Drive Sustainability

Sustainability Report 2025

Introduction

Environment

Social

Governance

Foreword from the Executive Board

Dr. Thomas Stoffmehl
CEO

Hauke Paasch
CFO

Dear readers,

Vorwerk is a special company. The thing that has always set us apart is our closeness to people, a commitment to outstanding quality, and a firm conviction that good products can only truly reveal their strength by being experienced. Vorwerk's core business includes the development, production and distribution of high-quality household products around the Thermomix and Kobold ecosystems, which unite innovative products with personal advice and a strong Community. To deliver this Vorwerk is always striving to be in direct contact with its customers; as such our advisors are at the centre what we do, because they have a critical position as central contact persons. The Vorwerk family also includes akf Group, which is a financing partner for family-run and owner-managed medium-sized companies in Germany, and develops tailor-made solutions for its customers based on in-depth industry knowledge.

Our high depth of added value is part of our identity as a family business – and it is also the starting point for our understanding of sustainability: responsibility is only taken on by those who shape it themselves. People are at the heart of our home business. That refers to more than 129,400 independent advisors worldwide, our employees and the customers who have often stayed connected to us across generations. This constantly growing Vorwerk community is not only our strongest competitive differentiator, but also the reason why we do not consider sustainability as an abstract concept, but instead as a lived responsibility towards people. So sustainability is not simply a mandatory requirement for us, but an embedded component of our inner attitude, of our growth strategy – and part of our everyday life. It informs product development, production, sales and service.

In devising our Strategy 2030 in 2025, we have set the course for the coming years. Our vision: Vorwerk will become the most attractive direct sales company in the world. Sustainability is one of four key growth priorities within this strategy. Vorwerk's business model – repairable products with longevity, personal advice, long-term relationships – is already fundamentally compatible with the basic aspects of sustainability. We want to expand and systematically develop these strengths.

Our Sustainability Strategy 2030 makes this aspiration tangible and collates it into three priorities: Circularity, Community and Climate. These are things we are already working on. We understand circularity to mean developing products in such a way that they can be used for longer; repaired; and reused in secondary life cycles. Community puts people first: that means safe and fair working conditions and development opportunities for our employees, appreciation and support for our advisors worldwide, and trusted, long-term relationships with our clients. In terms of climate, we take responsibility for emissions along our entire value chain and are working on a clear pathway to reducing them.

These priorities are not merely empty principles, and that is demonstrated by the concrete actions we have taken. We actively participate in the Circular Valley Convention, of which we are a co-founder and sponsor. Doing so ensures that we, as a board, are part of the international dialogue about the circular economy – a topic that will decisively shape the future of our industry. Our new headquarters in Wuppertal-Rauental has been awarded the DGNB Platinum Certificate, which is the highest level of award from the Deutsche Gesellschaft für Nachhaltiges Bauen (German Sustainable Building Council, DGNB). Here we have set a benchmark which demonstrates how what is best for employees can be achieved alongside what is best for the environment. Our participation in the UN Global Compact underlines that the scope of our aspiration is international: we are fully committed to its principles regarding human rights, labour, the environment and fighting corruption.

This report is the first structured Sustainability Report produced in reference to the requirements of the Corporate Sustainability Reporting Directive (CSRD). As such we are expanding on our previous sustainability reporting completed in line with GRI standards and at the same time decisively taking a step further. Only factors which can be measured, classified and comprehensibly controlled can also be effectively refined. So that is exactly what we are working towards.

We are aware that we still have a long way to go. Data will be further honed, targets will be readjusted, processes will be further professionalised. We are pleased to present this report today, and at the same time we know that future reporting periods will keep requiring more from us. We choose this route with conviction – because sustainability is not a standalone objective for us; it is the way we balance responsibility and commercial performance and ensure there is direction to our growth.

We wish to thank all our employees, our advisors, our customers – in short, our entire Vorwerk Community worldwide. Their commitment, trust and passion build the foundation on which we are able to not only assume responsibility, but also carry it effectively.

Wuppertal, July 2026

For Vorwerk SE & Co. KG

Dr. Thomas Stoffmehl
(CEO)

Hauke Paasch
(CFO)

Our 3C approach

Make it last, make it better.

We create more value with fewer resources. Through thoughtful product design, efficient processes and comprehensive after-sales services – including repair, upgrade and refurbishment – we extend the life of our products and create added value for our customers.

People at the heart of everything.

We are committed to safe and fair working conditions along our entire value chain, we foster the professional and personal development of our employees, and we make sustainable choices easy and practical in everyday life.

Reduce emissions, build resilience.

We reduce emissions in our own operations and work closely with partners along our supply chain to increase efficiency and meet regulatory requirements.

Vorwerk Home's 3C framework – our contribution to sustainable growth

Why 3C – and why now?

Vorwerk has been a family business for more than 140 years. Working across those kinds of timeframes means automatically thinking in generations – not quarters. That attitude shapes how we develop products, how we deal with advisors, employees and customers, and how we understand responsibility: not as an obligation, but as part of our identity.

At the same time, the world around us has changed a great deal. Climate change, resource scarcity and increasingly complex global supply chains are no longer abstract matters – they affect our value chain, our products and the life of our Community in tangible ways. We see both a responsibility and an opportunity in these developments. Sustainable business models can open up new growth areas. More efficient processes and more resilient supply chains make companies more robust. And products that offer impressive product quality and longevity strengthen the trust of our advisors and our customers – especially younger generations, for whom sustainable action is not an option, but an expectation. Our stakeholders – from advisors to customers to politics and society – are justified in expecting a company like Vorwerk to take clear action on sustainability. And we are taking action – not simply because we have to, but because we can see the opportunities in doing so.

With our 3C framework of Circularity, Community, Climate, these opportunities are being addressed proactively and with conviction. 3C is at the core of our 2030 sustainability programme as it solidifies the "Drive Sustainability" strategic priority from our 2030 Home Strategy (S30) into three concrete fields of action. 3C is not an additional project running alongside the business, but an integral component of it.

From principles to strategy: a brief review

Responsibility is nothing new to Vorwerk. Longevity, reparability and fair working conditions have been important elements in the self-image of our family business for many years – values that would now be called "circularity" and "community". Since 2016 we have been pursuing this ambition in a structured manner, with clear responsibilities, regular reporting, initial steps to reduce our CO_2 emissions and more transparency in our supply chains. As part of our Strategy 2030, we took the next step in 2025: Sustainability is one of four growth priorities and is directly integrated into the strategy – because responsibility and commercial success go together for us.

A path uniting the Vorwerk Group

The Vorwerk Group is essentially made up of two segments: the Home business, which comprises our Thermomix®/Bimby® and Kobold/Folletto brands, and our financial services division, or akf Group. The 3C framework is a single framework for the entire Vorwerk Group, though each segment contributes in its own way.

On the Home side 3C is operationally driving our products, supply chains, and community work. As an institution group akf operates in its own, strictly regulated environment, subject to specifications from Bafin, MaRisk, DORA as well as the specific expectations of financial services. These requirements are independently addressed in the akf Group and managed via established risk, business and compliance strategies. The akf Group is therefore set up independently while at the same time being closely linked to the 3C framework.

Double value creation – sustainability as a business model

We are guided by the principle of "double value creation". Sustainability is about creating value – for the world around us, for our Community, and for Vorwerk. These two parts cannot be separated. We will continue to develop products with a focus on longevity, resource conservation and fair supply chains, to make it easier for customers to make conscious decisions in their everyday life. The significance of these considerations is growing in importance for both advisors and customers. Here we can also count initiatives such as Second Life, which offers refurbished equipment as certified refurbished products.

The 3Cs at a glance

The 3Cs are not abstract concepts, but areas of action in which we can make the biggest difference. They are closely interrelated – and in large part they reflect the topics identified as material in our double materiality assessment.

Circularity – make it last, make it better

Vorwerk has spent decades developing devices with innovation and longevity in mind – achieving an expected service life of ten years. That means vacuum cleaners which are passed down through generations in families; kitchen appliances remembered throughout entire family histories. To keep this kind of longevity possible we rely on high repairability – supported by spare parts that continue to be available for a period of ten years from the last year of sale for each model as well as a broad network of aftersales and service infrastructure. This longevity can contribute to the principles of circular economy and is simultaneously an expression of our quality standards.

But we are specifically going even further. What circularity means to us is conceiving products that use fewer resources right from the start. We are making efforts to increase the use of high-quality recycled or more sustainable materials, as well as working towards more efficient production, resource-efficient packaging and logistics. It means that our equipment can be repaired, modernized and used for many years. And it means giving them a second life when customers choose to upgrade to a newer model. Our Second Life programme is a concrete step forward here. Having launched successfully in Italy and France, we are planning to expand the programme to more countries.

Community – people at the heart of everything

People are at the heart of Vorwerk – and that is not just a slogan, but a guideline for our actions. To put it another way, Community is not one pillar among several, but the core of who we are. We create spaces where advisors, employees, partners and customers can grow. That means making continual progress towards safe and fair working conditions along our entire value chain. It means development opportunities and recognition for everyone who helps shape our journey. And it means that we are serious about our responsibility as an employer and business partner – within our own operations as well as with our suppliers.

Community also has an impact in the everyday lives of our customers: our iconic products can contribute to making sustainable decisions more practical and suitable for everyday use – because we know that the small, daily routines can make all the difference. With this in mind we are continuously investing in digital innovations for the Thermomix® ecosystem; developments that make everyday life easier and provide orientation – such as new, integrated assistance functions in Cookidoo® that make cooking even easier and more intuitive and can help reduce food waste. With new Kobold/Folletto products we contribute to a healthier home environment. If our customers are successful, so is Vorwerk..

Climate – reduce emissions, build resilience

Climate change mitigation is one of the greatest challenges of our time – and for Vorwerk, it is an area in which we act out of conviction, not out of obligation. We take on responsibility and contribute by reducing emissions in our own operations and working with partners and suppliers to reduce emissions along the value chain. Our analyses suggest that a material proportion of emissions in the Home sector are generated upstream and downstream of our own sites. Accordingly, we engage with emissions both in our own business activities and in cooperation with suppliers and partners along the value chain.

For our own business activities we follow a path which is science-based and consistent with the 1.5°C target of the Paris Agreement. We have already converted a large part of our production sites to low-emission power sources and installed PV systems at several office locations including in Germany, Spain, Italy and China. From this basis we are continuing to follow a clear roadmap and a defined transition plan: one step at a time we are making our processes more efficient, transparent and future-proof.

There are clear benefits to doing so – for Vorwerk and our partners. Together we are improving efficiency, meeting expectations and strengthening our resilience. This approach reduces our footprint and supports long-term, trust-based growth. It prepares us for changing regulatory requirements, strengthens the trust of advisors, employees and customers, and consolidates our position as a future-oriented company.

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What carries us – and where we're going

The 3 Cs are interlinked and feed into each other, as long-lasting products conserve resources and protect the climate. Partners in the supply chain reducing emissions can contribute to improved conditions for the people who work there. And a strong Community opens up the possibility of change in everyday life. That is the idea underpinning 3C: a framework that considers together what belongs together – across brands, functions and national borders, in the "One Company" spirit.

For Vorwerk, this also means we will only achieve our vision of becoming the most attractive direct sales company in the world by 2030 if we are the first choice for advisors, employees and customers – and if we develop new business opportunities together with partners. The 3C framework is the starting point for our programme up to 2030. Our priorities are clear and are further enhanced through practical actions and ambitions:

- Design product ecosystems in such a way that they have a low environmental impact and are designed with built-in longevity, repairability and upgradability – so they become even more attractive to customers and give our advisors additional persuasive reasons to recommend them.
- Tap into new sources of revenue from circular initiatives – including refurbishment and the expansion of aftersales services – and thereby exploit potential that we have not previously made fullest use of.
- Reduce waste, use resources in a more targeted manner and further increase the efficiency of our own business activities – and work together in partnership along the value chain to reduce emissions, increase resilience and strengthen our competitiveness.
- Make progress credible and transparent.

3C is not a single self-contained programme, but a framework that will grow with us. We have already taken some important steps – but there is plenty of work ahead of us. We will advance along this path with the honesty needed to recognise what is working well and what we still need to improve, and with the ambition to become a bit better every year.

This report illustrates how we are underpinning this ambition with structures, targets and metrics – oriented on the European Sustainability Reporting Standards (ESRS).

General information

About this Sustainability Report

Sustainability at Vorwerk Group does not begin with reporting but in everyday life: in the personal exchange between advisors and customers, in products that are used daily, and in decisions throughout the entire value chain.

That fundamental understanding also informs this report. It serves to demonstrate how the Vorwerk Group records and classifies its material impacts, risks and opportunities (IROs) and for the first time does so in a structured manner with reference to the requirements of the Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS). At the same time, it seeks to clearly convey that sustainability at Vorwerk is not a subject considered in isolation, but a factor closely linked to our business model, strategic orientation and aspiration to consider commercial success and responsibility together.

The basis for this report is the double materiality assessment which has been carried out. This supports the systematic identification and prioritisation of topics relevant to the Vorwerk Group, in terms of the impact of business activities on the environment and society as well as on financial risks and opportunities. The identified topics are classified in the report in line with ESRS requirements and linked to strategy, business model and management.

Basis for preparation

The parent company of the **Vorwerk Group** is Vorwerk SE & Co. KG based in Wuppertal. The Vorwerk Group is divided into two main areas: Vorwerk and the akf Group. **Vorwerk** encompasses the areas of production and direct sales of high-quality household appliances. Production is carried out by Vorwerk Engineering, which includes companies such as Vorwerk Elektrowerke GmbH & Co. KG in Germany, Vorwerk Semco S.A.S. in France and Vorwerk Manufacturing Co., Ltd. in China. Direct sales are managed by Vorwerk International, which includes around 30 national companies worldwide, including Vorwerk Germany, Vorwerk France and Vorwerk Italia, which are the largest companies by number of employees. The **akf Group** complements the portfolio with its activities in the area of banking and leasing. Because of its specific business model, this entity is addressed separately at selected points within the framework of this report. The basis for this is a business-model-specific materiality assessment, which has been integrated into the Group-wide double materiality assessment. The sustainability topics reported for the akf Group are based on a standalone double materiality assessment, the results of which were subsequently consolidated with the materiality assessment relating to the rest of Vorwerk Group.

With effect from 1 January 2026 – and as such after the reporting period of this Sustainability Report – Vorwerk made a material organisational change: Vorwerk Engineering and Vorwerk International have been merged under the single umbrella of **Vorwerk Home**. Vorwerk Home is an integrated platform in which product, technology, marketing and sales work together with clear control and joint responsibility. This new structure is central to understanding material topics in this report – specifically Strategy 2030, the climate strategy and the transformation pathway – and so it will be introduced and explained as appropriate at the relevant points of the report.

In the context of preparing the Voluntary Sustainability Report for the 2025 financial year, all Group companies were analysed to assess their relevance for sustainability reporting. This specifically examined the extent to which each company is connected to material impacts, risks and opportunities (IROs) of the Vorwerk Group, or relevant for reporting with regard to sustainability issues and the development of them. On this basis 82 companies were identified, and these form the scope of consolidation for sustainability reporting – in a similar way as in financial reporting.

Of those companies, 43 are relevant for ESG data collection and form the basis for the relevant topic-specific quantitative disclosures. Specifications for primary and secondary data collection can be found in the topic-specific standards. Those companies not included in the scope of financial consolidation, as well as the financial investments, were additionally analysed with regard to material impacts, risks and opportunities (IROs). With the exception of the financial investments of akf Group, these were classified as not material. Alongside own business activities, the report also includes material parts of the upstream and downstream value chain. These are specifically taken into account within the framework of the double materiality assessment as well as in the identification and assessment of material impacts, risks and opportunities (IROs). Where individual disclosures deviate from this area of application, this will be indicated at the appropriate points.

This Sustainability Report has been prepared in reference to the European Sustainability Reporting Standards (ESRS). Information regarding the EU Taxonomy Regulation are not included in this report. The Sustainability Report was prepared in the context of preparing for the audit of metrics under the expert supervision of management consultancies.

The basis for this report is formed by the double materiality assessment and determination of the scope of consolidation. The metrics and indicators derived from these, as well as the associated context information, have been determined with reference to ESRS Set 1 (2023) and subjected to an external audit with limited assurance (Limited Assurance in accordance with ISAE 3000 (revised)).

Within this, the selected methodological bases of reporting, including underlying processes and assumptions, were also taken into account. Audit procedures typically include the assessment of the reporting and data processes, examination of selected evidence and documentation, surveys of responsible departments, analytical audit processes, as well as further plausibility checking of the reported information. The audited information is marked in the report with a green tick ✓ and bordered by green bars | .

Sustainability at the Vorwerk Group

The option to exclude sensitive information or information about ongoing negotiations has not been utilised. The Vorwerk Group uses the time horizons as defined in the ESRS: short-term (0–1 year), medium-term (1–5 years) and long-term (more than 5 years). Insofar as metrics along the value chain are based on estimates, suitable assumptions and data sources have been used. The underlying methods are part of ESG data management and are continuously in development. Any resulting uncertainties are disclosed at the respective points in the report.

An overview of the ESRS disclosure requirements and data points related to other EU legislation is included in the appendix. There is also an overview of the core elements of due diligence with reference to ESRS 2 GOV-4. These overviews were drawn up voluntarily and with reference to the ESRS.

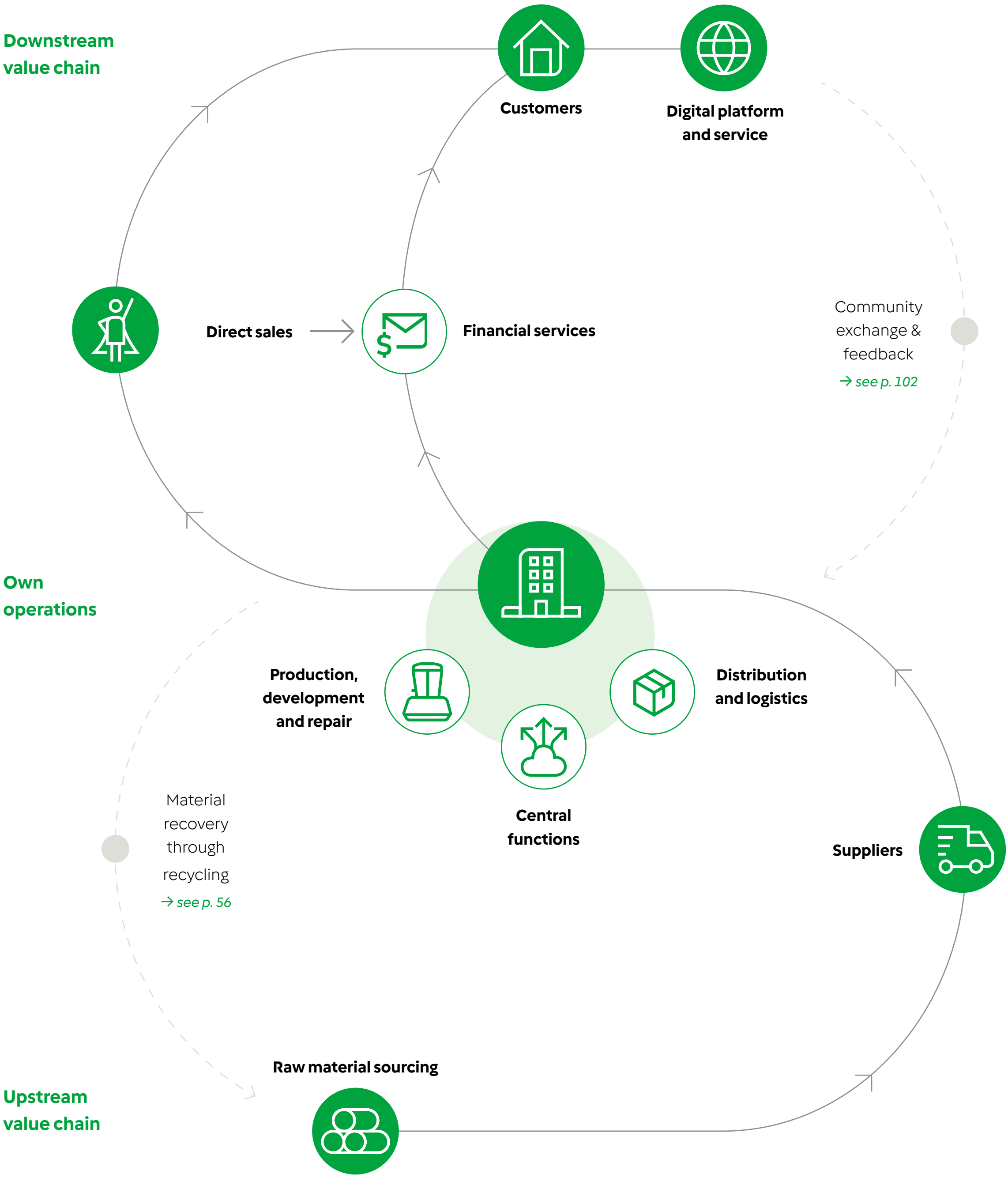
This chapter describes how the Vorwerk Group anchors sustainability in its business model, its strategic orientation and its management – and how responsibility and commercial action work together as a result, both in the operational Vorwerk business and in the akf Group as an independent financial services division.

Strategy, business model and value chain

Vorwerk has always combined commercial success with a clear emphasis on proximity to people. The focus of this is direct sales, which not only makes products accessible, but also enables them to be experienced in the context of personal exchange and in real-world use in everyday life. The special characteristic of Vorwerk's business model comes from the combination of personal advice in direct sales, direct product experience and innovative product worlds and ecosystems. This is the strategic core of the business model and a material differentiating feature of Vorwerk.

Direct contact with customers is created for Vorwerk by the advisors in direct sales, and this represents a critical competitive advantage for the business model. This contact enables Vorwerk to directly capture expectations, experiences and feedback from everyday use and to incorporate these insights into the further development of products, formats and services. The personal exchange simultaneously lays the groundwork for making the quality, functionality and usefulness of the products into features that can be experienced in everyday life. So the success of the advisors – in terms of their advice, enthusiasm and long-term customer support – is closely linked to the success of Vorwerk; it creates stronger loyalty to products and brands right from the purchase decision to well beyond their everyday use.

Value Chain


Downstream value chain
Customers
Digital platform and service
Direct sales
Financial services
Community exchange & feedback
→ see p. 102
Own operations
Production, development and repair
Distribution and logistics
Central functions
Material recovery through recycling
→ see p. 56
Suppliers
Upstream value chain
Raw material sourcing

Vorwerk's business model brings together three closely interlinked elements: personal direct sales, strong hero product ecosystems and a globally active community. This interplay is what gives Vorwerk its special character. The focus is on people: advisors, customers and employees, who together shape Vorwerk's business model and make it possible to experience products in everyday life.

Direct sales is not merely a sales channel; it also forms the core of the customer relationship. Through personal advice, application and support in everyday life, advisors make the products accessible and create a direct proximity to customers. At the same time, user experiences and feedback about functions and quality flow from them directly back into the organisation, which enables continual enhancement.

This is the basis on which Vorwerk develops, produces and distributes high-quality household appliances, specifically the Thermomix® and Kobold brands. Within the framework of the "hero product ecosystems", these brands unleash their impact as innovative, high-quality product worlds with everyday relevance and which accompany customers in their lived reality.

They are supplemented by digital offerings such as the Cookidoo® recipe platform, which extends the product experience and make everyday cooking even easier. The interplay of personal advice, innovative products and digital ecosystems is central to Vorwerk's positioning.

The function of the Community goes far beyond sales; it is fundamental for value creation and the strategic development of Vorwerk advisors who introduce our products into people's everyday lives and create personal product experiences. Customers actively shape the further development of products and offerings through the input of their experience. Employees create the organisational, technological and operational conditions necessary for this interplay to work all over the world.

Vorwerk utilises this business model in 67 countries, connecting people, products and experiences in everyday life. "Community" as specified in Strategy 2030 also includes the aspiration to strengthen health, safety, fair framework conditions and development opportunities within the relevant stakeholder groups.

Vorwerk's value chain encompasses a number of material phases, from development and production to the distribution and use of the products as well as the associated digital offerings. At the same time the Vorwerk Group also includes an independent financial services division in the akf Group. This offers financing solutions for SMEs as well as for customers and follows a business model which is independent of the operational product business. The akf Group independently generates added value in the financial services business, which specifically includes the development and provision of banking and leasing products, risk management and customer support. The business has connections to certain points within the Vorwerk Group, for example in supporting sales financing with regard to Vorwerk business.

Detailed quantitative information about employees, including key figures on employment, is presented in the "Undertaking's own workforce" chapter.

In the 2025 reporting year the Vorwerk Group generated total revenue of 3,618.2 million euros. The Vorwerk Group does not have revenue in any of the sectors listed under ESRS 2. Further information about the sales structure and earnings situation is available in the Group Management Report in the 2025 Annual Report.

Vorwerk Home's strategic development is to be implemented within the framework of Strategy 2030 strategy. For the Culinary and Cleaning product worlds, Vorwerk Home is pursuing the vision of becoming the world's most attractive direct sales company. To achieve this Vorwerk Home has a combined ambition to be the first choice for advisors, to create an environment fostering entrepreneurial opportunity and personal development, and to inspire customers with unique, innovative and sustainable products.

Strategy 2030 puts the focus is on further expanding direct sales, targeted internationalisation, the implementation of digital technologies and ongoing further development of the product worlds. With this approach Vorwerk Home seeks to build on the special combination of personal exchange, active Community and strong hero product ecosystems.

Sustainability is both a responsibility and a driver of our activities here. "Drive Sustainability" is one of four key growth priorities set out in Strategy 2030. Vorwerk Home brings together environmental awareness and commercial acumen in the continual development of products and offerings.

Sustainability has been informing Vorwerk's actions since long before Strategy 2030 was devised: the relevant structural foundations have been gradually put in place since 2016, including in the Strategy and Group Governance areas by means of the operationalisation of reporting. From this base, Strategy 2030 ensures that sustainability has now been even more strongly anchored as an integral part of commercial development.

With its focus on Circularity, Community and Climate, the 3C framework functions as a guide; it is explained in more detail in the "Vorwerk Home's 3C framework" chapter.

Sustainability management

The highest management and supervisory bodies of the Vorwerk Group are the Executive Board, the Advisory Board and the Supervisory Board. They bear overall responsibility for the strategic orientation of the company – including consideration of material sustainability issues. Employees are not represented on these bodies.

The Executive Board is responsible for integrating sustainability into corporate management. It defines the strategic alignment of the Vorwerk Group, and makes decisions concerning central targets and material actions. Its activity also includes embedding responsible business conduct in the business, specifically through the Code of Conduct and associated information and monitoring processes.

The Advisory Board and Supervisory Board function as central supervisory and advisory bodies and are firmly involved in the governance structure of the Vorwerk Group. These two bodies oversee the strategic development of the company and also include sustainability issues in their advice and monitoring. The company's owning family adds its entrepreneurial vision for the Vorwerk Group by sitting on the Advisory Board.

The Executive Board consists entirely of executive members, the Supervisory Board and Advisory Board exclusively of non-executive members; accordingly, zero values result for the respective opposite category.

Disclosures concerning the management and supervisory bodies relate to Vorwerk Verwaltung SE (personally liable partner) and Vorwerk SE & Co. KG.

In 2025, all Executive Board members were male (share of female members: 0%). On the Advisory Board and Supervisory Board, the share of female members was 12.50%.

Because of the dual governance system the percentage of independent board members, as per the ESRS, refers only to independent members of the supervisory bodies (Advisory Board and Supervisory Board).

Sustainability is strategically embedded at Vorwerk and translated into corresponding responsibilities and structures. Strategic management is conducted in the Group Strategy and Business Development area, which is responsible for the design and implementation of the Sustainability Strategy and ensures it is effectively integrated into all company areas and functions. Strategic decisions and Group-wide objectives are fixed at Executive Board level. The management bodies of the business units are involved in this and are responsible for the targets and actions in their respective areas.

An ESG Steering Committee has been set up to further develop relevant sustainability topics. This committee deals with key topics concerning material impacts, risks and opportunities (IROs), collating them, discussing them, and making preparations for associated decisions to be made at Executive Board level. The ESG Steering Committee is coordinated by the Head of Sustainability/ESG/CSRD and works closely with the management bodies of the business units. Interlinkage with Group-wide risk management is also ensured.

Composition and diversity of the Executive Board

	2025
Number of executive members	**3**
of which female	0
of which male	3
Gender diversity ratio	**0:3**

Composition and diversity of the Advisory Board and the Supervisory Board

	2025
Number of non-executive members	**16**
of which female	2
of which male	14
Gender diversity ratio	**2:14**

Number of independent members of the Advisory Board and Supervisory Board

	2025
Number of independent members	**8**
Share of independent members (%)	50%

The results of the double materiality assessment as well as material developments with regard to sustainability risks and opportunities are regularly addressed by the ESG Steering Committee and reviewed at least annually. This takes place in tandem with the annual review cycle for Strategy 2030, wherein the effectiveness of strategic sustainability initiatives and objectives is reviewed, as well as the annual validation of the double materiality assessment to ensure compliance with current regulatory requirements and to examine potential changes to the Vorwerk Group's ecosystem and business model.

In parallel with managing the Sustainability Strategy, also falling within the responsibility of Group Governance are the preparation of sustainability reporting and maintaining compliance with reporting-related requirements. Progress in sustainability reporting, preparation of relevant compliance issues and assessment of ESG performance are also addressed in the ESG Steering Committee. The members receive regular status updates – four times a year as well as on an event-specific basis – and make appropriate decisions concerning improvements in sustainability matters.

In the year under review the main issues specifically in focus were material impacts, risks and opportunities (IROs) in connection with Strategy 2030 and the development of the strategic sustainability programme. Within this context, climate-related topics were considered more deeply, including the development of a transition plan and the setting of targets for Scope 1 and Scope 2. In addition, strategic discussions on circularity-related material impacts, risks and opportunities (IROs) were initiated, which will be examined in greater depth in 2026. The ongoing integration of sustainability-related matters into the value chain and into the financing portfolio of the akf Group will be further developed in the relevant area of responsibility.

The Executive Board and Advisory Board have extensive experience and knowledge of the markets, products and business models relevant to the Vorwerk Group. The Executive Board is regularly kept informed about relevant sustainability developments – including through internal briefings, dedicated reporting and external engagements, for example as a co-founder and sponsor of the Circular Valley Foundation and though participation in relevant events. As a result, members of the Executive Board and Senior Leadership Management have been able to build up their sustainability expertise over time and continuously develop it in light of changing regulatory and strategic requirements.

To address specific questions, Vorwerk draws on sustainability expertise at Group, division, and function level, including in the Group Sustainability, Group Governance, Corporate Purchasing and Engineering areas, as well as the akf Group. The Vorwerk Group additionally participates in associations relevant to the sustainability context and in the household appliance industry.

Where necessary, internal experts and external advisors are also involved.

Sustainability in remuneration

At present the remuneration of members of the top management body does not contain any specific sustainability-related components. The integration of such elements is being examined in the context of further developing sustainability management.

Risk management and internal controls of sustainability reporting

The Vorwerk Group has an internal control and risk management system that is being continuously refined and expanded to ensure reliable, complete and traceable sustainability reporting. As part of ESG data management, potential sources of error should be systematically recorded and addressed along the entire reporting process. This specifically includes risks related to data collection, validation and consolidation, as well as the application of methods and assumptions.

The control system specifically includes:

- Clearly defined roles, responsibilities and approval steps for data collection, validation and approval at company, division and Group level
- Standardised data collection processes as well as defined methods, definitions and assumptions for the determination of metrics
- System-supported recording, aggregation and consolidation processes within the framework of ESG data management, specifically through the use of established reporting tools
- Plausibility checking, completeness checking and coordination with the responsible departments
- The application of the four-eyes principle via the separation of data collection and validation responsibilities
- The integration of central functions to ensure consistent and auditable reporting

Responsibility for the completeness and accuracy of reported sustainability information is held by the respective data controller. The information collected is aggregated, consolidated and reviewed at Group level.

In addition to general risk and control processes, climate-related risk analyses (including by means of scenario analyses) are carried out in parts of the Group. The climate-related impacts, risks, and opportunities (IROs) identified in the materiality assessment create the basis for implementing the climate-related risk analyses. The results of the climate-related risk analysis in turn serve as input for the further development of strategic programmes. Relevant results have been integrated into the processes and controls of sustainability reporting. This will be gradually expanded in the context of further improving sustainability reporting and process harmonisation.

Engagement of stakeholders

The long-term success of the Vorwerk Group is based on stable relationships – with advisors, employees, customers and partners along the value chain. Continuous dialogue with these stakeholder groups is firmly anchored in the business model and informs both strategic development and operational implementation.

The following overview sets out the central stakeholder groups as well as material dialogue and communications channels and their frequency. In addition, the content and use of feedback from exchange with the direct sales community (advisors) and customers are explained by way of example.

Within the dialogue formats set out here, the continuous exchange with the Vorwerk Community – which consists of employees, advisors and customers – is particularly important. It provides important stimulus for the further development of products, services and sales approaches, and helps to identify expectations and market needs at an early stage.

Stakeholder communication

Stakeholders	Dialogue and communication channels	Frequency
Customers	Advisor contact, corporate website, Cookidoo®, social media, email campaigns, customer service (phone/email/mail), events	Continuous
Advisors (direct sales community)	Advisor portal, CRM systems, MySite (digital sales platform), surveys, events, email campaigns, social media	Regularly
Employees	Coyo/intranet, Vorwerk Magazine, townhalls, employee surveys, Works Council, Works Council meetings, employee appraisals, screens/posters/information in the workplace, social media, Annual Report, CEO letter	Regularly
Suppliers	Direct business communication, tenders, negotiations, contract management	Several times a year
Politics and legislators	Formal correspondence, meetings, reports	Continuous
Society, public, media	Press releases, corporate website, corporate communications (press contact), interviews, annual report, press conferences	Regularly
NGOs	Sustainability reports, stakeholder dialogue, corporate website	Occasionally
Owner	Part of the Advisory Board, face-to-face meetings, Annual Report, company presentations, emails	Continuous

Integration of the Vorwerk Community (employees, advisors and customers)

As its business model is oriented on direct sales, Vorwerk is in regular exchange with the direct sales community (advisors) in the national subsidiaries via established feedback channels, including digital platforms and systems as well as surveys and events. Feedback here specifically concerns the product experience, sales support as well as framework conditions and earnings opportunities, and is taken into account in the further development of sales approaches and strategic priorities. In addition, customer perspectives are regularly incorporated through market research and other feedback formats. In addition to product-related feedback, overarching market and lifestyle trends are also addressed.

Integration of other stakeholder groups and use of findings

In addition to this direct exchange, the Vorwerk Group is in dialogue with other central stakeholder groups, specifically suppliers, business partners and external stakeholders such as regulatory authorities, the media and societal stakeholders.

The involvement of these stakeholders takes place via different formats, including direct exchange in sales, structured feedback from the departments, supplier interactions and monitoring of external developments. The objective is to identify relevant expectations, requirements and developments at an early stage and to incorporate them into business management.

The insights gained from stakeholder dialogue are incorporated into entrepreneurial decision-making processes. They are specifically channelled into the identification and assessment of material impacts, risks, and opportunities (IROs) in the context of the double materiality assessment, and as such constitute important groundwork for the strategic orientation and further development of the business model.

In this way, the Vorwerk Group contributes to integrating varied perspectives along the value chain and aligning entrepreneurial decisions with economic, ecological and social requirements.

Double materiality assessment

In the year under review, the Vorwerk Group carried out a double materiality assessment in line with the ESRS for the first time, which systematically identified and evaluated the material impacts, risks and opportunities (IROs) for the Vorwerk Group. The assessment is based on the principle of double materiality. A topic is classified as material if the Vorwerk Group either has an associated material impact on the environment or society, or if it results in material risks and opportunities for the economic development of the Group.

The assessment uses a structured, multi-stage approach and includes both the company's own business activities and the upstream and downstream value chain. Separate analyses were initially carried out for Vorwerk and the akf Group, and then collated into a consistent overall assessment.

Findings from the continuous stakeholder dialogue have been included in the double materiality assessment and there collated with internal assessments. The perspectives of relevant stakeholders were taken into account specifically by means of expert interviews as well as case-based documents and secondary research; they were then integrated into the identification and evaluation of impacts, risks and opportunities (IROs) .

The identification and evaluation of impacts, risks and opportunities (IROs) is based on a uniform methodology which combines both quantitative and qualitative criteria. Operational implementation falls under the ESG team and is carried out in close coordination with the relevant departments. Key findings are discussed and validated in the ESG Steering Committee. The evaluation incorporated both existing analyses and company-internal findings – specifically those arising from the strategic enhancement arising within the framework of Strategy 2030 as well as from topic-specific evaluations, for example concerning climate-related risks, transformation paths and the circular economy. Topics are prioritised by means of defined thresholds and scoring logics to ensure consistent evaluation.

The materiality assessment is regularly reviewed and refined. An update is made at least once a year as well as on an event-driven basis, for example in the event of material changes to the business model, the regulatory environment or in the risk and opportunity profile of the Vorwerk Group. The results of the assessment create a critical foundation for strategic decisions as well as for the further development of the Sustainability Strategy and the prioritisation of actions along the value chain.

Material topics and impacts, risks and opportunities (IROs)

Based on the materiality assessment, the sustainability and sub-topics presented below have been identified as material for the Vorwerk Group with reference to the ESRS for the reporting year.

The material topics identified arise from the Vorwerk Group's business model. Vorwerk specifically focuses on topics that are closely linked to the development of high-quality products with longevity, the close customer relationship in direct sales, and responsibility along global supply chains. At the same time, climate-related topics, regulatory requirements, and changes in consumer behaviour are growing in importance.

The material impacts, risks and opportunities (IROs) identified are transferred within the Vorwerk Group into strategic fields of action that serve as a structuring basis for the management of sustainability and which make it possible to derive actions, targets and responsibilities.

For the operational divisions, specifically Vorwerk, the focus is on strengthening the Community as a central link between company and customers, enhancement of the product portfolio and the reduction of emissions along the value chain.

Special material impacts, risks, and opportunities (IROs) arise for the akf Group, specifically in connection with regulatory requirements, the integration of sustainability-related considerations into the financing portfolio, and the assessment of climate-related risks in the lending and leasing business.

The material topics identified as well as the impacts, risks, and opportunities (IROs) are regularly reviewed and reassessed as necessary to appropriately address changes in the market environment, regulatory developments, and new insights from stakeholder engagement.

Material topics and impacts, risks and opportunities (IROs)

IRO	Scope	Category
Environment		
Climate change: Adaptation to climate change		
Legal uncertainties and rapid advances in e-mobility, especially battery technology, may increase residual value risks for vehicles financed by akf Group, potentially leading to impairments and financial losses	akf	Risk
By financing sustainable projects in areas such as mobility, agriculture and the energy transition, akf Group can access new revenue streams and benefit from rising demand for sustainable finance	akf	Opportunity
Climate change: Climate change mitigation		
Contribution to the increase of global GHG emissions through direct emissions from manufacturing, operations, mobility and transportation, as well as indirect emissions across the entire value chain	akf & Vorwerk	Actual impact Negative
GHG emissions from financed and leased assets, such as vehicles, equipment or machinery	akf	Actual impact Negative
Climate change: Energy		
Lower household energy demand through energy-efficient appliances and ongoing improvements in the energy performance of products during the use phase	Vorwerk	Actual impact Positive
The Vorwerk Group sources energy-intensive materials and goods (e.g., chemicals, semiconductors, metals, vehicles), contributing to fossil fuel consumption, GHG emissions and air pollution	akf & Vorwerk	Actual impact Negative
Vorwerk products consume household electricity, which may be generated from fossil fuels	Vorwerk	Actual impact Negative
Outdated technologies and poor energy efficiency in akf Group's properties could increase renovation pressure, raise operating costs, lead to property impairments and require significant investment	akf	Risk
Resource use and circular economy: Resource inflows, including resource use		
Vorwerk relies on virgin and raw materials, including rare earths, and contributes to large-scale raw material extraction, intensive land use and the overuse of limited resources	Vorwerk	Actual impact Negative
Dependence on raw materials and key components for electronic devices (e.g., batteries and control chips) entails a risk of supply shortages	Vorwerk	Risk

Material topics and impacts, risks and opportunities (IROs)

IRO	Scope	Category
Resource use and circular economy: Resource outflows related to products and services		
Stricter EU and national regulations on materials, recycling and the circular economy could increase Vorwerk's costs for compliance, reporting and assurance	Vorwerk	Risk
Vorwerk's approach to repair-friendly design, including the availability of spare parts, increases product attractiveness and provides a strong sales argument	Vorwerk	Opportunity
Financing assets with renewable or recyclable components offers akf Group a financial opportunity, as rising demand for sustainable finance can increase revenue and strengthen long-term competitiveness	akf	Opportunity
Resource use and circular economy: Waste		
Vorwerk contributes to the generation of electronic waste, which can lead to soil and groundwater pollution	Vorwerk	Potential impact Negative
Social		
Own workforce: Working conditions		
Flexible working models at the Vorwerk Group strengthen trust, personal accountability and employees' sense of belonging	akf & Vorwerk	Actual impact Positive
Employee representation, fair remuneration and benefits strengthen satisfaction, well-being and long-term retention	akf & Vorwerk	Actual impact Positive
Work-related accidents or fatal injuries can impair health, quality of life and financial stability	Vorwerk	Potential impact Negative
Own workforce: Equal treatment and opportunities for all		
Skills shortages can delay processes and adversely affect customer satisfaction and competitiveness	akf & Vorwerk	Risk
Workers in the value chain: Working conditions		
Satisfied and motivated advisors can strengthen sales performance and economic success	Vorwerk	Opportunity
Vorwerk flexible direct sales model promotes employment and social participation and strengthens women's economic independence in particular	Vorwerk	Actual impact Positive
Promoting decent working conditions through regional sourcing and long-term supplier relationships	Vorwerk	Potential impact Positive
Promoting health and safety at suppliers through stable regional supplier relationships	Vorwerk	Potential impact Positive
The electronics supply chain is exposed to heightened risks related to forced labour, child labour, human trafficking and conflict financing	Vorwerk	Potential impact Negative

Material topics and impacts, risks and opportunities (IROs)

IRO	Scope	Category
Workers in the value chain: Equal treatment and opportunities for all		
Vorwerk flexible direct sales model promotes employment and social participation and strengthens women's economic independence in particular	Vorwerk	Potential impact Positive
Workers in the value chain: Other work-related rights		
The electronics supply chain is exposed to heightened risks related to forced labour, child labour, human trafficking and conflict financing	Vorwerk	Potential impact Negative
Consumers and end-users: Information-related impacts for consumers and/or end-users		
A cyber-attack on akf Group could lead to the loss of sensitive customer data, increase fraud risks and undermine customer trust, with potential revenue and reputational impacts	akf	Risk
Errors in akf Group's electronic data processing could result in incorrect billing, booking errors and operational disruptions, adversely affecting customer satisfaction, the contract portfolio and earnings	akf	Risk
Consumers and end-users: Personal safety of consumers and/or end-users		
Kobold filter bags improve indoor air quality by capturing pollen and household dust and can reduce health impacts for people with allergies	Vorwerk	Actual impact Positive
High product quality, underpinned by quality controls and testing, strengthens customers' perception of value and can support product pricing	Vorwerk	Opportunity
Promoting healthy nutrition and home-cooked meals can be used as a selling point for Thermomix® and strengthen the product's attractiveness	Vorwerk	Opportunity
Governance		
Business conduct: Management of supplier relationships, including payment practices		
Transparency and fairness in procurement through clear policies and consistent processes; strengthening supplier relationships	akf & Vorwerk	Actual impact Positive
Lack of a centralised procurement function at akf Group: potentially increased financial risks due to higher costs, inconsistent processes and unrealised synergies in negotiations and relationship management	akf	Risk
Business conduct: Corruption and bribery		
Potential distortion of competition and undermining of effective regulation as a result of corruption and bribery	akf	Potential impact Negative

Strategic fields of action for the management of sustainability and value creation

The Vorwerk Group's strategic fields of action follow an integrated logic which links ecological, social and economic considerations and is geared towards long-term value creation. The focus is on the targeted combination of entrepreneurial benefits and social and ecological impact.

To operationalise this logic Vorwerk structures its activities across three central dimensions: Circularity, Community and Climate. Together, these form an overarching orientation framework for the management of sustainable development, and solidify the connection between Sustainability Strategy, business model and reporting.

- **Circularity:** sustainable products and user experiences with a focus on longevity, repairability, resource conservation and circularity. For further information please see the "Climate change" and "Resource use and circular economy" chapters in particular.
- **Community:** people and community, specifically the enhancement of the Vorwerk Community, the promotion of entrepreneurial activity and earnings opportunities in direct sales for advisors and the strengthening of skills and development opportunities. For further information please see the "Undertaking's own workforce", "Workers in the value chain" and "Consumers and end-users" chapters in particular.
- **Climate:** responsible design of business processes and value chains with regard to emissions reduction, environmental standards and the refinement of climate-related management approaches. For further information please see the "Climate change", "Resource use and circular economy" and – with respect to governance and due diligence – the "Business conduct" and "Workers in the value chain" chapters in particular.

These three dimensions are closely linked to the Vorwerk Group's business model and describe the main levers via which sustainability is effected in the company – along the value chain, in products and in direct exchange with the Community. Sustainability is a strategic growth driver for Vorwerk. It strengthens the attractiveness of the Vorwerk Group for its Community, promotes product innovations that are designed for a long service life and which support a healthy lifestyle, and creates value for Vorwerk as well as for partners along the value chain. This ensures that responsibility, environmental and social contribution and economic value creation all go hand-in-hand – and shows how Vorwerk actually implements sustainability in everyday life: from the development of products with longevity to collaboration with people all over the world.

The structure also serves as orientation for the further design of actions, targets and metrics in the individual subject areas and enables a consistent link between strategic orientation, operational implementation and reporting. A detailed description of the core elements of due diligence is included in the appendix.

Environment

At the Vorwerk Group, quality and responsibility go hand in hand. Durable, repairable products, the conscious use of resources and a focus on the entire life cycle are an expression of genuine appreciation – for our customers and for the environment. At the same time, we are working towards a clear pathway to reducing our emissions along the entire value chain.

Climate change

About this chapter

Climate change is a key challenge facing our current era,and one that requires actions with long-term effectiveness. As an internationally active family business, the Vorwerk Group considers climate change mitigation to be part of responsible business conduct and is gradually aligning its operations towards a verifiable reduction in greenhouse gas emissions. Against this background the Vorwerk Group is exploring approaches for effectively and efficiently reducing emissions in its own business activities as well as along the upstream and downstream value chain.

Material impacts, risks, and opportunities (IROs)

The Vorwerk Group's business activities are associated with climate-related impacts, risks, and opportunities along the entire value chain. These arise from the company's own business activities as well as from upstream and downstream processes, and are analysed over various time horizons.

IRO	Scope	Category	Value chain			Time horizon		
			→I	⌂	I→	›	››	›››
Climate change adaption								
Legal uncertainties and rapid advances in e-mobility, especially battery technology, may increase residual value risks for akf Group's financed vehicles, which could lead to potential depreciation and financial loss	akf	Risk	○	○	●	○	●	○
By financing sustainable projects in areas such as mobility, agriculture, and the energy transition, akf Group can access new revenue streams and benefit from growing demand for sustainable financing	akf	Opportunity	○	○	●	●	●	●
Climate change mitigation								
Contribution to the increase of global GHG emissions through direct emissions from production, operations, mobility and transportation, as well as through indirect emissions along the entire supply chain	Vorwerk	Actual impact Negative	●	●	●	●	●	●
GHG emissions from financed and leased objects, such as vehicles, equipment or machines	akf	Actual impact Negative	○	○	●	●	●	●
Energy								
Lower household energy demand through energy-efficient appliances and ongoing improvements in product energy performance during use phase	Vorwerk	Actual impact Positive	○	○	●	●	●	○
The Vorwerk Group sources energy-intensive materials and goods (e.g., chemicals, semiconductors, metals, vehicles), contributing to fossil fuel use, GHG emissions, and air pollution	akf & Vorwerk	Actual impact Negative	●	○	○	●	●	●
Vorwerk's products consume household energy, which may be generated from fossil fuels	Vorwerk	Actual impact Negative	○	○	●	●	●	●
Outdated technologies and poor energy efficiency in akf Group's properties could drive renovation pressure, higher operating costs, property depreciation, and significant investment needs	akf	Risk	○	●	○	●	●	○

Upstream →I Own operations ⌂ Downstream I→ Short term › Medium term ›› Long term ››› Applies ● Does not apply ○

Climate change mitigation

The Vorwerk Group's business activities generally generate GHG emissions along the entire value chain. These arise from our own activities in the areas of production, sales, administration, mobility and logistics (Scope 1 and 2) as well as indirectly along the upstream and downstream value chain (Scope 3). Material sources of emissions relate to the supply of energy-intensive materials and goods such as chemicals, metals and electronic components, the production of which is often based on fossil fuels at the respective material and component suppliers.

Emissions also occur during the use phase of products when customers use devices in their households worldwide. The level of emissions depends on the respective energy mix at the place of use; a factor on which Vorwerk has no direct influence. At the same time, Vorwerk products can contribute to reducing energy consumption by reducing energy demand in households and reducing associated emissions by means of high energy efficiency and continuous improvements during the use phase.

Climate change adaptation

In the course of transformation towards a lower greenhouse gas economy and the associated regulatory and technological changes in the markets in which the Vorwerk Group operates, the company is exposed to various transition risks. Specifically, regulatory uncertainties and technological developments in the field of electromobility, for example in connection with battery technologies, could lead to increased residual value risks for financed or leased assets of the akf Group. This could potentially result in impairments and financial losses.

In addition, outdated technologies and insufficient energy efficiency at sites leased by the akf Group could lead to increased renovation pressure. This may result in increased operating costs. The transition risks mentioned above are addressed in the akf Group in the context of established risk management; an ESG risk inventory was additionally carried out in 2025, which indicates a specific material impact on the counterparty default risk and – for leasing companies – also on the residual value risk.

Energy

Energy is a crucial lever both for reducing emissions and for opening up opportunities – for example by increasing efficiency and strengthening resilience to rising energy costs. Vorwerk influences energy consumption through the operation of its own sites as well as indirectly through the use of its products and the upstream supply chain.

At the same time, opportunities arise from growing demand for energy-efficient and sustainable solutions. Via the potential financing of projects by the akf Group, particularly in the areas of mobility, agriculture and energy transition, Vorwerk could open up new business opportunities and benefit from the transformation towards a low-carbon economy.

Strategic approach

Sustainability is firmly embedded in the Vorwerk Group's corporate strategy. For Vorwerk Home it represents one of the four strategic growth priorities in Strategy 2030.

Within the 3C framework → *see p. 6*, climate change mitigation takes a high priority at Vorwerk; the fields of action in the framework encompass Circularity (circular economy), Community (social responsibility, specifically the strengthening and empowerment of the Vorwerk Community) and climate (climate change mitigation). These three fields of action target key levers along the product and value chain as well as for social impact. The systematic recording of CO_2 emissions forms the basis for the development of a clear reduction path along the entire value chain. The objective is to continuously reduce environmental pollution and to make processes progressively more efficient and future-proof. Through the further development of the corporate strategy and transition to the 3C framework our approach to climate change mitigation has been further clarified, with a focus on the avoidance and reduction of CO_2 emissions. Against this background, compensatory actions have been strategically reclassified and are now exclusively used to temporarily offset unavoidable residual emissions for the 2025 fiscal year; in future, they will no longer form part of the emissions reduction targets.

The approach goes beyond pure emissions reductions. In the longer term, products having a reduced CO_2 footprint strengthens our competitiveness, supports advisors with sales and prepares the company for rising regulatory requirements. At the same time we expect it to generate trust among customers and employees and contribute to a stronger brand reputation. Specific commercial benefits are evident in terms of operational efficiency, regulatory resilience and a clearly differentiated market position for products.

The approach simultaneously creates synergies with other strategic fields of action, specifically the circular economy which is a central component of the 3C strategy. As well as more efficient use of resources and reduced material consumption, this criterion also encompasses the use of alternative, environmentally friendly materials. The development and upscaling of such material solutions will be conducted in coordination with suppliers and, if necessary, in cooperation with cross-industry partners in order to promote systematic approaches throughout the value chain. These approaches help to reduce GHG emissions along the value chain.

Vorwerk's climate change mitigation actions along the value chain are aligned as follows:

- **Own business activities**: reduction of emissions through the gradual conversion to low-CO_2 energy sources as well as more efficient energy use in production and administration.
- **Upstream and downstream value chain**: reduction of emissions along the upstream and downstream value chain, specifically with respect to raw materials as well as transport and distribution. Among other methods this is achieved through the use of alternative materials and by optimising transport and distribution processes.

Climate scenario and resilience analysis

The structural implementation of climate-effective actions at the production sites is reinforced by internationally recognised management systems. For Vorwerk Elektrowerke GmbH & Co. KG (Wuppertal, Germany) this refers to an environmental management system certified in accordance with ISO 14001:2015 and an energy management system certified in accordance with ISO 50001:2018; in addition, a quality management system in accordance with ISO 9001:2015 has been established. As well as the Wuppertal site, these certifications also apply to other organisational companies/sites, including Vorwerk Semco S.A.S. (Cloyes les Trois Rivières, France) and Vorwerk Manufacturing Co., Ltd. (Shanghai, China). The management systems create transparency about relevant environmental and energy considerations, embed continuous improvement (including efficiency improvements) and thereby support the implementation of climate change mitigation actions in production and operation.

To better understand the long-term effects of climate change on its business model, in the reporting year the Vorwerk Group carried out a comprehensive climate scenario and resilience analysis for Vorwerk for the first time. The objective of this was to systematically identify key climate-related risks and opportunities and to classify their possible effects on our own activities and the value chain.

The analysis is based on the scientifically founded climate scenarios of the Intergovernmental Panel on Climate Change (IPCC), specifically a 1.5°C-compatible scenario (SSP1) and a high-emission scenario (SSP5-8.5). Time horizons up to 2030, 2040 and 2050 were considered for the purpose of illustrating short-, medium- and long-term developments.

The analysis used a structured methodological approach: first relevant climate risks were identified, then their potential impacts on sites, processes and value creation stages were assessed. This assessment follows a systematic approach which considers the intensity of climate risks, the impact on individual sites as well as their capacity to adapt.

The results of the climate risk analyses show that water-related risks in particular, such as flooding, are growing in significance for certain sites. Based on the site analyses carried out, there was a material physical climate risk due to flooding identified for two of the nine sites considered. Site-related elements such as systems and stationary infrastructure, energy supply and site accessibility are particularly likely to be affected.

At the same time, seven of the nine sites analysed are already displaying fundamental resilience to physical climate risks. The identified risks are used to recognise potential vulnerabilities at an early stage and to provide a basis for the derivation of appropriate prevention and adaptation actions.

In addition to physical risks, transition risks were also analysed. These arise in particular from regulatory developments, increasing demands on energy and resource efficiency as well as changing customer expectations. For Vorwerk these may result in effects including impacts on procurement costs, investment requirements and market mechanisms. At the same time there are also opportunities opening up, for example through the provision of more efficient products, solutions with longevity and new approaches to dealing with resources.

Overall, the analysis shows that Vorwerk's business model is fundamentally robust against the climate scenarios investigated – especially in the context of development aimed at limiting global warming to 1.5°C. This assessment is based mainly on the current adaptability of the sites as well as the ongoing development of products, processes and value creation.

For the akf Group, there is a particular focus on transition risks. Changes in regulatory framework conditions and market shifts can directly impact the structure and valuation of the financing portfolio and they are accordingly integrated into risk management.

The identified risks and opportunities are considered with regard to their possible relevance for the refinement of a climate transition plan as well as for the risk management of the Group. In this context, they can also provide impetus for future strategic approaches to climate-related impacts, risks and opportunities (IROs).

Transition plan for climate change mitigation

Vorwerk developed the first transition plan for climate change mitigation for the Vorwerk Home area in 2025. This was based on the requirements of ESRS E1 and lays the groundwork for systematic and measurable decarbonisation along the entire value chain.

It was initially started on the basis of the greenhouse gas balance sheet (Scope 1 – 3) from the reference year 2023, which was created in accordance with the GHG Protocol Corporate Standard. This comprehensive appraisal shows that around 98% of emissions occur in the value chain, while only around 2% are attributable to the company's own business activities. The production areas and the national subsidiaries are particularly emissions-intensive. The data basis makes it possible to identify and prioritise targeted actions for emissions reduction.

On this basis, Vorwerk Home has initiated the development of a science-based climate target for its own sphere of influence, which is based on the requirements of the Science Based Targets Initiative (SBTi) and is compatible with the 1.5°C target of the Paris Agreement → *see p. 44*. A material lever here is the continued conversion to low-CO_2 energy sources, which has already achieved significant reductions in Scope 2 and the potential of which has not yet been maximised. The transition plan for climate change mitigation also includes the identification and prioritisation of further decarbonisation levers in our own business activities. Actions to reduce emissions along the value chain (Scope 3) are currently being further substantiated with a view to addressing effective emissions reductions here too, in the future.

After the end of the reporting year, in 2026 the climate target for the reduction of Scope 1 and Scope 2 emissions was finalised and the base year updated from 2023 to 2025.

There were three factors driving this adjustment: an improved and more complete data set for the 2025 reporting year; an updated methodology from the Science Based Targets Initiative (SBTi); and harmonisation with Vorwerk Home's five-year strategy cycle. As the base year constitutes the common reference basis for the entire climate transition plan, this standardisation subsequently extends to all further actions and targets of the transition plan. Adjustment of the base year does not represent a change in content for the decarbonisation pathway, though it does increase the robustness and comparability of the targets by means of a more up-to-date and high-quality data basis.

Furthermore, the climate transition plan includes a systematic analysis of physical and transition-related climate risks. The objective is to identify potential impacts on sites, processes, and supply chains at an early stage, assess relevant risks, and better understand the potential financial and operational implications of these risks. The resulting findings serve to support the further discussion of appropriate prevention and adaptation actions.

Guidelines and policies

Climate change mitigation and responsible energy use are components of the strategic enhancement of the Vorwerk Group. In order to create a binding Group-wide framework for achieving this, there are various guidelines that systematically embed these sustainability matters in the organisation.

Code of Conduct

At Vorwerk, the Code of Conduct represents a Group-wide, overarching guideline for responsible and compliant behaviour. With regard to climate change mitigation, it creates a binding framework within which climate-related actions and targets can be embedded in the corporate group. As such the Code of Conduct supports environmental and climate change mitigation being coupled with the strategic further development of sustainability in the Vorwerk Group. For further information on the Code of Conduct → *see p. 120*.

Code of Conduct for business partners

The Code of Conduct for business partners of the Vorwerk Group is a Group-wide guideline for business partners which lays down binding requirements for responsible corporate action along the value chain. With specific reference to climate change mitigation, it contains requirements for reducing the carbon footprint, improving energy efficiency and promoting renewable energy. The guideline also addresses the introduction of environmental and energy management systems, in accordance with ISO 14001 or EMAS for example. For further information on the Code of Conduct → *see p. 120*.

Actions

In order to implement its climate targets, the Vorwerk Group is pursuing a range of actions which address both short-term emissions reductions and the structural expansion of systematic climate management.

In the reporting year there was a special emphasis on expanding key foundations. For Vorwerk Home this specifically involves the development of a transition plan for climate change mitigation, the first-time implementation of a climate risk analysis and the improvement of data transparency along the value chain. These actions create the required conditions for embedding climate change mitigation not just in certain places, but systematically throughout the entire company.

In addition, specific actions to reduce greenhouse gas emissions within our own activities have been implemented or prepared – especially in the areas of energy supply, buildings and mobility. The focus is always on connecting technological development, operational implementation and the aspiration to make products and business processes more sustainable in the long term.

Development of Vorwerk Home's first transition plan for climate change mitigation

In the reporting year Vorwerk developed a transition plan for climate change mitigation for the Vorwerk Home business unit for the first time. This created a common framework for systematically pursuing our own climate goals and translating them into concrete actions.

The starting point was the first full greenhouse gas balance sheet (Scope 1 – 3), with 2023 as the base year. Based on this, initial reduction targets for Scope 1 and Scope 2 were defined, and central decarbonisation levers were identified and prioritised. These specifically concern energy supply, mobility and the further development of products and relevant value chains. For Scope 3, potential actions are currently being further substantiated and evaluated in the context of further plan development.

Implementing the measures defined in the transition plan for climate change mitigation necessitates targeted investment in technologies and infrastructure as well as ongoing operational resources; the plan also sets out the central framework for managing and gradually reducing GHG emissions along the identified decarbonisation levers. The transition plan for climate change mitigation therefore unites various priorities: it offers orientation for investment decisions, gives operational areas clear guardrails and links climate targets with the further development of the business model.

In addition, for the first time, the plan integrates a structured consideration of climate-related risks and their impacts on business activities. The insights gained from this will be incorporated into the strategic management and enhancement of the portfolio of actions. Implementation of the identified actions will be phased in by 2030. In the reporting year itself, the focus was on expanding the methodological and strategic foundations. However, the transition plan for climate change mitigation is the central prerequisite for a long-term and measurable reduction in GHG emissions.

For the akf Group, climate-related risks and opportunities are systematically integrated into the management of the financing portfolio; in future, sustainable financing activities will be developed further.

Development of Vorwerk Home's first climate risk analysis

In order to better assess the potential impacts of climate change on business activities, Vorwerk carried out a comprehensive climate risk analysis for Vorwerk Home for the first time in the year under review. Physical risks – such as extreme weather events at production and logistics sites – and transition risks along the entire value chain were both considered. These specifically include regulatory change, rising CO_2 prices and changes in customer expectations.

The analysis is based on recognised climate scenarios and takes into account different time horizons up to 2050. This approach results in a differentiated picture concerning which developments could become relevant for Vorwerk – both in terms of its own business activities and in interaction with suppliers, markets and partners.

For the akf Group the focus is on transition risks, as changes in regulatory framework conditions as well as technological and market developments can directly influence the risk structure and valuation of the financing portfolio. Specifically these include increased residual value risks in financed or leased assets as a result of regulatory uncertainties and technological developments in the field of electromobility (e.g. battery technologies), which could potentially lead to impairments and financial losses.

In addition, outdated technologies and insufficient energy efficiency at the sites leased by the akf Group could trigger renovation pressure, rising operating costs and additional investment requirements. The analysis supports the identification of relevant developments at an early stage and makes it possible to take them into account in credit and risk management. In addition, the further development and use of an ESG asset score contributes to the systematic assessment of the sustainability characteristics of financed properties and transparent tracking of transformation progress in the portfolio → *see p. 45*.

Product carbon footprint

In order to improve transparency about emissions along the product life cycle, Vorwerk initiated the first-time calculation of product carbon footprints (PCFs) for selected core products in the reporting year. The systematic collection of product carbon footprints enables Vorwerk to specifically identify emissions-intensive components, and lays the groundwork for concrete actions to reduce product-related emissions along the product life cycle.

This was focused on core products from the Culinary and Cleaning product lines of the Vorwerk Home division, such as the Thermomix® – including the new generation TM7 – as well as products from the Kobold range. The analyses cover the entire life cycle, from the extraction of raw materials through production and logistics to household use and disposal.

The results show to what extent the usage phase of products – particularly those which are used daily – is relevant to the overall balance sheet, as well as how strongly this is shaped by customers' everyday behaviour. The analyses also show what role materials, components and supply chains play. This transparency offers reference points for further discussion on product design enhancements, for example in the selection of materials, the improvement of energy efficiency or the extension of service life.

Construction of a new company headquarters

After more than 70 years at the historic company headquarters in August-Mittelstein-Scheid-Haus on Mühlenweg, the Vorwerk headquarters officially moved to Rauental in March 2025.

With the new Wuppertal headquarters building which was completed in the reporting year, Vorwerk reached an important milestone and made a clear commitment to future-oriented corporate development – not only as a new place of work, but also as a visible expression of its own ambitions in terms of efficiency, quality and sustainability.

The building has been conceived from the ground up to be an energy-efficient site. It achieves a significant reduction in energy consumption compared to the previous site by means of modern building technology, optimised construction methods and the targeted use of renewable energies. The site has also been certified "Platinum" according to DGNB and bears the "Quality Seal Sustainable Building PLUS".

The new company headquarters building represents a material investment in energy-efficient infrastructure and specifically contributes to the reduction of site-specific GHG emissions through reduced energy consumption. Compared to the previous company headquarters which had an energy consumption of 132.3 kWh/m² in the period from March to December 2024, the new building at the Rauental recorded a significantly lower energy consumption of 59.7 kWh/m² in the corresponding period of 2025. As such the new building makes a tangible contribution to the reduction of energy-related emissions at the site.

At the same time, it has created a working environment which reflects Vorwerk's commitment to collaboration, association and long-term development.

Transition to low-CO2energy supply

The increased use of low-CO_2 energy sources is a central lever for reducing energy-related GHG emissions (specifically Scope 2 emissions) and is supported by appropriate investments in energy sourcing models and infrastructure. In 2025 Vorwerk resolved to switch its energy supply to low-CO_2 energy sources Group-wide by 2030. This specifically refers to the purchase of electricity from renewable sources as well as the expansion of our own energy production, for example through photovoltaic systems at selected sites.

Against this backdrop a new energy supply contract for the German divisions was concluded in October 2025, which came into effect in January 2026. This combines various procurement modules and among other objectives it seeks to meet around 20% of the total electrical consumption in Germany via a PV-PPA (Photovoltaic Power Purchase Agreement). Especially in production and at central sites, this development contributes to making the energy supply more predictable and to further advancing the transition to low-CO_2 energy sources. The energy supply is thereby gradually becoming a stable and predictable component of the decarbonisation strategy.

This action is particularly relevant for Vorwerk's operational divisions. Energy supply is of subordinate significance for the akf Group, on the other hand, as indirect emissions are the main focus there. Vorwerk also addresses the reduction of direct emissions (Scope 1) via other levers, in particular in the area of mobility (e.g. electrification of the vehicle fleet).

Electrification of the vehicle fleet

In the area of mobility too, Vorwerk is working on gradually reducing emissions. In the reporting year preparations were made for the further electrification of the company's own vehicle fleet. The objective is to gradually replace conventional vehicles that have combustion engines with low-emissions alternatives, thereby specifically reducing Scope 1 emissions.

The focus is initially on analysing suitable conversion options as well as necessary framework conditions, for example with regard to charging infrastructure, application profiles and cost-effectiveness. This lays the groundwork for gradually and feasibly implementing the transformation of the fleet.

The gradual electrification of the vehicle fleet is intended to make a material contribution to the reduction of Scope 1 emissions and is associated with corresponding investments in vehicles and charging infrastructure. This action applies to the entire company car fleet. The actual implementation approach is still being discussed. Taking into account the local conditions and needs of the sales staff, incentives should be created for further electrification.

Construction of a new assembly and packaging centre in France

In 2025 Vorwerk decided to build a new assembly and packaging centre in France. This is to be designed as energy-efficient production infrastructure and is intended to contribute to the reduction of operational emissions by means of optimised processes and reduced energy consumption. The site is being developed to take into account modern energy and efficiency standards. The ambition is to reduce energy consumption per unit produced and at the same time to design processes in such a way that resources can be used in a more targeted manner.

In addition to direct efficiency gains, the new structure should also facilitate the future optimisation of logistics processes. Shorter routes, coordinated processes and modern technology can help reduce emissions along the production and supply chain.

Further development of the ESG asset score for the akf Group

The akf Group uses the ESG asset score. It uses this to systematically record the sustainability characteristics of financed properties and evaluate them on a scale from 1 for highly sustainable to 5 for less sustainable properties. This key figure has been used since 2022 and is regularly updated – including in the 2025 reporting year.

The ESG asset score supports the transition of the economy by systematically assessing the sustainability characteristics of financed properties, thereby enabling more targeted management of the portfolio. This enables investments in more sustainable and low-emissions technologies to be strengthened, and makes it possible for transformation progress in the financing portfolio to be tracked transparently. The trend of the average akf Group score has continuously improved since 2022, making transformation progress visible in the portfolio.

Targets

Determination of CO2emissions for the product portfolio of the akf Group

To map the emissions in the value chain from the akf Group's business model, a specific methodological approach was developed to determine the CO_2 emissions of the product portfolio. The reporting of emissions is differentiated according to the relevant categories of the financed business, in particular for lending and leasing activities.

The determination is carried out in the akf Group using an external system and is based on a structured data extract from the active contract portfolio (including contract type, property group, manufacturer, terms and financial parameters), which is processed by Controlling and then enriched with emissions factors. Methodologically there is a distinction made between leasing/rental/hire purchase (assignment to Scope 3.13 use phase, among others) and lending business (assignment to Scope 3.15 use phase using an attribution factor, among others); in addition, emissions from production (Scope 3.2) and transport (Scope 3.4) are taken into account where relevant. Data processing achieves a high allocation rate (99.87%).

This clear-cut recording of emissions represents a particularly ambitious and innovative approach for a traditional banking and leasing company. While comparable allocations for manufacturer-linked leasing banks can be partly based on available product-related emissions data from the core business, the emissions determination for the variety of leased properties at an independent banking and leasing company is much more complex. Against this background, the approach devised represents an advanced development within the industry.

The Vorwerk Group's goal is to gradually reduce GHG emissions in its own business activities and along the value chain. The target-setting and underlying transformation levers vary between the Vorwerk Home business unit and the akf Group.

Vorwerk Home targets

The target-setting for Vorwerk Home includes a quantitative reduction target for Scope 1 and Scope 2 as well as the gradual further development of targets for Scope 3.

Scope 1 and Scope 2 emissions (Vorwerk Home)

In the area of climate change mitigation, Vorwerk Home has set itself the goal of reducing GHG emissions. By 2030, direct and energy-related GHG emissions (Scope 1 and Scope 2) in the Vorwerk Home business unit are to be reduced by 25% compared to the 2025 base year. This target is based on the specifications of the Science Based Targets Initiative (SBTi) and is in line with a 1.5°C decarbonisation pathway as per the Paris Climate Agreement. The climate target was finalised in 2026, after the end of the reporting period, based on the greenhouse gas balance sheet from 2025. The adjustment was motivated by improved data, an updated SBTi methodology and harmonisation with Vorwerk Home's five-year strategy cycle.

Emissions are calculated according to the GHG protocol using a market-based approach to electricity consumption. To meet its targets Vorwerk Home is focusing on actions including the increased use of renewable energies and the electrification of its vehicle fleet. The climate target has been adopted by the Executive Board and is based on an internal analysis of emissions as well as an assessment of decarbonisation potential.

Scope 3 emissions (Vorwerk Home)

Vorwerk Home is pursuing the ambition to systematically advance decarbonisation along the entire value chain. To achieve this the focus is on identifying the material emissions drivers, creating transparency with regard to relevant Scope 3 categories and deriving priority reduction levers.

At the time of reporting Vorwerk Home did not have a consistent standardised, measurable and time-bound target defined for emissions in the upstream and downstream value chain (Scope 3).

In the 2025 reporting year, the corresponding analyses were further deepened. In 2026, in the context of sustainability reporting enhancements, there are plans to investigate which areas could in future be subject to measurable and time-bound targets for Scope 3 emissions.

akf Group targets

The akf Group pursues targets both to reduce its own GHG emissions (Scope 1 and Scope 2) and also in respect of portfolio-related control variables to take into account climate and sustainability-relevant effects of the financing business.

Scope 1 and Scope 2 emissions (akf Group)

The akf Group's target is to significantly reduce its direct and energy-related GHG emissions (Scope 1 and Scope 2) by 2030. Working from the base year 2025, a reduction of 19% to 24% is to be achieved. The target is closely linked to the strategic orientation of the akf Group and has been developed from the ongoing strategy process. It is based on a systematic analysis of emissions data and is jointly supported by central corporate areas.

Portfolio-related target-setting (akf Group) – ESG asset score

By using the ESG asset score, the akf Group is pursuing the goal of gradually improving the sustainability characteristics of its financed property portfolio and making this development transparently measurable. A further improvement of this is planned for the next few years: indicatively, the average ESG asset score should develop from around 2.85 (2026) to around 2.74 (2028) to around 2.63 (2030). The intention here is to systematically support a transformation pathway for the portfolio towards more sustainable financing objects.

This target complements the reduction of akf's own emissions by addressing the climate-relevant effects via the financing portfolio. Due to the industry structure of the portfolio the improvement is gradual; the development is regularly analysed and included in the strategic management.

Metrics

Energy consumption and mix

The information on energy consumption and mix includes data from direct fuel combustion, purchased electricity, heat, cooling and steam. All sites that are owned by Vorwerk or are rented or leased are taken into account in the calculation. In the reporting year, fossil fuels were used in the form of natural gas- and oil-based fuels. Furthermore, fossil and nuclear energies were used in electricity purchases with a local energy mix in the reporting year. For the proportion of nuclear energy, data from the local energy mix of the AIB (Association of Issuing Bodies) is used for European sites. Outside the EU, manual calculations are made for the calculation of the proportion of nuclear energy based on data from the International Energy Agency (IEA). The values for renewable energy are primarily composed of wind energy, hydropower and solar energy. Here, a determination was made as to whether the purchased renewable energy is a direct certified purchase of energy from a renewable energy source ("bundled") or a renewable energy purchase ("unbundled") subsequently compensated and certified by the energy supplier. In addition, solar energy was also generated in on-site photovoltaic systems for own consumption, and other renewable energy sources such as hydropower and biogas were taken into account. The stated energy intensity indicates the ratio of energy consumed to net revenue. By definition, both energy consumption and revenue include only those proportions that arise in connection with high climate impact business activities. For the classification necessary to determine this, the EU-defined system based on the NACE codes was applied. Under this, all business activities of the Vorwerk Group are classified as climate-intensive; accordingly, the total energy consumption and net revenue are taken into account for the calculation. All data in the following tables is shown without decimal places; percentage values are rounded to two decimal places. Due to commercial rounding, the sum of individual items may result in slight deviations from the reported total values.

Energy consumption, energy mix , energy generation and energy intensity (MWh)

	2025
Total energy consumption	**83,136**
Total energy consumption from activities in high climate impact sectors	**83,136**
Total energy consumption from fossil sources	46,286
Share of fossil sources in total energy consumption (%)	55.67%
Fuel consumption from coal and coal products	–
Fuel consumption from crude oil and petroleum products	23,165
Fuel consumption from natural gas	14,428
Fuel consumption from other fossil sources	–
Consumption of purchased or acquired electricity, heat, steam, or cooling from fossil sources	9,830
Total energy consumption from nuclear sources	**1,137**
Share of consumption from nuclear sources in total energy consumption (%)	1.37%
Total energy consumption from renewable sources	**35,713**
Share of renewable sources in total energy consumption (%)	42.96%
Fuel consumption from renewable sources	36
Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources	34,330
Consumption of self-generated non-fuel renewable energy	1,346
Energy intensity associated with activities in high climate impact sectors (MWh/million €)	**22.98**
Gross renewable energy production	**1,402**
Non-renewable energy production	**–**

Various internal sources have been used for both energy and climate data, such as ERP systems, purchasing data and product information systems, along with information from suppliers, as well as measurements and readings. Where primary activity data is missing, estimates and proxies have been used. Using specialised climate accounting software, the collected data has been structured and consolidated and enriched with emissions factors (e.g. DEFRA, IEA, AIB, Ecoinvent, etc.). It should be noted that the spend-based emissions factors used have not been adjusted for inflation and the currency of emissions factors varies depending on the source. Indirect emissions arising from energy extraction and energy generation in the upstream value chain (Scope 3.3) are linked with the Scope 1 and 2 energy consumption recorded via the activity data (primary data). With the help of software, these emissions are determined based on the collected primary data and reported in Scope 3.3. The greenhouse gas values are given in CO_2 equivalents (CO_2e), which unifies the different climate effects of various greenhouse gases (CO_2, CH4, N2O, HFCs, PFCs, SF6 and NF3). However, for some emissions factor sources (including the AIB factors), only CO_2 values were available, so full CO_2e figures cannot be reported for these values. The standardisation is based on the GWP data (Global Warming Potential) of the IPCC (Intergovernmental Panel on Climate Change), wherein emissions factors from different assessment reports have been used (AR4, AR5 and more recent data sets).

GHG emissions (tCO2e)

	2025
Scope 1 GHG emissions	
Gross Scope 1 GHG emissions	**8,905**
Percentage of Scope 1 GHG emissions from regulated emission trading schemes (%)	–
Scope 2 GHG emissions	
Gross location-based Scope 2 greenhouse gas emissions	**9,855**
Gross market-based Scope 2 greenhouse gas emissions	**4,602**
Significant Scope 3 GHG emissions	
Total Gross indirect (Scope 3) GHG emissions	**1,741,993**
1 Purchased goods and services	635,176
2 Capital goods1	124,089
3 Fuel and energy-related activities	4,676
4 Upstream transportation and distribution2	68,443
5 Waste generated in operations	374
6 Business travel	9,865
7 Employee commuting	4,643
8 Upstream leased assets	–
9 Downstream transportation	–
10 Processing of sold products	–
11 Use of sold products3	236,958
12 End-of-life treatment of sold products	–
13 Downstream leased assets2	246,480
14 Franchises	–
15 Investments4	411,031
Total GHG emissions (location based)	**1,760,493**
Total GHG emissions (market based)	**1,755,241**
Percentage of GHG Scope 3 calculated using primary data (%)	2.12%

1 Of which 107,911 t CO_2e are attributable to the akf Group.
2 Of which 1,099 t CO_2e are attributable to the akf Group.
3 Includes the products Thermomix, Kobold and Nexaro.
4 Material exclusively for the akf Group.

Contractual instruments1

	2025
Contractual instruments used for the calculation of Scope 2 GHG emissions (MWh)	**34,330**
Contractual instruments used for the calculation of Scope 2 GHG emissions (%)	75.44%
Contractual instruments used for the sale and purchase of energy bundled with attributes about the energy generation (MWh)	**13,855**
of which in relation to Scope 2 GHG emissions (%)	30.45%
Contractual instruments used for the sale and purchase of unbundled energy attribute claims (MWh)	**20,475**
of which in relation to Scope 2 GHG emissions (%)	44.99%

1 Contractual instruments are certificates that prove that an amount of electricity corresponding to the undertaking's own consumption was generated from renewable sources elsewhere. As electricity in the grid cannot be physically distinguished by its origin, these certificates enable a documentary allocation. They can be bundled, i.e. directly linked to the electricity supply contract, or unbundled, i.e. acquired separately from the physical electricity supply.

In calculating the gross greenhouse gas emissions of the included companies (scope of consolidation), the operational control approach has been applied. For companies with fewer than 20 FTEs (full-time equivalent), estimates have been made based on average comparisons from the previous year. From the companies with available activity data, one proxy factor (CO_2e per FTE) per scope was determined by aggregating CO_2 emissions and FTEs across the proxy companies. Selection criteria for the proxy companies were medium to smaller administrative and sales sites; production companies and large administrative sites were excluded to avoid distortion. The proxy factor determined in this way was then multiplied by the FTE count of the respective company being estimated, in order to calculate the CO_2 value per scope. Finally, the estimated values per scope were summed up and the relevant metrics determined. This is relevant to the following companies: Vorwerk Digitalia s.r.l., Vorwerk & Co. Interholding GmbH, Vorwerk Ellas L.P.A., Vorwerk Benelux BV, Vorwerk New Zealand Limited and Vorwerk Singapore Pte Ltd. The estimates were carried out for Scopes 1, 2, 3.1, 3.2, 3.3, 3.4 and 3.6, in each case only where necessary and relevant based on data availability.

For categories 3.7, 3.11, 3.13 and 3.15, the values were calculated centrally. For the other scopes and companies with >20 FTEs, the values are based on local activity data collection. In some cases, local activity data for some scopes has not been collected at all, or only incompletely or implausible data was reported. To ensure the completeness of the emissions determination, the estimation methodology for companies with <20 FTEs was used in these cases. This is relevant to the following companies: Vorwerk Household Appliances Co., Ltd., Vorwerk México S de R L de CV, Vorwerk LLC and Vorwerk Canada Ltd.

Scope 1:
- The GHG emissions from company vehicles (delivery and passenger cars, motorcycles and other vehicles) are collected on the basis of activity data. The calculation is based on the fuel or electricity consumption per vehicle; if this data is not available, the distance travelled is used. For Germany the activity data is provided centrally by the akf Leasing department; for all other countries by local fleet management or purchasing management. The CO_2e emissions are calculated with the help of software.
- Emissions from the stationary combustion of fuels (bioenergy, diesel, heating oil, natural gas, etc.) are collected on the basis of activity data. The consumption quantities per site and fuel type, according to supplier invoices and meter readings, are used as the basis for calculation. Activity data is collected from the local suppliers by the respective purchasing department. For Vorwerk SE & Co. KG and Vorwerk Deutschland Stiftung & Co. KG, missing consumption values for 2025 were estimated via an extrapolation factor arising from the change between the values from 2024 and 2025 relative to the amount of energy in 2024: (Delta / amount of energy 2024) + 1. For rented or leased buildings for which no supplier data is available, the energy consumption is estimated based on the net floor area (m^2). The CO_2e emissions are calculated with the help of software.
- Scope 1 emissions related to the EU Emissions Trading Scheme (ETS) are not relevant for the Vorwerk Group.
- Biogenic emissions are caused by the combustion of biofuels (e.g. biogas, biofuels, biomass) and are reported separately outside the classic Scope 1 emissions in accordance with the GHG Protocol. The calculation is carried out with the help of software based on the fuel consumption data entered under Scope 1 whenever biofuels are selected as an energy source.

Scope 2:
- Scope 2 emissions are calculated with respect to both market-based and location-based emissions.
- The electricity consumption is collected per site and type of electricity (including renewable energies, nuclear power, national residual mix, self-generated electricity) on the basis of activity data from supplier invoices and meter readings. For Vorwerk SE & Co. KG and Vorwerk Deutschland Stiftung & Co. KG, missing consumption values for 2025 were estimated via an extrapolation factor arising from the change between the values from 2024 and 2025 relative to the amount of energy in 2024: (Delta / amount of energy 2024) + 1. The CO_2e calculation is carried out with the assistance of software.
- The generation of renewable energy from the company's own photovoltaic systems is collected per site on the basis of activity data. The feed-in or generated quantities according to meter readings provided by the local facility management serve as the basis for calculation.

Scope 3:
The **Scope 3** emissions values consist of the individual Scope 3 categories which are material for the Vorwerk Group:

- **3.1:** Emissions from purchased goods (3.1.1) and services (3.1.3)predominantly spend-based. The data basis is the central purchasing mapping based on the 2025 invoice volume with local validation, as well as the direct input by the companies via specialised software based on local invoices. Emissions for advisors were estimated using the same methodology as for a purchased sales service (Sales Advisor commission = Spend for sales service). For direct materials (3.1.2), the emissions calculation is not expenditure-based, but quantity-based (primary data) and some materials are already provided with supplier-specific product carbon footprint data. The emissions determined on the basis of the primary data of direct materials have been taken into account in the metric for the share of emissions based on primary data in the scope 3 total emissions.
- **3.2:** Emissions from capital goods are recorded on the basis of the central purchasing mapping based on the 2025 invoice volume with local validation, as well as via direct input by the companies using specialised software, based on local invoices. Emissions for the procurement of leased assets from the akf Group's portfolio have also been accounted for under 3.2.
- **3.3:** The emissions from upstream fuel and energy-related activities are calculated using software, based on the activity data (primary data) entered under Scope 1 and Scope 2. The Scope 3.3 emissions determined on the basis of the energy consumption (primary data) ascertained in Scopes 1 + 2 have been taken into account in the key figure for the share of emissions based on primary data in Scope 3 total emissions.
- **3.4:** The emissions from purchased transport services were recorded on the basis of central purchasing mapping based on the 2025 invoice volume with local validation, and via direct input by the companies using specialised software, based on local invoices. In addition, emissions from transport of purchased direct materials from suppliers to Vorwerk production sites (Vorwerk Engineering companies) have been determined on the basis of tonne-kilometres with the assistance of software. For the akf Group, emissions from transport of leasing objects to the handoverpoint/lessee group have also been accounted for under 3.4.
- **3.5:** For the producing Vorwerk Engineering companies, the waste quantities per waste type and disposal method (recycling, incineration, landfill, etc.) are taken from the legally mandatory waste reports. Where no waste report is available, the waste disposal companies' invoices are used directly. For Vorwerk companies with their own repair shops as well as for office waste, waste quantities have been estimated from average data from the previous year's values, based on number of units sold per country. The CO_2e calculation has been carried out automatically with the assistance of software.

- **3.6:** Emissions from business trips are recorded on the basis of central purchasing mapping based on the 2025 invoice volume with local validation, as well as via direct input by the companies using specialised software, based on local invoices. Centrally booked travel expenses are recorded on the basis of provider evaluations of the travel service providers; other travel expenses are recorded locally.
- **3.7:** Commuter emissions are centrally based on the average FTE per reporting unit as well as external country-specific statistics on commuter and remote working behaviour (mode of transport method and average commuter distance, source: Numbeo). The commuter kilometres travelled are calculated centrally for each transport method and reporting unit and entered into specialised software. The CO_2e calculation is carried out with the assistance of software.
- **3.8:** N/A As the climate accounting was carried out in accordance with the operational control approach, the emissions in this category have already been included in Scope 1 and Scope 2 due to the Vorwerk Group's business model.
- **3.9:** N/A At Vorwerk, this mainly relates to the "last mile" emissions that arise in connection with Vorwerk stores and only need to be reported optionally in accordance with the guidelines applied.
- **3.10:** N/A Vorwerk does not sell products intended for further processing.
- **3.11:** Emissions from the use of sold products are calculated centrally by Vorwerk Engineering. The basis for this is the sales volumes per product and country (provided by Vorwerk) as well as prod-uct-specific energy consumption values over an assumed useful life of ten years for Vorwerk products. Nexaro's products are based on an assumed useful life of three years. The energy consumption values are based on a revised efficiency model, which for vacuum cleaners is derived from the average cleaning performance and usage patterns typical of the Thermomix® worldwide. Emissions are calculated with a location-based approach using the relevant national electricity mix emissions factor. The aggregated energy consumption values per country are centrally entered into specialised software. The emissions are determined there. Emissions from the leasing portfolio of the akf Group are not taken into account.
- **3.12:** N/A Emissions in this category only account for a negligible share of the total Scope 3 emissions and are therefore classified as not material and not reported.

- **3.13:** Scope 3.13 is only material for akf. The emissions are calculated on the basis of the individual contract data from the leasing portfolio of akf, using an external tool and corresponding emissions factors. For each asset subgroup and differentiated by powertrain type if necessary, a study-based CO_2e average value and the corresponding consumption value are ascertained and included in the calculation.
  Emissions during the leasing use phase of the reporting year are accounted for under Scope 3.13. The CO_2e emissions from the leasing portfolio are directly entered into specialised software by akf.
- **3.14:** N/A No franchise systems are used.
- **3.15:** Scope 3.15 is only material for the akf portfolio. Based on individual contract data from the akf credit portfolio, emissions are calculated using an external tool and applying statistical emissions factors. The CO_2e emissions are entered into specialised software. Further emissions from Vorwerk investments are classified as not material.

The greenhouse gas intensity shown represents the ratio of total gross greenhouse gas emissions to net revenue.

GHG intensity of the Vorwerk Group (tCO2e/€ million)

	2025
GHG intensity (market-based)	0.000485113
GHG intensity (location-based)	0.000486565

GHG removals and GHG mitigation projects financed through carbon credits

Vorwerk offsets remaining GHG emissions from Scope 1 and Scope 2 via carbon credits. For the 2025 fiscal year, a total of 13,507 tonnes of CO_2e had to be offset via credits. Of this, 2,373 tonnes of CO_2e was offset through the purchasing of CO_2-compensated natural gas via the energy provider. This offsetting supports climate change mitigation projects which have been certified in accordance with the internationally recognised Verified Carbon Standard (VCS). The selection of projects and proper retirement of carbon credits are reviewed annually by TÜV Rheinland. Due to their indirect nature, the energy supplier's offset credits are not included in the following metrics for offset credits acquired directly from Vorwerk.

The Vorwerk Group has compensated for the remaining 11,134 t CO_2e with 11,150 t CO_2e certificates, which are based on the Oxford Principles. The climate impact of the certificates is verified by means of a Sustainability Integrity Index (SII) with over 600 data points. CO_2 impact is assessed not only in terms of permanence, additionality and CO_2equation; other criteria such as environmental and social matters or third-party verification are also included in the evaluation. By applying this approach Vorwerk reduces the risk of relying on carbon credits that do not achieve the required climate impact. The purchased and therefore retired credits comprise the following projects outside the value chain:

- **Forest protection in Cambodia**
  - Reduction (avoidance) of emissions = 6,340 t CO_2e
  - Retired in 2025
  - Quality standard VERRA

- **Peatland restoration in Indonesia**
  - Reduction (avoidance) of emissions = 3,890 t CO_2e
  - Retired in 2025
  - Quality standard VERRA

- **Regenerative agriculture in the EU**
  - Removal of emissions through storage in soil = 650 t CO_2e
  - Retired in 2025
  - Quality standard ISO

- **Biochar in Germany**
  - Removal of emissions through storage in biochar = 270 t CO_2e
  - Retired in 2025
  - Quality standard ISO

The total proportion of removals amounts to a total of 8.25%, while 91.75% is attributable to emissions reductions. Of the total amount of 11,150 tonnes of CO_2e, 8.25% is attributable to projects within the EU and 91.75% to projects in Asia. The credits are 91.75% certified in accordance with the VERRA standard and 8.25% in accordance with ISO standards. WSW's credits for CO_2-compensated natural gas are not included in the aforementioned percentage figures.

All credits were retired in the 2025 financial year. There are currently no open credits which need to be retired in future.

In the reporting year, all credits used are outside the scope of corresponding adjustments in accordance with Article 6 of the Paris Agreement.

In enhancing the corporate strategy and transitioning to the 3C concept, Vorwerk has further refined its approach to climate change mitigation. As in the previous strategy cycle, the focus continues to unequivocally be on avoiding and reducing CO_2 emissions. Compensatory measures that have previously been used to neutralise unavoidable residual emissions from Scope 1 and Scope 2 have been strategically reassessed as part of the 3C concept. Remaining unavoidable emissions were offsetfor the last time in the 2025 financial year. From 2026 carbon offsetting will no longer be part of the climate strategy.

Vorwerk Group does not currently apply an internal carbon pricing system. The introduction of one is being examined in the context of enhancing the climate strategy.

Resource use and circular economy

About this chapter

Circular economy and responsible use of resources throughout the entire life cycle of products are central levers for the sustainable corporate development for the Vorwerk Group. Against this background, Vorwerk is specifically engaging with environmental impacts from resource use in order to identify potential for sustainable resource use and to achieve a long-term reduction of negative environmental impacts.

Material impacts, risks, and opportunities (IROs)

The Vorwerk Group's business activities along the entire value chain are associated with impacts, risks and opportunities (IROs) in connection with resource use and the circular economy. These arise both from our own activities and from upstream and downstream processes, and are analysed across different time horizons.

IRO	Scope	Category	Value chain			Time horizon		
			→I	⌂	I→	>	>>	>>>
Resource inflows, including resource use								
Vorwerk's relies on virgin and raw materials, including rare earths, and contributes to large-scale raw material extraction, intensive land use, and the overuse of limited resources	Vorwerk	Actual impact Negative	●	●	○	●	●	●
Dependence on raw materials and key components for electronic devices (e.g., batteries and control chips) creates a risk of supply bottlenecks	Vorwerk	Risk	○	●	○	○	●	●
Resource outflows								
Stricter EU and national regulations on materials, recycling, and the circular economy could increase compliance, reporting, and auditing costs for Vorwerk	Vorwerk	Risk	○	●	○	○	●	●
Vorwerk's design-for-repair approach (including offering of spare parts) enhances product appeal and serves as a strong sales argument	Vorwerk	Opportunity	○	●	○	○	●	●
Financing assets with renewable or recyclable components offers akf Group a financial opportunity, as growing demand for sustainable financing can boost revenues and strengthen long-term competitiveness	akf	Opportunity	●	○	●	●	●	●
Waste								
Vorwerk contributes to electronic waste generation, which can result in soil and groundwater pollution	Vorwerk	Potential impact Negative	○	●	●	●	●	●

Upstream →I Own operations ⌂ Downstream I→ Short term > Medium term >> Long term >>> Applies ● Does not apply ○

Use of resources, primary raw materials and electronic waste: environmental impact

The production of household appliances requires the use of a variety of different materials including rare earths, the extraction of which is associated with large-scale raw material extraction, intensive land use and complex raw material processing. As the majority of materials used by Vorwerk are primary raw materials, the company contributes to the consumption of finite natural resources and to global waste generation. Vorwerk also contributes to the generation of electronic waste, which can lead to soil and groundwater pollution if disposed of improperly.

Raw material/upstream product dependency and regulation: supply and cost risks

The structural dependence on raw materials and precursor products for electronic devices, in particular batteries and control chips, carries the risk of supply bottlenecks in the medium to long term. In addition, stricter regulations at EU and national level, such as the EU "right to repair" law, the EU Conflict Minerals Regulation or the Corporate Sustainability Due Diligence Directive (CSDDD), could have financial impacts on Vorwerk, for example through higher costs and increased requirements for compliance, reporting and audits.

Circular economy and sustainable financing: opportunities through repair and green financing

At the same time, Vorwerk also envisions tangible opportunities from the circular economy. Vorwerk's "design for repair" approach, with guaranteed availability of spare parts for ten years after a model series is discontinued, represents an effective opportunity to increase product attractiveness and position sustainability as a concrete selling point for customers.

The growing demand for sustainable financing opens up opportunities for the akf Group to tap into new sales potential and strengthen long-term competitiveness by financing assets with a high proportion of renewable or recyclable components.

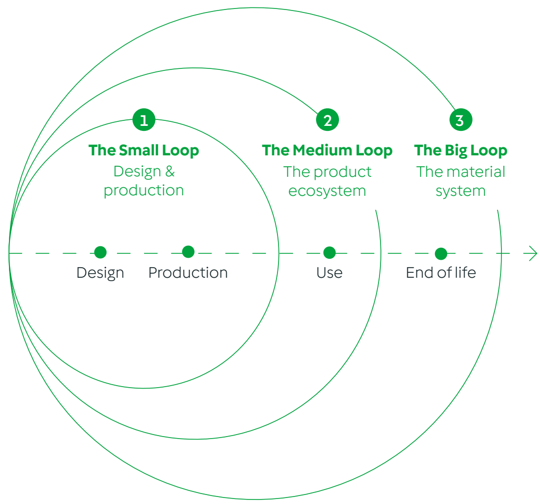
Strategic approach

Vorwerk sees resource use and circular economy as a strategic field of action along the entire product life cycle. The topic is embedded in the corporate strategy and specifically driven forward by product development in the Engineering area – as an independent function at Vorwerk under the leadership of a Chief Product Officer (CPO), responsible for the feature roadmap and product vision. It is also about the development of resource-conserving product functions that can be put to practical use in the everyday lives of customers, as well as the development of circular business models which complement Vorwerk's core business in a meaningful way.

The focus is on a systemic approach. Even the early stages of development already include examining how materials can be used in a more resource-efficient way, how the life cycle of products can be extended, how more sustainable material options can be taken into account and how the subsequent recycling of components can be facilitated. Vorwerk considers not only individual materials, but also the interaction of material selection, design, technical feasibility, quality requirements, cost-effectiveness and regulatory framework conditions.

This strategic approach is based on three interconnected levels of the cycle:

Circular products at Vorwerk



Small loop – design and production

The first cycle begins during the design and production process: choosing sustainable materials, resource-conserving production and consistent waste management. The ambition is to treat materials with the same discipline as financial capital.

Medium loop – the product ecosystem

The targets of the second cycle phase are to extend the useful life of our products and to support our customers in resource conservation in their households. As such this cycle includes the development, use and enhancement of products with longevity. Even in the design process, devices should be designed in such a way that they can be upgraded, repaired and refurbished – with the aim of enabling recurring sales via aftersales services, opening up profitable circular business models such as second-life concepts, further strengthening customer loyalty and reducing environmental impact.

In addition, Vorwerk products should enable customers to conserve resources directly in their everyday lives, for example by reducing food waste with the Thermomix® or by using resources more efficiently when cleaning with the Kobold. The benchmark for success is not only the number of devices sold, but increasingly also how long products can actively generate value.

Big loop – the material system

The third circuit addresses the material system as a whole. The ambition is to recover valuable materials and reduce electronic waste before products reach their actual end-of-life. This largest cycle cannot be designed by Vorwerk alone, but requires close collaboration across industries as well as appropriate policy frameworks and incentive systems. Vorwerk is launching its first pilot projects together with partners and is investigating specific use cases in this area.

In order to establish the circular economy as an integral part of development and procurement processes, transparency regarding the materials used and their origin should also be gradually improved and relevant metrics systematically included in decisions. At the same time, Vorwerk is working to combine the requirements for premium quality, product safety and durability with a more sustainable choice of materials.

In addition, Vorwerk does not consider resource use and circular economy in isolation, but rather in a broader transformation context. This entails exchanging information with suppliers and partners and the continuous monitoring of technological developments. In this way, Vorwerk is laying the groundwork for further developing the topic in a structured manner over the long term and gradually embedding it more firmly in the company.

The akf Group also sees an opportunity for resource conservation through financing within the framework of leasing agreements. This would foreground the use of the property – not the ownership. This supports the circular economy, as properties can be resold at the end of the contract period and as such transferred to a second life cycle.

Guidelines and policies

Responsible use of resources is a material component of Vorwerk's strategic sustainability ambitions. To create a binding Group-wide framework for this, Vorwerk has established various concepts in the area of resource use and circular economy.

Compliance module agreement

The Compliance module agreement (procurement guideline) for suppliers describes the binding sustainability, environmental and compliance requirements that Vorwerk places on its suppliers and their upstream supply chain. The guideline's objective is to ensure that procured products and services meet applicable legal, environmental, and social requirements, comply with international standards and human rights, and systematically incorporate environmental considerations – such as environmental management, product design, material restrictions, recyclability, and emissions-related reporting requirements – into the supply relationship. The guideline promotes transparency and control along the supply chain, as suppliers disclose environmental and material-related information, changes in material composition and relevant evidence to Vorwerk, thereby creating the basis for circular procurement.

Responsibility for compliance with requirements lies primarily with the suppliers, who must also pass on these obligations to appointed representatives and subcontractors, provide relevant information and evidence, and immediately report and remedy violations. Vorwerk is responsible for embedding the requirements in procurement processes. Compliance with the guideline is verified through document checks and audits. In the event of violations, corrective actions or contractual consequences may be initiated.

Code of Conduct for business partners

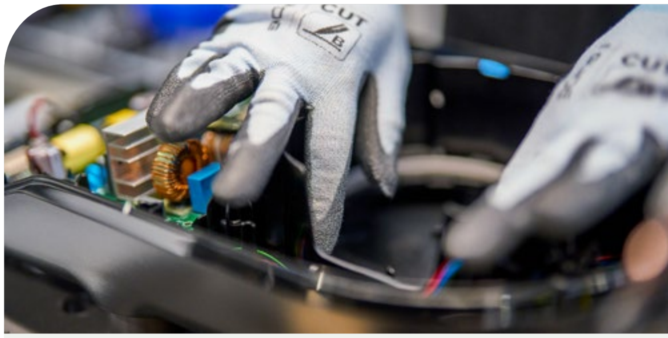
With the Code of Conduct for business partners, Vorwerk defines binding requirements for responsible and sustainable action in the supply chain. The guideline also addresses the careful and responsible use of natural resources and establishes corresponding expectations for business partners as part of the collaboration. These specifically include the proper collection, disposal, recycling and reuse of waste, as well as the responsible handling of hazardous substances and critical raw materials. In this way, Vorwerk creates a binding framework to promote resource-conserving processes along the value chain. For further information → *see p. 121*.

Actions

Vorwerk has initiated and further developed a number of concrete actions to pursue its strategic ambitions in the area of resource use and the circular economy. These include operational activities in the ongoing business as well as medium- to long-term pilot projects and development initiatives. The focus is on a holistic framework: circular economy is understood as a central growth area that ensures the responsible use of finite resources; it encompasses product development, material selection, procurement, production and the use phase.

Supplier management and material transparency

In the reporting year, Vorwerk worked on gradually improving the data basis concerning materials used and their sustainability shares in the supply chain. There is a specific focus on obtaining more detailed information from suppliers concerning scrap and recycling percentages for metals such as steel, stainless steel and copper. On this basis, it should be possible to make the use of secondary materials more transparent and, in the future, enable identification of potential for higher recycling percentages and low-emissions material options. The action is currently under further development. Existing supplier agreements and compliance documents contain references to environmental management and recycling-relevant requirements and therefore create a framework for integrating sustainability matters more systematically into procurement decisions in the future.



Use of sustainable materials

Vorwerk wants to specifically promote the use of sustainable materials in its products. In the reporting year, the proportion of recycled material in the total material use across all products was 16.04%. This includes plastics with partial recyclate content (PIR, PCR) and bio-based origin as well as metals with steel scrap content. The metric is determined on the basis of purchasing data → *see p. 66*.

Vorwerk already uses bio-based plastics in the Thermomix®, specifically a castor-oil-based polyamide 11 with glass ball reinforcement (PA11 GB50) for the pot lid of the TM7. For the lower housing shell of the TM7 base, an acrylonitrile-butadiene-styrene (ABS) from post-consumer feedstocks (PCR-ABS) with 70% recycled content is used. Overall, a share of around 30% of sustainable materials is reported for the TM7 at the component level. This value is based on a detailed component analysis in which plastic, metal and other material components are included, and wherein metals such as steel, stainless steel and copper are taken into account via scrap content. In this way, Vorwerk combines various sustainable material technologies – bio-based materials and recyclates – with each other in a targeted manner.

As a development direction, Vorwerk has the ambition to further increase the proportion of sustainable materials in devices by 2030.

Pilot projects to increase proportion of recycled content

With a view to systematically increasing the proportion of recycled content in plastic components, Vorwerk has implemented a number of active pilot projects aimed at technically, optically and economically bringing recycled materials to series production readiness. These pilot projects were further advanced in the reporting year.

In 2025, there was a specific focus on the development of housing materials from mechanical recyclates as well as the use of post-consumer recyclates (PCR), i.e. materials that have been recovered from the consumer goods cycle. Specifically, alternative materials are being tested for various components of the Thermomix®, including the lower housing, the Varoma® attachment ("INCREASE" EU research project), the motor housing and the diffuser of the BLDC14 brushless DC motor in the VK7 vacuum cleaner. In particular, closed-loop con-cepts are also being investigated in technology studies in order to produce new components partly from com-ponents of old devices – for example, the polymethyl methacrylate (PMMA) from the design panel of the TM5 and TM6 could be incorporated into the new design panel of the TM7.

The pilot projects are carried out in close cooperation with various material suppliers. They are focused on technical processability as well as visual requirements such as colour fidelity and surface quality. Recyclates place higher demands on material quality, especially in the case of light colours, because impurities that can arise in recyclates are much more apparent on light or white surfaces than on dark tones.

The pilot projects are currently at different levels of maturity and are laying the foundation for a measurable increase in recycling rate for the product generations to come.

Integration of circularity principles into early product development

Vorwerk is increasingly integrating circular economy considerations in the early stages of product development and also considers them when making design decisions. The ambition is to develop products in such a way that the use of recyclates becomes technically and optically feasible. In the 2025 reporting year, the Engineering Division continued to actively work on this action.

One concrete starting point is the corelation between colour concept and material choice: recyclates often contain low levels of impurities, and these are much more visible on bright or white high-gloss surfaces than on darker shades. With this in mind, colour and design concepts are checked to see whether and to what extent they support or hinder the use of recyclates. For example, changing to mid tones of grey or black opens up greater scope for material selection and allows a higher proportion of recycled content without having to compromise on surface quality.

Inhouse recycling

Vorwerk is actively pursuing approaches to in-house recycling at its sites in Laaken and Wermelskirchen. Vorwerk is additionally currently working on recycling concepts which should further close material cycles within the company. A concrete example is the use of production scrap from Thermomix® production in France. Series production results in small quantities of defective batches and rejected parts. Rather than sending this material for external recycling, in future it will be processed and used for other applications, for example plastic parts in the vacuum cleaner area. This means that production waste is returned to the material cycle as a secondary raw material and the demand for primary material is correspondingly reduced.

In addition Vorwerk is developing closed-loop concepts in which materials from old devices, such as disused design panels, are made usable for new products. For example, we are investigating how plastics from returned devices can be processed and partly introduced into new product generations, for example from the Thermomix®. These concepts are currently in the pilot and development phase, but they demonstrate potential to significantly increase the proportion of recycled content in individual components in the future → *see p. 63*.

Vorwerk is taking these actions in pursuit of the overall ambition to systematically transfer production waste and used materials into value cycles, and to gradually reduce the use of primary material.

Circular usage concepts for the Thermomix®

Vorwerk has been piloting a refurbishment business model for the Thermomix® TM5 and TM6 since 2024. The initiative was initially launched by Vorwerk France and further developed in 2025. The objective of this action is to test the potential and practical feasibility of such a business model for the purpose of extending the useful life of products and at the same time establishing refurbishment as an economically viable secondary business.

This approach was further expanded in December 2025, via a collaboration between the Vorwerk Group and the Oikos Group in the B2B sector. Newly built prefabricated houses by Oikos will be equipped with Vorwerk equipment in future. To kick off the cooperation, and as part of the German Sustainability Award, Vorwerk participated in a symbolic handover to Oikos management of the first refurbished Thermomix® TM6.

In 2026 a multi-year exclusive collaboration with Oikos will begin, during which it will purchase around 1,000 refurbished Thermomix® devices annually and make them available to customers when they buy a sustainable prefabricated house.

Targets

Sustainable packaging

In the context of refining its packaging strategy, in 2025 Vorwerk completely redesigned the packaging for the Thermomix® TM7. The ambition behind the redesign: less material, higher recyclability and significantly more efficient logistics – without compromising on product protection.

The new TM7 packaging consistently implements a design-to-recycle principle. The number of materials used has been reduced from seven to three mono-materials. All packaging components are almost 100% recyclable and can be simply disposed of and sorted by material type all over the world. Expanded polystyrene (EPS) has been completely eliminated. The total plastic content in the packaging has been reduced by around 91% – from 290 g of EPS and film to just 26 g of film. The corrugated cardboard used is FSC certified.

The design minimises individual parts and facilitates fast, efficient processing throughout the logistics process. The die-cutting punch has been selected in such a way that the corrugated cardboard sheets are optimally used and there is hardly any waste. The high dimensional accuracy ensures small void spaces and supports logistics efficiency. This is reflected in a volume reduction of 50%, which means that 33% more devices can be transported per pallet. The result is fewer truck journeys and therefore reduced CO_2 emissions. The packaging already meets the requirements of the EU Packaging Regulation (PPWR) and makes an important contribution to climate change mitigation.

The TM7's proven packaging principle is now being gradually carried over to the Kobold brand. In future the same basic principles will also be rolled out to other packaging.

The Vorwerk Group has the ambition of further expanding circular approaches along the entire product life cycle and embedding circular economy principles more firmly in product development and material strategy. This is focused on extending product use, increasing the use of sustainable and secondary materials, incorporating recyclability considerations even during development, as well as improved transparency with regard to material use and recycled content. In addition, circular business models and resource-saving product solutions will continue to be developed and refined.

At the time of reporting the Vorwerk Group has not defined any consistently standardised, measurable and time-bound targets for the material topics in the area of resource use and the circular economy. Management is currently primarily effected via strategic initiatives in the areas of product development, innovation and materials management. The 2025 reporting year saw further advances in the prioritisation of strategies and discussion of concrete targets.

As part of the further development of sustainability reporting, a review will be conducted in 2026 to determine in which areas measurable and time-bound targets can be defined in the future.

Metrics

Resource inflows

The primary source for the specified data in connection with resource inflows is billing for material purchases by Vorwerk Engineering. These manufacturing companies have a relatively high use of resources. Here, a distinction is made between materials, components and intermediates. Materials are raw or primary materials such as granulates, steel or cardboard. Components are finished parts that can typically be installed in the product without further processing beforehand. Intermediate products, on the other hand, undergo a further processing step.

The proportion of reused or recycled secondary components, secondary intermediates and secondary materials in the total weight of sourced materials is determined as follows: secondary, reused and recycled materials are recorded based on weight and compared to the total weight of all sourced materials. Biological materials are similarly reported as a proportion by weight within the total weight of all sourced materials and are sourced from sustainably managed sources.

The data basis for the metric of share of recyclable content in products and their packaging is currently being established and so cannot be fully reported for the 2025 reporting year. Vorwerk is aiming to further develop the data basis for 2026.

The expected service life of Thermomix® and Kobold products is ten years. This is based on service life testing as well as the average annual usage duration. The service life of products can also be extended with spare

Resource inflows (t)

	2025
Total weight of products and biological materials used	**36,300**
Percentage of biological materials (and biofuels used for non-energy purposes) (%)	0.70%
Absolute weight of secondary reused or recycled components, secondary intermediary products and secondary materials used to manufacture the undertaking's products and services (including packaging) (t)	**5,823**
Percentage of reused or recycled secondary components, secondary intermediary products and secondary materials (%)	16.04%

Product durability

Expected durability of the main products (years)	2025
Thermomix®	10
Kobold	10
Nexaro	3

parts. Spare parts are sold for at least 10 years after the end of a product's life cycle. In some cases spare parts are manufactured by Vorwerk itself; for others, there are long-term agreements in place with suppliers for the supply of spare parts. Nexaro® products, which are in continuous operation for professional industrial cleaning, have an expected service life of three years.

Waste

Similarly to resource inflows, most resource outflows also occur at the producing companies of Vorwerk Engineering. The data reported is largely based on legally required waste reports. Waste reports are based on invoices from waste disposal companies. In cases where no waste report is available, invoices from waste disposal companies have been used directly. For Vorwerk companies with their own repair shops, the waste quantities were estimated; the same applies for office waste.

General waste metrics (t)

	2025
Total waste generated	**7,036**
Waste diverted from disposal	5,744
Hazardous waste	111
Preperation for reuse	–
Recycling	111
Other recovery operations	–
Non-hazardous waste	5,633
Preperation for reuse	67
Recycling	5,566
Other recovery operations	–
Waste directed to disposal	1,292
Hazardous waste	9
Incineration	6
Landfill	1
Other disposal operations	2
Non-hazardous waste	1,283
Incineration	532
Landfill	24
Other disposal operations	728
Non-recycled waste	**1,359**
Non-recycled waste (%)	19.31%
Total hazardous waste	**120**
Radioactive waste	**–**

Social

What unites the Vorwerk Group is its people. Trust, respect and a culture of mutual appreciation shape who we are – among our employees, among our advisors in direct sales and in our contact with customers. We create spaces in which people can grow and share responsibility together.

Own workforce

About this chapter

The own workforce makes a crucial contribution to the implementation of the corporate strategy and the long-term development of the Vorwerk Group. The Vorwerk Group considers responsible working conditions, fair framework conditions and health and safety at work as a part of sustainable business conduct and is continually refining these elements – supported by feedback, dialogue formats and defined processes.

Material impacts, risks, and opportunities (IROs)

The employees of the Vorwerk Group make a crucial contribution to the implementation of the corporate strategy and long-term development of the business. This specifically applies for our employees in direct sales, as well as in the areas that directly or indirectly support our customers, our products and services. Strong relationships, trust and cooperation can help employees to develop their potential. This chapter relates to employees in a direct employment relationship with the Vorwerk Group; independent advisors in direct sales are addressed in the chapter "Workers in the value chain".

In the course of the double materiality assessment, the Vorwerk Group has identified material impacts and risks arising from the working environment and framework conditions for its own workforce. This is specifically focused on working conditions, employee retention, and health and safety at work.

The following overview shows the identified material impacts and risks in connection with the employees of the Vorwerk Group.

IRO	Scope	Category	Value chain			Time horizon		
			→I	⌂	I→	>	>>	>>>
Working conditions								
The Vorwerk Group's flexible work models foster trust, autonomy and a sense of belonging among employees	akf & Vorwerk	Actual impact Positive	○	●	○	●	●	●
Employee representation, fair remuneration and benefits strengthen satisfaction, well-being and long-term retention	akf & Vorwerk	Actual impact Positive	○	●	○	●	●	●
Work-related accidents or fatal injuries can impair health, quality of life and financial stability	Vorwerk	Potential impact Negative	○	●	○	●	●	●
Equal treatment and opportunities for all								
A shortage of skilled workers could delay processes and adversely affect customer satisfaction and competitiveness	akf & Vorwerk	Risk	○	●	○	●	●	○

Upstream →I Own operations ⌂ Downstream I→ Short term > Medium term >> Long term >>> Applies ● Does not apply ○

Flexible working models: strengthen trust, personal responsibility and loyalty

Flexible working models are an important part of the Vorwerk Group's working culture. Offers such as mobile working or hybrid working can open up more flexibility for how employees in suitable functions design their everyday work patterns and support a working environment based on trust, personal responsibility and collaboration.

These working formats can have a positive effect on motivation, satisfaction and long-term loyalty. At the same time they can promote a modern work organisation and strengthen the Vorwerk Group's ability to adapt to changing requirements and thereby remain resilient in the long term.

Shortage of skilled workers: risk to processes, service quality and competitiveness

The increasing competition for qualified specialists represents a potential risk for the Vorwerk Group. If open positions cannot be promptly filled with suitable applicants, or if specific competencies are only available to a limited extent, this could slow down processes and limit organisational capacity.

This could affect factors including processing times, service quality and customer satisfaction. In addition, there is a risk that human resources limitations will impair the innovative strength, quality of collaboration and long-term competitiveness of the Vorwerk Group.

Dialogue, remuneration and codetermination: promote satisfaction and long-term employment

The Vorwerk Group maintains structured dialogue between employees and management – both in the organisational units of Vorwerk and within the akf Group. These dialogue formats create transparency, strengthen mutual trust and contribute to addressing concerns at an early stage as well as jointly developing solutions. In addition, competitive compensation models and comprehensive benefits can contribute to the financial security and well-being of employees.

Furthermore, the Vorwerk Group supports the institutional codetermination of employees. In Germany, works councils have been established at the relevant sites in accordance with the Works Constitution Act (Betriebsverfassungsgesetz, BetrVG); in other countries comparable employee representative bodies have been established by law or through collective bargaining agreements. These structures enable formalised participation of employees in operational decision-making processes and complement the informal dialogue formats. As a whole, this approach strengthens employee satisfaction and supports stable, long-term employment relationships within the Vorwerk Group.

Engagement with own workforce

Work-related accidents: risk to health, quality of life and financial stability

In the Vorwerk Engineering companies in Germany, France and China in particular, there are work-related risks that could lead to work-related accidents or serious injuries. Such events can result in short-term or permanent health impairments for the employees affected.

In addition to the immediate impacts on health, work-related accidents can also affect the quality of life and financial stability of the affected persons. They may additionally have an impact on employees' personal sphere, specifically their families.

The described impacts and risks are closely related to working conditions as well as the expectations and experiences of our employees. Because people, collaboration and trust are crucial for the long-term success of the Vorwerk Group, we seek feedback from employees at an early stage and continuously develop working conditions, processes and structures. The following approaches are presented in the next section.

The perspectives, experiences and concerns of employees at the Vorwerk Group are incorporated into relevant decision-making and improvement processes via a multi-level engagement approach – from regular surveys to institutional codetermination formats and direct dialogue formats with the Executive Board. The ambition here is to continuously develop working conditions, leadership, collaboration and the work organisation.

The Vorwerk Group primarily implements this engagement directly via the regular, anonymous Employee Engagement Survey, which is implemented throughout the Group. In the reporting year, 4,741 employees took part in the survey, which corresponds to a global participation rate of 79%. The participation rate refers to the population defined as at the survey date and as such is not directly comparable with the total number of employees in the 2025 reporting year.

The Employee Engagement Survey (EES) is usually conducted annually and is supplemented by a regular pulsecheck survey (three to four questions) in the second quarter of each year. Engagement of employees takes place not just at a single point, but also along the entire improvement cycle: during the year for further adjustment as well as after actions have been implemented, in order to check their effectiveness. This approach ensures the perspectives of employees are systematically included in the enhancement of culture, leadership, communication, well-being, inclusion, workload and collaboration models.

In addition – depending on the country and codetermination framework – works councils are involved in classifying the results as well as in the design and monitoring of follow-up actions. The approach is complemented with further formats such as Q&A sessions with the Executive Board, company meetings, as well as team- and area-related dialogues.

Feedback from these formats is translated into tangible enhancements via results dashboards, dialogue formats, Town Hall events, team reviews as well as local and Group-wide action plans. Managers are central to the process: they are responsible for implementation within their areas and are largely responsible for ensuring that the findings lead to concrete improvements. The results of the survey show that 72% of employees would recommend the Vorwerk Group as an excellent place to work and 85% are satisfied with the Vorwerk Group as an employer. The following strategic priorities were identified as areas for action: with an aggregated approval rating of 64% on the ten priority questions, weaker strategy topics were specifically included in the action plans. From the reporting year, this has resulted in initiatives including local leadership training, e-learning for managers, amendments to the process for development discussions and new approaches to feedback and recognition. Overall responsibility for this process is held by the Group Chief Human Resources Officer (CHRO) as well as the People & Culture function, which supports the evaluation, prioritisation and monitoring of the measures.

The effectiveness of the engagement is assessed on the basis of quantitative and qualitative feedback. This specifically includes changes in the engagement index at the global level as well as in material drivers at team level, the implementation rate of defined actions as well as topic-related feedback from dialogue formats. In this way, employee engagement can contribute to the early identification of social issues, as well as to targeted enhancements and the continuous improvement of working conditions in the sense of nurturing a trusting, fair and sustainable working culture.

Grievance mechanisms and remediation

Employees can lodge concerns, tip-offs and complaints with the Vorwerk Group via various internal contact persons: directly with the person concerned, via the responsible manager or the next management level and, if necessary, via People & Culture or Compliance, depending on the situation. If employees wish to use an independent, externally operated reporting channel, the SpeakUp whistleblower platform is also available in a web-based format and by telephone. Reports can also be made anonymously. SpeakUp is designed as the final escalation route, in the event that internal escalation levels have been exhausted. New employees are informed about SpeakUp during onboarding; in addition, ongoing updates are published as needed on the intranet (Coyo). Employees are thereby given various opportunities to address concerns within a protected framework and to draw attention to possible failures.

The Vorwerk Group supports secure and comprehensible access to this tool so that people are able to express concerns responsibly – without having to fear reprisals. SpeakUp is operated by an independent third party; incoming messages are transcribed or translated as necessary and then forwarded to the Clearance Team. Made up of a representative from the Group People & Culture department and a representative from Group Internal Audit, this two-person team carries out an initial check. A decision about the further procedure is made on the basis of this check, specifically in terms of whether and which functions (e.g. Group People & Culture, Group Compliance, Group Audit) will be included in the onward processing.

Each case is assigned a six-digit case number, which facilitates protected two-way communication – both by telephone and via the internet portal. The receipt of an incoming report is usually confirmed within one week; cases are generally concluded within three months. This time frame is used as an internal parameter for controlling process quality.

For the protection of people making reports, confidentiality and a need-to-know principle are applied, and these are technically secured by the SpeakUp system. Retaliation against persons who make reports in good faith is expressly prohibited and is in accordance with the requirements of the Whistleblower Protection Act (Hinweisgeberschutzgesetz, HinSchG) and the Code of Conduct. Personal data is processed exclusively for the purpose of case handling and treated in accordance with the applicable data protection laws.

If reports concern actual or potential negative impacts on employees, they will be reviewed confidentially, independently and fairly. Depending on the facts of the matter, further investigations are initiated and necessary follow-up actions implemented via the responsible People & Culture and Compliance structures. Depending on the individual case, possible corrective measures include a case-specific clarification of the facts as well as – if appropriate – the integration of external advice or targeted training measures. For further information on the whistleblower system, → *see p. 119*.

Strategic approach

Working conditions, equal treatment and equal opportunities

Working conditions at the Vorwerk Group shape the everyday lives of employees and as such are a material lever affecting trust, belonging and collaboration. The Vorwerk Group believes that being people-focused means that employees should have clear expectations, reliable framework conditions and the opportunity to take on responsibility and develop in the long term.

In this context, the Vorwerk Group has identified material impacts and risks in the double materiality assessment which are specifically associated with IROs around flexible working models, employee loyalty and health and safety at work. Flexible working models support trust, personal responsibility and a good fit between everyday work and the lived reality of employees.

At the same time, increasing competition for qualified specialists could entail risks for processes and the quality of collaboration. Resulting bottlenecks could also potentially have an impact on the reliable provision of service and on the ability to maintain innovation and long-term performance.

An additional area of focus is safe and fair working conditions. Specifically in the Vorwerk Engineering companies, the Vorwerk Group enshrines preventive approaches to occupational safety in order to avoid work-related accidents and health impairments, and for the long-term protection of employees' quality of life.

Equal treatment and equal opportunities are an integral part of a fair working environment. Via the EES, the Vorwerk Group regularly collects feedback-based perspectives from employees concerning inclusion, collaboration and culture; the results are incorporated into activity areas and actions at Group and local level. Employees also have access to reporting mechanisms which can be used to confidentially raise concerns about fair treatment, with protection from retaliation, so that the concerns can be dealt with in a comprehensible manner via defined responsibilities.

Guidelines and policies

The Vorwerk Group designs working conditions on the basis of various guidelines, specifications and organisational frameworks which are applied throughout the Group or in individual companies. These specifically relate to establishment of a fair and reliable working environment, the protection of health and safety, employee engagement, establishment of flexible working models as well as remuneration and additional benefits. It should be noted that the relevant specifications at the Vorwerk Group are not exclusively referred to as guidelines and policies, but can also be designed as a standard, handbook or documented procedural specification, depending on the function.

Code of Conduct

The Group-wide Code of Conduct specifically forms an overarching framework for working conditions. It applies to all employees and sets out expectations for compliant behaviour, leadership and collaboration. By doing so it creates a binding foundation for a working environment which is characterised by responsibility, respect and reliability. For further information on the Code of Conduct please → *see p. 120*.

Equal treatment and anti-discrimination

The General Act on Equal Treatment (Allgemeines Gleichbehandlungsgesetz, AGG) forms the legal framework for equal treatment and equal opportunities in Germany. It creates an obligation for employers to protect employees from disadvantages due to ethnic origin, gender, religion or belief, disability, age or sexual identity. The Vorwerk Group aligns its processes and behavioural expectations with these legal requirements. The Code of Conduct complements this framework by enshrining principles for respect, fairness and non-discriminatory interaction throughout the Group. Implementation of and compliance with these requirements is overseen and monitored via compliance structures, reporting and case-handling processes as well as the regular involvement of employees – specifically via the EES.

Protecting the people who keep Vorwerk moving – occupational safety at Vorwerk Elektrowerke

Behind every Thermomix® and every Kobold are people who work with precision, experience and care every day. That is why for Vorwerk Elektrowerke GmbH & Co. KG – the production and engineering heart of the Vorwerk Group – occupational safety is not a checklist, but a shared value.

It is evident every day: regular team meetings create space for open exchange between employees and managers – not only about processes, but also about what motivates the people implementing those processes. Workstation rotation protects against uneven physical loading and ensures that no one is under the same strain all the time. Clear ergonomic specifications – including defined weight limits for lifting – ensure that physical health is not sacrificed to the production cycle.

This framework is supplemented by annual safety briefings, regulated emergency and fire protection processes as well as offerings for psychological first aid. Because safety at Vorwerk means more than avoiding accidents; it's about creating a working environment in which people can feel comfortable, stay healthy and give their best for the long term.

Occupational health and safety

The occupational health and safety procedures described below predominantely concern Vorwerk Engineering companies, specifically Vorwerk Elektrowerke GmbH & Co. KG. Among other elements they include annual safety briefings, processes for accident reporting, fire protection and emergency measures, testing of electrical devices, ergonomic specifications for different work environments as well as regulated visitor and access processes. In addition, there are supporting offerings for psychological first aid. For employees outside production, occupational health management complements this framework. In this way, the Vorwerk Group strengthens the prevention of work-related risks and promotes a safe working environment for employees.

Employee dialogue, codetermination and grievance mechanisms

Working conditions at the Vorwerk Group are shaped not only by formal requirements, but also by dialogue, participation and reporting processes. For further information on the structured dialogue with our own workforce, including workers' representatives, → *see pp. 73*. In addition there are various routes open to employees for communicating concerns, tip-offs or possible breaches, for example via management, People & Culture, Compliance or SpeakUp, the external whistleblower platform. Reports should be treated confidentially; for tip-offs made in good faith, protection against retaliation is provided. Codetermination structures are regulated by the relevant national legal framework; in Germany, codetermination is implemented in accordance with the Works Constitution Act (BetrVG). The Vorwerk Group thereby creates reliable framework conditions to accommodate concerns and deal with potential issues in a comprehensible manner.

Flexible working models and mobile working

The framework conditions at the Vorwerk Group which are material for working conditions also include flexible working models, including mobile and hybrid work. These are not laid out in a formal Group-wide guideline, but reflect lived framework conditions, the specific design of which is carried out at the local level in coordination with the relevant managers. Within suitable functions, these working modes support a work organisation which is aligned towards trust, personal responsibility and collaboration. As such they are capable of contributing to the motivation, satisfaction and long-term loyalty of employees.

Compensation and benefits

Fair arrangements for remuneration and additional benefits are a material component of working conditions at the Vorwerk Group. No uniform framework for this exists at global level; for employees in Germany whose terms of employment are agreed within and outside collective bargaining agreements, remuneration principles and bonus regulations are laid down in Group works agreements. Competitive compensation models and additional benefits support the financial security and well-being of employees. This promotes satisfaction, fairness and long-term employee loyalty.

The relevant guidelines and policies are made available to the employees concerned via internal communication and information channels. In Germany, relevant information is available on the intranet. In addition, principles are communicated via Group People & Culture and passed to the respective companies via managers and country management. Where guidelines and policies are not publicly available, they are made available to the employees concerned via these internal channels.

Actions

For the workforce of the Vorwerk Group, the focus in the reporting year was on actions derived from the results of the EES, from talent development processes and from occupational health and safety measures. The actions relate to the workforce and combine Group-wide approaches with local implementation within companies, functions and teams. They specifically address the material impacts and risks related to flexible working models, employee training, and occupational health and safety. Depending on the action, implementation responsibility lies with Group People & Culture, local People & Culture functions or the respective managers. Matters relating to inclusion and equal treatment are incorporated into existing actions via the EES logic.

Implement the 2030 strategy – streamline structures, dismantle silos

For this action the Vorwerk Group is taking findings from the employee survey and translating them into changes to the operating model. The focus is on streamlining structures, reducing silos, and enabling faster and clearer decisions. The measure specifically aims to simplify internal interfaces, shorten decision-making pathways and strengthen cross-departmental collaboration – with relevance for the entire workforce of the company, especially in cross-functional contexts. The action is designed as a Group-wide priority and will be pursued locally. This was communicated as the central focus for 2026 on 10 December 2025, which means the formal start was in the 2025 reporting year. Concrete implementation steps will be put in motion from 2026 onwards. Specific improvements are expected in terms of decision-making, cooperation and One Company. Monitoring will be conducted via the annual trend of survey results (year-over-year comparison) as well as the shifting of team distributions within the survey logic – supplemented by pulsecheck survey signals and cross-departmental collaboration indicators.

One Company Culture – strengthening a shared corporate culture

With One Company Culture the Vorwerk Group is pursuing an ambition to strengthen our shared culture and to more closely link collaboration and communication across companies. We are centring initiatives for a common language and for Vorwerk values and principles to be embedded as experienced realities. Concrete formats include Group-wide communication actions under the "Together, we move" narrative as well as digital networking formats such as "Hybrid Coffee & Lunch", which bring employees across companies and sites together to exchange experiences. The action is aimed at our own employees and combines Group-wide topics with local implementation in teams and areas. It was initiated in 2025 and will be continued in 2026. Positive development is specifically expected in the EES topics of One Company and cross-divisional collaboration. Monitoring is carried out primarily via the annual trend of the corresponding EES results.

Skills development and growth – People Development 2.0

With People Development 2.0, the Vorwerk Group is further developing the framework for competencies and growth. Implementation is still at an early stage: the introduction of a Group-wide system for recording competencies is currently being examined. In the reporting year, individual development occurred primarily via individual development plans devised in the context of annual employee appraisals, as well as via offerings on the company's internal Learning Management System (LMS). The action is being applied with Group-wide coverage envisaged by 2030; initial rollouts could take place sooner. It was announced in December 2025 and will be gradually rolled out from 2026. We expect it to foster employees' employability through the targeted development of future-relevant skills. In addition, targeted upskilling and reskilling – for example in the field of artificial intelligence – will be encouraged in certain areas. The effectiveness of this action will be observed through the trends for the corresponding EES topics as well as through the use of the intended development and learning formats.

Feedback & recognition for shared success

With Feedback & recognition for shared success, the Vorwerk Group is embedding more regular team discussions, clearer actions and more consistent recognition in everyday work. All teams are encouraged to discuss the results of the employee survey together and to define concrete actions. These discussions are to be reviewed via the regular pulsecheck surveys, which explicitly ask whether results have been discussed, and if actions have been defined and are perceived as positive. This means employees are actively involved in the design and further development of this action, through their participation in the survey and through the joint derivation of action in the team. The action is aimed at all employees and locally implemented within teams, based on Group-wide guidance. The approach was introduced with the 2025 results and will be continued in 2026. The ambition is to boost motivation, quality of service, and the survey topics of feedback and recognition. Effectiveness will primarily be evaluated via the annual survey results; further cultural changes may be individually perceived, but not systematically measured.

Manager enablement – training, coaching and e-learning

In the context of employee engagement, this action includes e-learning offerings, workshop materials and coaching support developed and provided by Group People & Culture. Local People & Culture functions handle the transfer and activation of these formats to local management. Responsibility for the use of the provided offerings is with the respective managers – there is no central tracking; tracking is dealt with by local units. The action was started after the EES results in 2025 and will be further expanded in 2026. The annual trend for team enthusiasm serves as an indicator of effectiveness.

Targeted decision-making improvements

Targeted decision-making improvements puts the focus on targeted improvements to support more efficient decision-making within functions and teams. This action addresses the topic with the lowest rating in the survey, and links operational decision-making processes with findings from the survey logic. It specifically relates to employees in decision-heavy and cross-departmental functions, and is implemented within functions and teams on the basis of Group-wide guidance. Specific implementation approaches and target groups are currently being further elaborated. It was initiated in December 2025 and will be continued in 2026. Effectiveness will be tracked via the annual trend of the corresponding survey topics as well as via pulse-check survey signals; no further formal measurement is currently planned.

Global career development

The Vorwerk Group takes a holistic approach to talent identification and development, which is embedded within a Group-wide Career Development Framework. The framework is based on the Vorwerk Leadership Principles and includes leadership tools such as development conversations as an integral part of management work. The framework structures development routes along two pathways – talent development and leadership development – and includes programmes for both local talent as well as Group Talents for the international level. Group Talents focuses on the Group Talent Programme: a development programme for internationally mobile high-potential candidates which is geared towards personal growth, a leadership mindset and business acumen, and is structured into three modules (today, future, tomorrow). Extending the offering to the next level of management, the Next Level Leader Programme is a tailor-made programme for designated senior leaders, which has been developed together with the University of St. Gallen.

The central control instrument for the identification of Group Talents is the Organisational Talent Review (OTR), a continuous annual process which has phases including self-nomination, talent conference, talent assessment and succession review. The process is carried out throughout the Group; in some countries, there are additional local talent processes. The expectation is systematic identification and development of talents, a strengthening of succession planning and filling of key positions as well as individual development plans with measurable actions. The measure is aligned with the competencies, leadership principles and potential indicators of the Vorwerk Group.

Annual safety instruction and preventive measures programme

The annual safety instruction and preventive measures programme is how Vorwerk Elektrowerke GmbH & Co. KG implements ongoing actions in the area of occupational health and safety and fire protection. The action directly addresses the material IRO concerning work-related accidents and health risks in the Vorwerk Engineering companies. The programme encompasses annual general safety briefings, processes for immediate accident reporting and occupational accident notification, regular fire protection briefings and fire drills, emergency processes, testing of electrical equipment in accordance with DGUV regulation 3 (formerly BGV A3), ergonomic instructions for office, teleworker and home office workstations, psychological first aid as well as regulations on visitor registration and access control.

The action covers the Laaken, Rauental, Ronsdorf, Vorwerk Akademie, Düsseldorf and Schwelm sites and includes production, research and development, logistics, workshops and administration. Overall responsibility lies with management; this is transferred to managers with authority over personnel and materials (transfer of duties). The occupational safety function acts in an advisory capacity. The Occupational Health and Safety Committee (ASA) regularly evaluates accident data with the involvement of the company doctor and other functions; in the event of recognisable patterns or abnormalities, specific actions are derived – such as the introduction of new protective equipment or the adjustment of instructions. The programme is implemented on an ongoing basis and continuously enhanced.

It is specifically expected to result in a lower frequency and severity of accidents, improved emergency preparedness, compliance with legal requirements, safer processes for dealing with hazards, and improved ergonomic and psychological support. Effectiveness is verified by means of accident data, reporting and participation rates, test intervals, protocols, exercises and qualitative feedback. In the event of an incident, immediate accident reporting, occupational accident notification, psychological first aid as well as approval and prevention processes are available to support affected employees and initiate corrective actions. The effectiveness of these actions is assessed in ASA meetings on the basis of past accident rates and observed patterns.

Targets

The Vorwerk Group is pursuing the ambitions of further improving decision-making and cross-divisional collaboration in the area of the company's own workforce, strengthening the One Company Culture and further promoting development and feedback processes. In the area of equal treatment and equal opportunities, the Vorwerk Group seeks to foster a working environment in which all employees are treated fairly and without discrimination. In the area of occupational safety and health, the existing programmes are specifically aimed at reducing the frequency and severity of accidents, strengthening preventive actions and complying with relevant requirements.

At the time of reporting the Vorwerk Group has not defined any consistently standardised, measurable and time-bound targets for the material topics in the area of the company's own workforce.

Control in this area is currently primarily based on existing actions, guidelines and processes, including Group-wide employee surveys, as well as People & Culture initiatives and occupational safety and health programmes.

In the 2025 reporting year, the strategic prioritisation of the aforementioned topics was further advanced. As part of the further development of sustainability reporting, a review will be conducted in 2026 to determine in which areas measurable and time-bound targets can be defined in the future.

Metrics

Characteristics of the undertaking's employees

The metrics shown include all employees in a direct employment relationship with the Vorwerk Group, including interns, trainees, working students and apprentices. The figures are collected and presented as per-capita figures in a reporting date snapshot at the end of the year. In the per-capita analysis all employees are counted as one person, irrespective of the employee group or employment relationship. Independent advisors working in direct sales in the Vorwerk Community do not fall into the listed category of own workforce. For more information on direct sales please refer to the chapter "Workers in the value chain" → *see p. 90*.

In this report, the number of employees is disclosed in headcounts at the year-end reporting date, in reference to the ESRS requirements.

The figures disclosed in the Annual Report are based on annual averages over the financial year and, in a limited number of cases, continue to include employed advisors for 2025, who are not included under the employee definition applied in this report. Any resulting deviations are therefore due to methodological differences.

Disclosures on gender are based on the gender disclosures provided in the original application to the Vorwerk Group, unless an adjustment has been requested by employees during their period of employment. For the definitions of permanent and temporary as well as full-time and part-time employment, the respective national regulations of the country of employment are applied.

Number of employees by contract type and gender (headcount)

	2025				
	Female	Male	Other	Not reported	Total
Employees	**3,645**	**3,236**	**–**	**–**	**6,881**
Permanent employees	3,266	2,822	–	–	6,088
Temporary employees	321	355	–	–	676
Non-guaranteed hours employees	58	59	–	–	117

Number of employees by country (headcount)[1]

	2025
Germany	**3,267**
France	**774**

1 Refers to the countries in which the Vorwerk Group has at least 50 employees representing at least 10% of its total number of employees.

Disclosures on turnover are based on the number of employees who have left voluntarily or due to dismissal, retirement or death in the year under review.

The increased turnover rate observed in the 2025 financial year is largely due to strategic restructuring and associated personnel adjustments, which led to an increased number of departures during the course of the year. This specifically applies to the site in China, where parts of the previous consulting structure were realigned in the process of a reorganisation and so some of the previously hired advisors have exited the employment relationship.

Employee turnover

	2025
Employees who have left the Vorwerk Group (headcount)	1,358
Turnover rate (%)	19.74%

Collective bargaining coverage and social dialogue

The number of employees covered by collective bargaining agreements takes into account all employees for which a collective bargaining agreement applies. Double counting of employees who are covered by more than one collective bargaining agreement is avoided. A total of 56.05% of Vorwerk Group employees are covered by collective bargaining agreements.

Collective bargaining agreement coverage within the Vorwerk Group varies between the individual companies and business areas. As such, for some employees in the German companies employment terms are based on or better than collective bargaining agreements. This specifically applies to employees in leading sales functions. Employees who are not covered by collective bargaining agreements are remunerated on the basis of market-oriented, competitive and performance-related remuneration systems or on the basis of individual non-collective bargaining agreements.

Social dialogue is understood to refer to all negotiations, consultations or exchange formats that take place between the Vorwerk Group and a government as well as the employee representatives. At the German sites of the Vorwerk Group, employee representatives who can represent the interests of employees vis-à-vis their employer predominantly exist in the form of a works council. In total, 72.07% of the employees of the Vorwerk Group are covered by employee representatives. For further information on dialogue formats between the Vorwerk Group and its own workforce → see p. 80.

Collective bargaining coverage and social dialogue

Coverage rate (2025)	Collective bargaining coverage: Employees – EEA[1]	Collective bargaining coverage: Employees – Non-EEA[2]	Social dialogue: Workplace representation (only EEA)[1]
0–19%	–	–	–
20–39%	–	–	–
40–59%	–	–	–
60–79%	Germany	–	–
80–100%	France	–	France, Germany

1 Refers to the countries within the European Economic Area (EEA) in which the Vorwerk Group has at least 50 employees representing at least 10% of its total number of employees.
2 In financial year 2025, the Vorwerk Group has no countries or regions outside the EEA in which it employs more than 50 employees that simultaneously represent more than 10% of its total number of employees.

Collective bargaining coverage and social dialogue by country (%)1

	Collective bargaining coverage	Social dialogue
Germany	60.27%	99.10%
France	99.10%	95.59%

1 Refers to the countries in which the Vorwerk Group has at least 50 employees representing at least 10% of its total number of employees.

Adequate wages

The Vorwerk Group attaches great importance to the adequate payment of its employees. To review whether salaries are to be considered adequate, the nationally applicable minimum wage was defined as the lower limit for the European Economic Area, and sectoral minimum wages or collective bargaining lower limits have also been taken into account. This approach has also been used outside the European Economic Area (EEA). Interns, trainees, working students and apprentices are excluded from this evaluation. In the 2025 reporting year all employees received adequate wages in accordance with the aforementioned reference values.

Health and safety

The Vorwerk Group strives to keep the risks of serious injuries during work at a low level. However, work-related accidents can never be completely avoided, especially since accidents can also occur on the way to work, on business trips or in home office, where the employer has limited influence on the safety of its employees. A work-related accident is considered to be any injury sustained in connection with the work performed which results in days away from work, restricted work performance or medical treatment beyond first aid.

Health and safety metrics

	2025
Number of employees who are covered by the undertaking's health and safety management system based on legal requirements and/or recognised standards or guidelines	6,804
Number of recordable work-related accidents in the own workforce	56
Rate of recordable work-related accidents in the own workforce (%)	5.56%
Number of fatalities in the own workforce as a result of work-related injuries and work-related ill health	0
Number of fatalities as a result of work-related injuries and work-related ill health of other workers working on undertaking's sites	0

Incidents, complaints and severe human rights impacts

In the reporting year there were no confirmed cases of discrimination related to gender, origin, ethnicity, religious affiliation, disability, age or sexual orientation. There have also been no serious violations of human rights regulations. Accordingly, there have been no fines, penalties, or compensation payments.

Incidents, complaints and severe human rights impacts

	2025
Number of incidents of discrimination	0
Number of complaints filed through channels for people in own workforce to raise concerns	0
Number of complaints filed to National Contact Points for OECD Multinational Enterprises	15
Number of severe human rights issues and incidents connected to own workforce	0
Number of severe human rights issues and incidents connected to own workforce that are cases of non respect of UN Guiding Principles, ILO Declaration on Fundamental Principles and OECD Guidelines for Multinational Enterprises	0
Amount of material fines, penalties and compensation for severe human rights issues and incidents connected to own workforce (EUR)	0
Amount of fines, penalties, and compensation for damages as result of incidents of discrimination, including harassment and complaints filed (EUR)	0

Workers in the value chain

About this chapter

Along its value chain, Vorwerk works with various groups of people who make a material contribution to the development, production and delivery of its products and services. These include in particular more than 100,000 self-employed advisors in direct sales as well as workers at suppliers in the upstream supply chain.

Material impacts, risks, and opportunities (IROs)

Economic empowerment, entrepreneurial independence and responsibility for good working conditions all come together within this collaboration. Vorwerk's business model of direct sales offers people the possibility of organising their activities in way that is flexible, customer-centric and self-determining. At the same time, Vorwerk is aware that successful and fair collaboration necessitates clear expectations, appropriate support offerings and responsible framework conditions.

In the supply chain, the main focus is on respect for human rights, adequate working conditions and acting with integrity. The following disclosures relate to Vorwerk; the akf Group addresses corresponding requirements independently within its regulatory environment and has not assessed workers in the value chain as material in its materiality assessment. In the course of the double materiality assessment, Vorwerk identified material impacts and opportunities associated with workers in the value chain.

IRO	Scope	Category	Value chain			Time horizon		
			→I	⌂	I→	>	>>	>>>
Working conditions								
Vorwerk's flexible direct sales model supports employment and social inclusion, especially empowering women's economic independence	Vorwerk	Actual impact Positive	○	○	●	●	●	●
Satisfied and motivated advisors positively contribute to the company's sales performance and profitability	Vorwerk	Opportunity	○	●	●	●	●	●
Promoting health and safety at suppliers through stable regional supplier relationships	Vorwerk	Actual impact Positive	●	○	○	●	●	●
Promoting decent working conditions through regional sourcing and long-term supplier relationships	Vorwerk	Potential impact Positive	●	○	○	●	●	●
Potentially inadequate occupational health and safety standards in the electronics supply chain	Vorwerk	Potential impact Negative	●	○	○	●	●	●
Equal treatment and opportunities for all								
Vorwerk's flexible direct sales model supports employment and social inclusion, especially empowering women's economic independence	Vorwerk	Actual impact Positive	○	○	●	●	●	●
Other work-related rights								
The electronics supply chain is exposed to heightened risks related to forced labour, child labour, human trafficking and conflict financing	Vorwerk	Potential impact Negative	●	○	○	●	●	●

Upstream →I Own operations ⌂ Downstream I→ Short term > Medium term >> Long term >>> Applies ● Does not apply ○

Flexible employment opportunities and economic participation

Direct sales is a key component of Vorwerk's business model. It relies on personal advice, trust and proximity to customers. As such direct selling is an integrated part of a community in which independent advisors and customers are connected through exchange, support and shared user experiences. Independent advisors make it possible to experience products, share experiences of use and assist with purchasing decisions via personal exchange – whether they are cooking with the Thermomix® or cleaning with Kobold.

The direct sales model opens up flexible employment opportunities for independent advisors. Work activity can be adapted in terms of time, scope and structure, to suit different life situations. With this model Vorwerk creates low-threshold income opportunities and can promote employment as well as social and economic participation in the downstream area of the value chain, including through access to dialogue, support and development within the Community structures of direct sales.

Women in particular often benefit from working as independent advisors. The flexible model can make gainful employment compatible with individual life phases and family requirements, and thereby support economic independence. Direct sales also offers advisors opportunities for development, for example by building their own customer networks, gaining experience in sales and advisory, and by taking on roles with coordination or management responsibility, for example as a team leader.

Motivation as an opportunity for sales performance and business success

Vorwerk's economic success is closely linked to the collaboration with independent advisors. Motivation, satisfaction and identification with the products can influence how actively independent advisors approach, advise and support customers in the long term.

Satisfied and motivated independent advisors can therefore boost sales performance and therefore contribute positively to Vorwerk's business success. This opportunity exists both in the downstream area of the value chain and in the close integration with sales-related functions within the company's own business. This emphasises the fact that economic success in direct sales is materially based on reliable relationships, good support and appreciative collaboration with people.

Regional procurement and long-term partnerships

In the upstream value chain, Vorwerk collaborates with suppliers which provide products, components, materials and services. Both the direct supply chain and the indirect purchasing supply chain of Vorwerk are aligned nationally and EU-wide, though individual product components with an electronics focus are procured from Asia. Direct purchasing relates to all production materials, machines and equipment as well as tools for the production of Vorwerk products. Indirect purchasing relates to items such as energy, logistics, consulting and marketing services which are preferably sourced locally.

Engagement with workers in the value chain

Vorwerk pursues the principle of long-term supplier relationships and combines this with a risk-based human rights due diligence approach. Long-term partnerships create better conditions for mutual understanding, clear expectations and continuous development. They can contribute to decent working conditions, stabilise employment in the supply chain, and facilitate continuous engagement with health and safety requirements.

Risks in the electronics supply chain

Supply chains in the electronics sector are often complex, internationally disparate and can include multiple upstream stages – characteristics which require extra care and which Vorwerk takes into account as part of its risk analysis. This inherently results in potential risks with regard to occupational health and safety standards and basic human rights standards; these cannot be excluded, specifically in supply chains for the electronics sector. These risks specifically include risks related to forced labour, child labour, human trafficking, as well as the possible financing of armed conflicts in certain regions and raw material supply chains.

The potential risks are monitored for all Tier 1 suppliers in the context of the annual risk analysis. These risks require continuous analysis, prevention and management by Vorwerk. Vorwerk is already monitoring the most critical Tier 2 suppliers so that the corresponding risks can be identified in a timely manner. In addition, the actions and policies explained below contribute to minimizing the potential risks.

Engagement with workers in the value chain is a significant component for enabling Vorwerk to identify expectations, experiences and possible needs for action at an early stage and to incorporate them into the enhancement of collaboration and processes. This specifically applies to direct sales, which is based on personal advice and a close connection between the direct sales community and Vorwerk. The independent advisors are central to Vorwerk's business model and strategic orientation. The overarching ambition of Strategy 2030 is to become the most attractive direct sales company in the world by 2030. The viewpoints and experience of the direct sales community are a material prerequisite to achieving this.

Vorwerk companies use established feedback mechanisms to maintain ongoing, active dialogue with their respective direct sales community – about matters from product experiences and sales support to working conditions and earning opportunities. The insights obtained in this way influence the prioritisation and elaboration of the strategic focal points of Strategy 2030, so that the strategy reflects the reality and expectations of independent advisors – the people who are at the centre of the Vorwerk business model.

Depending on the topic and project, engagement takes place both directly and via established roles in the sales organisation. For example, team leaders and other managers from sales are regularly involved in projects to ensure there is consideration of feedback from sales practice at an early stage. Among other matters this applies for formats such as the demonstration concept and the design of cooking courses, which are regularly offered in sales.

The exchange utilises a range of formats depending on the topic at hand, including in digital video conferencing, personal discussions on-site or during visits to Wuppertal. Furthermore, sales trainers travel throughout Germany and are in direct contact with the sales teams. Feedback from direct sales is used to enhance offerings and formats in ways that are based on actual practice. One example here is the adaptation of experiential cooking in 2025. This format is a key part of activity in Thermomix® sales and, using feedback from sales, has been refined for increased acceptance and effectiveness. In this way, engaging with the independent advisors contributes to stronger connections between product, customer experience and autonomous sales activity.

The composition of the sales organisation plays a special role here. Within Thermomix® sales in Germany, more than 95% of sales personnel are female. Vorwerk takes this into account when enhancing exchange and support formats, bearing in mind that flexible earning opportunities, personal development and economic participation can be particularly important specifically for women working in sales.

Perspectives in the upstream supply chain are also taken into account, most prominently via supplier management, procurement processes, contractual requirements and human rights due diligence processes – i.e. via mechanisms that are not based on the direct interviewing of workers in the supply chain, but are structurally embedded in our collaboration with suppliers. Relevant perspectives are specifically incorporated by means of risk analyses, supplier evaluations and local contacts in the respective procurement markets – such as local buyers or regional supplier managers. Long-term supplier relationships enable closer communication, immediate feedback and a better understanding of conditions for direct suppliers. These points of contact can advise suppliers on best practices, safety protocols and training; recurring contacts and continuous collaboration offer the opportunity for working conditions and health and safety matters to be considered more intensively.

Grievance mechanisms and remediation

Trust is created when people are able to raise concerns and can count on tip-offs being treated seriously. That is why it is important for Vorwerk to provide workers in the value chain with appropriate contact and reporting channels. These channels are intended to contribute to the early capture of possible concerns, complaints or information, and to make them accessible to the responsible authorities for further processing.

Independent advisors in direct sales can utilise direct and trusted contact channels within the sales organisation. Here, Customer Service and Sales Service (for example, for Thermomix®) function as specific key contact points, as well as the respective managers in the sales structure. These channels are communicated to the independent advisors as part of the onboarding process. They make it possible for concerns to be raised via established contact points which are closely linked to daily collaboration processes in Sales. The incoming communications in direct sales are tracked according to their contact result. This means that concerns can be classified and passed on to the responsible authorities. The focus is on practicable processing via existing service and management structures.

Complaint and whistleblower channels are available for workers in the upstream supply chain via Vorwerk's whistleblower reporting system, which is established throughout the company. The system is controlled by Vorwerk and provided via an external software tool. It makes it possible to report information about possible violations or risks, including human rights and work-related issues in the supply chain. The availability of these channels is communicated in various ways including via the Vorwerk Group's corporate website and the Code of Conduct for business partners. Suppliers are required to pass on relevant requirements within their organisation. This means employees at business partners should also have access to information via existing reporting channels.

Insofar as negative impacts are identified, suitable corrective actions should be investigated and implemented. In the upstream supply chain this takes place within the framework of human rights due diligence processes, collaboration with suppliers and the processing of specific tip-offs or findings.

As far as Vorwerk is aware, there were no material negative impacts for the upstream value chain in the reporting year – related to Tier 1 suppliers and also known areas of the extended supply chain – for which specific corrective actions would be necessary. The same applies for the downstream value chain. The further design, follow-up and evaluation of the effectiveness of complaint and corrective processes takes place via the respective responsible functions within Vorwerk. The ambition is to comprehensibly address concerns along the value chain, to deal with them in a verifiable manner and, where necessary, to provide appropriate remedies.

Strategic approach

Vorwerk's strategic approach to workers in the value chain is based on making collaboration along the value chain reliable, fair and responsible. Vorwerk takes into account the different forms of collaboration in the material areas of direct sales (downstream value chain) and supply chain (upstream value chain) and links them to appropriate dialogue, support and control mechanisms.

In direct sales the approach is based on close, personal collaboration between Vorwerk and independent advisors. Vorwerk understands that perspectives from sales practice are an important reference point for the enhancement of formats, support services and sales processes. The international subsidiaries maintain ongoing dialogue with their networks; depending on the topic, feedback is also incorporated into projects via established roles within the sales organisation, such as team leaders and other executives. The inclusion of independent advisors' viewpoints should ensure that experiences and expectations from direct sales are taken into account at an early stage and incorporated into the further development of direct sales → *see pp. 16*. Another component of the strategic approach is the availability of suitable contact and reporting channels for concerns, complaints or tip-offs → *see p. 119*.

The strategic approach in the upstream supply chain is closely linked to procurement and supplier management. Vorwerk combines a risk-based human rights due diligence approach with the principle of long-term supplier relationships with a view to strengthening transparency, reliability and mutual understanding in collaboration with suppliers. Relevant perspectives concerning conditions at direct suppliers (Tier 1) are taken into account via supplier management, procurement processes, contractual requirements and human rights due diligence processes. In addition, structured due diligence processes throughout all purchasing activities ensures compliant classification into the various risk areas.

For cases of suspected and established violations, there are defined processes with clear responsibilities. Tip-offs can be submitted via existing reporting channels and followed up in the context of the responsible functions. Vorwerk's whistleblower reporting system is specifically available for information related to the supply chain → *see p. 119*. In the reporting year, no serious human rights incidents related to workers in the upstream or downstream value chain were reported; in addition, there were no reported cases of non-compliance with the UN Guiding Principles on Business and Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work, or the OECD Guidelines for Multinational Enterprises, and in which workers in the upstream value chain were involved.

Overall, Vorwerk combines the design of collaboration in direct sales and the supply chain with two overarching strategic elements: feedback to improve formats and processes, as well as reporting channels with clear responsibilities for receiving, reviewing, and, where necessary, addressing concerns and reports.

Guidelines and policies

For Vorwerk, guidelines and policies are not just formal requirements, but a framework for how collaboration should be reliably, fairly and responsibly designed along the value chain. This applies both to the collaboration with independent advisors in direct sales and to relationships with business partners and suppliers in the upstream value chain.

The respective approaches differ according to the type of collaboration. In direct sales the focus is on support, development and orientation offerings that assist independent advisors to be stronger in their activities. In the upstream supply chain the focus is on binding requirements for business partners, human rights due diligence and the risk-based management of supplier relationships.

Support, development and social protection in direct sales

Vorwerk's direct sales are given life by people who make it possible to experience products in person, advise customers and create trust through their enthusiasm. In addition to training and development offerings, fundamental concepts here also include information and orientation formats (including the Handbook on Social Protection for independent Thermomix® advisors in Germany) and – in Germany – voluntary benefits for social protection (e.g. insurance for accidents during work and under certain conditions, pension subsidies).

In individual markets there is a particular focus on the economic participation of women; in Italy, such approaches are supported with measures including empowerment and Community formats as well as reference to voluntary commitments (e.g. Univendita Code of Ethics, Charter of Values). In the reporting year these policies were implemented via ongoing actions and formats → *see pp. 99*.

The policies mentioned are closely linked to the material positive impacts and opportunities in direct sales. They support flexible employment opportunities, promote professional development, and can contribute to the motivation and satisfaction of independent advisors. As such they constitute an important framework, for collaboration which combines entrepreneurial independence with personal development and a strong connection to the Vorwerk brand.

Human rights due diligence in the supply chain

In the upstream supply chain, Vorwerk addresses labour and human rights-related issues via binding requirements for business partners as well as risk-based processes in supplier management. The ambition is to avoid, mitigate, or adequately address potential negative impacts on suppliers' workforces while promoting stable, fair, and long-term business relationships.

The framework for this consists of multiple interconnected guidelines, policies and instruments. These specifically include the Code of Conduct for business partners, the Declaration on Human Rights, the Global Procurement Guideline, the First Contact Questionnaire, the Compliance module in contractual agreements and a cloud-based platform for risk-based supplier evaluation.

The Code of Conduct for business partners constitutes a key set of rules. It sets out fundamental requirements for collaboration with business partners and is communicated as a contractual requirement via purchase orders among other methods. Information is additionally available through publicly accessible channels. Vorwerk thereby creates a binding foundation setting out what expectations exist for business partners and suppliers with respect to human rights, working conditions, and integrity.

As well as the Code of Conduct for business partners, Vorwerk uses other policies in procurement and supplier management. These specifically include the Global Procurement Guideline as well as the First Contact Questionnaire and the Compliance module in contractual agreements. These guidelines support a uniform expectation with respect to suppliers and business partners and form the basis for risk-based control of the upstream value chain. Human rights due diligence in the supply chain is supported by means of an annual risk analysis, which takes into account country and industry risks, among other things. These processes help to identify potential risks at an early stage, to evaluate supplier relationships accordingly and, if necessary, to initiate further steps.

In addition, Vorwerk takes into account long-term supplier relationships during its procurement approach, for stronger transparency and dialogue. The guidelines, requirements and processes in the upstream supply chain specifically address direct suppliers (Tier 1) and business partners as well as, indirectly, their employees.

Actions

The material impacts and opportunities in relation to workers in the value chain are addressed at Vorwerk both through continuous support and development measures in direct sales as well as through risk-based actions in supplier management. In direct sales the focus is on strengthening capabilities, collaboration and economic participation. In the upstream supply chain the focus is on identifying human-rights- and labour-rights-related risks at an early stage, effectively embedding specifications and responding appropriately to suspected incidents.

Further development, social protection and community-building

In direct sales, Vorwerk supports independent advisors with training and qualification offerings which strengthen them in their activities and contribute to the quality of advice they provide. Actions here include a training catalogue with topic-specific training courses on the Thermomix® as well as offerings for the development of leadership skills, for example via formats such as VorYou Training and VORLeadership. These campaigns run throughout the year and target areas including customer satisfaction, sales development and the development of managers in sales.

Vorwerk additionally supports independent advisors with practical assistance and services. There are voluntary social protection benefits for independent Thermomix® advisors in Germany. These include voluntary accident insurance valid during work activity and – under certain conditions – pension subsidies. These actions are intended to strengthen the framework conditions for self-employed activity and to contribute to security.

Vorwerk also holds events which function as community and recognition formats and which promote exchange, belonging and appreciation. One example is the Vorwerk International Award Night, an annual event which focuses on specific priorities for the respective reporting year. In the 2025 reporting year this event was held in Seville, and the specific focus was on recognising achievements, motivation and exchange within the international direct sales community. In addition, central sales formats are regularly further developed on the basis of feedback from sales, with a view to supporting their implementation in everyday sales activity.

In the context of the economic participation of women in direct sales, specific actions have also been implemented in individual markets. In Italy these include training and community-based empowerment approaches, networks and visibility of successes, as well as activities in the context of industry-wide initiatives (e.g. via Univendita). These actions are designed to strengthen career paths, increase participation, and support economic independence.

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Due diligence processes and competence building

In the upstream supply chain, Vorwerk addresses the identified risks and potential negative impacts on the workforce at suppliers via a bundle of measures within the framework of human rights due diligence and supplier management. This specifically includes the application of risk-based due diligence and supplier management processes as described in the "Guidelines and policies" section. Vorwerk anchors requirements for working conditions, health and safety, and human rights standards by means of contractual agreements and operational procurement processes in collaboration with suppliers.

Vorwerk also relies on skill-based qualifications within purchasing to strengthen internal competencies. A key example is the "Due diligence in the supply chain" training course for all procurement colleagues. The objective is to ensure regulatory requirements, Vorwerk's responsibility in the context of human rights due diligence, as well as the annual risk management process are embedded in the supply chain in a verifiable manner, and to strengthen the ability to identify and appropriately address risks.

There are defined processes with clearly regulated responsibilities for dealing with suspected cases and confirmed violations. Tip-offs can be made via the whistleblower reporting system (SpeakUp), tracked and further processed by the responsible functions. No serious human rights incidents in the supply chain were reported in the reporting year; corresponding corrective measures were therefore not necessary.

Overall, the actions in the upstream supply chain aim to mitigate potential human-rights- and labour-rights-related negative impacts in complex, partly global supply chains – including supply chains for material product components – in a structured way, to strengthen preventive measures, and ensure an appropriate response to specific concerns or reports.

Targets

Vorwerk has the ambition of systematically strengthening human rights and work-related due diligence along the value chain.

At the time of reporting Vorwerk has not defined any consistently standardised, measurable and time-bound targets for the material topics in the area of workers in the value chain.

Management is currently primarily carried out via appropriate due diligence processes and actions along the supply chain as well as via management processes in direct sales.

As part of the further development of sustainability reporting, a review will be conducted in 2026 to determine in which areas measurable and time-bound targets can be defined in the future.

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Consumers and end-users

About this chapter

The Vorwerk Group is often part of consumers' and end-users' everyday life for many years – with products, services and digital offers. This comes with a special responsibility: trust is created not only through high-quality and secure products, but also by comprehensible information, reliable services and responsible handling of data. At the same time, proximity to the community – through personal advice, platforms such as Cookidoo® and aftersales – creates the opportunity to positively shape user experiences.

Material impacts, risks, and opportunities (IROs)

The focus is on people: this chapter addresses the material impacts, risks and opportunities (IROs) in connection with Vorwerk Group consumers and end-users. The Vorwerk Group is focusing on those groups of people who use products and services from the Vorwerk Group or may be affected by their use – including direct customers and end-users, insofar as they are not identical to the purchasing person. The following table shows the identified topics as a basis for further presentation.

The material impacts, risks, and opportunities (IROs) presented in the table are explained in more detail below. The Vorwerk Group distinguishes between topics in the product and service business of Vorwerk in the downstream value chain and specific topics of the akf Group as a regulated institute group.

IRO	Scope	Category	Value chain			Time horizon		
			→I	⌂	I→	>	>>	>>>
Information-related impacts for consumers and/or end-users								
A cyber-attack on the akf Group could lead to the loss of sensitive customer data, increase fraud risks and undermine customer trust, with potential revenue and reputational impacts	akf	Risk	○	●	○	●	●	●
Errors in akf Group's electronic data processing could result in incorrect billing, booking errors and operational disruptions, adversely affecting customer satisfaction, the contract portfolio and earnings	akf	Risk	○	●	○	●	●	○
Personal safety of consumers and/or end-users								
Kobold filter bags capture pollen and house dust, improving air quality and reducing allergy-related health issues	Vorwerk	Actual impact Positive	○	○	●	●	●	●
High product quality, underpinned by quality controls and testing, strengthens customers' perception of value and can support product pricing	Vorwerk	Opportunity	○	●	●	●	●	●
Promoting healthy nutrition and home-cooked meals can be used as a selling point for Thermomix® and strengthen the product's attractiveness	Vorwerk	Opportunity	○	●	●	●	●	●

Upstream →I   Own operations ⌂   Downstream I→   Short term >   Medium term >>   Long term >>>   Applies ●   Does not apply ○

Product quality as the foundation for trust and value perception

In Vorwerk's product business, high product quality is a significant factor in the relationship with customers. Vorwerk products are often used over a long period of time and are associated with high expectations for reliability, functionality and safety. Quality controls and product testing help meet these expectations. High product quality strengthens customers' perception of value. It can help to ensure that the price positioning of the products is comprehensible and accepted. This specifically applies for products that are regularly used in everyday life and the benefits of which unfold over a long period of time.

At the same time, product quality is closely linked to sustainability matters. Durability, repairability, serviceability and reliable spare parts supply can help to keep products in use for longer and therefore conserve resources. This unites the economic advantages of high-quality products with Vorwerk's strategic sustainability priorities, specifically the topics of circularity and climate.

Healthy nutrition, home-prepared meals and community impact

Another opportunity for Vorwerk exists in the positioning of Thermomix® as a product that can support customers with home-prepared meals and more conscious nutrition. Thermomix® combines product functionality with digital recipe offerings, application aids and an active community. This creates a usage context which goes beyond selling a kitchen appliance.

The supporting of "homemade" cooking behaviour can create a concrete everyday benefit for customers. Self-prepared meals permit more thoughtful selection of ingredients, more transparency about the preparation and potentially a stronger focus on nutrition. These considerations can be used as a selling point for Thermomix® and strengthen the attractiveness of the product.

The leverage provided by the Thermomix® Community is particularly relevant. Recipe developers, advisors and the Cookidoo® digital recipe platform shape how customers use the product and what cooking impulses they receive. Recipe content can provide inspiration, promote user expertise and support more sustainable everyday decisions, for example from seasonal ingredients, prioritising health-promoting ingredients, reuse of leftovers, portion planning or resource-friendly preparation. This combines the economic opportunity of the Thermomix® with the strategic sustainability focus of the community.

Contribution to clean indoor air and well-being

Vorwerk develops and sells products that customers use in everyday life and which are designed for quality, functionality and long-term use. In the Kobold product area, Vorwerk can make a positive contribution to consumers through its filter solutions. Kobold filter bags are designed to absorb pollen and house dust and thereby contribute to clean indoor air.

This effect is especially relevant for people with allergies. Reducing pollen, house dust and other particles in the living environment can help to relieve strain on health and improve well-being in everyday life. As such product usage is about more than just the cleaning effect, as it directly addresses the interests of end-users who are dependent on a healthy living environment.

The positive contribution here is simultaneously closely linked to Vorwerk's understanding of quality. Products are understood not simply as technical devices, but as solutions for concrete everyday situations. Functional performance, product safety and reliable use are key prerequisites for customers to be able to actually experience the expected benefits.

Protection of sensitive customer data and trust in digital processes

The akf Group has a significantly different business model from Vorwerk's product and direct sales business. As a regulated institution group, the akf Group processes sensitive customer data and relies on stable, secure and legally compliant digital processes to do so. Data protection, information security and digital operational resilience are therefore of intrinsic significance to the akf Group. A cyber attack on the akf Group could result in the loss of sensitive customer data. This could lead to increased risks of fraud for customers, for instance through misuse of personal or financial information. Such an incident could also significantly impair customer trust in the safety and reliability of the akf Group.

A loss of trust would not only have a direct impact on affected customers, but could also have economic consequences for the akf Group. These consequence could include contract terminations, difficulties in attracting new customers and damage to reputation. Because trust in the financial services business is a major foundation stone of the customer relationship, restoring it can be time-consuming and may have a long-term impact on business development.

Error-free data processing as the foundation for reliable customer relationships

As well as cyber risks, errors in the electronic data processing of the akf Group can also have an impact on customers and on business development. The akf Group relies on accurate, verifiable and stable IT-supported processes, for processes such as billing, bookings, contract data and operational procedures.

Errors in electronic data processing could lead to incorrect invoices, booking errors or disruption. For customers this may come with irritation, a need for additional clarification, or uncertainty about the reliability of the akf Group. Even if such errors do not necessarily lead to permanent damage, they can impair customer satisfaction.

From the point of view of the akf Group, an accumulation or serious manifestation of such errors could lead to reputational strain. Customers could terminate contracts or decide against using the akf Group for future financing decisions. There is therefore a correlation between the quality of digital processes, the trust of customers and the earnings situation of the akf Group.

Strategic approach

Vorwerk shapes the relationship with consumers and end-users along the entire product and usage cycle – from product development and product information, to service and repair, to digital offerings and Community interaction. The objective is to strengthen trust by means of secure and high-quality products, comprehensible information, reliable services, and responsible handling of data. Customer perspectives are taken into account via regular market research by Vorwerk. Beyond product-specific feedback on devices such as Thermomix® and Kobold, these activities also capture broader market dynamics and changing lifestyle trends in household management, nutrition, work, etc., to maintain a long-term, forward-looking view of customer needs and expectations. These findings shape both the product-related and brand-related dimensions of Strategy 2030, ensuring that the strategy is based on a sound understanding of the markets and customer segments that Vorwerk serves.

The akf Group must be considered separately due to its regulated financial services model.

Community, recipe content and usage behaviour

The Vorwerk Community is a material component of customer relationships in the product business and is of special strategic importance. It has been created through personal consultation, digital interaction, recipe offerings, service contacts and the exchange of application experiences. This proximity to customers opens up the possibility for Vorwerk not only to sell them products, but also to be involved in the use of them in the long term.

This is particularly evident in the Thermomix® ecosystem. Thermomix® combines product functionality with digital recipe offerings and an active Community. A usage system around Thermomix® and Cookidoo® has been created in which products, digital content and Community structures interconnect. Cookidoo® and other recipe and communications offerings provide customers with suggestions for daily use. This allows Vorwerk to provide impulses for home-cooked meals, more conscious nutrition and a stronger focus on ingredients and preparation.

Recipe developers, advisors and digital recipe offerings act as influencers here: they can provide inspiration, promote user expertise and support more sustainable everyday decisions, for example with inspiration for self-prepared meals, conscious nutrition, food reuse or resource-friendly preparation.

As a digital recipe and cooking portal, Cookidoo® is a central part of the Thermomix® ecosystem and forms a material interface between product, digital content and community interaction. The platform reached over six million subscribers worldwide in 2025; around 1.5 million new users were added in 2025 alone. In terms of content, Cookidoo® includes more than 100,000 different recipes with Guided Cooking functionality.

The scale of the numbers here underlines the strategic relevance of the offer: in 2025, more than 417 million recipes worldwide were started via Guided Cooking – this corresponds to more than one million cooking processes per day on a global level. Even just in Germany its importance in everyday life is clear: more than 88 million recipes were started there in 2025. This means that on average, more than 241,000 recipes are prepared on the Thermomix® every day in German households. Converted, this corresponds to an annual average of around 13 Guided Cooking starts per second worldwide. Overall these developments point to steadily increasing demand for digital recipe and cooking services and make Cookidoo® an important lever accompanying users throughout the entire user experience – from inspiration and orientation to safe and competent use (worldwide disclosure excludes China).

This Community approach brings together customer proximity with Vorwerk's overarching sustainability priorities. It specifically supports the focus on Community, but also connects with Circularity and Climate if more resource-friendly decisions are promoted via provided content and instructions for use. It is important that the relevant impulses are communicated in a way that is credible, relevant to everyday life and understandable.

Promoting home-cooked meals can also strengthen the attractiveness of Thermomix®. Customers experience the product not only as a technical device, but also as an everyday assistant. For Vorwerk this creates an opportunity to combine product benefits, customer loyalty and sustainability communication.

Product quality, product safety and responsible product communication

In Vorwerk's product business, product quality and product safety form the central foundations of the customer relationship. Vorwerk strives to provide high-quality products which function reliably in everyday life and can be used over a long period of time. Quality controls, testing processes and product tests support this claim and guarantee the safety and performance of the products.

Product quality is closely linked to Vorwerk's strategic positioning. High-quality and durable products strengthen the trust of customers and can support the perceived value retention and price positioning of the products. At the same time, a long service life helps to conserve resources and reduce the need for replacement products. Quality and sustainability matters are therefore closely linked in the product business.

Product safety is also a central part of Vorwerk's policies. Customers should be able to use products safely and appropriately. This requires that product development, quality management, user information and service processes are coordinated. Product-related information must be understandable, accessible and reliable so that end-users can safely use products and make informed decisions. To support safe and informed use, product information is provided, including via instructions for use available online, video instructions, Q&As and explanations of Thermomix® error messages.

In the Kobold area, tangible customer benefits are specifically evident in filter solutions. Kobold filter bags can absorb pollen and house dust and therefore contribute to clean indoor air. For people with allergies, this can relieve strain in everyday life. The associated positive effect on consumers is part of Vorwerk's product-related quality and value promise.

Responsible product communication also encompasses the transparent presentation of product characteristics, performance features, instructions for use and service offerings. This also applies to sustainability-related statements. Such statements should be comprehensible, demonstrable and understandable for customers. With this approach Vorwerk supports informed use and strengthens trust in products, brand and service.

Guidelines and policies

Financial services of the akf Group

The akf Group must be considered separately within the Vorwerk Group. As a regulated institution group, it has a different relationship with its customers than exists within the Vorwerk product business. For the akf Group, data protection, information security, digital operational resilience, error-free data processing and regulatory compliance in particular are strategically material. Here, trust is created above all through the protection of sensitive customer data, reliable digital processes and stable service processes.

The Vorwerk Group thereby pursues two complementary directions in its dealings with consumers and end-users: in the product business the focus is on quality, safety, benefits, service and community impact. The akf Group focuses on the protection of customer data, process security and resilience. Both perspectives contribute to the overarching ambition to strengthen long-term and trusting customer relationships.

The Vorwerk Group's policies for dealing with consumers and end-users are based on the relevant business models, products, services and regulatory requirements. While Vorwerk's product business specifically focuses on product quality, product safety, product information, service and Community communication, the akf Group focuses on data protection, information security, digital operational resilience and stable financial services processes.

Policies in the product business (Vorwerk Engineering)

For the topics of product quality, product safety and market observation after delivery, Vorwerk Engineering relies, among other things, on the company policy of Vorwerk Engineering, the Product Development Process (PDP), the Product Initiation Documentation (PID) and the Post Delivery (Field Data Analysis) process. The aforementioned documents/processes are accessible internally and are provided via intranet or external systems, for example, depending on the document.

The respective policies serve to systematically address material impacts, risks and opportunities (IROs). They provide orientation for employees, those responsible in specialist areas, advisors, service providers and other stakeholders. At the same time, they form the basis for offering customers reliable products, secure services and transparent information.

Data protection, information security and digital operational resilience

Data protection and information security are of great importance to the Vorwerk Group, as personal data can be processed both in the product business and in digital offerings. With the increasing digitisation of customer relationships, platforms, apps and services, there are ever-rising requirements for secure data processing, access protection, system stability and transparent processes.

Due to their business model as a regulated institution group, these topics are of particular relevance to the akf Group. The akf Group processes sensitive customer data and is dependent on stable, secure and legally compliant IT-supported processes. Its policies for information security, data protection, outsourcing and digital operational resilience are based on regulatory requirements and internal requirements. These specifically include requirements for information security organisation, information security risk management, the protection of personal data, dealing with service providers and ensuring digital operability.

To meet these, the akf Group pursues a risk-based approach. Information security risks are identified, assessed, addressed and monitored. Protection requirements are determined based on processes, applications, systems, infrastructures and data. The aspiration is to ensure confidentiality, integrity, availability and authenticity of information and to strengthen the resilience of critical and important functions. Responsibility for strategic alignment lies with the management of the akf Group; specific technical responsibilities exist in the areas of data protection, information security, outsourcing, information and communication technology (ICT), and compliance.

Cyber risks are particularly relevant in this context. A cyber attack on the akf Group could lead to the loss of sensitive customer data, increase the risk of fraud and impair the trust of customers. The akf Group addresses these risks through governance, control and security structures aimed at the protection of data, the stability of digital processes and compliance with regulatory requirements.

Errors in electronic data processing can also affect customers. Incorrect invoices, booking errors or operational disruptions could put strain on customer satisfaction and have economic consequences. Therefore stable IT processes, clear responsibilities, control mechanisms and the continuous development of digital operational resilience are material components of customer protection for the akf Group.

Data protection and information security are also relevant to Vorwerk's product business, especially within digital services, platforms and apps. The focus here is on the responsible handling of customer data, as well as end-user data. Digital offerings must be designed in such a way that customers as well as end-users have confidence in the use of the services, and that personal data is adequately protected.

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Actions

The Vorwerk Group's actions for addressing the material impacts, risks and opportunities (IROs) are based on the different business models and customer relationships.

Product quality, product safety and testing processes

High product quality is ensured in various ways including through defined testing and monitoring actions such as product audits, field data analysis and end-of-line tests in production. In addition, actions such as product quality monitoring and product-specific tests (e.g. serial audit testing) are used.

In Vorwerk's product business, quality controls, product testing and testing processes are used to support the safety, functionality and longevity of products. These actions help to provide customers with reliable products and strengthen trust in the brand. At the same time, they support the perceived value of the products and can help to make a high-value price positioning comprehensible.

The akf Group focuses on data protection, information security, digital operational resilience, error-free data processing and regulatory control processes.

Product-specific quality and performance certificates (Kobold)

For Kobold products, actions to ensure filter performance are of particular importance. The ability of filter bags to absorb pollen and house dust addresses a specific need of consumers, specifically those with allergies. Vorwerk can help ensure the expected benefits are experienced in everyday life by means of product-related quality and performance specifications. With respect to the described positive effects connected with Kobold filter bags, an annual inspection by TÜV Audit is carried out; an allergy seal has also been addressed in this context.

Service, repair and aftersales

Service and aftersales structures are further important actions in dealing with end-users. Repair offerings, spare parts supply, maintenance, and customer service support the long-term use of products. They can help to extend service life, conserve resources and provide customers with reliable support even after purchase. Service and repair measures thereby contribute both to customer satisfaction and to the opportunities described in the "Resource use and circular economy" chapter.

Recipe content, digital offerings and thoughtful use (Thermomix®/Cookidoo®)

In the Thermomix® and Cookidoo® area, actions are specifically implemented in the development, provision and communication of recipe content. Recipe developers can use their work to provide impulses for healthy eating, home-prepared meals and thoughtful patterns of use. This includes, for example, recipe ideas with seasonal ingredients, suggestions for food reuse, everyday cooking inspiration or instructions for conscious preparation. These impulses can be carried into the Community via the digital reach of the platforms and personal advice. In order to support consumers and end-users in the use of Thermomix®, content conducive to a thoughtful pattern of use is provided via Cookidoo® collections, editorials and thematic pages, among other things.

Sustainability communication and product information

Actions with regards to communication are necessary for reaching customers in an understandable and credible manner. Sustainability-related statements about products, recipes or instructions for use should be formulated in a comprehensible manner, be based on quantitative data and be explained using concrete examples. This is oriented on the three areas of Circularity, Community and Climate, which have been defined as strategic priorities of the Vorwerk Sustainability Strategy and are consistently taken up in sustainability communication – in order to consistently combine product benefits, sustainability contributions and customer experience.

Data protection, information security and digital operational resilience (akf Group)

For the akf Group, specific actions include the operation and refinement of governance, risk and control structures in the areas of data protection, information security, outsourcing and digital operational resilience. These include an information security management system, risk management processes, protection needs analyses, target/actual comparisons, action tracking, security controls, training, and reporting obligations. The objective is to protect customer data, maintain stability of digital processes, and fulfil regulatory requirements.

The akf Group considers information security risks throughout processes, applications, systems, infrastructure and data. Risks are identified, assessed and treated with appropriate actions. Critical and important functions are specifically taken into account, as well as relevant dependencies on service providers. Digital operational resilience actions target the prevention of disruptions as well as the early detection of and appropriate response to security incidents, and ensure the operability of material processes.

Training and awareness raising are also key actions. Employees should be able to understand and apply safety-relevant specifications. This applies to data protection and information security as well as to the handling of customer data, security events and digital processes. As such the akf Group relies on a safety culture which complements technical, organisational and procedural actions.

Targets

Feedback and grievance mechanisms (inc. SpeakUp)

Complaint, feedback and service channels are also important for the Vorwerk Group. Feedback from customers can provide indications about product quality, service expectations, user experiences or potential problems. They make it possible to engage with concerns, remedy them, and refine products, services and processes. Consumers and end-users can report concerns through various channels, including the SpeakUp electronic whistleblowing system. Messages are recorded, tracked and processed in the system; availability and communication are facilitated by various methods including via the corporate website of the Vorwerk Group as well as internal communication channels → *see p. 21*. The protection of whistleblowers is supported, among other things, by the Code of Conduct. Feedback and grievance mechanisms thereby contribute to the continuous improvement of the customer relationship.

The Vorwerk Group is pursuing the ambition to provide safe, high-quality and sustainable products and to ensure a high level of customer satisfaction and trust.

At the time of reporting the Vorwerk Group has not defined any consistently standardised, measurable and time-bound targets for the material topics in the area of consumers and end-users.

At present, management is primarily based on established guidelines, processes, and actions, specifically in the areas of product development, quality assurance, and the management of customer enquiries and feedback.

As part of the further development of sustainability reporting, a review will be conducted in 2026 to determine in which areas measurable and time-bound targets can be defined in the future. .


VORWERK
38

Governance

As a family business, we think in generations, not in quarters. Reliability, integrity and clear values are the foundation of everything we do. Through responsible leadership and transparent structures, we safeguard trust – and make sustainability an integral part of entrepreneurial decisions.

Business conduct

About this chapter

Responsible business conduct is more than a set of rules for the Vorwerk Group – it is an expression of its attitude as a family business: taking responsibility for people, products and the way decisions are made. Integrity, compliant behaviour and clear responsibilities provide orientation and create reliability. This ensures that decisions are made transparently, risks become visible at an early stage and lessons are consistently drawn from tip-offs – strengthening trust both internally and externally.

Material impacts, risks, and opportunities (IROs)

The Vorwerk Group’s business activities along the entire value chain are associated with impacts, risks and opportunities (IROs) connected to responsible business conduct. They arise both in the Vorwerk Group's own activities and in upstream and downstream processes, and are considered across various time horizons.

It should be noted that good governance is not reflected only in policies and guidelines, but also in daily interactions; in clear roles and responsibilities, reliable decisions and a culture in which people take responsibility and tip-offs are taken seriously.

IRO	Scope	Category	Value chain			Time horizon		
			Upstream →I	Own operations	Downstream I→	Short term >	Medium term >>	Long term >>>
Management of supplier relationships, including payment practices								
Transparency and fairness in procurement through clear policies and consistent processes; strengthening supplier relationships	akf & Vorwerk	Actual impact Positive	○	●	○	●	●	●
The lack of a centralized procurement function in the akf Group could increase financial risks by causing higher costs, inconsistent processes, and missed synergies in negotiations and relationship management	akf	Risk	○	●	○	●	●	○
Corruption and bribery								
Potential contribution to the distortion of competition and hindering of effective regulation due to corruption and bribery	akf	Potential impact Negative	●	●	●	●	●	●

Upstream →I Own operations Downstream I→ Short term > Medium term >> Long term >>> Applies ● Does not apply ○

The material impacts, risks and opportunities (IROs) in the field of business conduct arise along the entire value chain – both from our own actions and from collaboration with business partners. For Vorwerk, responsible governance is not only a formal framework, but also a guardrail for reliable decisions as well as a culture in which people take responsibility and integrity is a lived value every day. At its core it is about ensuring that employees are given clear orientation and business partners can rely on fair, transparent collaboration.

Transparency and fairness in procurement (Vorwerk Group)

Transparency and fairness in procurement are strengthened by clear guidelines and standards of conduct. This creates guidance for purchasing decisions, supports a uniform, verifiable approach and promotes trusting supplier relationships along the supply chain. This positive effect can be felt in the short, medium and long term.

Central procurement: efficiency and control risks (akf Group)

Within the akf Group, establishment of a central procurement organisation is currently being refined in order to standardise processes and gradually realise potential efficiency improvements. Given that, as a bank, purchasing is materially limited to office and business equipment as well as IT, the associated short- to medium-term financial risk is estimated to be manageable overall.

Corruption and bribery: competition and regulatory risks (akf Group)

Corruption and bribery can contribute to the distortion of competition and impair the effectiveness of regulatory frameworks. Such incidents can arise along the entire value chain and – depending on their nature and scope – may have negative effects for the short, medium or long term.

These impacts, risks, and opportunities (IROs) make it clear that governance at the Vorwerk Group does not just consist of rules, but must be effective in everyday life – through clear responsibilities, verifiable decisions, and a culture that provides orientation.

Business conduct and corporate culture

For the Vorwerk Group, responsible business conduct and a values-based corporate culture are the basis for acting with integrity, in compliance with rules and in a sustainable manner. They provide orientation for how governance structures, standards of conduct and corporate decisions are shaped – and how they become effective in everyday work.

Whistleblower system (SpeakUp)

To support compliance with the principles of responsible and compliant action, the Vorwerk Group operates the SpeakUp whistleblower portal. SpeakUp is the digital reporting channel, anonymous on request, provided within the framework of the Group-wide Trust & Tell reporting and grievance mechanism. Trust & Tell brings together the available reporting channels and describes how tip-offs – internal or external – can be made confidentially.

Through SpeakUp, employees and other stakeholders can confidentially report information about possible violations of applicable laws, internal guidelines or ethical standards. The mechanism also encompasses reports concerning human rights-related and environmental risks and breaches of duty in the supply chain, within the meaning of the Supply Chain Due Diligence Act (Lieferkettensorgfaltspflichtengesetzes, LkSG). SpeakUp is available in multiple languages.

Received tip-offs are documented in a case management system and processed in line with a defined process, by a clearance team within the Group Governance area. The Code of Conduct clarifies that retaliation against whistleblowers will not be tolerated. The process is designed in such a way that confidentiality and – if requested – anonymity can be maintained. Information on the reporting procedure and the available channels is available on the Vorwerk Group's corporate website.

Complaints management

In addition to the Group-wide whistleblowing system, the akf Group has its own regulatory complaints channels. The akf Group has a complaint management system through which suspicions can also be reported. The basis for this is the Bafin circular 06/2018 (BA and WA) – minimum requirements for complaint management of 04.05.2018. The grievance mechanism is open to internal and external stakeholders. Reports can be submitted through various channels, including email addresses set up for this purpose and a complaints platform. External stakeholders can also submit complaints about employees of the akf Group.

Both the Vorwerk Group's SpeakUp whistleblower system and the akf Group's complaint management system are used to examine reported facts in a structured manner. This may include tip-offs related to corruption and bribery.

Code of Conduct

A central instrument for embedding these principles is the Code of Conduct for employees of the Vorwerk Group. It defines binding principles of behaviour for legally and ethically correct action in the context of business activities, and applies to all employees. The Code of Conduct specifically contains requirements for dealing with customers, business partners and authorities, as well as regulations on gifts and invitations and on dealing with conflicts of interest.

It is reviewed and updated at least every two years and also on a case-by-case basis as necessary, to ensure content is continually adapted to regulatory, social and internal company requirements. The Executive Board and the Group Governance department are responsible for the content. Group governance ensures, among other things, that relevant stakeholders are adequately taken into account and involved in material aspects. In addition, for business partners of the Vorwerk Group the requirements of the Code of Conduct for business partners apply.

Guiding principles for grievance management

The guiding principles for grievance management applicable to the akf Group defines the basic processes, authorities and responsibilities for the structured handling of internal and external complaints. It creates a unified framework for systematically capturing, reviewing, processing, and documenting incoming alerts and complaints, and describes the roles of the functions and organisational units involved.

Management is responsible for deciding, implementing and monitoring compliance with the principles as well as the complaint handling process. In addition, the Vorwerk Group uses the whistleblower system (SpeakUp) which is enshrined in the Code of Conduct, as a Group-wide reporting channel for information on possible misconduct.

Supplier relationships

The relationship with suppliers at the Vorwerk Group is characterised by a binding, rule-based procurement approach. The objective is to create reliable delivery relationships, set clear contractual requirements, and ensure delivery capability. With this approach the Vorwerk Group combines partnership-based collaboration with clear expectations of integrity and responsibility. The Vorwerk Group specifically addresses risks along the supply chain, such as delivery delays, quality defects, product liability, recall costs, export control and property rights violations. Among other things, detailed specifications, liability regulations and obligations to provide evidence to suppliers are used as a safeguard.

When selecting and commissioning suppliers, social and ecological matters are taken into account alongside financial and quality criteria. Before the start and during the course of the business relationship, internal supplier monitoring is used to check that local laws and international standards are complied with, that human rights are respected and that the sustainability requirements of the Vorwerk Group are taken into account. The Code of Conduct for business partners applies, as well as a first contact questionnaire which asks suppliers about human rights and ecological matters.

Code of Conduct for business partners

The Code of Conduct for business partners sets out the basic ethical, social and environmental requirements for all business partners of the Vorwerk Group and is part of contractual collaboration. It creates an obligation to comply with applicable laws and to act responsibly along the value chain – specifically with regard to human rights and environmental standards. The code encompasses requirements on child and forced labour, a ban on discrimination, fair working conditions, occupational health and safety, climate and environmental protection, the handling of high-risk raw materials, corruption prevention, fair competition and data protection and information security.

Responsibility for the design of content and further development lies with Corporate Purchasing. Business partners are informed about the code and the obligation to comply with it in the context of the collaboration. The Vorwerk Group expects the requirements to be adequately taken into account and passed on in the upstream supply chain, and that potential violations will be addressed via the appropriate reporting channels. Compliance with the code may be checked; violations may result in appropriate corrective action up to and including termination of the business relationship. The code is continuously under development and adapted to changing legal and economic conditions. The current version is available on the Vorwerk Group website.

Corruption and bribery

Procurement policy

The Vorwerk Group Procurement Policy defines Group-wide principles and processes for the indirect procurement of goods and services. It targets transparent, economically optimised and compliant procurement and creates a uniform framework for roles, responsibilities and decision-making pathways. The Vorwerk Group thereby combines partnership-based supplier relationships with clear guidelines for integrity and verifiable decisions. The guideline specifically regulates responsibilities, approval and documentation requirements, the two-pairs-of-eyes principle, the integration of Corporate Purchasing as well as objective and verifiable criteria for supplier selection.

At the same time, the guideline embeds sustainability requirements by calling for social and environmental matters to be taken into account when awarding contracts as well as financial and qualitative factors. Suppliers are monitored internally; the Code of Conduct for business partners is part of commissioning. Among other stakeholders, the procurement managers of individual national companies were involved in creating the guideline. Ultimate responsibility for the policy is held by the Senior Vice President of Corporate Purchasing. Employees can access the policy on the intranet; it is also made available to the respective affected functions in the context of the relevant processes.

As part of the materiality assessment, the topic of corruption and bribery is addressed in this report with respect to the akf Group. The akf Group has organisational and procedural arrangements in place for the prevention, detection and handling of suspected cases and incidents related to corruption and bribery, which are specifically supported by the Compliance and Bank Organisation area. These are based on systems including the akf Group's guidelines for the prevention of money laundering, terrorist financing and other criminal acts, which regulate the handling of suspected cases and other procedural steps.

As the topic of corruption and bribery can generally be relevant to all functions, all employees of the akf Group are trained annually and made aware of material compliance risks. The annual compliance training courses consist of three modules (general compliance, anti-corruption and anti-money laundering) and provide basic content on the importance of compliance as well as on the prevention of corruption and money laundering. The training is conducted via the akf Group training platform, takes around 90 minutes and is completed independently by all employees; successful completion is ensured by means of mandatory final tests in all modules.

Actions

Guidelines of the akf Group for the prevention of money laundering, terrorist financing and other criminal offences

The akf Group's guidelines for the prevention of money laundering, terrorist financing and other criminal acts provide a binding framework for the prevention, detection and processing of material compliance risks in connection with business relationships and financial transactions. In addition to money laundering and terrorist financing, they also explicitly cover other criminal offences including corruption and bribery.

The approach is based on a risk-oriented procedure with internal security measures, KYC (Know Your Customer) policies and due diligence obligations, as well as continuous monitoring of business relationships. Employee training as well as clear processes for suspected cases and reporting are also provided to the Compliance function. Responsibility for money laundering risk management lies at management level.

To prevent compliance violations, the akf Group specifically relies on binding awareness-raising and clear guidelines in everyday work. This includes mandatory annual compliance training for all employees. The training programme includes modules on General compliance, Anti-corruption, and Anti-money laundering, with each concluding with mandatory tests; → *see p. 120*. In addition, defined reporting and grievance mechanisms as well as internal procedural rules support the early detection and structured processing of possible suspected cases.

Targets

The Vorwerk Group is pursuing the ambition of effectively anchoring integrity, transparency and compliant action in everyday business life, identifying risks at an early stage and strengthening trust along the entire value chain. It does this by defining clear expectations and responsibilities in guidelines and processes, as well as by promoting a corporate culture in which tip-offs are taken seriously, concerns are addressed, and improvements are consistently implemented.

The Vorwerk Group understands responsible business conduct to be the basis for sustainable corporate success – and also a guardrail for how decisions are made, how we work together and how we assume responsibility. It is oriented on the strategic development of the Group, specifically the Vorwerk Strategy 2030 and the 3C Framework (Circularity, Community, Climate). Good governance creates the conditions for responsible enhancement of the Vorwerk Group's business model: close connections between personal advice in direct sales, strong product and service worlds as well as an active Community. It is precisely the point at which people, product experience and daily use come together that determines whether values such as fairness, reliability and respect are actually brought to life – both internally and in collaboration with business partners.

Management is currently carried out primarily via established governance structures, policies, processes, and control mechanisms.

As part of the further development of sustainability reporting, a review will be conducted in 2026 to determine in which areas measurable and time-bound targets can be defined in the future.

Metrics

Incidents of corruption or bribery

As part of the double materiality assessment for the 2025 reporting year, the topic of corruption and bribery was classified as material exclusively for the akf Group. The corresponding disclosures are therefore limited to this part of the scope of consolidation. To calculate the proportion of risk-exposed functions trained in relation to corruption and bribery, the employees of the financial services business at the akf Group with system access were taken into account, with the exception of interns and working students. This means that a large proportion of the employees of the akf Group are classified as risk-exposed. As such all employees of the akf Group undergo mandatory annual compliance training, which conveys basic content on the importance of compliance and the prevention of corruption and money laundering.

Anti-corruption and -bribery[1]

	2025
Total amount of fines for violation of anti-corruption and anti-bribery laws (EUR)	0
Total number of convictions for violation of anti-corruption and anti-bribery laws	0
Functions-at-risk	506
Functions-at-risk covered by training programmes (%)	100%

1 Refers to the akf Group.

Payment practices

The disclosures on payment practices generally relate to the entire scope of consolidation. However, as part of the materiality assessment at the data-point level, all companies with a payment volume of less than 1% of the Vorwerk Group's total payment volume are excluded from the calculation of the metrics. To calculate the average number of days to pay invoices, data is sourced directly from the applicable ERP systems. All invoices settled during the reporting period are included in the analysis. Intercompany transactions are excluded from the calculations. A presentation of the data according to supplier categories is not possible, as the Vorwerk Group does not use such classifications. Payment terms are negotiated individually with each supplier. In the case of suppliers with whom an immediate or very short payment period has been agreed, it may occur that the invoice is only received after this period has already expired. In such cases, timely payment is technically not possible. For this reason, a seven-day grace period is generally taken into account when assessing whether an invoice has been paid on time.

Payment practices[1]

	2025
Average number of days to pay an invoice from the date when the contractual or statutory term of payment starts to be calculated	28
Number of outstanding legal proceedings for late payments	0
Percentage of payments aligned with standard payment terms (%)	76.40%

1 Refers to the Vorwerk Group.

Appendix

Disclosure Requirement Index

List of Disclosure Requirements (DR)		Reference
ESRS 2 – General disclosures		
BP-1	General basis for preparation of sustainability statements	pp. 12
BP-2	Disclosures in relation to specific circumstances	p. 13
GOV-1	The role of the administrative, management and supervisory bodies	p. 17
GOV-2	Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies	p. 17
GOV-3	Integration of sustainability-related performance in incentive schemes	p. 20
GOV-4	Statement on due diligence	p. 129
GOV-5	Risk management and internal controls over sustainability reporting Strategy	p. 20
SBM-1	Strategy, business model and value chain	p. 14
SBM-2	Interests and views of stakeholders	p. 21
SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	pp. 24
IRO-1	Description of the processes to identify and assess material impacts, risks and opportunities	p. 23
IRO-2	Disclosure requirements in ESRS covered by the undertaking's sustainability statement	pp. 126
E1 – Climate Change		
ESRS 2 GOV-3-E1	Integration of sustainability-related performance in incentive schemes	p. 20
E1-1	Transition plan for climate change mitigation	p. 38
ESRS 2 SBM-3-E1	Material impacts, risks and opportunities and their interaction with strategy and business model	p. 33
E1-2	Policies related to climate change mitigation and adaptation	p. 39
E1-3	Actions and resources in relation to climate change policies	pp. 39
E1-4	Targets related to climate change mitigation and adaptation	pp. 44
E1-5	Energy consumption and mix	pp. 46
E1-6	Gross Scopes 1, 2, 3 and Total GHG emissions	pp. 48
E1-7	GHG removals and GHG mitigation projects financed through carbon credits	p. 54
E1-8	Internal carbon pricing	p. 55
E5 – Resource use and circular economy		
ESRS 2 IRO-1-E5	Description of the processes to identify and assess material resource use and circular economy-related impacts, risks and opportunities	p. 23
E5-1	Policies related to resource use and circular economy	p. 61

List of Disclosure Requirements (DR)		Reference
E5-2	Actions and resources related to resource use and circular economy	pp. 62
E5-3	Targets related to resource use and circular economy	p. 65
E5-4	Resource inflows	p. 66
E5-5	Resource outflows	p. 67
S1 – Own workforce		
ESRS 2 SBM-2-S1	Interests and views of stakeholders	p. 21
ESRS 2 SBM-3-S1	Material impacts, risks and opportunities and their interaction with strategy and business model	pp. 71
S1-1	Policies related to own workforce	pp. 77
S1-2	Processes for engaging with own workers and workers' representatives about impacts	p. 73
S1-3	Processes to remediate negative impacts and channels for own workers to raise concerns	p. 75
S1-4	Taking action on material impacts on own workforce, and approaches to mitigating material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions	pp. 80
S1-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	p. 84
S1-6	Characteristics of the undertaking's employees	p. 84
S1-8	Collective bargaining coverage and social dialogue	p. 87
S1-10	Adequate wages	p. 88
S1-14	Health and safety metrics	p. 88
S1-17	Incidents, complaints and severe human rights impacts	p. 89
S2 – Workers in the value chain		
ESRS 2 SBM-2-S2	Interests and views of stakeholder	p. 21
ESRS 2 SBM-3-S2	Material impacts, risks and opportunities and their interaction with strategy and business model	pp. 91
S2-1	Policies related to value chain workers	p. 91
S2-2	Processes for engaging with value chain workers about impacts	p. 93
S2-3	Processes to remediate negative impacts and channels for value chain workers to raise concerns	p. 95
S2-4	Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those action	p. 99
S2-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	p. 101
S4 – Consumers and end-users		
ESRS 2 SBM-2-S4	Interests and views of stakeholders	p. 21
ESRS 2 SBM-3-S4	Material impacts, risks and opportunities and their interaction with strategy and business model	pp. 103

List of Disclosure Requirements (DR)		Reference
S4-1	Policies related to consumers and end-users	p. 109
S4-2	Processes for engaging with consumers and end-users about impacts	p. 106
S4-3	Processes to remediate negative impacts and channels for consumers and end-users to raise concerns	pp. 106
S4-4	Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end- users, and effectiveness of those actions	pp. 111
S4-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	p. 113

G1 – Governance

ESRS 2 GOV-1-G1	The role of the administrative, supervisory and management bodies	p. 17
ESRS 2 IRO-1-G1	Description of the processes to identify and assess material impacts, risks and opportunities	p. 23
G1-1	Corporate culture and business conduct policies	p. 119
G1-2	Management of relationships with suppliers	p. 121
G1-3	Prevention and detection of corruption and bribery	p. 122
G1-4	Confirmed incidents of corruption or bribery	p. 124
G1-6	Payment practices	p. 125

Core elements of the due diligence process regarding people and/or environment

People and Environment	People	Environment
a) Embedding due diligence in governance, strategy and business model		
ESRS 2 GOV-2, p. 17 ESRS 2 GOV-3, p. 20 ESRS 2 SBM-3, pp. 24 ESRS 2 SBM-3-G1, p. 23	ESRS 2 SBM-3-S1, pp. 71 ESRS 2 SBM-3-S2, pp. 91 ESRS 2 SBM-3-S4, pp. 103	ESRS 2 SBM-3-E1, p. 33 ESRS 2 SBM-3-E5, p. 57
b) Engaging with affected stakeholders in all key steps of the due diligence		
ESRS 2 GOV-2, p. 17 ESRS 2 SBM-2, p. 21 ESRS 2 IRO-1, p. 23	ESRS S1-2, p. 91 ESRS S1-3, p. 75 ESRS S2-2, pp. 93 ESRS S2-3, p. 95 ESRS S4-2, p. 106 ESRS S4-3, pp. 106	
c) Identifying and assessing adverse impacts		
ESRS 2 IRO-1, p. 23 ESRS 2 SBM-3, pp. 24	ESRS 2 SBM-3-S1, pp. 71 ESRS 2 SBM-3-S2, pp. 91 ESRS 2 SBM-3-S4, pp. 103	ESRS 2 SBM-3-E1, p. 33 ESRS 2 SBM-3-E5, p. 57
d) Taking actions to address those adverse impacts		
Information can be found in the action descriptions in the respective topic-specific chapters.		
e) Tracking the effectiveness of these efforts and communicating		
Information can be found in the targets and metrics sections of the respective topic-specific chapters.		

EU Datapoint Index

Disclosure Requirement and related datapoint	SFDR reference	Pillar 3 reference
ESRS 2 GOV-1 Board's gender diversity paragraph 21 (d)	Indicator number 13 of Table #1 of Annex I	
ESRS 2 GOV-1 Percentage of board members who are independent paragraph 21 (e)		
ESRS 2 GOV-4 Statement on due diligence paragraph 30	Indicator number 10 Table #3 of Annex I	
ESRS 2 SBM-1 Involvement in activities related to fossil fuel activities paragraph 40 (d) i	Indicators number 4 Table #1 of Annex I	Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453(6)Table 1: Qualitative information on Environmental risk and Table 2: Qualitative information on Social risk
ESRS 2 SBM-1 Involvement in activities related to chemical production paragraph 40 (d) ii	Indicator number 9 Table #2 of Annex I	
ESRS 2 SBM-1 Involvement in activities related to controversial weapons paragraph 40 (d) iii	Indicator number 14 Table #1 of Annex I	
ESRS 2 SBM-1 Involvement in activities related to cultivation and production of tobacco paragraph 40 (d) iv		
ESRS E1-1 Transition plan to reach climate neutrality by 2050 paragraph 14		
ESRS E1-1 Undertakings excluded from Paris-aligned Benchmarks paragraph 16 (g)		Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 1: Banking book – Climate Change transition risk: Credit quality of exposures by sector, emissions and residual maturity
ESRS E1-4 GHG emission reduction targets paragraph 34	Indicator number 4 Table #2 of Annex I	Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 3: Banking book – Climate change transition risk: alignment metrics
ESRS E1-5 Energy consumption from fossil sources disaggregated by sources (only high climate impact sectors) paragraph 38	Indicator number 5 Table #1 and Indicator n. 5 Table #2 of Annex I	
ESRS E1-5 consumption and mix paragraph 37	Indicator number 5 Table #1 of Annex I	

Benchmark Regulation reference	EU Climate Law reference	Reference
Commission Delegated Regulation (EU) 2020/1816(5), Annex II		pp. 17
Delegated Regulation (EU) 2020/1816, Annex II		pp. 17
		p. 129
Delegated Regulation (EU) 2020/1816, Annex II		p. 14
Delegated Regulation (EU) 2020/1816, Annex II		p. 14
Delegated Regulation (EU) 2020/1818(7), Article 12(1) Delegated Regulation (EU) 2020/1816, Annex II		p. 14
Delegated Regulation (EU) 2020/1818, Article 12(1) Delegated Regulation (EU) 2020/1816, Annex II		p. 14
	Regulation (EU) 2021/1119, Article 2(1)	p. 38
Delegated Regulation (EU) 2020/1818, Article 12.1 (d) to (g), and Article 12.2		p. 38
Delegated Regulation (EU) 2020/1818, Article 6		pp. 44
		pp. 46
		pp. 46

EU Datapoint Index

Disclosure Requirement and related datapoint	SFDR reference	Pillar 3 reference
ESRS E1-5 Energy intensity associated with activities in high climate impact sectors paragraphs 40 to 43	Indicator number 6 Table #1 of Annex I	
ESRS E1-6 Gross Scope 1, 2, 3 and Total GHG emissions paragraph 44	Indicators number 1 and 2 Table #1 of Annex I	Article 449a; Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 1: Banking book – Climate change transition risk: Credit quality of exposures by sector, emissions and residual maturity
ESRS E1-6 Gross GHG emissions intensity paragraphs 53 to 55	Indicators number 3 Table #1 of Annex I	Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 3: Banking book – Climate change transition risk: alignment metrics
ESRS E1-7 GHG removals and carbon credits paragraph 56		
ESRS E1-9 Exposure of the benchmark portfolio to climate-related physical risks paragraph 66		
ESRS E1-9 Disaggregation of monetary amounts by acute and chronic physical risk paragraph 66 (a) Location of significant assets at material physical risk paragraph 66 (c).		Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 paragraphs 46 and 47; Template 5: Banking book – Climate change physical risk: Exposures subject to physical risk.
ESRS E1-9 Breakdown of the carrying value of its real estate assets by energy-efficiency classes paragraph 67		Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 paragraph 34; Template 2: Banking book – Climate change transition risk: Loans collateralised by immovable property - Energy efficiency of the collateral
ESRS E1-9 Degree of exposure of the portfolio to climate- related opportunities paragraph 69		
ESRS E2-4 Amount of each pollutant listed in Annex II of the E-PRTR Regulation (European Pollutant Release and Transfer Register) emitted to air, water and soil, paragraph 28	Indicator number 8 Table #1 of Annex I Indicator number 2 Table #2 of Annex I Indicator number 1 Table #2 of Annex I Indicator number 3 Table #2 of Annex I	
ESRS E3-1 Water and marine resources paragraph 9	Indicator number 7 Table #2 of Annex I	
ESRS E3-1 Dedicated policy paragraph 13	Indicator number 8 Table 2 of Annex I	
ESRS E3-1 Sustainable oceans and seas paragraph 14	Indicator number 12 Table #2 of Annex I	
ESRS E3-4 Total water recycled and reused paragraph 28 (c)	Indicator number 6.2 Table #2 of Annex I	

Benchmark Regulation reference	EU Climate Law reference	Reference
		pp. 46
Delegated Regulation (EU) 2020/1818, Article 5(1), 6 and 8(1)		pp. 48
Delegated Regulation (EU) 2020/1818, Article 8(1)		pp. 48
	Verordnung (EU) 2021/1119, Artikel 2 Absatz 1	p. 54
Delegated Regulation (EU) 2020/1818, Annex II Delegated Regulation (EU) 2020/1816, Annex II		Using the phase-in option
		Using the phase-in option
		Using the phase-in option
Delegated Regulation (EU) 2020/1818, Annex II		Using the phase-in option
		Not material
		Not material
		Not material
		Not material
		Not material

EU Datapoint Index

Disclosure Requirement and related datapoint	SFDR reference	Pillar 3 reference
ESRS E3-4 Total water consumption in m3 per net revenue on own operations paragraph 29	Indicator number 6.1 Table #2 of Annex I	
ESRS 2- IRO 1 - E4 paragraph 16 (a) i	Indicator number 7 Table #1 of Annex I	
ESRS 2- IRO 1 - E4 paragraph 16 (b)	Indicator number 10 Table #2 of Annex I	
ESRS 2- IRO 1 - E4 paragraph 16 (c)	Indicator number 14 Table #2 of Annex I	
ESRS E4-2 Sustainable land / agriculture practices or policies paragraph 24 (b)	Indicator number 11 Table #2 of Annex I	
ESRS E4-2 Sustainable oceans / seas practices or policies paragraph 24 (c)	Indicator number 12 Table #2 of Annex I	
ESRS E4-2 Policies to address deforestation paragraph 24 (d)	Indicator number 15 Table #2 of Annex I	
ESRS E5-5 Non-recycled waste paragraph 37 (d)	Indicator number 13 Table #2 of Annex I	
ESRS E5-5 Hazardous waste and radioactive waste paragraph 39	Indicator number 9 Table #1 of Annex I	
ESRS 2 SBM3 – S1 Risk of incidents of forced labour paragraph 14 (f)	Indicator number 13 Table #3 of Annex I	
ESRS 2 SBM3 – S1 Risk of incidents of child labour paragraph 14 (g)	Indicator number 12 Table #3 of Annex I	
ESRS S1-1 Human rights policy commitments paragraph 20	Indicator number 9 Table #3 and Indicator number 11 Table #1 of Annex I	
ESRS S1-1 Due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions 1 to 8, paragraph 21		
ESRS S1-1 processes and measures for preventing trafficking in human beings paragraph 22	Indicator number 11 Table #3 of Annex I	
ESRS S1-1 workplace accident prevention policy or management system paragraph 23	Indicator number 1 Table #3 of Annex I	

Benchmark Regulation reference	EU Climate Law reference	Reference
		Not material
		Not material
		Not material
		Not material
		Not material
		Not material
		Not material
		pp. 46
		pp. 46
		pp. 71
		pp. 71
		pp. 77
Delegated Regulation (EU) 2020/1816, Annex II		pp. 77
		pp. 77
		pp. 77

EU Datapoint Index

Disclosure Requirement and related datapoint	SFDR reference	Pillar 3 reference
ESRS S1-3 grievance/complaints handling mechanisms paragraph 32 (c)	Indicator number 3 Table #3 of Annex I	
ESRS S1-16 Unadjusted gender pay gap paragraph 97 (a)	Indicator number 12 Table #1 of Annex I	
ESRS S1-14 Number of days lost to injuries, accidents, fatalities or illness paragraph 88 (e)	Indicator number 5 Table #3 of Annex I	
ESRS S1-16 Unadjusted gender pay gap paragraph 97 (a)	Indicator number 12 Table #1 of Annex I	
ESRS S1-16 Excessive CEO pay ratio paragraph 97 (b)	Indicator number 8 Table #3 of Annex I	
ESRS S1-17 Incidents of discrimination paragraph 103 (a)	Indicator number 7 Table #3 of Annex I	
ESRS S1-17 Non-respect of UNGPs on Business and Human Rights and OECD paragraph 104 (a)	Indicator number 10 Table #1 and Indicator n. 14 Table #3 of Annex I	
ESRS 2- SBM3 – S2 Significant risk of child labour or forced labour in the value chain paragraph 11 (b)	Indicators number 12 and n. 13 Table #3 of Annex I	
ESRS S2-1 Human rights policy commitments paragraph 17	Indicator number 9 Table #3 and Indicator n. 11 Table #1 of Annex I	
ESRS S2-1 Policies related to value chain workers paragraph 18	Indicator number 11 and n. 4 Table #3 of Annex I	
ESRS S2-1 Non-respect of UNGPs on Business and Human Rights principles and OECD guidelines paragraph 19	Indicator number 10 Table #1 of Annex I	
ESRS S2-1 Due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions 1 to 8, paragraph 19		
ESRS S2-4 Human rights issues and incidents connected to its upstream and downstream value chain paragraph 36	Indicator number 14 Table #3 of Annex I	
ESRS S3-1 Human rights policy commitments paragraph 16	Indicator number 9 Table #3 of Annex I and Indicator number 11 Table #1 of Annex I	

Benchmark Regulation reference	EU Climate Law reference	Reference
		p. 95
Delegated Regulation (EU) 2020/1816, Annex II		p. 88
		Using the phase-in option
Delegated Regulation (EU) 2020/1816, Annex II		Not material
		Not material
		p. 89
Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818 Art 12 (1)		p. 89
		pp. 91
		pp. 91
		pp. 91
Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Art 12 (1)		pp. 91
Delegated Regulation (EU) 2020/1816, Annex II		pp. 91
		pp. 99
		Not material

EU Datapoint Index

Disclosure Requirement and related datapoint	SFDR reference	Pillar 3 reference
ESRS S3-1 non-respect of UNGPs on Business and Human Rights, ILO principles or and OECD guidelines paragraph 17	Indicator number 10 Table #1 Annex I	
ESRS S3-4 Human rights issues and incidents paragraph 36	Indicator number 14 Table #3 of Annex I	
ESRS S4-1 Policies related to consumers and end-users paragraph 16	Indicator number 9 Table #3 and Indicator number 11 Table #1 of Annex I	
ESRS S4-1 Non-respect of UNGPs on Business and Human Rights and OECD guidelines paragraph 17	Indicator number 10 Table #1 of Annex I	
ESRS S4-4 Human rights issues and incidents paragraph 35	Indicator number 14 Table #3 of Annex I	
ESRS G1-1 United Nations Convention against Corruption paragraph 10 (b)	Indicator number 6 Table #3 of Annex I	
ESRS G1-1 Protection of whistle- blowers paragraph 10 (d)	Indicator number 6 Table #3 of Annex I	
ESRS G1-4 Fines for violation of anti- corruption and anti-bribery laws paragraph 24 (a)	Indicator number 17 Table #3 of Annex I	
ESRS G1-4 Standards of anti- corruption and anti- bribery paragraph 24 (b)	Indicator number 16 Table #3 of Annex I	

Benchmark Regulation reference	EU Climate Law reference	Reference
Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Art 12 (1)		Not material
		Not material
		pp. 109
Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Art 12 (1)		pp. 109
		pp. 111
		pp. 119
		Not material
Delegated Regulation (EU) 2020/1816, Annex II)		pp. 124
		pp. 124

Glossary

3

3C framework
Vorwerk Home's strategic framework comprising the three fields of action Circularity, Community and Climate; translates the "Drive Sustainability" growth priority of Strategy 2030 into concrete activities.

A

Aftersales
Post-purchase services, e.g. repair, spare-parts supply or customer service.

AGG (General Equal Treatment Act / Allgemeines Gleichbehandlungsgesetz)
German federal act prohibiting discrimination on the grounds of ethnic origin, gender, religion, belief, disability, age or sexual identity; forms the legal basis for equal treatment in the workplace in Germany.

AIB factors (Association of Issuing Bodies)
Emission factors of the European association of issuing bodies for guarantees of origin; used to calculate market-based Scope 2 greenhouse gas emissions, reflecting the actual electricity mix on the basis of guarantees of origin.

Application Requirement (AR)
Supplementary requirement within an ESRS standard that specifies how a disclosure requirement is to be met.

B

BaFin (Federal Financial Supervisory Authority / Bundesanstalt für Finanzdienstleistungsaufsicht)
German federal authority supervising banks, insurers and securities trading; the competent regulatory authority for the akf Group as a financial services provider.

BG accident report (Berufsgenossenschaft-Unfallanzeige)
Mandatory notification to the competent employers' liability insurance association (Berufsgenossenschaft) for reportable occupational accidents (involving three or more days of absence); legally required under Section 193 SGB VII; basis for recording accident metrics in the sustainability report.

BLDC motor (brushless direct current motor)
Brushless direct current motor; an energy-efficient motor type without mechanical brushes, used in Vorwerk products (e.g. Kobold vacuum cleaners) for higher energy efficiency, longer service life and lower maintenance.

C

Charter of Values
The Vorwerk Group's values framework, defining the shared principles, attitudes and behavioural expectations for all employees and managers worldwide; the foundation of the corporate culture.

CHRO (Group Chief Human Resources Officer)
Member of corporate leadership responsible for the entire HR strategy; at Vorwerk, the Group CHRO is a member of the Executive Board and responsible for People & Culture at Group level.

Circularity
Strategic field of action within Vorwerk's Strategy 2030: designing products to be more durable, more repairable and more resource-efficient; part of the 3C framework.

Climate
Strategic field of action within Vorwerk's Strategy 2030: reducing emissions, advancing climate change mitigation and making the company more future-proof; part of the 3C framework.

CO2e (CO2-equivalents)
Unit for aggregating different greenhouse gases into a single comparable measure; reflects the respective global warming potential (e.g. methane = 25 × CO_2).

Community
Strategic field of action within Vorwerk's Strategy 2030: strengthening the community of employees, advisors and customers over the long term; part of the 3C framework.

Compliance
Adherence to all relevant laws, regulatory requirements, internal policies and standards of conduct.

Consolidation scope
(see Scope of consolidation)

Cookidoo®
Digital recipe platform for the Thermomix®; complements the product experience with content and community features.

Coyo
The Vorwerk Group's digital internal communications platform; enables company-wide information sharing, collaboration and community features for employees.

CSDDD (Corporate Sustainability Due Diligence Directive)
EU directive on human rights and environmental due diligence along the value chain.

CSRD (Corporate Sustainability Reporting Directive)
EU directive on sustainability reporting that makes ESRS-compliant reports mandatory for certain undertakings.

D

Data point (DP)
The most granular reporting unit within an ESRS standard; can be qualitative (narrative) or quantitative (metric).

DGNB Platinum Certificate
Highest award level of the German Sustainable Building Council (Deutsche Gesellschaft für Nachhaltiges Bauen, DGNB). The DGNB assesses buildings against social, environmental and economic criteria, among others.

DGUV Regulation 3 (German Social Accident Insurance, formerly BGV A3)
Accident prevention regulation of the German Social Accident Insurance (DGUV) on electrical safety; requires regular testing of fixed and portable electrical equipment; relevant to occupational safety at Vorwerk sites.

Digital operational resilience
The ability of an undertaking to manage, absorb and recover from IT risks, digital disruptions and cyber incidents; anchored in regulation through the Digital Operational Resilience Act (DORA) for financial undertakings such as the akf Group.

Direct sales
Sales model in which products are sold directly to customers without intermediary retail; at Vorwerk, through personal advice provided by independent advisors.

Direct Sales Community
The entirety of the self-employed, independent advisors who market Vorwerk products through direct sales.

Disclosure Requirement (DR)
Mandatory disclosure requirement under the ESRS; defines which information an undertaking must report on a given sustainability topic.

Double materiality
Procedure for determining material sustainability topics from two perspectives: impact materiality and financial materiality.

Double value creation
A guiding principle at Vorwerk: sustainability should create value for society and for the company at the same time.

DORA (Digital Operational Resilience Act)
EU regulation on digital operational resilience for financial undertakings, relevant to the akf Group.

E

EES (Employee Engagement Survey)
Regular employee survey measuring engagement, satisfaction and retention; conducted group-wide at Vorwerk with a participation rate of 79% (2025); results feed into People & Culture actions.

EFRAG (European Financial Reporting Advisory Group)
European advisory body that developed the ESRS.

EMAS (Eco-Management and Audit Scheme)
The EU's environmental management and audit scheme; goes beyond ISO 14001 by additionally requiring a public environmental statement and external validation.

End-of-line testing
Quality checks at the end of the manufacturing process, in which every unit produced is tested for function, safety and quality standards before leaving the plant; part of Vorwerk's quality management system.

Engagement index
Metric derived from the Employee Engagement Survey (EES) measuring the workforce's emotional and motivational engagement on a standardised scale; used as a steering indicator for People & Culture actions at Vorwerk.

EPS (expanded polystyrene)
Foamed polystyrene-based plastic; used at Vorwerk for packaging materials, among other things; relevant to recyclability and packaging reduction in the circular economy context.

ERP system (Enterprise Resource Planning)
Integrated business software for the central management of business processes (e.g. finance, production, logistics, HR); at Vorwerk, the basis for system-supported data collection in sustainability reporting.

ESG (Environment, Social, Governance)
Environment, Social and Governance; framework for assessing sustainability performance.

ESG asset score
The akf Group's metric for recording and assessing the sustainability characteristics (ESG criteria) of financed assets in the leasing and lending portfolio.

ESRS (European Sustainability Reporting Standards)
European standards for sustainability reporting under the CSRD.

ESRS E1 – Climate change
Topical standard within the ESRS covering climate change; comprises disclosure requirements on climate change mitigation, climate change adaptation, energy and greenhouse gas emissions (E1-1 to E1-9).

ESRS E5 – Resource use and circular economy
Topical standard within the ESRS covering resource use and the circular economy; comprises disclosure requirements on resource inflows, resource outflows and waste (E5-1 to E5-5).

ESRS G1 – Business conduct
Topical standard within the ESRS covering business conduct; comprises disclosure requirements on corporate culture, supplier relationships, corruption, and payment practices (G1-1 to G1-6).

ESRS S1 – Own workforce
Topical standard within the ESRS covering the undertaking's own workforce; comprises disclosure requirements on working conditions, equal treatment and metrics (S1-1 to S1-17).

ESRS S2 – Workers in the value chain
Topical standard within the ESRS covering the supply chain and direct sales; comprises disclosure requirements on working conditions and human rights at business partners (S2-1 to S2-5).

ESRS S4 – Consumers and end-users
Topical standard within the ESRS covering consumers and end-users; comprises disclosure requirements on product safety, data protection and consumer information (S4-1 to S4-5).

EU Taxonomy
EU classification system for environmentally sustainable economic activities; disclosures under the EU Taxonomy Regulation are not included in this report.

EEA (European Economic Area)
Association comprising the EU member states together with Iceland, Liechtenstein and Norway; enables the free movement of goods, persons, services and capital beyond the EU.

F

Field data analysis
Systematic evaluation of data gathered from products in real-world use (e.g. usage behaviour, failure rates, repair frequency); used at Vorwerk for quality assurance and product development.

FTE (Full-Time Equivalent)
Measure for converting part-time and full-time positions into a single comparable figure (1 FTE = one full-time position).

G

GHG Protocol (Greenhouse Gas Protocol)
Internationally recognised standard for accounting and reporting greenhouse gas emissions; the basis for the Scope 1/2/3 framework.

GHG (greenhouse gas) emissions
Greenhouse gas emissions (e.g. CO_2, methane, nitrous oxide) that contribute to climate change.

GOV-1 to GOV-5 (Governance)
Governance disclosure requirements (ESRS 2): GOV-1 administrative, management and supervisory bodies; GOV-2 information provided to and sustainability matters addressed by these bodies; GOV-3 incentive schemes; GOV-4 due diligence; GOV-5 risk management and internal controls.

Green finance
Financing and financial products that specifically support environmental or sustainable projects, e.g. investments in energy efficiency or climate-friendly technologies.

H

Hero product ecosystem
A core Vorwerk product (Thermomix® or Kobold) together with complementary digital services, content and community offerings.

I

IEA (International Energy Agency)
Intergovernmental organisation that publishes energy data, scenarios and forecasts; a basis for climate scenarios in sustainability reporting, among other uses.

ILO Declaration (International Labour Organization)
Declaration of the International Labour Organization on Fundamental Principles and Rights at Work; covers freedom of association, the elimination of forced labour, child labour and discrimination.

In-house recycling
Recovery and reuse of materials or production residues at Vorwerk's own sites.

IPCC (Intergovernmental Panel on Climate Change)
The body providing the scientific basis for climate scenarios (see SSP1, SSP5-8.5) that Vorwerk uses in its climate risk analysis.

ICT (information and communications technology)
Umbrella term for technologies used to process, store and transmit information digitally; comprises hardware, software, networks and communication systems. Relevant in the sustainability context as an infrastructure area with its own energy and resource consumption.

IRO (Impacts, Risks and Opportunities)
Impacts, risks and opportunities; a central ESRS concept for identifying and assessing material sustainability topics within the double materiality assessment.

IRO-1 / IRO-2
Disclosure requirements on the materiality assessment (ESRS 2): IRO-1 describes the process to identify and assess material IROs; IRO-2 lists the disclosure requirements covered (ESRS content index).

ISAE 3000 (revised) (International Standard on Assurance Engagements)
Basis for the external assurance of sustainability information with limited assurance.

ISO 14001
International standard for environmental management systems; certified at Vorwerk Elektrowerke, Vorwerk Semco and Vorwerk Manufacturing, among others.

ISO 50001
International standard for energy management systems; certified at Vorwerk Elektrowerke in Wuppertal.

K

KYC (Know Your Customer)
Regulatory process for identifying and verifying customers before entering into a business relationship; serves anti-money-laundering and fraud prevention; particularly relevant for the akf Group as a financial services provider.

L

Limited assurance
Assurance engagement providing a limited level of assurance; external assurance standard for sustainability reports.

LkSG (German Supply Chain Due Diligence Act / Lieferkettensorgfaltspflichtengesetz)
German act on human rights and environmental due diligence in supply chains.

LMS (Learning Management System)
Digital platform for managing, delivering and evaluating learning and training content; used at Vorwerk for mandatory training, compliance training and continuing professional development.

M

MaRisk (Minimum Requirements for Risk Management)
BaFin's regulatory requirement for credit institutions, relevant to the akf Group.

N

NACE codes (Nomenclature statistique des activités économiques dans la Communauté européenne)
Statistical classification of economic activities in the European Community; used to classify business activities by sector.

Need-to-know principle
Data protection and security principle whereby access to information is granted only to those who genuinely require it for their tasks; part of the internal control system.

NFRD (Non-Financial Reporting Directive)
Predecessor directive to the CSRD on non-financial reporting.

NGO (Non-Governmental Organisation)
Independent, non-profit organisation that operates without governmental control and often pursues social, humanitarian or environmental aims.

O

OECD Guidelines (Organisation for Economic Co-operation and Development)
Recommendations of the OECD to multinational enterprises for responsible business conduct in the areas of human rights, labour, the environment, anti-corruption and consumer interests.

One Company Culture
Guiding principle of a shared corporate culture intended to strengthen cohesion, common values and cross-functional collaboration across the entire Vorwerk Group.

OTR (Organisational Talent Review)
Structured process for assessing and developing leadership potential and succession planning within the Vorwerk Group; part of strategic HR management.

P

PCF (Product Carbon Footprint)
The carbon footprint of a product across its entire life cycle; a basis for reduction actions and product communication.

PCR (post-consumer recyclate)
Recycled materials recovered from products already used and discarded by consumers (e.g. household waste); part of Vorwerk's circular economy strategy.

PDP (Product Development Process)
Structured development process for new products at Vorwerk; covers all phases from ideation through design to market launch.

PID (Product Initiation Documentation)
Initial project document at the start of a product development process at Vorwerk; defines product objectives, requirements, resources and further criteria as the basis for approval.

PMMA (polymethyl methacrylate)
Thermoplastic, also known as acrylic glass; used at Vorwerk in product components; relevant to recyclability and material recovery in the circular economy context.

Product audits
Systematic review of products against defined quality, safety and sustainability criteria; part of Vorwerk's quality management system to ensure product and process standards.

Proxy
A substitute value or estimate used where direct measurement data is not available; frequently used in sustainability reporting for Scope 3 emissions or value chain data.

PV PPA (photovoltaic power purchase agreement)
Electricity supply contract under which a company sources solar power directly from the operator of a photovoltaic installation without owning the installation itself; serves to secure renewable electricity at fixed terms over the long term.

R

Reasonable assurance
Assurance engagement providing a reasonable (high) level of assurance; higher requirements than limited assurance.

Refurbishment / Second Life
Reconditioning of used products for reuse; at Vorwerk, offered under the Second Life programme as certified refurbished appliances.

Resilience
An undertaking's ability to withstand crises, climate-related risks and structural changes in the market environment.

S

SBM-1 / SBM-2 / SBM-3 (Strategy and Business Model)
Disclosure requirements on strategy and business model (ESRS 2): SBM-1 strategy, business model and value chain; SBM-2 interests and views of stakeholders; SBM-3 material IROs and their interaction with strategy and business model.

SBTi (Science Based Targets initiative)
Initiative for setting science-based climate targets; defines which emission reduction targets are compatible with the 1.5°C pathway.

Scope 1 emissions
Direct greenhouse gas emissions from sources owned or controlled by the undertaking, e.g. from vehicles, plant or buildings.

Scope 2 emissions
Indirect greenhouse gas emissions from purchased energy (electricity, heat, steam, cooling) used by the undertaking.

Scope 3 emissions
Other indirect greenhouse gas emissions along the upstream and downstream value chain, e.g. from purchased materials, transport, and the use or disposal of products.

Scope of consolidation
The entirety of group companies included in sustainability reporting; at Vorwerk, 82 companies, of which 43 are relevant for ESG data collection.

SpeakUp
Vorwerk's digital whistleblowing system, through which employees, advisors and external persons can report breaches of the Code of Conduct or legal requirements confidentially and anonymously.

SSP1 (Shared Socioeconomic Pathway 1)
IPCC climate scenario describing sustainable development with low greenhouse gas emissions and strong international cooperation; corresponds to a 1.5–2°C warming pathway; a basis for climate risk analyses at Vorwerk.

SSP5-8.5 (Shared Socioeconomic Pathway 5, forcing 8.5 W/m²)
IPCC climate scenario describing fossil-fuelled development with very high greenhouse gas emissions and warming of more than 4°C by 2100; used as an extreme scenario in Vorwerk's climate risk analysis.

Stakeholders
Groups that are affected by, or can influence, an undertaking's business activities, e.g. customers, employees, suppliers, investors, NGOs and policymakers.

Strategy 2030
Vorwerk's long-term corporate strategy through to 2030 with four growth priorities, including Drive Sustainability; the goal is to become the world's most attractive direct sales company.

Sweet spot
The distinctive interplay of personal proximity in direct sales and the product experience that characterises the Vorwerk Community and business model.

T

TCFD (Task Force on Climate-related Financial Disclosures)
International framework for climate-related financial disclosures; a conceptual precursor to the ESRS E1 requirements.

Tier 1
A direct supplier that delivers directly to the undertaking; the first tier of the supply chain, with a direct contractual relationship.

Tier 2
A supplier to a direct supplier; the second tier of the supply chain, without a direct contractual relationship to the reporting undertaking, but relevant to due diligence along the value chain.

Time horizons
Planning horizons as defined by the ESRS: short-term (0–1 year), medium-term (1–5 years) and long-term (more than 5 years).

U

UN Global Compact
Global United Nations initiative; Vorwerk is committed to its ten principles in the areas of human rights, labour, the environment and anti-corruption.

UN Guiding Principles on Business and Human Rights (UNGPs)
Guiding principles adopted by the United Nations in 2011; define the duty of states to protect and the responsibility of undertakings to respect human rights, as well as access to remedy.

Univendita Code of Ethics
Code of conduct of the Italian direct sales association Univendita; sets ethical standards for direct sales in Italy and provides a framework for the activities of Vorwerk advisors in this market.

Upgradability
The ability to retrofit or functionally enhance a product in order to extend its useful life..

V

Value chain
Comprises upstream activities (the supply chain), an undertaking's own operations and downstream activities (use, disposal); the framework for considering material IROs.

Value creation
Economic or societal added value generated through business activity.

Varoma®
Accessory for the Thermomix that enables steam cooking; a registered trademark of Vorwerk.

VCS (Verified Carbon Standard / Verra standard)
International standard for certifying carbon offset projects; ensures that emission reductions are real, measurable, additional and permanent; used by Vorwerk to qualify climate change mitigation projects.

VORLeadership
The Vorwerk Group's leadership development programme; fosters consistent leadership competencies, strategic thinking and the implementation of the corporate culture across all hierarchical levels.

Vorwerk Home
Operating unit formed on 1 January 2026 from the merger of Vorwerk Engineering and Vorwerk International; an integrated platform for product, technology, marketing and sales.

VorYou Training
Vorwerk's digital learning and training offering for employees; comprises mandatory and continuing-education modules on compliance, sustainability, product knowledge and personal development.

W

Workers in the value chain
(see ESRS S2)

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