

SUSTAINABILITY REPORT

2025



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STATEMENT BY GROUP MANAGEMENT

DEAR CUSTOMERS, PARTNERS, EMPLOYEES, AND READERS,

Review

In fiscal year 2025, our focus was on embedding sustainable approaches even more firmly in our day-to-day operations. A key driver of this is the targeted expansion of our Impact Portfolio. The electrified fleet at Zeppelin Rental was further developed and expanded to include additional machines. At the same time, through the Cat Certified Rebuild Program, we are extending the lifecycles of Caterpillar construction equipment, thereby making a measurable contribution to resource conservation. With the successful testing of our first in-house mobile fuel cell power generation unit, practical applications of alternative, mobile energy technologies were also realized.

We are also setting clear priorities in research and development. Projects such as the sustainable construction site container or the "DevEI" project for the devulcanization of scrap tires demonstrate how we are implementing the concept of the circular economy through technology while simultaneously reducing emissions. In this way, we are actively shaping the transformation of the construction and recycling industries.

At the same time, we have made further progress in reducing our own environmental footprint. Energy-efficient renovations, the expansion of renewable energy, and the electrification of our vehicle fleet are central elements of our decarbonization strategy. The pilot operation of battery-electric and hybrid service vehicles at the Leipzig Service Center exemplifies our commitment to implementing sustainable solutions even in operationally challenging areas.

To effectively manage sustainability, we have further improved the data infrastructure across the Group. The digital, monthly collection of energy and emissions metrics creates transparency and enables targeted management of measures. The quality of this approach has been externally validated, including through very good EcoVadis ratings.



Social responsibility remains an integral part of our identity as a foundation-owned company. In fiscal year 2025, we continued to maintain a high level of social engagement. The total amount of donations across the Group amounted to 2,758 TEUR and supported numerous social, charitable, and regional initiatives. A prime example of this is our long-standing support for the organization "Home from Home," which accompanies and supports families of seriously ill children facing difficult life situations.

Outlook

The integration of PEPP Group B.V., acquired on June 1, 2025, with approximately 2,000 employees from 22 companies in five countries, represents a significant change for the Zeppelin Group. To continue setting the right priorities in our sustainability management, we will review our CSR targets and update our double materiality assessment. We will consider the simplified ESRS standard, with a particular focus on the newly acquired companies. Against the backdrop of the expanded corporate structure and increased emissions, the target for greenhouse gas neutrality in Scopes 1 and 2 was adjusted from 2030 to 2035 during the current fiscal year 2026 to continue ensuring ambitious yet realistically achievable conditions.

At the beginning of 2026, Zeppelin introduced an internal CO₂ pricing system for the first time. Additionally, sustainability targets have been integrated into the management compensation (Long-Term Incentive Program) for selected managing directors. This promotes climate-friendly decisions, reduces long-term risks associated with future CO₂ costs, and prepares us early for regulatory requirements, aligning with our commitment to responsibly combining economic and environmental goals.

On behalf of the Group Management

Matthias Benz, Christian Dummer, Marc de Groen, Alexandra Mebus

EXECUTIVE SUMMARY

KEY POINTS AT A GLANCE

Our Identity

As a company owned by a foundation, the Zeppelin Group is committed to the principle of infinity and assumes responsibility in the areas of society, the economy, and the environment. For Zeppelin, sustainability is an integral part of corporate strategy and business decisions. It helps ensure long-term stability, address risks early on, and develop sustainable solutions for the future together with our customers.

Impact Portfolio: Solutions with Added Value

Zeppelin's mission is to drive sustainable transformation in our industries. To this end, we are continuously expanding our Impact Portfolio, which offers products and services that deliver added value for the environment, the climate, our employees, and our customers. One example of this is the electrification of Zeppelin Rental's fleet, which was expanded in fiscal year 2025 and now ranges from fully electric mini excavators to electric dump trucks and wheel loaders, all the way to high-performance electric telescopic forklifts. In addition, more and more customers, such as Schwinger Granit from Nittenau, are relying on the professional refurbishment of their Caterpillar construction machinery through our Cat Certified Rebuild Program, thereby conserving resources and extending the service life of their machines. At the same time, Zeppelin unveiled its first in-house mobile fuel cell power unit in mid-2025 and has already successfully tested it in the field—a milestone for mobile, hydrogen-based power supply on construction sites, in shipping, and beyond.

Research and Development: Focus on the Circular Economy

As part of a project funded by the German Federal Ministry for Economic Affairs and Energy, Zeppelin is working with partners to develop a sustainable construction site container. Through a modular design, reusable materials, and integrated energy systems, the project aims to reduce emissions, conserve resources, and consistently implement the POLICIES of the circular economy. At the same time, Zeppelin is working on the "DevEI" project to develop an innovative microwave process for the environmentally friendly devulcanization of scrap tires. The goal is to drastically reduce greenhouse gas emissions and return valuable materials to the production cycle. Both research projects demonstrate that Zeppelin is actively shaping the future of construction and recycling through the circular economy—in a resource-efficient, low-emission, and technologically pioneering way.

Consistent Decarbonization

On the path to greenhouse gas neutrality, the Group is pursuing a clear strategy: energy-efficient retrofitting of its owned properties, switching to green electricity, and the ongoing electrification of its vehicle fleet. One challenge in this regard is converting service vehicles to zero-emission operation, as these vehicles must be constantly ready for use and capable of covering long distances while carrying heavy loads. A prime example of progress in this area is the Leipzig Service Center, which replaced diesel-powered service vehicles with purely battery-powered vehicles and one hybrid vehicle in fiscal year 2025. By 2030, 30 percent of service vehicles are to be converted to battery-electric powertrains, and by 2045, all service vehicles are to be fully converted.

Optimization of Data Management

In preparation for the upcoming "Corporate Sustainability Reporting Directive" and to actively manage sustainability performance, Zeppelin has been recording non-financial metrics such as energy consumption and emissions monthly via centralized software since July 2025. The goal is to respond more quickly to changes, evaluate measures, and conduct cost-benefit analyses. A key component of this effort is the installation of smart meters, which enable automated consumption tracking at the site level. During the fiscal year, the retrofitting of German sites continued, and installation was expanded to select international sites.

Recognized Sustainability Performance

During the reporting year, five companies within the Zeppelin Group were assessed by EcoVadis in the areas of environment, labor and human rights, ethics, and sustainable procurement. Zeppelin Power Systems GmbH, like Zeppelin Rental GmbH the previous year, advanced to the highest Platinum rating and is thus among the top 1 percent of the more than 150,000 companies assessed worldwide. All other companies were able to match their results from the previous year. An overview of Zeppelin's EcoVadis awards:

- Platinum: Zeppelin Rental GmbH (01/2026), Zeppelin Power Systems GmbH (02/2025)
- Silver: Zeppelin Systems GmbH (09/2025)
- Bronze: Zeppelin Baumaschinen GmbH (03/2025)

The investment-grade rating from Creditreform Rating AG, which has been confirmed since 2017, underscores the Group's financial stability. For 2025, Zeppelin was rated BBB+ with a stable outlook.



PROGRESS

Topic	Target ¹	Target value ¹	Status / Development ¹
ENVIRONMENT			
E1 Climate Change ➤ Climate change mitigation	Greenhouse gas neutrality (Scope 1+2) by 2030	0 t CO ₂ e (*)	43,890 t CO ₂ e 38,752 t CO ₂ e (*) ➤ Change from the base year (*): -5,727 t CO ₂ e (-12.9%) ➤ Change from the previous year (*): 500 t CO ₂ e (1.3%)
	Interim target: -46% GHG emissions (Scope 1+2) by 2027 (base year 2022)	24,019 metric tons of CO ₂ e (*)	
E1 Climate Change ➤ Energy	Reduction in the company's own energy consumption (excluding mobility) by 9.5% per 1 million euros in revenue by 2027 (base year 2022)	19.3 MWh/EURm (*)	18.7 MWh/EURm (*) ➤ Change from the base year: -12.2%
	Interim target: Reduction in electricity and heat consumption by 1% per year	70,796 MWh (*)	70,483 MWh (*) ➤ Change from the previous year: -1.4%
E3 Water and Marine Resources ➤ Water withdrawal	Reduce our own freshwater withdrawal by 30% by 2030 (base year 2022)	102,728 m ³ (*)	128,407 m ³ (*) ➤ Change from the base year: -18,347 m ³ (-12.5%) ➤ Change from the previous year: 6,150 m ³ (5.0%)
	Reduce our own freshwater withdrawal by 17.2% by 2027 (base year 2022)	121,512 m ³ (*)	
SOCIAL			
S1 Zeppelin's Workforce ➤ Secure employment	Maintain average length of service at a stable level	≥ 9.3 years	10.3 years ➤ Change from the previous year: 0.3 years (3.0%)
	Maintain the voluntary resignation rate at a low level	≤ 7.5%	5.4% ➤ Change from the previous year: -11.5%
S1 Zeppelin's workforce ➤ Health and safety	Maintain the health rate at a high level	≥ 95%	95.9% ➤ Change from the previous year: 0.3%
	Reduction in work-related accidents (Vision Zero)	0 work-related accidents	201 work-related accidents (*) ➤ Change from the previous year: 6 (3.1%)
S1 Zeppelin Workforce ➤ Diversity	Increase in the proportion of women relative to the total number of employees (individuals)	20.0%	17.0% ➤ Change from the previous year: -5.0%
GOVERNANCE			
G1 Corporate Governance ➤ Compliance	Ensuring a high training rate for all employees in the area of compliance	≥ 90%	87.8% (*) ➤ Change from the previous year: -2.9%

(*) Excluding the consolidated PEPP Group B.V.

¹ Targets and baseline figures exclude the companies of PEPP Group B.V. (PEPP) that were consolidated in the reporting year; Targets will be reviewed and redefined in the 2026 reporting year; Data on greenhouse gas emissions, length of service, self-termination rate, health rate, and proportion of women are already reported inclusive of PEPP; data on water, work-related accidents, and compliance are reported exclusive of PEPP.

HIGHLIGHTS

ELECTRIFICATION AND DIGITALIZATION AS LEVERAGES FOR DECARBONIZATION

Electrification is a key component in the decarbonization of construction sites. To this end, Zeppelin Rental is continuously expanding its rental portfolio to include electrified machines and solutions. During the reporting year, the offering was expanded in a targeted manner: In addition to several electrically powered machines from Caterpillar, such as the CAT 906e wheel loader, fully electric wheel dumpers, electric skid-steer loaders, mobile battery storage systems, and air-to-air heat pumps for temporary use on construction sites and in modular units were integrated into the portfolio. As a result, SBU Rental covers an ever-expanding range of low-emission applications—from traditional construction sites to temporary infrastructure.

Low-Emission Construction Sites in Sensitive Areas

One example of how these solutions work in practice is a CO₂-reduced fiber-optic construction site in a water protection area in Essen. There, construction site operations were fully electrified—including a battery storage system as the central energy source and fully electric construction machinery. The use of diesel technology was ruled out, which significantly reduced both emissions and noise pollution.

Digital Solutions for Reducing Emissions in Customer Projects

In addition to the electrification of machinery and energy supply, Zeppelin Rental specifically relies on digital solutions to measurably reduce emissions in customer projects. A key example is intelligent alternating traffic control in the area of construction site and traffic safety. Through the demand-based, digitally controlled use of traffic lanes, traffic flow at construction sites can be significantly improved and traffic jams effectively avoided.

The effectiveness of this approach was scientifically confirmed during the reporting year: In a consortium study conducted with the Institute of Road Engineering and the Center for Building and Infrastructure Engineering at RWTH Aachen University, the CO₂ impact of an alternating traffic control system implemented by Zeppelin Rental was compared with that of a conventional construction site traffic management system. The result: Over the course of the project, a total of approximately 12,600 metric tons of CO₂ was saved—equivalent to about 4.7 million liters of diesel.



Fiber-optic construction site in a water protection area: Electric-powered machinery and battery storage systems from Zeppelin Rental enable construction site operations under strict environmental regulations



Intelligent alternating traffic management from Zeppelin Rental: Digitally controlled traffic management reduces traffic congestion and lowers CO₂ emissions at construction sites



Inauguration of the fuel cell power generator from Zeppelin Power Systems: The hybrid PEM demonstrator combines a fuel cell with battery storage and enables an emission-free, decentralized power supply



Zeppelin Power Systems' PEM demonstrator in practical use

A NEW APPROACH TO DECENTRALIZED ENERGY: FUEL CELL SOLUTIONS FROM ZEPPELIN POWER SYSTEMS

The energy transition requires new solutions—especially in areas where electricity has traditionally been generated primarily by diesel-powered generators. In the 2025 reporting year, Zeppelin Power Systems took an important step toward emission-free, decentralized energy supply and consistently expanded its activities in the field of fuel cell and storage systems.

Market-ready fuel cell technology as a result of targeted development efforts

The focus is on a hybrid fuel cell power generator based on a PEM fuel cell, combined with a high-performance battery storage system. The system generates electricity from green hydrogen locally, quietly, and emission-free. After approximately three years of development work, the so-called PEM demonstrator was successfully further developed in 2025 into a fully functional fuel cell power generator and officially inaugurated at the Hamburg site. This marked the successful transition from development to near-market application.

Successful Deployment Under Real-World Operating Conditions

The technology's capabilities were demonstrated in practical use at a major event in northern Germany. There, the system reliably supplied electricity—completely emission-free—to infrastructure, lighting, and cooling systems. This deployment highlights the potential of fuel cell technology as a sustainable alternative to fossil fuels in temporary applications.

Integrated Solutions for Customers and Contribution to the Group's Strategy

Zeppelin Power Systems takes a holistic approach: Customers receive integrated solutions comprising fuel cells, battery storage, and accompanying services. In this way, the company actively supports its customers in reducing greenhouse gas emissions while also making an important contribution to the Zeppelin Group's sustainability strategy.

REBUILDS: A SIGNIFICANT CONTRIBUTION TO THE CIRCULAR ECONOMY

Professional rebuilds are a key lever for conserving resources in heavy machinery applications. Through the Cat Certified Rebuild Program, Zeppelin enables the comprehensive refurbishment of construction machinery and significantly extends its service life.

Proven Practice Among Customers

One example is the complete rebuild of a Cat 775 dump truck at Schwinger Granit during the reporting year: After approximately 20,000 operating hours, the machine underwent a complete technical overhaul and was brought up to current standards—including a new serial number and warranty. This allowed the machine to continue being used efficiently in raw material extraction.

A Sustainable Alternative to New Purchases

Rebuilds follow a clearly defined industrial process involving several hundred tests and the use of original and remanufactured parts. They conserve raw materials, reduce waste, and lower emissions—while maintaining high performance. These are good reasons why customers in the construction, raw materials, and infrastructure sectors are increasingly choosing Rebuilds as an economical and environmentally friendly alternative to purchasing new equipment.



Ready for a second life: The fully rebuilt Cat 775 dump truck being handed over to Schwinger Granit at the Nittenau quarry—an example of the circular economy in action

FRIEDRICHSHAFEN PRODUCTION SITE: FOCUS ON ENERGY EFFICIENCY AND SELF-SUFFICIENCY

The Friedrichshafen site is a key lever in Zeppelin Systems Deutschland's sustainability strategy: approximately 69 percent of the company's energy consumption and 60 percent of its CO₂ emissions are attributable to this site. Accordingly, measures to save energy and reduce emissions were consistently implemented in 2025.

Modern Insulation and Photovoltaics as Building Blocks of the Transformation

The installation of four photovoltaic systems with a total capacity of 1,557 kilowatt-peak enables the site to cover up to 50 percent of its electricity needs. At the same time, the energy-efficient renovation of the Ludwig-Dürr Hall was completed through optimized insulation and the refurbishment of 8,000 square meters of hall walls. The result: approximately 54 percent less heat consumption in 2025 compared to previous years. This marked a key milestone in improving energy efficiency during the reporting year and, at the same time, represented a significant step toward greater self-sufficiency with renewable energy.



Ludwig-Dürr production hall in Friedrichshafen: A facade-integrated photovoltaic system with 1,280 glass-on-glass modules contributes to the energy-efficient building envelope and supports the self-generation of electricity at Zeppelin System's plant engineering site

IMPACT PORTFOLIO

Product / Service	Sustainability criterion	Description	Strategic Business Unit (SBU)
Caterpillar Certified Rebuilds	Lifecycle extension	Zeppelin's Certified Rebuild program doubles the service life of Cat machines. This prevents emission-intensive manufacturing, reduces the consumption of raw materials and resources, and saves on landfill costs.	Construction Industry & Mining
Caterpillar Remanufacturing	Lifecycle extension	As part of the Cat-AT program, returned used parts that still retain value are thoroughly remanufactured, restored to like-new condition, and put back into service. As a result, the Cat Remanufacturing program at Zeppelin reduces emissions and resource consumption.	Construction Industry & Mining
Premium Pre-owned Engines & Gensets	Lifecycle extension	Under the Zeppelin used power brand, used and remanufactured power units are offered worldwide. Reuse results in lower greenhouse gas emissions and saves materials and energy that would otherwise be required to manufacture new power units. Nearly the entire Cat product portfolio can also be equipped with an SCR system for exhaust gas treatment, thereby meeting the IMO Tier III and EPA Tier 4 emissions regulations.	Power Systems
Large heat pumps	Optimization of energy consumption	Heat pumps are climate-friendly, fossil fuel-independent, and highly efficient. They enable the recovery of heat for heating buildings and providing hot water. Retrofitting a CHP unit with a heat pump increases efficiency by making better use of waste heat. Combining them with renewable energies reduces costs and greenhouse gas emissions. Zeppelin serves as a general contractor for the realization of customer-specific projects.	Power Systems
Efficient Cat engines	Optimization of energy consumption	The Cat C13D is more powerful, more fuel-efficient, quieter, and certified worldwide for all emission standards. By utilizing state-of-the-art technology, fuel savings of up to 10% can be achieved. The Cat C13D is also compatible with alternative fuels such as HVO.	Power Systems
XE drives and electric machines	Conservation of resources	The so-called XE drivetrains are particularly efficient thanks to their hybridization with an electric drive. Caterpillar also already offers fully electric machines, or those are set to be launched on the market shortly.	Construction Industry & Mining
Zeppelin Repair Center	Conservation of resources	Thanks to the work of the Zeppelin Repair Centers, components can be reused, thereby reducing greenhouse gas emissions and waste. In addition, consumption of fresh water, energy, and raw materials is reduced.	Construction Industry & Mining
Rental + Sharing Economy	Conservation of resources	Zeppelin's Rental+ app reduces the number of transport trips required to deliver and remove construction machinery and equipment to and from a job site. This is achieved by providing a pool of machinery on-site. This pool can then be accessed across companies, easily via the app.	Rental
Tire recycling	Conservation of resources	The goal of tire manufacturers is to produce tires made from 100% sustainable raw materials by 2050. In 2023, Zeppelin System founded the Zeppelin Sustainable Tire Alliance with technology partners to support this goal. All partners complement each other technologically and are jointly developing new technologies.	Plant Engineering
Plastics recycling	Conservation of resources	Zeppelin Systems excels in many areas of the recycling process: ▪ Integrated process design for bulk material processing ▪ Material handling, homogenization, separation, deodorization, mixing, and dosing ▪ International network of experts and technology partners ▪ Mechanical, solvent-based, and chemical recycling	Plant Engineering
Digital solutions – AEC	Reduction of failure and downtime	AEC (Active Equipment Connect) is Zeppelin Power Systems' comprehensive solution for collecting and digitizing engine and plant data. AEC helps extend the service life of engines and plants while reducing their fuel consumption and emissions. Imminent failures can be detected early and prevented thanks to continuously available data. By digitally connecting and networking all engines and systems, fleet management is simplified and service calls can be planned proactively.	Power Systems
Ballast water treatment systems	Reduction of environmental and ecosystems impact	Ballast water is indispensable for modern shipping, as it ensures the balance and stability of unloaded ships. Zeppelin Power Systems offers shipyards and shipowners system solutions for ballast water treatment, ranging from complete	Power Systems

		planning, implementation, and delivery of customized modules to entire turnkey solutions. UV lamps neutralize small, potentially invasive organisms in the water. The self-cleaning filters remove larger organisms and particles.	
Holistic solutions	Reduction of emissions/defossilization, conservation of resources, increase in intensity of use	Zeppelin Rental's "ecoSolutions" umbrella encompasses both individual components and comprehensive solution packages. These include, for example, green electricity solutions (green power, energy management according to ISO 50001, PV consulting, mobile charging solutions), waste management, and modular space solutions.	Rental
Battery technology	Reduction of emissions/defossilization	Zeppelin Systems already has numerous market references from completed projects. Starting with mixing technology, Zeppelin can supply the entire material handling chain for battery production. Zeppelin Systems actively participates in partnerships and research projects to remain a key system supplier and expand the value chain in this rapidly evolving market.	Plant Engineering
Storage of CO₂	Reduction of emissions/defossilization	Reducing new carbon emissions alone will not be enough to stop global warming. New technologies such as carbon capture (Direct Air Capture, DAC) are needed. In this process, CO ₂ is extracted from the air and sequestered through a series of chemical reactions. The extracted CO ₂ can then be stored or further processed. Zeppelin Systems is a (partial) supplier for a large-scale DAC plant in the U.S. Zeppelin provides engineering services and the material-handling systems.	Plant Engineering
Solar panels and microgrids	Reduction of emissions/defossilization	A microgrid refers to the creation of a standalone, small-scale power supply network to which several different generation facilities and consumers are connected—with or without a connection to the public power grid. Zeppelin Power Systems offers various Cat photovoltaic modules, energy storage systems, and converters. Cat solar panels can be integrated into existing systems such as CHP plants or emergency power systems. Cat microgrids provide cost-effective electricity for both grid-connected and off-grid systems, enabling optimal delivery or storage of the respective energy sources.	Power Systems
Fuel cells – PEMFC power generators	Reduction of emissions/defossilization	A Proton Exchange Membrane Fuel Cell (PEMFC) is a low-temperature fuel cell typically used for mobile applications with dynamic loads. Zeppelin Rental and Power Systems are partners in the development and introduction of the fuel cell generator. This is a hybrid system that includes a battery and a control system. While Power Systems is responsible for development, design, and system integration, a pilot application is to be tested at Zeppelin Rental.	Power Systems, Rental
Alternative fuels	Reduction of emissions/defossilization	Many Cat engines can run on alternative fuels that produce fewer pollutants and greenhouse gases. These include biodiesel and HVO (hydrotreated vegetable oils), as well as, in the future, methanol and hydrogen. These, in turn, are considered key fuels for the decarbonization of the shipping industry.	Construction Industry & Mining, Rental, Power Systems

GENERAL INFORMATION

ESRS 2 GENERAL DISCLOSURES

BASIS FOR PREPARATION

ESRS 2 BP-1, BP-2

The scope of consolidation for this sustainability report corresponds to the scope of consolidation in the financial report (2025 Annual Report, p. 53 ff.). The companies included are listed in the appendix to this report. The companies of PEPP Group B.V., which was acquired in 2025, are highlighted in yellow in the appendix. These have not yet been fully incorporated into all metrics, which are indicated at the relevant points in the report.

The sustainability statement covers all aspects of the Group's own business activities as well as those of the upstream and downstream value chain that were identified as material in the 2024 Double Materiality Assessment (DMA). Below are some general notes related to the disclosure requirements of the European Sustainability Reporting Standards (ESRS):

- **Changes and omissions:** This sustainability statement of the Zeppelin Group was prepared based on the ESRS Standards (2023). Not all future disclosure requirements are currently met. An overview of the data points that have been met and those that are missing can be found in the appendix.
- **Time horizons:** The time horizons defined by the ESRS were used (short-term: up to one year; medium-term: one to five years; long-term: more than five years). Any deviations from these are indicated in the relevant sections of the report.
- **Value chain:** Due to the limited availability and accessibility of data regarding the value chain, no information has yet been provided on this topic. The focus is on non-financial indicators related to the company's own operations, which can be directly influenced. Where assumptions and estimates have been made, these are indicated at the relevant points in the report.

- **UN Global Compact:** As a sign of its corporate responsibility, the Zeppelin Group has been a participant in the UN Global Compact since 2016 and has thereby voluntarily committed to adhering to the ten principles and standards relating to human rights, labor standards, environmental standards, and anti-corruption standards. This sustainability statement also serves as a progress report for the UN Global Compact.
- **Shared locations:** At locations where multiple business models are represented, such as rental (SBU Rental) and sales/service (SBU Construction Industry & Mining), consumption figures are attributed to the larger company (typically CIM).

GOVERNANCE AND SUSTAINABILITY STRATEGY

ESRS 2 SBM-1, SBM-2, GOV-1 through 5, MDR-P, IRO-1, S1-1, S2-1.17, S2-2.22

COMPANY PROFILE

The Group's roots lie in the founding of the Zeppelin Foundation by Ferdinand Graf von Zeppelin in 1908. To this day, the Zeppelin Foundation is a direct and, through Luftschiffbau Zeppelin GmbH, indirect shareholder of the Group.

The Zeppelin Group offers comprehensive solutions in the fields of construction and mining, agriculture and recycling, drive and energy, and industry: from the sale and service of construction machinery and drive systems to rental and project solutions, engineering and plant engineering, and digital services. Zeppelin is represented in 29 countries worldwide with over 12,000 employees. In fiscal year 2025, the Zeppelin Group generated sales of 4.4 billion euros. The Group organizes its activities into four strategic business units (Construction Industry & Mining, Rental, Power Systems, Plant Engineering). Zeppelin GmbH is the holding company of the Group with its legal domicile in Friedrichshafen and headquarters in Garching near Munich. The business purpose of Zeppelin GmbH, as well as the business models, major product groups, and services of the SBUs, are described on page 36 of the 2025 Annual Report. The countries in which Zeppelin operates and the number of employees by country are listed under S1 – Targets and metrics.

Fiscal year	2024	2025
Total sales revenue (EUR million)	3,819.6	4,439.6
Employees (FTE ²)	10,079	11,839
Employees (number of people)	10,268	12,151

² Full-time equivalents

ADMINISTRATIVE, MANAGEMENT, AND SUPERVISORY BODIES

The Supervisory Board submits a report for each fiscal year, which is included in the annual report and published on the Zeppelin Group's website. Its composition is based on Section 7 of the German Co-Determination Act (MitbestG) and ensures an equal distribution of members between shareholder and employee representatives.

COMPOSITION AND DIVERSITY OF THE GROUP MANAGEMENT AND SUPERVISORY BOARD

Company body	Number of members	of which managing	Gender distribution	Member	Percentage of independent members of the management body
Supervisory Board	12	0	Women: 33% Men: 67%	SHAREHOLDER REPRESENTATIVES ▪ Simon Blümcke Chairman of the Supervisory Board and Mayor of the City of Friedrichshafen ▪ Dr. Reinhold Festge Partner at HAVER & BOECKER OHG ▪ Dr. Werner Pöhlmann Attorney, tax consultant, certified public accountant ▪ Prof. Dr.-Ing., Dr.-Ing. (hon.), Dr. h.c. Dieter Spath President and Chairman of the Board of TÜV Rheinland Berlin Brandenburg Pfalz e. V. ▪ Dr. Kristin Neumann Chief Financial Officer (CFO) of Brenntag SE ▪ Fanja Pon Chairwoman of the Supervisory Board, Pon Holdings EMPLOYEE REPRESENTATIVES ▪ Michael Richter Industrial Foreman, Chairman of the General Works Council of Zeppelin Systems GmbH ▪ Thomas Mann Human Resources Officer, Zeppelin Baumaschinen GmbH ▪ Carolin Bautzmann Representative of Senior Management, Director of Strategy & Excellence at SBU Rental ▪ Janine Heide Political Secretary of IG Metall Offenbach ▪ Ralph Misselwitz Field Service Supervisor, Chair of the General Works Council at Zeppelin Baumaschinen GmbH, Chair of the Group Works Council ▪ Frederic Striegler Second Representative of IG Metall Friedrichshafen-Oberschwaben	67%
Group Management	4	4	Women: 25% Men: 75%	▪ Matthias Benz Chairman of the Managing Board, Zeppelin Group; Master of Business Administration; Responsible for Group Development and Innovation, Internal Audit, Group Communications, and Business Continuity; SBU Construction Industry & Mining, SBU Rental, SBU Plant Engineering ▪ Marc de Groen Managing Director and COO, Zeppelin Group; Master of Business Administration; Responsible for IT/Digital Business Management, SBU Power Systems ▪ Christian Dummier Managing Director and CFO, Zeppelin Group; Certified Banking Specialist; Responsible for Finance, Controlling, Real Estate Management, Legal Affairs, Corporate Social Responsibility, and the Integrated Management System ▪ Alexandra Mebus Managing Director and CHRO, Zeppelin Group; Master of Business Administration, Degree in Social Education; Responsible for Human Resources, HR Development, Compliance and Data Privacy, Diversity	0%

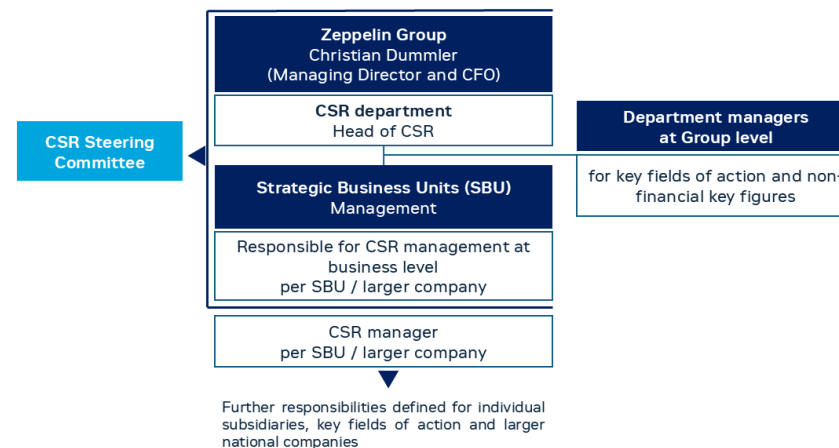
The Group Management and its Chairman are responsible for overall sustainability. The Group Management regularly reports to the Supervisory Board on sustainability issues. The CFO oversees the Zeppelin Group's CSR department, which establishes the company-wide sustainability strategy and overarching CSR goals. This department also monitors the effectiveness of measures, coordinates stakeholder management, and handles sustainability communication and reporting, and manages the development of CSR initiatives across the company. The Head of CSR regularly reports to the CFO on the current status of sustainability activities.

INFORMING THE GROUP MANAGEMENT AND SUPERVISORY BOARD ABOUT SUSTAINABILITY ISSUES

Company body	Information provided by	Frequency	Key sustainability issues addressed during the reporting period
Supervisory Board	Group Management	Three times a year	CSR progress and risk reports (including climate targets, energy-efficient renovations); HR issues (including executive compensation); regulatory requirements (CSRD/ESRS, EUT, LkSG); Green Loan
Group Management	Head of CSR	Monthly	Review and approval of the 2024 Sustainability Report; potential voluntary climate contribution via the voluntary carbon market to bridge gaps in achieving the 2025 GHG targets; introduction of internal carbon pricing; management compensation; fleet and HVO strategy; CSRD implementation/ESRS reporting; Group guidelines on sustainability and human rights; Responsibilities: LkSG, transfer of CSR responsibilities within the Group Management Board

At the group level, departmental managers are assigned to key areas of action. These managers drive the implementation of respective targets, analyze key performance indicators (KPIs), and implement measures to ensure target achievement. In each SBU, departmental responsibility for CSR is defined at the management level. CSR managers are appointed at the working level and regularly report to the central CSR department on the development of sustainability management in their SBUs. Larger Group companies have also appointed a contact person for CSR issues.

The CSR Steering Committee meets at least three times a year to discuss current priority topics, review the effectiveness of measures, and ensure continuous improvement in the individual areas and, thereby, Zeppelin's overall sustainability performance. It comprises the responsible Group Managing Director, the managing directors responsible for CSR at the SBU level, as well as the central CSR department and individual department heads.



CSR Organization within the Zeppelin Group

STATEMENT ON DUE DILIGENCE

Core elements of due diligence	Section in the sustainability statement
a) Embedding due diligence into governance, strategy, and business model	ESRS 2 (Due diligence)
b) Engaging with affected stakeholders in all key steps of due diligence	ESRS 2 (Due diligence, DMA)
c) Identifying and assessing adverse impacts	ESRS 2 (DMA) & all ESRS topics (IRO overview)
d) Taking action to address those adverse impacts	All ESRS topics (IRO management)
e) Monitoring the effectiveness of these efforts and communication	All ESRS topics (Targets and metrics)

The increasing complexity of legal requirements poses a challenge to the Zeppelin Group, which operates globally. However, we view the resulting development of our risk management and the progressive integration of human rights and environmental considerations into our processes as an opportunity. Zeppelin will only be economically successful in the long term if we are equally

committed to respecting human and environmental rights, both locally and globally. That is why we are committed to:

- respecting human and environmental rights in our own business activities and promoting these throughout our value chain in collaboration with our suppliers;
- a democratic social order and to the values of fairness, respect, transparency, as well as diversity and equal opportunity, regardless of age, gender, religion, ethnic origin, and sexual orientation;
- the fundamental rejection of violence, discrimination of any kind, incitement to hatred, excessive nationalism, and defamatory political discourse;

We are also committed to the following international standards:

- The UN Charter of Human Rights;
- The ten principles of the UN Global Compact, which Zeppelin joined in 2016;
- The International Covenant on Civil and Political Rights;
- The International Covenant on Economic, Social, and Cultural Rights;
- The ILO Core Labor Standards (= Conventions Nos. 29, 87, 98, 100, 105, 111, 138, 182, based on the principles of freedom of association and the right to collective bargaining, the elimination of forced labor, the abolition of child labor, and the prohibition of discrimination in employment and occupation), including the Protocol to Convention No. 29 concerning Forced or Compulsory Labor;
- The UN Guiding Principles on Business and Human Rights.

These commitments are reflected in Zeppelin's integration of guidelines and codes of conduct. These include the Declaration of Principles on Respect for Human and Environmental Rights, the Group Sustainability Policy, the Code of Conduct for Business Ethics and Compliance, and the Code of Conduct for Suppliers. These documents are described in the following section on central regulations. Additionally, the Group policy "Compliance" applies and is explained in more detail in the ESRS G1 Business conduct section.

Management teams at Group companies are responsible for implementing relevant regulations, communicating them to employees, and monitoring compliance. The Supervisory Board is responsible for monitoring, advising, and auditing the Group Management Board regarding these activities.

As part of the risk management and due diligence process, the Zeppelin Group conducts annual and ad hoc risk analyses of its business units and supply chains. Preventive measures are implemented simultaneously in the company's business area (e.g., training; see section G1, Business conduct) and with direct suppliers (e.g., contractual agreements on compliance with defined criteria). If violations of human rights or environmental obligations are identified, the company

takes appropriate remedial measures immediately to prevent, end, or minimize the extent of the violation.

RISK MANAGEMENT

as current operational, market-related, and legal requirements. Risk management is integrated into business and decision-making processes, aiming to identify, quantify, and report risks early on. The focus is on limiting identified risks, improving risk prevention, and avoiding risks that could endanger the company's continued existence. The opportunity and risk report in the 2025 Annual Report provides a thorough description of the Zeppelin Group's risk management system, internal audits, and controls (pp. 43 ff.).

Sustainability risks are monitored, assessed, and managed using the following processes:

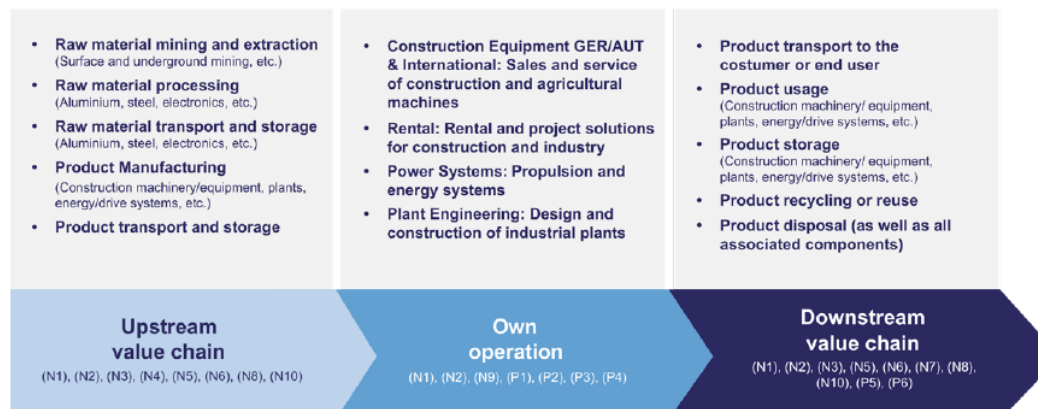
Risk process	Responsible
Risk Management System	Group Controlling & Accounting
One Pager: Quarterly assessment of potential sustainability risks and current developments	CSR department
Double Materiality Assessment: Analysis of sustainability risks for all ESG topics	CSR department
Climate Risk Analysis (see Section E1)	CSR department
Water Risk Analysis (see Section E3)	CSR department
Risk Analysis under the German Due Diligence Act (LkSG) (see Section S2)	CSR department & purchase department (subsidiaries)

Data collection for non-financial indicators is carried out in accordance with the dual-control principle via a central data platform. In addition, automated variance analyses and manual data checks are performed by the central CSR department. The most significant risks, mitigation strategies, and controls are presented in the following section, "Management of Impacts, Risks, and Opportunities."

As part of the annual audit, the effectiveness of the early risk detection system is reviewed, and the results are reported to the Supervisory Board. Based on the risk reports from Group companies, the Risk Panel prepares a quarterly report on the Zeppelin Group's risk-bearing capacity for the Group Management Board. In addition, reporting is conducted as previously described under "Informing the Group Management and Supervisory Board about sustainability issues."

VALUE CHAIN

Zeppelin's entire value chain encompasses a product's life cycle from raw material extraction to disposal and/or reuse, in order to bring a product or service from conception to delivery to the end customer.



Negative impacts	Positive impacts
(N1) GHG and pollutant emissions	(P1) Secure employment
(N2) Energy consumption	(P2) Health, Safety and Wellbeing
(N3) Air pollution	(P3) Training and skills development
(N4) Water pollution	(P4) Diversity and social cohesion
(N5) Water withdrawal/consumption	(P5) Protecting and restoring infrastructure and livelihoods (e.g. after floods, disasters)
(N6) Land use and change	
(N7) Soil sealing and land degradation	(P6) Renaturation
(N8) Species reduction	
(N9) Accidents	
(N10) Working conditions	

Risks	Opportunities
Costs for climate change adaptation (e.g. building protection, energy efficiency)	Resilience and reputation (e.g. by reducing climate risks)
Business model risks (e.g. loss, need for adaptation, location structures)	Sales (e.g. climate adaptation as a business model, example construction measures for flood protection)
Increasing operation costs (e.g. adaptation to environmental conditions, rising energy and CO ₂ prices)	New markets and products (e.g. renewable energies, alternative drives, climate-friendly products/services)
Increasing costs for insurance (e.g. due to extreme weather events, inadequate occupational health and safety)	Employer attractiveness (e.g. sustainability as a factor for retaining and recruiting skilled workers)
Production and supply chain risks (e.g. due to extreme weather events)	Employee health and productivity (e.g. lower fluctuation/absenteeism due to work-life balance)
Legal risks (e.g. liability claims/penalties due to environmental regulations, occupational health and safety)	Subsidies (e.g. promotion of renewable energies)
Reputational damage (e.g. due to accidents at work, poor working conditions)	Compliance (e.g. compliance with minimum standards)
Corruption and bribery (e.g. high financial costs and reputational damage)	

Significant impacts, risks, and opportunities along Zeppelin's value chain

As a dealer organization, our main activities in the upstream value chain are raw material extraction, product manufacturing, and raw material and product logistics. Trading and servicing Caterpillar products represent a significant proportion of the Zeppelin Group's business activities, establishing Caterpillar Inc. as the Zeppelin Group's most important business partner. Caterpillar's locations, including production sites, are listed on the company's website.

The portfolio of the respective SBU determines other products and services: The Rental SBU procures construction machinery, materials handling equipment, construction equipment, and heating and air conditioning technology for machine and equipment rental, among other things. It also procures materials and services for construction site equipment, construction site and traffic safety, room and sanitary systems, and construction logistics. The Plant Engineering SBU focuses on materials and components for mixing and silo system production. The Power Systems SBU is a leading provider of drive and energy solutions. More than 1,000 skilled staff provide highly efficient, durable customized system solutions with comprehensive services for industrial and marine applications, the oil and gas industry, rail vehicles, as well as power and heat generation. Digital products, system components and ready-made solutions for treating ballast water complete the portfolio. Additionally, a significant portion of the procurement volume consists of vehicles for the rental business and the company's own field service.

Procured goods and services also include expenditure for the organization's own needs and various services, such as energy supply, IT solutions, and consulting services. With the exception of the trading relationship with Caterpillar, German companies' procurement mainly takes place on national or Western European markets.

SUSTAINABILITY STRATEGY

As foundation-owned company, the Zeppelin Group is committed to the principle of infinity and aims to leave a planet worth living on for future generations. Zeppelin defines its corporate strategy based on the "GPS Strategy," which is designed to ensure continuous growth (Growth), outstanding performance (Performance), and sustainable stability (Stability) as its key pillars. Corporate Social Responsibility (CSR) is a core component of the Zeppelin Group's GPS strategy and ensures stability and future viability. At Zeppelin, the terms CSR and sustainability are used interchangeably and include the commitment to make an authentic long-term contribution to the environment and society based on the strength of our culture, while securing successful economic development.



Zeppelin Group GPS Strategy

Through our CSR strategy, we aim to be a driver of sustainable transformation in our industries. Our focus is on meeting the needs of our customers as they strive to become more sustainable.



Zeppelin Group CSR Strategy

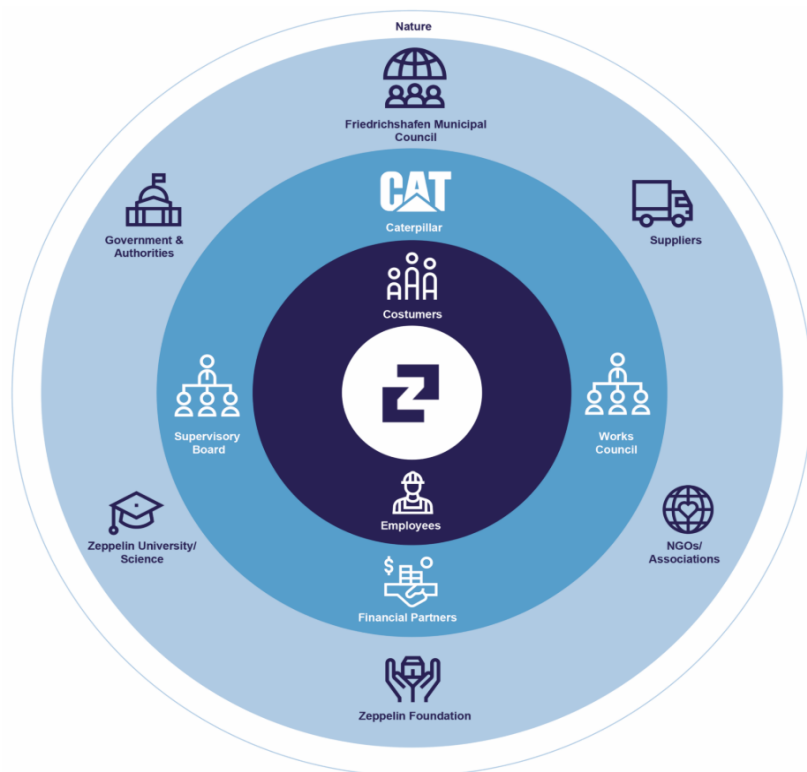
Zeppelin's sustainability strategy considers the United Nations' 17 Sustainable Development Goals (SDGs). These goals aim to promote sustainable economic, social, and ecological development worldwide. The following illustration shows the SDGs that are particularly important to Zeppelin and are aligned with its commitment to sustainability.



Zeppelin's contribution to the UN Sustainable Development Goals (SDGs)

STAKEHOLDER ENGAGEMENT

As a globally active company, it is very important for Zeppelin's business success to maintain an open and constructive dialog with all stakeholders. This helps to build trusting relationships, deepen partnerships and identify sustainability-related requirements for the company. Together with key stakeholders, relevant sustainability issues are identified for Zeppelin as part of the regular materiality analysis, their prioritization is evaluated and fields of action for continuous improvement are defined. The company's own workforce is involved in feedback processes both directly and indirectly via works councils (see also ESRS S1). An intensive exchange takes place at various levels with Caterpillar as the most important supplier and partner. The Supervisory Board is informed about sustainability management issues at regular meetings and directly by the Group Management.



Overview of key stakeholders of the Zeppelin Group

INTERESTS AND VIEWS OF KEY STAKEHOLDERS

Type	Stakeholder	Interests	Views
Internal	Works Council	Ensuring employee satisfaction	▪ Consultation and integration in relevant projects ▪ Safeguarding the right to co-determination in relevant decisions
	Employees	▪ Ensuring satisfaction employee ▪ Maintaining and enhancing employer attractiveness	▪ Involvement in relevant decision-making processes ▪ Open and transparent communication ▪ "Living" the company's values and fostering an open corporate culture ▪ Sharing in the company's success
	Sustainability experts/management	Joint development of key CSR-specific goals, projects, and milestones	▪ Integration into relevant decision-making processes ▪ Consideration of SBU- or company-specific characteristics when implementing corporate guidelines ▪ Leveraging synergies
Shareholders/ Company bodies	Supervisory Board	▪ Sustainable corporate governance ▪ Ensuring sustainability and resilience	▪ Oversight and control of CSR management ▪ Ensuring legal compliance
	Board of Trustees of the Zeppelin Foundation	▪ Sustainable corporate governance ▪ Ensuring sustainability and resilience	Information and Communication on Key CSR Progress and Issues
	Friedrichshafen municipal council as a company representative	▪ Sustainable corporate governance ▪ Ensuring sustainability and resilience	Information and communication regarding key CSR progress and topics
External	Customers	Ensuring successful collaboration	▪ Information and dialogue ▪ Sustainable partnership
	Caterpillar	Excellent Service and Sales Partner	▪ Playing a pioneering role in CSR ▪ Information exchange and collaboration
	Suppliers	Ensuring successful collaboration	▪ Transparent procurement criteria ▪ Reliable and sustainable partnership

Authorities and offices	Legal compliance of business activities	Right to information
Financing partners and investors	- Sustainable corporate governance - Ensuring future viability and resilience	- Responsible use of allocated resources - Transparent, cooperative collaboration
Associations	Sharing practical experience	Exchange/dialogue and collaboration as needed
Science	Exchange of experiences with practitioners	Exchange/dialogue and collaboration as needed

In fiscal year 2024, Zeppelin conducted a double materiality assessment (DMA) for the first time based on the ESRS standards (Version 1) and defined the process illustrated here for this purpose.

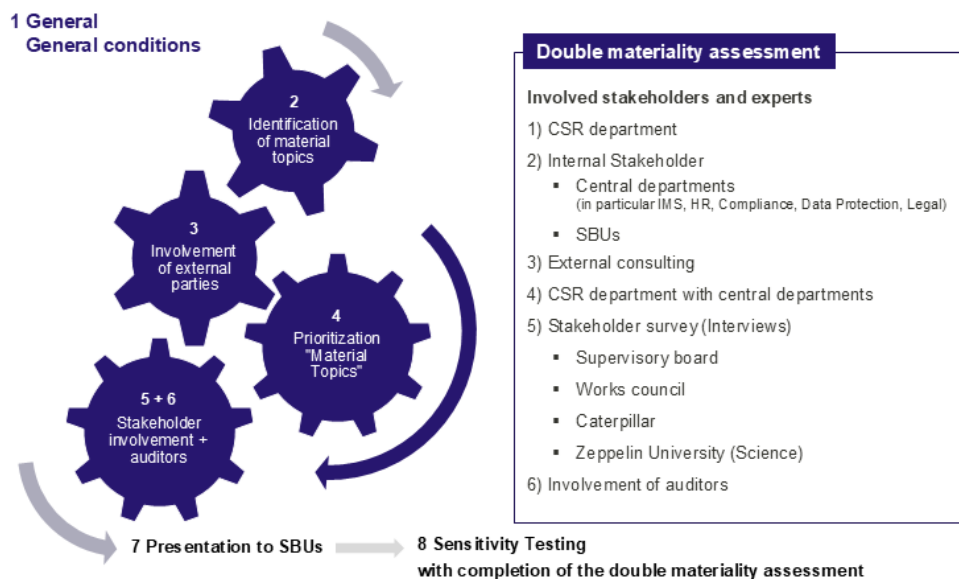
We determined and evaluated the impact on people and the environment, as well as the potential risks and opportunities, for all ESRS topics related to Zeppelin's business models and activities, for both Zeppelin's own operations and the entire value chain. The impact assessment considered positive and negative impacts, as well as actual and potential impacts, related to sustainability issues. The financial assessment evaluated potential and existing sustainability risks and opportunities that could impact Zeppelin financially. For both perspectives, an estimate was made as to when and how long the respective issue will occur. Internal experts from the business units and Group functions were involved in conducting the double materiality assessment, as well as discussions with external stakeholders. The assessment was carried out for the entire Zeppelin Group, considering country- and SBU-specific characteristics.

In accordance with the ESRS guidelines, three indicators – magnitude, extent, and immutability – were used to evaluate the severity of the impact. The extent of the impact on the environment or people was evaluated in the assessment of "extent." The "scope" assessment determined the extent to which the impact is far-reaching, based on metrics such as the percentage of sites, employees, or financial expenditures affected. The "irreversibility" assessment evaluated the difficulty of reversing the damage in terms of cost and time. An additional metric, "probability," was assessed for potential impacts. Materiality is determined in the impact assessment by considering the probability of occurrence, extent, and scope of potential or actual positive or negative impacts. Materiality also considers whether the consequences can be reversed through suitable measures. The financial assessment considers the probability of occurrence and the financial extent. Based on these criteria, materiality is determined by multiplying the respective factors.

MANAGEMENT OF IMPACTS, RISKS, AND OPPORTUNITIES

ESRS 2 BP-2, IRO-1, IRO-2, SBM-2, SBM-3, GOV-5, MDR-P, S1.12, S2.9, E1-2

MATERIALITY ANALYSIS PROCEDURE



Double Materiality Assessment Process 2024

RESULTS OF THE MATERIALITY ANALYSIS

The double materiality assessment conducted in 2024 identified the following material topics for the Zeppelin Group:

ESRS Standard			Impact materiality			Financial materiality
Standard	Topic	Sub-topic	Upstream	Own operations	Downstream	Risks & Opportunities
Environment	E1 Climate change	Climate change adaptation			x	x
		Climate change mitigation	x	x	x	x
		Energy	x	x	x	x
	E2 Pollution	Pollution of air	x		x	
		Pollution of water	x			
	E3 Water and marine resources	Water consumption	x		x	
		Water withdrawals	x			x
	E4 Biodiversity and ecosystems	Land-use change, fresh water-use change and sea-use change	x		x	
		Direct exploitation	x			
		Impact on species population size	x			
Impact on species global extinction risk		x		x		
Land degradation				x		
		Soil sealing			x	
Social	S1 Own workforce	Secure employment		x		
		Work-life balance		x		x
		Health and safety		x		x
		Training and skills development		x		x
		Diversity		x		
	S2 Workers in the value chain	Working conditions	x		x	
		Equal treatment and opportunities for all	x		x	
	Other work-related rights	x		x		
Governance	G1 Business conduct	Incidents (Compliance)				x

Results of the Double Materiality Assessment 2024

For our own business operations, material topics arise from standards E1, S1 and G1. Additional environmental and social issues were identified as material across the upstream and downstream value chains. Topics E1, E3, S1, and G1 have a material financial impact. Topics E5, S3, S4, and specific subtopics were deemed non-material during the double materiality assessment. These material topics are considered in the Group strategy to identify opportunities and mitigate risks. This consideration also includes interaction with respective business models.

Strategy	Business model	Value chain
Impacts, Risks, and Opportunities		
- Review and adjustment of the corporate strategy regarding markets and products - Review and adjustment of the site structure considering high climate risks, as well as technical and structural adaptations to the sites (energy-efficient renovations for high energy efficiency) are necessary	- Mitigation of climate change and its consequences by construction machinery and equipment (e.g., through renaturation, reconstruction, and restoration) - Negative and positive environmental impacts (land-use change, air pollution, restoration, etc.) resulting	Raw material extraction and processing in the upstream value chain can lead to negative environmental impacts (biodiversity, land use, raw material availability, air and water pollution), but can also simultaneously result in positive environmental effects

- Sustainable human resources policy - Responsible corporate governance with clear corporate values and strong compliance organization - Establishing a CSR organization and setting clear CSR goals for continuous improvement (e.g., GHG neutrality by 2030, "Vision Zero" for work-related accidents)	from the use of construction machinery and equipment	Working conditions may be subject to improvement, particularly in the upstream value chain during raw material extraction and processing
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Governance and Management

- Regular review of the corporate strategy - Identification of annual strategic priorities, e.g., in the "Call for Strategy," to address current issues and upcoming challenges	- Continuous review of business models and analysis of markets to meet customer requirements early on - Strategic analysis of business models as part of strategy and development work - Early consideration of drivers and trends	- Ensuring sustainable supplier management for direct suppliers (Supplier Code of Conduct) - Analyzing supply chains and striving for greater transparency - Collaborative work with suppliers to foster sustainable business relationships
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The identified impacts are categorized as potential and actual impacts to enable the derivation of both preventive and corrective measures as well as opportunities.

Actual impacts	Environment: - Water and air pollution in the value chain through raw material extraction and processing - Air pollution in the use phase of construction machinery and equipment, engines and other products due to emissions and particulate matter - Operation of its own sites requires energy and releases emissions - The use of construction machinery leads to changes in land use and the reduction of resources that are subsequently no longer available to humans Society: - Negative impact on health and well-being of employees due to accidents at work	Environment: - Mitigation of climate change or the consequences of climate change through the use of construction machinery and equipment (e.g. through renaturation, reconstruction, remediation) Society: - Sustainable human resources policy (job security, work-life balance, promotion of equality and diversity, training and career development) - Responsible corporate governance with clear corporate values and a strong compliance organization
	Environment: - Raw material extraction and processing in the upstream value chain can lead to negative consequences for the environment (biodiversity, land use, availability of raw materials) - The use of construction machinery and equipment, engines and other products can have a negative impact on the environment (e.g. through land use change, soil sealing, deforestation) Society: - Working conditions can be poor, especially in the upstream value chain in the extraction and processing of raw materials (no adequate remuneration and recovery phases, lower standard of work and safety)	
Negative impacts		Positive impacts

Overview of significant potential and actual impacts

POLICIES AND ACTIONS

Objectives and Strategic Anchoring

As part of its sustainability strategy, the Zeppelin Group pursues a series of sustainability goals that have been cascaded down to the company level. A key focus is on the sustainable expansion of our product and service portfolio, for example through low-emission or zero-emission machinery, as well as services that increase efficiency and extend product lifespans. In this way, Zeppelin supports its customers in achieving their own sustainability goals and in designing more sustainable value-creation processes. The environmental goals are further supported by a modernization strategy for all company-owned sites, which includes extensive energy-efficiency retrofits, the expansion of renewable energy and electric mobility, as well as measures to reduce water withdrawal. Furthermore, continuous investments in the renewal of vehicle fleets ensure that the automotive industry's advances in sustainability and energy efficiency contribute to the achievement of Zeppelin's goals.

Integrated Management System

Zeppelin maintains management systems in the areas of occupational health and safety, environment, energy, and quality. An Integrated Management System (IMS) ensures continuous improvement across all certified areas and establishes uniform standards as well as a common documentation framework. Progress within the scope of the IMS is reviewed through regular internal audits and external audits conducted as part of the recertification process. The quality management system (ISO 9001), the occupational health and safety management system (ISO 45001), and the environmental management system (ISO 14001) apply to all German companies and their subsidiaries. The Energy Management System (ISO 50001) applies not only to Germany but also to Austria, Slovakia, the Czech Republic, Poland, Sweden, and Denmark.³



ISO Certifications Zeppelin Group

Corporate policies

Group policies and process descriptions help embed a culture focused on sustainability within the Zeppelin Group and support the achievement of sustainability goals. All employees can access these policies through the Policy Center and/or the intranet pages of their respective departments. In addition, the Declaration of Principles on Respect for Human and Environmental Rights, the Code of Conduct for Business Ethics and Compliance, and the Supplier Code of Conduct are publicly available on the Zeppelin Group's website. The group management and management of the companies are at the highest level in the Zeppelin Group. They are responsible for implementing all policies for dealing with material sustainability issues.

POLICIES RELATED TO MATERIAL SUSTAINABILITY ASPECTS

Relates to ESRS	Zeppelin policy	Scope	Availability	Description
S1, G1	Code of Conduct for Business Ethics and Compliance	Group	Group website (Public)	The Code of Conduct outlines the principles guiding our business activities and reflects our corporate values. The principles described herein apply across the entire Group to all Zeppelin companies. Every Zeppelin employee—regardless of their location in the world—is required to adhere to the Code of Conduct in the course of their work and to consistently embody values such as integrity, respect, transparency, and openness.
S2, G1	Code of Conduct for Suppliers	Group	Group website (public)	Establishment of requirements for collaboration with suppliers, particularly regarding labor standards, environmental standards, and business ethics.
All	Policy Statement on Respect for Human and Environmental Rights	Group	Group website (public)	The Policy Statement expresses our responsibility in the context of our global business activities. In it, we commit to a set of international standards for human and environmental rights.
All	Group Guideline on "Sustainability"	Group	Policy center (internal)	This guideline outlines the Zeppelin Group's understanding of sustainability and represents our commitment to sustainable corporate governance in our business operations—including production and service provision—

³ This excludes the following subsidiaries: Zeppelin Lab GmbH, Ingenieurbüro Herzbruch GmbH, Meton GmbH, SITECH Austria GmbH, Levotec sro, Construction SITECH CZ s.r.o., Zeppelin Rental Danmark A/S

				as well as in our business relationships and supply chain.
All	Group Guideline on "Cascading CSR Goals"	Group	Policy Center (internal)	This Group Policy governs the cascading of Group-wide CSR goals to the respective SBU or company level to ensure the consistency of the goals and continuous improvement throughout the entire Group.
E1, E2, E3, E4, S1	Group Guideline "Corporate Policy on the Integrated Management System"	Group	Policy Center (internal)	This policy describes the corporate policy, including its objectives and measures, and applies to all companies certified according to DIN EN ISO 9001, DIN EN ISO 14001, DIN ISO 45001, and DIN EN ISO 50001.
E1, E2, E3	Group Guideline "CO ₂ Neutrality in the Real Estate Sector"	Group	Policy Center (internal)	This Group Policy describes sustainability criteria for the sustainable operation of leased or company-owned real estate. The goal is to ensure sustainable building operations within the framework of the Group's goal of "Greenhouse Gas Neutrality (Scope 1 + 2) by 2030"
S1, S2	Group Guideline "Implementation of the Supply Chain Due Diligence Act"	Group	Policy Center (internal)	This Group Policy describes the process for implementing due diligence obligations at Zeppelin arising from the Supply Chain Due Diligence Act (LkSG).

The following outlines the most significant risks, mitigation strategies, and controls associated with the ESRS topics identified in the DMA 2024.

KEY RISKS, MITIGATION STRATEGIES, AND CONTROLS

ESRS/ Topic	Subtopic	Risks	Strategy	Controls
ESRS E1 Climate Change	Climate change adaptation	- Physical climate risks - Transitional climate risks	CSR strategy and targets	Reporting to management and continuous

	Climate change mitigation - Rising operating and insurance costs - Production and service disruptions - Supply chain risks - Fines and penalties	- Development of new business models - Portfolio expansion - Energy-efficiency retrofits - Continuous improvement, e.g., through an integrated management system - Ongoing investment in more fuel-efficient and efficient vehicles	- process improvements - Implementation of corrective and preventive actions - Internal and external audits
	Energy - Higher costs - Energy waste		
ESRS E3 Water and Marine Resources	Water consumption and withdrawals - Water scarcity - Water stress	- CSR strategy and targets - Continuous improvement, e.g., through an integrated management system - Modernization of company-owned sites	- Reporting to management and continuous process improvements - Implementation of corrective and preventive actions - Internal and external audits
ESRS S1 Zeppelin's workforce	Health and safety - Higher healthcare and insurance costs - Increased absenteeism and health issues - Fines and penalties - Reputational damage	- CSR Strategy and Goals - Continuous improvement, e.g., through an integrated management system	- Reporting to management and continuous process improvements - Implementation of corrective and preventive actions - Internal and external audits
ESRS G1 Business Conduct	Corruption and bribery - Fines and penalties - Reputational damage	Compliance management system with regular training	- Reporting to management and continuous process improvements - Implementation of corrective and preventive measures - Regular analyses and risk assessments

OVERVIEW OF TARGETS AND METRICS

ESRS 2 BP-2, SBM-1, MDR-

ESRS	Topic	Target ⁴	Target value ⁴	KPI/Unit	Scope	Base year	Base value ⁴	Time horizon	Dec 31, 2025 ⁴
ENVIRONMENT									
E1 Climate Change	Climate mitigation	Greenhouse gas neutrality in ongoing business operations (Scope 1+2)	0	Scope 1 + 2 GHG emissions (market-based) in t CO ₂ e	Group	-	-	2030	43,890 (*) 38,752 tCO ₂ e
		Interim target: Reduce GHG emissions (Scope 1+2) by 46%	24,019	Scope 1 + 2 GHG emissions (market-based) in t CO ₂ e	Group	2022	44,479 tCO ₂ e	2027	
	Energy	Reduce the company's own energy consumption (excluding mobility) per million euros in sales by 9.5%	19.3	Energy consumption (excluding mobility) per million euros in sales (MWh/EURm)	Group	2022	21.3 MWh/EURm	2027	(*) 18.7 MWh/EURm
		Interim target: Reduce electricity and heat consumption by 1% per year	70,796	Electricity and heat consumption in MWh	GER	Previous year	71,511 MWh	2025	(*) 70,483 MWh
E3 Water and Marine Resources	Water withdrawal	Reduce the company's own freshwater withdrawal by 30%	102,728	Freshwater withdrawal in m ³	Group	2022	146,754 m ³	2030	(*) 128,407 m ³
		Interim target: Reduce the company's own freshwater withdrawal by 17.2%	121,512	Freshwater withdrawal in m ³	Group	2022	146,754 m ³	2027	
SOCIAL									
S1 Zeppelin's Workforce	Secure employment	Maintain a stable level of length of service	≥ 9.3	Average length of service in years	Group	-	-	Permanent	10.3 years
		Maintain a low rate of self-termination	≤ 7.5%	Self-termination rate	Group	-	-	2025	5.4 %
	Health and safety	Maintain a high health rate	≥ 95%	Health rate	Group	-	-	2025	95.9 %
		Reduce the rate of work-related accidents by 10% annually	16.5	Number of work-related accidents per 1,000 employees (> 3 days of lost time)	DE	Previous year	18.3	2025	(*) 19.0
		Reduce the days lost due to work-related accidents by 10% annually	4,443	Number of days lost due to accidents	DE	Previous year	4,937 Days	2025	(*) 5,277 days
	Diversity	Increase in the proportion of women	20.0%	Proportion of all women relative to the total number of employees (headcount)	Group	-	-	Permanent	17.0 %
GOVERNANCE									
G1 Business Conduct	Incidents (Compliance)	Ensuring a high training rate for all employees in compliance	> 90%	Proportion of all employees with valid basic compliance training relative to the total number of employees (headcount)	Group	-	-	Permanent	(*) 87.8 %

(*) Excluding the consolidated PEPP Group B.V.

⁴ Target and baseline figures exclude the companies of PEPP Group B.V. (PEPP) that were consolidated in the reporting year; New targets will be reviewed and defined in the 2026 reporting year; Data on greenhouse gas emissions, length of service, self-termination rate, health rate, and proportion of women are already reported inclusive of PEPP; Data on water, work-related accidents, and compliance are reported exclusive of PEPP.

ENVIRONMENTAL INFORMATION



E1 CLIMATE CHANGE

ESRS 2 SBM-3, E1-1

MATERIAL IMPACTS, RISKS, AND OPPORTUNITIES

Description		Value chain	Time horizon
CLIMATE CHANGE ADAPTATION			
Actual positive impact	- The use of construction machinery and equipment can prevent, mitigate, or remedy severe climate impacts such as flooding and extreme weather events - The use of construction machinery and equipment during disasters and crises helps preserve or restore the livelihoods of affected communities and individuals. This can have a positive impact on both the private sphere and infrastructure, public life, and the workplace	Downstream value chain	Long-term
Risk	- High costs for climate change adaptation measures (e.g., building protection, energy efficiency, various technologies, etc.) - Loss/abandonment of business models or the need to adapt them due to negative changes in earnings or liquidity - Loss, abandonment, or the need to adapt the location structure due to excessive climate risks	Own operations	Long-term
Opportunity	- Increased resilience and reputation if adaptations to climate change are successfully implemented, risks are reduced, and competitive advantages are achieved - Adaptation to climate change can be integrated into business models, thereby increasing revenue and profits (e.g., use of construction equipment for flood protection)	Own operations	Long-term
CLIMATE CHANGE MITIGATION			
Actual negative impact	The extraction of raw materials for the production of steel, metal, and plastic products along the supply chain currently requires a great deal of fossil energy and results in high greenhouse gas emissions	Upstream value chain	Long-term
Actual negative impact	We need energy to operate our facilities (e.g., heating and electricity for electrical systems in workshops, production halls, or administrative buildings) and to use our vehicles (e.g., service vehicles that travel to customers or construction sites for maintenance work, as well as company vehicles used by the sales department). This results in greenhouse gas emissions. In addition, water is consumed (e.g., when washing construction machinery and equipment) and waste is generated (e.g., sludge, used oil, etc.)	Own operations	Long-term
Actual negative impact	The use of the products we sell or rent requires energy, which causes greenhouse gas emissions. Transporting our products (e.g., machinery and equipment) to customers is also energy-intensive	Downstream value chain	Long-term
Potentially positive impact	Through our consulting and training services on efficient product use, energy efficiency can be increased and greenhouse gas emissions reduced. Likewise, our sustainable products and services can contribute to reducing or avoiding emissions and environmental impact (e.g., fuel cell research at Zeppelin Power Systems)	Downstream value chain	Long-term
Risk	- Increased operating costs: Companies may face rising operating costs as they must take measures to adapt to changing environmental conditions - Insurance costs: Companies may face higher insurance costs or insurance exclusions, particularly if they are increasingly affected by extreme weather events such as storms, floods, or fires - Production Outages and Supply Chain Risks: Extreme weather events, such as floods or wildfires, can disrupt or halt production. Climate change can undermine the stability of supply chains, as natural disasters or extreme weather conditions can hinder the transport of raw materials and products - Legal risks: Companies may face legal risks and liability claims related to environmental regulations and potential damages associated with climate change	Own operations	Long-term
Opportunity	Emergence of new markets and products (e.g., through the transition to renewable energy and alternative propulsion systems, as well as climate-friendly energy solutions)	Own operations	Long-term

	- Customer Preferences and Market Demand: Changes in consumer preferences and demand for climate-friendly products and services can impact a company's revenue and market position - Employee preferences and employer attractiveness: Changes in the preferences of (potential) employees and their expectations of employers who act responsibly and sustainably can affect the retention of skilled workers and the ability to fill positions		
ENERGY			
Actual negative impact	The use of fossil fuels can exacerbate climate change and its associated negative consequences for society (e.g., social tensions, global imbalances, etc.)	Upstream value chain	Long-term
Actual negative impact	The electricity and heat consumed to operate our facilities and our vehicle fleet primarily result in fuel consumption. Fuel consumption, accounting for approximately 60% of total emissions, is the most significant lever for reducing greenhouse gas emissions. The use of other non-renewable energy sources also leads to greenhouse gas emissions	Own operations	Long-term
Actual positive impact	By using green electricity, expanding renewable energy sources, electrifying and continuously renewing our vehicle fleet, and implementing energy efficiency measures, we can reduce energy consumption and greenhouse gas emissions	Own operations	Long-term
Actual negative impact	Transportation to the customer (e.g., to a construction site) and the operation of our products result in high electricity or fuel consumption, which, depending on the energy source, leads to emissions of greenhouse gases and pollutants	Downstream value chain	Long-term
Potentially positive impact	Through our consulting and training services on efficient product use, energy efficiency can be increased and greenhouse gas emissions reduced. Likewise, our sustainable products and services can contribute to reducing or avoiding emissions and environmental impact (e.g., fuel cell research at Zeppelin Power Systems)	Downstream value chain	Long-term
Risk	- Increasing pressure on margins due to rising energy and CO₂ prices (e.g., in procurement) - Higher prices can negatively impact the profitability of business models and necessitate investments (e.g., in other technologies)	Own operations	Long-term
Opportunity	- Increased demand for our products for use in new construction and retrofit projects in the energy sector - Subsidies for the promotion of renewable energy	Own operations	Long-term

The Zeppelin Group considers the impacts, risks, and opportunities of climate change—as well as adaptation to its consequences—particularly when investing in new assets, entering new markets and countries, and as part of its ongoing development. Climate risk assessments are conducted at regular intervals to evaluate acute and chronic risks and to account for extreme weather conditions and events, with the aim of avoiding negative impacts on assets or business relationships.

Zeppelin's target of achieving greenhouse gas neutrality in Scope 1 and Scope 2 by 2030 is aligned with the scenarios of the Paris Agreement aimed at limiting global warming to 1.5 °C. Key measures for achieving greenhouse gas neutrality within our Own operations include switching to green electricity, using electricity generated on-site via photovoltaic modules, promoting e-mobility, and retrofitting our company-owned properties to improve energy efficiency. In addition, Zeppelin is working along the value chain to implement further decarbonization measures, particularly by adapting its product and service portfolio. The transition plan, as well as the sustainability targets and CSR investments, have been approved by the Group Management Board and the Supervisory Board and are monitored regularly.

MANAGEMENT OF IMPACTS, RISKS, AND OPPORTUNITIES

ESRS 2 SBM-3, IRO-1, MDR-P, MDR-A, E1-1, E1-1.16, E1-4.34, E1-2, E1-3, E4.17, E4-1.13

IDENTIFICATION AND ASSESSMENT OF MATERIAL CLIMATE-RELATED IMPACTS, RISKS, AND OPPORTUNITIES

In 2024, the Zeppelin Group conducted a comprehensive risk analysis and assessment as part of the double materiality assessment (see ESRS 2) as well as regarding climate-related transition risks.

Transitional Climate Risks

Climate transition risks and opportunities may accompany the shift to an environmentally friendly, carbon-free economy and can be divided into different categories. In this context, Zeppelin has identified regulatory adjustments—such as those resulting from new or stricter laws and regulations—as well as higher operating and investment costs—such as those arising from necessary technical retrofits of plants and equipment or the energy-efficient renovation of existing real estate—as key risks and areas for action. Furthermore, it is reasonable to assume that the transformation of the economy will lead to changes in existing sales markets, with demand for products that rely on fossil fuels declining in the long term, while the demand for environmentally friendly, low-emission products and services will increase significantly. The identified climate-related transformation risks and opportunities can influence Zeppelin's business activities in various ways and are therefore considered as part of strategic planning.



Process for assessing transition risks

The transition risk analysis is based on the assumption that net-zero emissions will be achieved and the Paris Agreement will be complied with. This is possible under the SSP1-1.9 and SSP1-2.6⁵ scenarios. These were used as the basis for identifying transition risks across various risk categories. Using the risk methodology, the identified risks were then assessed and consolidated. Specific short-, medium-, and long-term time horizons were defined to establish the time frames. For the short- and medium-term periods, the CSRD guidelines were used as a basis; for the long-term period, the year 2050 was used in accordance with the Paris Agreement. Using the PESTEL analysis, factors influencing the Zeppelin Group were examined, classified, and systematically evaluated. These are categorized into political, economic, sociocultural, technological, ecological-geographical, and legal environmental influences.

The results of the transitional risk analysis are presented below, with the probability of occurrence and the financial impact (severity) considered in light of the respective time horizon. Zeppelin faces

no transitional risks that would jeopardize its business, meaning that its respective business and corporate activities can continue as usual. For identified high-risk factors, appropriate measures to ensure the company's long-term success are identified and implemented as part of the strategic planning process, taking into account the respective scope for influence.

CLIMATE-RELATED RISK MATRIX

Financial Impact	Catastrophic					
	Major			11 14	4 8	
	Moderate			22		
	Minor	6a 9	3 21 10 12 20a	20b	1 6b	
	Superficial			13	2 5	
		Highly unlikely	Unlikely	Moderately likely	Likely	Highly likely
		Likelihood				

Opportunity Transition Risk

No.	Description	Risk/Opportunity	Time horizon	Likelihood (gross)	Financial impact
4	Restrictions on fossil-fuel-powered vehicles	Transitional risk	Long-term	Highly likely	Major
8	Shifting market preferences toward more environmentally friendly and low-emission machinery and construction processes	Transitional risk	Long-term	Highly likely	Major
11	Limited construction activity due to macroeconomic conditions	Transitional risk	Short-, medium-, and long-term	Likely	Major
14	Positive brand perception and customer loyalty	Opportunity	Long-term	Likely	Major
22	Supply chain issues regarding the availability of cutting-edge technologies from individual suppliers	Transitional risk	Medium- and long-term	Likely	Moderate

⁵ According to ESRS E1, climate-related transition risks should be identified by considering at least one climate scenario consistent with limiting global warming to 1.5°C with no or limited overshoot (see ESRS E1 IRO-1.20ci). An increase in the global average temperature of up to 1.6°C is considered limited, while an increase of up to 1.8°C is considered a strong overshoot. Both are in line with the Paris Agreement. Therefore, SSP1-1.9 is the required scenario for the transition climate risk analysis. However, it is recommended that SSP1-2.6 be considered in conjunction with.

1	Rising carbon prices in Europe with regard to our own business activities	Transitional risk	Long-term	Highly likely	Minor
6b	Lower cost of capital due to strong ESG performance increases enterprise value	Opportunity	Medium and long term	Highly likely	Minor
20b	Improved recruitment thanks to strong ESG performance	Opportunity	Short-, medium-, and long-term	Likely	Minor
3	Fines and penalties for non-compliance with greenhouse gas emission requirements	Transitional risk	Long-term	Moderately likely	Minor
21	Restrictions on necessary, high-emission materials and products	Transitional risk	Medium and long term	Moderately likely	Minor
10	Significant deviations from stated greenhouse gas emission reduction targets	Transitional risk	Medium and long term	Moderately likely	Minor
12	Insufficiently trained personnel for new products and technologies	Transitional risk	Long-term	Moderately likely	Minor
20a	Difficulty in recruiting due to poor ESG performance	Transitional risk	Short-, medium-, and long-term	Moderately likely	Minor
6a	Rising cost of capital due to poor ESG performance reduces corporate value	Transitional risk	Medium and long term	Unlikely	Minor
9	Limited dependence on suppliers Progress toward achieving the company's own emissions targets	Transitional risk	Long-term	Unlikely	Minor
2	Rising carbon prices in (parts of) the supply chain	Transitional risk	Medium and long term	Highly likely	Superficial
5	Trade restrictions related to climate protection measures	Transitional risk	Short-, medium-, and long-term	Highly likely	Superficial
3	An unreliable energy supply increases price volatility and can lead to business disruptions	Transitional risk	Medium and long term	Likely	Superficial

Physical Climate Risks

Physical climate risks can arise from the direct consequences of climate change, such as an increase in extreme weather events, floods, wildfires, or periods of drought. Depending on the specific macro- and micro-environment, these environmental events can affect any Zeppelin location to varying degrees in terms of severity, probability, and extent of damage. Long-term changes, such as rising average temperatures, and indirect risks, such as the reduced functionality of international supply chains due to local environmental damage, are also taken into account. At the same time, physical climate risks present opportunities for Zeppelin, as these risks must be addressed through appropriate structural measures, such as the expansion of flood protection, irrigation and drainage systems, and the energy-efficient retrofitting of buildings. A more comprehensive analysis of climate-related physical risks is planned for the coming years.

Resilience Analysis

Through sustainable corporate management, the early consideration of market and technological developments, and the assessment of potential opportunities and risks to its own business models and corporate development, the Zeppelin Group ensures a high level of resilience to potential changes and crises. The results of the resilience analysis highlight the key transitional, physical, and systemic risks for Zeppelin across the entire value chain and for its Own operations. Among other things, the analysis also outlines the consequences for society and the environment.

RESULTS OF THE ZEPPELIN GROUP'S RESILIENCE ANALYSIS

	Upstream value chain	Own operations	Downstream value chain
Transitional risks	Climate-related transitional risks resulting from the economic transition toward sustainable, low-emission economic sectors		
	Consequences: Technology risks, i.e., existing products could be displaced by environmentally friendly products, with a significant impact on the success of the company's own business model	Consequences: Increasing regulation can have a significant impact on the company's business model, e.g., a potential ban or stricter emissions standards for internal combustion engines in construction equipment or the shipping industry	Consequences: Increasing regulation and technological changes can lead to changes in customer needs and market requirements (opportunity and risk)
	Consequences: Rising market prices due to raw material shortages, which can impact business performance and customer relationships	Consequences: Reputational risks may arise if business models are perceived as harmful to the environment	Consequences: Reputational risks may arise if business relationships exist with partners who carry out environmentally harmful projects

Physical risks	Acute natural events, such as extreme weather events, floods, earthquakes, and droughts		
	Potentially harmful effects on people, indigenous peoples, assets, or environmental resources (social, economic, and ecological consequences)	Potentially harmful effects on employees, buildings and infrastructure, products, and production/service delivery (materials, machinery, engines, spare parts, equipment), or environmental resources	Potentially harmful effects on people, assets, indigenous peoples, or environmental resources (social, economic, and ecological consequences)
	Potential disruption of direct and indirect supplier relationships (outages, delays, shortages, price increases, etc.)	Increased maintenance, repair, insurance, and investment costs; loss of revenue and earnings	Potentially increased need for restoration and renaturation measures (products and services)
	Potentially negative impact on the company's own business models (lack of resources, materials, etc.)		
	Chronic natural developments, such as long-term water scarcity in certain regions, increasing air pollution, and rising sea levels		
Systemic risks	Consequences: Potential changes to the direct and indirect supply chain may be necessary to maintain the business model in the event of the loss of suppliers or resources	Consequences: Potential impacts on employees, buildings, and infrastructure, as well as site structure	Consequences: Potentially increased need for climate adaptation and prevention measures (provision of suitable products and services)
			Consequences: Potential changes in customer data (relocation, needs, etc.)
	- Failure of a market participant - Highest risk in the event of the failure or loss of the business partner Caterpillar Consequences: Potentially serious impact on the business model (both in the supply chain and on customer relationships) (Complete) disappearance of the (financial) market Consequences: Potential lack of financing options for corporate management and development		

POLICIES AND ACTIONS

As part of its CSR strategy, the Zeppelin Group has defined a greenhouse gas neutrality target for its Own operations (Scope 1+2). This and other relevant goals related to climate change are supported by the Group guidelines "Sustainability," "CO2 Neutrality in Real Estate," and "Cascading

of CSR Goals," as well as a modernization strategy for the Group's owned properties (see ESRS 2). Decarbonization measures and measures to adapt to climate change in the downstream value chain focus on integrating more sustainable products and services into the portfolio. In the upstream value chain, we are promoting close collaboration with our suppliers, partners, and service providers, and a Code of Conduct is in place that explicitly addresses the minimization of all emissions.

ACTIONS RELATED TO CLIMATE CHANGE

Target	Key action/ decarbonization levers	Expected results/contribution to target achieving	Scope (1/2/3)	Time horizon	Remedial measures
GHG neutrality within our own business unit (Scope 1+2)	Locations (owned property): Energy-efficient retrofits and new construction in accordance with the GHG neutrality standard	Contribution of approximately 25% toward achieving the GHG neutrality target	1+2	2030	Not relevant
	Locations (owned and rented property): Use of renewable energy (PV systems, green electricity, heat pumps, district heating)	Contribution of approximately 10% toward achieving the GHG neutrality target	1+2	2030	Not relevant
	Company-owned vehicle fleet: Expansion of electric mobility and continuous renewal	Contribution of approximately 65% toward achieving the GHG neutrality target	1+2	2030	Not relevant

These climate-related measures involve significant investment or operating expenses:

Key action	Time horizon	Total required investment and operating expenses	Funds used during the reporting year (in euros)	Future investment and operating expenses
Modernization strategy involving expansion of the charging infrastructure, GHG-neutral new construction, and energy-efficient renovations of owned properties	2030	N/A	7,005,699	N/A



Upstream

Intensive cooperation with Caterpillar and other partners in supply chain

Own operation

- Fuel cell development
- Battery technology development
- Construction of recycling plants
- Construction of CO2 storage facilities

Downstream

- Location: greenhouse gas-neutral operation of the property locations (through energy-efficient renovation, green electricity, photovoltaic systems, e-charging infrastructure)
- Vehicle fleet: E-vehicles & HVO
- Expansion of the range of electrically powered and low-emission machines
- Energy supply with green electricity/ renewable energies
- Digital solutions for process optimization and increased efficiency (e.g. Active Equipment Connect, Rental+ App)
- Lifecycle extension (e.g. Certified Rebuilds)
- Used solutions and sharing economy

Decarbonization along Zeppelin's value chain

TARGETS AND METRICS

ESRS 2 MDR-T, MDR-M, E1-1.16, E1-4, E1-4.34, E1-5, E1-6, E1-8.62

Appropriate targets for climate change were established in consultation with Group Management and in accordance with Group guidelines. However, the baseline values presented, as well as the targets for energy and greenhouse gas emissions, do not yet consider the companies of PEPP Group B.V. that were consolidated in the reporting year. A review and adjustment of the targets are planned for the course of 2026.

TARGETS RELATED TO CLIMATE CHANGE⁶

Target	Target value	KPI	Scope	BY	BV	Time horizon	2025	Change BY/PY
GHG neutrality (Scope 1+2)	0	Scope 1+2 GHG emissions (market-based) in metric tons of CO2 equivalents	Group	2022	(*) 44,479 tCO2e	2030	43,890 tCO2e	14.7% (PY)
-46% GHG emissions (Scope 1+2)	24,019	Scope 1+2 GHG emissions (market-based) in metric tons of CO2 equivalents	Group	2022	(*) 44,479 tCO2e	2027	(*) 38,752 tCO2e	(*) -12.9% (*) 1.3%
-9.5% energy consumption (excluding mobility) per million euros in sales	19.3	Total energy consumption in MWh, excluding mobility, per million euros in sales (MWh/EURm)	Group	2022	(*) 21.3	2027	(*) 18.7 MWh/ million euros	(*) -12.2% (*) -2.1%

⁶ Target and baseline figures exclude the companies of PEPP Group B.V. (PEPP) that were consolidated in the reporting year; Targets will be reviewed and redefined in the 2026 reporting year.

Reduction in electricity and heat consumption by 1% per year	70,796	Total electricity and heat consumption in MWh	GER	PY	(*) 71,511	2025	(*) 70,483 MWh	(*) -1.4%
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(*) Excluding the consolidated PEPP Group B.V.

METRICS: ENERGY

The energy consumption of each location is divided into its respective energy sources, such as gas, heating oil, or electricity, and recorded in software for non-financial indicators. In the event that the recording of energy consumption is not feasible, such as in instances where flat-rate service charge invoices are utilized or the space is rented to multiple users, the system will make simplifications and provide appropriate notes.

ENERGY CONSUMPTION AND MIX⁶

Type of energy	Unit	2024	(*) 2025	2025
(1) Natural gas, liquefied gas, and propane consumption	MWh	31,857	31,492	35,504
(2) District/local heating consumption	MWh	8,662	8,339	10,478
(3) Heating oil consumption	MWh	2,321	2,147	2,147
(4) Diesel consumption (heating)	MWh	0	0	634
(5) Hard coal consumption	MWh	41	16	16
(6) Total heat consumption (sum of lines 1 to 5)	MWh	42,881	41,994	48,780
(7) Electricity consumption	MWh	27,571	26,782	30,357
(8) Electricity Consumption (Vehicle Fleet)	MWh	1,059	1,724	3,354
(9) Total electricity consumption (sum of lines 7 to 8)	MWh	28,630	28,506	33,712
(10) Diesel consumption (fleet + other)	MWh	97,873	98,331	112,817
(11) Gasoline consumption	MWh	6,741	6,981	8,022
(12) HVO (Hydrotreated Vegetable Oil) consumption	MWh	23	228	701
(13) Ethanol consumption	MWh	209	284	285
(14) CNG (Compressed Natural Gas) consumption	MWh	0	0	0

(15)	Total fuel consumption (sum of lines 10 to 14)	MWh	104,846	105,824	121,825
(16)	Total renewable energy consumption	MWh	2,516	3,028	3,028
Total energy consumption (sum of lines 6, 9, 15, and 16)		MWh	178,873	179,352	207,344
Electricity and heat consumption (*) (Sum of lines 6 and 9)		MWh	71,511	70,483	-
Energy consumption excluding mobility (*) (Sum of lines 6, 7, and 16)		MWh	72,968	71,804	-
Sales revenue (gross)		Thousand EUR	3,819.6	3,839.4	4,439.6
Energy consumption excluding mobility per 1 EURm in revenue (*)		MWh/million EUR	19.1	18.7	-

(*) Excluding the consolidated PEPP Group B.V.

METRICS: GREENHOUSE GAS EMISSIONS

The calculation of greenhouse gas emissions for Scope 1 and Scope 2 is based on the energy consumption data of the respective sites. Each energy source is assigned a CO₂ equivalent (CO₂e), with country- or site-specific characteristics (e.g., electricity mix, contract terms) considered as much as possible. CO₂ equivalents are units of measurement that combine various greenhouse gases (GHGs) into a single value, based on their respective contributions to the greenhouse effect compared to carbon dioxide (CO₂). These units make it possible to compare and quantify the impacts of different gases on climate change. Greenhouse gas emissions are calculated using both market-based and location-based methods. The emission factors required for conversion are maintained in a central software system, so that once the respective energy consumption is entered, GHG emissions are calculated automatically. The emission factors used are regularly checked for accuracy and corrected as necessary. The respective energy consumption is multiplied by the CO₂ equivalent. The sum of all emissions per energy source yields the carbon footprint of the site or, at a highly aggregated level, of the Group company or the SBU. Within the framework and scope of the energy management system, key performance indicators are reviewed on a random basis by our certifier (see ESRS 2). Greenhouse gas emissions are not currently validated externally.

As part of its ongoing digitalization efforts, the Zeppelin Group began implementing so-called “smart meters” at its German locations in 2024 to improve data availability and quality. During the reporting year, additional meters were gradually converted both nationally and internationally.

Zeppelin calculated all Scope 3 emissions for the fiscal years 2022 and 2023. “Use of our products” was confirmed as the most significant category, accounting for approximately 91.5% of our Scope 3 emissions. No Scope 3 emissions were calculated for the 2025 reporting year; therefore, for better comparability, greenhouse gas emissions are reported in the same manner as in previous years and not yet in accordance with ESRS.

GREENHOUSE GAS EMISSIONS⁷

	Retrospective		Reporting year				Milestones and target years	
	2022 (BY)	2024 (PY)	2025	(*) 2025	(*) Change PY	(*) Change BY	2027	2030
Scope 1 greenhouse gas emissions in tCO ₂ e								
Scope 1	36,843	34,422	40,162	35,057	1.8%	-4.8%	N/A	0
Scope 2 greenhouse gas emissions in tCO ₂ e								
Scope 2 Location-based	15,199	11,747	13,042	11,709	-20.7%	-23.0%	N/A	0
Scope 2 Market-based	6,916	3,830	3,728	3,695	-3.5%	-46.6%	N/A	0
Scope 1+2 greenhouse gas emissions (total) in tCO ₂ e								
Scope 1+2 Location-based	52,041	46,179	53,204	46,766	1.3%	-10.1%	N/A	0
Scope 1+2 Market-based	44,479	38,252	43,890	38,752	1.3%	-12.9%	24,019	0

(*) Excluding the consolidated PEPP Group B.V.

⁷ Target and baseline figures exclude the companies of PEPP Group B.V. (PEPP) that were consolidated in the reporting year; Targets will be reviewed and redefined in the 2026 reporting year.

GREENHOUSE GAS EMISSIONS BY COUNTRY (SCOPE 1+2 | tCO₂e)

Country	2024		2025	
	Location-based	Market-based	Location-based	Market-based
Armenia	653	653	669	669
Austria	1,498	1,345	1,518	1,382
Belgium	65	65	72	72
Brazil	44	44	25	25
China	260	260	273	273
Czech Republic	3,138	2,604	3,322	2,787
Denmark (including Greenland)	2,282	1,698	2,425	1,810
Estonia	34	34	29	29
France	33	33	35	35
Germany	29,376	23,836	30,013	24,413
India	205	156	248	248
Italy	117	109	100	100
Netherlands	0	0	3,966	3,157
Nigeria	0	0	2	2
Norway	0	0	2,455	1,964
Poland	898	896	899	873
Russia	801	801	626	613
Saudi Arabia	65	65	60	60
Singapore	9	9	8	8
Slovak Republic	919	919	1,029	800
Sweden	3,482	2,466	3,102	2,242
Switzerland	12	10	7	7

Tajikistan	44	44	48	48
Turkmenistan	231	231	183	183
Ukraine	1,517	1,481	1,499	1,499
United Kingdom	52	52	53	53
USA	187	187	274	274
Uzbekistan	250	250	264	264
Zeppelin Group total	46,179	38,252	53,204	43,890

The Zeppelin Group did not yet implement an internal carbon pricing system in the reporting year. However, a plan for its introduction in fiscal year 2026 was developed.

DISCLOSURES PURSUANT TO ART. 8 OF REGULATION 2020/852 (TAXONOMY REGULATION)

The EU Taxonomy is a classification system for sustainable economic activities. Its overarching goal is to promote sustainable investments in order to achieve the objectives of the EU Green Deal.

As part of the preparations for reporting in accordance with the CSRD/ESRS and the EU Taxonomy Regulation, an interdisciplinary project team on the EU Taxonomy was formed as early as 2023, and a kick-off meeting was held along with initial assessments of business activities. In 2024, an implementation plan was developed, and financial processes and systems were adapted. This enables the necessary data to be collected during normal operations with minimal effort. In addition, a dry run was conducted with the support of external consultants on the following aspects of the EU Taxonomy:

- Taxonomy-ready and taxonomy-compliant capital expenditures (CapEx)
- Taxonomy-eligible and taxonomy-compliant operating expenses (OpEx)
- Taxonomy-eligible and taxonomy-compliant revenue
- “Do No Significant Harm” (DNSH) assessment

The results are used for continuous improvement and to prepare for future reporting. Due to ongoing regulatory changes, no further measures were taken regarding the EU Taxonomy during the 2025 reporting year.

E2 POLLUTION

ESRS 2 SBM-3

MATERIAL IMPACTS, RISKS, AND OPPORTUNITIES

Description		Value chain	Time horizon
POLLUTION OF AIR			
Actual negative impact	▪ The extraction of raw materials, as well as their further processing and transportation, generates particulate matter (primarily affecting materials such as iron, steel, aluminum, plastics, and electronics) ▪ The production of materials needed for our products generates harmful pollutants that can easily evaporate and enter the air: ○ The production of aluminum releases sulfur oxides (SOx) ○ Plastic production generates volatile organic compounds (VOCs) and nitrogen oxides (NOx) ○ The extraction of copper for electronics releases SOx ○ Batteries use rare earth elements, lithium, and other raw materials that are difficult to extract	Upstream value chain	Long-term
Actual negative impact	▪ The transportation and use of our products (e.g., machinery) generate particulate matter, although our manufacturing partner complies with strict emissions standards, and the relevant regulations have become increasingly stringent in recent years ▪ Since construction machinery is currently mostly powered by diesel, it also emits sulfur oxides (SOx) and nitrogen oxides (NOx)	Downstream value chain	Long-term
Potentially positive impact	Expanding our product range and increasing sales of electrically powered machinery can actively counteract air pollution. Each new generation of construction machinery powered by internal combustion engines emits fewer pollutants and consumes less fuel	Downstream value chain	Long-term
POLLUTION OF WATER			
Actual negative impact	The extraction of raw materials can result in wastewater containing high concentrations of heavy metals and other toxic chemicals (e.g., sulfuric acid, cyanide, mercury, arsenic) or lead to acidification	Upstream value chain	Long-term

The assessment of material impacts, risks, and opportunities related to environmental pollution was based on Zeppelin's business activities, but did not cover all individual sites. The process and the stakeholders involved are described in ESRS 2.

MANAGEMENT OF IMPACTS, RISKS, AND OPPORTUNITIES

ESRS 2 MDR-P, MDR-A, E2-1, E2-2

POLICIES

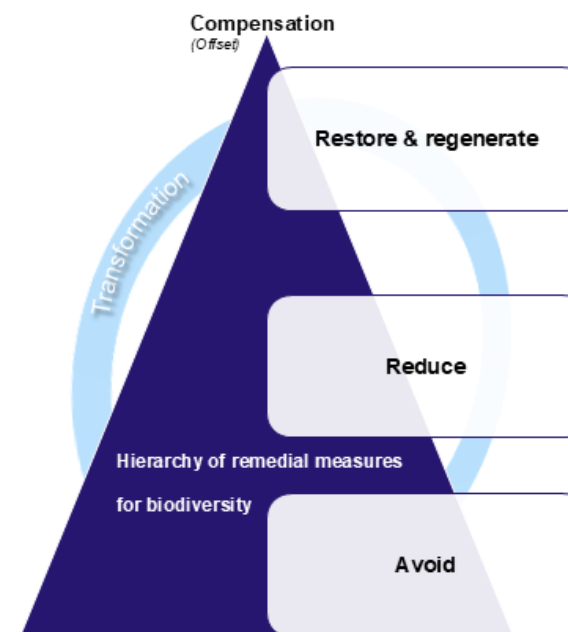
As part of its sustainability strategy, the Zeppelin Group is committed to preserving and protecting biodiversity and ensuring high air and water quality to safeguard people's livelihoods and, thereby, the company's long-term success and the foundation for environmentally responsible business practices. For Zeppelin, sustainable corporate management means, among other things, using the planet's natural resources responsibly and promoting social justice throughout the entire value chain. In doing so, the Group also adheres to the core elements of the EU Biodiversity Strategy, which aims to put biodiversity on a path to recovery by 2030. Therefore, the Zeppelin Group is committed to:

- promoting biodiversity and air and water conservation along the upstream value chain by working exclusively, whenever possible, with suppliers who comply with Zeppelin's "Supplier Code of Conduct," which includes, among other things, specific requirements regarding the established environmental standards of the respective supplier;
- preventing deforestation along the supply chain, particularly in the production and manufacturing of relevant products, and to promote sustainable practices that enable the natural regeneration of resources and raw materials;
- promoting biodiversity at our own facilities within the scope of existing possibilities and considering economic, social, and environmental aspects;
- ensuring air quality by aiming for GHG neutrality in its Own operations within the scope of its available and economically feasible resources;
- knowingly refrain from entering any business relationship or other compensated collaboration with customers, end users, etc., that significantly contributes to a substantial reduction in biodiversity, the destruction of ecosystems, or severe air pollution, to the extent permitted and reasonable, and instead to promote sustainable forms of land use to the extent possible;
- If we become aware of actual or potentially serious environmental damage in the upstream and downstream value chain, remedial and, if necessary, preventive measures are implemented in cooperation with the respective business partners; these measures may lead to the termination of the business relationship.

This commitment, the defined goals, and the measures are outlined in the Group-wide process description "Biodiversity and Air and Water Pollution Control," which is available to all employees via the intranet (CSR section).

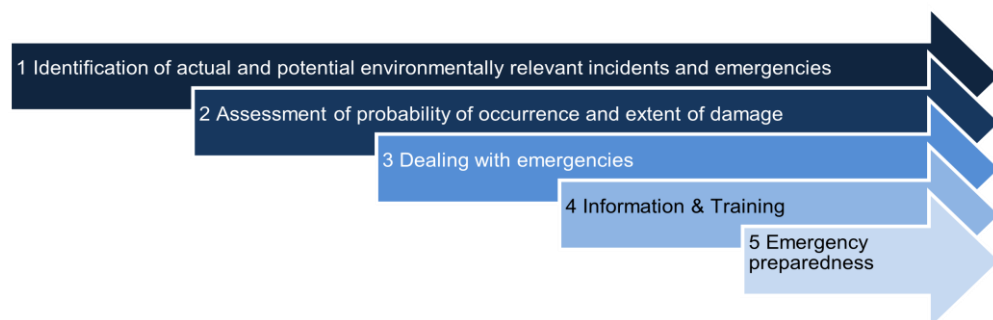
In all measures to protect biodiversity and ensure air and water conservation, Zeppelin follows the "Avoid – Minimize – Restore" approach. This means that, ideally, any potentially serious negative

impact should be avoided from the outset, as ecosystems are interconnected through complex interactions and any measure may involve interference with—and, in some cases, disruption of—natural systems.



Approach to protecting biodiversity and keeping air and water clean

In addition, our goal is to prevent emergency situations that could result in adverse environmental and health impacts as well as other property damage. The respective management team is responsible for ensuring that the necessary personnel, organizational, and technical requirements are in place to respond correctly in an emergency. Emergency management is structured around the key steps outlined below and may include additional process steps specific to each company.



Emergency management

If an emergency cannot be prevented, the goal is to minimize any potential negative impacts as much as possible and, if necessary, to remedy any damage that has occurred through restoration measures. Compensation measures represent the last resort for remedying negative impacts and are not currently used by Zeppelin.

ACTIONS

Zeppelin's focus on measures to prevent and minimize environmental pollution is currently concentrated within its Own operations. Within the scope of the environmental management system (ISO 14001), a range of site-specific environmental protection measures are implemented, such as switching to biodegradable cleaning agents, behavioral training programs, and the introduction of reusable containers and systems. In addition, our service portfolio includes services for the prevention of environmental pollution, such as conducting oil diagnostics to detect impending damage or leaks, minimizing wear and tear, etc. As part of the materiality analysis—which was expanded for the first time to include the upstream and downstream value chains—Zeppelin has identified impacts that will be addressed through the following action plan. The measures are based on the “Prevention” mitigation level and aim to prevent air and water pollution and the associated emissions along the upstream and downstream value chains as much as possible. The listed measures do not entail significant capital expenditures or increases in operating expenses.

ACTIONS RELATED TO POLLUTION

Target	Action	Expected results/contribution to target achieving	Scope	Time horizon	Remedial measures
Prevention and reduction of air pollution (upstream)	Supplier Code of Conduct: Collaborating with qualified suppliers to promote and restore environmental protection and air quality	- Raising awareness among suppliers - Supplier compliance with the Code of Conduct	Group	Ongoing	Not relevant
Prevention and reduction of air pollution (downstream)	Measures to reduce negative impacts, e.g., awareness-raising initiatives	Raising awareness among customers and service providers	Group	Ongoing	Not relevant
Prevention and reduction of water pollution (upstream)	Supplier Code of Conduct: Collaborating with qualified suppliers to promote and restore environmental protection and water quality	- Raising awareness among suppliers - Supplier compliance with the Code of Conduct	Group	Ongoing	Not relevant

TARGETS AND METRICS

ESRS 2 MDR-T, E2-3

The issue of environmental pollution in the upstream and downstream value chain was identified as material for the first time as part of the 2024 double materiality assessment. The Zeppelin Group has not yet defined any targets in this area and is not currently collecting any key performance indicators. In light of the ongoing development of regulatory requirements, we are monitoring the relevant adjustments. The initiation of new key performance indicator processes will be evaluated after the revised delegated act enters into force.

E3 WATER AND MARINE RESOURCES

MATERIAL IMPACTS, RISKS, AND OPPORTUNITIES

Description		Value chain	Time horizon
WATER CONSUMPTION			
Actual Negative Impact	- Raw Material Extraction: The extraction of raw materials—for example, for the production of construction machinery—is very water-intensive. Water is used to extract and clean raw materials. Due to the high water intensity of production processes and other intermediate products, this can lead to local water shortages and threaten the water supply - Metal production: The metal industry is one of the most water-intensive industries. In regions with limited water resources, high water consumption can lead to water shortages, particularly for the local population - Rubber Production (Natural vs. Synthetic): Rubber trees require a lot of water, especially in the first few years after planting. In regions such as Southeast Asia, where most of the natural rubber is produced, this can place a significant strain on local water resources	Upstream value chain	Long-term
Actual negative impact	Freshwater and rainwater are consumed at production and operational sites as well as on construction sites, e.g., in the production of mortar. Water consumption can lead to a reduction in local water resources and impair the availability of water for other uses, particularly in water-scarce regions	Downstream value chain	Long-term
WATER WITHDRAWAL			
Actual negative impact	- Raw material extraction: The extraction of raw materials—e.g., for the production of construction machinery—is very water-intensive. Water is used to leach and clean raw materials - Metal production: The metal industry is one of the most water-intensive industries. In regions with limited water resources, large-scale water withdrawals can lead to water shortages, particularly for the local population - Rubber production: High water withdrawals in rubber production can lead to problems such as the drying up of wells and rivers, particularly in arid regions	Upstream value chain	Long-term
Risk	Construction equipment servicing: Currently, fresh water is primarily required for the washing process. In the future, this could become more expensive, leading to increased servicing costs, or—in the worst-case scenario—may no longer be available at all, which would have a direct negative impact on parts of our business model	Own operations	Medium term

Water-intensive processes are currently concentrated increasingly in Zeppelin's upstream and downstream value chains. To a non-material extent, water consumption also occurs in our own operations using drinking water for our employees and using fresh and rainwater for irrigating green spaces as well as for operating restroom and washing facilities at our locations. As part of the dual materiality analysis, marine resources were classified as not relevant to Zeppelin.

MANAGEMENT OF IMPACTS, RISKS, AND OPPORTUNITIES

ESRS 2 MDR-P, MDR-A, IRO-1, E3-1, E3-2

POLICIES

Operating costs for water are low, while water treatment plants involve very high capital expenditures. To counter negative impacts, mitigate financial risks, and use water efficiently, Zeppelin has set a Group-wide goal to reduce its own water withdrawals. This goal is supported—in addition to the regulations mentioned under ESRS 2—by the Group-wide process description “Water and Marine Resources.” It includes the following commitments:

- To ensure that all employees have access to clean drinking water
- To ensure the economical use of water and marine resources throughout the value chain
- To use water treatment facilities and rainwater as a step toward more sustainable water procurement, as well as recovery and reuse
- To prevent water pollution caused by our own activities and reduce it to the lowest possible level
- To reduce the use of water and marine resources as much as possible in the design of products and services and to implement protective measures to prevent water pollution
- Reduce water consumption in areas affected by water stress and water risk within the scope of our own activities and throughout the upstream and downstream value chain, for example through efficiency measures
- To promote the protection of water and marine resources along the upstream value chain by, where possible, working exclusively with suppliers who comply with Zeppelin’s “Supplier Code of Conduct,” which, among other things, includes specific requirements regarding the established environmental standards of the respective supplier
- To knowingly refrain from entering any business relationship or other compensated collaboration with customers, end users, etc., that significantly contributes to the substantial overexploitation or pollution of water and marine resources with negative ecological and social impacts, and instead to promote sustainable forms of water use within the scope of our own available and economically viable capabilities
- If aware of actual or potential serious overexploitation or pollution of water and marine resources in the upstream and downstream value chain, to implement remedial and, if necessary, preventive measures in cooperation with the respective business partners, which may lead to the termination of the business relationship

ACTIONS

Water Risk and Water Stress Areas

Water risk refers to the likelihood that a location will face significant challenges due to water scarcity, water stress, flooding, infrastructure deterioration, drought, or poor water management. The severity of future impacts is also considered. High water stress exists when the demand for water within a given area cannot be met by the available water resources. Conserving water is particularly important in these regions. Using the World Resources Institute’s “Aqueduct tool. The Aqueduct 3.0” program, a detailed analysis of all Zeppelin sites was conducted to identify those with high water risk and water stress. A total of 25 sites with water risk (high/very high) and 84 sites with water stress (high/very high) were identified. The water-stressed areas are in Armenia, Belgium, China, Germany, France, India, the Netherlands, Nigeria, Poland, Russia, Saudi Arabia, Turkmenistan, Ukraine, and the United States. The measures outlined in the action plan below apply to all sites across the Group, regardless of whether they are classified as water-risk or water-stressed areas.

Objectives and Strategic Anchoring

As part of the CSR strategy, a Group-wide target to reduce freshwater withdrawal was agreed upon. This is supported by a modernization strategy for owned sites, which includes measures to reduce the Group’s own water withdrawal. These include the acquisition and use of rainwater cisterns and water recycling systems, as well as the maintenance and repair of water pipes and water supply systems.

Integrated Management System

As part of the environmental management system, ISO 14001-certified sites identify the significant environmental aspects of their business operations. These include environmental impacts resulting from water withdrawal and wastewater generation, such as those caused by cleaning construction equipment in wash facilities. If water consumption or wastewater generation is classified as a significant environmental aspect, targeted measures to reduce environmental impacts are evaluated and implemented, some of which have already been described.

Code of Conduct for Suppliers

Zeppelin agrees to a Code of Conduct with suppliers for their collaboration. In it, Zeppelin and the supplier commit to fulfilling the principles and requirements of the Code of Conduct and to complying with applicable laws. The chapter on environmental protection explicitly mentions sustainable resource management—ideally in accordance with ISO 14001 or 50001—as well as the treatment and discharge of industrial wastewater.

ACTIONS RELATED TO WATER RESOURCES

Target	Action	Expected results/contribution to target achieving	Scope	Time horizon	Remedial measures
Reduction of water consumption (upstream)	- Identification of water-stressed and water-risk areas - Supplier Code of Conduct: Collaborating with qualified suppliers to reduce the withdrawal and consumption of water resources	- Raising awareness among suppliers - Supplier compliance with the Code of Conduct	Group	Ongoing	Not relevant
Reduction of water consumption (downstream)	Identification of water-stressed and water-risk areas	Raising awareness of water-stressed and water-risk areas at the relevant locations	Group	Ongoing	Not relevant
Reduction of water withdrawal (upstream)	- Identification of water-stressed and water-risk areas - Supplier Code of Conduct: Collaborating with qualified suppliers to reduce the withdrawal and consumption of water resources	- Raising awareness among suppliers - Supplier compliance with the Code of Conduct	Group	Ongoing	Not relevant
Reduction of water withdrawal (financial risk)	- Identification of water-stressed and water-risk areas - Voluntary commitment - Group CSR goal to reduce freshwater withdrawal - Modernization Strategy 2030 (company-owned sites): including the reuse of graywater, construction of cisterns and use of rainwater, implementation of closed-loop systems, and testing of new methods to reduce water withdrawal - Integrated Management System: ISO 14001 (Environment, Germany)	Reduction in freshwater withdrawal by approximately 44,000 m ³ compared to 2022 (equivalent to 30%) through implementation of the Modernization Strategy	Group	2030	

Regarding significant investments or operating expenses, please refer to the information under E1 regarding the modernization strategy.

TARGETS AND METRICS

ESRS 2 MDR-T, E3-3

TARGET RELATED TO WATER RESOURCES⁸

Target	Target value	KPI	Scope	BY	BV	Time horizon	2025	Change BY/PY
30% reduction in freshwater withdrawal	102,728 m ³	Freshwater withdrawal in m ³	Group	2022	146,754 m ³	2030	128,407 m ³	-12.5% 5.0%
17.2% reduction in raw water withdrawal	121,512 m ³	Freshwater withdrawal in m ³	Group	2022	146,754 m ³	2027		

Total water withdrawal includes graywater (treated), rainwater, and fresh water. The Group-wide reduction target for freshwater withdrawal is binding for all sites, including those in water-stressed and water-risk areas. Ecological thresholds have not yet been defined. As part of the cascading of CSR targets, the freshwater target was broken down to the level of individual companies. The companies of PEPP Group B.V., newly consolidated in the reporting year, are not yet included in the water metrics. The 2024 materiality analysis revealed that water use within our own business segment is predominantly attributable to water withdrawal; therefore, no information on water consumption is provided.

WATER WITHDRAWAL⁸

Water withdrawal in m ³	2024		2025	
	Fresh water	Total water	Fresh water	Total water
Zeppelin Group total	122,257	126,974	128,407	134,583

⁸ Target and base figures, as well as all water metrics as of December 31, 2025, exclude the companies of PEPP Group B.V. (PEPP) that were consolidated in the reporting year; Targets will be reviewed and redefined in the 2026 reporting year.

E4 BIODIVERSITY AND ECOSYSTEMS

ESRS 2 SBM-3, E4-1

MATERIAL IMPACTS, RISKS, AND OPPORTUNITIES

Description		Value chain	Time horizon
LAND-USE CHANGE, FRESHWATER-USE CHANGE AND SEA-USE CHANGE			
Actual negative impact	- The operation of our suppliers' sites requires corresponding land use - Raw material extraction can lead to significant land-use changes	Upstream value chain	Long-term
Actual negative impact	- The operation of our customers' sites requires appropriate land use - Construction sites and new buildings can lead to significant land-use changes	Downstream value chain	Long-term
DIRECT EXPLOITATION			
Actual negative impact	Zeppelin generates economic profit from soil resources (e.g., iron ore for steel production as a raw material for construction machinery and engines, or aluminum in plant engineering). These resources are subsequently no longer available to nature or other people	Upstream value chain	Long-term
IMPACTS ON THE POPULATION SIZE OF SPECIES			
Actual negative impact	Raw material extraction and processing can interfere with nature and the species found there, leading to a local reduction in population	Upstream value chain	Long-term
IMPACTS ON THE GLOBAL EXTINCTION RISK OF SPECIES			
Potentially negative impact	The extraction and further processing of raw materials can disrupt natural habitats and the species living there, leading to a local decline in population	Upstream value chain	Long-term
Potentially negative impact	The equipment and machinery we sell or rent may be used in mining operations and other related activities for the extraction of raw materials, which can affect wildlife populations	Downstream value chain	Long-term
LAND DEGRADATION			
Actual negative impact	Construction machinery can contribute to significant earthmoving and, consequently, land-use change	Downstream value chain	Long-term
Actual positive impact	Construction machinery can be used for restoration	Downstream value chain	Long-term
SOIL SEALING			
Actual negative impact	Construction equipment is used in soil sealing, which can have negative impacts on, for example, the water cycle, soil fertility, the local climate, and biodiversity	Downstream value chain	Long-term
Actual positive impact	Construction equipment can contribute to renaturation through its use in demolition projects	Downstream value chain	Long-term

As part of the DMA 2024, the topic of biodiversity and ecosystems was identified for the first time as a material issue due to its impacts on the upstream and downstream value chains. The materiality assessment was based on Zeppelin's business activities, but did not cover all individual locations. The procedure and the stakeholders involved are described in ESRS 2. The topics are considered in close connection with the material topics of climate change (E1), environmental

pollution (E2), and water and marine resources (E3), as well as with the resilience analysis conducted (see E1). The Zeppelin Group has a minor dependence on an ecosystem service in the form of wood as a raw material due to the use of pallets for the transport and storage of construction machinery and equipment. This primarily affects locations of the SBU Construction Industry & Mining, Rental, and Power Systems divisions.

MANAGEMENT OF IMPACTS, RISKS, AND OPPORTUNITIES

ESRS 2 MDR-P, MDR-A, E4-2, E4-3

POLICIES

The Zeppelin Group is committed to preserving biodiversity and ecosystems along the value chain in order to safeguard people's livelihoods and, thereby, ensure the company's long-term success as well as the foundation for environmentally responsible business practices. The Zeppelin Group's corresponding voluntary commitment, the associated internal regulations, and the strategic management approach are identical to those for the topic of environmental pollution (E2) and have already been described here.

ACTIONS

The measures already listed under Environmental Pollution (E2) also apply to the area of biodiversity and ecosystems. The measures listed do not entail significant capital expenditures or increased operating expenses.

ACTIONS RELATED TO BIODIVERSITY AND ECOSYSTEMS

Target	Action	Expected results/contribution to target achieving	Scope	Time horizon	Remedial measures
Preventing changes in land use, freshwater use, and marine use (upstream and downstream)	- Upstream: Code of Conduct for Suppliers - Downstream: Awareness-raising measures (e.g., on the efficient use of machinery)	- Raising awareness among suppliers - Supplier compliance with the Code of Conduct - Raising customer awareness	Group	Ongoing	Not relevant
Prevention of direct exploitation (upstream)	Code of Conduct for Suppliers	- Raising Supplier Awareness - Supplier compliance with the Code of Conduct	Group	Ongoing	Not relevant

Avoiding negative impacts on the population size of species (upstream)	Supplier Code of Conduct	- Raising awareness among suppliers - Supplier compliance with the Code of Conduct	Group	Ongoing	Not relevant
Avoiding negative impacts on the global risk of species extinction (upstream and downstream)	- Upstream: Supplier Code of Conduct - Downstream: N/A	- Raising awareness among suppliers - Supplier compliance with the Code of Conduct	Group	Ongoing	Not relevant
Preventing land degradation and promoting restoration (downstream)	N/A	N/A	N/A	N/A	Not relevant
Preventing soil sealing and promoting restoration (downstream)	N/A	N/A	N/A	N/A	Not relevant

TARGETS AND METRICS

ESRS 2 MDR-T, E4-4, E4-5

The topic of biodiversity and ecosystems was identified as material for the first time as part of the 2024 dual materiality analysis. The Zeppelin Group has not yet defined any targets in this area and is not currently collecting any metrics. In light of the ongoing development of regulatory requirements, we are monitoring the relevant adjustments. The initiation of new metric processes will be reviewed after the revised delegated act enters into force.

SOCIAL INFORMATION



S1 ZEPPELIN'S WORKFORCE

ESRS 2 SBM-3

MATERIAL IMPACTS, RISKS, AND OPPORTUNITIES

Description		Value chain	Time horizon
SECURE EMPLOYMENT			
Actual positive impact	Secure employment for our own employees ensures financial stability and contributes to the mental health and well-being of employees worldwide	Own operations	Long-term
WORK-LIFE BALANCE			
Actual positive impact	Promoting the well-being and living conditions of our employees has a positive impact on employee retention, employer attractiveness, and the employment rate of women, thereby contributing to an increase in gross domestic product and a reduction in the shortage of skilled workers	Own operations	Long-term
Opportunity	- Increased employee retention: Companies that offer work-life balance initiatives often have higher employee retention rates. This reduces the costs and effort associated with recruiting and training new employees (lower turnover, higher productivity) - Improved employee health: Promoting work-life balance can lead to better mental and physical health among employees, thereby reducing the costs associated with sick leave - Talent acquisition: Companies that offer family-friendly working conditions can more easily attract qualified professionals, save on recruitment costs, and thereby gain a competitive advantage	Own operations	Medium-term
HEALTH AND SAFETY			
Actual negative impact	Work-related accidents have a direct impact on employees' health	Own operations	Long-term
Risk	- Short-term costs: Implementing occupational safety measures may initially involve costs, such as investments in safety equipment, training, and safety measures. These are direct costs that affect the company's budget - Work-related accidents and sick days: If adequate occupational safety measures are not in place, this can lead to work-related accidents and work-related illnesses. This can result in high costs for medical care, lost work time, and, in some cases, legal action - Production downtime: Work-related accidents or health issues among employees can lead to production downtime, resulting in lost revenue and delays in fulfilling orders - Insurance costs: Companies often face higher insurance costs if they fail to implement adequate occupational safety measures. Premiums for workers' compensation insurance may rise if accidents occur more frequently - Legal costs: Violations of occupational safety laws or work-related accidents can result in legal costs in the form of fines and claims for damages	Own operations	Medium-term
Opportunity	Increased employer appeal and employee satisfaction	Own operations	Medium-term
TRAINING AND SKILLS DEVELOPMENT			
Actual positive impact	By focusing on continuous professional development, lifelong learning, and a comprehensive range of training and professional development opportunities (both internal and external), employee satisfaction, retention, and the quality of work can be improved	Own operations	Long-term
Opportunity	Increased employee satisfaction, employee retention, and employer attractiveness	Own operations	Medium-term

DIVERSITY

Potentially positive impact	Diversity, equal opportunity, and inclusion help reduce discrimination and prejudice. They create fair conditions for everyone, regardless of ethnicity, gender, sexual orientation, religion, or other characteristics. Promoting diversity strengthens social cohesion	Own operations	Medium-term
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The identified impacts, risks, and opportunities apply to all employees, regardless of gender, position, role, or group affiliation. The analysis considered our own employees, although temporary workers, freelancers, self-employed individuals, etc., who work on behalf of Zeppelin, have not yet been included. Work-related accidents were identified as a significant negative impact on our own workforce in "Health and safety."

Zeppelin's HR strategy takes internal and external challenges into account and is embedded in the global corporate strategy. At the core of the HR strategy are the areas of Attract, Develop, and Retain, which are supported by a wide range of initiatives and programs. The HR organization is structured into independent human resources departments. Depending on the size of the company, there is a human resources development function in addition to operational human resources management. Group Human Resources Development is responsible for the creation and further development of the HR strategy, as well as for cross-functional topics related to leadership and leadership development. These measures are supplemented by company-specific human resources development processes. Overall responsibility for HR matters—including employee engagement, personnel development, compliance and data protection, diversity, equal opportunity, and inclusion—lies with the CHRO within the Group Management Board.

MANAGEMENT OF IMPACTS, RISKS, AND OPPORTUNITIES

ESRS 2 MDR-P, MDR-A, S1-1, S1-2, S1-3, S1-4, S1-14

The Group management maintains an ongoing dialogue with the workforce. The goal is to achieve continuous improvement through feedback sessions and collaboration across countries, subsidiaries, and functions. To gather feedback from employees on topics that influence employee retention, satisfaction, and motivation, Zeppelin conducted the Z VOICE Pulse employee survey on an anonymous and voluntary basis in the spring and fall of 2025. This is a modern, short survey format (known as "pulse checks"). The goal is to gauge employee sentiment every six months to promptly implement appropriate measures. The surveys are supported by a follow-up process involving both centralized and decentralized measures, including training and exchange programs for various target groups.

In addition to regular employee surveys, the 360° feedback for Zeppelin's managers complements the company's survey landscape. This is a development tool for managers that, based on Zeppelin's leadership principles, facilitates individual feedback from colleagues, supervisors, and direct

reports. In addition, employees who leave the company of their own accord are asked to participate in a voluntary and anonymous survey regarding their time at Zeppelin and their reasons for leaving. The aim is to identify areas for improvement within the company and to derive targeted measures to strengthen employee retention.

EMPLOYEE ENGAGEMENT

Group	Level	Type	Frequency	Evaluation of effectiveness
Employees	All permanent employees and trainees	Z VOICE Pulse: Employee satisfaction and motivation survey	Twice a year	High
Managers	As needed; generally open to all managers	360° Feedback: Feedback for managers to further develop their leadership skills and personality	One-time (can be repeated after 1-2 years if needed)	High
Employees	Employees who voluntarily leave the company (resignations)	Survey on voluntary employee departure	One-time upon exit	Medium

In Germany and Austria, the works council is involved at an early stage in matters subject to co-determination to ensure constructive and transparent cooperation. At the corporate level, HR issues are regularly discussed in the Group Works Council to develop joint solutions that best represent the interests of employees. Close cooperation with the respective works councils also takes place at individual locations, which contributes significantly to the success of HR initiatives. In countries without formal employee representation, employee participation is promoted through regular surveys, feedback sessions, and open communication channels to integrate employees' concerns into decision-making processes.

The online whistleblower system "Trust Line" is available to all employees and external parties for submitting anonymous reports and complaints and for reporting potential violations of laws, regulations, and guidelines. Additional information on this topic can be found in the Governance Information section.

Zeppelin complies with applicable laws and regulations, respects internationally recognized standards, and ensures that human rights and environmental risks and violations are prevented during its business activities, while also providing affected parties with access to remedies and complaint channels. These guiding principles are reflected in the key policy frameworks described under ESRS 2. Of particular note are the Code of Conduct for Business Ethics and Compliance and the Policy Statement on Respect for Human and Environmental Rights. These articulate the company's responsibility in the context of its global business activities and apply throughout the entire value and supply chain, as well as to all employees in all divisions worldwide. During the reporting period, the Zeppelin Group is not aware of any cases or activities involving significant risk related to child labor, forced labor, or compulsory labor at its locations.

In addition, several Group policies and works agreements are in effect that were concluded between the management of Zeppelin GmbH and the Group Works Council of Zeppelin GmbH and apply to all employees of Zeppelin GmbH and its domestic majority-owned subsidiaries (subsidiaries and sub-subsidiaries). These include, among others, the Group works agreements on "Mobile Work," "Introduction of the Workday Modules Performance, Potential Identification, Talent and Succession, and Learning," "Subsidy for Preschool Childcare," and "LinkedIn Learning," which are available in the internal policy center.

POLICIES AND ACTIONS: SECURE EMPLOYMENT

For Zeppelin, there are many advantages to employees having stable tenure with the company. That is why we pursue a long-term employment strategy and avoid short-term employment as much as possible. Long-term career development is supported through various programs, such as the Z Academy for aspiring and experienced leaders, as well as Z Compass and Z Talent, which identify high-potential employees. Furthermore, every new hire is carefully considered, and employees are generally offered a permanent contract. We place great importance on maintaining a positive employer image to remain attractive to both new talent and existing employees. Various employer seals and certifications confirm Zeppelin as an outstanding employer: "Fair Company" (Handelsblatt), "Employer of the Future" (German Innovation Institute for Sustainability and Digitalization), "Top Company 2025" (Kununu), and "Fair Training" (Trendence Institute).

POLICIES AND ACTIONS: DIVERSITY

To actively promote diversity, equity, and inclusion (DEI), Zeppelin takes a holistic approach: The company is working to foster a corporate culture that supports tolerance and mutual respect and promotes equity. Zeppelin has a "zero-tolerance policy" toward any form of discrimination. Diverse experiences and perspectives based on age, nationality/ethnic origin, gender, sexual orientation, disability, religion/beliefs, lifestyles, or other characteristics are explicitly encouraged and supported to foster authenticity and drive new developments. This is enshrined both in Zeppelin's "Code of Conduct" and in the statement on diversity, equal opportunity, and inclusion published by management. Zeppelin is a member of the Diversity Charter, a German employer initiative to

promote diversity in companies. In addition, Zeppelin supports the "Spitzenfrauen BW" project, whose overarching goal is to increase the proportion of women in leadership positions in companies in Baden-Württemberg.

In 2020, Zeppelin launched the Z COLOURFUL initiative. This initiative includes measures that contribute to diversity, equal opportunity, and inclusion. The initiative supports adaptation to an ever-changing work environment and promotes awareness of diversity as a critical factor for success. This includes organizing events and activities in both German and English to raise awareness of diversity, equal opportunity, and inclusion—for example, during the annual Diversity Day or throughout the year in the form of training sessions. In addition, various employee networks offer employees a platform for exchange (e.g., the LGBTQI+ network PROUD@Zeppelin, the women's network Z NOW, and the fathers' network).

POLICIES AND ACTIONS: WORK-LIFE BALANCE

To promote work-life balance, Zeppelin relies, among other things, on flexible work schedules such as part-time or partial retirement, which can be individually tailored to employees' needs. The Group-wide "Mobile Work" collective agreement contributes to promoting work-life balance, increases the company's flexibility and modernity, fosters a better balance between work and private life, and contributes to higher employee satisfaction. The "audit berufundfamilie" certification, which Zeppelin has held since 2018, also provides an important framework.⁹ Zeppelin offers various support programs to provide the best possible assistance to employees in different life situations. Employees of the German subsidiaries have access to the famPLUS service offerings in the areas of childcare and parenting counseling, caregiving counseling, and mental health.

POLICIES AND ACTIONS: TRAINING AND SKILLS DEVELOPMENT

The Zeppelin Group actively promotes the improvement of its employees' skills and lifelong learning. Group-wide talent management programs help identify individual career opportunities in leadership and expert tracks and ensure internal succession planning. The Z COMPASS process is a development center designed to identify and specifically develop high-potential employees. In addition, Z TALENT is the global process for identifying high performers and high-potential employees, as well as for strategic succession planning for key positions at the senior and middle management levels and in selected expert roles. In addition to the Group-wide development programs for employees and managers—which are based on our leadership principles—the SBUs offer a portfolio of specialized training courses that cover both technical and personal competencies, are tailored to the needs of the work environment and the employees, and address current topics that are regularly updated. For recent college graduates, Zeppelin has launched the Z NEXT trainee program. We also engage young talent early on through our dual study program and our certified apprenticeship program. In connection with transition plans for key topics, information is also provided to all employees, and training and continuing education measures are

⁹ The certification applies to Zeppelin GmbH, the German companies of the SBU Construction Industry & Mining, Rental and Power Systems.

conducted as needed—for example, on new products such as electric excavators and high-voltage systems.

POLICIES AND ACTIONS: HEALTH AND SAFETY

It is the Zeppelin Group's stated goal to completely prevent work-related accidents and work-related illnesses (Vision Zero). The following fundamental principles, which are enshrined in the Group guideline "Corporate Policy on the Integrated Management System," apply:

- Management and executives bear primary responsibility and serve as role models for safe and health-conscious work practices at Zeppelin. They implement measures designed to maintain and continuously improve the health and performance of all employees over the long term. To this end, all necessary means and resources (time, money, materials, training) are made available to establish the occupational health and safety organization and the resulting measures.
- All employees are obligated to contribute, through their behavior, to preventing accidents, illnesses, and hazards at work—both for themselves and for others. They actively and consciously contribute to this through their daily actions. This means that applicable occupational health and safety regulations must be observed at all times, required personal protective equipment must always be worn, and machines, equipment, and work tools must be used exclusively for their intended purposes.
- All employees are required to report or rectify malfunctions and defects and to submit suggestions for improvements aimed at ensuring a safe and healthy workplace. The goal is to achieve continuous improvement in working conditions and a steady reduction in work-related accidents and work-related illnesses.

With the help of its ISO 45001-certified occupational health and safety management system, Zeppelin not only steers the direction and achievement of its goals but also monitors and documents the progress made. The scope of this management system encompasses the companies in Germany and covers approximately 61 percent of all employees in the Zeppelin Group during the reporting year. To ensure that Zeppelin's high standards are met abroad as well, internal regulations are based on the existing management system. The procedures and guidelines for responding to work-related accidents, as well as their reporting and notification, are set forth in procedural instructions. At every location of the German subsidiaries with more than 20 employees, developments are documented and monitored during quarterly meetings of the occupational safety committee. This is done with the participation of safety specialists and company physicians. A risk assessment is prepared for each activity to identify hazards in advance. In addition, site inspections are conducted in all areas to identify risks and implement corrective measures. Regularly trained internal auditors reduce the risk posed by hazard sources through internal audits and site inspections. Site inspections and certifications are conducted by external service providers. To ensure that employees have the necessary knowledge and skills regarding occupational health and safety, all employees participate in annual training. Responsibility for this lies with the

respective managers. Effective occupational safety training can help prevent work-related accidents, protect employees' health, and increase productivity by minimizing potential risks. For this reason, Zeppelin offers two different Germany-wide occupational health and safety training programs that also address job-specific topics. The safety of contractors and external personnel is just as important to Zeppelin as the safety of its own employees, so these individuals receive training before beginning work. In addition to mandatory medical examinations, Zeppelin offers further voluntary occupational health services.

A key component of the Zeppelin Group's and all its German subsidiaries' workplace health promotion efforts is the Z FIT health initiative. This initiative includes various measures designed to maintain and improve employees' health and well-being, such as lectures, check-ups, workshops, and fitness sessions. The goal is to ensure a safe work environment, identify risks early on, and promote the physical and mental health of our employees in a sustainable manner.

Relevant measures that can indirectly contribute to achieving these goals are outlined in the action plan below. The selection of measures is based on best practices, scientific findings, and feedback from the workforce. The effectiveness of the listed measures and initiatives is tracked and evaluated through regular internal and external audits as well as employee surveys. It should be noted that the key performance indicators on which the goals are based—such as length of service, voluntary turnover rate, health rate, or proportion of women—can only be directly influenced to a limited extent by company-wide measures. Rather, they are largely linked to factors in the immediate work environment, such as collaboration with managers, team atmosphere, or perceived opportunities for development. Similarly, personal circumstances can significantly shape an employee's experience of motivation, commitment, health, and a sense of belonging.

ACTIONS RELATED TO ZEPPELIN WORKFORCE

Target	Action	Expected results/contribution to target achieving	Scope	Time horizon	Remedial measures
Maintain length of service at a stable level	▪ Development opportunities ▪ Employee survey ▪ Z VOICE Pulse ▪ Initiatives and measures to support work-life balance ▪ Supporting the next generation: Apprenticeships, dual study programs, trainee program (Z NEXT) ▪ Master's scholarship at Zeppelin University	▪ Employee retention through continuing education and career opportunities ▪ Regular employee feedback on factors influencing employee retention ▪ Promoting work-life balance ▪ Early retention of young professionals and high-potential talent ▪ Employee Retention Through Excellent	Group	Long-term	Not relevant

	- Leadership programs - Employer attractiveness (Employer Branding)	- Professional Leadership - Employee retention and attracting talent through a positive employer brand			
Maintain a high level of employee health	Z FIT	- Education and awareness-raising on health topics - Maintaining and improving employee well-being - Promoting health-conscious behavior	DE	Long-term	Not relevant
Reducing the workplace accident rate and days lost to injury	Annual training for all employees (e-learning)	Raising awareness among all employees regarding occupational safety and health	Group	Ongoing	Not relevant
Increase the proportion of women	- Z COLOURFUL/ Z NOW - Recruiting female talent - Support through talent and development programs - Support through succession planning and the hiring process	- Raising awareness of gender equality - Increasing employer attractiveness - Creating equal opportunities	Group, DE	Ongoing	Not relevant

TARGETS AND METRICS

ESRS 2 MDR-T, ESRS 2 MDR-M, S1-5, S1-6, S1-9, S1-13, S1-14, S1-15

The goals are defined and the target values are set based on external studies, historical company data, industry benchmarks, and expected developments regarding labor market trends. These goals were established in consultation with Group Management and in accordance with Group guidelines. Progress is assessed by reporting the key performance indicators annually to Group Management. The selected goals address key topics such as diversity, work-life balance, continuing education, and skills development.

Data required to define goals and assess progress, specifically regarding the proportion of women, length of service, and voluntary turnover rate, is sourced from Workday, a central platform for collecting, monitoring, and calculating employee data. Unless otherwise specified, the key metrics are reported as of December 31 of the reporting year. Length of service is calculated by determining

the time span between an employee's start date and December 31 of the reporting year. This metric is expressed in years. The voluntary resignation rate is reported as a percentage. It is calculated by dividing the number of resignations by the number of employees over the past twelve months by the number of employees as of the reporting date. The health rate is calculated by subtracting the sick leave rate, expressed as a percentage, from 100 percent. The sick leave rate is calculated by dividing the number of sick days by the product of the number of employees and the target number of working days. Employees on long-term sick leave are excluded from this calculation. Since there is no centralized tracking of sick days, companies report the data used to calculate the rate to Group Controlling on a monthly basis. The proportion of women is calculated by dividing the total number of women in the workforce by the total workforce, and is expressed as a percentage.

The number of employees is reported excluding apprentices, employees on long-term sick leave, interns/trainees, dual-track students, employees on unpaid leave, employees in the leave-of-absence phase of a partial retirement program, and employees on parental leave. Temporary agency workers and freelancers are also excluded. However, employees on maternity leave, those with work restrictions, and those on leave of absence are included. Employees are reported in either heads (number of people) or FTEs (full-time equivalents). Information regarding external workers, as specified in S1-7, is not included in the report. To ensure consistent and harmonized reporting, this consolidated sustainability statement uses the same calculation methodology for employees as the management report.

TARGETS RELATED TO ZEPPELIN WORKFORCE

Target	Target value	KPI	Scope	BY	BV	Time horizon	2025	Change BY/PY
Maintain a stable level of length of service	≥ 9.3 years	Average length of service in years	Group	-	-	Permanent	10.3 years	-1.1%
Maintain a low rate of self-termination	≤ 7.5 %	Self-termination rate ¹⁰	Group	-	-	2025	5.4 %	-11.5%
Maintain a high health rate	≥ 95.0 %	Health rate ¹¹	Group	-	-	2025	95.9 %	0.3%
Reduce the rate of work-related accidents	-10% p.a.	Number of work-related accidents (> 3 days) per 1,000 employees	GER	PY	18.3	2025	(*) 19.0	3.8%
Reduce the days lost due to accidents	-10% p.a.	Number of days lost due to accidents	Group	PY	4,937 days	2025	(*) 5,275 Days	6.8%

(*) Excluding the consolidated PEPP Group B.V.

The number of employees is reported excluding apprentices, employees on long-term sick leave, interns/trainees, dual-track students, and employees on unpaid leave, in the exemption phase of a partial retirement program, and on parental leave. Temporary agency workers and freelancers are

¹⁰ Self-termination rate = (Number of voluntary resignations (cumulated over the last 12 months) / Number of employees (as of last day of last month)) x 100 %;

¹¹ Health rate = 1-(Number of employees sick days (cumulated over the last 12 months) / Number of employees (as of last day of last month) x target working days (cumulated over the last 12 months)) x 100 %

also not included. However, employees on maternity leave, those subject to a work restriction, and those on leave of absence are included. Unless otherwise stated, the reporting date is December 31 of the reporting year. The number of employees is reported either in heads (number of people) or in FTEs (full-time equivalents). Information regarding external workers in accordance with S1-7 is not currently included in the report. To ensure a consistent analysis and harmonized reporting, this consolidated sustainability statement uses the same calculation methodology for the number of employees as the management report.

TOTAL NUMBER OF EMPLOYEES BY GENDER (HEADCOUNT)

Gender	2024	2025
Male	8,431	10,083
Female	1,837	2,068
Other	0	2
Zeppelin Group total	10,268	12,151

TOTAL NUMBER OF EMPLOYEES BY COUNTRY (HEADCOUNT)

Country	2024	2025
Armenia	133	156
Austria	324	322
Belgium	17	25
Brazil	113	108
China	131	138
Czech Republic	514	513
Denmark	448	468
Estonia	11	11
France	21	38
Germany	6,405	6,326
Great Britain	21	17
Greenland	6	4

India	259	242
Italy	54	56
Netherlands	0	1,132
Nigeria	0	77
Norway	0	764
Poland	161	170
Russia	106	97
Saudi Arabia	21	24
Singapore	14	13
Slovak Republic	174	179
Sweden	648	648
Switzerland	17	18
Tajikistan	12	11
Turkmenistan	43	47
Ukraine	451	384
USA	104	104
Uzbekistan	60	59
Zeppelin Group total	10,268	12,151

NUMBER OF EMPLOYEES BY GENDER AND SBU

SBU	Female	Male	Other (**)
Construction Industry & Mining	14.67%	85.33%	0.03%
Rental	19.04%	80.96%	0.00%
Power Systems	14.36%	85.64%	0.00%
Plant Engineering	19.38%	80.62%	0.00%
Holding	42.24%	57.76%	0.00%
Zeppelin Group total (*)	17.02%	82.98%	0.02%

(*) Including employees of klickrent GmbH and Zeppelin Lab GmbH.

(**) Gender based on employees' self-reported information.

METRICS: SECURE EMPLOYMENT

Zeppelin aims to promote secure employment and create long-term employment relationships and a stable work environment.

NUMBER OF EMPLOYEES BY GENDER, TYPE OF EMPLOYMENT, AND INFORMATION ON FLUCTUATION (*)

	Female	Male	Other (**)	Total
NUMBER OF EMPLOYEES (HEADCOUNT)				
	1,829	8,326	2	10,157
NUMBER OF PERMANENT EMPLOYEES (HEADCOUNT)				
	1,776	8,102	2	9,880
NUMBER OF TEMPORARY EMPLOYEES (HEADCOUNT)				
	53	224	0	277
NUMBER OF FULL-TIME EMPLOYEES (HEADCOUNT)				
	1,378	8,086	2	9,466
NUMBER OF PART-TIME EMPLOYEES (HEADCOUNT)				
	451	240	0	691

¹² Turnover rate = (Number of exits (cumulative over the last 12 months) / Number of employees (as of the last day of the previous month)) × 100%¹³ Self-termination rate = (Number of voluntary resignations (cumulative over the last 12 months) / Number of employees (as of the last day of the previous month)) × 100%EMPLOYEE TURNOVER (%)¹²

	10.2	11.3	0.0	11.1
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(*) Excluding the consolidated PEPP Group B.V.

(**) Gender based on employees' self-reported information.

METRICS: EMPLOYEE SATISFACTION

Zeppelin is committed to long-term employee retention and workforce satisfaction. Indicators of long-term retention and high satisfaction include a high average length of service and a low self-termination rate.

LENGTH OF SERVICE AND SELF-TERMINATION RATE

SBU	Average length of service in years	Self-termination rate ¹³
Construction Industry & Mining	10.6	5.7
Rental	8.4	5.3
Power Systems	10.8	4.1
Plant Engineering	12.0	6.6
Holding	7.7	3.7
Zeppelin Group total (*)	10.3	5.4

(*) Including employees of klickrent GmbH and Zeppelin Lab GmbH.

FAMILY-RELATED LEAVE

Percentage of all employees in the Zeppelin Group who are generally entitled to leave for parental or caregiving purposes, considering the respective national laws	100%
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METRICS: PROPORTION OF WOMEN

For Zeppelin, equal opportunities for women and men are a matter of course and a key driver of success. The primary goal here is to fully harness the potential of every woman and support her in her long-term career development. The table breaks down the percentage by gender and age group relative to the total number of employees per legal entity.

PROPORTION OF WOMEN IN MANAGEMENT POSITIONS

Position	Number (headcount)	Percentage share
Supervisory Board (Group)	4	33.3%
Management Board (Group)	1	25.0%
First management level (*)	26	22.0%

(*) Excluding the consolidated PEPP Group B.V.

The first management level includes individuals who report directly to Group Management Board and comprises, among others, the management and executive boards of the companies.

METRICS: HEALTH AND SAFETY

Zeppelin is committed to providing all employees with a safe and healthy workplace. In close coordination and collaboration with the internal experts on the Occupational Health and Safety Committee, the Works Council, and the respective management, Zeppelin has set targets for continuous improvement. The specific path toward achieving these targets is determined by taking relevant internal and external factors into account (e.g., investment planning) and is always defined according to the "SMART" criteria (specific, measurable, achievable, realistic, and time-bound). There were no significant changes to the target values or the associated key performance indicators during the reporting period.

COVERAGE RATE OF THE OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM

Percentage of all employees in the Zeppelin Group covered by an occupational health and safety management system	60.4%
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The scope of the occupational health and safety management system in accordance with DIN ISO 45001 covers all German subsidiaries as well as Zeppelin CZ s.r.o., Zeppelin Sverige AB, and Zeppelin Energy Rental Netherlands B.V.

NUMBER OF WORK-RELATED ACCIDENTS (> 3 DAYS) (*)

SBU	2024	(*) 2025
Construction Industry & Mining	96	93
Rental	69	78
Power Systems	19	16
Plant Engineering	11	13
Holding	0	1
Zeppelin Group total	195	201
Work-related fatalities (**) (Zeppelin Group total)	0	0

(*) Excluding the integrated PEPP Group B.V.

(**) Fatalities due to work-related illnesses are not currently tracked.

The rate of work-related accidents and lost-time days are determined via an internal reporting system in which every accident and the resulting lost-time days must be reported. This is followed by consolidation at the company level and by annual periods (reporting period: January 1 through December 31 of the respective year). As part of random spot checks and validity checks, the reported metrics are reviewed and corrected as necessary. The collected metrics are not validated or audited externally. No significant assumptions were made in determining the metrics.

WORK-RELATED ACCIDENT RATE (WORK-RELATED ACCIDENTS > 3 DAYS PER 1,000 EMPLOYEES) (*)

SBU	2024	2025
Construction Industry & Mining	21.1	17.4
Rental	28.2	33.2
Power Systems	23.5	21.3
Plant Engineering	6.1	7.5
Holding	0	2.6
Zeppelin Group total	18.3	19.0

(*) Excluding the consolidated PEPP Group B.V.

NUMBER OF DAYS LOST DUE TO WORK-RELATED ACCIDENTS (*)

SBU	2024	2025
Construction Industry & Mining	2,256	2,487
Rental	1,705	2,089
Power Systems	650	310
Plant Engineering	326	372
Holding	0	17
Zeppelin Group total	4,937	5,275

(*) Excluding the consolidated PEPP Group B.V.

In the case of work-related illnesses, serious infectious diseases are recorded, as they may result in harm to third parties. All other work-related illnesses fall under Article 9(1) of the GDPR and are treated accordingly as sensitive personal data.

HEALTH RATE¹⁴

SBU	2024	2025
Construction Industry & Mining	96.2%	96.0%
Rental	93.7%	95.1%
Power Systems	95.9%	95.5%
Plant Engineering	96.3%	96.9%
Holding	96.5%	96.3%
Zeppelin Group total	95.6%	95.9%

¹⁴ Health rate = 1 - (Number of sick days taken by employees (cumulative over the last 12 months)) / (Number of employees (as of the last day of the previous month) × Target workdays (cumulative over the last 12 months)) × 100%

S2 WORKFORCE IN THE VALUE CHAIN

ESRS 2 SBM-3

MATERIAL IMPACTS, RISKS, AND OPPORTUNITIES

Description		Value chain	Time horizon
WORKING CONDITIONS			
Potentially negative impact	Possible issues include poor working conditions, a lack of a say in decision-making, and low pay in the areas of raw material extraction and processing, which can significantly affect people's quality of life	Upstream value chain	Long-term
Potentially negative impact	▪ Safety risks: Working conditions can vary greatly by region and, depending on the specific job, can be hazardous (e.g., on construction sites or in the maritime industry) ▪ Compliance with working hours: Failure to comply with regulations on working hours can endanger people's health ▪ Fair wages: Low pay can negatively impact people's health, well-being, and living conditions	Downstream value chain	Long-term
EQUAL TREATMENT AND OPPORTUNITIES FOR ALL			
Potentially negative impact	Possible consequences include poor working conditions, a lack of a say in decision-making, and low pay in the areas of raw material extraction and processing, which can significantly impact people's quality of life	Upstream value chain	Long-term
Potentially negative impact	Working conditions can vary greatly from region to region and depend on the specific job. Poor working conditions, a lack of say in decision-making, and low pay can have a negative impact on people's health, well-being, and living conditions	Downstream value chain	Long-term
OTHER WORK-RELATED RIGHTS			
Potentially negative impact	Possible issues include poor working conditions, lack of a say in decision-making, and low pay in the areas of raw material extraction and processing, which can significantly affect people's quality of life	Upstream value chain	Long-term
Potentially negative impact	Working conditions can vary greatly from region to region and depend on the specific job. Poor working conditions, a lack of a say in decision-making, and low pay can have a negative impact on people's health, well-being, and living conditions	Downstream value chain	Long-term

Negative impacts may arise in particular for employees in the upstream value chain, e.g., in raw material extraction and processing, as these activities sometimes take place in less regulated (developing) countries. The raw materials listed below are particularly important to Zeppelin for manufacturing the products and services it sells or leases.

For employees in the downstream value chain, risks related to adverse working conditions, etc., are lower due to Zeppelin's business operations in predominantly highly regulated countries. This applies to employees at logistics companies (transport of machinery/equipment) or recycling and reprocessing companies (dismantling and recycling of machinery/equipment). Employees who work at company sites but are not part of the company's workforce and employees who work in the operations of a joint venture or special purpose entity are not relevant. Neither are employees who are particularly vulnerable due to their characteristics or circumstances.

Natural rubber (tires)	Rare earths ¹⁵ (electronics, batteries)	Lithium (electronics, batteries)	Iron ore (steel)	Bauxite (aluminum)
Main mining regions:				
▪ Southeast Asia ▪ Central America ▪ South America	China	▪ Australia ▪ Chile ▪ Bolivia	▪ Australia ▪ Brazil ▪ South Africa	▪ China ▪ Guinea ▪ Brazil ▪ India

¹⁵ Scandium (Sc), samarium (Sm), holmium (Ho), lanthanum (La), europium (Eu), erbium (Er), cerium (Ce), yttrium (Y), thulium (Tm), praseodymium (Pr), gadolinium (Gd), ytterbium (Yb), neodymium (Nd), terbium (Tb), lutetium (Lu), promethium (Pm), dysprosium (Dy).

MANAGEMENT OF IMPACTS, RISKS, AND OPPORTUNITIES

ESRS 2 MDR-P, MDR-A, S2-1, S2-2, S2-3, S2-4

POLICIES

The Zeppelin Group is committed to ensuring and protecting human and environmental rights throughout the value chain. This explicitly includes the prohibition of forced labor, child labor, and discrimination. The key regulatory frameworks governing labor in the value chain apply Group-wide and are based on the Universal Declaration of Human Rights (International Bill of Human Rights), the ILO Declaration on Fundamental Principles and Rights at Work, and the principles of the UN Global Compact, which Zeppelin joined in 2016. These include, in particular, the Policy Statement on Respect for Human and Environmental Rights, the Code of Conduct for Business Ethics and Compliance, the Supplier Code of Conduct, and the Group Guidelines on “Compliance,” “Human Rights Due Diligence,” “Whistleblower Protection,” and “Implementation of the Supply Chain Due Diligence Act” (see also ESRS 2).

ACTIONS

As part of the annual risk-based audits and the regular conduct of the double materiality assessment, the value chain is also analyzed in detail; potential risks are identified and addressed with preventive and corrective measures.

A large portion of the procurement volume consists of merchandise sourced from our long-standing business partner Caterpillar, which was included as a key stakeholder in the double materiality analysis. In addition, there is regular direct communication with Caterpillar and other suppliers. Through the online whistleblower system, Zeppelin Trust Line, all workers in the value chain can contact Zeppelin anonymously to raise concerns or communicate needs. Further information on this is available in the Governance Information section. Specific requirements for cooperation with suppliers are outlined in the Supplier Code of Conduct. The supplier is obligated to comply with the respective minimum requirements for human rights due diligence and environmental standards and to inform Zeppelin—e.g., via the Zeppelin Trust Line—of any violations it may identify within its area of business. This includes violations of the Code of Conduct and the measures taken in response, criminal offenses, violations in the supply chain, or the existence of a reasonable suspicion that Zeppelin employees, its partners, the suppliers’ partners, or other third parties are seriously violating the principles outlined here, Zeppelin’s values, compliance rules, or applicable law.

Preventive measures within one’s own business unit include ensuring the implementation of the Policy Statement, risk-mitigating procurement strategies and practices, training for relevant departments, and risk-based control mechanisms. Preventive measures regarding direct suppliers include supplier questionnaires, supplier selection based on defined minimum standards, contractual agreements to comply with defined minimum standards, training and continuing education, and the contractual establishment of control mechanisms. If it is determined that a violation of human rights or environmental obligations has already occurred or is imminent within Zeppelin’s own operations or at a direct supplier, corrective measures will be taken immediately to prevent, end, or minimize the extent of such a violation. In the event of serious breaches of obligations, ineffective corrective measures, or if no mitigating measures are available, a business relationship may be suspended or terminated.

ACTIONS RELATED TO WORKERS IN THE VALUE CHAIN

Target	Action	Expected results/contribution to target achieving	Scope	Time horizon	Remedial measures
Compliance with human and environmental rights	- Code of Conduct for Suppliers - Zeppelin Trust Line	Increased awareness of and commitment to human and environmental rights, as well as increased awareness of the Zeppelin Trust Line	Group	Long-term	Not relevant

TARGETS AND METRICS

ESRS 2 MDR-T, S2-5

Our goal is to continuously optimize our business practices, products, and services in the spirit of sustainability. The Zeppelin Group expects its partners, suppliers, service providers, and subcontractors to contribute to this effort as part of a holistic approach. For this reason, Zeppelin agrees to a joint Code of Conduct with its suppliers as the foundation for their business relationship. The issue of labor in the value chain was identified as material for the first time as part of the 2024 double materiality analysis. The Zeppelin Group has not yet defined any targets in this area and is not currently collecting any metrics. In light of the ongoing development of regulatory requirements, we are monitoring the relevant changes. The initiation of new metric processes will be reviewed after the revised delegated act enters into force.

GOVERNANCE INFORMATION



G1 BUSINESS CONDUCT

ESRS 2 SBM-3

MATERIAL IMPACTS, RISKS, AND OPPORTUNITIES

Description		Value chain	Time horizon
COMPLIANCE			
Risk	- Corruption and bribery: Corruption and bribery pose a very high risk of damaging our business relationships and our reputation, as well as incurring high financial costs due to penalties, fines, etc. - Loss of business opportunities and business partners	Own operations	Long-term
Opportunity	Strengthening trust and ensuring business viability through Group-wide compliance standards	Own operations	Long-term

Regarding the role of the administrative, management, and supervisory bodies, as well as the process for identifying and assessing material impacts, risks, and opportunities related to corporate governance, please refer to the information provided in ESRS 2.

MANAGEMENT OF IMPACTS, RISKS, AND OPPORTUNITIES

ESRS 2 MDR-P, MDR-A, G1-1, G1-3, G1-4

CORPORATE CULTURE AND BUSINESS CONDUCT POLICIES

The ethical foundation for compliance at Zeppelin is the conviction that social responsibility, legal compliance, and conduct based on integrity ensure the company's long-term success. Compliance with legal regulations, regulatory requirements, and internal company guidelines is a natural part of Zeppelin's leadership and corporate culture. As part of its compliance management system, the Zeppelin Group has implemented various processes to prevent compliance violations or, alternatively, at least to detect them and take corrective action. Internal rules and guidelines provide management and employees with clear guidelines and explain the ethical and legal rationale behind the compliance program. The Zeppelin Code of Conduct for Business Ethics and Compliance describe these fundamental principles of corporate behavior—both within the Group and in relation to its partners and the public.

Regarding Zeppelin's partners—that is, suppliers, service providers, and subcontractors—Zeppelin has outlined its expectations in the Supplier Code of Conduct and established it as the foundation for collaboration. Integrity is an inviolable corporate value in all business activities and relationships.

The central set of rules governing compliance is the Group "Compliance" Policy. This applies to the entire Zeppelin Group, including unconsolidated subsidiaries and majority-owned companies in Germany and abroad. In the 2025 reporting year, PEPP Group B.V., comprising 22 companies, was integrated into the Zeppelin Group. The process of bringing these companies within the scope of the Group "Compliance" Policy, the "Whistleblower Protection" Policy, and the "Gift Policy," as well as into the Group-wide compliance training program, is currently underway and will be completed in the course of 2026. The policy establishes the framework for the compliance organization and its responsibilities within the Zeppelin Group. It must be implemented with corresponding instructions or guidelines of the Group companies and governs the tasks and structure of the Zeppelin Group's compliance organization. It is the responsibility of Group Management to ensure that the Zeppelin Group and the governing bodies and employees working within it can always fulfill this obligation. The "Compliance" Group Policy establishes the organizational measures necessary to fulfill this responsibility—that is, measures that are appropriate, necessary, and reasonable—and communicates the requirements to employees. The Chief Compliance Officer reports quarterly to the Zeppelin Group's Management Board and the Supervisory Board on current figures and compliance issues.

In addition, there are two other key policies: the Group Policy on "Whistleblower Protection" and the Group Policy on the Handling of Gifts and Invitations ("Gift Policy"):

- The Group Policy on "Whistleblower Protection" governs the reporting of compliance violations and applies Group-wide to all companies in which Zeppelin GmbH holds, directly or indirectly, a stake of at least 50% ("Group Companies"). Its content is based on the EU Whistleblower Directive and the laws of EU member states derived from it. The management boards of the Group companies are responsible for implementing the provisions of the policy within their respective Group companies, communicating them to employees, and monitoring compliance. The Supervisory Board is responsible for

monitoring, advising, and reviewing the Group Management Board, including with regard to these activities. The Chief Compliance Officer therefore reports quarterly on current reports and compliance cases to the Group Management Board and the Supervisory Board.

- The Group Policy on Handling Gifts and Invitations also applies Group-wide to all companies in which Zeppelin GmbH holds, directly or indirectly, a stake of at least 50% ("Group companies"). The management teams of the Group companies are responsible for implementing the provisions of the policy within their respective Group companies, communicating them to employees, and monitoring compliance. The Supervisory Board is responsible for monitoring, advising, and auditing Group Management regarding these activities. In terms of content, this Group Policy governs the handling of gifts from business partners to Zeppelin employees as well as from Zeppelin to its business partners and customers. It provides a binding framework and guidance for the legally compliant handling of gifts. In this way, the policy also serves to prevent white-collar crime, particularly corruption and bribery. It protects our employees and the company from any liability that may arise as a result.

PREVENTION AND DETECTION OF CORRUPTION AND BRIBERY

Any form of corruption, bribery, extortion, or embezzlement in business dealings, as well as any violation of export control regulations or sanctions, is strictly prohibited. All employees are made aware of the scope of compliance requirements and the proper conduct necessary to meet them through information sessions and training. These sessions address not only the rules to be followed but also the early identification of risks and violations, as well as the reporting of concerns to address potential misconduct. The Zeppelin Group strives to investigate potential or reported compliance violations independently, objectively, promptly, and in accordance with internally defined guidelines. The compliance organization and the individuals involved in the investigations are independent of the existing operational organizational and management structures within the Group and its Strategic Business Units, to ensure an independent and objective assessment.

As part of the dual materiality analysis, financial risks arising from cases of corruption and bribery were classified as significant in compliance, as compliance violations can result in high fines and penalties. To counteract this risk, the Zeppelin Group has firmly embedded a compliance organization, processes, and the guidelines within the company.

The internal compliance organization ensures that the compliance management system is coordinated across the Group and that contact persons are available in all companies to whom employees can turn into confidence. A dedicated email address for questions and reports related to compliance is also available. In addition, an online whistleblower system is in place through which reports can be submitted in all languages relevant to the Zeppelin Group and its business partners. The system allows individuals to contact the Zeppelin Group anonymously and confidentially. To provide this reporting system, Zeppelin collaborates with an external partner who continuously

updates the system to meet the guidelines and requirements for global whistleblower reporting. The system complies with the General Data Protection Regulation (GDPR), is audited, and is certified to ISO 27001. External ombudsmen have been appointed in selected countries where Zeppelin conducts business. Through them, it is possible to confidentially address questions regarding compliance—and in particular, adherence to legal requirements and internal guidelines—to a neutral and trained trusted representative. In addition, it is possible to contact the responsible Chief Compliance Officer (CCO) and members of the compliance organization directly. All contact channels are equally available to employees, business partners, and other third parties. The processes are outlined in the Group Policy on "Compliance" and the Group Policy on "Whistleblower Protection."

Any whistleblower who reports, in good faith, a violation of applicable law or internal guidelines through one of the reporting channels will be protected. This applies even if, upon further investigation, a suspicion turns out to be unfounded, provided that the whistleblower had sufficient reason to believe at the time of the report that the information provided was true. This protection means that Zeppelin will not take or tolerate any action or threat of action related to the whistleblower's report that could adversely affect the whistleblower. Zeppelin highlights this in various communications to its employees to lower barriers to reporting and encourage employees to report violations.

ACTIONS RELATED TO BUSINESS CONDUCT

Target	Action	Expected results/contribution to target achieving	Scope	Time horizon	Remedial measures
Compliance training rate greater than 90%	Basic compliance e-learning training for all employees	Training for all employees to deepen their understanding of compliance topics	Group	Ongoing	Not relevant

The compliance training program for the entire Zeppelin Group consists of e-learning courses for all employees covering basic compliance knowledge and key provisions of the Zeppelin Code of Conduct for Business Ethics and Compliance. A select group of employees in particularly high-risk roles, such as those in purchasing and sales, receives in-depth knowledge through a supplementary e-learning course on corruption, the prevention of money laundering and terrorist financing, as well as export controls and the handling of embargoes. To increase the training participation rate, the Workday Learning Management System regularly sends email reminders to employees who have not yet participated. This is accompanied by targeted communications within the strategic business units. In addition to the e-learning courses, workshops and ad hoc group training sessions are held at various locations.

TARGETS AND METRICS

ESRS 2 MDR-T, MDR-M, G1-4

In consultation with Group Management and in accordance with Group guidelines, the following objectives were established for the Compliance department.

TARGETS RELATED TO BUSINESS CONDUCT¹⁶

Target	Target value	KPI	Scope	BY	BV	Time horizon	2025	Change PY
Ensure a high training rate	≥ 90.0%	Proportion of all employees with valid basic compliance training in relation to the total number of employees (headcount)	Group	-	-	Permanent	(*) 87.8%	-2.9%

(*) Excluding the consolidated PEPP Group B.V.

Monitoring and reporting are based on current figures from the Workday Learning Management System, in which the current training status of each participant is automatically documented by the system. The training rate metric is calculated as the percentage of employees who have completed the basic compliance training at least once, relative to the total number of employees in the Zeppelin Group.

COMPLIANCE INCIDENTS (CORRUPTION AND BRIBERY)

Number of convictions for violations of anti-corruption and anti-bribery laws	0
Amount of fines for violations of anti-corruption and anti-bribery regulations	0 Euro

During the reporting year, no violations of human rights, child labor, or forced labor, or of procedures and standards for combating corruption and bribery were reported.

¹⁶ The reported training rate for the 2025 reporting period refers to Zeppelin Group companies integrated into the group-wide compliance training system by the reporting date; Companies of PEPP Group B.V., acquired in 2025, are not included in this metric and will be included starting with the 2026 reporting year.

APPENDIX

ESRS INDEX

ESRS 2 IRO-2, ESRS 2 Appendix B

REFERENCES

Disclosure requirements		Section: sustainability statement	Incorporation by reference
ESRS 2 – General information			
BP-1	Scope of consolidation for the sustainability statement	Basis for preparation	Annual Report 2025, pp. 53 ff.
GOV-5	Risk management system, internal audit, and controls of the Zeppelin Group	Governance and Strategy: Risk Management	Annual Report 2025, pp. 43 ff.
SBM-1	Description of the business purpose, business models, and significant product groups and services of the SBUs	Governance and Strategy	Annual Report 2025, p. 36

LIST OF DISCLOSURE REQUIREMENTS MET IN ACCORDANCE WITH ESRS VERSION 1

ESRS standard		Section: sustainability statement
ESRS 2 – General Information		General information
BP-1	General principles for preparing the sustainability statement	Basis for preparation
BP-2	Disclosures related to specific circumstances	Basis for preparation
GOV-1	The role of the administrative, management, and supervisory bodies	Governance and strategy
GOV-2	Information and sustainability issues addressed by the company's administrative, management, and supervisory bodies	Governance and strategy
GOV-3	Incorporation of sustainability-related performance into incentive systems	No information yet
GOV-4	Statement on due diligence	Governance and strategy
GOV-5	Risk management and internal controls for sustainability reporting	Governance and strategy
SBM-1	Strategy, business model, and value chain	Governance and strategy
SBM-2	Interests and views of stakeholders	Management of impacts, risks, and opportunities
SBM-3	Material impacts, risks and opportunities (IROs) and their interaction with strategy and business model	Management of impacts, risks, and opportunities
IRO-1	Description of the processes to identify and assess material impacts, risks and opportunities	Management of impacts, risks, and opportunities
IRO-2	ESRS Index: List of fulfilled disclosure requirements	Appendix
ESRS E1 – Climate change		Environmental Information
E1 SBM-3	Material impacts, risks and opportunities (IROs) related to climate change	Governance and strategy
E1 IRO-1	Description of the processes to identify and assess material climate-related impacts, risks and opportunities	ESRS 2 – DMA process
E1-1	Transition plan for climate change mitigation	Governance and strategy
E1-2	Policies related to climate change	Management of impacts, risks, and opportunities

E1-3	Actions and resources related to climate change	Management of impacts, risks, and opportunities
E1-4	Targets related to climate change	Targets and metrics
E1-5	Energy consumption and energy mix	Targets and metrics
E1-6	GHG emissions in Scope 1+2	No information on Scope 3 emissions yet
E1-7	GHG removals and GHG mitigation projects financed through carbon credits	Not material
E1-8	Internal carbon pricing	Targets and metrics
E1-9	Anticipated financial effects from material physical and transition risks and potential climate-related opportunities	No information yet
ESRS E2 – Pollution		Environmental information
E2 SBM-3	Material impacts, risks and opportunities (IROs) related to pollution	E2 Pollution
E2 IRO-1	Description of the processes to identify and assess material IROs related to pollution	ESRS 2 – DMA process
E2-1	Policies related to pollution	Management of impacts, risks, and opportunities
E2-2	Actions related to pollution	Management of impacts, risks, and opportunities
E2-3	Targets related to pollution	Targets and metrics
E2-4	Air, water, and soil pollution	No information yet
E2-5	Substances of concern and substances of very high concern	No information yet
E2-6	Anticipated financial effects from IROs related to pollution	No information yet
ESRS E3 – Water and marine resources		Environmental information
E3 SBM-3	Material impacts, risks and opportunities (IROs) related to water and marine resources	E3 Water and marine resources
E3 IRO-1	Description of the processes to identify and assess material IROs related to water and marine resources	ESRS 2 – DMA process
E3-1	Policies related to water and marine resources	Management of impacts, risks, and opportunities
E3-2	Actions related to water and marine resources	Management of impacts, risks, and opportunities
E3-3	Targets related to water and marine resources	Targets and metrics
E3-4	Water consumption	Not material
E3-5	Anticipated financial effects from IROs related to water and marine resources	No information yet
ESRS E4 – Biodiversity and ecosystems		Environmental Information
E4 SBM-3	Material impacts, risks and opportunities (IROs) related to biodiversity and ecosystems	Strategy
E4 IRO-1	Description of the processes to identify and assess material IROs related to biodiversity and ecosystems	ESRS 2 – DMA process
E4-1	Transition plan and consideration of biodiversity and ecosystems in strategy and business model	Strategy
E4-2	Policies related to biodiversity and ecosystems	Management of impacts, risks, and opportunities
E4-3	Actions related to biodiversity and ecosystems	Management of impacts, risks, and opportunities
E4-4	Targets related to biodiversity and ecosystems	Targets and metrics
E4-5	Metrics for impacts related to biodiversity and ecosystems	No information yet
E4-6	Anticipated financial effects from IROs related to water and marine resources	No information yet
E5 – Resource use and circular economy		Not material
ESRS S1 – Zeppelin's workforce		Social information
S1 SBM-2	Interests and views of stakeholders	ESRS 2 – Stakeholder engagement
S1 SBM-3	Material impacts, risks and opportunities (IROs) related to Zeppelin's workforce	Strategy
S1-1	Policies related to Zeppelin's workforce	Management of impacts, risks, and opportunities

S1-2	Procedure for involving Zeppelin's workforce and employee representatives in relation to impacts	Management of impacts, risks, and opportunities
S1-3	Processes for improving negative impacts and channels through which Zeppelin's workforce can raise concerns	Management of impacts, risks, and opportunities
S1-4	Actions related to Zeppelin's workforce	Management of impacts, risks, and opportunities
S1-5	Targets related to Zeppelin's workforce	Targets and metrics
S1-6	Metrics related to Zeppelin's workforce	Targets and metrics
S1-7	Metrics related to Zeppelin's external workforce	No information yet
S1-8	Collective bargaining coverage and social dialogue	No information yet
S1-9	Diversity metrics	Targets and metrics
S1-10	Adequate wages	Not material
S1-11	Social protection	Not material
S1-12	Persons with disabilities	Not material
S1-13	Training and skills development metrics	No information yet
S1-14	Health and safety metrics	Targets and metrics
S1-15	Work-life balance metrics	Targets and metrics
S1-16	Remuneration metrics (pay gap and total remuneration)	Not material
S1-17	Incidents, complaints and severe human rights impacts	No information yet
ESRS S2 – Workers in the value chain		Social information
S2 SBM-2	Interests and views of stakeholders	ESRS 2 – Stakeholder engagement
S2 SBM-3	Material impacts, risks and opportunities (IROs) and their interaction with strategy and business model	Strategy
S2-1	Policies related to the workers in the value chain	Management of impacts, risks, and opportunities
S2-2	Procedure for involving workers in the value chain in relation to impacts	Management of impacts, risks, and opportunities
S2-3	Processes to improve negative impacts and channels through which workers in the value chain can raise concerns	Management of impacts, risks, and opportunities
S2-4	Actions related to workers in the value chain	Management of impacts, risks, and opportunities
S2-5	Targets related to workers in the value chain	Targets and metrics
ESRS S3 – Affected communities		Not material
ESRS S4 – Consumers and end users		Not material
ESRS G1 – Business conduct		Governance information
G1 GOV-1	The role of the administrative, management and supervisory bodies	ESRS 2 - Sustainability governance and strategy
G1 SBM-3	Material impacts, risks and opportunities (IROs) related to business conduct	G1 Business conduct
G1 IRO-1	Description of the processes to identify and assess material IROs related to business conduct	ESRS 2 – DMA process
G1-1	Corporate culture and policies	Management of impacts, risks, and opportunities
G1-2	Management of relationships with suppliers	Management of impacts, risks, and opportunities
G1-3	Prevention and detection of corruption and bribery	Not material
G1-4	Incidents of corruption or bribery	Targets and metrics
G1-5	Political influence and lobbying activities	Not material
G1-6	Payment practices	Not material

SCOPE OF CONSOLIDATION

The following subsidiaries were included in this sustainability report:

Company	Country	Location
Zeppelin GmbH	Germany	Friedrichshafen
AT Baumaschinentechnik Beteiligungs GmbH	Germany	Munich
IBH Ingenieurbüro Herzbruch GmbH	Germany	Schwelm
clickrent GmbH	Germany	Berlin
Marx Ingenieurgesellschaft mbH	Germany	Oberhausen
METON GmbH	Germany	Garching near Munich
SITECH Germany GmbH	Germany	Oberhausen
Zeppelin Aviation & Industrial Service GmbH	Germany	Friedrichshafen
Zeppelin Construction Machinery GmbH	Germany	Garching near Munich
Zeppelin Lab GmbH	Germany	Berlin
Zeppelin Power Systems GmbH	Germany	Hamburg
Zeppelin Rental GmbH	Germany	Garching near Munich
Zeppelin Systems GmbH	Germany	Friedrichshafen
Zeppelin Armenia LLC	Armenia	Abovyan
Zeppelin Energy Rental Belgium N.V. (formerly Pon Energy Rental N.V.)	Belgium	Antwerp
Zeppelin Systems Benelux N.V.	Belgium	Genk
Zeppelin Systems Latin America Equipamentos Industriais Ltda.	Brazil	São Paulo
Zeppelin Systems China (Beijing) Co. Ltd.	China	Beijing
Zeppelin Systems China (Shanghai) Co., Ltd.	China	Shanghai
SITECH Danmark A/S	Denmark	Horsens
Zeppelin Danmark A/S	Denmark	Brøndby
Zeppelin Rental Denmark A/S	Denmark	Viby Sjælland
Zeppelin Systems UK Limited	England	Nottingham
Baltic Marine Contractors OÜ	Estonia	Tallinn
Moteurs-Marine-Méditerranée S.A.S.	France	Marseille
Zeppelin Holding France SNC (formerly Pon Holding France SNC)	France	Marseille
Zeppelin Systems France S.A.R.L.	France	Vénissieux Cedex
Smart Controls India Ltd.	India	Madhya Pradesh
Zeppelin Systems India Pvt. Ltd.	India	Vadodara
Zeppelin Systems Italy S.p.A.	Italy	Reggio Emilia
Compact Rent B.V.	Netherlands	Beneden-Leuwen
Machinefabriek Bolier B.V.	Netherlands	Dordrecht

MAN Rollo B.V.	Netherlands	The Hague
SITECH Nederland B.V.	Netherlands	Someren
Topec Afrika B.V.	Netherlands	Papendrecht
Topec International B.V.	Netherlands	Papendrecht
Topec W2E Holding B.V.	Netherlands	Nijkerk
Zeppelin Energy Rental Netherlands B.V. (formerly Pon Energy Rental B.V.)	Netherlands	Bladel
Zeppelin Holding B.V.	Netherlands	Almere
Zeppelin Holding Netherlands B.V. (formerly Pon Equipment and Pon Power B.V.)	Netherlands	Amsterdam
Zeppelin Power Systems Netherlands B.V. (formerly Pon Power B.V.)	Netherlands	Papendrecht
Zeppelin Rental Netherlands B.V. (formerly Pon Equipment Rental B.V.)	Netherlands	Cruquius
TPN Limited	Nigeria	Lagos
Zeppelin Construction Equipment Nederland B.V. (formerly Pon Equipment B.V.)	Netherlands	Amsterdam
SITECH Norway AS	Norway	Lierstranda
Zeppelin Construction Equipment Norway AS (formerly Pon Equipment AS)	Norway	Skedsmokorset
Zeppelin Energy Rental Norway AS (formerly Pon Energy Rental AS)	Norway	Lier
Zeppelin Holding Norway AS (formerly Pon Holding Norway AS)	Norway	Skedsmokorset
Zeppelin Power Systems Norway AS (formerly Pon Power AS)	Norway	Skedsmokorset
Zeppelin Rental Norway AS (formerly Pon Rental Norway AS)	Norway	Skedsmokorset
SITECH Austria GmbH	Austria	Steyr
Zeppelin Austria GmbH	Austria	Fischamend near Vienna
Zeppelin Rental Austria GmbH & Co. KG	Austria	Fischamend near Vienna
Zeppelin Rental Austria GmbH	Austria	Fischamend near Vienna
Zeppelin Polska Sp. z o.o.	Poland	Warsaw
Zeppelin Real Estate Russia OOO	Russia	Moscow
Zeppelin Power Systems Russia LLC	Russia	Moscow
Zeppelin Russia LLC	Russia	Moscow
Zeppelin Systems Gulf Co., Ltd.	Saudi Arabia	Al Jubail
SITECH Sverige AB	Sweden	Örebro
Zeppelin Sverige AB	Sweden	Mölnådal
Zeppelin International AG	Switzerland	Steinhausen
Zeppelin Systems Singapore Pte. Ltd.	Singapore	Singapore
Levotec s.r.o.	Slovak Republic	Levoca
Zeppelin SK s.r.o.	Slovak Republic	Banská Bystrica

Zeppelin Systems Korea Corporation	South Korea	Gyeonggi Province
Zeppelin Tajikistan OOO	Tajikistan	Dushanbe
Zeppelin CZ s.r.o.	Czech Republic	Modletice near Prague
Construction SITECH CZ s.r.o.	Czech Republic	Brno
Zeppelin Turkmenistan JV	Turkmenistan	Ashgabat
PJSC “Ukrucukorteploi-zolyaciya” (UCTI)	Ukraine	Vyshneve
Zeppelin Marine Service Ukraine LLC	Ukraine	Kyiv
Zeppelin Ukraine TOV	Ukraine	Kyiv
Zeppelin Central Asia Machinery OOO	Uzbekistan	Tashkent
Zeppelin Systems USA Inc.	United States of America	Odessa, Florida

Companies of PEPP Group B.V. consolidated during the reporting year

CONVERSION FACTORS FOR CO₂ EMISSIONS

To calculate CO₂ emissions, energy-source-specific emission factors are used, which enable the conversion of consumption data into emission values. The emission factors used are listed in the table below. Emissions are calculated in accordance with the Greenhouse Gas Protocol. In this process, the greenhouse gases listed in the Kyoto Protocol are converted into CO₂ equivalents. Emissions are calculated using both location-based and market-based methods. If supplier-specific emission factors are available, these are used for market-based calculation. The emission factors used are based on freely accessible technical literature, in particular the “Information Sheet on CO₂ Factors” published by the Federal Office of Economics and Export Control.

EMISSION FACTORS USED¹⁷

Energy source	Unit	Emissions factor (kilograms of CO ₂ equivalent per unit)	Conversion factors
Gasoline	kWh	0.264	I in kWh: 8.77
Bioethanol	kWh	0.0012	I in kWh: 7.42
Biogas	kWh	0.152	
CNG	kWh	0.2027	I in kWh: 13.3
Diesel	kWh	0.266	I in kWh: 9.86
Natural gas	kWh	0.201	
District and local heating	kWh	0.28	
Liquefied petroleum gas	kWh	0.239	
Wood chips	kWh	0.24	
Heating oil	kWh	0.266	I in kWh: 10.584
HVO	kWh	0.00373	I in kWh: 9.528

Refrigerant R1234YF	kg	4	
Refrigerant R134a	kg	1,430	
Refrigerant R32	kg	675	
Refrigerant R407c	kg	1,624	
Refrigerant R410a	kg	2,088	
Refrigerant R454b	kg	532	
Refrigerant R513a	kg	630	
Pellets	kWh	0.0115	
Propane	kWh	1.11	m ³ in kWh: 28.14 kg per kWh: 14.05
Coal	kWh	0.338	

Emissions data for electricity depend on the electricity mix. This is why there is an individual emission factor for each country:¹⁸

Country	kgCO ₂ e/kWh
Armenia	Data from Russia
Austria	0.215
Belgium	0.136
Brazil	0.141
China	0.632
Czech Republic	0.496
Denmark	0.152
Estonia	Data from Russia
France	0.059
Germany	0.393
Greenland	Data from Denmark
India	0.784
Italy	0.295
Korea	0.453
Netherlands	0.304
Nigeria	0.55
Norway	0.012
Poland	0.744
Russia	0.421
Saudi Arabia	Data from Germany (similar electricity mix)
Singapore	0.392
Slovak Republic	0.314
Sweden	0.024

¹⁷ Sources: Information Sheet on CO₂ Factors, Federal Office for Economic Affairs and Export Control (2025); DEFRA - UK Government GHG Conversion Factors for Company Reporting (2025); Refrigerant Report 21 (bitzer.de, 2025); Refrigerants, Appendix 2.10, BAFU Switzerland (2025); GUIDANCE NOTE, UNDP (2022); Hard Coal, volker-quaschnig.de (2025).

¹⁸ Source: VDA (2025)

Switzerland	0.124
Tajikistan	Data from Russia
Turkmenistan	Data from Russia
Ukraine	Data from Russia
United Kingdom	0.205
United States	0.362
Uzbekistan	Data from Russia

DATA OVERVIEW

Metric	Unit	2024	2025
General information			
Total sales revenue (gross)	Euro million	3,819.6	4,439.6
Number of topics (subtopics) identified as material	Number	22	22
Environmental information			
E1 – Energy			
Total heat consumption	MWh	42,881	48,780
Total electricity consumption	MWh	28,630	33,712
Total fuel consumption	MWh	104,846	121,825
Total renewable energy consumption	MWh	2,516	3,028
Total energy consumption	MWh	178,873	207,344
(*) Total electricity and heat consumption	MWh	71,511	70,483
(*) Energy consumption excluding mobility	MWh	72,968	71,804
(*) Energy consumption excluding mobility per million euros in sales revenue (gross)	MWh/EURm	19.1	18.7
Total heat consumption	MWh	42,881	48,780
Total electricity consumption	MWh	28,630	33,712
Total fuel consumption	MWh	104,846	121,825
Total renewable energy consumption	MWh	2,516	3,028
Total energy consumption	MWh	178,873	207,344
(*) Total electricity and heat consumption	MWh	71,511	70,483
(*) Energy consumption excluding mobility	MWh	72,968	71,804
(*) Energy consumption excluding mobility per 1 EURm in revenue (gross)	MWh/EURm	19.1	18.7
E1 – Greenhouse gas emissions			
GHG emissions Scope 1	t CO ₂ e	34,422	40,162
GHG emissions Scope 2 (location-based)	t CO ₂ e	11,747	13,042
GHG emissions Scope 2 (market-based)	t CO ₂ e	3,830	3,728

GHG emissions Scope 1+2 (location-based)	t CO ₂ e	46,179	53,204
GHG emissions Scope 1+2 (market-based)	t CO ₂ e	38,252	43,890
E3 – Water resources			
(*) Freshwater withdrawal	m ³	122,257	128,407
(*) Total water withdrawal	m ³	126,974	134,583
Social information			
S1 – Zeppelin's workforce			
Armenia	Headcount	133	156
Austria	Headcount	324	322
Belgium	Headcount	17	25
Brazil	Headcount	113	108
China	Headcount	131	138
Czech Republic	Headcount	514	513
Denmark	Headcount	448	468
Estonia	Headcount	11	11
France	Headcount	21	38
Germany	Headcount	6,405	6,326
Great Britain	Headcount	21	17
Greenland	Headcount	6	4
India	Headcount	259	242
Italy	Headcount	54	56
Netherlands	Headcount	0	1,132
Nigeria	Headcount	0	77
Norway	Headcount	0	764
Poland	Headcount	161	170
Russia	Headcount	106	97
Saudi Arabia	Headcount	21	24
Singapore	Headcount	14	13
Slovak Republic	Headcount	174	179
Sweden	Headcount	648	648
Switzerland	Headcount	17	18
Tajikistan	Headcount	12	11
Turkmenistan	Headcount	43	47
Ukraine	Headcount	451	384
USA	Headcount	104	104
Uzbekistan	Headcount	60	59
Total number of employees as of December 31	Headcount	10,268	12,151
Total number of employees as of December 31	FTE	10,079	11,839

(*) Number of permanent employees	Headcount	9,983	12,044
(*) Number of temporary employees	Headcount	285	107
(*) Number of full-time employees	Headcount	9,602	11,359
(*) Number of part-time employees	Headcount	666	792
Employee turnover	%	10.6	10.0
Self-termination rate, Construction Industry & Mining	%	5.7	5.7
Self-termination rate, Rental	%	7.1	5.3
Self-termination rate, Power Systems	%	4.6	4.1
Self-termination rate, Plant Engineering	%	6.4	6.6
Self-termination rate, Zeppelin GmbH (Holding)	%	4.7	3.7
Self-termination rate, Zeppelin Group total	%	6.1	5.4
Average length of service, Construction Industry & Mining	Years	10.7	10.6
Average length of service, Rental	Years	8.1	8.4
Average length of service, Power Systems	Years	10.1	10.8
Average length of service, Plant Engineering	Years	11.7	12.0
Average length of service, Zeppelin GmbH (Holding)	Years	6.9	7.7
Average length of service, Zeppelin Group total	Years	10.0	10.3
Percentage of employees eligible for family-related leave (considering national legislations)	%	100	100
Proportion of women on the Supervisory Board	%	33	33
Women on the Supervisory Board	Headcount	4	4
Percentage of Women on the Group Management	%	33	25
Women on the Group Management	Headcount	1	1
(*) Percentage of women in the first management level	%	19	22
(*) Women in the first management level	Headcount	24	26
Coverage of the occupational health and safety management system	%	61	60
(*) Reportable work-related accidents	Number	195	201
(*) Work-related accident rate (work-related accidents > 3 days per 1,000 employees)	Rate	18.3	19.0
(*) Days lost due to work-related accidents and work-related illnesses	Number	4,937	5,277
Fatalities due to work-related accidents	Number	0	0
Health rate, Construction Industry & Mining	%	96.2	96.0
Health rate,	%	93.7	95.1
Health rate, Power Systems	%	95.9	95.5
Health rate, Plant Engineering	%	96.3	96.9
Health rate, Zeppelin GmbH (Holding)	%	96.5	96.3
Health rate, Zeppelin Group total	%	95.6	95.9

Governance information**G1 – Business conduct/Compliance**

Convictions for violations of anti-corruption and anti-bribery laws	Number	0	0
Amount of fines for violations of anti-corruption and anti-bribery regulations	Euro	0	0
Confirmed violations of human rights, child labor, and forced labor	Number	0	0
(*) Training rate (participation rate) for basic compliance training Zeppelin Group total	%	90.4	87.8

(*) Excluding the integrated PEPP Group B.V.

ABBREVIATIONS

BY/PY	Base Year/Previous Year
CIM	Construction Industry & Mining
CNG	Compressed Natural Gas
CSR	Corporate Social Responsibility
CSRD	Corporate Sustainability Reporting Directive
DMA	Double Materiality Assessment
DNSH	Do No Significant Harm
ESG	Environment, Social, and Governance
ESRS	European Sustainability Reporting Standards
EUT	EU Taxonomy
FTE	Full-Time Equivalent(s)
GHG	Greenhouse Gas(es)
GPS	Continuous growth (Growth), outstanding performance (Performance), and sustainable stability (Stability) as the key pillars of Zeppelin's corporate strategy
HVO	Hydrotreated Vegetable Oil
IMS	Integrated Management System
IRO	Impact, Risks, Opportunities
KPI	Key Performance Indicator
LkSG	German Supply Chain Due Diligence Act
PEPP	PEPP Group B.V.
SBU	Strategic Business Unit
SDG	UN Sustainable Development Goals

IMPRINT

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