DIEHL

SUSTAINABILITY REPORT 2025

MANY SOLUTIONS, ONE GROUP

CONTENTS

Note:
For better readability, gender-specific differentiation is omitted.

Abbreviations

AVV	Waste Register Regulation
BMWK	German Federal Ministry for Economic Affairs and Climate Action
CCO	Corporate Compliance Officer
E1	Climate change
E2	Pollution
E2-1	Policies related to pollution
E2-2	Actions and resources related to pollution
E2-3	Targets related to pollution
E2-4	Pollution of air, water and soil
E2-5	Substances of concern and substances of very high Concern
E3	Water and marine resources
E3-1	Policies related to water and marine resources
E3-2	Actions and resources related to water and marine resources
E3-3	Targets related to water and marine resources
E5	Resource use and circular economy
E5-1	Policies related to resource use and circular economy
E5-2	Actions and resources related to resource use and circular economy
E5-3	Targets related to resource use and circular economy
ECHA	European Chemicals Agency
E-PRTR	European Pollutant Release and Transfer Register
ESRS	European Sustainability Reporting Standard
G1	Business conduct
ILO	International Labour Organization
IPCC	Intergovernmental Panel on Climate Change
IRO	Impacts, risks and opportunities
LkSG	German Supply Chain Due Diligence Act
OECD	Organization for Economic Co-operation and Development
PPAs	Power Purchase Agreements
REACH	Registration, Evaluation, Authorization and Restriction of Chemicals
RoHS	Restriction of Hazardous Substances
S1	Own workforce
S2	Workers in the value chain
SVHC	Substances of very high concern
TCFD	Task Force on Climate-related Financial Disclosures
THG	Greenhouse Gas
UN	United Nations
WRI	World Resources Institute


DIEHL
Controls

BASIS FOR PREPARATION

BP-1 – General basis for preparation of sustainability statements

Sustainability has become an integral part of the Diehl Group's corporate management. From the start, the Group has pursued a proportionate approach, deliberately setting realistic targets. This strategy has proven successful and will continue to guide the Group's actions in the future. This Sustainability Report summarizes the results achieved during the 2025 reporting year.

For the 2025 financial year, the Diehl Group publishes a voluntary sustainability report that provides a transparent overview of the Group's material sustainability performance. The reporting structure has been intentionally maintained to ensure continuity and comparability and to make progress in the sustainable transformation process transparent and understandable.

Sustainability reporting is oriented on the European Sustainability Reporting Standards (ESRS) and is issued separately from the Management Report.

The reporting boundary is generally aligned with the scope of financial consolidation. For sustainability reporting purposes, the scope of consolidation is adjusted in accordance with materiality criteria. Reporting is limited to entities whose activities give rise to material sustainability-related impacts, risks, or opportunities. Entities without material relevance are excluded. A list of entities included in the report is provided at the end of this report.

Where available, the sustainability statement also considers information from upstream and downstream value chain activities. Reporting focuses on matters that have been identified as material. Information relating to intellectual property, know-how, innovation outcomes, future developments, and ongoing negotiations has not been systematically excluded from disclosure. The reporting scope and content are determined based on the outcome of the materiality assessment.

The structure of the report follows the ESRS framework. For ease of reference, the relevant disclosure requirements are indicated throughout the report.

BP-2 – Disclosures in relation to specific circumstances

The time horizons applied in this report are defined on a group-wide basis in accordance with CSRD requirements. A distinction is made between short-term (up to one year), medium-term (up to five years), and long-term (more than five years) time horizons.

Transparency towards stakeholders is a key principle of the Diehl Group's sustainability reporting. The objective is to provide reliable information on the Group's sustainability performance during the 2025 reporting year, as well as on its future priorities and focus areas. The disclosures presented in this report are based on the information available as of February 28, 2026. Deviations between reported and actual data cannot be entirely ruled out. Assumptions, estimates, approximations and the use of indirect data sources have been identified where applicable.

The group-wide sustainability reporting continues to be further developed. As part of the alignment with ESRS requirements, methodological and content-related enhancements have been introduced compared to the previous reporting period. Many disclosures required under the applicable reporting standards are being implemented and collected on a group-wide basis for the first time.

Considering the ongoing development of the reporting framework and the resulting limited comparability, historical information is being reported for the first time in the current reporting year.

No material errors were identified in the report for the previous reporting period. Where disclosures are prepared in accordance with other statutory requirements or reporting standards, it is indicated in the relevant sections.

The Sustainability Report has been prepared in parallel with the financial reporting process. Forward-looking statements relate to an appropriate assessment period which, where relevant, is aligned with the time horizons applied in financial reporting. Social metrics may differ slightly from the figures presented in the Annual Report due to differences in definitions and reporting boundaries and are generally based on headcount data. Methodological particularities as well as deviations from other company key performance indicators are explained where relevant. To ensure a structured reporting process, mechanisms for the allocation of responsibilities, the application of the four-eye principle, and the monitoring of reporting deadlines have been established. Specific controls to verify the accuracy and completeness of sustainability information are not yet part of the internal audit process. The Sustainability Report for the 2025 fiscal year was discussed by the Supervisory Board of the Diehl Group; however, it has not been externally assured.

Overview of ESRS disclosure requirements and related references

Disclosure Requirements	Reference
SBM-1 40 a i, ii	Annual Report
SBM-1 40 b	Annual Report
SBM-1 42	Annual Report
SBM-3 48 d	Annual Report
SBM-3 48 e	Annual Report

GOVERNANCE

GOV-1 – Role of the administrative, management and supervisory bodies

Diehl is a financially independent family-owned company with a history spanning more than 120 years. Since its foundation in 1902, the company has combined traditional values with a strong focus on innovation and future technologies. With more than 19,400 employees worldwide the Diehl Group generates annual sales of 5.4 billion euros. Long-term thinking, sustainable business practices and responsible corporate governance have been among the Group's core principles since its foundation. The Diehl Group comprises a strategic management holding company and five independently managed divisions that conduct their business activities within their respective market and technology sectors. The long-term strategic direction of the Group is defined by the Supervisory Board. Strategic planning serves as a key instrument of Group management and considers material sustainability-related impacts, risks and opportunities.

The Supervisory Board is appointed by the shareholders and performs both supervisory and advisory function. It is also responsible for the appointment of the Executive Board. Both the Executive Board and the Supervisory Board possess extensive expertise in their respective fields as well as relevant sustainability-related competencies. The composition of these governing bodies ensures that the interests and requirements of the Group's divisions, products and regions are adequately represented and taken into consideration.

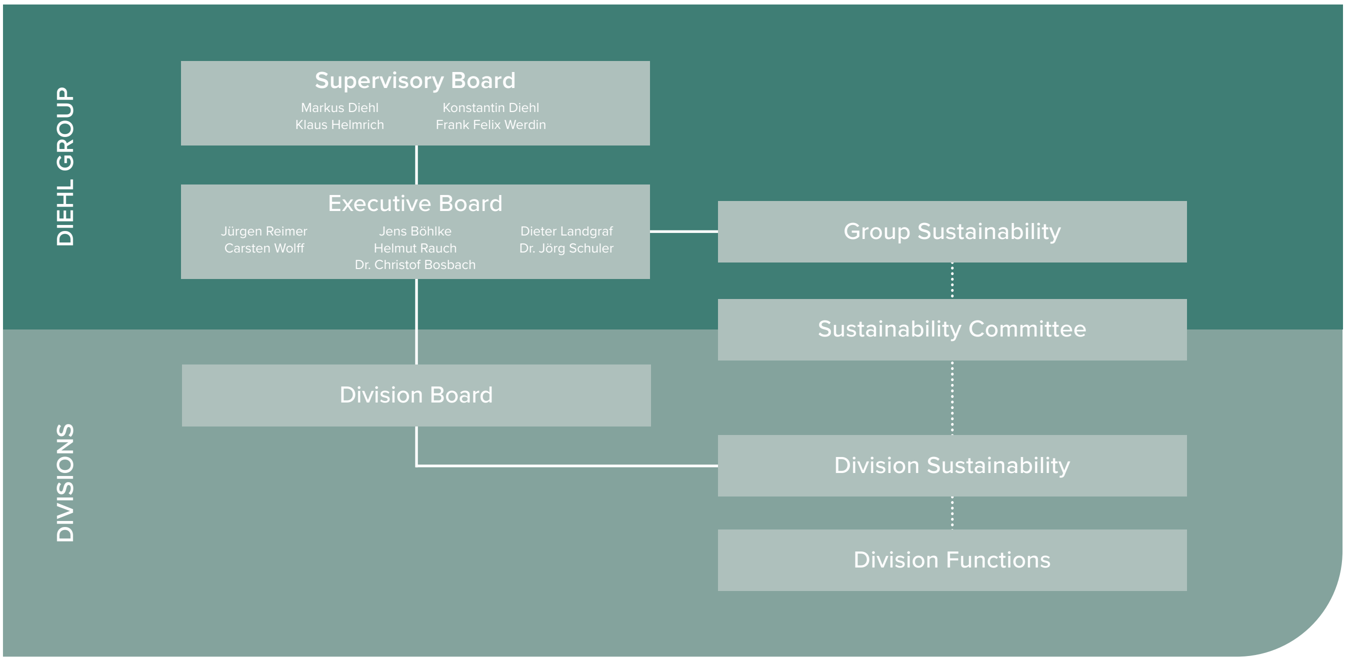
Executive Board – Breakdown by gender[1, 2]

In headcounts	2025	2024
Executive Board	7	7
Male	7	7
Percentage male	100 %	100 %
Female	0	0
Percentage female	0.0 %	0.0 %

Supervisory Board – Breakdown by gender[3]

In headcounts	2025	2024
Supervisory Board	4	5
Male	4	5
Percentage male	100 %	100 %
Female	0	0
Percentage female	0.0 %	0.0 %
Independent members[4]	2	2
Percentage of independent members	50.0 %	40.0 %

Sustainability organization



Overall responsibility for sustainability rests with the Executive Board. In co-operation with the Group Sustainability function, it establishes the overarching framework for the Group's sustainability activities. The Group Sustainability Function reports to the Executive Board member responsible for human resources and social affairs and coordinates sustainability-related topics at group level in close collaboration with the sustainability officers of the divisions.

This approach ensures a coordinated group-wide framework defining key areas of action and sustainability objectives. Core responsibilities include the further development of sustainability activities, ensuring compliance with regulatory reporting requirements, as well as establishing uniform standards. On a quarterly basis, the Corporate Board members receive updates on regulatory developments and other relevant initiatives.

Sustainability activities are implemented across the divisions and functions on a decentralized basis. Within the framework established at group level, the divisions define their own priorities, establish objectives and manage the implementation of relevant programs independently. Sustainability officers coordinate a network of contacts from business segments, functions and regions and ensure that initiatives are advanced and objectives are achieved.

[1] The Group Executive Board consists of the speakers of the Division Boards and the Corporate Board of the non-operative area.
[2] All members of the Executive Board hold executive positions. Employees and other workers are not represented on the Executive Board.
[3] No member of the Supervisory Board holds an executive position within the Diehl Group. Employees and other workers are not represented on the Supervisory Board.
[4] The assessment is based on criteria set out in the German Corporate Governance Code (as amended on April 28, 2022).

GOV-2 – Information provided to and sustainability matters addressed by the administrative, management and supervisory bodies

The Executive Board and the Supervisory Board are regularly informed of relevant developments by the group-wide sustainability function. This includes updates on regulatory requirements, their impact on the Group's business activities and the status of their implementation within the Group.

In the reporting year, the Executive Board addressed, among other things, the following group-wide topics:

- Sustainability Report
- Sustainability strategy and overarching priorities
- Status and outlook for the reduction of Scope 1 and Scope 2 emissions

In addition, key functions and departments, including Environment, Energy Consulting, Compliance, and Human Rights, regularly contribute relevant topics from their respective areas of responsibility to the Executive Board's decision-making processes. This ensures that key aspects of sustainable corporate governance are duly considered and regulatory developments are assessed at an early stage and gradually implemented at the group level.

GOV-3 – Incorporation of sustainability-related performance in incentive schemes

The compensation of the Executive Board comprises of fixed and variable components as well as additional benefits. The variable remuneration is determined and assessed by the Supervisory Board. The assessment is based on a comprehensive evaluation of the company's overall performance and is conducted without predefined weighting factors or standardized bonus schemes.

Sustainability-related aspects may be considered particularly where members of the Executive Board have corresponding responsibilities or where sustainability issues are of particular relevance to the respective business area.

In areas where sustainability-related objectives, such as the reduction of CO_2 emissions, play a significant role corresponding targets may also be incorporated into the performance evaluation of managers or communicated as needed.

GOV-4 – Statement on due diligence

The general company-related information reported in accordance with the ESRS is closely linked to the key actions implemented to fulfil corporate due diligence obligations. Sustainability is an integral part of the Diehl Group's strategic direction and is embedded in the strategies of the divisions in line with their respective business models and relevance. Accordingly, material sustainability matters are integrated into strategic decision-making and management processes.

These include, among others, aspects relating to climate change mitigation, occupational health and safety, and business ethics.

The processes established to fulfil due diligence obligations are embedded within the Diehl Group's existing governance framework. This framework comprises, in particular, the Diehl Code of Conduct, the Supplier Code of Conduct, as well as supplementary internal policies and requirements.

Together, these frameworks provide the binding basis for responsible business conduct across the Diehl Group's own operations and throughout its value chain.

The following table provides an overview of the key elements of due diligence and illustrates how these are reflected in the Diehl Group's Sustainability Report. It also indicates the respective sections in which the relevant information is disclosed.

As sustainability reporting continues to evolve across the Group, the quality, transparency, and traceability of the reported information are continuously improved.

In this context, dedicated control mechanisms for sustainability reporting are being developed and progressively integrated into the existing internal controls. This includes, in particular, the structured collection and reporting of relevant key performance indicators as well as their integration into established reporting processes.

Sustainability reporting is prepared in parallel with financial reporting and, where appropriate, follows comparable principles and procedures. The objective is to reduce the risk of errors or omissions in the reporting process and to continuously improve the reliability of the disclosed information.

References to the core elements of due diligence

Core elements of due diligence	References in the Sustainability Report
a) Integration of due diligence into governance, strategy and business model	GOV-1 GOV-2 GOV-3 SBM-3
b) Engagement with affected stakeholders throughout key steps of the due diligence process	GOV-2 SBM-2 IRO-1 Disclosures on targets in the respective topical standards
c) Identification and assessment of actual and potential negative impacts	IRO-1 SBM-3
d) Actions to address negative impacts	Discloser on actions and transition plans in the respective topical standards
e) Tracking the effectiveness of these actions and related communication	Disclosure on actions and targets in the respective topical standards

GOV-5 – Risk management and internal controls over sustainability reporting

Risk reports are submitted to the Executive Board and the Chairman of the Supervisory Board twice a year. These reports list all material risks that have a moderate or high impact on the company's net assets, financial position, or earnings, and for which the expected value of the risk is at least 800 k€.

The group-wide risk assessment includes risks arising from business activities, products, and services, as well as sustainability-related impacts.

To integrate these sustainability risks, the Group follows established standards such as the TCFD recommendations. Corresponding sustainability-related categories have therefore been incorporated into the group-wide risk catalog.

Both physical climate risks and climate-related transition risks and opportunities are taken into account.

The environmental information chapter sets out the most significant climate-related risks that have been identified. Further information on material group-wide risks and opportunities is provided in the Diehl Group's Annual Report. The expected short-, medium-, and long-term financial impacts of the material risks and opportunities are also disclosed in the Annual Report.

STRATEGY

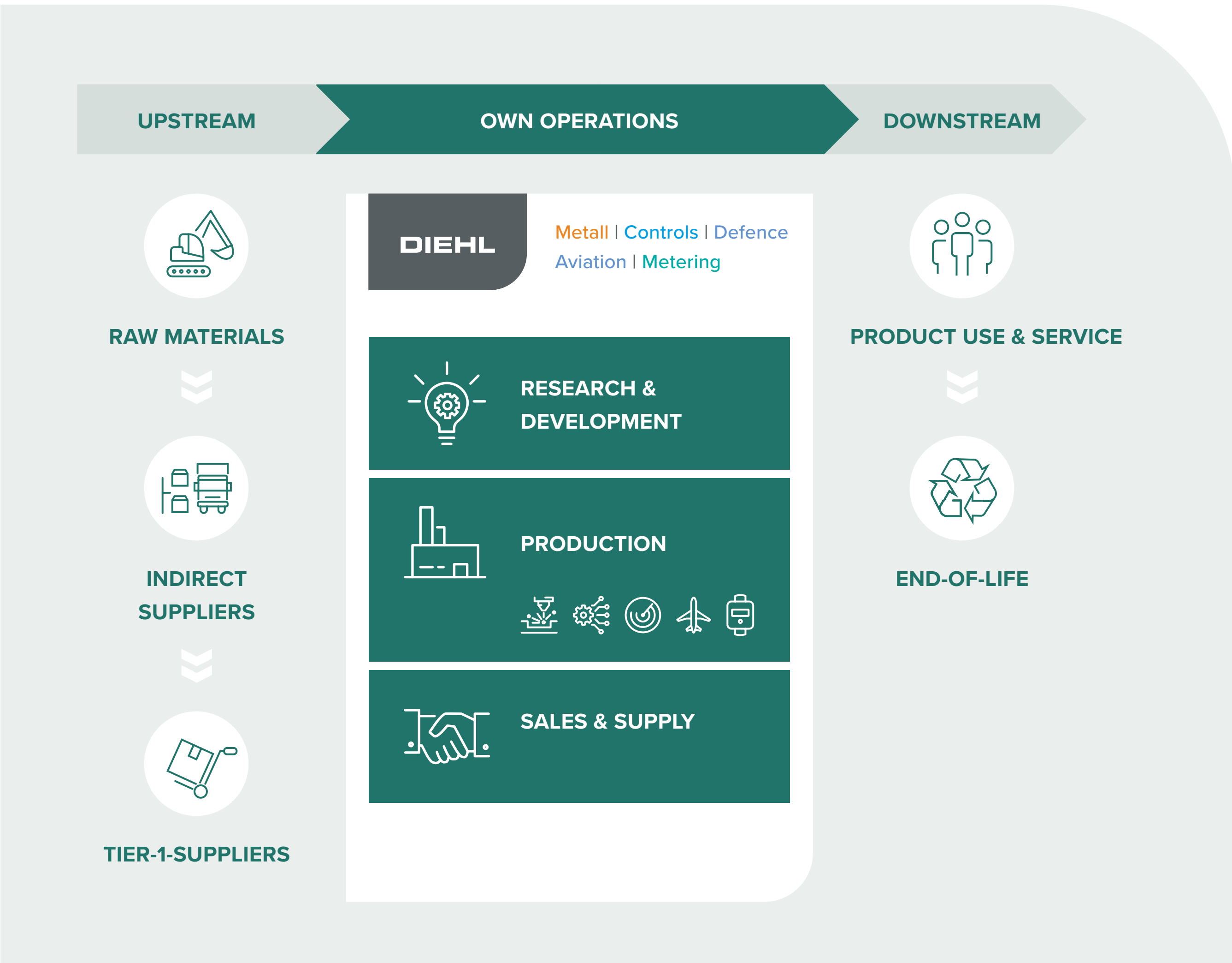
Sustainability provides an important framework for the Diehl Group's long-term development and is considered both at group level and within the individual divisions. Sustainability-related matters are integrated into strategic decision-making processes and, in line with the Group's decentralized organizational structure, are primarily managed within the respective divisions. Environmental, social, and economic aspects are addressed through the strategies of the individual divisions. At the same time, sustainability matters of overarching relevance are coordinated and aligned across the Group, particularly where common framework conditions, regulatory requirements, or group-wide ambitions apply. In this way, sustainability contributes to the long-term resilience and continued development of the Diehl Group while supporting compliance with applicable regulatory requirements and addressing the expectations of relevant stakeholders.

SBM-1 – Strategy, business model and value chain

The Diehl Group is a family-run international technology company with the divisions Metall, Controls, Defence, Aviation and Metering. The diverse portfolio comprises a broad range of products and solutions across various business segments and industrial sectors. Through its divisions, the Group develops, manufactures, and markets these products and solutions to an international customer base. Value creation is driven by market-oriented research and development activities, industrial manufacturing, and system integration within the divisions.

The Diehl Group's value chain encompasses globally active upstream suppliers of raw materials, electronic components, and other intermediate goods. The Group's own operations focus in particular on research and development, as well as the industrial manufacturing and integration of products and systems. Downstream, these products and systems are incorporated into customers' applications and used across a wide range of industrial end-use applications. Within these industrial value chains, Diehl primarily acts as a supplier, component manufacturer, and system provider. The material impacts, risks, and opportunities (IROs) identified by the Group arise across the entire value chain and relate to activities within the upstream, own operations, and downstream stages of the value chain.

Value Chain



The Diehl Group's key product areas comprise, in particular, defence and security systems as well as aerospace components and systems. The portfolio is further complemented by metal components and material solutions, electronic control and system solutions, and smart metering solutions, including related software and services.

Diehl Metall is one of the world's leading suppliers of innovative solutions in metal processing and high-performance components for a wide range of industries. The broad product portfolio includes high-quality semi-finished products, precision stamped parts, metal-plastic compound systems, plating technology, and innovative alloys.

Diehl Controls is a global leader in the development, industrialization, and manufacture of electronic and mechatronic components, systems, and solutions. Millions of these electronic components securely and efficiently control household and industrial appliances such as heat pumps, washing machines, refrigerators, and electric vehicles. Thanks to future-oriented technologies, Diehl Controls creates energy-efficient, user-friendly, and sustainable durable goods for its customers. The objective is to create significant added value for customers' products.

The Diehl Group – An overview

19.400+
Employees

5.421
Mio € sales

5
Divisions

502
Mio € R&D

15.000+
Suppliers

375
Mio € investments

Diehl Defence focuses on activities within the Diehl Group that are in the areas of defence and security. The company is a leading supplier of guided missile systems and air defence systems and has been a competent partner to the German armed forces and other international armed forces for decades. The product range is further complemented by medium- and large-caliber ammunition, unmanned systems, protection systems, and solutions for advanced training environments, as well as capabilities in explosive ordnance disposal. In addition, the company develops and manufactures key technological components, including infrared modules, fuzes, and specialty batteries.

Diehl Aviation is one of the leading international aviation industry suppliers. With its broad product portfolio, the company is a recognized partner of the major aircraft manufacturers in the field of systems and cabin. Besides products for original equipment of aircraft, upgrade solutions for the after sales market are offered as well as comprehensive services with worldwide customer service. Diehl Aviation offers its solutions for a broad range of aircraft platforms. From electric vertical take-off and landing aircraft (eVTOLs) and helicopters to business jets, single-aisle aircraft, and wide-body aircraft: Diehl Aviation products are deployed across a wide variety of applications. The company also maintains a strong presence in the military aviation sector, where its

100
Percent family-owned

124
Years of company history

The Diehl Group does not operate in the sectors of fossil fuel, controversial weapons, chemicals[5], or tobacco. In the 2025 financial year, the Group did not generate any sales from coal-, oil-, or gas-related activities and had no taxonomy-aligned economic activities related to fossil gas. Furthermore, no market bans on products or services within the Diehl Group's portfolio are known. In the defense sector, however, there are legal restrictions on the export and transfer of defense equipment, as well as licensing requirements for the development and manufacture of weapons.

Employees – Breakdown by geographical areas

In headcount	2025	2024
Europa	17.265	16.557
Asia-Pacific	1.463	1.472
Americas	857	857

reliable solutions are integrated into a range of programs.

Diehl Metering is one of the world's largest manufacturers of intelligent water meters and a leading developer, manufacturer and supplier of smart metering solutions, including the associated software and services. Diehl Metering supports its customers in the digitalization of their processes and systems. As a strategic partner, the division supports utilities, municipalities and companies in making water and energy networks more efficient.

The products and solutions of the divisions are marketed to an international customer base across a wide range of industrial sectors. Key customer groups include aircraft manufacturers, security- and defence-related institutions, as well as a broad range of industrial customers.

[5] In particular, the manufacture of pest control products, plant protection products, and disinfectants is not part of the Diehl Group's business activities.

SBM-2 – Stakeholder interests and perspectives

The Diehl Group attaches great importance to involving various interest groups to meet the multifaceted requirements of sustainable business conduct. Open, transparent, and continuous dialogue with stakeholders is essential for understanding their expectations and concerns and ensuring that these are appropriately considered. Such collaboration helps identify relevant challenges within the respective industries as well as in the broader social context and supports the joint development of appropriate solutions.

The Diehl Group's sustainability strategy is regularly reviewed, further developed, and implemented in line with strategic objectives at both Group and division level. Through ongoing analysis and assessment as part of our due diligence processes and materiality assessment, we ensure that stakeholder expectations and needs are identified and appropriately addressed. Feedback and suggestions are systematically incorporated into business policy, decision-making processes, and sustainability reporting, with the aim of creating long-term value for all stakeholders. As part of this continuous process, both the strategy and the business model are adapted where necessary.

The strategy process ensures that the management and supervisory bodies are informed about the views and interests of affected stakeholders regarding the company's sustainability-related impacts. Close collaboration with customers, business partners, employees, and society at large is a key success factor for the Diehl Group. Therefore, Diehl strives for an ongoing exchange to jointly shape a sustainable future. In addition, stakeholder dialogue is actively promoted within the business units and functions. This ensures that stakeholder concerns and feedback are regularly incorporated into relevant processes and actions. In this way, continuous stakeholder engagement is maintained and can make a significant contribution to the further development of our sustainability activities and objectives.

Stakeholder Communication

STAKEHOLDER	OWNERS	EMPLOYEES	CUSTOMERS, PARTNERS
FORMATS	Supervisory Board meetings and personal exchanges	Intranet, employee meetings and dialogues	Fairs, information and dialogues
TOPICS	Strategy, performance and regulation	Strategy and function-specific content	Strategy, performance and other information

IRO-1 – Description of the process to identify and assess material IROs

Regular reviews and updates of the strategies ensure that sustainability activities remain aligned with evolving market requirements. To this end, the Diehl Group conducts and updates its ESRS-based materiality assessment on an annual basis. Internal stakeholder representatives from various functions, countries, and divisions are actively involved in the process to ensure a comprehensive and balanced perspective. The materiality of business activities on the environment and society (impact materiality) as well as financial risks and opportunities (financial materiality) are assessed. To the extent information is available, the materiality assessment also takes into account relevant aspects of the upstream and downstream value chain.

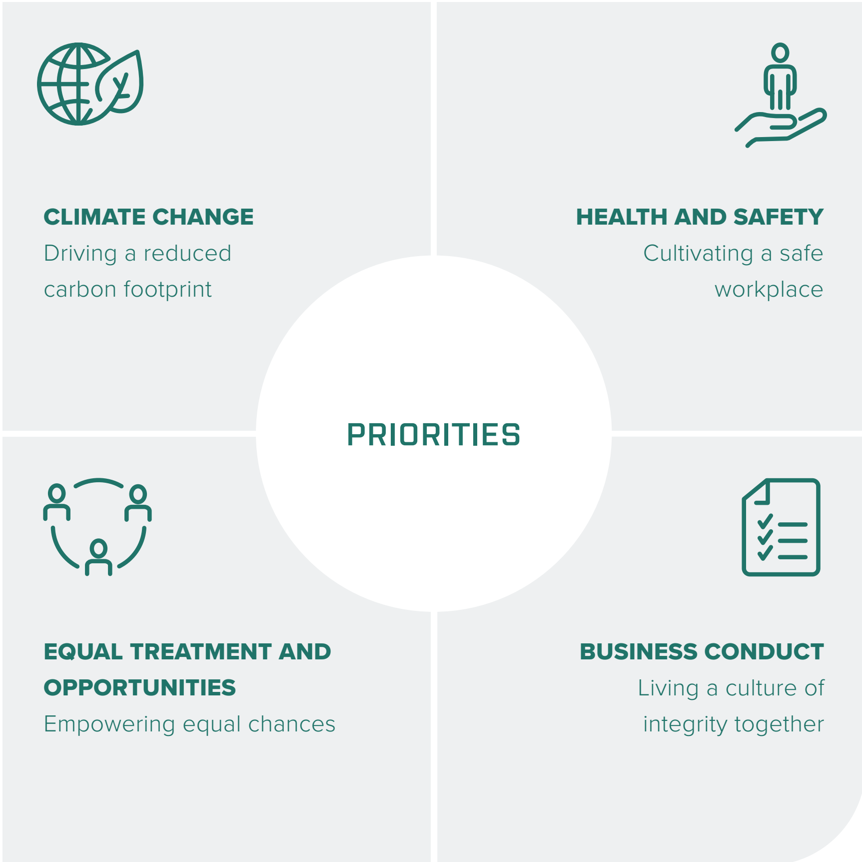
Based on the results of the materiality assessment, the Diehl Group develops targeted actions to further refine its sustainability strategy and effectively address material matters. As part of the company strategy, the material IROs are taken into account, which relate to the business model, the value chain, the strategy, and decision-making. This enables the Group to respond appropriately to sustainability-related developments and actions are adjusted accordingly to mitigate risks, and leverage opportunities. This ensures that the strategy and business model are aligned to address material impacts, risks, and opportunities, and that the right priorities are set in the area of sustainability to make a positive contribution to society and the environment.

The Diehl Group regularly reviews and further refines its materiality assessment, with a particular focus on incorporating additional value chain aspects and stakeholder perspectives.

SUPPLIERS	FINANCIAL INSTITUTIONS	POLITICS, ASSOCIATIONS
Information and questionnaires	Regular dialogue	Dialogue and events
Information on activities and performance	Strategy, performance and other information	Climate strategy and regulation

Based on the results of the materiality assessment, the Executive Board of the Diehl Group has defined key areas for action in the fields of environment, social matters and governance, which are actively pursued across the divisions. Each division is responsible for developing and implementing own actions. These priorities reflect the company's long-term sustainability targets. To monitor progress, relevant performance indicators are being established and targeted actions are being implemented. The Diehl Group has defined four group-wide sustainability priorities:

Sustainability Priorities



- Climate change: The Group has set specific targets for reducing CO_2 emissions and is implementing actions to promote renewable energies and improve energy efficiency in its companies.
- Health and safety: The Group attaches utmost importance to the safety and well-being of its employees and invests in training, safety equipment, and preventive actions to avoid accidents in the workplace.
- Equal treatment and opportunities: The Group actively promotes diversity and inclusion in the workplace and is committed to equal opportunities, fairness, and respect for all employees regardless of gender, origin, or other characteristics.
- Business conduct: The Group is committed to ethical conduct and integrity in all its business activities. It promotes transparent and responsible business practices and rejects any form of corruption and unethical behavior.

The Diehl Group's sustainability strategy is completed by individual actions in the divisions, which make material contributions to the overall success. The specific details and actions vary depending on the market and the needs and challenges of the respective divisions or strategic business segments.
These tailored strategies and projects contribute material to achieving the group-wide sustainability priorities.

Particular emphasis is placed on close collaboration and the continuous exchange of knowledge and experience across the divisions in order to share best practices and leverage synergies. This ensures that all areas of the company actively contribute to sustainable development and that common targets are achieved.

SUCCESS STORY

Sustainability ratings at Diehl

The Diehl Group uses various sustainability rating platforms to make its commitment to sustainability measurable, transparent, and comparable. Moreover, such assessments provide valuable insights into opportunities for continuous improvement and serve as an important communication tool for customers and other stakeholders.

Two rating platforms are of particular significance due to their widespread recognition and use: the Carbon Disclosure Project (CDP) and EcoVadis. CDP assesses more than 22,000 companies annually on environmental topics such as climate change, water security, and deforestation. Three divisions of the Diehl Group actively participate in the CDP assessment process and achieved strong results in the 2024 reporting year. Diehl Metall, Diehl Controls, and Diehl Aviation each received a B score in the categories "Climate Change" and "Water Security". This rating corresponds to the management level within the CDP scoring system and indicates that the companies actively manage environmental impacts through established processes, clear responsibilities, defined targets, and integration into their division strategies. EcoVadis evaluates all three dimensions of sustainability – environment, social, and governance. As a globally established platform, EcoVadis has already evaluated more than three million companies worldwide. All divisions of the Diehl Group participate in this assessment.

In 2025, Diehl Metering achieved an outstanding result and was awarded a Gold Medal at the division level. In addition, Diehl Metering sites in France and Poland successfully retained their Gold Medals. Diehl Metall also received a Gold Medal for the first time for its Diehl Brass Solutions entity.

IRO-2 – Disclosure requirements in ESRS covered by the undertaking's sustainability statement

The materiality assessment has shown that the following sustainability aspects are material for the Diehl Group:

- Climate change adaptation
- Climate change mitigation
- Energy
- Own workforce – working conditions
- Own workforce – equal treatment and equal opportunity for all
- Corporate culture
- Whistleblower protection

These topics form the basis of the Diehl Group's sustainability reporting and guide its sustainability-related activities. The disclosure requirements relating to the material sustainability topics are addressed in this Sustainability Report in accordance with the respective topical standards. Efforts are continuously made to further enhance reporting and to close any remaining gaps between disclosure requirements and the information reported.

In addition to the material sustainability aspects, the Diehl Group also reports on sustainability matters of general relevance. As these topics do not constitute key focus areas for the Group, only selected disclosure requirements under the following topical standards are addressed:

- Pollution
- Water and marine resources
- Circular economy
- Workers in the value chain
- Business conduct

The sustainability topics covered by the following topical standard were assessed as not material:

- Biodiversity and ecosystems: All Diehl Group sites are located exclusively within officially designated industrial and commercial zones.
- Affected communities: The industries in which the Diehl Group operates and the regions in which its sites are located are not specifically associated with impacts on affected communities, including Indigenous Peoples or other minority groups.
- Consumers and end-users: As a business-to-business (B2B) company, the Diehl Group generally does not maintain direct relationships with consumers or end-users.

In addition to the disclosure requirements of the ESRS, the Diehl Group reports oriented on the disclosure requirements of the EU Taxonomy Regulation, insofar as these are covered by this Sustainability Report.

CLIMATE CHANGE

SBM-3 – Material IROs and their interaction with strategy and business model

Climate change – Material IROs

	IRO-Typ	Occurrence	Time horizon	Value chain	Description
Climate change adaptation	⊕	Potential	Medium-, long-term	Own operations, upstream and downstream value chain	Proactive actions to adapt to climate change strengthen the resilience of Diehl's business model. This contributes to the company's long-term stability and supports its strategic development.
	⊖	Potential	Medium-term	Upstream value chain	Climate-related extreme weather events, such as floods, storms, or heatwaves, may adversely affect upstream supply chains by disrupting the availability of critical raw materials and components. This can impair the stability of value chain relationships and make it more challenging to maintain resilient supply chains.
	⚠	Actual/ Potential	Medium-term	Upstream and downstream value chain	Disruptions in supply chains resulting from climate-related extreme weather events may pose operational and financial risks for Diehl. Potential consequences include production delays, increased costs, and constraints in meeting supply obligations, which may adversely affect the achievement of strategic business objectives.
	⇅	Actual/ Potential	Medium-, long-term	Upstream value chain	The targeted development of climate-resilient supply chains and the integration of adaptation strategies provide Diehl with the opportunity to reduce supply risks and enhance operational stability. This supports a robust business model and contributes to the company's resilient and sustainable development.
Climate change mitigation	⊕	Potential	Medium-term	Own operations, upstream and downstream value chain	The group-wide development and implementation of low-emission technologies and energy-efficient solutions contribute to the reduction of greenhouse gas emissions across the value chain. This supports sustainable value creation, advances compliance with regulatory targets, and contributes to the further development of selected future-oriented industrial solutions.
	⊖	Actual	Medium-term	Own operations, upstream and downstream value chain	Greenhouse gas emissions arising from the Group's own operations and across the value chain contribute negatively to global climate change. These emissions influence the Group's overall carbon footprint and are subject to increasing regulatory requirements as well as growing market and customer expectations regarding low-emission value creation processes.
	⚠	Actual/ Potenziell	Medium-term	Upstream value chain	Increasing regulatory requirements related to climate change mitigation represent a financial and strategic risk for Diehl. Rising costs resulting from carbon pricing, regulatory adjustments, or supplier requirements may affect the economic viability of individual activities and necessitate adjustments to existing target systems.
	⇅	Actual/ Potenziell	Medium-term	Own operations, Upstream value chain	Investments in low-emission technologies and sustainable solutions create opportunities for Diehl to reduce greenhouse gas emissions and unlock new market and business potential. This strengthens the company's innovative capacity and improves its competitive position in selected market segments.

⊕ Positive impact
⊖ Negative impact
⚠ Risk
⇅ Opportunity

Short-term: <1 year
Medium-term: 1-5 years
Long-term: >5 years

Climate change – Material IROs

	IRO-Typ	Occurrence	Time horizon	Value chain	Description
Energy		Potential	Medium-term	Own operations, upstream and downstream value chain	Through the systematic expansion of energy-efficient production processes, certified energy management systems, and an increasing share of renewable energy, Diehl makes a positive contribution to reducing energy consumption and the associated environmental impacts. This strengthens resource-efficient industrial value creation and supports efficient and sustainable production structures.
		Actual	Short- to medium-term	Own operations, upstream value chain	The energy-intensive operation of industrial production and manufacturing processes results in significant electricity and energy consumption and contributes to environmental impacts. These energy-related impacts influence Diehl's environmental footprint, particularly through resource consumption and the associated greenhouse gas emissions.
		Actual/ Potenziell	Medium-term	Upstream value chain	Dependencies on external energy supply chains, volatile energy prices, and geopolitical or regulatory developments represent financial and operational risks for Diehl. Rising energy costs or supply disruptions may affect the economic viability of energy-intensive business activities and hinder the implementation of strategic efficiency and decarbonization objectives.
		Actual	Medium-term	Own operations, upstream value chain	The targeted expansion of renewable energy sources, an increased share of green electricity, and the continuous improvement of energy efficiency provide Diehl with opportunities to sustainably reduce energy costs and strengthen security of supply. This enhances competitiveness and supports the further development of energy-efficient and resilient business structures.

Positive impact
Negative impact
Risk
Opportunity

Short-term: <1 year
Medium-term: 1-5 years
Long-term: >5 years

Disclosures pursuant to Article 8 of Regulation (EU) 2020/852 (EU Taxonomy Regulation)

The EU Taxonomy serves as a classification system for identifying environmentally sustainable economic activities. The following disclosures are based on the current draft amendments to the EU Taxonomy, which provide for simplifications and streamlining in the reporting of sales, CapEx, and OpEx KPIs, particularly through the introduction of materiality thresholds.

In the reporting year, the Diehl Group identified two economic activities that are fundamentally eligible under the EU Taxonomy:

- Thermal energy metering (e.g., heat and cooling meters), which is assigned to the environmental objective of climate change mitigation, as these activities contribute to the measurement, transparency, and improvement of energy efficiency.
- Water metering (e.g., water meters and leak detection technologies), which is assigned to the environmental objective of the sustainable use and protection of water and marine resources, as these activities support efficient water management and help reduce water losses.

Based on the current assessment, both the taxonomy-eligible sales and the relevant taxonomy-eligible CapEx and OpEx portions of these activities fall below the 10% thresholds. Consequently, the Diehl Group has not provided additional detailed disclosures or further explanations relating to these activities in the reporting year.

As a result, no documentation is provided regarding compliance of the aforementioned activities with the EU Taxonomy's technical screening criteria. Furthermore, no CapEx relating to category C is currently reported separately, and the Diehl Group has not established a CapEx plan as defined by the EU Taxonomy.

The Diehl Group continuously reviews the classification of its economic activities as well as the requirements of the EU Taxonomy and will provide corresponding additional reporting in the event of a material change in regulatory requirements or quantitative significance.

Proportion of taxonomy-eligible and taxonomy-aligned economic activities

Reporting year (N)					Breakdown of Taxonomy-aligned activities by environmental target										
KPI	Turnover	Share of Taxonomy-eligible activities	Taxonomy-aligned activities	Share of Taxonomy-aligned activities	Climate change mitigation	Climate change adaptation	Water and marine resources	Circular economy	Pollution prevention and control	Biodiversity and ecosystems	Share of enabling activities	Share of transition activities	Non-assessed non-material activities	Taxonomy-aligned activities in the previous reporting year (N-1)	Taxonomy-aligned activities in the previous reporting year (N-1)
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)
	Mio. €	%	Currency	%	%	%	%	%	%	%	%	%	%	Currency	%
Sales	5,420.5	%		%	%	%	%	%	%	%	%	%	9,6 %		%
CapEx	375.0	%		%	%	%	%	%	%	%	%	%	5,7 %		%
OpEx	651.4	%		%	%	%	%	%	%	%	%	%	6,2 %		%

Explanatory Notes:

1. (N) refers to the reporting year to which the disclosed data relates. Columns (2) to (14) relate to reporting year (N). (N-1) refers to the previous reporting year. If no data was reported for reporting year (N-1), columns (15) and (16) shall remain blank.
2. Column (2) contains the denominator of the respective KPI.
3. Column (3) contains the share of the denominator of the respective KPI that is associated with the total amount of taxonomy-eligible economic activities, irrespective of whether those activities are taxonomy-aligned or not.
4. Column (5) contains the share of the denominator of the respective KPI that is associated with the total amount of taxonomy-aligned economic activities.
5. Columns (6) to (11) contain the share of the denominator of the respective KPI that is associated with taxonomy-aligned economic activities making a substantial contribution to the corresponding environmental objective. For each KPI, the sum of the shares reported in columns (6) to (11) corresponds to the value reported in column (5).
6. Column (12) contains the share of the denominator of the respective KPI that is associated with taxonomy-aligned economic activities that qualify as enabling activities.
7. Column (13) contains the share of the denominator of the respective KPI that is associated with taxonomy-aligned economic activities that qualify as transitional activities.
8. Column (14) contains the share of the denominator of the respective KPI that is associated with economic activities considered non-material with respect to the relevant KPI and therefore not assessed for taxonomy eligibility and taxonomy alignment in accordance with Article 2(1a), (1b), and (1c). For an economic activity that is considered material with respect to a KPI (turnover, CapEx, or OpEx), undertakings shall fully assess the taxonomy eligibility and taxonomy alignment of that KPI in relation to the relevant activity and may not designate any portion of the KPI relating to that activity as non-material. Column (14) shall therefore not include any turnover, CapEx, or OpEx associated with material economic activities.
9. Column (16) contains the share of the denominator of the respective KPI relating to reporting year (N-1) that is associated with the total amount of taxonomy-aligned economic activities in reporting year (N-1).
10. Columns (5) to (11) – avoidance of double counting: Where the value reported in column (5) includes taxonomy-aligned economic activities that make a substantial contribution to more than one environmental objective simultaneously, the substantial contribution of those activities to the respective environmental objectives shall be reported under the relevant environmental objectives in columns (6) to (11) of template 2, in the corresponding rows for the relevant activity. However, such activities shall not be double counted in columns (5) to (11) of template 1.

E1-1 Transition plan for climate change mitigation

The energy transition and climate change mitigation requirements pose major challenges for industrial sites. Diehl takes responsibility for environmental protection and is actively committed to climate change mitigation. The Group's objective is to reduce the environmental footprint of its business activities and contribute to the mitigation of greenhouse gas emissions.

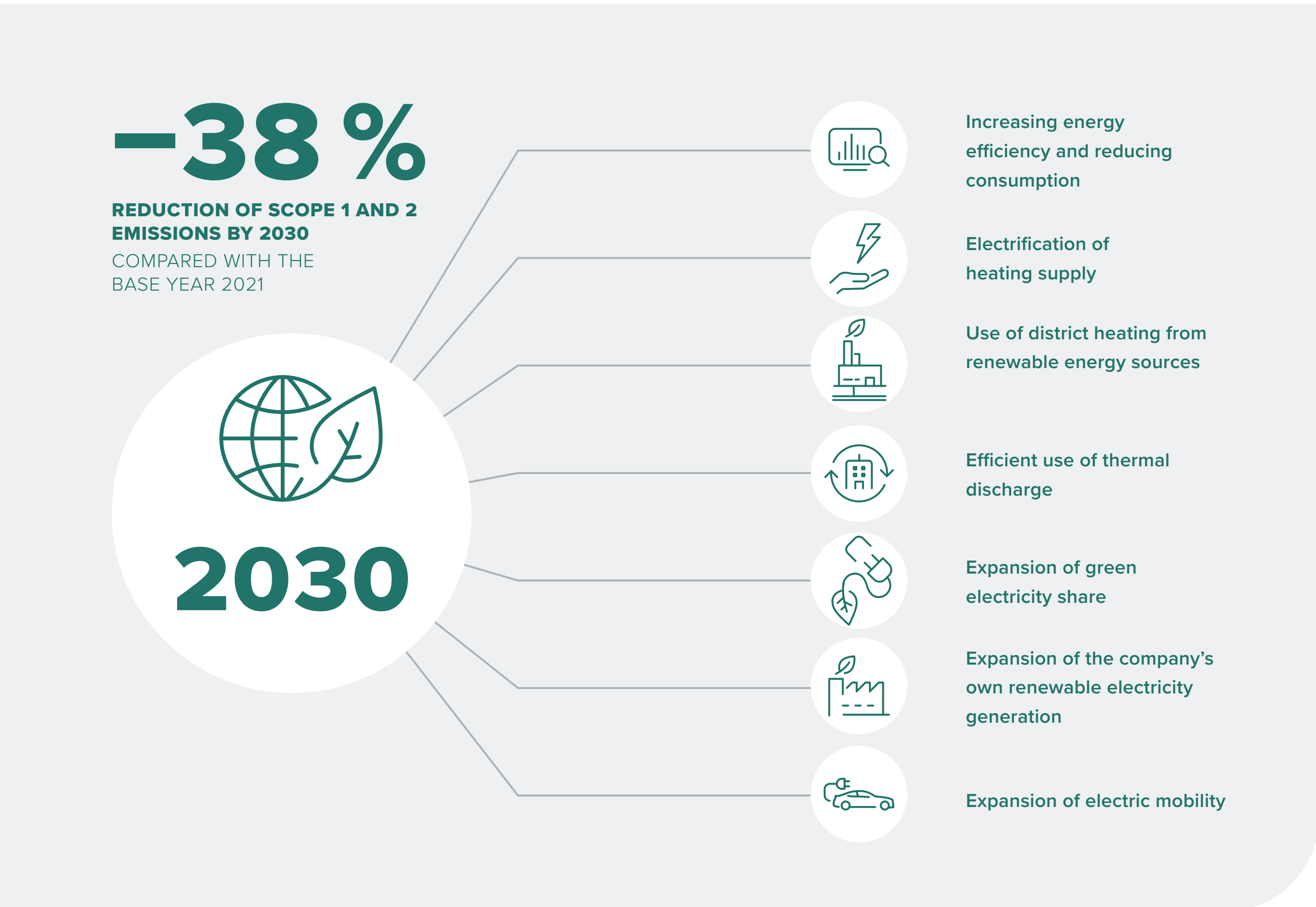
To this end, Diehl has set a target of reducing its scope 1 and scope 2 emissions by 38 % by 2030 compared with the base year 2021, either on an absolute basis or relative to sales. These overarching climate targets are known to the Executive and Supervisory Bodies and serve as a guiding framework for strategic decision-making.

The investment requirements necessary to achieve these objectives have not yet been fully quantified and are being determined progressively as part of the respective planning cycles and in close coordination with the responsible decision-makers.

On this basis, the climate transition plan – aligned with the requirements of the ESRS – is currently being developed. At the reporting date, a fully developed, group-wide transition plan is not yet available. Transition plans for the individual divisions are being developed and continuously refined in order to provide greater transparency in the future regarding reduction pathways, prioritized actions, and their contribution to achieving the Group's climate targets.

Current efforts focus on targeted actions to improve energy efficiency, expand the use of heat recovery systems, increase the share of renewable energy, and replace fossil fuels, with the target of sustainably reducing greenhouse gas emissions.

Transitional actions until 2030



E1-2 – Policies related to climate change mitigation and adaptation

Climate targets are implemented in a decentralized manner through the individual divisions of the Diehl Group. The associated transition plans are continuously being developed and further refined in line with the specific requirements of individual sites and business activities. Climate change mitigation actions are managed within the framework of existing planning and decision-making processes. Transparency regarding implementation progress and the contribution of individual actions to achieving the climate targets is being continuously enhanced and serves as an important basis for the ongoing development of the transition plans. CO_2 emissions are currently considered qualitatively within internal decision-making processes.

In addition, the operating units independently manage their energy-related activities. At energy-intense sites, energy management systems in accordance with DIN EN ISO 50001 or DIN EN 16247 have been implemented. Independent bodies conduct regular monitoring and recertification audits. Sites without formal certification also record their energy consumption and implement actions aimed at improving energy efficiency.

To support the operating units in implementing climate change mitigation and energy efficiency initiatives, a group-wide Energy Consulting Team has been established. The Diehl Energy Consulting Team assists energy managers in identifying energy-saving potential across all energy sources and supports the further development of site-specific energy concepts. In addition, the team promotes the expansion of renewable energy, the electrification of mobility, and the development of the necessary charging infrastructure. Together, these activities form a key foundation of the Group's decarbonization policy.

SUCCESS STORY

Energy management systems

In 2025, another important milestone was reached in energy management: The production sites of the Diehl Metering division in France, Germany, and Poland were successfully certified to DIN EN ISO 50001. The certification confirms the effectiveness of the implemented energy management system, reinforces the systematic approach to improving energy performance, and underscores Diehl Metering's long-term commitment to continuous efficiency improvements in its operations.

E1-3 – Actions and resources in relation to climate change policies

During the reporting year, Diehl further reduced its CO_2 emissions through the procurement of green electricity, including via power purchase agreements (PPAs), the generation of renewable electricity from its own photovoltaic systems, and the implementation of energy-efficiency actions in production processes. The share of renewable energy in the German electricity supply system reached 80 % during the reporting period. Building on these actions, the sites in Bażanowice (Poland), Saint-Louis (France), Apolda, Ansbach, and Nuremberg (Germany) were fully transitioned to electricity from renewable sources through a combination of PPAs and guarantees of origin. In addition, site-specific heating solutions were implemented to further reduce emissions, including the installation of a biomass heating system at the Ansbach site and the connection of the Apolda site to the municipal district heating network.

Further emission reductions were achieved through the continuous optimization of operational processes. Key actions included improvements in energy efficiency, the use of waste heat for heating purposes, and the electrification of existing processes. To further advance decarbonization, Diehl intends to continue and expand proven actions while progressively strengthening collaboration along the supply chain.

During the reporting year, the group-wide Energy Consulting Team supported numerous projects aimed at increasing the share of renewable electricity and provided technical expertise for the planning and implementation of energy-related actions at various sites.

SUCCESS STORY

Energy measures

During the reporting year, the Energy Consulting Team managed a wide range of projects aimed at increasing the share of green electricity and providing expert energy support across various sites:

At sites with suitable roof capacity, photovoltaic systems were installed to generate green electricity for on-site consumption:

- Röthenbach: 4 MWh of installed capacity, generating approximately 4 GWh of electricity in 2025.
- Laupheim: 1,4 MWh of installed capacity, generating approximately 1.4 GWh of electricity in 2025.

This contributed to the avoidance of more than 1,500 tCO_2 emissions during the reporting year.

Procurement of green electricity through PPAs
In 2025, the share of renewable electricity procured directly through PPAs at German sites increased to nearly 30 %. As a result, well over 10,000 tCO_2 emissions were avoided.

E-mobility
For the Diehl Group, the transition to electric mobility is an important lever for reducing CO_2 emissions. The Diehl Energy Consulting Team is driving and supporting the rollout of a standardized charging infrastructure across Group sites, with the objective of reducing emissions associated with employee commuting and the company vehicle fleet. Particular emphasis is placed on providing user-friendly charging solutions and fair charging rates for employees.

In 2025, charging infrastructure was installed at the following five sites:

- Diehl Metal Applications GmbH - Teltow
- Diehl Metall Stiftung & Co. KG - Röthenbach
- Aviation Laupheim GmbH - Laupheim
- Diehl Aeropace GmbH - Nuremberg
- Diehl Metering GmbH - Nuremberg

By the end of 2025, a total of 74 charging points were in operation. Approximately 2,000 MWh of electricity were supplied through these charging facilities, resulting in CO_2 savings of around 100 tCO_2 during the reporting year.

Energy and heating concepts:
Diehl Energy Consulting developed detailed energy and heating concepts for the Besançon site of the Metall division and the Diehl Defence site in Troisdorf. Implementing these new energy and heating concepts will significantly reduce CO_2 emissions at these sites in the future.

E1-4 – Targets related to climate change mitigation and adaptation

A key target of the Diehl Group is to avoid CO_2 emissions wherever possible and, where this cannot be achieved, to minimize them. To support this target, the calculation and monitoring of the Group's carbon footprint are firmly embedded in its sustainability strategy. The Diehl Group has set the target to reduce scope 1 and scope 2 emissions by 38 % by 2030 compared with the 2021 base year, either in absolute terms or relative to sales.

In 2025, Diehl Metering, supported by external experts, prepared its submission to the Science Based Targets initiative (SBTi). This marked a further milestone for the Group, as it was the first time that decarbonization targets were refined at the division level. As part of this process, the base-year calculations were consolidated and validated, and senior management was actively involved in the development of the decarbonization roadmap.

E1-5 – Energy consumption and mix

The following information provides an overview of the Diehl Group's energy consumption and mix across its own operations.

Energy consumption and Mix

In MWh	2025	2024
Total energy consumption	386,450	358,521
Total consumption from fossil sources	224,422	230,211
Share of fossil sources in total energy consumption	58.1 %	64.2 %
Fuel consumption from coal and coal products	439	356
Fuel consumption from crude oil and petroleum products	21,178	14,585
Fuel consumption from natural gas[6]	103,611	97,291
Fuel consumption from other fossil sources	192	106
Consumption of purchased or acquired electricity, heat, steam and cooling from fossil sources	99,002	117,873
Total consumption from nuclear sources	9,667	13,177
Share of nuclear sources in total energy consumption	2.5 %	3.7 %
Total consumption from renewable sources	152,362	115,134
Share of renewable sources in total energy consumption	39.4 %	32.1 %
Fuel consumption from renewable sources, including biomass	1,853	687
Consumption of purchased or acquired electricity, heat, steam and cooling from renewable sources	145,045	114,057
Consumption of self-generated renewable energy not derived from fuels	5,464	389
Energy intensity[7]	70.3	75.8

[6] Including liquefied petroleum gases.
[7] Energy consumption of high climate impact sectors in MWh / sales generated in high climate impact sectors in € mio.

E1-6 – Gross scopes 1, 2, 3, and total GHG emissions

The Diehl Group prepares its greenhouse gas (GHG) inventory in accordance with the requirements of the Greenhouse Gas Protocol Corporate Standard. As in previous years, the inventory covers all relevant and material emission sources across the Group and its divisions. The inventory comprises direct greenhouse gas emissions from the Group's own operations (scope 1), indirect emissions from purchased energy (scope 2), and material indirect emissions arising along the upstream and downstream value chain (scope 3). Certain scope 3 categories are not included, as their contribution to the Group's overall GHG emissions has been assessed as immaterial.

The following information provides an overview of the Diehl Group's GHG emissions from its own operations as well as from the upstream and downstream value chain. The significant reduction in the Group's carbon footprint is primarily attributable to the discontinuation of the optional reporting of emissions from scope 3 Category 11 (Use of sold products) in the Aviation division. These emissions are no longer included in the GHG inventory as of the 2025 reporting year.

Gross GHG emissions

In tCO_2e	2025	2024
Corporate Carbon Footprint [8]	3,287,240	8,849,830
Carbon-intensity (scope 1 & 2) [8,9]	16.9	24.1
Scope 1	27,400	31,945
Scope 2 (market-based)	64,017	81,419
Scope 2 (location-based)	110,610	100,158
Scope 3 [10]	3,195,823	8,736,466
3.1 Purchased goods and services	973,527	629,725
3.2 Capital goods	47,644	49,708
3.3 Fuel- and energy-related activities	28,861	33,622
3.4 Upstream transportation and distribution	21,823	18,420
3.6 Business travel	14,842	12,721
3.7 Employee commuting	39,968	39,083
3.9 Downstream transport und distribution	8,983	12,381
3.10 Processing of sold products	50,585	35,348
3.11 Use of sold products	2,009,588	7,905,458

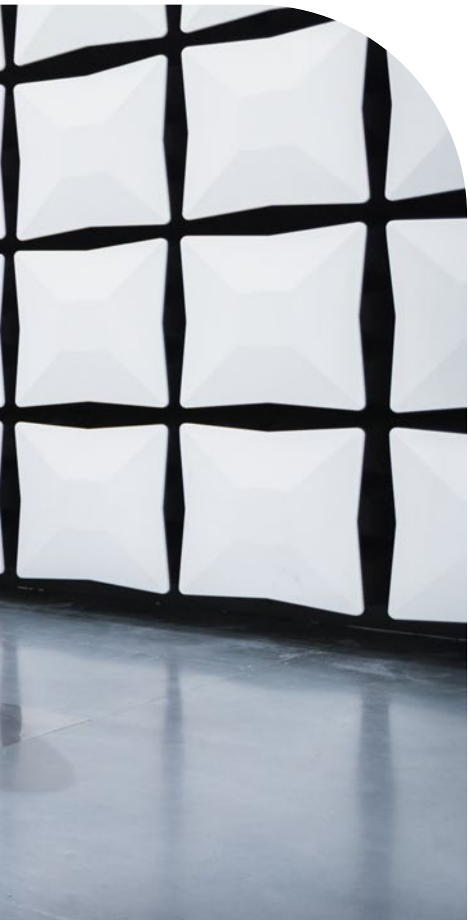
[8] Based on market-based calculation methodology.
[9] GHG emissions in tCO_2e per € mio. of sales.
[10] Includes all relevant and material emissions categories of the Diehl Group and has been adjusted to eliminate double counting resulting from internal activities.

E1-7 – GHG removals and GHG mitigation projects financed through carbon credits

During the reporting year, the Diehl Group did not implement any projects related to the removal or storage of greenhouse gases. Furthermore, the Group neither purchased nor financed carbon credits for the purpose of offsetting greenhouse gas emissions. Emission reductions are achieved through implemented actions within the Group's own operations.

E1-8 – Internal carbon pricing

The implementation of an internal carbon price for investment decisions is currently not planned.



SUCCESS STORY

Successful verification of the Corporate Carbon Footprint

The Corporate Carbon Footprint (CCF) for the 2024 reporting year was externally verified for the first time across several divisions of the Diehl Group. The audits were conducted by independent external auditors in accordance with the requirements of the GHG Protocol and ISO 14064.

The CCF of Diehl Controls and Diehl Metall was verified as part of a limited-assurance audit. At Diehl Aviation, a reasonable-assurance audit was conducted with increased audit scope and more comprehensive and detailed audit procedures. In addition, Diehl Metering's CCF was reviewed by an external expert as part of the preparation for the submission of Science Based Targets initiative (SBTi) targets and the designation of 2024 as the base year.

These external audits confirm that the measurement and reporting of GHG emissions are transparent, consistent, and based on sound methodology. They provide a reliable foundation for monitoring progress towards the Group's emission reduction targets and for managing decarbonization actions in a targeted manner.

At the same time, the audit results provide valuable insights for the continuous improvement of the data collection and reporting processes. The divisions of the Diehl Group therefore intend to continue making targeted use of external CCF audits in the future to further strengthen the already high quality of their emissions reporting.

E1-9 – Anticipated financial effects from material physical and transition risks and potential climate-related opportunities

The Diehl Group follows the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) in the identification and assessment of climate-related risks. Physical and transition risks are incorporated into the group-wide risk catalogue and assessed based on their likelihood of occurrence and potential impact; material risks are identified at the level of each division and addressed through targeted mitigation actions where required.

The financial effects of climate-related physical and transition risks are currently assessed primarily on a qualitative basis. Physical risks include both acute events, such as extreme weather events, and chronic changes, such as long-term increases in temperature. The assessment is based on a simplified climate scenario analysis using data published by the Intergovernmental Panel on Climate Change (IPCC), taking into account different climate pathways and currently focusing on a conservative high-emissions scenario. Temperature increase, flooding and water stress were identified as the most relevant physical climate risks. Other climate-related hazards in accordance with the ESRS classification were also assessed but are currently considered immaterial.

Overall, an increase in climate-related physical risks can be observed across the Group's sites. However, no significantly elevated exposure to physical climate risks is currently observed at group level. This is largely attributable to the geographical distribution of the Group's sites, the adaptation actions already implemented and the limited dependence on individual climate-sensitive resources. More detailed analyses are planned for sites with potentially higher exposure to physical climate risks.

Transition risks arise from regulatory, technological and market-related developments associated with the transition to a low-carbon economy. These include evolving climate-related regulations, carbon pricing mechanisms, increasing energy and compliance costs, and changing market and customer requirements. The significance of these risks varies across the divisions. At present, no significantly elevated exposure to transition risks has been identified for the Diehl Group as a whole; relevant developments are continuously monitored and are integrated into existing management, planning and risk management processes.

Material climate-related physical and transition risks

	Impact current FY 2025	Impact medium-term 2026-2030	Impact long-term > 2030
Water scarcity	○	○	◒
Flooding	○	○	◒
Heat stress	○	○	◒
Politics and legal: Increasing carbon pricing and sustainability requirements may increase energy and raw material prices	◒	◒	◒
Politics and legal: Regulations relating to existing products and materials	○	◒	◒
Technology: Impacts resulting from the transition to lower-emission and more sustainable technologies	◒	◒	◒
Market: Changes in customer behavior, e.g. increased adoption of e-mobility	○	◒	○
Reputation: Damage to reputation resulting from failure to meet increasing stakeholder expectations	○	○	○

○ = Low, ◒ = Medium, ◉ = High, ● = Absolute

POLLUTION

E2-1, E2-2, E2-3, E2-4 und E2-5

Air, water and soil pollution

The Diehl Group considers the responsible use of natural resources and the protection of the environment to be integral elements of its company policy. A particular focus is placed on the continuous improvement of energy and resource efficiency across all divisions. Environmental awareness is firmly embedded throughout the Group, both through the Code of Conduct and through a comprehensive environmental policy.

To ensure a systematic and holistic approach to environmental management, the Diehl Group has established clear guidelines, processes and responsibilities. These are designed to prevent adverse environmental impacts, ensure compliance with applicable legal requirements and meet additional commitments. Environmental management covers all aspects of operational environmental protection and provides guidance on the responsible use of materials, water and waste as well as the reduction of emissions. Nearly all production sites worldwide are certified in accordance with DIN EN ISO 14001. In addition, the Diehl Metal Applications site in Berlin is validated under the Eco-Management and Audit Scheme (EMAS).

Environmental and energy-related matters are managed on a decentralized basis. Environmental officers at the individual sites monitor compliance with relevant regulations, provide guidance on environmental matters and submit regular reports. A Group Environmental Protection Officer coordinates is responsible for coordinating and connecting the local representatives. Regular audits and site inspections help ensure the effectiveness of the environmental management system and support its continuous improvement.

Reports of potential environmental impacts can be submitted at any time by all employees of the Diehl Group. During the reporting period, there were no incidents that would have resulted in fines or penalties. Based on current information, no significant financial impacts related to environmental standards are expected.

Environmental protection actions are considered as part of investments in new machinery and installations and are implemented in accordance with applicable legal requirements. Depending on the specific circumstances, these actions may include technologies to reduce emissions to air, wastewater treatment systems to minimize discharges to water, and containment systems to prevent the release of pollutants into soil.

As part of environmental reporting, the sites in the Defense division (Nonnweiler, Röthenbach, and Troisdorf) covered by Regulation (EC) No. 166/2006 on the European Pollutant Release and Transfer Register (E-PRTR), together with the sites in the Metall division (Berlin, Röthenbach, and Siaugues), report the quantities of pollutants released into air and water as well as the volumes of waste disposed of and recycled.

Substances of concern and substances of very high concern

The Diehl Group attaches great importance to the safe use and responsible handling of substances of concern and substances of very high concern (SVHC). While the Group is neither a manufacturer nor an importer of chemical substances, it is a manufacturer and user of products that may contain SVHCs. In this context, comprehensive processes and actions are in place to ensure chemical safety and product compliance. To support the implementation of these actions, clear responsibilities and dedicated expert functions for substance and chemical safety have been established across all divisions. In addition, a group-wide working group ensures the harmonization and continuous development of procedures.

The selection of materials, components, and purchased parts is carried out in accordance with applicable legal requirements and in a responsible manner. Regulatory requirements arising from the Registration, Evaluation, Authorization and Restriction of Chemicals (REACH) Regulation and other relevant chemical legislation are integrated into product development and procurement processes and are communicated to suppliers and subcontractors through contractual requirements. As the REACH candidate list is continuously updated with additional SVHCs, products are systematically assessed for their SVHC content. Where possible, the Diehl Group evaluates and implements substitution measures aimed at reducing or eliminating the use of SVHCs.

Established product compliance processes include the collection and evaluation of material data throughout the supply chain, testing in accordance with the EU REACH Regulation and the EU Guideline on the Restriction of the Use of Certain Hazardous Substances (RoHS), as well as the provision of this information to customers in the form of material declarations or compliance certificates. In accordance with the requirements of the EU Waste Framework Directive, products containing substances listed on the REACH candidate list above the applicable reporting threshold are notified to the European Chemicals Agency (ECHA).

In addition, the Group works closely with its suppliers and customers and participates in projects aimed at avoiding or substituting substances of concern, as well as increasing recycling rates. Active participation in industry associations also enables the Group to identify regulatory developments early on and implement them within the company in a timely and effective manner.

WATER AND MARINE RESOURCES

E3-1, E3-2, E3-3

As a technology company with manufacturing operations, the Diehl Group places great importance on the responsible and sustainable use of water as a valuable natural resource. Through water management, the Group aims to reduce water consumption by implementing efficient and environmentally sound processes while continuously improving the quality of water used. Particular consideration is given to local conditions at the Group's international sites, especially in regions exposed to high levels of water stress. Actions related to water use are managed and implemented on a decentralized level within the Diehl Group's divisions and operating units. The framework is provided by the environmental management standards established in the units, which are predominantly aligned with ISO 14001.

Dedicated environmental and water protection officers are appointed within the operating companies. These experts support and monitor the responsible and legally compliant management of water resources and wastewater.

They analyze key production processes with regard to their environmental impacts, paying particular attention to processes that place special demands on wastewater – whether in terms of type, volume, or constituents. This detailed assessment enables the identification of improvement potential and the development of actions to further reduce the ecological footprint, including the implementation of closed-loop systems and wastewater treatment facilities. These efforts are supported by internal audits as well as additional organizational and technical actions.

E3-4 – Water consumption

The majority of the water withdrawn by the Diehl Group is used for cooling and production processes. Additional water consumption arises from surface treatment facilities, cleaning processes, and sanitary installations. Where required, production wastewater is treated in dedicated treatment facilities, enabling its reuse, discharge into the public sewer system, or direct release into receiving water bodies.

Where neither reuse nor discharge is feasible, the Diehl Group ensures the proper disposal of wastewater. During the reporting period, no violations of applicable regulatory requirements were reported.

Based on an analysis using data from the World Resources Institute (WRI), production sites in Mexico were identified as being located in regions exposed to high levels of water stress. However, no significant dependency on water resources was identified for these sites. An examination of the specific production processes and their water requirements revealed that water use in the production processes is not a critical factor. In other affected areas, only sales offices are located, where water consumption plays a minor role.

Water use

In m^3	2025	2024
Total water consumption	100,083	153,394
Water withdrawal[11]	668,689	605,840
Surface water	97,869	55,568
Ground water	202,571	197,787
Water from third parties	368,249	352,485
Water discharge	568,606	452,447
Surface water	152,215	107,188
Ground water	25,500	20,992
Water from third parties	390,891	324,266
Water intensity[12]	18,5	32,7
Total water consumption in areas at water risk	8,056	1,003
Total volume of water recovered and reused	362,868	–
Total volume of water stored	1,003	0
Change in total volume of water storage	1,003	0

[11] Sea water and produced water are not applicable
[12] Total water consumption in m^3 per € mio. sales

RESOURCE USE AND CIRCULAR ECONOMY

E5-1, E5-2, E5-3

Products and materials

The Diehl Group is committed to a sustainable and responsible approach to the environment and the use of natural resources. Accordingly, the Group strives to improve the environmental performance of its products and services and actively manages environmental risks associated with its products and supply chain. To this end, ecological and resource-efficiency considerations are integrated into development and production processes, and the Diehl Group relies on environmentally sound, advanced, and efficient technologies. The primary focus remains on ensuring the high technical quality of the products, complemented by approaches that increasingly consider environmental impacts across the entire life cycle. Depending on the respective division, different methodologies are applied to support this objective, including the integration of life cycle assessment elements and ecodesign principles where appropriate.

SUCCESS STORY

InnoWP – Diehl Controls is designing the efficient heat pump electronics of the future

Diehl Controls is working on the development of highly efficient heat pump technologies aimed at significantly reducing the energy consumption of heat pumps while helping to alleviate pressure on power grids. In this context, the company was selected to participate in a research consortium funded by the German Federal Ministry for Economic Affairs and Climate Action (BMWK), which seeks to advance next-generation heat pump technologies.

Technological contribution
Diehl Controls' contribution focuses on the further development of inverter technology, which controls the compressor and therefore has a significant impact on the overall efficiency of a heat pump. Key areas of development include reducing energy losses, mitigating peak loads on power grids, minimizing potential susceptibility to faults, and lowering material consumption, particularly of copper.

These innovations contribute to making inverter technology more efficient, robust, and resource-efficient overall. A central development objective is to increase inverter efficiency from the current level of approximately 94 percent to at least 96 percent. Achieving this target could result in annual electricity savings of around 130 kilowatt-hours per heat pump. Initial research findings indicate that the technological approaches being pursued are promising and offer considerable potential for further efficiency gains.

Partners and funding
Diehl Controls is investing more than €1.5 million in the project, with 50 percent of the funding provided by the BMWK. The research consortium combines the expertise of leading industrial companies and renowned research institutions, covering key stages of the industrial value chain. The project is scheduled for completion in March 2027.

SUCCESS STORY

Resource efficiency in the product portfolio – Eco Grey Water Reuse System

Diehl Aviation develops innovative system solutions designed to improve resource efficiency in flight operations. One example is the Eco Grey Water Reuse System, which collects grey water generated at cabin sinks, treats it, and reuses it for toilet flushing in order to reduce the amount of fresh water that must be carried on board.

Product-related performance metrics:
- Reduction in fresh water consumption by up to 250 liters per flight for a reference aircraft such as the Boeing 787.
- Reduction in aircraft weight by approximately 220 kg as a result of lower fresh water requirements.
- The reduced takeoff weight can contribute to lower fuel consumption and, under typical operating conditions, may also support reductions in CO_2 emissions.

The system represents a product-related efficiency measure and complements other initiatives aimed at lowering operational resource consumption in the aviation sector. Its effectiveness depends on the aircraft type, mission profile, and operational conditions of the respective airline.

In 2021, the Eco Gray Water Reuse System concept was honored with a Crystal Cabin Award in the “Greener Cabin, Health, Safety & Environment” category. The Crystal Cabin Award is widely recognized as one of the aviation industry’s most prestigious awards for innovative cabin solutions.

The objective is to identify potential areas for improvement and implement corresponding measures where this is considered technically and economically appropriate. Considerations regarding longevity, disassemblability, and recyclability are taken into account, in line with the technological framework conditions of the five divisions. The further development of these approaches is an ongoing process and depends on market requirements, customer needs, and technological opportunities.

Waste

The Diehl Group pursues a comprehensive waste management approach aimed at minimizing waste generation, promoting environmentally friendly disposal methods, and supporting the transition to a circular economy. Through the optimization of production processes and the implementation of circular economy principles, the Group seeks to prevent waste generation at its source. Where this is not feasible, the focus is placed on the reuse of materials and the expansion of recycling activities to preserve resource value and minimize the need for landfilling. The Group's objective is to continuously increase recovery rates while keeping the volume of waste requiring disposal as low as possible. Waste management actions are managed and implemented decentrally within the divisions and operating units.

Here, too, the framework is provided by the environmental management standards established in the entities, which are predominantly aligned with ISO 14001.

Waste management officers at the individual sites are responsible for ensuring compliance with applicable legal requirements. They regularly analyze waste streams and implement targeted actions to reduce waste generation, increase recycling rates, and identify environmentally sound disposal solutions. In addition, internal processes have been established to ensure that waste transportation and disposal are carried out by certified specialist service providers and in accordance with applicable legal requirements.

E5-4 – Resource inflow

Due to its highly diversified portfolio, the Diehl Group's resource inflows vary significantly across its individual business segments and operating units. The Group is active in a broad range of industrial and technological application areas, which means that a uniform and detailed presentation of resource inflows at the individual material level is currently not considered appropriate.

Depending on the respective business segment, the primary resource inflows consist of the materials and intermediate materials required for the production of the respective products. The type and volume of resources used vary significantly depending on the product portfolio and the respective degree of vertical integration.

Given the differences between the business segments, further standardization or quantification is possible only to a limited extent.

E5-5 – Resource outflows

The majority of the waste generated by the Diehl Group is recovered, with around two-thirds being sent for material recycling. This includes materials such as metal shavings and scrap, paper and cardboard, wood, and plastics. Hazardous waste, including filter dust from foundry operations and residues from surface treatment facilities, represents only a small share of the total waste generated. Such waste is handled, stored, and transported in accordance with strict safety requirements to ensure its safe and environmentally sound disposal. No radioactive waste is generated in Diehl's manufacturing processes.

Waste and disposal

In t	2025		2024	
	Non-hazardous waste	Hazardous waste	Non-hazardous waste	Hazardous waste
Total amount of waste generated	22,041.5		28,703.8	
Recycled waste	14,701.2		17,612.0	
Share of recycled waste	67.3 %		61.3 %	
Diverted from disposal	15,421.0	1,285.3	19,266.8	2,255.2
Preparation for reuse	1,467.1	96.0	1,141.3	152.6
Recycling	13,616.1	1,085.1	15,821.0	1,791.0
Other recovery operations	337.8	104.2	2,304.5	311.6
Directed to disposal	3,066.4	2,268.8	2,224.9	4,956.9
Incineration	1,935.4	836.4	1,323.0	522.1
Landfilling	705.8	1,242.1	897.2	2,639.9
Other disposal operations	425.2	190.3	4.7	1,794.9

SUCCESS STORY

Precious metal recycling

Diehl Metal Applications in Berlin makes an important contribution to resource conservation and emissions reduction through the recycling of gold and silver. At its state-of-the-art electroplating facility, metal strips are coated and finished with high-quality gold and silver surface treatments. In addition to the technologically sophisticated coating process, particular emphasis is placed on the responsible use of the precious metals employed.

Due to the nature of the production process, residual quantities of gold and silver remain in the rinse water from the electroplating baths. These are largely separated directly on site using an advanced wastewater recycling system and returned to the material cycle. As it is not technically possible to recover all precious metal particles completely, the remaining wastewater with low residual precious metal content undergoes further treatment in the facility's wastewater treatment area. The resulting metallic residues are processed into electroplating sludge, dewatered, and subsequently transferred to a long-standing specialized recycling partner. Through a highly specialized recovery process, the remaining precious metals are concentrated and processed into artificial ores (concentrates).

In 2025 alone, more than 130 tons of electroplating sludge were processed into artificial ore using this approach. This corresponds to an estimated reduction of approximately 13,000 tons of newly mined raw ore. As conventional ore mining is associated with significantly higher greenhouse gas emissions, precious metal recycling at the Berlin site offers substantial potential for reducing greenhouse gas emissions. The process demonstrates Diehl Metal Applications' commitment to keeping valuable materials in circulation.


DIEHL
Defence
DIEHL
Defence
DIEHL
Defence

OWN WORKFORCE

SBM-3 – Material IROs and their interaction with strategy and business model

Own workforce – Material IROs

	IRO-Typ	Occurrence	Time horizon	Value chain	Description
Working conditions	Positive impact	Actual/ Potenziell	Medium-term	Own operations	Fair working conditions, adequate pay, safe working environments and flexible working models contribute positively to employee well-being, motivation and long-term employability. These factors support a stable and high-performing workforce and help safeguard quality and business continuity.
Working conditions	Negative impact	Potential	Short- , medium-term	Own operations	In industrial production and manufacturing environments, work-related strain may occur, for example due to shift work or physically demanding activities. Such strain can adversely affect the well-being of certain employee groups and should be considered when further developing occupational health and safety measures.
Working conditions	Risk	Potential	Medium-term	Own operations	Inadequate occupational safety and health-promoting working conditions may increase the risk of work-related accidents and absences. This can result in productivity losses, rising personnel and replacement costs, and reduced availability of qualified employees.
Working conditions	Opportunity	Actual	Medium-term	Own operations	The targeted enhancement of attractive working conditions, qualification opportunities and flexible working models enables Diehl to strengthen employee retention and its attractiveness as an employer. This can support the availability of qualified employees and contribute to the stability of the workforce structure.
Equal treatment and opportunities	Positive impact	Actual/ Potenziell	Medium-term	Own operations	Promoting equal treatment, equal opportunities and diversity contribute to an inclusive working environment with equal opportunities for development and advancement. Raising awareness of respectful behavior and addressing unconscious bias can support employee motivation, collaboration and innovation capacity.
Equal treatment and opportunities	Negative impact	Potential	Medium-term	Own operations	In technically oriented organizations such as Diehl, structural factors and established recruitment and career development practices may limit the full realization of workforce diversity. This can result in the underrepresentation of certain groups and restrict opportunities for individuals to fully develop and contribute their potential.
Equal treatment and opportunities	Risk	Potential	Medium-term	Own operations	Without ongoing efforts to foster diversity and equal opportunities, existing organizational structures and behavioral patterns may continue to limit progress. This may reduce the ability to attract and retain a diverse workforce and impact Diehl's long-term employer attractiveness.
Equal treatment and opportunities	Opportunity	Actual/ Potenziell	Medium-term	Own operations	The further development of equal treatment, diversity, and inclusive development and qualification structures offer Diehl the opportunity to address future workforce needs and further strengthen its attractiveness as an employer. A diverse and highly qualified workforce can support innovation, adaptability and long-term organizational resilience.

Positive impact
Negative impact
Risk
Opportunity

Short-term: <1 year
Medium-term: 1-5 years
Long-term: >5 years

S1-1 – Policies related to own workforce

The Diehl Group regards its employees as a key factor in the company's long-term success. Through their commitment, expertise, and innovative capabilities, they contribute to the development of technologies and play a decisive role in shaping the Group's future. Many employees remain with Diehl for decades, and some even spend their entire professional lives here.

Diehl fosters a diverse, open and respectful workforce that takes pride in its achievements. Together, employees contribute to sustainably securing and further strengthening the company's leading technological position. A family-like working environment, combined with a culture of trust and fairness, has long been a defining characteristic of Diehl's corporate culture. Personal responsibility, entrepreneurial thinking and a supportive work environment foster a culture in which both challenges and recognition are firmly anchored.

Accordingly, the Diehl Group places great importance on providing fair, safe, and respectful working conditions. This commitment forms an integral part of responsible and sustainable corporate governance.

These principles and expectations are set out in the Diehl Group's Code of Conduct, which applies throughout the Group and defines the shared values, standards of conduct, and expectations for all employees. The Code of Conduct is aligned with internationally recognized frameworks and standards, including the United Nations (UN) Guiding Principles on Business and Human Rights and the core labor standards of the International Labor Organization (ILO).

Key elements include respect for human dignity, fair working conditions, and a workplace free from discrimination.

These include, among other things, the prohibition of child labor and forced labor, as well as harassment, bullying, and discrimination, fair remuneration, regulated working hours and social benefits, the protection of health and safety in the workplace, and respect for freedom of association and social dialogue. Furthermore, Diehl considers it important that employees be able to openly address concerns and complaints; corresponding complaint and disciplinary procedures are an integral part of the company's internal regulatory framework.

The Code of Conduct serves as a central foundation for upholding labor and human rights standards and supplements existing internal regulations, management systems, and processes. These guidelines apply to all employees of the Group as well as – to the extent permitted by law – to external workers.

S1-2 – Procedures for engaging with own workers and workers' representatives about impacts

The labor-related principles set out in the Code of Conduct provide the foundation for employee engagement across the Diehl Group. Employee representation is of high importance to Diehl. The Group supports employee representative bodies, works councils and comparable committees and is committed to maintaining a constructive and cooperative dialogue with workers' representatives. All employees have the right to join and form trade unions, irrespective of national regulations regarding freedom of association.

S1-3 – Processes to remediate negative impacts and channels for own workforce to raise concerns

The Diehl Group maintains several easily accessible grievance and whistleblower channels that are available to its own workforce, workers in the value chain, and external stakeholders. These include, in particular, a globally accessible, multilingual whistleblower platform ("Integrity Line"), which also permits anonymous reporting, as well as an external ombudsman. A separate whistleblower system is available for China. A structured process has been established for the handling of reports. Incoming reports are documented, assessed confidentially, and investigated by independent bodies. Roles, responsibilities, and procedures are defined in dedicated procedural guidelines.

Where violations are substantiated, the Diehl Group implements appropriate remedial actions and monitors their effectiveness. Throughout the entire process, whistleblowers are protected against retaliation.

S1-4 – Taking action on material IROs

The well-being of its employees is a key priority for the Diehl Group. Accordingly, the company provides a comprehensive range of employee benefits that go beyond statutory requirements. These include retirement and pension schemes, health promotion programs, life-phase-oriented personnel policies, flexible working arrangements, services supporting work-life balance, continuing professional development, talent development initiatives, family-related services, and other additional benefits.

The Diehl Group is fully committed to safeguarding and promoting the health of its employees and to fostering working conditions. The objective is to proactively strengthen both physical and mental health and to prevent long-term stress. To this end, the divisions and sites have implemented a wide range of actions and initiatives that address the diverse demands of everyday working life. These include preventive programs, health check-ups, and support services aimed at promoting physical and mental health. Awareness-raising activities carried out in cooperation with occupational health professionals, for example on addiction prevention and conflict management, also form part of these efforts.

Employee-related matters are firmly embedded in the Group's organizational structures. Working conditions are reviewed regularly and adjusted where necessary to ensure an appropriate and supportive working environment. The effectiveness of the actions implemented is assessed based on relevant indicators and qualitative feedback.

S1-5 – Targets related to managing material IROs

Currently, the Group does not maintain any centrally defined quantitative targets relating to social and workforce matters. These topics are primarily managed on a decentralized basis by the individual divisions and companies. Individual divisions and entities have established their own priorities, for example in the areas of workforce development, leadership culture, and organizational development. The specific objectives pursued vary according to the respective business model, site structure, and market environment.

At group level, progress in these areas is primarily reflected through qualitative indicators and actions.

S1-6 – Characteristics of the undertaking's employees

The Diehl Group discloses key characteristics of its own workforce[13] in order to provide a transparent overview of its workforce structure. The information reported covers the total number of employees as well as a breakdown of employment relationships by gender, contract type, and forms of employment. The vast majority of employees[14] hold permanent employment contracts.

The report also provides information on the geographical distribution of employees and employee turnover, offering additional insight into the composition and development of the workforce.

S1-7 – Characteristics of non-employee workers in the undertaking's own workforce

The Diehl Group's business model is not dependent on non-employee workers in the form of self-employed individuals. Such engagements occur only on an exceptional basis and are generally limited to ad hoc or project-related activities. Whenever self-employed individuals are engaged, they are covered by group-wide policies and afforded protection standards equivalent to those applicable within the Group.

S1-8 – Collective bargaining coverage and social dialogue

Diehl promotes employee representative bodies, works councils, and comparable committees and is committed to constructive cooperation with workers' representatives. All employees have the right to join and participate in trade unions, irrespective of national regulations governing freedom of association.

Own workforce – Characteristics[15]

In headcount	2025	2024
Employees	19,585	18,886
Male	13,208	12,700
Permanent	11,919	11,443
Temporary	1,289	1,254
Without guaranteed working hours	0	0
Female	6,377	6,186
Permanent	5,759	5,511
Temporary	618	678
Without guaranteed working hours	0	0
Non-employee[16]	960	908

Employees – Breakdown by country[15]

In headcount	2025	2024
Germany	13,141	12,624
Poland	1,616	1,601
China	1,440	1,450
Hungary	1,344	1,233
France	1,110	1,042
Mexico	659	677
United States of America	104	88
Brasil	94	92
Austria	53	55
Other	24	24

Employees – Turnover[15]

In headcount	2025	2024
Turnover rate	15.0 %	14.6 %
Employees who left[17]	2,929	2,752
Temporary employees	662	689

[13] The own workforce comprises workers who are in a direct employment relationship with Diehl (employees) as well as workers who are not in a direct employment relationship with Diehl (non-employees).
[14] Employees are workers who are in a direct employment relationship with Diehl.
[15] The figures were calculated based on average values for the reporting period.
[16] Non-employees are workers provided by undertakings primarily engaged in employment placement and temporary agency work (NACE code N78).
[17] The number of employees who left the company includes retirements, transfers within the Diehl Group, redundancies due to restructuring, working students, interns, holiday workers and other temporary employees.

Collective bargaining coverage is determined by the respective legal and regulatory frameworks. A substantial share of the workforce is covered by collective bargaining agreements or comparable arrangements, thereby supporting transparent and non-discriminatory remuneration structures. Most German sites are covered by collective bargaining agreements; at other sites and in other countries, collective agreements or local negotiation structures apply. Collective bargaining coverage and the scope of employee representation are recorded and reported at group level.

Employees – Collective bargaining coverage and social dialogue[18]

In percent	2025	2024
Share with collective agreement	81.2	81.0
Share with employee representation	80.8	80.4

S1-9 – Diversity

The Diehl Group considers diversity to be an important component of responsible corporate management. Openness, equal opportunities, and respectful interaction are firmly embedded in the corporate culture.

All employees are treated equally and supported in their professional development, irrespective of their origin, religion, political beliefs, age, or gender. Managers are deployed across sites and countries in order to incorporate different perspectives. Discrimination is not tolerated. Codes of conduct, defined processes, and training measures help raise awareness and promote equal opportunities in everyday working life.

Employees – Breakdown by age groups[18]

In percent	2025	2024
Share < 30 years	19.4	19.4
Share ≥ 30 ≤ 50 years	54.5	53.9
Share > 50 years	26.1	26.7

Top management – Breakdown by gender[18, 19]

In headcount	2025	2024
Top management	20	18
Male	19	17
Share male	95.0 %	94.4 %
Female	1	1
Share female	5.0 %	5.6 %

S1-10 – Adequate wages

All employees receive adequate wages based on applicable benchmarks that meet or exceed relevant statutory or collectively agreed requirements. Diehl evaluates wage adequacy based on national minimum wage standards and, where available, living wage benchmarks.

[18] The figures were calculated based on year-end values for the reporting period
[19] Top management consists of the divisional board members of the Diehl Groups divisions

S1-11 – Social protection

Employees of the Diehl Group are covered[21] by social protection schemes against loss of income resulting from significant life events[20].

S1-12 – Persons with disabilities

The Diehl Group supports the inclusion of persons with disabilities in working life through accessible workplaces, dedicated training programs, and integration measures. The share of employees with recognized disabilities is determined in line with applicable national requirements.

S1-13 – Training and skills development

The Diehl Group consistently invests in the development of its specialists and managers. Through a wide range of learning and qualification opportunities, the company strengthens the capabilities of its workforce and helps safeguard its long-term competitiveness. Individual development is supported through internal and external training programs, certifications, and mentoring initiatives.
Managers identify talent and prepare employees for future responsibilities through the Diehl Talent Management Program. The group-wide learning platform, “Diehl Learning World”, offers a comprehensive range of classroom training, hybrid and online courses, as well as more than 6,000 free e-books, audio formats, and virtual training sessions. Initial sustainability-related learning offerings have already been integrated into the platform.

In addition, internal knowledge sharing is promoted through formats such as the “Colleagues’ Academies” (Kollegenakademien).

Employees – Persons with disabilities[22]

In percent	2025	2024
Share with disabilities	2.8	2.7

Employees – Training and skills development[23, 24]

In hours	2025	2024
Average training hours	17.0	13.3
Male	18.3	14.8
Female	14.1	10.2

[20] Sickness, unemployment, work-related accidents and disability, parental leave, and retirement.
[21] This statement applies only to a limited extent to employees of Diehl Aerospace Inc. (USA) and Diehl Metering LLC (USA).
[22] The figures were calculated based on year-end values for the reporting period.
[23] The figures were calculated based on average values for the reporting period.
[24] The processes for recording training hours have not yet been fully implemented. Measures for optimization are currently underway.

S1-14 – Health and safety

Accidents may result from a wide range of causes, making the early identification, prevention, and mitigation of risks essential. The Diehl Group places the highest priority on the safety and health of its employees, contracted service providers, and visitors at all sites. This commitment is embedded in everyday operations and is regarded as equally important as productivity and quality. Diehl is committed to providing a safe and healthy working environment for all employees. This commitment is firmly anchored as a key priority within the group-wide sustainability policy.

The Diehl Group aims to prevent occupational accidents and work-related injuries while promoting and protecting employee health. To achieve this, clear responsibilities and binding safety standards have been established throughout the Group.

Risk assessments, safety audits, and regular inspections help identify potential hazards at an early stage and implement appropriate preventive actions. Continuous reviews and workplace inspections support the ongoing enhancement of occupational health and safety performance. In addition, managers conduct specific risk assessments with the support of occupational safety specialists. On this basis, the company establishes occupational safety and health objectives and defines necessary protective actions, considering state-of-the-art technology, ergonomics, work design, and occupational medicine. At certain sites, these actions are integrated into an occupational health and safety management system in accordance with DIN EN ISO 45001.

Another important aspect is raising awareness among employees and managers regarding occupational safety and health, thereby fostering a strong safety culture. Occupational health and safety topics and information are communicated throughout the organization in a variety of ways. All accidents are investigated, and corrective actions are implemented where necessary. Regular group-wide exchanges among occupational safety specialists, as well as training and instruction for employees and service providers on safety-related topics, form an integral part of the occupational health and safety framework. In addition, enough trained first-aid responders and occupational paramedics are available. All employees are encouraged to report identified hazards, incidents, and near misses, to engage in dialogue with colleagues, and to contribute suggestions for the prevention of accidents and damage.

Own workforce – Health and safety[25]

	2025	2024
Coverage of health and- safety management systems	78.8 %	62.9 %
Number of recordable work-related accidents[26]	228	214
Rate of recordable work-related accidents[27]	7.5	7.2
Number of fatalities	0	0

Employees – Health and safety[25]

	2025	2024
Number of recordable work-related accidents[26]	203	187
Rate of recordable work-related accidents[27]	6.9	6.6
Number of work-related ill health[28]	7	14
Number of days lost[29]	4,524	4,338

Value chain workers – Health and safety[25]

In cases	2025	2024
Number of fatalities	0	0

[25] The figures were calculated based on average values for the reporting period
[26] Number of incidents reported to the company that resulted in an absence from work of more than three calendar days.
[27] Number of recordable work-related accidents per 1,000,000 working hours (500 full-time employees).
[28] Number of work-related ill health reported by the relevant employers' liability insurance association or other responsible organization.
[29] Number of days lost due to work-related injuries and fatalities resulting from work-related accidents, work-related ill health, and fatalities resulting from ill health. The calculation of days lost is based on calendar days.

S1-15 – Work-life balance

The Diehl Group recognizes the diverse life circumstances of its employees and supports a healthy work-life balance through flexible working arrangements, remote working opportunities, and family-oriented benefits such as childcare support. The proportion of employees entitled to family-related leave is reported as part of this disclosure. In addition, Diehl supports employees during their transition to retirement. Partial-time retirement programs and early knowledge transfer facilitate a structured generational transition.

Employees – Work-life balance[30]

In percent	2025	2024
Share of employees entitled to family-related leave[31]	99.2	99.8
Share claimed – male	2.7	2.8
Share claimed – female	2.3	3.2

SUCCESS STORY

Health management

Health strategically embedded
In 2025, the Diehl Group signed the Luxembourg Declaration, thereby demonstrating its commitment to social sustainability. This European framework for workplace health promotion provides a basis for systematically embedding health management within the company.

Structured health promotion
The Declaration sets out key principles such as participation, integration into decision-making processes, systematic project management, and the combination of behavior- and environment-oriented actions. These principles are already firmly established at Diehl Aviation and health management is regarded as an ongoing process.

Broad range of actions
Health management at Diehl Aviation includes counselling services, mental health first aiders, mental health programs, external support services such as Viva, and digital health offerings. These actions are complemented by the concept of healthy leadership.

A catalyst for the Group
On this basis, Diehl Aviation is leading a group-wide project aimed at further developing health management. Shared standards and supporting structures are being developed to establish health as a strategic success factor throughout the Group in the long term.

[30] The figures were calculated based on average values for the reporting period.
[31] Employees entitled for family-related leave: Employees entitled to maternity/paternity leave, parental leave, or care' leave for elderly family members.

S1-17 – Incidents, complaints and severe human rights impacts

Diehl records reports of discrimination and other human rights-related incidents through its compliance and HR structures. During the reporting period, one reported case of discrimination was substantiated. No other confirmed human rights-related incidents were identified. Appropriate remedial actions were implemented.

Discrimination – Incidents

In cases	2025	2024
Number of discrimination incidents reported[32]	1	–
Amount of significant fines, penalties and compensation payments related to work-related complaints	0 €	–

Human rights – Incidents

In cases	2025	2024
Number of severe human rights incidents	0	–
Number of severe human rights incidents related to principles[33]	0	–
Amount of significant fines, penalties and compensation payments related to severe human rights incidents	0 €	–

[32] On the grounds of sex, race or ethnic origin, nationality, religion or belief, disability, age, sexual orientation, or other relevant forms of discrimination, including harassment, affecting internal and/or external stakeholders during the reporting period.
[33] Taking into account the United Nations Guiding Principles on Business and Human Rights, the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work, and the Organisation for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises.

WORKERS IN THE VALUE CHAIN

S2-1 – Policies related to value chain workers

Respect for human rights is firmly anchored in the Diehl Group's values and corporate culture and provides the foundation for all human rights-related policies and requirements.

The Human Rights Policy Statement, the Code of Conduct for Employees, and the Supplier Code of Conduct are publicly available and provided in several languages. They set out clear expectations for ethical and legally compliant behavior and require both employees and business partners to comply with internationally recognized human rights and environmental standards.

These standards include, in particular, the United Nations Guiding Principles on Business and Human Rights, the ILO Core Labour Standards, the International Bill of Human Rights, and relevant guidelines of the Organisation for Economic Co-operation and Development (OECD). Violations of human rights standards are not tolerated.

Relevant policy documents are reviewed annually to ensure they remain up to date and effective. Where necessary, they are revised to reflect changing requirements and expectations relating to human rights.

S2-2 – Processes for engaging with value chain workers about impacts

Since the German Supply Chain Due Diligence Act (LkSG) came into force, the required due diligence obligations and preventive actions have been continuously implemented and further refined. This includes annual risk assessments covering both the Group's own operations and its direct suppliers, based on country- and industry-specific criteria.

Human rights-related risk management is embedded throughout the Diehl Group and encompasses the systematic identification, assessment, and prioritization of human rights and environmental risks along the supply chain to support this process, Diehl uses a software-based assessment methodology supplemented by external indices and information obtained through its grievance mechanisms. Suppliers are integrated into the process through established mechanisms, including supplier assessments, self-disclosures, recommendations for action, and preventive actions.

The human rights organization is clearly structured, with defined roles, responsibilities, and reporting lines. It comprises the Human Rights Committee, acting as the Group's human rights officer, as well as dedicated human rights coordinators within the divisions. This structure ensures consistent reporting up to the Executive Board and supports the assessment and prioritization of risks.

The 2025 risk assessment identified country- and industry-specific abstract risks. No material concrete human rights or environmental risks were identified during the reporting year. In addition, none of the reports received through the grievance mechanisms confirmed the occurrence of such incidents.

S2-3 – Process to remediate negative impacts and channels for value chain workers to raise concerns

The Diehl Group provides workers in the value chain with several accessible and low-threshold grievance and whistleblowing mechanisms. In addition to the globally accessible, multilingual whistleblower platform Integrity Line, which enables anonymous reporting, whistleblowers may also contact an external ombudsman. Furthermore, an independent whistleblower system is available in China.

A clearly structured procedure for handling reports is set out in the publicly available rules of procedure. Upon receipt of a report, an acknowledgement is provided within seven days. All reports are documented and reviewed confidentially by independent bodies. If violations are substantiated, the Diehl Group implements appropriate remedial actions and monitors their effectiveness.

The whistleblower is informed of the outcome of the investigation and any follow-up actions taken. Findings from the procedures are incorporated into risk analyses and the further development of preventive actions. Whistleblowers are protected from retaliation throughout the process.

During the reporting period, no substantiated human rights-related reports concerning workers in the value chain were received.

S2-4 – Taking action on material IROs

Information on actions taken in relation to material IROs is provided under S2-2 and S2-3.

S2-5 – Targets related to managing material IROs

As part of its human rights due diligence obligations, Diehl pursues qualitative objectives that support the implementation of its existing policies and principles. A key objective is to prioritize the integration of the Supplier Code of Conduct, or an equivalent document, into existing business relationships with suppliers that have a high or very high-risk profile. Diehl reviews its Policy Statement on Human Rights Policy, as well as the relevant codes and guidelines, annually to ensure their continued relevance and effectiveness and updates them as necessary in response to changing requirements. In addition, Diehl ensures that the functions responsible for implementing human rights due diligence are informed about their respective obligations. Diehl does not set quantitative targets in this area, as its risk management is based on a risk-based approach and actions are developed in accordance with the specific risk situation. Where risks are identified or reports are reviewed and verified, appropriate preventive and remedial actions are initiated.

BUSINESS CONDUCT

SBM-3 – Material IROs and their interaction with strategy and business model

Unternehmenskultur – Wesentliche IRO

	IRO-Typ	Occurrence	Time horizon	Value chain	Description
Corporate culture	Positive impact	Actual	Long-term	Own operations	A values-based corporate culture founded on integrity, transparency, independence, and adherence to binding codes of conduct shapes day-to-day operations. A family-oriented working environment and fair cooperation foster appreciation, personal responsibility, and entrepreneurial thinking in everyday work. Clearly defined responsibilities, regular training, established dialogue formats, trustworthy collaboration, and the reliability of corporate decisions further reinforce this positive impact.
Corporate culture	Opportunity	Actual/ Potenziell	Medium-term	Own operations	A well-established corporate culture helps to implement strategic targets effectively and successfully manage change processes. It enhances decision-making quality and cross-functional collaboration, thereby supporting adaptability and long-term stability.
Protection of whistleblowers	Negative impact	Potential	Medium-term	Own operations, upstream and downstream value chain	Despite existing requirements and actions, limitations in the protection of whistleblowers may arise within the value chain. Differences in legal frameworks, corporate cultures, or governance structures may result in potential misconduct not being reported at an early stage, for example due to concerns about reporting or uncertainty. This may hinder the timely identification and mitigation of compliance, environmental, or safety-related risks.

Positive impact
Negative impact
Risk
Opportunity

Short-term: <1 year
Medium-term: 1-5 years
Long-term: >5 years

G1-1 – Business conduct policies and corporate culture

Diehl pursues responsible corporate governance based on clear internal rules and transparent processes. A key element of this approach is the group-wide Code of Conduct, which is binding for all employees. The Code of Conduct promotes transparent and ethical business relationships with customers, suppliers or public authorities. To foster transparency within the Company, the Supervisory Board, and Executive Board place great importance on a working environment in which employees feel encouraged to openly address compliance-related concerns. Diehl promotes a culture of open dialogue in which employees can seek guidance and raise concerns with both their managers and the compliance organization.

Managers bear a particular responsibility as role models. They continuously raise awareness of compliance-related matters and ensure that employees are familiar with the principles and requirements set out in the Code of Conduct. In the event of uncertainties or potential compliance concerns, employees may contact the Corporate Compliance Officer (CCO) or the ombudsman directly. Whistleblowers are protected against retaliation in accordance with applicable legal requirements.

G1-2 – Management of relationships with suppliers

As an internationally operating industrial company, the Diehl Group is committed not only to complying with its own Code of Conduct but also to assuming social and environmental responsibility throughout the supply chain. Suppliers are selected based on technical, economic, social, and environmental criteria. For this purpose, the decentralized procurement organizations of the divisions have established general procurement guidelines as well as, where appropriate, industry-specific procurement guidelines.

A key objective is the mandatory acknowledgement of the Diehl Group's Supplier Code of Conduct. If a supplier refuses to accept this commitment or is unable to provide evidence of its own comparable Code of Conduct, this may result in restrictions on cooperation or, ultimately, the termination of the business relationship. In the event of violations of the Supplier Code of Conduct, Diehl promptly requires appropriate remedial actions and conducts audits where necessary.

The requirements for responsible procurement are embedded in the Group's Code of Conduct. Sustainability-related training is currently provided only on a selective basis and predominantly within individual functions, particularly in connection with specific compliance or regulatory requirements.

Initial actions to improve suppliers' ESG performance are already being discussed in individual meetings, provided these topics are considered material.

G1-3 – Prevention and detection of corruption and bribery

In addition to the Code of Conduct, various internal policies and guidelines form the foundation of a corporate culture based on integrity and compliance with the law. These policies define the standards of conduct expected of Diehl employees. The CCO establishes requirements within their core area of responsibility and is responsible for monitoring compliance with them:

- the prevention of corruption, particularly in relation to consultants, sales representatives, and business partners;
- the prevention of conflicts of interest, including the appropriate handling of invitations and gifts; and
- the prevention of money laundering and terrorist financing.

The CCO reports regularly to the Executive Board on these compliance-related matters.

In addition, the CCO heads the compliance organization and chairs the Compliance Committee. The Committee consists of representatives from relevant specialist functions as well as two members of the Executive Board. It promotes professional exchange on key compliance issues within the Diehl Group and reviews business processes for compliance with the Code of Conduct. Furthermore, it identifies areas of compliance concern and assesses compliance violations.

Employees and third parties may report suspected cases as well as violations of the Diehl Group's Code of Conduct or applicable laws and regulations to the CCO, the independent external ombudsman, or via the online whistleblower tool established by Diehl. The confidential handling of reports and the protection of whistleblowers are governed by a procedural guideline and are firmly embedded within the company.

The reporting channels form an integral part of the Diehl Group's established compliance organization. This organization encompasses all actions designed to ensure that employees comply with legal requirements and internal policies. These actions also include regular compliance training for employees across all hierarchical levels. In high-risk functional areas (risk group 1), such as customer relations, supply chain management, and quality management, employees are required to complete compliance e-learning on an annual basis. In 2025, 85 % of employees in these functions completed compliance training. Employees assigned to risk group 2 (e.g., human resources, IT, and legal) are required to repeat the program every two years. In 2025, the training completion rate in this group was 89 %. The objective is to increase training completion rates to more than 90 % across all employee groups and to achieve this level among lower-risk functions in the coming years.

During the reporting period, no convictions or fines related to corruption or bribery cases were identified. Consequently, no corrective measures were required.

Corruption and bribery – Training

In percent	2025	2024
Training coverage[34]	85 %	85 %

Corruption and bribery – Contravention of law

In cases	2025	2024
Convictions	0	–
Fines	0 €	–

G1-5 – Political influence and lobbying activities

Diehl uses its technological expertise to support societal developments and advance solutions to current challenges. To this end, the company participates in expert committees, networks, associations, and foundations and maintains dialogue with relevant stakeholders to incorporate their expectations at an early stage and strengthen long-term partnerships.

A key element of this approach is objective dialogue with political decision-makers. Diehl provides technically sound information, represents a range of interests, and thereby contributes to the development of practical political and regulatory frameworks. Transparency and accountability are of the utmost importance in this process.

Political communication is conducted in a politically neutral manner. Engagement with democratic stakeholders takes place openly and transparently, without creating the impression of targeted influence. Positions are clearly substantiated and published in accordance with applicable legal requirements. In addition, Diehl fully complies with the requirements of the German Lobby Register and the EU Transparency Register.

Responsibilities, decision-making processes, and compliance requirements relating to political representation are clearly defined. These requirements form part of the group-wide Code of Conduct, which obliges all employees to act lawfully, with integrity, and free from undue influence. Memberships and external advisory services are documented to ensure responsible, compliant, and transparent representation of interests.

Diehl's offices in Berlin and Brussels coordinate political dialogue at the national and European levels. They prepare coordinated content for advocacy activities and implement targeted formats such as meetings and information events. The thematic priorities of political engagement are regularly aligned with the Executive Board.
In 2025, political engagement focused on the following topics:

- Climate change mitigation, energy efficiency, and sustainable technologies
- Security and defence matters at the national and EU levels
- EU chemicals regulation
- EU cybersecurity legislation
- Energy policy and security of energy supply

During the reporting period, no new members of the Executive Board or Supervisory Bodies were appointed who had held a comparable position in a public administration or regulatory authority within the preceding two years.

G1-6 – Payment practices

Diehl is committed to fair and responsible payment practices and pays undisputed and valid invoices within the agreed contractual payment terms.

[34] Training Coverage of Employees in High-Risk Functions

	Diehl Metall		Diehl Controls	
Energy consumption and mix (In MWh)	2025	2024	2025	2024
Total energy consumption	165,381	163,686	37,382	36,354
Total consumption from fossil sources	88,795	93,753	25,675	30,568
Share of fossil sources in total energy consumption	53.7 %	57.3 %	68.7 %	84.1 %
Fuel consumption from coal and coal products	439	356	0	0
Fuel consumption from crude oil and petroleum products	1,947	1,602	1,109	1,088
Fuel consumption from natural gas[35]	47,985	45,516	3,547	3,339
Fuel consumption from other fossil sources	186	102	0	0
Consumption of purchased or acquired electricity, heat, steam, and cooling from fossil sources	38,239	46,177	21,019	26,141
Total consumption from nuclear sources	4,049	4,629	129	507
Share of nuclear sources in total energy consumption	2.4 %	2.8 %	0.3 %	1.4 %
Total consumption from renewable energy	72,537	65,304	11,578	5,279
Share of renewable sources in total energy consumption	43.9 %	39.9 %	31.0 %	14.5 %
Fuel consumption from renewable sources, including biomass	32	38	0	0
Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources	68,811	65,266	11,578	5,279
Consumption of self-generated renewable energy, not derived from fuels	3,694	0	0	0
Energy intensity[36]	222,6	221,9	98,0	94,7
Gross GHG emissions (In tCO_2e)				
Corporate Carbon Footprint [37]	292,425	288,803	1,867,065	1,503,905
Carbon-intensity (scope 1 & 2) [37, 38]	51.4	67.2	32.2	43.6
Scope 1	10,393	15,540	1,027	1,108
Scope 2 (market-based)	27,812	34,086	11,250	15,626
Scope 2 (location-based)	48,200	46,032	19,908	18,295
Scope 3 [39]	254,220	239,177	1,854,787	1,487,171
3.1 Purchased goods and services	160,463	156,096	330,557	190,784
3.2 Capital goods	9,344	9,075	2,552	5,850
3.3 Fuel- and energy-related activities	11,969	16,827	4,562	4,510
3.4 Upstream transportation and distribution	5,675	7,442	8,174	1,269
3.6 Business travel	1,660	2,207	1,325	792
3.7 Employee commuting	8,076	7,119	7,255	6,620
3.9 Downstream transport und distribution	6,448	5,076	513	656
3.10 Processing of sold products	50,585	35,335	–	–
3.11 Use of sold products	–	–	1,499,849	1,276,691

[35] Including liquefied petroleum gas.
[36] Energy consumption of high climate impact sectors (MWh) / sales generated in high climate impact sectors in € mio
[37] Based on marked-based calculation methodology.
[38] Emissions in tCO_2e / sales in € mio..
[39] Includes all relevant and material emission categories of the Diehl Group and has been adjusted to eliminate double counting resulting from internal activities

Diehl Defence		Diehl Aviation		Diehl Metering		Miscellaneous	
2025	2024	2025	2024	2025	2024	2025	2024
84,216	66,137	70,486	64,679	22,913	24,161	6,073	3,503
50,812	44,935	46,822	45,886	7,495	12,313	4,824	2,755
60.3 %	67.9 %	66.4 %	70.9 %	32.7 %	51.0 %	79.4 %	78.7 %
0	0	0	0	0	0	0	0
11,518	8,200	2,450	145	2,467	3,164	1,687	386
13,149	11,955	31,860	28,872	4,526	5,480	2,544	2,128
4	4	0	0	0	0	3	0
26,141	24,775	12,511	16,869	502	3,670	591	241
670	1,064	4,502	2,211	308	4,754	9	12
0.8 %	1.6 %	6.4 %	3.4 %	1.3 %	19.7 %	0.1 %	0.3 %
32,734	20,138	19,163	16,582	15,110	7,094	1,240	736
38.9 %	30.4 %	27.2 %	25.6 %	65.9 %	29.4 %	20.4 %	21.0 %
624	3	0	156	1,197	145	0	345
31,887	19,966	17,616	16,207	13,913	6,949	1,240	391
224	170	1,546	219	0	0	0	0
36,1	36,2	49,1	50,7	44,1	52,3	552,1	336,8

317,266	157,906	692,492	6,759,424	115,293	137,046	9,873	10,051
9.0	13.1	11.8	13.4	3.2	10.3	–	–
6,471	5,915	7,125	6,556	1,434	2,013	950	814
14,465	18,081	9,825	10,482	204	2,729	461	416
21,753	17,952	14,608	12,437	5,311	4,886	830	558
296,330	133,911	675,542	6,742,387	113,655	132,305	8,463	8,820
259,572	97,577	129,121	82,794	93,777	95,221	6,667	7,254
15,155	13,389	13,697	9,045	6,896	12,349	–	–
6,104	5,938	4,409	4,323	1,463	1,743	353	280
1,705	2,335	5,169	6,219	1,064	1,154	50	-
4,029	3,498	4,847	3,381	2,460	2,338	522	505
9,669	9,858	10,087	10,890	4,011	3,816	871	781
96	1,034	300	286	2,155	5,329	–	–
–	13	–	–	–	–	–	–
–	64	507,912	6,625,448	1,827	3,256	–	–

Water use (In m³)	Diehl Metall 2025	Diehl Metall 2024	Diehl Controls 2025	Diehl Controls 2024
Total water consumption	62,801	92,547	17,052	12,566
Water withdrawal[40]	296,475	306,554	49,591	43,551
Surface water	0	0	0	0
Ground water	178,246	176,795	0	0
Water from third parties	118,229	129,759	49,591	43,551
Water discharge	233,674	214,007	32,539	30,985
Surface water	54,249	51,620	0	0
Ground water	1,175	0	0	0
Water from third parties	178,250	162,387	32,539	30,985
Water intensity[41]	84.5	125.4	44.7	32.7
Total water consumption in areas at water risk	0	0	8,056	1,003
Total volume of water recovered and reused	361,697	–	48	0
Total volume of water stored	1,003	0	0	0
Change in total volume of water storage	1,003	0	0	0

Waste and disposal (In t)	Diehl Metall 2025 Non-hazard-ous waste	Diehl Metall 2025 Hazardous waste	Diehl Metall 2024 Non-hazard-ous waste	Diehl Metall 2024 Hazardous waste	Diehl Controls 2025 Non-hazard-ous waste	Diehl Controls 2025 Hazardous waste	Diehl Controls 2024 Non-hazard-ous waste	Diehl Controls 2024 Hazardous waste
Total amount of waste generated	11,487.2		17,662.0		1,899.7		1,821.0	
Recycled waste	8,084.6		10,701.0		1,324.9		1,505.0	
Share of recycled waste	70.4 %		60.6 %		69.7 %		82.6 %	
Diverted from disposal	8,876.4	496.1	11,289.7	1,545.7	1,359.3	174.4	1,375.1	130.2
Preparation for reuse	1,192.2	95.8	445.9	0.1	0.0	0.0	0.0	0.0
Recycling	7,684.3	400.2	9,339.2	1,361.8	1,151.0	173.9	1,375.1	129.9
Other recovery operations	0.0	0.0	1,504.6	183.8	208.3	0.5	0.0	0.3
Directed to disposal	670.9	1,443.7	511.0	4,315.7	296.0	70.0	254.6	61.1
Incineration	199.2	187.5	408.4	115.5	150.9	70.0	131.6	61.1
Landfilling	50.7	1,236.3	102.6	2,626.3	144.6	0.0	122.2	0.0
Other disposal operations	421.0	19.9	0.0	1,573.9	0.5	0.0	0.8	0.0

[40] No seawater or produced water is used.
[41] Total water consumption in m3 / sales in EUR million.

Diehl Defence		Diehl Aviation		Diehl Metering		Miscellaneous	
2025	2024	2025	2024	2025	2024	2025	2024
1,154	32,070	19,074	16,211	0	0	0	0
204,137	144,406	97,114	85,975	16,384	20,527	4,988	4,827
97,869	55,568	0	0	0	0	0	0
0	0	24,325	20,992	0	0	0	0
106,268	88,838	72,789	64,983	16,384	20,527	4,988	4,827
202,983	112,337	78,039	69,764	16,384	20,527	4,988	4,827
97,869	55,568	97	0	0	0	0	0
0	0	24,325	20,992	0	0	0	0
105,114	56,769	53,617	48,772	16,384	20,527	4,988	4,827
0.5	17.6	13.3	12.7	0.0	0.0	0.0	0.0
0	0	0	0	0	0	0	0
24	–	565	–	534	–	0	–
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0

Non-hazardous waste	Hazardous waste	Non-hazardous waste	Hazardous waste	Non-hazardous waste	Hazardous waste	Non-hazardous waste	Hazardous waste	Non-hazardous waste	Hazardous waste	Non-hazardous waste	Hazardous waste	Non-hazardous waste	Hazardous waste	Non-hazardous waste	Hazardous waste
4,697.5		5,739.1		2,348.4		2,129.1		1,522.0		1,262.4		86.7		90.0	
2,994.9		3,302.6		1,310.0		1,198.5		948.5		875.0		38.3		29.8	
63.8 %		57.5 %		55.8 %		56.3 %		62.3 %		69.3 %		44.1 %		33.2 %	
2,938.5	473.9	3,944.8	455.4	1,292.5	19.3	1,718.1	77.7	893.1	112.8	893.5	38.8	61.3	8.7	45.5	7.4
267.5	0.0	693.6	152.6	0.0	0.1	0.0	0.0	7.5	0.0	1.7	0.0	0.0	0.0	0.0	0.0
2,619.8	375.2	3,104.7	198.0	1,292.5	17.5	1,139.6	58.9	835.7	112.8	836.2	38.8	32.8	5.5	26.2	3.6
51.2	98.8	146.6	104.9	0.0	1.7	578.5	18.8	49.9	0.0	55.6	0.0	28.5	3.2	19.3	3.7
737.6	547.5	879.1	459.8	989.6	47.0	328.0	5.3	356.3	159.8	215.1	115.0	16.0	0.8	37.1	0.0
626.2	392.5	540.5	232.2	591.3	46.1	0.0	0.0	355.9	139.6	209.2	113.3	11.9	0.8	33.3	0.0
111.4	4.8	338.6	8.3	398.3	0.9	328.0	5.3	0.0	0.0	5.9	0.0	0.9	0.0	0.0	0.0
0.0	150.2	0.0	219.3	0.0	0.0	0.0	0.0	0.5	20.2	0.0	1.7	3.3	0.0	3.8	0.0

	Diehl Metall		Diehl Controls	
Own workforce – Characteristics[42] (In headcount)	2025	2024	2025	2024
Employees	2,681	3,002	3,334	3,467
Male	2,138	2,358	1,564	1,648
Permanent	2,010	2,139	1,333	1,415
Temporary	128	219	231	233
Without guaranteed working hours	0	0	0	0
Female	543	644	1,770	1,819
Permanent	502	543	1,651	1,662
Temporary	41	101	119	157
Without guaranteed working hours	0	0	0	0
Non-employee[43]	87	142	141	85
Own workforce – Breakdown by country[42] (In headcount)				
Germany	2,102	2,432	419	497
Poland	0	0	1,111	1,149
China	241	243	1,145	1,144
Hungary	0	0	0	0
France	244	235	0	0
Mexico	0	0	659	677
United States of America	0	0	0	0
Brasil	94	92	0	0
Austria	0	0	0	0
Other	0	0	0	0
Employees – Turnover[42] (In headcount)				
Turnover rate	16.0 %	16.0 %	21.5 %	27.0 %
Employees who left[44]	428	479	716	936
Temporary employees	105	–	30	–
Employees – Collective bargaining coverage and social dialogue[45] (In percent)				
Share with collective bargaining agreements	88.9	89.2	82.7	83.9
Share with employee representation	90.8	91.6	45.9	45.7

[42] The metrics were calculated on the basis of average values for the reporting period.
[43] Non-employees are workers provided by undertakings primarily engaged in employment placement and temporary agency work (NACE code N78).
[44] The number of employees who left includes retirements, transfers within the Diehl Group, redundancies due to restructuring, working students, interns, holiday workers and other temporary employees.
[45] The metrics were calculated based on year-end values for the reporting period.

Diehl Defence		Diehl Aviation		Diehl Metering		Miscellaneous	
2025	2024	2025	2024	2025	2024	2025	2024
5,151	4,414	5,744	5,413	1,990	1,947	685	643
3,818	3,296	4,195	3,931	1,113	1,112	380	352
3,478	2,998	3,828	3,658	1,031	981	239	252
340	298	367	273	82	131	141	100
0	0	0	0	0	0	0	0
1,333	1,118	1,549	1,482	877	835	305	291
1,157	990	1,421	1,398	802	670	226	248
176	128	128	84	75	165	79	43
0	0	0	0	0	0	0	0
224	220	323	253	178	201	7	7

4,933	4,224	4,083	3,891	920	939	685	641
0	0	0	0	505	452	0	0
0	0	0	0	54	63	0	0
0	0	1,344	1,233	0	0	0	0
218	190	239	215	409	402	0	0
0	0	0	0	0	0	0	0
0	0	55	52	49	36	0	0
0	0	0	0	0	0	0	0
0	0	0	0	53	55	0	0
0	0	23	22	0	0	1	2

13.2 %	8.5 %	12.5 %	12.1 %	13.5 %	11.2 %	17.2 %	13.8 %
682	376	716	653	269	219	118	89
210	–	190	–	87	–	40	–

94.1	94.5	71.7	70.2	69.1	69.5	55.1	60.2
96.0	96.5	75.2	75.0	94.8	94.4	93.3	97.1

	Diehl Metall		Diehl Controls	
Employees – Breakdown by age group[46] (In percent)	2025	2024	2025	2024
Share < 30 years	12.4	14.0	18.1	19.9
Share ≥ 30 ≤ 50 years	50.9	49.9	66.2	64.9
Share > 50 years	36.7	36.1	15.7	15.2
Top management – Breakdown by gender[46, 47] (In headcount)				
Top Management	2	2	4	3
Male	2	2	4	3
Share male	100 %	100 %	100 %	100 %
Female	0	0	0	0
Share female	0 %	0 %	0 %	0 %
Employees – Persons with disabilities[46] (In percent)				
Share with disabilities	4.2	3.6	0.7	0.6
Employees – Training and skills development [48, 49] (In hours)				
Average training hours	11.8	11.1	10.5	5.8
Male	11.0	9.8	11.9	6.7
Female	15.3	16.0	9.2	5.0
Own workforce – Health and safety[48]				
Coverage of health and safety management systems	94.9 %	93.9 %	94.6 %	67.2 %
Number of recordable work-related accidents[50]	55	83	19	18
Rate of recordable work-related accidents[51]	13.4	17.9	3.2	2.9
Number of fatalities	0	0	0	0
Employees – Health and safety[48]				
Number of recordable work-related accidents[50]	42	73	19	13
Rate of recordable work-related accidents[51]	10.6	16.6	3.4	2.2
Number of work-related ill health[52]	5	7	0	1
Number of days lost[53]	1,209	1.423	343	704
Workers in the value chain – Health and safety[48] (In cases)				
Number of fatalities	0	0	0	0
Employees – Work-life balance[48] (In percent)				
Percentage entitled to family-related leave[54]	100	100	100	100
Percentage who took leave – male	3.1	2.5	2.7	3.2
Percentage who took leave – female	1.2	0.9	3.4	4.6

[46] The figures were calculated on year-end figures for the reporting period.
[47] Top management consists of the Division Board members of the Diehl Group's divisions.
[48] The figures were calculated on average values for the reporting period.
[49] The processes for recording training hours have not yet been fully implemented. Measures for optimization are currently underway.
[50] Number of incidents reported to the company that resulted in an absence from work of more than three calendar days
[51] Number of recordable work-related accidents per 1,000,000 hours worked (500 full-time employees).
[52] Number of work-related ill health reported by the relevant employers' liability insurance association or other responsible organization.
[53] Number of days lost due to work-related injuries and fatalities resulting from work-related accidents, work-related ill health, and fatalities resulting from ill health. The calculation of days lost is based on calendar days.
[54] Employees eligible for family-related leave: Employees entitled for maternity/paternity leave, parental leave, or care for elderly family members.

Diehl Defence		Diehl Aviation		Diehl Metering		Miscellaneous	
2025	2024	2025	2024	2025	2024	2025	2024
22.4	21.7	20.1	19.6	15.7	16.4	31.5	30.2
52.6	50.8	51.8	52.4	57.3	56.0	44.0	45.0
24.9	27.5	28.1	28.0	27.0	27.6	24.5	24.8
4	3	4	4	4	4	2	2
4	3	4	4	3	3	2	2
100 %	100 %	100 %	100 %	75 %	75 %	100 %	100 %
0	0	0	0	1	1	0	0
0 %	0 %	0 %	0 %	25 %	25 %	0 %	0 %
2.4	2.5	3.5	3.3	3.3	3.3	3.4	3.2
26.9	24.0	14.2	11.3	17.6	10.0	15.2	17.9
29.3	26.4	14.6	11.9	18.8	11.6	15.5	21.3
20.1	17.1	13.0	9.7	16.0	7.8	14.8	13.8
40.8 %	64.9 %	99.0 %	32.5 %	96.5 %	100 %	0 %	17.4 %
59	49	71	51	16	9	8	4
7.8	7.5	8.0	6.2	5.0	2.8	7.6	4.3
0	0	0	0	0	0	0	0
52	39	66	50	16	8	8	4
7.2	6.3	7.8	6.3	5.5	2.8	7.7	4.3
2	5	0	1	0	0	0	0
1,196	593	1,312	1,199	393	278	71	141
0	0	0	0	0	0	0	0
100	100	100	100	97.5	98.2	100	100
3.1	2.8	3.0	3.1	1.4	2.4	0.2	1.2
1.5	2.4	2.6	3.4	3.0	5.6	2.2	3.6

Name and registered office of the company[55]	FR	SR
Produktion and sales companies		
AIM Infrarot-Module GmbH, Heilbronn (Germany)	X	X
DD Präzisionsteile GmbH & Co. KG, Überlingen (Germany)	X	X
Diehl Advanced Mobility GmbH, Zehdenik (Germany)	X	X
Diehl Aerospace GmbH, Überlingen (Germany)	X	X[b]
Diehl Aerospace Inc., Birmingham (United States of America)	X	X[b]
Diehl Aerospace Pte. Ltd., Singapur (Singapore)	X	X
Diehl AKO Stiftung & Co. KG, Wangen im Allgäu (Germany)	X	X
Diehl Augé Découpage SAS, Besançon (France)	X	X
Diehl Aviation de Mexico S. de R.L. de C.V., El Marques (Mexico)	X	
Diehl Aviation Gilching GmbH, Gauting (Germany)	X	X
Diehl Aviation Hamburg GmbH, Hamburg (Germany)	X	X
Diehl Aviation Hungary Kft., Nyírbátor (Hungary)	X	X
Diehl Aviation Laupheim GmbH, Laupheim (Germany)	X	X[b]
Diehl Aviation Romania S.R.L., Bukarest (Romania)	X	
Diehl Brass Solutions Stiftung & Co. KG, Röthenbach a. d. Pegnitz (Germany)	X	X
Diehl Controls (Nanjing) Co. Ltd., Nanjing (China)	X	X
Diehl Controls (Qingdao) Co., Ltd., Qingdao (China)	X	X
Diehl Controls Electronics India Pvt. Ltd., Pune (India)	X	
Diehl Controls México S.A. de C.V., El Marques (Mexico)	X	X
Diehl Controls Polska Sp. z o.o. Namysłów (Poland)	X	X
Diehl Controls Romania S.R.L., Bukarest (Romania)	X	
Diehl Defence GmbH & Co. KG, Überlingen (Germany)	X	X[b]
Diehl do Brasil Metalúrgica Limitada, São Paulo (Brasil)	X	X
Diehl Electronic Components (Wuxi) Co. Ltd., Wuxi (China)	X	X
Diehl Energy Products GmbH, Röthenbach a. d. Pegnitz (Germany)	X	X
Diehl Metal Applications GmbH, Röthenbach a. d. Pegnitz (Germany)	X	X
Diehl Metal India Private Limited, Pune (India)	X	
Diehl Metall Messing Beteiligungs GmbH, Röthenbach a. d. Pegnitz (Germany)	X	
Diehl Metall Stiftung & Co. KG, Röthenbach a. d. Pegnitz (Germany)	X	X
Diehl Metering (Jinan) Co. Ltd, Jinan (China)	X	X
Diehl Metering GesmbH, Wien (Austria)	X	X
Diehl Metering GmbH, Ansbach (Germany)	X	X
Diehl Metering LLC, Wilmington (United States of America)	X	X
Diehl Metering S.A.S., Saint-Louis (France)	X	X[b]
Diehl Metering Sp. z o.o., Bażanowice (Poland)	X	X
Diehl Metering Systems GmbH, Nürnberg (Germany)	X	
Diehl Power Electronic SAS, Siaugues-Saint-Marie (France)	X	X

[55] Financial Reporting (FR) consolidation scope; Sustainability Reporting (SR) consolidation scope; affiliated company fully included in consolidation (X); affiliated company included in consolidation with all material sustainability aspects considered (Xb).

Name and registered office of the company[55]	FR	SR
Diehl Retrofit Missile Systeme GmbH, Überlingen (Germany)	X	
Diehl Service Modules GmbH, Hamburg (Germany)	X	
Diehl SynchroTec Manufacturing (Wuxi) Co. Ltd., Wuxi (China)	X	X
Diehl Werkzeugbau Seebach GmbH, Seebach (Germany)	X	
DynITEC GmbH, Troisdorf (Germany)	X	X
Franconia Industries Inc., Elk Grove Vilage (United States of America)	X	
Junghans Microtec GmbH, Dunningen (Germany)	X	X
Junghans T2M S.A.S, La Ferte Saint-Aubin (France)	X	X
SMH Süddeutsche Metallhandelsgesellschaft mbH, Röthenbach a. d. Pegnitz (Germany)	X	
Management, property and other companies		
Afelixa Grundstücksverwaltungsgesellschaft mbH & Co. Vermietungs KG, Mainz (Germany)	X	
DD Immobilien Troisdorf GmbH, Troisdorf (Germany)	X	
Diehl Americas Inc., Wilmington (United States of America)	X	
Diehl Assekuranz Rückversicherungs- und Vermittlungs-AG, Nürnberg (Germany)	X	X
Diehl Ausbildungs- und Qualifizierungs-GmbH, Nürnberg (Germany)	X	X
Diehl Aviation Holding GmbH, Nürnberg (Germany)	X	X[b]
Diehl Beteiligungen GmbH, Nürnberg (Germany)	X	
Diehl Connectivity Solutions GmbH, Nürnberg (Germany)	X	
Diehl Controls North America Inc., Wilmington (United States of America)	X	
Diehl Controls Nürnberg Verwaltungs GmbH, Nürnberg (Germany)	X	
Diehl Defence Holding GmbH, Überlingen (Germany)	X	
Diehl Defence Land Systems GmbH, Röthenbach a. d. Pegnitz (Germany)	X	
Diehl Defence Verwaltungs-GmbH, Überlingen (Germany)	X	
Diehl Informatik GmbH, Nürnberg (Germany)	X	X
Diehl Metal Applications France SAS, Besançon (France)	X	
Diehl Nürnberg Facility Verwaltungs GmbH, Nürnberg (Germany)	X	
Diehl Nürnberg Holding GmbH, Nürnberg (Germany)	X	
Diehl Röthenbach Immobilien GmbH & Co. KG, Nürnberg (Germany)	X	
Diehl Röthenbach Immobilien Verwaltungs GmbH, Nürnberg (Germany)	X	
Diehl Stiftung & Co. KG, Nürnberg (Germany)	X	X[b]
Diehl Track GmbH, Nürnberg (Germany)	X	
Diehl Ventures GmbH, Nürnberg (Germany)	X	X
Dynamit Nobel GmbH, Troisdorf (Germany)	X	
Gebrüder Junghans GmbH, Röthenbach a. d. Pegnitz (Germany)	X	
Integra Vermögensverwaltungs- und Beteiligungsgesellschaft mbH, Nürnberg (Germany)	X	
Sundwiger Messingwerk Verwaltungs GmbH, Röthenbach a. d. Pegnitz (Germany)	X	

Diehl Stiftung & Co. KG
Stephanstraße 49
90478 Nürnberg
Germany
diehl.com/group

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