



Sustainability Report 2025

Thinking further.
Acting for the long term.

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Foreword



Dear Readers,

As a family-owned business with a long-term outlook and strong regional roots, it is OBO's highest priority to act responsibly across all three ESG (environment, social, governance) dimensions. During the reporting period, we improved and advanced the sustainability of our company through various initiatives in the course of our business activities, which was recognised by renowned sustainability rating agency "EcoVadis" with Gold status. By joining the United Nations Global Compact corporate initiative, we also publicly committed to complying with the 10 principles of sustainable corporate governance and will regularly report on our progress.

In the area of HR and employees, we are pleased to once again have been named a "Fair Company" by business newspaper Handelsblatt, highlighting our good and fair conditions for career starters and young professionals. We also held an internal training course for leadership on the topic of sustainability-oriented management for the first time ever. We plan to expand the roll-out of this training in 2026.

In the area of the environment, we have managed to calculate a Product Carbon Footprint for nearly 30,000 items and present these on our website. With this information, we establish visibility into the carbon effects of our individual products for our customers, which is key for sustainable construction projects in particular. In this context, for the first time ever we also calculated a complete carbon footprint that includes all carbon emissions of our upstream and downstream value chain as well as the emissions of our own business operations. This lays the foundation for us to identify decarbonisation potentials.

In the area of products, in 2025 we began developing a product line with significantly reduced carbon emissions, particularly by using recycled materials and carbon-reduced steel. These products represent a complete alternative to our standard articles, and will be launched and sold over the course of 2026.

Furthermore, we strengthened the organisation of our Product Compliance/Sustainability Management area, establishing it as an independent function within the company. In this way, we will drive OBO's sustainability strategy forward and optimally meet growing market and customer demands.

Our agenda for 2026 also includes a range of ambitious projects. Amongst others, we are working on our sustainability programme further and long-term objectives and measures.

The implementation of sustainability measures is a shared responsibility. Together with our employees, customers, suppliers and other stakeholders, we are working to make our industry sustainable. We would like to thank everyone for their efforts and hope you enjoy reading our Sustainability Report.

Kind regards

Prof. Dr. Robert Gröning

Lajos Hernádi

Christoph Palausch

1. Our business model

We have been dealing with the topic of electricity for more than 110 years. With our products, we guarantee the reliable routing of power and data and protect the appropriate infrastructure. This is how we have been able to make our mark on the German electrical sector with sustainable products, solutions and services, making us one of the leading international brands around the world.

With approximately 4,200 employees, we offer more than 30,000 products, digital tools and services, combining them to create application-oriented solutions for projects in industry, business and infrastructure facilities. We live true to our motto of "Building Connections" by strengthening relationships and establishing connections – between our customers and the OBO brand, between products and systems to offer safe electrical infrastructure, and between the present and the future. We never lose sight of our vision of designing the electrical infrastructure of the future.

30,000 

products manufactured by
OBO for electrotechnical
infrastructures.



6,000,000,000

OBO anchors® have been pro-
duced
since 1952.

3 

OBO installation areas:
Industrial, building, and safety
and protection installations.

4,200 

employees across
the globe.

60 

countries around the
world in which OBO is
represented.

Our approximately 10,000 customers in around 60 countries receive safe, high-performance, economical and future-proof products from us, which fulfil their tasks – also in special applications – every day. We have divided up our product range into three installation areas and thirteen subcategories. This product structure allows our customers to find the right product and the desired solution quickly.

Areas of installation



Industry

Cable support, connection and fastening systems for industry and infrastructure

Product categories

- Cable support systems
- Connection systems
- Fastening systems



Building

Cable routing, installation and under-floor systems for administration, functional buildings and architecture

Product categories

- Cable routing systems
- Device installation trunking, ducts and poles
- Devices and device sockets
- Underfloor and floor installation systems



Protection

Lightning protection, surge protection and fire protection systems

Product categories

- Surge protection
- External lightning protection
- Earthing and equipotential bonding
- Insulation and cable bandages
- Fire-tested routing systems
- Fire protection ducts

The most important industries include the construction industry, wholesalers and single retailers, mechanical engineering, the electrical and research industry, as well as telecommunications and the services sector. We are a solutions provider for the photovoltaic, wind power, biogas, electromobility, marine and offshore sectors, along with railway technology, power stations, oil and gas, tunnel construction, housing construction and renovation, hospitals and care facilities, computer centres, the food industry, mobile telecommunications and processing industries.

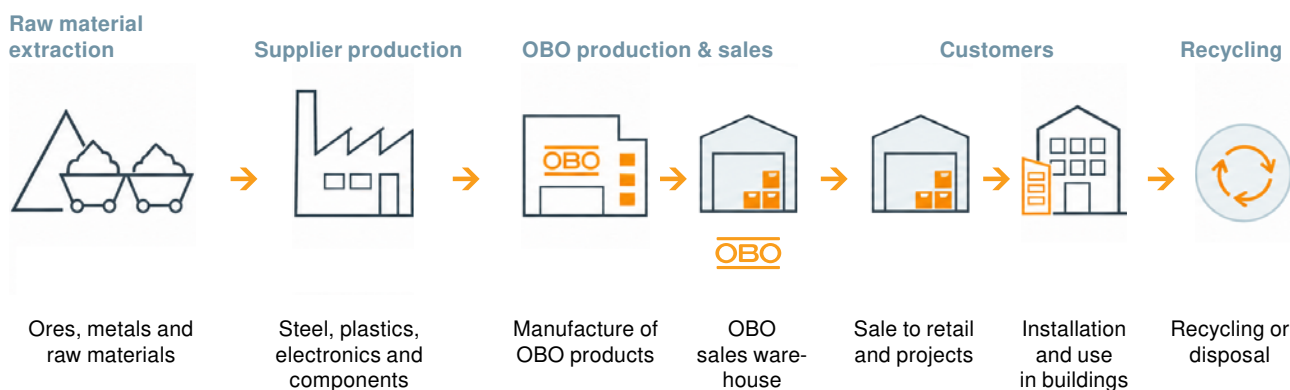
For these areas in particular, we offer not only products specially developed for the requirements of the end customers, but also additional services. These include, for example, planning consultancy or support in project planning on the construction site. In the coming years, our focus will be on the further development and expansion of the sustainable fields of photovoltaics, wind power, biogas and electromobility. However, for us, subjects such as the expansion of computer centres or the mobile telecommunications sector are amongst the tasks relevant to the future.

Our products are manufactured by our own production companies. Our main production sites are located in Germany and Hungary. OBO's production companies are marked by a high level of competence in all production processes and state-of-the-art equipment. A very high level of vertical integration with our own metal fabrication, surface finishing, and plastics and electronics production makes us independent of suppliers in many areas. This means we not only have a high level of quality control, but also rapid local availability, as well as short – and therefore sustainable – transportation routes. We're able to respond quickly and flexibly with special solutions for customer requests and project requirements.

Worldwide, OBO sales are handled by our own sales companies which in most cases have their own warehouse capacities.

The image below visualises our position within the value chain in simplified form.

Processes



2. Sustainability at OBO

2.1 Strategy and objectives

Sustainability is a core principle in OBO's business activities and relationships. This is why we are continuously enhancing our performance standards in the areas of the environment, social affairs and governance, to ensure that our value chain is in line with the principle of sustainable development for people and the environment.

Our sustainability strategy is based primarily on our materiality analysis, which has enabled OBO to identify sustainability topics highly relevant to us. We will report on the defined focus areas in detail in the following chapters. In addition, we want to provide an overview of the existing objectives in the three ESG fields (environment, social and governance).

Environment

- Increase the share of self-produced green energy to 10% by 2028
- Continual improvement of the data quality & calculation processes for the OBO product carbon footprint (coverage: approx. 30,000 items)
- Targeted marketing of the new OBO EcoLine products in 2026; expansion to further products in the medium term
- Reduce Scope 1 and Scope 2 carbon emissions by 90% (base year 2025) by 2035.
- Achieve climate neutrality (Scope 1, 2 and 3) by 2045

Social affairs

- Reduce workplace accidents, as measured by the LTIR rate, by 10% by 2026 (compared with previous year)
- Conceptualise and carry out an extensive employee survey by 2027
- Project start for the reconceptualisation of company health management in 2026

Governance

- Extend the existing 4x certification strategy (ISO 9001, 14001, 45001, 50001) to include ISO 19443 by 2027 for the main production companies
- Ensure that the OBO ESG objectives are in line with the growth strategy pursued by OBO for the entire company
- Annual review of OBO's sustainability performance by EcoVadis with the goal of maintaining Gold status
- Carry out additional employee trainings on the topics of ethics (compliance and human rights) and anti-corruption
- Update the existing abstract and concrete risk analysis for all OBO suppliers in 2026

2.2 Sustainability memberships and ratings

Sustainability can only be achieved together. On the one hand, this applies within the company, but also beyond company boundaries. This is the reason why OBO maintains relationships with leading sustainability organisations. In addition, OBO regularly has its sustainability performance rated by external auditors. This allows us to show that our company exceeds regulatory and market-specific expectations, amongst other things.

WE SUPPORT



In 2025, OBO joined the voluntary Global Compact initiative of the United Nations, pledging to follow the 10 principles of responsible governance.



Since 2022, OBO has been reporting voluntarily based on the globally GRI sustainability report standard.



OBO has been a member of the DGNB since 2012, supporting numerous sustainable construction projects according to DGNB standards with its products.



Since 2025, OBO has been awarded Gold status and 79 points by the internationally leading sustainability rating agency EcoVadis. This ranks OBO amongst the top 5% of all companies assessed.

SUSTAINABLE DEVELOPMENT GOALS

The Sustainable Development Goals are a framework of the United Nations that names the main areas for measures for creating a more sustainable world. OBO is aware that companies can have an influence on most SDGs, but the following five goals are the most relevant to business activities.



The products from OBO support the necessary electrification of industry and the corporate sector. Many of our products (e.g. mounting systems for photovoltaic systems) directly support the further expansion of renewable energy and therefore contribute to SDG 7.



With its business model and international production sites, OBO supports SDG 8.2 and 8.8 in particular.



OBO products play a crucial role in the electrification of industry and infrastructure. The products are used in innovative sectors, such as IT data centres as well as solar and wind power, amongst others.



OBO products from the area of lightning and surge protection prevent short circuits and fires due, in particular, to lightning strikes, which are increasing worldwide along with severe weather (SDG 11.5).



The majority of the OBO products have a service life of several decades and can be dismantled after use without being destroyed, reused or recycled.

2.3 Stakeholder engagement

OBO's latest stakeholder assessment identified the following four main stakeholder groups: customers, employees, suppliers and the public/local community. OBO is in regular contact with these stakeholders to identify relevant business and sustainability topics for them. Sustainability ratings and assessments are increasingly gaining in importance in this context. Customers and suppliers especially use established platforms such as EcoVadis, IntegrityNext or SUPPLIERASSURANCE to rate the performance of their suppliers, or their own performance. OBO uses these platforms as an important part of its stakeholder engagement. The result of this engagement and dialogue has a direct impact on OBO's strategy and business (e.g. a higher proportion of recycled materials, the avoidance of certain input materials or a reduction of the carbon footprint). The stakeholders' perspective is reflected in regular meetings between OBO's executive management and the Supervisory Board.

Stakeholder groups	Type of exchange	Example results
Customers	▪ OBO website ▪ Trade fairs ▪ Customer meetings and visits ▪ Customer training ▪ Surveys and analyses	▪ Sustainable products (e.g. with a high proportion of recycled materials) ▪ Products for the solar and wind farm sector ▪ OBO sustainability ratings (e.g. EcoVadis)
Employees	▪ OBO intranet (OBOX) ▪ Works assemblies ▪ Cooperation between employee representatives (works council) and the Board of Management ▪ Structured employee meetings ▪ Company events	▪ High workplace safety standards ▪ OBO Care programme ▪ Internal career paths
Suppliers	▪ Supplier meetings and visits ▪ OBO website ▪ Surveys and assessments	▪ Supplier risk analysis ▪ Sustainability assessments of select suppliers ▪ Acceptance of the OBO Code of Conduct by suppliers
Public/local environment	▪ Open house ▪ Press releases ▪ Collaboration with further education institutes and universities ▪ Participation in initiatives	▪ Sports, culture and charity sponsoring ▪ Donations ▪ Location investments

Table 1: OBO stakeholder groups

2.4 Materiality analysis

For several years, OBO has been carrying out materiality analyses to identify the sustainability topics that are of the greatest importance to OBO. Until now, we have based our methods on the specifications of the Global Reporting Initiative (GRI). In 2025, for the first time ever we applied elements of the European Sustainability Reporting Standards (ESRS) to the methodology of our materiality analysis. Here, we took a look at where OBO has the greatest influence on the environment and society with its business activities (inside-out perspective) and what sustainability topics have the greatest influence on our company's business development (outside-in perspective).

The analysis was carried out based on quantitative and qualitative information. The results lay the foundation for the advancement of the sustainability strategy and reporting content.

OBO's double materiality analysis was performed in three different steps over the course of 2025:

- 1 Preselection of potentially material topics based on sector and context analyses and ESRS requirements
- 2 Engagement of stakeholders and identification of impacts, risks and opportunities (IROs)
- 3 Weighting of the identified impacts, risks and opportunities and definition of the topics material for OBO

For step II, multiple workshops and interviews were carried out with OBO employees from different departments and roles. The discussions focused on impacts, risks and opportunities as they relate to the selected sustainability topics. In addition, external ratings and industry studies were considered, to reflect the different perspectives of the stakeholders. Based on these internal and external analyses, OBO created a final ranking of the different sustainability topics.

The results of the analysis were reviewed and approved by the OBO Board of Management. OBO has identified 7 topics as material, meaning that OBO either has a high degree of influence on these topics or that these topics represent a high risk or great opportunity for the company. Both criteria are met in many cases. These material topics represent a balanced combination of environment, social and governance topics (see table below).

The results of this double materiality analysis will help OBO to focus its sustainability reporting on the material topics.

List of material topics for 2025 in line with GRI standards:

Environment	Social affairs	Governance
▪ Climate change and energy management >> GRI 305 ▪ Waste and circular economy >> GRI 306 ▪ Biodiversity >> GRI 101	▪ Employee development and well-being >> GRI 401 ▪ Occupational health and safety >> GRI 403	▪ Ethical governance >> GRI 205-7 ▪ Transparency in the supply chain >> GRI 308/414

Table 2: Materiality analysis 2025

3. Governance

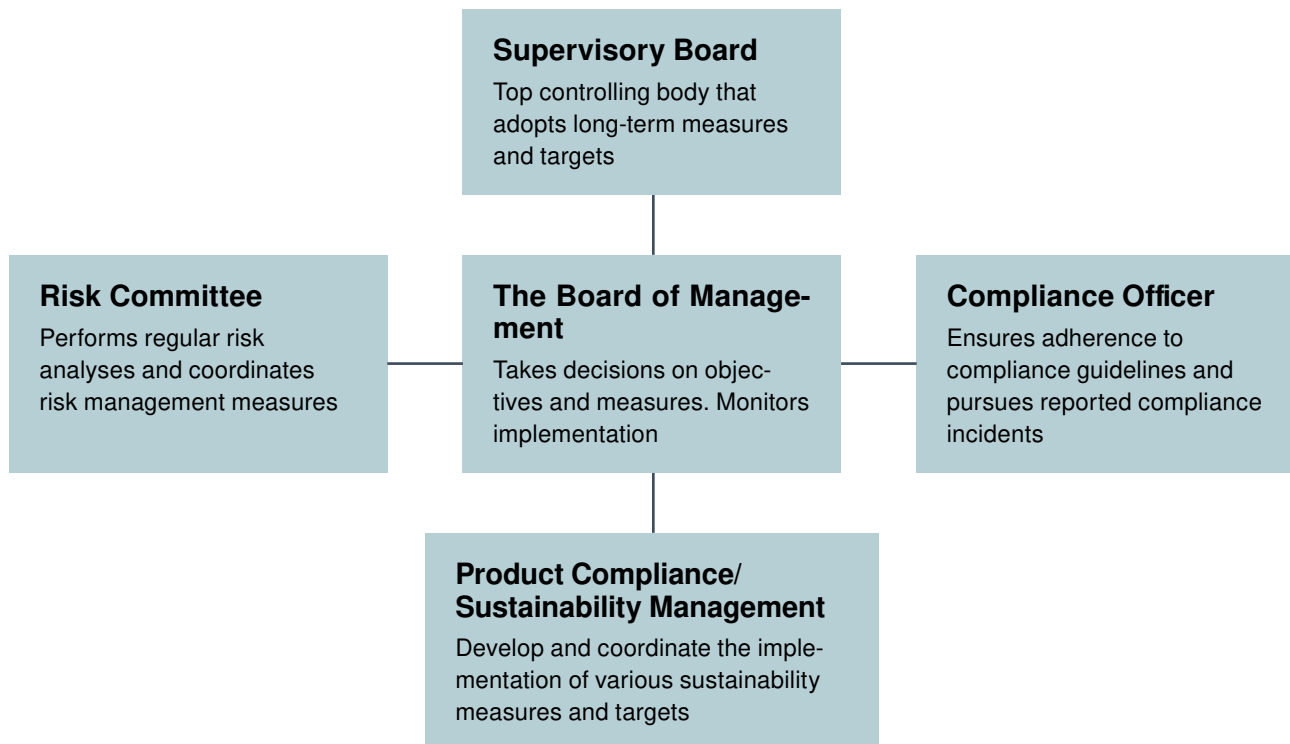
The Supervisory Board is the top independent controlling body of the OBO corporate group and consists of four people, chaired by Ulrich L. Bettermann. On account of their training and their many years of occupational experience, the members of the board possess the necessary economic, ecological and social competences.

Within the context of the corporate strategy, the highest controlling body approves the measures and targets proposed by the Board of Management. To be able to achieve the targets agreed by the highest controlling body in the field of sustainable development, the Managing Director responsible for the subject tasks the Product Compliance & Sustainability Management department. The department reports directly to the responsible Managing Director.

In addition, the Board of Management commissions a Risk Committee, in accordance with the risk management directive of the organisation, in order to identify existing and potential risks for the company.

The Risk Committee is the central body and link between the Board of Management and the individual risk managers of the divisions. The members of the Risk Committee are appointed by the Board of Management.

In the context of their overall responsibility, the Board of Management is responsible for risk management, both legally and factually. The Board of Management specifies the organisational framework of the risk management process. Therefore, they make the final decision as to the structural and procedural organisation of risk management, including the continuous checking of adequate staffing and financial resources, to ensure the functionality of the risk management system.



The Board of Management continues to be aware of, and take responsibility for, the fact that the risks incurred by their decision-making are analysed and taken into account in an appropriate manner and that these risks are handled appropriately.

On the basis of the annual report of the Risk Committee and other extraordinary reports and information, the company management takes appropriate higher-level measures to ensure and guarantee the function of risk management as a whole and for dealing with key risks.

The Supervisory Board carries out an annual evaluation of the performance of the Board of Management in economical, environmental and social matters. In the context of this evaluation, and on the basis of the annual report of the department, the Supervisory Board checks how the strategies and projects on economic, ecological and social topics, as determined by the manager and released by the Supervisory Board, were implemented. If the evaluation shows that the specified strategies and aims were not fulfilled, then the Supervisory Board shall instruct the responsible Managing Director to take the necessary measures.

The Board of Management commissions the Product Compliance & Sustainability Management department with identifying the economic, ecological and social impacts of the company, and the handling of the same. During the compilation of the Sustainability Report, and to fulfil the appropriate legal requirements, the company engages in regular dialogues with the stakeholders.

The department compiles an annual report on the economic, ecological and social topics, which were presented to the Supervisory Board by the responsible Managing Director. In the context of the annual meetings, the Board of Management reports to the Supervisory Board about the additional risks, about which the Board of Management has been informed on the basis of the OBO risk management directive. During the current reporting period, the Supervisory Board was not informed of any critical matters. The regular reporting of the working groups checks the effectiveness of the method.

The Board of Management employs a Compliance Officer, who is responsible for compliance topics (investigation of whistle-blower reports, consultation, continuous development of the Compliance Management System) in each entity of the organisation. The Compliance Officer reports to the Managing Director responsible for the topic and, in turn, they report to the entire Board of Management. The effectiveness of the Compliance Management System is reviewed based on regular reporting of the Compliance Officer. The Managing Director responsible for compliance subjects is Prof. Dr Robert Gröning (CFO).

The Managing Director responsible for product compliance and sustainability management is Lajos Hernádi (CTO). Authorisations are delegated via the Board of Management to the responsible Product Compliance & Sustainability Management department.

3.1 Compliance management

The OBO Code of Conduct and the Code of Conduct for Suppliers are based on the valid principles and conventions, such as the principles of the UN Conventions (e.g. UN International Bill of Human Rights, the UN Guiding Principles on Business and Human Rights, the General Declaration of Human Rights and the Rio Declaration on Environment and Development), the OECD Guiding Principles for Multinational Enterprises and the relevant conventions of the International Labour Organization (ILO). The basic principles for compliance and anti-corruption at OBO are provided in the form of a handbook for all employees. The declarations of obligations on the basic principles and actions of OBO apply to all activities and business relationships of the organisation.

The basic requirement for responsible company management is compliance with the law. All our activities worldwide must comply with laws, regulations and international ethical standards.

Through the compilation of a Code of Conduct (a behaviour codex according to the standards of ZVEI), OBO has pledged itself to comply with these directives around the world ([Compliance | OBO: https://www.obo-bettermann.com/company/compliance](https://www.obo-bettermann.com/company/compliance)).

The OBO Code of Conduct contains the most important values and policies of the OBO Group and offers an ethical orientation to all employees in tackling everyday challenges.

The Code of Conduct deals with the following main subjects:

- Principle of compliance with the law (principle of legality)
- Integrity
- Variety
- Sustainability
- Transparency
- Conflicts of interest
- Protection of confidential relationships
- Handling of information
- Principle of documentation
- Data protection and data security
- Prevention of direct and indirect influence
- Respect for the intellectual property of third parties
- Customs and export control

If a person (employee or external person, hereinafter referred to as “whistle-blower”) is a witness to an infringement of the Code of Conduct or obtains knowledge of it, the whistle-blower can provide information on this via the whistle-blower system implemented by OBO ([Whistle-blower system | OBO: https://www.obo-bettermann.com/whistleblower-system](https://www.obo-bettermann.com/whistleblower-system)).

“Whistle-blowing” includes all reports of suspected illegal or unethical conduct in conjunction with the OBO Bettermann Group. This also includes preventive reports on possible dangers. It mainly concerns suspected cases of fraud and theft, violations of the Code of Conduct (e.g. conflicts of interest and workplace discrimination) and reports on other compliance topics (e.g. violations of regulations).

Such reports can be made in person, by telephone or in written or text form (e.g. by letter or e-mail) to the external, independent ombudsperson or to the internal Compliance Officer. The procedure in the case of whistle-blower reports is performed in accordance with the whistle-blower directive of the organisation.

To check for corruption, the OBO Bettermann Group currently has a risk management directive and a sanctions list inspection process for its companies in Germany. The risk management system currently covers the largest German companies of the OBO Bettermann Group. The OBO anti-corruption principles were stated in the handbook of the individual OBO companies and all the employees (managers, workers and employees to the same extent) are informed of them.

In 2025, online and in-person training courses were carried out, training the relevant employees in the subjects of corporate ethics (compliance) and anti-corruption.

All new and existing suppliers of the organisation are required to recognise the OBO Code of Conduct for Suppliers and to reinforce the values and principles contained within it in their company and in their own supply chain.

We revised our Code of Conduct in 2025. This Code of Conduct applies to both OBO and our suppliers.

During the reporting period, there were no confirmed cases of corruption or legal proceedings on account of anti-competitive behaviour, cartel and monopoly formation and discrimination.

In the reporting period, there was one violation of a regulation within the organisation that resulted in a minor fine.

3.2 Data protection

At OBO, data protection and IT security are top priorities. We comply with the laws relating to data protection and treat personal data and all documents and information about business operations in a confidential manner. All data must be processed in such a way that the rights of all individuals are complied with. These include particularly our employees, customers, visitors, suppliers and other business partners.

Our employees are regularly trained on, and made aware of, data protection and IT security. In addition, they are bound to data protection and confidentiality.

OBO has appointed an internal Data Protection Officer and an IT Security Officer. Both report independently and directly to the Board of Management. The Data Protection Officer advises all departments on data protection matters and oversees their compliance. The IT Security Officer is responsible for all topics related to IT and cybersecurity. Employees are sent warning e-mails in case of acute dangers as a preventive measure.

Data processing agreements have been concluded with data processors in accordance with Article 28 of the EU-GDPR. Records of data processing activities in accordance with Article 30 of the EU-GDPR have been created for all processing activities involving personal data. Data protection processes have also been documented. The process for IT security incidents focuses especially on the analysis and implementation of measures. In this context, data protection and IT security management are also in place.

General data protection information, including the processes, is available to our employees on the OBO intranet.

3.3 Tax governance

The Board of Management of the OBO Bettermann Group wishes to guarantee group management in accordance with the law and commits itself to following national and international tax regulations and not to infringe upon them. At the same time, we expect our employees to behave in accordance with the law at all times and to observe tax regulations.

Our tax compliance culture reflects the basic attitudes and behaviours of the institutions and management of our company towards compliance with tax regulations. Tax honesty is important to company management. Through it, we wish to reinforce the fact that our employees place a high emphasis on the observance of tax regulations and the correct fulfilment of tax obligations. In addition, we wish to influence the willingness of our employees positively towards behaviour in compliance with regulations, in order to create an awareness at every level of the company that compliance with legal obligations is necessary and important and that every employee makes a contribution to this. The following principles apply in particular:

- In our company, the legally binding tax regulations on a national and international level, as well as all voluntary obligations, are to be complied with in every action.
- All employees are obliged to inform themselves about the legal requirements applicable to their area of responsibility, to comply with them and, in cases of doubt, to obtain additional information and advice from the tax division.
- The aim is for all employees to behave in accordance with the rules in order to directly avoid tax risks.
- It should also form a basis for legal, proper planning of the company's taxes.

For the implementation, it is necessary to determine potential tax compliance risks and derive concrete measures from them for the minimisation of these risks. In doing this, internal and, if necessary, external tax experts are involved in the decision-making processes.

A key aim of the OBO Bettermann Group is to be tax compliant – i.e. fulfil all the relevant tax obligations. To reach this goal, the Board of Management of the OBO Bettermann Group decided in 2024 to implement a tax compliance management system (TCMS) according to the specifications of IDW PS 980 over the next few years and to regularly have its appropriateness and effectiveness audited.

The tax CMS guarantees a sustainable and continuous transfer of tax-relevant knowledge to the operative divisions. This adds to the high level of sensitivity and awareness for tax issues.

The tax division supports the operative divisions through proactive tackling of topics and the provision of solutions. These measures are implemented in close cooperation with all those involved. Standardised processes and the provision of working aids, templates or tools reduce tax risks and avoid possible errors.

Summary of the key objectives in the area of taxes:

- The OBO Bettermann Group complies with all its tax obligations and has an interest in the timely and complete fulfilment of tax obligations.
- The tax department considers itself an efficient support unit in finding solutions to potential tax questions and contributes to the efficient handling of resources and costs.
- Implementation of appropriate and trusted practices for the prevention, detection and investigation of tax risks
- Prevention of reputational damage, triggered particularly through infringements of tax obligations Improvement of the planning of company tax as well as avoidance of unwanted tax risks.
- Implementation of an effective tax CMS, including appropriate documentation, which is practicable for the OBO Bettermann Group
- Strengthening of the adaptability of the OBO Bettermann Group to the continually changing general conditions in the area of taxes.

3.4 Transparency in the supply chain

OBO has developed extensive concepts and targeted measures to achieve transparency in the supply chain. Before entering into business relationships, OBO communicates clear expectations to its suppliers. One key part of this is the Code of Conduct for Suppliers, which calls on suppliers to actively contribute to the protection of human rights within their organisation and along their entire supply chains.

Furthermore, OBO strengthens its commitment to compliance with applicable laws as well as international human rights and environmental standards in its declaration of principles on respect for human rights. These values and expectations apply equally to all employees, suppliers and other business partners of OBO. The Declaration of Principles and the Code of Conduct were developed based on the human rights risk analysis performed and approved by the Board of Management. Both documents are available to the public on the company website.

The Declaration of Principles and Supplier Code of Conduct are based on internationally applicable standards and directives, such as the Universal Declaration of Human Rights of the United Nations (UN), United Nations Guiding Principles on Business and Human Rights (UNGP) and the conventions of the International Labour Organization (ILO) on labour and social standards. Derived from these, the Declaration of Principles includes key principles such as respect for the freedom of association, the right to collective bargaining, the guarantee of appropriate working conditions as well as extensive workplace health and safety measures. The prohibition of child labour and forced labour is also a main focus of the Declaration of Principles. Besides human rights and working conditions as well as environmental protection, the Code of Conduct also addresses topics such as corruption, bribery, conflicts of interest and money laundering. To successfully implement and brace these concepts for preventing human rights violations and promoting other work-related rights and working conditions throughout the entire business area and along the supply chain, OBO has implemented a wide range of targeted measures.

Additional preventive and corrective measures are derived from human rights risk management, which OBO has integrated into an innovative IT solution. Risk management is performed continuously, with 1,474 suppliers of OBO Bettermann currently taken into account. This system covers all Tier-1 suppliers and analyses them based on countries and industry risks. The abstract risk analysis showed that 45% of suppliers have a very low country and industry risk, 53% a medium risk and only 2% a very high risk.

A concrete risk analysis is performed for suppliers with a high country and industry risk and/or a high purchase volume, surveying areas such as environmental protection, work safety, human and labour rights and the Code of Conduct, amongst others. The analysis is performed using supplier assessments, carried out and interpreted using the IT solution. Of the 145 supplier assessments we have, 21 of them were awarded a good result, 109 an average and 15 a critical result, though in these cases it was mostly missing documents leading to a critical result.

With the impact analysis, suppliers rated as high risk based on the gravity, scale and irremediability of risks (ESG risk) are identified and appropriate preventive measures introduced that suppliers must implement within a specified deadline. The Human Rights Officer is responsible for the risk management process, monitoring it and developing it as needed. In the reporting year, OBO was not informed of any human rights violations incidents within the company that would have required the definition and initiation of corrective measures. No corrective measures were performed for this reason.



*Overview of abstract and concrete supplier risk analysis
(dark blue = low risk/blue = medium risk/light blue = high risk)*

4. Social affairs

Around the world, our employees contribute to the further development of the company and the achievement of our aims. We support every single employee in their efforts to follow their own career path according to their ambitions, abilities and talents. To be successful in future too, we wish to win over people for our company, who will contribute their curiosity, their courage and their creativity. Increasing digitalisation, the lack of skilled workers, demographic change and also the consequences of the Covid-19 pandemic make international cooperation with inter-locational teams ever wiser and more useful. At OBO, we have lived this maxim for years and wish to increase this in future.

4.1 Health and work-life balance

The health of all its employees is the most valuable treasure a company can possess. No economic reason should be above the safety and health of individual people. We take responsibility for the health and safety of our staff every day. We do everything to protect our employees against not only accidents, but also workplace illness. Other key components are stress prevention, nutrition, movement and preventive measures. Here, we use precautionary measures, which can be integrated easily into everyday work, helping to avoid health problems. Company services are guaranteed according to the appropriately valid statutory requirements for all employees.

Extracts from our comprehensive OBO Care healthcare offer:

- Workplace medical care and advice through our company doctor
- Preventive medical examinations (e.g. glaucoma) by the company doctor
- Vaccination campaigns (e.g. against the flu)
- Ergonomic workplace analysis
- Mental health services: OBO cooperates with a mental health practice in Menden, making appointments possible for employees at short notice and at no charge
- Regular support programmes for employees (e.g. runs, cycle to work campaigns)



Our employees and OBO are also committed to the local communities surrounding our locations, with examples including:

- Blood donation campaigns (OBO is the largest blood donor in the Bugyi region)
- Collection drives for nurseries and animal shelters
- Donation campaigns for clubs and other entities



We know how important the balance between career, family and leisure time is for the performance and motivation of our employees. This is why we wish to create the right working conditions for them. These include both company preventive services for older employees and healthcare, as well as flexible working hours models. The flexitime model allows OBO to offer its employees a high level of flexibility. This means that we have flexible starting, break and finishing time regulations, using which our employees can adapt their attendance hours to their requirements. Any overtime worked can be compensated for in leisure time (holiday or flexitime).

Employees at the locations in Germany are also, in some cases, able to work from home if their job allows.

During the summer holidays, OBO works with the BVB Football Academy to put on a free week-long football training camp in Menden for the children of OBO employees. The children receive full-day care, including meals, and there's a big final tournament on the last day. This makes it easier for parents to arrange childcare during the holidays.

We support our employees in balancing family life and their careers. Part-time working models ease the burden on families but also on those who are carers. Parental leave is guaranteed on the basis of the statutory requirements according to the employees' requirements. OBO makes the subsequent return after parental leave as easy as possible. Open discussion serves as the basis for the resumption of work.



4.2 Employee development/talent management

Good managers are of decisive importance for the success of our employees and our company. They give our younger employees and ambitious employees the right framework for development and the implementation of ideas. This is why we at OBO place great emphasis on continuous training and the further development of our managers. Many teams work together across locations and countries.

We expect our managers to meet the requirements of their employees and diverse teams. For this, we provide them with all the necessary aids and the required data material.

For management training, we typically work with external providers. Our aim is the establishment of a shared management culture with interlocking principles and values. A targeted, moderated exchange between managers of different hierarchies and departments has shown the way.

In addition, we offer further training courses – e.g. training in foreign languages – for managers. Our managers are supported by the HR department, which advises the managers from the different divisions at our locations and works closely with them.

In the reporting year 2025, we also carried out a leadership training course on sustainability-oriented management with the department heads at the Menden location. The managers focused on the topics of employee development and long-term perspectives in decision-making in particular. This training was designed in collaboration with the sustainability team, the HR department and a local college and carried out at the training centre in Menden.

Employee meetings and training



OBO is a continually growing corporate group, which is developing further perpetually. Of course, we continue to develop our processes. For this, we use a continuous, open exchange between our managers and employees. These discussions only lead to the desired success when appropriate measures follow in their wake.

All the companies of the OBO Group agree targets with key employees, on the basis of which the performance of the employees is evaluated on an annual or, for certain positions, monthly basis. In addition, annual meetings are held with all employees. The superiors and employees can use this foundation to discuss all the key topics jointly. The employee meetings focus on reflections of the past year, along with targets for the coming year. Employees have the opportunity to express potential optimisations in their activities, the behaviour of the superior or of their employer. In addition, the requirements for optimum achievement of targets from the point of view of the employee and the superior play an elementary role. In particular, training required by the employee is identified in this annual employee meeting and discussed. After the meeting, it is the task of the superior to derive the necessary measures for further company training and organise them as necessary. In turn, this approach reflects the demand-orientated personnel development in the company as mentioned earlier on. The joint exchange between employees and superiors allows the determination of competence requirements.

In the OBO Bettermann Group, salaries are determined and negotiated individually, irrespective of the gender of the individual employee. Men and women are treated the same. The compensation of individual employees is determined based on their performance, task complexity, qualification and career length. The organisation does not have any specific tariff agreements. Nationally applicable employment laws always apply.

Each employee contributes to the success of the OBO Bettermann corporate group. Following on from this thought, throughout the group, we employ a standardised concept for seminar-based personnel development. We offer both seminars to our employees and training courses for our customers and installation engineers. The OBO Academy was created many years ago to control and execute these measures. Besides department-specific and interdepartmental seminars, personal measures are also carried out.

The range of training courses covers a wide variety of subjects, including the following seminars: employee management, communication, languages, project management and other technical and product-specific topics. In addition, there is the opportunity to participate in various software training courses or internal product training courses. This is how we wish to work with our employees to further their careers and form the basis for our corporate success. Every employee and trainee can take advantage of the training options in their divisions. This applies to both external training courses and for the internal training courses of the OBO Academy. There is no current record of the hours involved, but this will be introduced for a future report.



Company training & work-study

OBO also offers a wide range of company traineeships and work-study programmes. In this context, the trainee company OBO Styles was launched in 2006, enabling trainees to make their training as practical as possible. At OBO, commercial and industrial trainees plan and organise processes together, meaning that they can take responsibility for their own company. The products they develop are then sold within the company. Through OBO Styles, the trainees find out what is really behind a product. From the basic idea, through production, and on to marketing – they take full responsibility. This fosters open communication and cooperation between trainees. In addition, further competencies of the trainees are demanded and promoted. These include the strengthening of social competence, sufficient willingness to cooperate and learn, and the willingness to take decisions.



In this context, OBO has been distinguished as a Fair Company multiple times, by offering students and job starters fair conditions, pointing them in the right direction for a successful start to their careers and providing them with a dynamic work environment. A survey developed specifically for the Fair Company Initiative assesses criteria such as work organisation, along with cooperation and management, corporate culture and values, commitment to co-workers, diversity and equal opportunities, fair behaviour on the marketplace, social responsibility and sustainability. The test has been passed when all the criteria have been fulfilled: As a Fair Company, OBO offers particularly attractive conditions for starting careers.

The Fair Company Initiative is Germany's largest employer initiative, which is dedicated to a sustainable, fair working environment. It is targeted at those starting careers and young professionals. The initiative honours companies that offer young people fair, attractive working conditions and who promote their development. The title of Fair Company is awarded by the economic magazine Handelsblatt, in cooperation with Institut für Beschäftigung und Employability (IBE) as a scientific partner.

4.3 Workplace safety

To protect our employees, we do everything we can to avoid accidents. We are continually optimising the interplay between people, machines and the workplace, hereby actively creating an awareness for accident prevention and healthy work practices. Here, Vision Zero is our guide: Through optimum leadership, the inclusion of our employees and the improvement of workplaces and processes, we wish to achieve and cultivate the defined aim of zero accidents.

With regard to fire protection, safety systems and environmental systems, our locations are kept to the state of the art and are improved continuously. Regular workplace analyses, safety working groups and inspections are able to detect and eliminate deviations as quickly as possible. The knowledge won in this way is shared, ensuring an interdisciplinary knowledge transfer.

Every employee is obliged to support us to the best of their ability in our attempts to create safe working conditions. Every employee must know and observe the safety instructions and regulations relevant to them. For this, there are annual safety instruction and effectiveness checks in every division of the company, which are mandatory and are documented appropriately.

In the same way, valid, binding basic rules for safe, accident-free work have been formulated for, and introduced in, all OBO locations. These rules not only affect the employees in the factories, but anyone entering a company of the OBO Group. This allows us to keep the risks to everyone at OBO in ordinary, everyday work as low as possible.

We are aware that workplace safety starts with each individual employee and that leading by example has a central role to play. In the field of workplace safety and health protection, the individual OBO companies always work in tandem with the appropriately valid laws.

ISO 45001 certification

For us, healthy and motivated employees are the key to sustainable economic success. At the same time, with an internationally recognised ISO 45001 certification, we also wish to show that we are taking our social responsibilities seriously and that we are doing everything to reduce the risk of injuries, accidents and workplace illness of employees in a provable manner. The OBO companies included in the report have already been certified to ISO 45001 for many years for this reason. To improve the workplace and health protection conditions, we employ suitable methods and instruments in the context of the certified management system.

Accident reporting

At OBO, workplace accidents and similar incidents are recorded and analysed according to a standardised system. Important implications are communicated within the company. In addition, the findings from investigations and derived measures are applied in our workplace safety guidelines, handbooks and prevention and training measures.

At the end of reporting year 2025, the OBO LTIR accident rate was 13.8. The number of accidents and accident rate are at a relatively constant level in recent years.

	2023	2024	2025
Recordable work-related injuries*	62	60	61
LTIR**	13.4	13.3	13.8

Table 3: Development of OBO accident figures

(*with at least one day lost/**Lost Time Injury Rate: Number of workplace accidents with time lost divided by working hours multiplied by 1 million)

For 2026 and the following years, we have set ourselves the goal of achieving an LTIR reduction of 10% relative to the previous year. A focus has been placed on the following measures, amongst others, to achieve this goal:

- Risk assessment: Systematic identification and assessment of risks at each workstation to define appropriate preventive measures.
- Regular instruction: Employees must be informed of potential dangers and correct conduct.
- Personal protective equipment (PPE): Provision and mandatory use of safety clothing (helmet, shoes, glasses).
- Order and cleanliness: Eliminate obstacles to minimise the risk of falling.
- Safe transport routes: Marking of traffic routes, in particular for forklift traffic.
- Maintenance: Regularly inspect machines and systems.
- Leadership accountability: Role model function and calling out unsafe behaviour.

5. Environment

The responsible use of natural resources plays an important role at OBO. Due to our business activity, we use different fuels, power and water, and we generate various emissions, waste and waste water. It is our goal to conserve resources, optimise their use and minimise the impacts of our business activity on soil, water and air. At the same time, OBO supports its customers with sustainable solutions and helps reduce the environmental impact with eco-efficient products and processes.

5.1 Climate and carbon emissions

OBO has calculated its Corporate Carbon Footprint (CCF) for several years. This calculation is based on the specifications of the Greenhouse Gas Protocol. Based on these specifications, OBO divides its emissions into the categories Scope 1, 2 and 3. For 2025, OBO calculated a complete carbon footprint for the first time ever, covering all major Scope 3 categories. For this reason, 2025 will serve as the base year for future reduction goals.

(t CO ₂ e)	2023	2024	2025
Scope 1 GHG emissions	6,900	6,792	7,032
Scope 2 market-based GHG emissions	2,720	283	412
Scope 2 location-based GHG emissions	8,532	7,772	7,664
Scope 3 GHG emissions			285,120
1 Purchased goods and services	243,870	241,888	237,576
2 Tangible assets/investment goods			9,528
3 Fuel- and energy-related activities			2,578
4 Upstream transport and distribution			30,941
5 Operational waste			33
6 Business travel			1,186
7 Employee commuting			2,491
8 Assets leased upstream			358
12 End-of-life treatment of products sold			429
Biogenic carbon dioxide emissions			192
Total GHG emissions (market-based)			292,564
Total GHG emissions (location-based)			299,816
Emission intensity (market-based) per hour of production (kg CO₂e/h)			201.02

Table 4 OBO greenhouse gas inventory

The table above clearly shows the trend of the Scope 1 and Scope 2 emissions. While the direct emissions (Scope 1, e.g. through the use of natural gas) initially decreased in the year 2024, they increased again in 2025, due mainly to changes in production volumes.

With indirect emissions (Scope 2) through purchased energy, OBO has drastically reduced its emissions since 2024 through increased procurement of green electricity (market-based calculation: including electricity from renewable sources). According to the location-based calculation method for electricity, around 9% less emissions were generated in 2024 compared with the previous year, and around 1% less in 2025. In total, OBO's business activity generated 292,564 t CO₂e in 2025. The majority of this was caused by indirect emissions in the value chain. Purchased goods and services account for more than 80% of the overall emissions. The majority of this can be traced back to steel, which offers the greatest potential for future emissions reductions. The second-largest source of emissions is logistics, where incoming and outgoing logistics combined resulted in 30,941 t CO₂e.

Applying the new calculation method for 2025, the emissions for purchased goods and services for the years 2023 and 2024 have also been calculated retrospectively, as they make up a majority of the company's overall emissions. This revealed that OBO Bettermann has decreased the emissions in this area slightly over the past two years.

We also compiled the CO₂ footprint at an item level (Product Carbon Footprint (PCF)) on the basis of the Company Carbon Footprint. In 2024, we were able to issue a PCF for all A items. In 2025, the carbon footprint was also calculated for the majority of the remaining portfolio and maintained for the entire portfolio, so that we can provide a PCF for approximately 30,000 items on our website. This transparency helps both our customers and us to strive for optimisations at an item level, in order to improve the carbon footprint of the company and of the items.

5.2 Energy

A key resource for the production of numerous OBO products is energy. This high energy demand carries a great deal of responsibility. This is why we have sourced 100% of our electricity from renewable sources at our Menden location for over 10 years. At the Bugyi location, we have sourced over 80% of our electricity from renewable sources since 2024. This has helped us reduce our market-based Scope 2 carbon emissions drastically. The flawless origins of our power from renewable sources are tested and certified by TÜV Süd according to strict directives.

At the Menden location, a photovoltaic system with an output of nearly 2 GWh was installed on an area of 40,000 m² in recent years. This output corresponds to CO₂ savings of around 600 tonnes per year. The Bugyi location currently only has one low-capacity photovoltaic system, which they plan to expand in the years to come.

In addition, we make every attempt to reduce our current consumption continually. In recent years, replacing old fluorescent tube lighting with new, more efficient LED lamps and optimisation of the ventilation system with the help of a power control and adjusted operating hours at the Menden location has generated savings of more than 350 MWh. At the Bugyi location, the gas heating in one building was replaced with a heat pump. This saves approx. 15,500 m³ of gas, replaced by renewable electricity. Furthermore, the thermostats in multiple buildings were reprogrammed to optimise the switch-on times and heating temperature. In addition, the waste heat from the injection moulding machines continue to be used for heating in various buildings. This results in a significant reduction in gas consumption.



(MWh)	2023	2024	2025
Non-renewable sources (MWh)	44,737 (71%)	33,066 (54%)	34,829 (55%)
Gas (MWh)	24,560	24,449	25,586
Petrol (MWh)	154	156	133
Diesel (MWh)	4,458	3,965	3,977
Propane (MWh)	2,973	3,188	3,228
Electricity (MWh)	12,592	1,308	1,905
Renewable sources (MWh)	18,298 (29%)	28,461 (46%)	27,932 (45%)
Wood chip heating system (MWh)	0	0	373
Electricity from our own photovoltaic system (MWh)	359	1,678	1,840
Certified green electricity (MWh)	17,939	26,783	25,719
Total (MWh)	63,035	61,527	62,761
Energy intensity: Energy consumption per hour of production (kWh/h)	57.65	53.88	43.12

Table 5: OBO's energy consumption

In 2025, our total energy consumption was around 62,761 MWh. Around 55% of this resulted from non-renewable energy sources such as gas, diesel, petrol and propane. The remaining 45% came from power from renewable sources. At the Menden and Bugyi locations, a majority of the purchased electricity is sourced from renewable sources. In addition, 1,840 MWh was generated by photovoltaic systems on the roofs of company buildings. Assessment of the energy intensity also reveals a continuous decrease in energy consumption per hour of production, which can be traced back to improved energy efficiency.

5.3 Water and biodiversity

As the OBO Bettermann corporate group, we take our responsibility for environmental protection and sustainability seriously. Our environmental directive takes the Water Management Act (WHG), the Water Framework Directive, the Ordinance on Installations for Handling Substances Hazardous to Water (AwSV) and environmental policies according to ISO 14001 into account. OBO's business and production module consumes relatively little water compared with other industries. Water is primarily used to cool machines, for cleaning and in sanitary facilities. Still, it is OBO's aim to make a positive contribution to the protection of waterways through more efficient water use and improved wastewater treatment. Through these measures, we wish to meet our responsibility towards the environment and to promote more sustainable handling of water.

In this context, OBO has recorded its water consumption for several years. The table below shows the water consumption of the last three years of the OBO locations in Menden, Germany and Bugyi, Hungary.

	2023	2024	2025
Ground/well water	26,036	32,299	33,138
Water from municipal supply lines	23,176	21,931	21,266
Total	49,212	54,230	54,404

Table 6: Water removal by OBO in m³

The extracted well/groundwater is only used in the summer, when outdoor temperatures are very high, to cool machines and systems. This water runs in a separate circuit and does not come into contact with cooling water or with machine parts. In the OBO plant in Menden, the well water is run into the neighbouring river. In the OBO plant in Hungary, the well water trickles into the outdoor areas. The mains water used in the sanitary facilities and partially in production is run primarily into the wastewater channel of the municipal authorities for treatment in the municipal sewage works. Contaminated water, which cannot simply be run back into the circuit, is treated externally by appropriate technical companies.

OBO continually develops its water management plans, covering all water usage and treatment within the company. The basis for this is supplied by continuous consumption data on freshwater, reused water and wastewater. OBO sees potential in water management in the reuse of treated wastewater. Through the use of suitable technologies and methods, we aim to establish additional processes to allow the treatment and reuse of wastewater. In addition, more efficient processes and employee awareness for conserving water offer further potentials.

To promote biodiversity, a permanent biodiversity space measuring 3,000 m² has been designated at the location in Bugyi, Hungary, where a species-rich, native seed mix was planted. Another 4,500–5,000 m² of space was switched to extensive grassland farming to increase the breeding bird density, amongst other goals. In addition, birds traps caused by nets on buildings were reduced to minimise entrapment incidents. Systematic biodiversity monitoring helps us to develop future biodiversity measures, and all species occurring in the grassland are recorded. At the location in Menden, three beehives were installed in March of 2025, contributing to the preservation of biodiversity and the ecosystem.



5.4 Sustainable products

In 2025, OBO began developing a product line with significantly reduced carbon emissions, particularly by using recycled materials and carbon-reduced steel. These products represent a complete alternative to our standard items, and will be launched and sold under the name OBO EcoLine over the course of 2026.

The products feature the same quality and load-bearing capacity as the standard products and are 100% compatible with existing OBO systems.

In our connection and routing systems as well as our fastening materials, we use plastics with high recycled material content between 50 and 70%, resulting in carbon savings of up to 60% for OBO products. The recycled materials used originate from the waste generated by plastics processing companies, referred to as post-industrial recycled (PIR) material. The plastic waste is then processed, sorted and cleaned. This process results in homogenous plastic waste, ready for further processing.



Carbon-reduced steel is used for the cable support systems. The carbon reduction compared with standard steel is achieved by a higher percentage of recycled material (use of scrap) as well as electric arc furnaces. OBO EcoLine cable support systems reduce carbon emissions by up to 60% compared with the standard product.

The sustainable product variants are not only available as individual items, but also as an extensive, complementary system. All relevant certificates and carbon data for planners and purchases are available. OBO wants to make a visible commitment to climate-friendly construction and more sustainable supply chains and play a more leading role in sustainable electrical installations.

5.5 Waste and circular economy

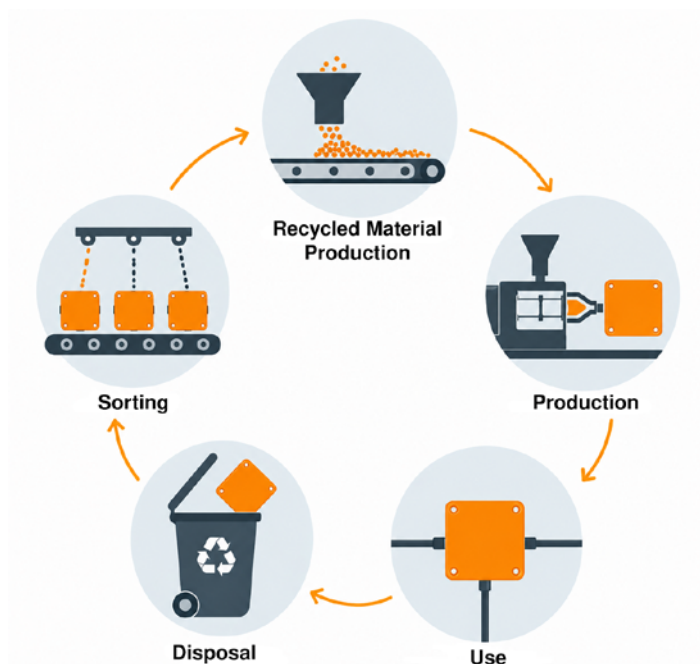
One important part of OBO's sustainability strategy is the avoidance of waste, in particular through efficient production processes. Any waste that is still generated at OBO is over 90% non-hazardous waste. Overall, the majority of the waste generated during production is made of metal (e.g. steel), which is excellent for recycling. Plastic waste can also be reused in production or recycled externally. This explains why more than 95% of the total waste was reused or recycled, allowing OBO to conserve resources and protect the environment.

	Total	Hazardous	Non-hazardous
Total waste generated	15,217	967	14,250
Diverted from disposal	14,714	635	14,079
Preparation for reuse	1,309	9	1,300
Recycling	13,389	610	12,779
Other methods for recovery	15	15	0
Directed to disposal	503	332	171
Waste incineration	44	44	0
Landfill	87	28	59
Other disposal	373	260	112

Table 7: Waste management at OBO, 2025 waste in tonnes

OBO is working towards increasing its already high percentage of reused or recycled waste and, in return, decreasing its amount of waste directed to disposal.

Circular economy



We only employ high-quality raw materials for our products. Thanks to an innovative recycling process, production waste can also be fed back into production as a so-called recyclate. A complex and automated material supply system ensures consistent material quality and optimum energy consumption.

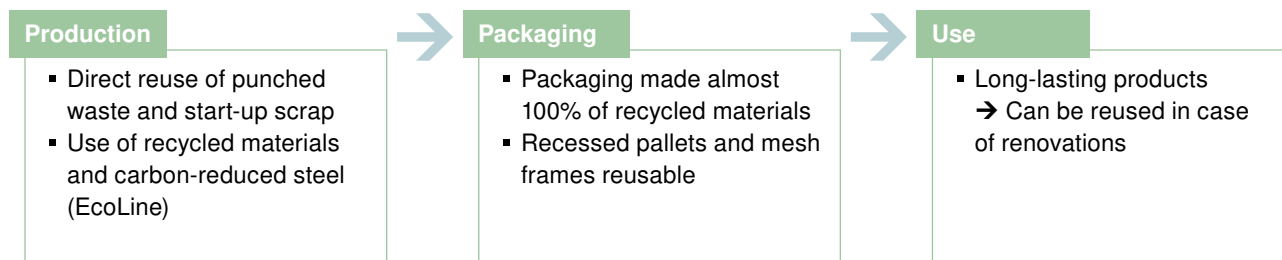
The OBO EcoLine products also feature a higher proportion of externally sourced recyclate as well as carbon-reduced steel, also with a high recycled content, in case of metal products.

Overall, OBO products are characterised by their durability and are used in buildings for decades in some cases. When it comes to building repurposing, numerous products are ideally suited to being dismantled and reinstalled for the next application. Surface-mounted installations in particular can be replaced and reused without requiring major work.

In the field of plastic injection moulding production, nearly 50 tonnes of plastic waste in the form of starting and waste parts were reused directly in production in 2025. The value is considerably higher in plastic extrusion. Here, in 2025, it was possible to reuse over 1,300 tonnes of plastic material through the recycling process. The plastic waste which could not be recycled internally was handed over to appropriate specialist companies for recycling.

In the field of packaging, we already use cardboard made of up to 90% recycled material as solid cardboard or a combination of 98% recycled material and 2% FSC-certified material for corrugated cardboard. The film packaging we used is also 100% recycled. The films to protect surfaces represent a greater challenge, which we are currently testing.

The majority of our metal products (especially cable support systems) manages completely without or with minimal packaging in the form of plastic tapes. Our cable ladders, cable and mesh cable trays, as well as the corresponding mounting accessories, are packed in recessed pallets and mesh boxes. The recessed pallets and mesh frames are reusable and used multiple times. With the design of the reusable packaging, for decades we have concentrated on the ability to dismantle them for empty transport, thus allowing space- and resource-saving transport. The loading agents can be repaired and therefore used for years.



Additional information

About this report

This Sustainability Report relates to the following companies of the corporate group:

- OBO Bettermann Holding GmbH & Co. KG, Menden / Germany
- OBO Bettermann Produktion Deutschland GmbH & Co. KG, Menden / Germany
- Grundstücksverwaltung Bettermann GmbH & Co. KG, Menden / Germany
- OBO Bettermann Export GmbH & Co. KG, Menden / Germany
- OBO Bettermann Vertrieb Deutschland GmbH & Co. KG, Menden / Germany
- OBO Bettermann Projekt und Systemtechnik GmbH & Co. KG, Menden / Germany
- EMS Montage GmbH, Bottrop / Germany
- OBO Bettermann Hungary Kft., Bugyi / Hungary

These companies comprise 95% of the production volume and more than 60% of the employees of the organisation.

Reporting period and reporting frequency

The reporting period covers the OBO 2025 financial year (01.01–31.12.2025). The Sustainability Report is published every year in the second quarter of the following year.

Date of publication: 15.07.2026

External assurance

OBO has had parts of the report audited externally for the first time ever. OBO has commissioned Dr. Wehberg und Partner mbB, Hagen, with reviewing the data from the areas of energy, climate, workplace safety, compliance and employees with limited assurance. The audit applies exclusively to data from the year 2025. The respective sections are labelled in the report with a green bar on the side.

Contact for questions relating to the report: Dr Dirk Eckert, e-mail: eckert.dirk@obo.de

This is the fourth Sustainability Report of the organisation. The report was created based on the Global Reporting Initiative (GRI) standards.

For reasons of readability, the generic masculine form of the language may be used in some cases. It should be noted that the use of the masculine form is intended to be gender-neutral. This is not intended to imply gender discrimination or a violation of the principle of equality.

Appendix 1	Personnel statistics
Appendix 2	Work-related injuries and illnesses
Appendix 3	GRI content index

Appendix 1: Personnel statistics

Total number of employees (excluding employees with special employment contracts), broken down by gender and age (as of December 2025)

			Gender		Age group		
		Total	Male	Female	Under 30	30–50	Over 50
People in controlling bodies	Supervisory Board	4	4			2	2
	Holding management	4	4			1	3
	Subsidiary* company management	6	6			1	5
Individual companies	Salaried employees	985	617	368	124	524	337
	Blue-collar employees	1,430	1,107	323	167	644	619
	Total	2,415	1,724	691	291	1,168	956
	Salaried employees	41%	63%	37%	13%	53%	34%
	Blue-collar employees	59%	77%	23%	12%	45%	43%

*Individuals serving as managing directors of more than one company are only counted once

Total number of employees (excluding employees with special employment contracts), broken down by employment type and gender (as of December 2025)

	Total	Male	Female
Total	2,415	1,724	691
Permanent	2,323	1,641	682
Fixed-term	92	83	9
Employees with non-guaranteed working hours	0	0	0
Full-time	2,288	1,695	593
Part-time	127	29	98

Number of employees with special contracts, broken down by employment type and gender (as of December 2025)

Total amount, Germany	Total							
1. Contractual employment	Total	Production	Marketing	Logistics	IT	Human Resources	Finances	QM
Trainees	75	32	0	14	0	29	0	0
Agency workers	51	50	0	1	0	0	0	0
Working students	10	1	2	0	1	2	2	2
Pensioners	0	0	0	0	0	0	0	0
Total	136	83	2	15	1	31	2	2
2. Type of work (see area where the individual is employed)		Production assistant	Admin. work	Warehouse work	Admin. work	Admin. work	Admin. work	Admin. work

Employee fluctuation, broken down by gender and age (2025)

	Total		
	Total	Male	Female
Total new hires	277	198	79
Under 30	90	65	25
30–50	119	84	35
Over 50	68	49	19
Total departures	324	231	93
Under 30	94	75	19
30–50	123	86	37
Over 50	107	70	37
Headcount (as of 31 December 2025)	2,415	1,724	691
Under 30	311	227	84
30–50	1185	883	302
Over 50	919	614	305
New hire rate (as of 31 December 2025)	11%	11%	11%
Under 30	29%	29%	30%
30–50	10%	10%	12%
Over 50	7%	8%	6%
Fluctuation rate (as of 31 December 2025)	13%	13%	13%
Under 30	30%	33%	23%
30–50	10%	10%	12%
Over 50	12%	11%	12%

Appendix 2: Work-related injuries and illnesses

	2025	
	Total	
	Quantity	LTIR*
Deaths	0	0.0
Injuries with serious consequences	2	0.5
Recordable work-related injuries	61	13.8

(*Lost Time Injury Rate/frequency of workplace accidents with absences in relation to the hours worked per 1 million hours)

For workers who are not employees of the organisation, the workplaces are not controlled by the organisation under labour law (Hungary). The key types of work-related injuries: bruises, cuts, breaks

Work-related risks: The risks are determined with the help of risk evaluations, internal audits and plant inspections.

	Quantity
Deaths	0
Recordable work-related ill health	0

Work-related methods that entail the risk of illness: We carry out risk evaluations, accredited measurements and tests for biological indicators in the urine and blood of employees exposed to chemicals. We also organise medical laboratory tests for these employees. In addition, we organise health days for all employees and offer lung screenings specifically for employees exposed to dust.

Appendix 3: GRI table of contents (index) according to GRI-SRS

Statement of use	OBO Bettermann Holding GmbH & Co. KG created this report for the period 1 January 2025 to 31 December 2025 based on GRI Standards.
GRI 1 Standard	GRI 1: Foundation 2021

GRI Standard	Description	References	Comments
GRI 2: General Disclosures 2021	2-1 Organizational details	1. Our business model	
	2-2 Entities included in the organisation's sustainability reporting	Additional information	
	2-3 Reporting period, frequency and contact point	Additional information	
	2-4 Restatements of information		In the reporting year, no major corrections or restatements of information from reports from previous years were required
	2-5 External assurance	Additional information	
	2-6 Activities, value chain and other business relationships	1. Our business model	
	2-7 Employees	Appendix 1 Personnel statistics	
	2-8 Workers who are not employees	Appendix 1 Personnel statistics	
	2-9 Governance structure and composition	3. Governance	
	2-10 Nomination and selection of the highest governance body	3. Governance	
	2-11 Chair of the highest governance body	3. Governance	
	2-12 Role of the highest governance body in overseeing the management of impacts	3. Governance	
	2-13 Delegation of responsibility for managing impacts	3. Governance	
	2-14 Role of the highest governance body in sustainability reporting	3. Governance	
	2-15 Conflicts of interest	3.1 Compliance management	
	2-16 Communication of critical concern	3. Governance/ 3.1 Compliance management	
	2-17 Collective knowledge of the highest governance body	3. Governance	
	2-18 Evaluation of the performance of the highest governance body	3. Governance	

GRI Standard	Description	References	Comments
	2-19 Remuneration policies	4.2 Employee development/talent management	
	2-20 Process to determine remuneration	4.2 Employee development/talent management	
	2-21 Annual total compensation ratio		Compensation data for company management and employees are not disclosed for reasons of privacy and confidentiality.
	2-22 Statement on sustainable development strategy	Foreword/2.1 Strategy and objectives	
	2-23 Policy commitments	3.1 Compliance management	
	2-24 Embedding policy commitments	3.1 Compliance management	
	2-25 Processes to remediate negative impacts	3.1 Compliance management	
	2-26 Mechanisms for seeking advice and raising concerns	3.1 Compliance management	
	2-27 Compliance with laws and regulations	3.1 Compliance management	
	2-28 Membership associations	2.2 Sustainability memberships and ratings	https://www.obo.de/de-de/nachhaltigkeit/unsere-partner
	2-29 Approach to stakeholder engagement	2.3 Stakeholder engagement	
	2-30 Collective bargaining agreements	4.2 Employee development	
GRI 3: Material Topics 2021	3-1 Guidance to determine material topics	2.4 Materiality analysis	
	3-2 List of material topics	2.4 Materiality analysis	
	3-3 Management of material topics	Chapter 3-5	
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	4.3 Workplace safety	
	403-2 Hazard identification, risk assessment, and incident investigation	4.3 Workplace safety	
	403-3 Occupational health services	4.3 Workplace safety	
	403-4 Worker participation, consultation, and communication on occupational health and safety	4.3 Workplace safety	

GRI Standard	Description	References	Comments
	403-5 Worker training on occupational health and safety	4.3 Workplace safety	
	403-6 Promotion of worker health	4.1 Health and work-life balance	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	4.3 Workplace safety	
	403-8 Workers covered by an occupational health and safety management system	4.3 Workplace safety	
	403-9 Work-related injuries	4.3 Workplace safety + appendix 2	
	403-10 Work-related ill health	Appendix 2	
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Appendix 1 Personnel statistics	
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	4.1 Health and work-life balance	
	401-3 Parental leave	4.1 Health and work-life balance	
GRI 102: Climate Change 2025	102-1 Transition plan for climate change mitigation	5.2 Energy	
	102-2 Climate change adaptation plan	5.2 Energy	
	102-3 Just transition	5.2 Energy	
	102-4 GHG emissions reduction targets and progress	5.2 Energy	
	102-5 Scope 1 GHG emissions	5.2 Energy	
	102-6 Scope 2 GHG emissions	5.2 Energy	
	102-7 Scope 3 GHG emissions	5.2 Energy	
	102-8 GHG emissions intensity	5.2 Energy	
	102-9 GHG removals in the value chain	5.1 Climate and carbon emissions	
	102-10 Carbon credits	5.2 Energy	

GRI Standard	Description	References	Comments
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	5.2 Energy	
	302-2 Energy consumption outside of the organisation	5.2 Energy	
	302-3 Energy intensity	5.2 Energy	
	302-4 Reduction of energy consumption	5.2 Energy	
	302-5 Reductions in energy requirements of products and services	5.2 Energy	
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	5.5 Waste and circular economy	
	306-2 Management of significant waste-related impacts	5.5 Waste and circular economy	
	306-3 Waste generated	5.5 Waste and circular economy	
	306-4 Waste diverted from disposal	5.5 Waste and circular economy	
	306-5 Waste directed to disposal	5.5 Waste and circular economy	
GRI 101: Biodiversity 2024	101-1 Policies to halt and reverse biodiversity loss	5.1 Climate and carbon emissions	
	101-2 Management of biodiversity impacts	5.1 Climate and carbon emissions	
	101-3 Access and benefit-sharing	5.1 Climate and carbon emissions	
	101-4 Identification of biodiversity impacts	2.4 Materiality analysis/ 5.1 Climate and carbon emissions	
	101-5 Locations with biodiversity impacts	2.4 Materiality analysis/ 5.4 Sustainable products	
	101-6 Direct drivers of biodiversity loss	5.1 Climate and carbon emissions	
	101-7 Changes to the state of biodiversity	5.1 Climate and carbon emissions	
	101-8 Ecosystem services	5.1 Climate and carbon emissions	
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	3.4 Transparency in the supply chain	
	308-2 Negative environmental impacts in the supply chain and measures taken	3.4 Transparency in the supply chain	
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	3.4 Transparency in the supply chain	
	414-2 Negative social impacts in the supply chain and actions taken	3.4 Transparency in the supply chain	

GRI Standard	Description	References	Comments
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	3.1 Compliance management	
	205-2 Communication and training about anti-corruption policies and procedures	3.1 Compliance management	
	205-3 Confirmed incidents of corruption and actions taken	3.1 Compliance management	
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	5.2 Energy	

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