessary, the conversion of our products to more efficient technologies or other fuels to ensure the longest possible operating life with the lowest possible environmental impact. We have combined all of these after-sales services under our independent brand, Everllence PrimeServ. Under this umbrella, there are various areas that are of particular importance for the circular economy: Everllence PrimeServ Assist as a digital service solution for our customers, the reconditioning of components and retrofitting.

Everllence PrimeServ Assist: We also have a great deal of leverage to improve the circular economy by supporting our customers and our products and solutions in the field. This is where Everllence PrimeServ Assist comes in. The basis here is our digital platform CEON, where product data from the field are analyzed using algorithms. Irregularities in operation are detected quickly and reliably. Our experts, who are organized in a global network and are therefore available to our customers around the clock, proactively evaluate results and provide recommendations or an action plan. This data-driven approach enables us to increase the availability and overall efficiency of systems in the field, optimize maintenance intervals, and prevent damage requiring intensive repair and resources. In the end, this also helps to ensure a safe working environment for our customers' employees. In many cases, problems can be solved via remote maintenance. This form of digital collaboration reduces the need for travel and makes a significant contribution to reducing CO_2 emissions.



Reconditioning: another key part of our circular economy efforts is establishing a process for the reusability of parts. These parts can be bought back so that they do not have to be disposed of or scrapped. We also offer reconditioning, i.e. the overhaul, repair or calibration of old or defective components. Here, our customers receive their own components back as good as new and fully functional. In principle, the costs of remanufacturing a component are significantly lower than manufacturing a new part, and the consumption of resources and the CO_2 footprint are also reduced compared to the manufacture of a new product.

Retrofits: our retrofit solutions enable the sustainable modernization of existing systems, thereby making a significant contribution to resource conservation. Through targeted retrofits, we significantly extend the service life of our engines while also laying the groundwork for the use of alternative, climate-friendly fuels. By retrofitting existing systems, we reduce the need for new production, conserve raw materials, and lower CO_2 emissions. Given the long operating hours of our products, this is a key driver for decarbonization in maritime and stationary applications. Our retrofits combine technical innovation with environmental responsibility and strengthen the circular economy along our entire value chain.



Retrofits & upgrades

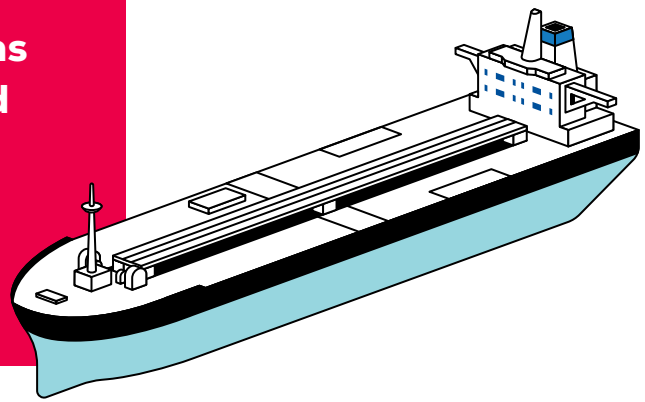
Strategic modernization through lifecycle upgrades

With our lifecycle upgrades (LCU), we follow a structured roadmap for sustainably modernizing existing engines midway through their lifecycle. The goal is to significantly extend the service life of existing systems while also laying the groundwork required for using alternative, climate-friendly fuels. Up to 90 percent of components get replaced – a process that conserves resources and ensures technical sustainability. The retrofit enables a 5 to 10 percent reduction in CO_2 emissions, depending on the operating profile. If the engine also gets optimized for biofuels, the effect can increase further, depending on the proportion of biofuel. At the same time, operators gain an economically attractive alternative to newly purchasing entire systems, as existing systems get comprehensively modernized and prepped to meet future requirements.

Our roadmap takes a comprehensive approach: it covers both two-stroke and four-stroke engines and enables gradual decarbonization of existing fleets. The combination of an extended service life, fuel flexibility and digital operational optimization makes these upgrades a key tool for a resource-efficient future. By integrating our solutions into existing maintenance cycles and working closely with customers and partners, we create economically viable solutions that meet the requirements of climate-friendly shipping.

"Our roadmap for lifecycle upgrades provides clear prospects for sustainably modernizing existing systems – predictable, effective and open to various kinds of technology."

Marcel Lodder,
Senior Sales Manager, Retrofits & Upgrades



Digital transparency

Tracking components digitally and using them sustainably

Our TRUST serial number system allows us to precisely track our components throughout their entire product lifecycle: each component bears a unique serial number that is digitally linked to technical data, documentation and relevant historical information.

The benefits of this digital identity: it helps components get reused, supports targeted maintenance, reduces manual processes and facilitates identification in the event of recalls or repairs. This way, TRUST helps us streamline material flows and extend the lifespan of products, promoting greater transparency in the supply chain and responsible use of resources.

The platform also enhances quality assurance and helps us identify non-compliant or unauthorized components at an early stage. Through integration into existing production and logistics processes, we promote a more structured circular economy overall and enhance transparency when it comes to product quality and operational safety at sea. This makes TRUST a key element in the sustainable transformation of our value chain.

Biodiversity

The United Nations Convention on Biological Diversity defines biodiversity as the variability among living organisms from all sources including, inter alia, terrestrial, marine and other aquatic ecosystems.

In fact, biodiversity is in sharp decline across the world, as numerous studies have shown. The reasons for this include the destruction of habitats, intensive agriculture and climate change. Many species are already extinct, and many more are acutely threatened with extinction.

A loss of biodiversity always has far-reaching consequences, because each species performs certain tasks in its ecosystem that keep it in balance – such as insects as pollinators. The protection of biodiversity is therefore of crucial importance to the very basis of our existence. This means that we must all shoulder this great responsibility. Everllence would therefore like to contribute to the preservation and promotion of biodiversity with various campaigns and initiatives.

Initiatives at our own locations

Everyone can do something for nature and biodiversity – right on their own doorstep. A healthy ecosystem in our immediate surroundings helps to stabilize the microclimate, maintain soil fertility and regulate the water balance. It also provides natural protection against environmental risks such as flooding, erosion or extreme weather conditions.

To take advantage of these natural benefits and raise awareness among our employees about the importance of preserving biodiversity and protecting the environment, we are implementing various campaigns and initiatives at our locations around the world. For example, we are creating habitats for native plants and insects by converting lawns into flowering meadows and sowing wildflowers across barren areas. The commitment of our employees around the world, who are also independently launching various biodiversity initiatives, is particularly noteworthy.

The "Each One Plant One" tree-planting campaign

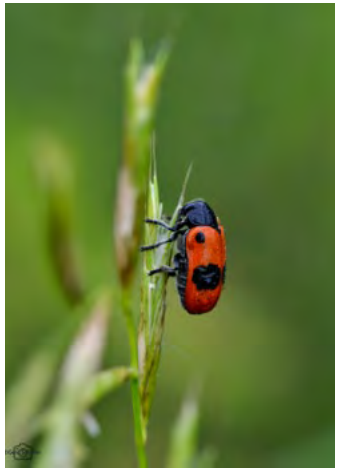
"Each One Plant One"

Planting campaign to boost biodiversity

In January 2025, employees at our U.S. headquarters planted trees as part of the "Each One Plant One" initiative. The goal of this simple yet practical initiative is to strengthen the local ecosystem, create new habitats for animals, and make a long-term contribution to climate change mitigation.

By planting over 200 trees, our colleagues have created a long-term environmental benefit: on average, a tree absorbs more than 21 kg of CO_2 per year, which amounts to about one ton over its lifetime. As a result of our initiative, approximately 4,200 kg of CO_2 will be absorbed each year. This amounts to approximately 200 tons over the trees' entire lifecycle.

This joint planting initiative clearly demonstrates how measures for creating green spaces can be implemented in a corporate setting and make a tangible contribution to environmental improvement. The social aspect of the initiative should not be underestimated either: colleagues struck up conversations and strengthened their sense of community as they planted together.



The ten winning photos

A focus on nature

Day for Biological Diversity: nature through the eyes of our employees

To mark the International Day for Biological Diversity on May 22, 2025, the employees at our Augsburg location were invited to capture their own personal moments in nature through photography. The goal of the initiative was to send a message about the importance of protecting biodiversity and raise environmental awareness in the workplace through a creative, collaborative effort.

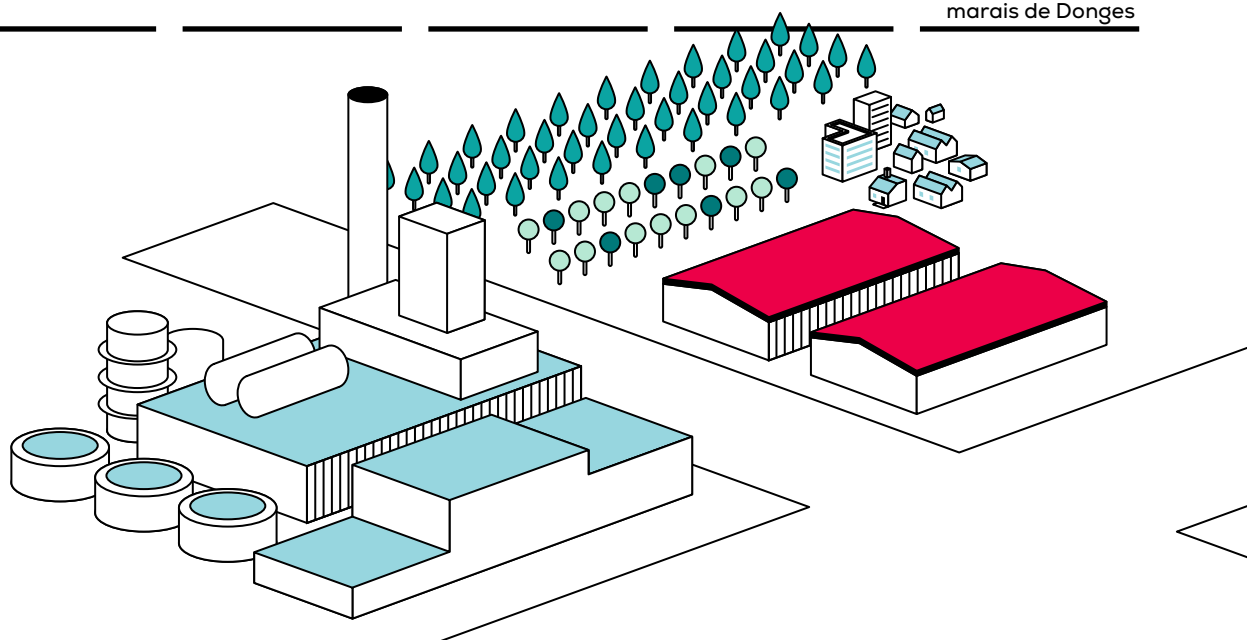
Participants were completely free to choose their own subject matter, and so the range of submissions vividly demonstrated just how individually biodiversity is perceived: the 80 photos showed plants, landscapes and the diversity of our wildlife, while also capturing special moments where humans and nature come together.

The ten most impressive photos were displayed at our Family Day held in Augsburg on June 28, 2025, and were subsequently featured in an internal exhibition.

Production sites near or in biodiversity-sensitive areas

	Site	Augsburg plant	Berlin plant	Deggendorf plant	Frederikshavn plant	Copenhagen plant	Saint-Nazaire plant
	Country	Germany	Germany	Germany	Denmark	Denmark	France
General information	Plant area [ha]	30.6	3.1	5.8	12.4	5.5	5.1
	of which areas close to nature [ha]	5.6	0	0	2.0	0	1.0
Ecological status of the area	Biodiversity Intactness Index (BII) [%]	36.9	38.7	50.2	40.7	34.1	29.1
	Mean species abundance (GLOBIO) [%]	26.3	26.3	26.3	26.3	26.3	26.3
Biodiversity-sensitive areas	Number of protected areas (radius 4,500 m)	3	4	3	3	1	5
	Names of protected areas	• Lechauen north of Augsburg • Lechauen between Königsbrunn and Augsburg • Höh-, Hörgelau- and Schwarzgraben, Lechbrenne north of Augsburg	• Wasserwerk Tegel (waterworks) • Tegel Fließtal • Baumberge • Spandau forest	• Donauauen (Danube wetlands) between Straubing and Vilshofen • Isar estuary • Extensive meadows east of Deggendorf	• Hirsholmene • Hirsholmene, havet vest herfo og Ellinge A´s udlob • Bangsbo Ada log omliggende over-drevsomrader	• Vestamager og havet syd for	• Estuaire de la Loire Nord • Estuaire de la Loire - Baie de Bourdneuf • Estuaire de la Loire • Grand Brière, marais de Donges et du Brivet • Grande Brière et marais de Donges

The assessment of the potential environmental impacts and ecosystem dependencies of our production sites in accordance with the ENCORE classification shows a uniform risk profile with a medium rating. At all sites, the potential effects and dependencies of ecosystem services were consistently assessed as medium.
The relevant environmental aspects include sources of disturbances (noise, light), emissions of ground and water pollutants and water-related factors (consumption, supply, treatment, flow regulation). Flood protection and the mitigation of storm effects were also consistently rated as medium risk.



Initiatives related to our products

Marine biodiversity means the variety of life in the seas and oceans – from microscopic plankton species to large marine mammals and coral reefs. This biodiversity is an integral part of the range of life on Earth. It plays a crucial role in the global ecosystem and has an immense impact on the climate, the economy and human society. Unfortunately, marine ecosystems are severely threatened by pollution, climate change and the effects of maritime shipping and therefore require special protection.

Underwater noise

Quieter ship propellers reduce impact on marine life

A healthy marine ecosystem needs not only clean water, but also peace and quiet. Underwater noise, particularly that caused by ship propellers, disrupts the orientation and communication of many marine animals, directly impacting their habitats.

That is why Everllence is developing propeller systems that combine efficiency through water with noise reduction. A key approach is the reduction of cavitation – those tiny vapor bubbles that produce distinct noises when they collapse and are one of the main sources of underwater radiated noise (URN).

Using high-resolution flow simulations and acoustic analysis models, we optimize blade geometry, pressure distribution, and the interaction with energy-saving devices such as rudder bulbs or struts. This allows both noise emissions and propulsion efficiency to be optimized.

In this way, we are actively helping to make ships quieter and protect marine habitats in the long term.

And what's more...

Groundbreaking ceremony for "The Valley": a sustainable campus for innovation and growth

"The Valley" has been under construction west of Copenhagen since spring 2025. The sustainable, DGNB Gold-certified campus brings together our two Danish locations, Copenhagen and Holeby, and provides space for research, production and office facilities.

Singapore: CO_2 management awarded once again

Our Singapore office was awarded the LowCarbonSG logo once again in 2025. Through the DeCarbon Champs program, new employees also get actively involved in helping to shape CO_2 reduction and resource conservation efforts.

New dashboards enhance CO_2 management – pilot project for real-time energy performance indicators

Since September 2025, new dashboards have enabled scope 1 and 2 targets to be precisely managed. In addition, a pilot project is underway for a real-time EnPI cockpit, linking production and energy data to enable targeted action for efficiency.

Aurangabad becomes the first location to get certified as CO_2-neutral

In 2025, Aurangabad (India) became the first location to get officially certified as CO_2-neutral (PAS 2060). Initiatives such as the installation of a photovoltaic system, a biogas plant, and the offsetting of emissions from test benches helped the location secure this certification.

Maintenance kits for better spare parts processes and reduced use of materials

At Everllence PrimeServ Marine and Power, we have introduced custom maintenance kits for specific service tasks.
This simplifies spare parts processes, saves time, prevents errors and optimizes material usage.

People & Society

Our motivation

We are convinced that economic success and social responsibility are inextricably linked. This includes our employees as well as everyone in our business environment.

Our vision

We strive to be an attractive employer that promotes diversity, equality and inclusion and ensures employee health and safety. We are committed to responsibility in the supply chain and strive to make a positive impact on society.

Our goals

We want to increase the proportion of women in management to over 16.4 percent by 2030:

- **Women in management**
  ≥ 16.4 percent | 2030

We want to reduce the Recordable Injury Frequency (RIF)[1] value to below five at all production sites by 2030.

- **Recordable Injury Frequency**
  ≤ 5 | 2030

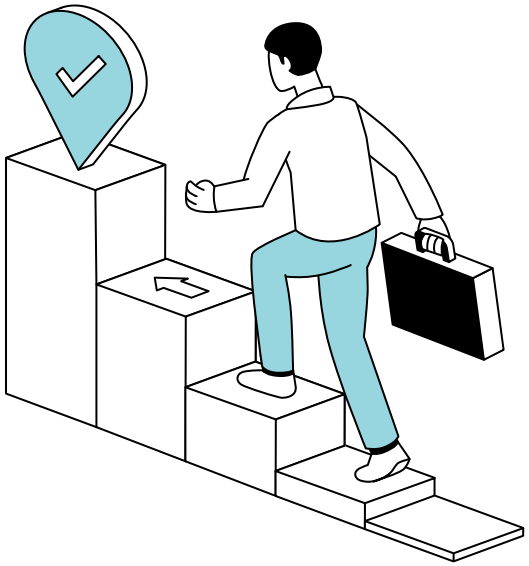
[1] The RIF value shows the number of work-related accidents in relation to hours worked, based on 1 million hours worked.

Strategic orientation

"Moving big things to zero": this is what we're doing for the people on this planet. The well-being of our employees, too, is a top priority for us, not least because it is essential to our financial success.

Our understanding of this is very broad and we express it through further developing our safety culture and promoting the health of our employees, as well as systematically qualifying and educating everyone who works at Everllence. We take responsibility for ensuring compliance with human rights for the employees in the companies along our supply chain. We want to make a positive contribution to society by supporting projects and initiatives outside our company. An important goal is to promote diversity, equality and inclusion. One of the key priorities in this regard in 2025 was to improve gender parity in the workforce. In taking all these measures, we want to strengthen our image as an inclusive, responsible employer and make our company attractive to applicants.

Our new "People & Society" concept also strengthens social sustainability within the company: we analyze the current situation, prioritize areas for action and set goals in key areas such as diversity, health and safety, training and employee development, supply chain responsibility, and social engagement. Our goal: a greater impact with principles – for a sustainable, responsible company.



Our employees

For our new growth strategy, it is essential to give our employees targeted, future-oriented training. They are the foundation of our success, and each team member, regardless of their position, can contribute to realizing our vision of a sustainable future.

For this reason, giving our employees continuous development and training and helping them to be motivated and identify with their work and Everllence as an employer are central parts of our company identity. That's why we specifically invest in comprehensive training and development programs, creating an environment where learning and growth are part of everyday work, knowledge and experience are shared and everyone has the opportunity to reach their full potential.

Structure of the workforce[1]

	2025	2024	2023
Core workforce	15,836	15,220	14,702
thereof female	2,776	2,588	2,409
thereof male	13,060	12,632	12,293
thereof part-time employees	1,413	605	580
thereof female	947	362	351
thereof male	466	243	229
thereof employed on a temporary basis	430	424	426
thereof female	88	77	66
thereof male	342	347	360
Trainees	565	518	468
thereof female	104	94	86
thereof male	461	424	382
thereof in Germany	386	349	303
thereof new hires in Augsburg	60	61	45
Hire rate after training completion in % in Augsburg	100	100	95
Employees in semi-retirement passive phase	382	478	308
Workforce	16,783	16,216	15,478
Temporary workers	375	355	368

[1] At the end of each year

Everllence employees

	2025	2024	2023
Workforce (value-adding)	16,211	15,575	15,070
Germany	7,237	7,352	7,148
Abroad	8,974	8,223	7,922
Share abroad in %	55.4	52.8	52.6

Age structure

	2025	2024	2023
Core workforce	15,836	15,220	14,701
≤ 30	2,259	2,221	1,755
31 – 40	4,622	4,472	4,187
41 – 50	4,517	4,315	4,167
51 – 60	3,536	3,479	3,500
> 60	902	733	1,092

We provide continuous learning, modern training formats and individual offers that meet the different needs and ambitions of our employees. This includes, for example, development and qualification opportunities, special young talent and career programs, mentoring programs or rewards for ideas that make improvements and contribute to the company's success. One of our focuses is on promoting digital skills and using innovative learning methods.

Measures for qualification

	2025	2024	2023
Participation in the qualification program	115,005	58,896	72,730
Qualification hours	356,196	343,232	341,944
of which time-independent qualification (e-learning)/people	100,340	41,555	50,965
of which time-independent qualification (e-learning)/hours	108,098	98,791	45,731
Ø Qualification hours per employee	21.72	21.40	22.63

myclimate company challenge

Innovative sustainability projects, developed by apprentices

It's clear for our apprentices to see that sustainability is a constant topic here and that active participation is the order of the day. In fact, apprentices from all over Switzerland took part in the myclimate company challenge and developed innovative projects for climate change mitigation. The young people at our Zurich location also participated with great enthusiasm and presented three innovative project concepts at the myclimate Skills for Future awards ceremony. One of these has already been implemented: at the PrimeRepairs café, employees work alongside experts to repair broken everyday items. This extends product lifecycles, conserves resources and reduces emissions. The Repair café now takes place once a month.

GreenPrint is just as forward-thinking: using digital solutions such as reMarkable tablets, technical drawings will be paperless in the future – efficient and environmentally friendly. The third project, called GreenPave, focuses on making parking lots green using grass pavers based on the sponge city principle. The combination of infiltration, cooling and CO_2 sequestration improves water balance and reduces heat islands.

"weMove" and "The Next Big Thing"

New initiative for innovative ideas

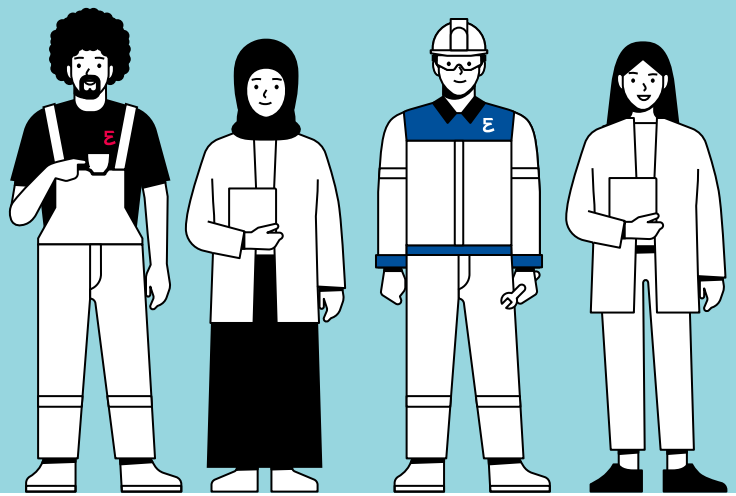
weMOVE
Ideas | Solutions | Innovations

Good ideas need room to grow. To make this possible, we revamped our idea management system and launched our new ideas platform, "weMOVE" in 2025. We introduced this platform to strengthen our open, participatory culture of innovation, enabling employees to submit ideas transparently and develop them further in collaboration with experts. This modern approach not only shortens turnaround times, but also improves the quality of the proposals through continuous feedback. Active participation also helps us build a network where innovation is a collaborative process.

As an addition to this commitment, we also have the innovation program "The Next Big Thing," which has been systematically identifying and fostering forward-thinking ideas for new kinds of technology and markets since 2025. Employees from all departments are invited to get involved, with support from coaches, flexible work schedules and clear development stages. By allowing employees to devote up to 50 percent of their working hours to innovation projects, we are sending a clear message: sustainable development happens when people are given the space to let ideas mature and bring them forward together.

Both initiatives promote a culture of collaboration that views innovation as a collective effort and they thus play a crucial role in giving the company a long future, shaped responsibly and sustainably.

Diversity



We are convinced that diverse teams achieve the best results. After all, every individual brings unique skills, experiences and perspectives to the table, and it is precisely this diversity that fosters creative solutions and innovation.

Our goal is to create a working environment where all employees can reach their full potential, regardless of their background, gender, age, sexual orientation, physical or mental abilities, or religious background. To this end, we value mutual respect, equal opportunities and appreciation of each other.

We want to break down barriers, promote intercultural exchange and foster a deep understanding of others. In our corporate culture, every voice should be heard, because that is the only way to create an environment where everyone can contribute and grow.

For us, diversity and inclusion are not only a key to success, but also part of our corporate responsibility and social mission. Our DEIB strategy stands for and promotes diversity, equity, inclusion and belonging. This is how we create a corporate culture where all employees can reach their full potential. By creating jobs for people from a wide variety of backgrounds and with diverse skills, we are actively contributing to social justice and economic inclusion.

And last but not least: in times of a skills shortage, an inclusive corporate culture is a clear competitive advantage, especially when it comes to attracting and retaining qualified employees.

Women in leadership positions

	2025	2024	2023
Percentage of women in the core workforce	17.4 %	17.0 %	16.4 %
Percentage of women in lower management	11.9 %	12.6 %	11.1 %

Women in Tech 2025

Empowering women in the workforce and promoting diversity

One of the driving forces behind our innovative energy is women, yet they remain underrepresented in technical professions. Through our international "Women in Tech" initiative, we made a conscious effort in 2025 to promote greater diversity in technical roles and positioned ourselves as an employer that actively fosters innovation and diversity.

In the spring of 2025, a networking event was held for the second time at our factory premises in Augsburg. Female employees from a wide range of departments, as well as inspiring role models from companies and industries across the region, came together in a safe, supportive environment to discuss professional challenges, personal experiences and future prospects.

Such encounters make waves not only on the outside, but have an internal impact too: through new connections, a stronger sense of community, mutual support and fresh inspiration for everyday work, a growing network of dedicated women is emerging within our company, actively supporting our transformation in line with our goal: "Moving big things to zero".

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"Colorful. Strong. Together."

We celebrate diversity at Everllence

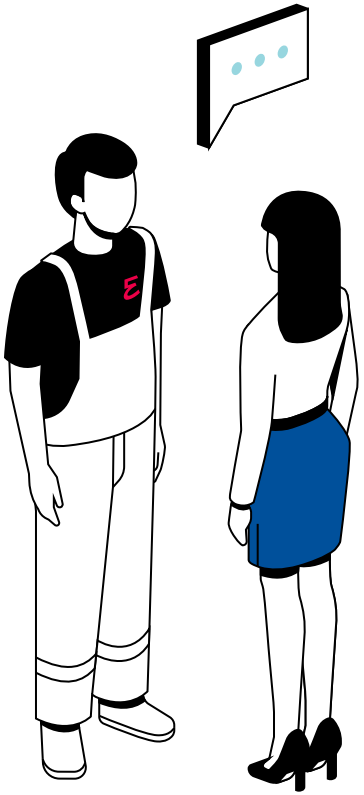
In May 2025, we showcased how diversity is actively embraced within our company across several of our locations. In Augsburg, Hamburg, Berlin, Oberhausen and Zurich, the focus was on solidarity, exchange and mutual respect. The goal of the annual initiative "Colorful. Strong. Together" was to foster team spirit and highlight the contribution that diverse perspectives make to a future-oriented, sustainable workplace.

Through a variety of offers and dialogues on site, spaces were created where employees could engage in conversation, share experiences and gain new insights. The initiative was not only meant to inform, but above all help people experience firsthand how important an inclusive working environment is to our corporate culture. This created an atmosphere with palpable appreciation and openness, and it sharpened our awareness of diversity as a shared resource.

Representatives from management, the works council, social counselling and HR, as well as numerous trainees and colleagues, got actively involved. Thanks to their contribution, "Colorful. Strong. Together" became an initiative that brought people together, raised awareness and demonstrated that "diversity in action" is an essential part of our sustainable corporate development.

Health and safety

Occupational safety and health are central components of our corporate culture and responsibilities. Guided by the principle of "Safety First," we are fully committed to ensuring the health and safety of our employees through accident prevention measures and occupational safety initiatives in accordance with national regulations and our company policy.



We support our employees in meeting their occupational health and safety responsibilities, promote their professional development, and actively involve them in the implementation process. Preventive measures help us to ensure safe and healthy working conditions for employees and service providers. Best practices, as well as lessons learned from near-misses and unsafe situations, are incorporated into the continuous improvement of our safety standards. In addition, we create incentives for safe behavior and are constantly refining our occupational health and safety management system – including relevant compliance aspects.

Our commitment is complemented by a wide range of workplace wellness programs: from health screenings to exercise and nutrition courses to stress management and work-life balance initiatives. There is a particular focus on prevention: through training, information campaigns and proactive health management, we help ensure that everyone at Everllence remains fit and healthy in the long term.

Accidents at work[1]

	2025	2024	2023
Accidents at work with an absence of ≥ 1 day	159	157	150
Days of absence due to accident	2,733	3,054	2,363
Fatal accidents at work	0	0	0
Index of accident frequency – RIF (Recordable Injury Frequency)[2]	11	12.50	11.81

[1] The occupational health and safety metrics relate exclusively to the following 12 production sites: Augsburg, Oberhausen, Berlin, Deggendorf (Germany); Copenhagen and Frederikshavn (Denmark); Zurich (Switzerland); Saint-Nazaire (France); Velká Biteš (Czech Republic); Aurangabad and Bangalore (India); and Changzhou (China).

[2] The RIF value indicates the number of work-related accidents relative to the hours worked, standardized to 1 million working hours.

Everllence Safety Program

Our path to a safe future

SAFETY FIRST
An Everllence identity

At Everllence, safety is our top priority. With the launch of the global Everllence Safety Program in 2025, we have taken a decisive step toward a consistent preventive safety culture. This program marks the first step toward our goal of continuously improving workplace safety and achieving a Recordable Injury Frequency (RIF) of 5 by 2030.

The core principles are: creating safe work environments, promoting preventive behavior, identifying and reducing risks, and ensuring compliance with all regulations.
The Safety Program also strengthens international cooperation: By sharing best practices, consolidating global standards, and establishing shared communication structures, we can create a culture that prioritizes prevention and learning from one another.

Through to the end of 2026, our focus will be on intensifying international dialogue, establishing global standards, and promoting initiatives that boost motivation and appreciation in occupational health and safety. These steps provide our foundation for a sustainable safety culture that protects our employees and ensures our organization is prepared for the future.

Health in focus

Refreshing activities for body and mind

Health is a central component of our corporate culture – and a key element of sustainable business development. In Augsburg, the women's health project, continued in collaboration with BARMER, was expanded in 2025. It included assertiveness and self-defense classes with kung fu grandmaster Marc Schulin, as well as an inspiring motivational workshop led by former world boxing champion Ina Menzer, which promoted physical activity, mental strength, and a sense of community.

At the same time, we are increasingly focusing on the needs of our male colleagues as well. To mark International Men's Health Day in November, a keynote on men's health was held, and for the first time, de-escalation and self-defense courses specifically for men were offered. The training sessions provided practical strategies for safety, self-protection, and mental resilience – aspects that are also crucial for wellbeing and long-term performance in the workplace.

Our goal remains clear: a work environment where everyone feels safe, supported, and empowered – both physically and mentally.

Product safety and quality

Product safety and quality are our top priority. They are central to our responsibility toward customers, partners, and society. As a manufacturer of complex technical systems used in demanding applications around the world, we ensure that our products are safe and reliable, and designed, manufactured, operated, and maintained to the highest standards.

We ensure consistently high safety and quality standards – from development and production through to customer use. We avoid risks to people, property, and the environment, ensure customer satisfaction, and enable the safe and efficient operation of our equipment throughout their entire lifecycle.

To this end, we rely on clear internal guidelines and processes within our integrated management system, which complies with international standards such as ISO 9001 as well as industry-specific requirements. As early as the design phase, we systematically assess potential hazards and quality risks and take them into account when selecting materials, components, and technical concepts. Safety analyses, quality checks, and risk assessments are integral to our processes from the very beginning. All of our production sites are triple-certified in accordance with the standards mentioned. In 2025, our German sites were also awarded ISO 50001 certification. All our certificates can be viewed **here**.

We know that potential safety or quality issues can have serious consequences. That is why we have a zero-tolerance policy toward risks and engage in active monitoring and risk management.

It is also important to provide our customers with transparent information. We provide user manuals, maintenance instructions, and safety-related documentation in clear and practical formats. We also offer training courses for employees and customers to ensure the safe use of our products.

Certificates for production sites

	2025	2024	2023
Site with ISO 9001	12	12	12
Site with ISO 45001	12	12	12
Site with ISO 14001	12	12	12
Site with ISO 50001	4	-	-

CE-COO Meeting 2025

A shared focus on product safety and the Machinery Directive

Our annual CE-COO meeting took place in Augsburg in November. The event brought together 32 product safety and CE coordinators from twelve production sites, who engaged in an in-depth discussion about current regulatory challenges and the European Union's new Machinery Directive. This replaces the old Machinery Directive and establishes a binding, EU-wide harmonized legal framework on machine safety, digitalization, and cybersecurity.

The focus was on expert presentations on product safety, product liability, and the legal requirements for new technologies – key considerations when it comes to bringing complex products to market safely and in compliance with the law. The discussions highlighted how important a cross-site approach is for successfully implementing the new guidelines and ensuring quality in the long term.

In the end, everyone agreed: Together, we will meet the regulatory requirements of the new Machinery Directive and further enhance the safety of our products, thereby living up to our own commitment to responsible conduct and sustainable business practices.

Everllence PS/CE Coordinators

Society and supply chain

As a manufacturing company, we have a significant responsibility for human rights and the environment – both in our supply chain and within our own operations. We meet this responsibility by complying with our own voluntary commitments, legal requirements, and international standards in environmental protection, human rights, and occupational safety. These are firmly rooted in our strategic mission and guide our actions. We implement them through targeted programs, management systems, and initiatives.

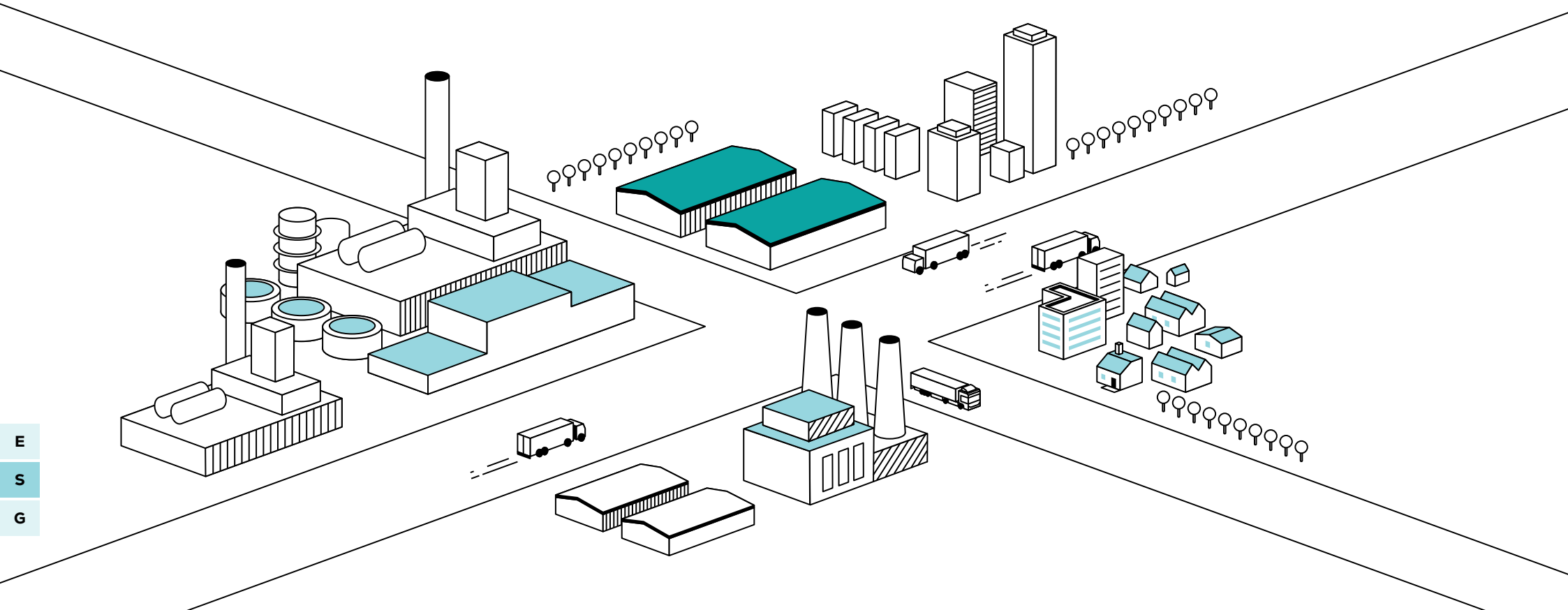
Since Germany's Supply Chain Due Diligence Act (LkSG) came into force on January 1, 2023, our supply chain activities have been governed by new legal requirements. The law imposes stricter requirements on companies regarding environmental protection and human rights along the entire supply chain – both externally and internally. To address these challenges, we have established a structured risk management framework consisting of four phases (Evaluate, Prevent, Detect, React) as well as an anti-corruption check.

Responsibility in the internal supply chain

When it comes to our own internal business, we generally take a much broader view of our obligations than is required by law in many respects. Our integrated management system (IMS), which comprises the three standards of quality management, environmental management and occupational health and safety, forms the strategic framework for our measures in our internal business. All our production sites are certified.

Here, too, we are developing the requirements we place on ourselves and thus making more and more effort: for example, since 2021, we have also been using a new Compliance Management System Health, Safety and Environment (CMS-HSE), which has expanded our environmental protection and occupational safety requirements to include additional aspects and established a standardized, transparent process that can be used to report suspected irregularities quickly and effectively if necessary.

Our Code of Conduct (CoC), which all our employees must abide by, plays an important role. Its comprehensive information, such as on human dignity and environmental protection, as well as the practical examples it contains, make the CoC a valuable aid in everyday working life. The fact that there is mandatory training on the CoC for all employees, which can be completed either online or in person, also underlines just how central a role the CoC plays.



Responsibility in the external supply chain

Our supply chain includes approximately 15,000 active companies in some 80 countries and is an essential part of our value creation. As such, we bear a significant responsibility for ensuring human rights are respected and the environment is protected throughout this chain.

In particular, following the introduction of the Supply Chain Due Diligence Act, we have been able to significantly increase transparency in our supply chain. To fulfill our due diligence obligations, we have established binding guidelines such as the Code of Conduct for Suppliers and Business Partners. This sets out clear expectations regarding human rights and environmental standards. In addition, we conduct regular risk assessments and training sessions to ensure compliance. We submit an annual report to the relevant federal agency (reporting requirement waived from 2026) and publish our human rights mission statement.

The risk analysis is conducted systematically, using industry and country indicators, among other things, to assess potential risks. Suppliers with high risk exposure are thoroughly assessed in collaboration with an external partner using self-assessment questionnaires and then rated using a traffic-light system. The results of these analyses serve as the basis for risk mitigation measures (e.g., training for suppliers) and have been incorporated into our procurement processes since 2023.

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15,000

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80

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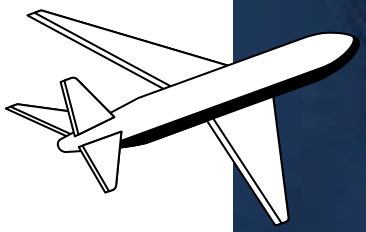
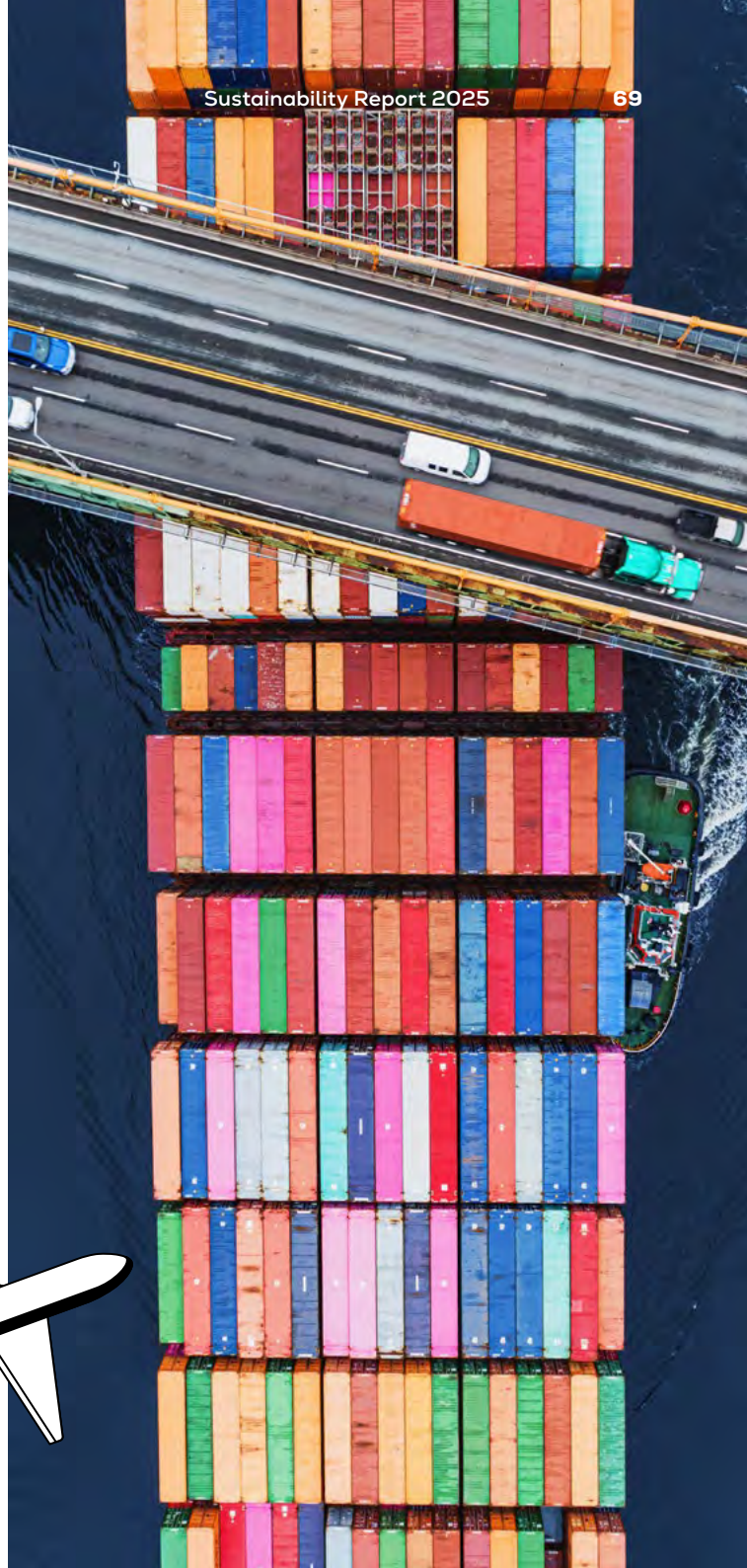


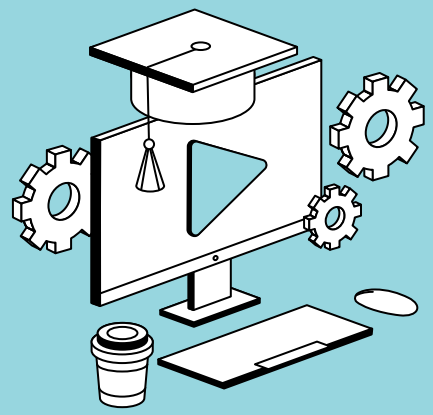


Raising awareness – training as the key

Training and awareness-raising in Purchasing

A key factor in implementing the decarbonization strategy is training our purchasing staff, as they serve as communicators and advocates for our sustainability strategy within the supply chain. By 2025, therefore, all employees in this area will have completed mandatory training on the topic of "decarbonization in the supply chain." Regular training sessions foster a shared understanding, raise awareness of the issue, and provide practical support for communicating with suppliers. In addition, an internal website was set up to centralize all relevant information and training materials for our purchasers. The visibility and integration of this topic into day-to-day work is further supported by various communication initiatives, such as email circulars and posters, within the purchasing organization.

We have also launched our Sustainability Ambassador Network. This consists of designated representatives from all purchasing departments, who serve as internal advocates. This is how we ensure that relevant information, ideas, and initiatives are shared with every department and put into practice there. The network strengthens communication and serves as an active channel for discussing challenges and best practices related to sustainable procurement. Regular meetings promote dialogue and support the ongoing development of sustainability initiatives.



Social commitment

Our goal is to promote the wellbeing of the community, both for the people in our immediate surroundings and for society at large. We demonstrate this commitment through a wide range of projects and partnerships with nonprofit organizations, social institutions, and local initiatives. We support programs that open up new opportunities for disadvantaged groups, promote environmental initiatives, and participate in fundraising campaigns and educational programs that shape the future. In doing so, we place great emphasis on long-term impact and sustainable structures. Our measures are designed not only to provide targeted assistance, but to bring about lasting change as well.

Our employees are also a key part of our social commitment: We create opportunities for volunteer participation – for example, through corporate volunteering, fundraising campaigns, or by supporting new ideas. This is how we foster a culture of shared responsibility and promote social awareness in our daily work.

Our commitment reflects our values and is firmly rooted in our corporate culture.

This helps us strengthen our ties to our community and demonstrate that sustainable business practices always involve social responsibility. Because our goal is not only to be economically successful, but also to make a real difference – toward a more just, diverse, and sustainable society.

Closeness, pride, and solidarity

People, technology, and fun at the "Family Day" and the summer parties

Experience what makes Everllence special: on June 28, 2025, around 12,000 visitors - employees along with their families and friends – took advantage of this opportunity at the Augsburg site. Our factory site was transformed into an experience-filled space for people of all ages – featuring spectacular stage shows, engine starts, and interactive tours of the assembly halls, museum, and training center, as well as information booths, technology stations, and live music.

More than 600 dedicated colleagues supported the event, both in the lead-up and on the day, on stage and behind the scenes, ensuring that everything ran smoothly and creating an atmosphere that clearly demonstrated the strong sense of team spirit among the staff and their identification with the company, its values, and its products. The feedback was overwhelmingly positive: "It's like a hands-on technology forum," as one visitor put it. While Oberhausen and Berlin also hosted family days in summer 2025, there were summer parties at other sites, such as Denmark, India, and France, where people were invited to a big beach party. Everywhere, the focus was on connection, appreciation, and pride in what we do, as well as the solidarity of our strong international community.

These events thus make an important contribution to our commitment to social sustainability: internally, they strengthen the sense of community among our employees; externally, they bring our company and complex technology to life. In short, they open doors – both literally and figuratively.

Plastic Fischer and Everllence

Clean rivers partnership

Stopping plastic waste before it reaches the ocean – that's Plastic Fischer's mission. Since 2019, the environmental startup has been using its own simple "Trashbooms" to remove plastic from rivers in India and Indonesia. Over 2.73 million kilograms have already been collected – with added social value: 91 employees receive fair wages, health insurance, and opportunities for their families.

We have been sponsoring Plastic Fischer since 2025. Our shared goal: to protect the environment and raise awareness of plastic pollution in the countries concerned. The partnership is initially set to last three years and provides Plastic Fischer with planning certainty for new projects. In Bengaluru and Vadodara, 500 tons of plastic are expected to be removed during this period, and 25 new jobs created. At the first cleanup event, more than 70 Everllence employees pitched in on-site – a demonstration of responsibility in action making a visible difference. More cleanup initiatives like this are planned.

Our partnership with Plastic Fischer is a key component of our sustainability mission, "Moving big things to zero" – and demonstrates how sponsorship can combine environmental and social considerations and make a measurable difference.

"We're not saving the world, but we are changing the way many people think."

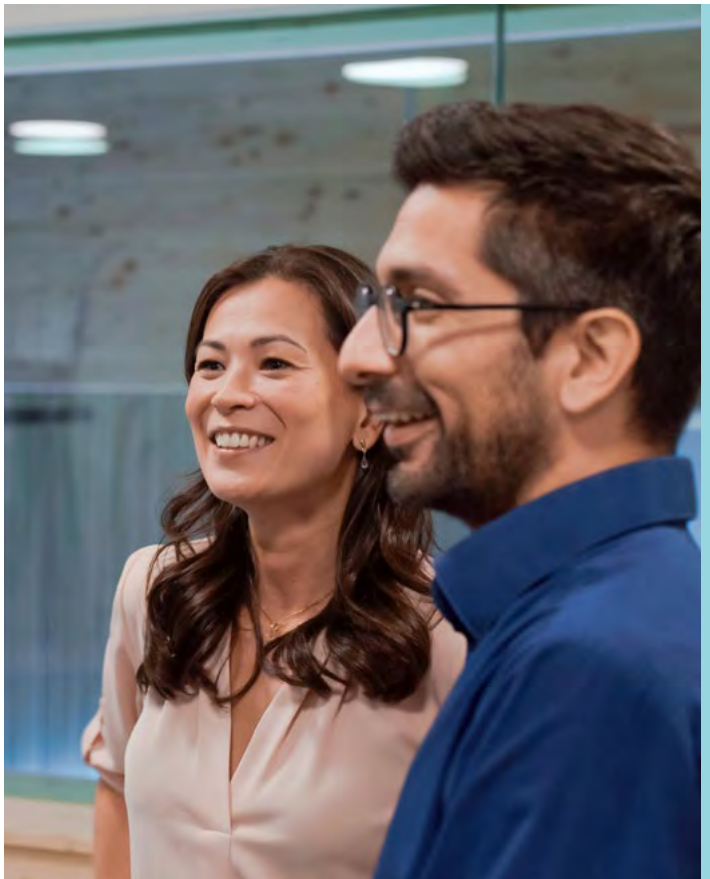
Karsten Hirsch,
CEO of Plastic Fischer

Integrity and compliance

As a global company with diverse business divisions, we have a significant responsibility toward our customers, employees, investors, and the public. This includes complying with applicable laws at all times, upholding ethical standards, and acting with integrity. We meet all binding sustainability commitments and implement the relevant standards across the company.

A key element is our shared foundation of values, which is enshrined in the Code of Conduct. This is binding for all employees and provides an ethically grounded framework for compliant behavior. Practical examples support decision-making in day-to-day work. Business partners are subject to a separate Code of Conduct that clearly communicates our ethical standards. We expect our suppliers, partners, and their employees to act in compliance with the law, responsibly and with integrity.

Our group-wide integrity and compliance program also addresses white-collar crime – in particular corruption, money laundering, and antitrust law. The goal is to prevent violations (prevention), detect them early (detection), and respond appropriately (response and accountability).



Prevention:
The compliance organization promotes awareness of responsible conduct among employees, suppliers, and partners.

Detection:
We have established clear processes to identify, investigate, and promptly address internal violations of the law.

Response and accountability:
We consistently address violations and hold those responsible accountable. A “speak up” culture is essential in this regard: employees, customers, suppliers, and partners can report suspected cases anonymously and safely through a whistleblower system. Reports are reviewed confidentially by an independent body.

And what's more...

Apprentice awards at our Deggendorf site

Felix Loibl, Fabian Hinkel, Ralf Köberling, and Alexander Gramsch graduated with top honors and received awards from the Chamber of Industry and Commerce of Lower Bavaria. Andreas Eder was honored in the Bavarian State Parliament as Germany's top apprentice.

"The Future Belongs to You!": Girls' Day 2025 at four sites

In Augsburg, Oberhausen, Berlin, and Hamburg, we gave more than 70 schoolgirls an insight into technical careers. They took part in factory tours and workshops and had the opportunity to get hands-on and creative.

Nomination for the City of Oberhausen's Inclusion Award

In 2025, we were nominated for the City of Oberhausen's Inclusion Award. Every year, it honors a local business that is committed to helping people with health challenges participate in the workforce.

"Cycle to Work" campaign

Between early May and late August, 230 colleagues rode their bikes to work. In doing so, they covered 74,306 km and saved over 14.6 tons of CO_2 – about three tons more than the previous year.

"Innovation Day" 2025 in Berlin

On July 8, 25 participants from Berlin, Oberhausen, and Zurich gathered at "Innovation Day" to discuss the future of work. They covered topics such as AI, motivation, purpose, and idea management.

Making a difference together: Violence is not a private matter

As part of the UN's "Orange the World" campaign, we launched our international initiative "Stop Violence Against Women". At our German sites, for example, we offered information and courses on violence prevention and self-defense, among other things.

Reporting methods

Sustainability is an integral part of our corporate strategy. In our Sustainability Report, we publish key information on our sustainability activities, including aspects such as strategy, organization, initiatives, programs, management systems and targets.

This 2025 Sustainability Report is based on internationally established frameworks and regulatory requirements, with particular regard to the European Sustainability Reporting Standards (ESRS) in accordance with the Corporate Sustainability Reporting Directive (CSRD), the standards laid down in the Global Reporting Initiative (GRI, with reference), ESG sustainability ratings and the expectations of our stakeholders. As part of the Volkswagen Group, Everllence is a participant in the UN Global Compact, the world's largest initiative for sustainable corporate management.

Reporting period and boundaries

This report relates to activities carried out by Everllence in the 2025 financial year (January 1 to December 31, 2025). Any exceptions are marked as such. We report on our progress annually. As a rule, the report covers all Everllence business units and companies. Possible exceptions regarding the data pool used are marked (e.g. only production sites in scope). Minority shareholdings are not included in the report. To ensure comparability, the key performance indicators from previous years may be adjusted if necessary, and this will then be marked accordingly.

Data collection and reporting

Everllence uses an energy, environmental, and occupational safety information system to collect and analyze reports from all relevant sites in all relevant countries. The reporting criteria were determined depending on the size and type of site. Our production sites and larger branches report on the full range of parameters such as energy use, resource consumption and emissions. Smaller sites report on select parameters that are relevant for the respective site. Given the size and global presence of Everllence, data collection requires a distributed IT and data environment to be used. The non-financial data collected may comply with local rules and regulations that may differ from the reporting

requirements at overall company level. To ensure that non-financial reporting is consistent, the data collected is reconciled and adjusted to meet company-wide reporting requirements. All information presented in this report that is subject to significant data limitations is identified as such. To ensure data quality and preserve the value of information, we identify and assess data limitations in accordance with our internal policies. If necessary, e.g. for consistency reasons, this may include the exclusion of affected data sources. As a result, our figures may not be comparable with data published by other companies under the same or similar names. The key performance indicators presented are a continuation of those from previous years. Significant changes in data collection and in measurement methods concerning our sustainability performance are explicitly indicated in the respective key performance indicators. Subsequent corrections to estimates may result in deviations from the figures published in the previous year's report. All figures in the report have been rounded individually. This may lead to slight deviations when adding up. The use of the term "CO_2 emissions" in this report includes the consideration and identification of other climate-damaging greenhouse gases such as methane (CH_4). All CO_2 emissions figures in this report relate to CO_2 equivalents.

Report auditing

We have prepared our sustainability report in compliance with high quality standards. Everllence is also a subsidiary of Volkswagen AG. In addition to Volkswagen AG, the Volkswagen AG Sustainability Report includes all significant domestic and foreign subsidiaries that Volkswagen AG directly or indirectly controls. This includes Everllence. The consolidated Group Sustainability Report of Volkswagen AG is subject to a mandatory business audit by an independent auditing firm in accordance with the requirements laid down in the Corporate Sustainability Reporting Directive (CSRD).

Everllence

Everllence
86224 Augsburg, Germany
P + 49 821 322-0
info@everllence.com
www.everllence.com

Contact Person
Dr. Jan-Hauke Helmts
Sustainability Manager
jan-hauke.helmts@everllence.com

Karina Ussikov
Sustainability Manager
karina.ussikov@everllence.com

News and further information

Company website

Press releases

Sustainability

MAN Energy Solutions SE has been renamed Everllence SE. In addition, products under the "MAN" and/or "MAN Energy Solutions" brands are currently being phased out and rebranded as "Everllence." Since this is an ongoing process, any reference to "MAN" and/or "MAN Energy Solutions" actually refers to "Everllence". All information contained in this document is subject to change. It is provided for informational purposes only and subject to change without notice. The relevant data may vary depending on the specific project in question; it is reviewed and determined individually for each project. This depends in particular on the respective project's site-specific and operational conditions.
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