



Sustainability

Aspects, goals and measures

Our approach

Nicola Warning on sustainable thinking and acting as an integral part of the corporate culture

Environmental and climate protection

How we develop sustainable products, create clear processes, conserve resources and reduce emissions

Social responsibility

How we promote our employees and take on social responsibility

Governance

Transparent rules and processes along the value chain

Romeo Kabutey began his training as specialist for warehouse logistics in 2016 and successfully completed three years later. He takes pride in preparing our products for dispatch all over the world.





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We think long term

CEO Nicola Warning on the task of promoting and systematically developing a culture of sustainability.

Mrs Warning, what plans are you pursuing in terms of sustainability and what is the current situation?

For us as a traditional family business, social values are a matter of course. Thinking and acting sustainably has been an integral part of our corporate culture from the very beginning. What is new is that we are formalising and systematising this responsibility towards the environment and society. This structured approach enables us to fulfil our responsibility towards the environment and society even more effectively and make our contribution to a resilient, sustainable economy. The basis for this is our materiality analysis, which is currently being developed for the entire Group. It helps us to prioritise topics with a view to our core business and to concretise them in our sustainability strategy.

Which factors have a significant influence on your agenda?

On the one hand, there are armed conflicts that disrupt global supply chains and therefore have a significant impact on our industry. This requires us to be more adaptable and



Nicola Warning:
since 2017, the graduate engineer in the field of mechanical engineering has been managing the business of KTR Systems GmbH.

Our understanding of forward-looking sustainability is based on the principles of responsibility, respect, fairness and economic success.

Nicola Warning, CEO

plan responsibly. Technological developments and market trends also play an important role. We are also guided by the 17 UN Sustainable Development Goals and the objectives of the European Green Deal. Secondly, the growing regulatory framework in the area of sustainability: regulations such as the Corporate Sustainability Reporting Directive, the Supply Chain Due Diligence Act and the Carbon Border Adjustment Mechanism are setting new standards. This requires adjustments to our business processes. However, I believe we are very well positioned to meet these challenges successfully, as we are a medium-sized company with a high degree of flexibility and willingness to change.

Can you give us an outlook on developments for the next few years?

Yes, certainly. In our strategic orientation, we relate the topics to our core business and examine their relevance for our business model, for the environment and for our stakeholders: employees, shareholders, customers or potential applicants. We pursue a pragmatic and practical approach. This means that we initially focus

on the issues on which KTR can have the greatest positive impact. We are currently focussing on reducing the environmental footprint and greenhouse gas emissions in our value chain as well as risk management and social responsibility in our supply chain. In concrete terms, this means that as a resilient, sustainable company, we are increasingly focussing on reducing negative environmental impact and resources and strengthening our position as an attractive employer. We are investing in recruiting and maintaining the health of our employees and are focussing on modernity and diversity. By taking this comprehensive approach, we ensure that our sustainability strategy is viable both now and in the long term.

BLUECOMPETENCE

We are a partner of the sustainability initiative Blue Competence. This initiative of the German Engineering Federation (VDMA) aims to promote the topic of sustainability in the industry – and to publicise the sustainable developments of the member companies. With our partnership, we are committed to complying with the twelve sustainability principles of the mechanical and plant engineering industry.

www.bluecompetence.net

KTR at a glance

Since the company was founded almost 140 years ago the KTR family has grown continuously in all areas.

By now, we are at home on every continent.

KTR offers a comprehensive portfolio of high-quality drive technology and hydraulic components as well as braking and cooling systems. The family-owned company from Rheine in North Rhine-Westphalia can look back on a long and successful history: what began in 1886 with F. Tacke KG and the construction of transmission systems has developed into a globally active company with more than 1,100 employees, 24 subsidiaries and over 90 partner companies over the decades.

Today, KTR has subsidiaries in the US, France, Norway, India, China, Finland, Sweden, the Netherlands, Poland, the Czech Republic, the UK, Brazil, Korea, Italy, Spain, Taiwan, Turkey, Chile, Japan, Denmark, Switzerland and South Africa. Finally the latest subsidiary was established in Singapore in 2022.

In addition to numerous standard products, we are continuously expanding our product portfolio. For this purpose, we develop customer-specific solutions in our own research and development centre in Rheine and in the Think Tank in Hilden.

Wherever movement is required, we have a suitable answer.

On land, on the water or at lofty heights: whenever movement is involved, our products are a driving force. We are global market leader in wind energy technology, at the forefront of pump technology and in many other areas such as marine technology, construction and agricultural machinery technology, railway and transport technology, conveyor technology and machine tool technology, well-known machine manufacturers trust in our products.

1886

foundation of F. Tacke KG for the construction of transmission systems

1959

foundation of Kupplungs-technik GmbH (today KTR Systems GmbH)

24

own subsidiaries on all continents

508

employees at the headquarters in Rheine, over 1,100 worldwide

315,2

million euros in sales in 2023 with all subsidiaries

90

sales partners, with it increased presence worldwide

23

countries, with it in all important markets represented

What makes us successful? Our global presence, our unique product portfolio and our expertise – that is our understanding of customer requirements.

Nicola Warning, CEO

Material sustainability aspects

We assess the sustainability aspects relevant to KTR from two perspectives (dual materiality).

The inside-out perspective assesses the impact of our business activities on various aspects of sustainability. The outside-in perspective assesses how sustainability aspects influence the financial stability and future viability of our company.

Energy consumption:

targeted optimisation of energy efficiency and the use of innovative technologies reduce energy consumption and the ecological footprint, which also contributes to cost efficiency.

Greenhouse gas emissions:

consistent reduction of emissions along the value emissions along the value chain. By increasing the use of renewable energies, we are reducing our dependence on fossil fuels and actively combating climate change.

Conservation of resources and environmental protection:

efficient use of raw materials, waste minimisation and recycling management are the focus of our environmental protection strategies in order to conserve valuable resources and minimise negative environmental impacts.

Human rights:

respecting human rights and ensuring safe working conditions is a top priority, both

within our company and along the entire supply chain.

Occupational health and safety protection:

high occupational health and safety standards and regular training minimise risks and actively promote a healthy working environment.

Employer attractiveness:

an attractive working environment, comprehensive social benefits and targeted training programmes help to attract and retain skilled employees.

Social responsibility:

we take responsibility in the communities in which we operate and are involved in regional and national social initiatives.

Regulatory compliance and market requirements:

we ensure compliance with applicable laws and guidelines. Adjustments are made to international and national sustainability regulations in order to fulfil customer and market requirements.

Procurement and supply chains:

sustainable procurement strategies ensure the availability of required raw materials, minimise risks within the supply chain and stabilise it.

Customer safety and product quality:

our products fulfil the highest safety and quality standards in order to strengthen customer confidence and secure it in the long term.

Climate change:

active measures to reduce CO₂ emissions and adapt to climate change are an integral part of our sustainability strategy.

Diversity and equal opportunities:

we promote an inclusive corporate culture in which all employees are given equal opportunities regardless of gender, origin or age.

Innovations and business model:

investments in sustainable innovations secure our business model and support the transition to a sustainable and resilient economy.

Challenges in the mechanical and plant engineering industry.

In 2023, the industry faced significant challenges such as rising costs, declining incoming orders, geopolitical tensions and a shortage of skilled labour. By proactively managing opportunities and risks, we are improving our sustainability performance and secure long-term economic success at the same time.

Opportunities

- **Cost savings:** energy savings and efficient use of raw materials can cut costs and reduce greenhouse gas emissions.
- **Competitive advantages:** the reduction of greenhouse gas emissions and transparent communication of our measures strengthen our image and open up new market opportunities.
- **Innovation potential:** the circular economy and sustainable procurement promote innovative business models and increase market stability.
- **Employer attractiveness:** a sustainable, attractive working environment attracts qualified specialists and retains them in the long term.

- **Social acceptance:** involvement in social initiatives strengthens stakeholder trust and increases attractiveness for investors and employees

Risks

- **High initial investment:** technology and compliance costs can increase operating costs.
- **Raw material and supply chain risks:** dependence on non-renewable raw materials and regulatory uncertainties can pose challenges.
- **Public reception:** negative perceptions and the need for a high level of transparency could damage the image.
- **Pressure to adapt:** rapidly changing market conditions, regulation and competitive pressure require flexible business strategies.
- **Demographic change:** personnel planning and recruitment are becoming increasingly challenging and can impact business activities.
- **Physical risks:** climate change may require adjustments to the business model.



Sustainability goals

We have systematised our activities, are developing a strategy, setting ourselves measurable goals and creating integrated processes.

Systematics, goals and guiding principles

Our sustainability activities are organised into three central pillars:

1. Environment and climate protection
2. Social responsibility
3. Corporate governance

These pillars are closely linked to the **United Nations' Sustainable Development Goals (SDGs)**. We are focussing on all 17 goals, but are primarily guided by the following goals that are crucial to our business model:

- Goal 3:** good health and well-being
- Goal 7:** affordable and clean energy
- Goal 8:** decent work and economic growth
- Goal 9:** industry, innovation and infrastructure
- Goal 12:** sustainable consumption and sustainable production
- Goal 13:** climate protection measures

We are also committed to the sustainability principles of the **Blue Competence Initiative (BCI)** of the German Engineering

Federation (VDMA). The BCI has defined twelve guiding principles based on the principles of economic success, fairness, respect and responsibility. These principles cover strategic, operational, cultural and communicative aspects and are also based on the SDGs.

Goals and measures in the year 2024

In order to be able to monitor and control the success of our measures, we will increasingly define measurable targets as part of the emerging **sustainability strategy**. We are developing **science-based CO₂ targets** to reduce greenhouse gas emissions.

In order to ensure human rights and social standards in our supply chains and implement targeted measures we will be conducting **regular risk analyses** from 2024. With this in mind, we will revise our **guidelines** and add key topics that have not yet been comprehensively covered. In addition, with the **VDMA/ZVEI Code of Conduct (CoC)** adopted in 2023, we are creating a common understanding of values and responsibilities with our suppliers, on which we will organise internal and external training courses.

A structured approach and clearly measurable key figures enable us to manage our sustainability strategy effectively, document progress transparently and, if necessary, make adjustments promptly in order to achieve our corporate and sustainability goals.

Katharina Garza, Head of Corporate Responsibility

New structures and processes in the year 2024

The development of our **internal sustainability management** is another important focus of our activities in 2024. Through the newly created Corporate Responsibility department with the ESG (Environment, Social, Governance), HSE (Health, Safety, Environment) and Compliance divisions, we are creating joint, integrated processes and aiming to increasingly integrate sustainability into our corporate processes. This also includes continuously informing our employees and business partners about our commitment to sustainability and establishing a **reporting system** in order to fulfil the requirements of the **Corporate Sustainability Reporting Directive (CSRD)**.

In order to determine the extent to which defined targets are being achieved, we

have so far carried out an annual review as part of the **management review**. In doing so, we also assess the requirements for the company in order to include potential new areas in the catalogue of goals.

The principle of continuous improvement as part of the **Plan-Do-Check-Act cycle** motivates us not only to achieve set targets, but also to work continuously on optimising our key performance indicators (KPIs).

In addition to the annual management review, an interim assessment of target achievement will take place within the **steering committees** for the individual pillars. Key figures in accordance with the **European Sustainability Reporting Standards (ESRS)** are implemented. They form the basis for the annual sustainability report for the management and our stakeholders.

Our central sustainability activities

Environment and Climate protection

Main objectives:

- Introduction of CO₂ targets for the company and the supply chain
- Reduction of CO₂ footprint
- Increase the share of renewable energies
- Efficient waste management and resource usage

SDGs:



Social Responsibility

Main objectives:

- Ensuring a safe healthy, attractive working environment for all employees
- Strengthening the well-being of employees
- Continuous improvement of occupational safety
- Promotion of human rights

SDGs:



Corporate Governance

Main objectives:

- Strengthening governance and risk management
- Promoting a culture of sustainability awareness
- Responsible supply chain management
- Implementation of a value-based compliance strategy
- Increasing the knowledge about these topics among employees and business partners
- Promoting sustainability in the supply chain

SDGs:



Systematic safety culture

As Health, Safety and Environment Manager, André Pieper is responsible for clean processes in occupational health and safety and environmental protection.

What are your primary tasks as HSE Manager?

In my area 'Health, Safety and Environment' it's about structuring safety-relevant matters such as risk assessments, safety instructions and the entire system of authorised representatives – such as first aiders, fire protection assistants, evacuation assistants and environmental protection officers – and casting them into orderly processes. My job is to create a safe working environment for people and the environment – and when I say safe, I also mean legally compliant. This means that there are clean, comprehensible and compliant processes that are supported by all employees.

Can you specify that?

Yes, of course. Let's take the area of hazardous substances. We have to assess all hazardous substances in circulation, derive appropriate measures and train employees in how to handle them. In addition, an emergency management system must be installed. This means that everything handling hazardous substances must be documented and there must be precise rules, what to do in an emergency. It is therefore also essential that communication within the company works.

That sounds as if there has been very little so far?

No, on the contrary, KTR has had a well-established environmental management system in place since 2008. But the company has grown considerably in recent years and there are increasingly stricter laws – as a result, not all applications meet modern requirements. We are therefore working on sorting out the existing rules, reorganising them digitally and communicating them on the intranet.

Does this only apply to Rheine or also to all other locations?

Our initial focus is on the Rheine site. With currently over 500 employees, this is also the largest location. In the next step, we will transfer the knowledge gained and structures implemented to our subsidiaries.

In addition to environmental management, it's also about health – what are you planning here?

I am involved in the procurement of work equipment and the design of workstations – and here we pay particular attention to the manual lifting and carrying of loads. We want to ensure our staff a healthy and happy future. In doing so, we are always on the lookout for innovative solutions in workplace and work system design.

My job is to create a safe working atmosphere for people and the environment. This means that there are clean comprehensible and rule-compliant processes that are adhered to by all employees.

André Pieper, HSE Manager

Does that mean you are on the move a lot?

Well, I also have to document a lot. That's why I would say that I spend about 70 per cent of my working time on the computer, the rest of the time I'm out and about in the operational areas. There are many areas of activity and constant changes on the extensive company premises that we have to continuously monitor and assess.

You have only been with KTR for a short time. What are your impressions so far?

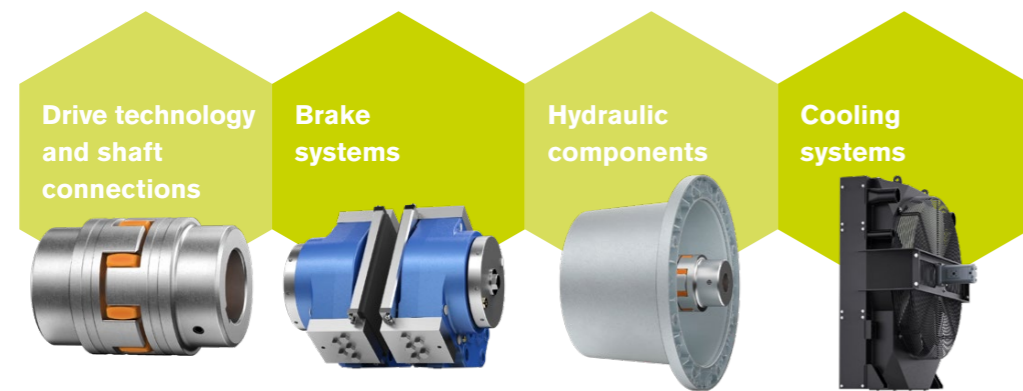
What immediately strikes me here is this open, familiar culture. I have contact with many people and everyone is very cooperative. It's fun when you consider that my radius of action intervenes in the majority of the processes and that I'm still met with acceptance and appreciation. In the current situation, we have to act very carefully, as many changes are planned and more flexibility is required from everyone. With this team, we will soon achieve our goal of a sustainable safety culture.

André Pieper: the 49-year-old is a trained industrial mechanic and qualified industrial engineer. Before joining KTR he was a safety engineer. He learnt about occupational safety from the ground up – in the coal mine in Ibbenbüren.



Innovation and product management

With our extensive product portfolio, we are represented in many sectors and industries.



In addition to our standard programme, we also develop customised products for our customers. Our products are used in a wide variety of systems and machines, such as:

- Wind Power
- Construction Machinery and Agriculture
- Pumps and Compressors
- Automation
- Machine Tools
- Drive Technology
- Hydraulics
- Marine
- Gensets

Our principles in product development

Conservation of resources: in product development and manufacturing, we pay attention to the efficient use of resources, the extension of product life, the reduction of waste and the minimisation of emissions.

Innovation process and environmental compatibility: our innovation process integrates environmental aspects by increasing the proportion of recyclable materials and ensuring



Sustainability is also evident in the utilization phase: our products for installation in wind turbines, which are in use for up to 8,000 hours a year, have a service life of up to 30 years. For large couplings, we offer our customers the option of reconditioning or repairing them.

Norbert Partmann, Head of Technology and CEO of KTR Brake Systems GmbH

compliance with regulations on the registration, evaluation, authorization and restriction of the use of chemicals (REACH) and the restriction of the use of hazardous substances (RoHS). We develop customer-specific solutions at the research center in Rheine and the think tank in Hilden.

Lightweight construction and material savings:

we rely on lightweight construction to save material while ensuring high power density. Our aim is to reduce the amount of material used without compromising the size or efficiency of the products.

Energy efficiency and recycling:

our products do not consume any energy during the utilization phase. However, by building the most compact drives possible, the energy-efficient design of our coolers and the purchase of energy-efficient components such as hydraulic pumps

and electric motors, they do contribute to energy efficiency. A large proportion of our products are also made from highly recyclable materials such as steel, cast iron and aluminum.

Durability of our products:

our products are characterized by a very long lifetime, which helps to conserve natural resources. As standard, we aim for a lifetime of at least 20 years, but couplings can also be in use for 30 years or more in general mechanical engineering.

CO₂ emissions and sustainability targets:

CO₂ emissions are becoming increasingly important in the supply chain. That is why we started to calculate our corporate carbon footprint (CCF) in 2023 from the base year 2021. We are working strategically to reduce the company's carbon footprint as well as that of our products.

Over 150,000 KTR couplings ...

... have been installed worldwide in wind turbines with rated outputs from 25 kW to 12 MW.



Resource management

We continuously set ourselves targets to improve resource efficiency and ecological aspects of our business activities.

Our main objectives

1. Reducing the consumption of gas, water and electricity
2. Increasing the proportion of renewable energy sources
3. Reducing the use of materials and the amount of waste, increasing the recycling rate
4. Reducing greenhouse gas emissions

Measures already implemented and planned

1. Reducing the consumption of gas, water and electricity

- Environmental management system in accordance with ISO 14001: monitoring audit for continuous monitoring and improvement of our environmental performance (2023)
- Conversion of compressors and elimination of compressed air leaks (2023)
- Further conversion to LED lighting (2021 – 2024)
- Carrying out an energy audit in accordance with DIN EN 16247-1 (planned for 2024)
- Energy-related refurbishment measures: roof refurbishment of three production and storage halls (planned 2024 – 2026)
- Construction of a new, energy-efficient production line (planned for 2025)
- Introduction of a new measurement concept: installation of new measuring points, improved data transparency and peak load management (planned for 2024)

2. Increasing the proportion of renewable energy sources

- Switch to 100 % green electricity: at all German locations (2023)
- Electrification of the vehicle fleet: reduction in fuel consumption and emissions (start 2024)
- Installation of photovoltaic systems: three systems installed at the Rheine site (2023)

3. Reducing the use of materials and the amount of waste, increasing the recycling rate

- Increasing the proportion of recyclable materials: ongoing integration into our product development (permanent)

- Strategic review of the product portfolio: increased power density while maintaining the same size, reduced use of materials (permanent)
- Systematic review of our packaging solutions for environmentally friendly alternatives (examples on page 18)

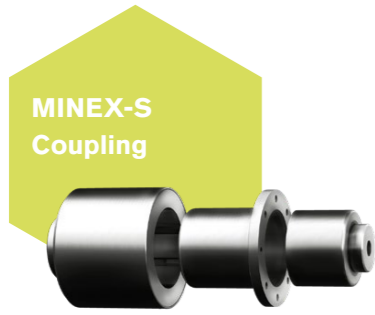
4. Reducing greenhouse gas emissions

- Establish corporate carbon footprint: record actual status for key categories from base year 2021 (2023)
- Set science-based targets for reducing greenhouse gas emissions: define and publish targets and pathway (planned for 2024)
- Continuous recording and monitoring of greenhouse gas emissions: expand to international sites for Scope 1 and 2 (planned 2024)
- Increasing data transparency in the supply chain: by systematically requesting CO₂-related information from suppliers (planned for 2024)
- Preparations for determining the product carbon footprint (planned 2024 – 2025)

Input/Output balance Resources and raw materials

	2021	2022	2023
Input			
Resources			
Electricity [kWh]	3,357.067	3,134.413	3,045.777
Natural gas [kWh]	2,172.609	1,648.825	1,663.740
Diesel [l]	66,457	80,269	90,658
Water [m³]	2,246	2,526	3,182
Materials/raw materials			
Differ. Materials [t]	5,737.34	5,737.15	4,983.38
Plastic [t]	634.29	568.87	440.53
Sintered metal [t]	790.12	788.65	331.01
Cast iron products [t]	6,370.05	6,146.88	4,968.42
Steel [t]	12,753.35	12,117.19	9,568.38
Stainless steel [t]	115.24	146.13	103.98
Cast aluminum [t]	565.01	611.12	475.78
Semi-finished aluminum products [t]	406.46	497.22	267.35
Special materials [t]	16.19	23.83	17.02
Total	27,388.05	26,637.04	21,155.85
Output			
Waste			
Waste (recyclable or reusable) [t]	1,964	2,049	1,641
Hazardous waste [t]	20	23.14	26.8
Products			
Total production [t]	1,903	1,986	1,606

In addition to purchased materials, preliminary products and raw materials, the main resources used at the Rheine site are primarily electricity, natural gas, fuel and water.



MINEX-S Coupling

Sustainable products

Many of our products help to protect the environment through their function and are characterized by high material efficiency and durability. One example:

The MINEX-S coupling:

the hermetic sealing of the drive and output side prevents the leakage of critical media and thus protects the environment from pollutants. The statically sealed containment shell has no wear-prone seals – eliminating the risk of leakage and preventing the ingress of ambient air. As the torque is transmitted via magnetic forces, there is no abrasive wear and no friction – the clutch is durable and maintenance-free. This reduces life cycle costs and optimizes the use of resources.



There is no reason not to switch to sustainable packaging. This decision makes sense, both economically and ecologically – a win-win situation for everyone involved.

Robin Ekelhoff, Packaging Specialist



Twist Pack
I am 100% recycled.
www.rose-plastic.com

Sustainable packaging

Packaging made from recycle is beneficial because it generates less waste and saves resources and energy. By avoiding the use of primary materials, they are generally also economically more beneficial. This saves costs and CO₂.

Examples from logistics

Switch to TwistPack packaging made from 100 % recycle (2023):

- Costs significantly reduced
- CO₂ footprint for packaging reduced by almost 70 %
- Improved recyclability

Replacement of workpiece carriers made of plastic through fiber casting (planned for 2024):

- Expected cost reduction of more than a third
- CO₂ footprint for packaging significantly lower
- Improved recyclability

Replacement of plastic packaging for Syntex components with corrugated cardboard (planned for 2024):

- Expected cost reduction of more than 80 %
- CO₂ footprint for packaging significantly lower
- Improved recyclability

Hatz
Solar parks – with the right twist



Invertek
Clever technology – Solar pumps



Sustainable application examples from our customers

In addition to the examples shown here, our online magazine offers many more insights into a wide variety of customer projects. Discover the world of mechanical engineering with **KTR-Insight** at www.ktr.com/de/en/ktr-insight/

J. Schneider Elektrotechnik
50,777 megawatts



Neopost
Waste-free shipping



Climate-relevant emissions

We identify our greenhouse gas emissions in accordance with the Greenhouse Gas (GHG) Protocol and in doing so systematically monitor our reduction targets.

We are continuously working to reduce our energy and resource consumption. Within our ISO 14001-certified environmental management system at KTR Systems GmbH, we are constantly developing our environmental responsibility. We are initially concentrating on the most important sources of emissions:

- **Natural gas and diesel as energy sources (Scope 1):** these energy sources are mainly used for heating purposes and the vehicle fleet.
- **Electricity consumption (Scope 2):** includes the entire electricity consumption of the companies at the Rheine site.
- **Upstream and downstream emissions (Scope 3):** purchased goods and services, transport and distribution (upstream and downstream), waste and business travel were balanced.

The biggest challenges are to further reduce these consumptions and to further improve the data quality for Scope 3. We have set ourselves these goals:

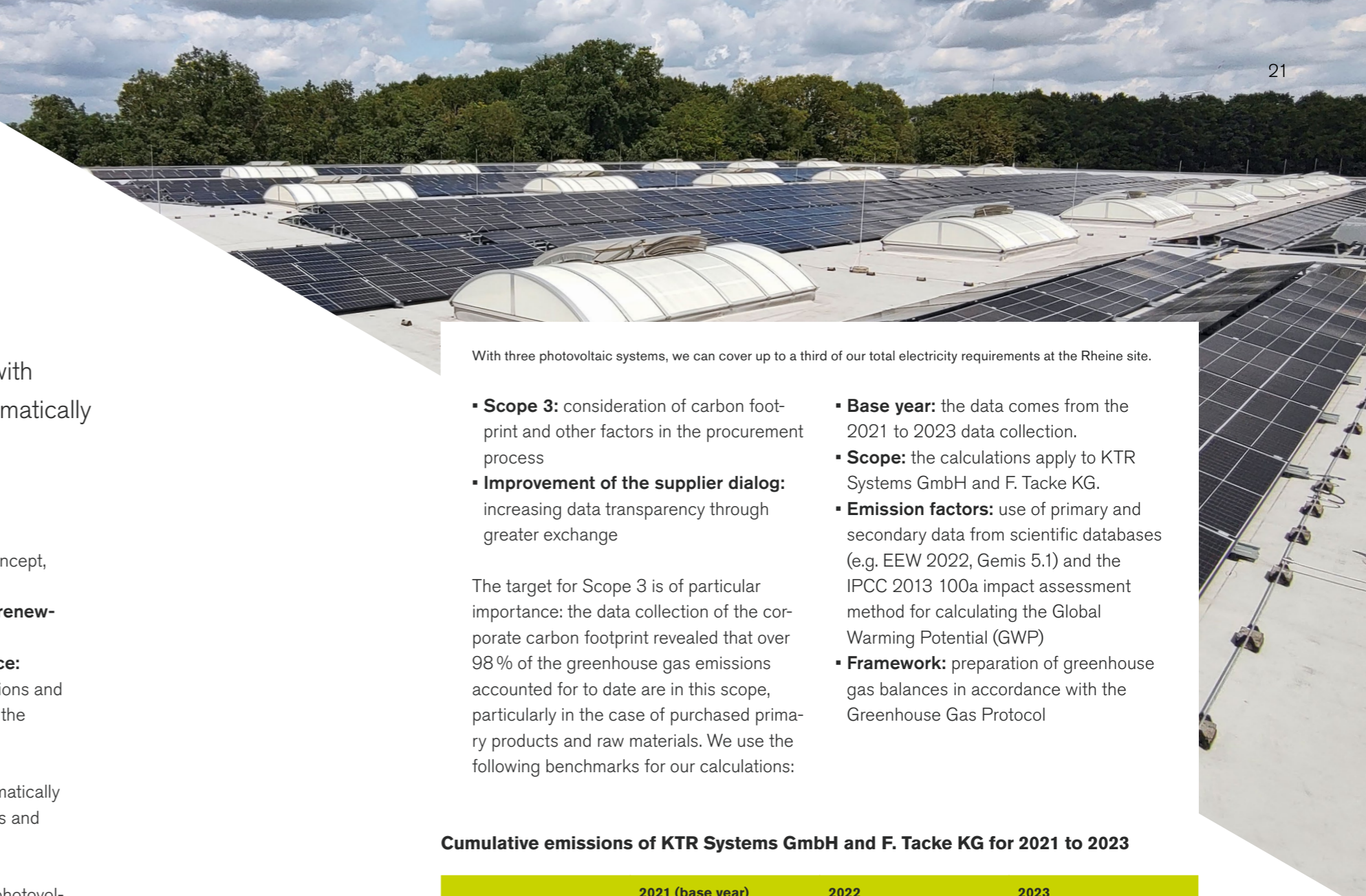
- **Reduction of energy consumption and CO₂ emissions:** specific targets and a target achievement path will be

defined in the transformation concept, which will be finalised in 2024.

- **Increasing the proportion of renewable energy sources**
- **Expansion of the GHG balance:** integration of international locations and improvement of the database in the coming years

To achieve these goals, we systematically implement the following strategies and measures:

- **Scope 1 and 2:** installation of photovoltaic systems to increase the proportion of self-generated electricity
- **Conversion to LED lighting:** already implemented to reduce electricity consumption
- **Development of a transformation concept:** start in 2023, completion planned for 2024, to define and implement specific measures
- **Electrification of the vehicle fleet:** planned from 2024 to reduce diesel consumption
- **Use of green electricity:** already since 2023 at all German locations



With three photovoltaic systems, we can cover up to a third of our total electricity requirements at the Rheine site.

- **Scope 3:** consideration of carbon footprint and other factors in the procurement process
- **Improvement of the supplier dialog:** increasing data transparency through greater exchange
- **Base year:** the data comes from the 2021 to 2023 data collection.
- **Scope:** the calculations apply to KTR Systems GmbH and F. Tacke KG.
- **Emission factors:** use of primary and secondary data from scientific databases (e.g. EEW 2022, Gemis 5.1) and the IPCC 2013 100a impact assessment method for calculating the Global Warming Potential (GWP)
- **Framework:** preparation of greenhouse gas balances in accordance with the Greenhouse Gas Protocol

The target for Scope 3 is of particular importance: the data collection of the corporate carbon footprint revealed that over 98 % of the greenhouse gas emissions accounted for to date are in this scope, particularly in the case of purchased primary products and raw materials. We use the following benchmarks for our calculations:

Cumulative emissions of KTR Systems GmbH and F. Tacke KG for 2021 to 2023

	2021 (base year) Emissions (t CO ₂ e)	2022 Emissions (t CO ₂ e)	2023 Emissions (t CO ₂ e)
Scope 1	603	551	587
Scope 2	1,846	672	0
Scope 3 (incl. 5 % safety surcharge)	53,708	45,517	35,673
Total	56,158	46,740	36,260
Number of employees (annual average)	473	492	504
Total production [t]	1,903	1,986	1,606
Total emissions relative [t CO₂e / MA]	118.73	95.19	71.94
Total emissions, relative (t CO₂e / t)	29.51	23.53	22.58

The total amount of greenhouse gas emissions has fallen continuously since the base year 2021. While it only fell by 2.7 % in **Scope 1** in the reporting year compared to the base year we were able to reduce greenhouse gas emissions in **Scope 2** by 100 % by switching to green electricity. In **Scope 3** absolute emissions fell, but so did the total volume produced. Both emissions per employee and emissions per tonne produced have decreased. Changes in inventories were not taken into account.

Focus topics 2024

- **Scope 1:** formulate neutrality target
- **Scope 2:** already climate-neutral since 2023 ✓
- **Scope 3:** better data quality, focus on suppliers and product groups with largest share

Relationship management

Holger Klinge talks about practicing social responsibility both internally and externally.

What does social responsibility mean to you as Head of Human Resources at KTR?

Taking responsibility for others – this is a value that we have always practiced as a family business. How do you deal with the region and society externally? How do we treat our employees internally? These were issues that our associate was already promoting long before the three letters “ESG” existed. In other words, we’re not doing all of this suddenly because there’s a sustainability report and we get the topic on the agenda – we’ve always been doing it on our own initiative.

Can you give us a few examples?

Yes, of course. If I look outwards to the region, I can think of our long-standing partnership with the Caritas workshops, for example. The facility has been carrying out simple assembly work for us for decades. There are 60 to 70 people who work almost exclusively for KTR and assemble couplings. When you are on site with these people, you realize how much this fulfils them and makes them proud.

And internally – in relation to your workforce?

I’m thinking of our trainees, who receive very individual support here. For example, we sit down with each individual after two years and ask: what are your interests? What are your strengths? Where do you want to go? And we have never turned anything down: whether full-time, part-time, studying, in a block or in the evening. We plan the future individually, there is no catalog. And in addition: we offer our trainees a guaranteed job. So they are all offered a job for at least a year, most of them stay much longer. We cover up to 70 % of our personnel requirements through our own training. This is by far the most important way for us to recruit people and specialists.

That sounds very impressive.

Yes, we do a lot for our employees. I collected data for our report and came up with 50 to 60 measures. All in all, this means that we have practically zero staff turnover at the Rheine site. This makes us an absolute model company here in the surrounding area.



We cover up to 70 % of our personnel requirements with our own training. This is by far the most important way for us to recruit people and specialists.

Holger Klinge, Leiter Personal

Is there also a need to catch up?

For sure. We have room for improvement in terms of personnel development. We are now also breaking new ground in this area and have hired a dedicated employee to deal exclusively with this topic. And there is room for improvement in internal communication. There can never be enough communication. We are already doing a lot here and a lot of it quite well, but there is always room for improvement.

When you think back to your time at KTR, what impressed you the most?

One of the biggest challenges for us in recent years was the economic crisis of 2009/2010. At that time, turnover fell by almost 50 %, but the message from the management and the associate was that we would all work together to ensure that no employee had to leave the company. And we managed to do that. In my 21 years with the company, there has not been one redundancy – I am proud of that.

Holger Klinge: the 49-year-old Head of Human Resources has been working for our company for 21 years and is convinced that maintaining good internal and external relationships at KTR is not a compulsory exercise, but a deeply rooted culture that is practiced by everyone.

Category	Total employees	< 30 years	30 to 50 years	> 50 years	Male	Female	Diverse
Commercial	190	22.11 %	37.37 %	40.52 %	99.47 %	0.53 %	0.00 %
Non-commercial	318	17.92 %	45.60 %	36.48 %	69.18 %	30.82 %	0.00 %
	508	19.49 %	42.52 %	37.99 %	80.51 %	19.49 %	0.00 %

This is the composition of our workforce at the Rheine site. We have set ourselves the goal of increasing the proportion of women. Our Advisory Board consists of 25 % women and 75 % men. 100 % of the advisory board members are over 50 years old.

Participation of stakeholder groups

We are in dialog with stakeholder groups relevant to us and take their interests into account.

In 2023, in preparation for the Corporate Sustainability Reporting Directive (CSRD), we began a **comprehensive stakeholder analysis** in which we analyze the interest and influence of various groups on KTR. Our most important **primary stakeholder groups** are our customers, employees and suppliers. We are in regular and direct dialogue with all of them.

Customers

As KTR, we stand for the highest quality and excellent delivery performance – we want to continue to fulfil this claim in the future. We continuously analyse customer satisfaction and delivery performance using an **internal tracking system**. Our sales department is in constant contact with our customers. We have **fixed annual meetings** with major customers in which we discuss customer satisfaction and the terms of the co-operation. We always endeavour to maintain a constructive exchange in order to be able to fulfil our customers' requirements in the best possible way in the future. We are also in contact with customers and market players via the **VDMA, trade fairs and specialist conferences** and use these meetings to discuss current topics. Customers increasingly expressed a desire for more **transparency and exchange** on sustainability topics such as product carbon footprints (PCF) and corporate carbon footprints (CCF), the Supply Chain Due Diligence Act, occupational safety and compliance. We will therefore establish appropriate structures and make resources available in 2024.

Employees

We communicate with our employees via various channels, such as **SharePoint**,

annual employee meetings and discussions as well as **information events** organized by management or the works council. If necessary, employees can contact managers or the Works Council directly at any time. Wherever possible, we maintain an **open dialog** with our employees and try to implement suggestions and proposals for improvement. We are not only interested in improving processes and productivity, but also in strengthening the corporate culture and the sense of togetherness. Especially after Corona, there was a great desire among employees to get back in touch and exchange ideas. That is why we have set up a **kiosk** for employees at the Rheine site in addition to a **multifunctional building, the KTR Exhibition Center (KEC)**. The KEC is used for exhibitions, information events, training courses and events such as our summer party. For our KTR Exhibition Center, we have paid attention to energy-efficient construction and the use of renewable energies. Thanks to heat pumps, geothermal energy and buffer storage, the KTR Exhibition Center is largely self-sufficient in terms of heat supply. At the request of our employees, we also built a covered bicycle rack this year and installed three photovoltaic systems, which will be fully operational in 2024.

Suppliers

We have around 450 production material suppliers worldwide. We hold **discussions** with our most important suppliers at least **once a year**. It is important to us to maintain good, long-term and constructive cooperation. This is why we visit both large and long-standing suppliers in person to discuss cooperation and developments on the market. In these **360-degree meetings**, we not only discuss traditional topics such as current performance, delivery times and prices. These meetings also provide an opportunity to talk about other current topics and new supply chain requirements. We also carry out **supplier audits and visits** throughout the year.



Equal opportunities and qualification

We stand for diversity – and view development as a key lever for equality.

Employee rights

We offer our employees numerous benefits and give them a strong voice with our works council.

From vacation and Christmas bonuses to travel allowances and even a company bike – we offer our employees many benefits that have a positive impact on their **work-life balance**. We also pay particular attention to health and retirement provision. For example, we regularly organize **health days, check-ups and flu vaccinations** to promote and maintain the health and well-being of our employees. We also carry out occupational health check-ups twice a year (e.g. eye tests for employees at workstations).

To provide financial security for employees, even after their active time with the company, a purely **employer-financed pension scheme** has been in place for over 30 years. Since 2017, KTR has been

paying pension contributions in addition to wages and guarantees the payment of a **lifelong retirement pension** from the age of 67. This can be claimed from the age of 62 if the employees have left the company and are receiving a statutory pension.

Our **works council** has been representing the interests of our colleagues vis-à-vis the management for over 30 years. The works council takes on a wide range of tasks, including, for example, working on company agreements on a variety of topics and co-determination in recruitment. In addition to the works meetings, the works council offers confidential consultation hours for all employees on a quarterly basis and can be contacted by telephone or e-mail at any time.

Picture above: our KTR Works Council with Chairwoman Angela May (7th from left) currently consists of twelve members from different areas of the company. There is also a representative for severely disabled employees and three members in the JAV (youth and trainee representation).

For us, ensuring equal opportunities for all employees is a central concern that is firmly integrated into our corporate culture. In the area of **gender diversity**, we have already achieved significant milestones: our management team consists entirely of women, the works council is chaired by a woman, and approximately 20% of our workforce is female. Through gender-neutral job postings, language courses, part-time models, home office options, flexible working hours, and more, we aim to break down barriers. Compensation is based on a tariff-defined pay framework, which determines remuneration depending on the job description. This ensures that all individuals with the same responsibilities are classified in the same salary bracket.

In addition, we promote **age diversity** and create structures to enable employees of all age groups to participate fully in working life. For younger employees, we have the “Young Professionals” support program in place since 2011. Here, we encourage the exchange and development of young employees through group work, expert lectures, excursions, and workshops on various topics. This year, we launched the

At the center of our work as the works council is the individual. Social responsibility is not just a word for us but a daily obligation to promote the well-being of our employees and secure their future.

Angela May, Chairwoman of the Works Council

‘Senior Professionals’ program, the equivalent for older employees.

We are addressing the shortage of skilled workers through **qualification and support measures**, as well as through a strong employer brand, as **training and development** are strategic priorities for us. We focus on regular, open communication through informational events and various activities. This fosters exchange between the workforce, management, and the works council, enabling us to respond to suggestions and improvement requests early and efficiently.

Internal training sessions and safety instructions for various work areas are well-established. Since 2011 we have had a fitness partnership with a sports club, which about a quarter of the workforce at the Rheine site utilizes.

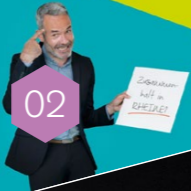


01



RHEINE IST BUNT,
RHEINE BLEIBT BUNT,
RHEINE WIRD NOCH BUNTER.

VIelfalt ist die Basis für unsere
WIRTSCHAFTLICHE ENTWICKLUNG!



02

GEMEINSAM
SCHAFEN

05



04



03



- 01: The KTR team at the B2Run race 2023 in Düsseldorf
- 02: We are committed to diversity and are part of the initiative "RHEINE BLEIBT BUNT"
- 03: Part of the team at the newly opened KTR kiosk
- 04: Employee events at the KTR Exhibition Center
- 05: HR specialist Michael Wiggers with the trainees at the training fair in Rheine's Stadthalle
- 06: Company tour at Krone with the Young Professionals
- 07: We support sports and sponsor youth teams with jerseys
- 08: Trainee activities during lunch break: ice cream, popcorn, BBQ, and more
- 09: Donation handover from the KTR Kubb tournament for children's cancer support by associate Dr. Mareike Tacke



06



07



08



09

03 Social responsibility

Community

We are committed to our region and contribute positively to society.

We feel a strong connection to Rheine and are aware of our influential role as an employer and member of society. We actively contribute to the promotion of our region with a variety of projects and measures.

For many years, we have been working closely with the **Caritas workshops** to integrate people with disabilities into everyday working life. We also make annual donations to **local hospices** and **children's cancer charities**, take part in company runs and support **soccer clubs** in organizing tournaments. We are also active in **sponsoring youth teams**. Since 2016, we have been taking part in the **HoVa Company Cup**, a soccer tournament organized by FC Eintracht Rheine in which teams from various companies in the

region take part. We are also regularly involved in the **"Girls & Boys Day"** organized by the Federal Ministry of Education. On this day, we offer pupils an insight into our apprenticeships and degree courses in the fields of technology, IT, skilled trades and natural sciences.

As a **member of EWG** (Entwicklungs- und Wirtschaftsförderungsgesellschaft), we are also specifically committed to promoting Rheine as a business location. In addition to our corporate commitment, our employees are also involved in various **voluntary activities**, such as the volunteer fire department.

We are proud to make a positive contribution and actively support the community.

Creating transparency

Since February 2023, Katharina Garza has been responsible for the development and implementation of a sustainability strategy at KTR.

What is the focus of your work?

As the Head of the Corporate Responsibility Department, my focus is on strategic and operational sustainability management. Together with my colleague, I work on topics such as carbon footprint, materiality and strategy development, supply chain due diligence, ESG risks and ratings, customer inquiries, and more. We collaborate closely with the HSE and Compliance departments. By combining these areas into one department, we leverage many synergies since sustainability, workplace and legal safety, as well as environmental and risk management, are closely interconnected. Together, we are working to create a legally compliant and sustainable environment.

How did you approach the topic?

Since the position was newly created, the first step was to define the regulatory framework – what guidelines and laws apply to KTR, directly or indirectly? This was followed by an assessment: where do we stand regarding standards, processes, data foundation, reports, goals, and responsibilities? Where do we need to improve to meet future requirements? Sustainability is a cross-sectional task – every department must be involved in some way, so a broad overview is needed.

One of the first major tasks was to determine the corporate carbon footprint to understand where most emissions occur in the value chain and where we can make impactful changes. We are now defining targets for CO₂ reductions and a reduction pathway that describes our actions to achieve them. In the ongoing process of double materiality analysis, we are laying the foundation for future sustainability reporting according to the CSRD. For 2023, we chose the German Sustainability Code (DNK), a well-established reporting standard that facilitated our entry into reporting and showed us where we still need to improve. The results of the materiality analysis and all these projects are now feeding into the development of our sustainability strategy.

How do you assess the current developments in reporting?

The CSRD elevates sustainability reporting to the same level as financial reporting and sets a new, challenging standard. What was once optional is now mandatory. Companies have little time to establish the necessary structures and processes – this, along with the Supply Chain Due Diligence Act, the Carbon Border Adjustment Mechanism, and other issues, is quite demanding. At the same time, the regula-

We need to understand and make transparent: where do we impact with our business activities? Only then can we decide where it makes sense to take action – and which measures are most effective.

Katharina Garza, Head of Corporate Responsibility

tory framework helps to push these topics forward on a broad scale. Resources are made available more quickly, and awareness of the importance of these issues continues to grow. This is a good thing because climate change is real, resources are limited, and we have already exceeded many boundaries.

Where do you see the need for improvement, and where is KTR ahead of others?

We need to improve in reporting and management. We need to understand and make transparent: where do we impact with our business activities? What goals are we setting for ourselves? How can we quantify, measure, and monitor these goals? Only then can we decide where it makes sense to take action – and which measures are most effective. We also need to catch up in communication and make both internal and external audiences aware of what we are doing and why. One thing I find very positive at KTR is the commitment: there is a positive mindset among all, and no one is reluctant to embrace change. I think that is something special in this industry.

Katharina Garza: the 37-year-old industrial engineer, M.Sc., began her career in 2015 at the German Environment Agency in Berlin, working in the field of emissions trading.

The complete DNK declaration of KTR Systems GmbH and F. Tacke GmbH & CO. KG is available in the DNK database:



Depth of the value chain

At every stage of our value chain, we place great emphasis on our sustainability goals and environmental commitments.

1. Product development: based on the requirements of our customers and feedback from sales, we continuously develop our product portfolio while taking into account legal requirements and technological advances.

2. Supplier selection and procurement: KTR carefully selects its suppliers to source raw materials and intermediate products according to our high quality and environmental standards. We have established a supplier selection process that requires new suppliers to either hold ISO 9001 or ISO 14001 certification or complete a self-assessment form regarding their quality and environmental management systems. This includes questions about environmental protection measures, training in environmental protection, and consideration of environmental aspects. We also attach great importance to strict compliance with all relevant standards and regulations, including REACH and RoHS conformity.

3. Production and quality assurance: in our global production facilities, we use a variety of materials processed through multi-stage manufacturing processes. These include raw materials, merchandise and semi-finished products such as semi-finished steel products or sheet metal. Our production processes require energy in the form of electricity as well as fuels, which in turn generate emissions. In line with our environmental policy, we aim to minimize environmental impacts by continuously improving processes and reducing resource consumption. Quality assurance is an integral part of our manufacturing processes. We focus on structured and defined workflows, clear assignment of responsibilities, and comprehensive process documentation. For raw materials and semi-finished products, the aim is to achieve complete traceability.

4. Distribution: our finished products are packaged and delivered to our customers worldwide, ensuring the highest standards in terms of logistics and customer service.

5. Utilisation phase: our products are used in our customers' applications for several decades. We continuously work to extend the lifespan of our products and offer repair and spare parts services to maximize efficiency and resource conservation.

6. Disposal and recycling: we are committed to a sustainable circular economy. At the end of their service life, our products, which mostly consist of recyclable materials such as steel, cast iron, and aluminum, are preferably recycled and returned to the raw material cycle or disposed of in an environmentally friendly manner.

The entire KTR Group is committed to the Code of Conduct (CoC) of the VDMA and ZVEI (German Electrical and Electronic Manufacturers' Association). This CoC addresses compliance and sustainability issues such as anti-corruption, health and safety, human rights, environment, energy, and climate protection. It is mandatory for our employees and our suppliers, who must confirm compliance with the CoC or an equivalent standard.

Focus on Europe

Meeting our standards can be challenging in some parts of the world. Where possible, we prefer European suppliers to minimize potential risks such as human rights violations and child labor. In 2023, approximately 80% of our purchased goods and services came from Europe, with around 60% sourced from Germany, while the remaining 20% came from Asia.

Control mechanisms

Regular supplier visits and random audits enable us to verify compliance with our standards and gain a clear understanding of local working conditions. On these occasions, we discuss key sustainability issues along our value chain, in particular the transparency and reduction of CO₂ emissions and the observance of human rights and compliance. We also review measures against child labour, occupational safety, health protection and the responsible handling of conflict minerals.

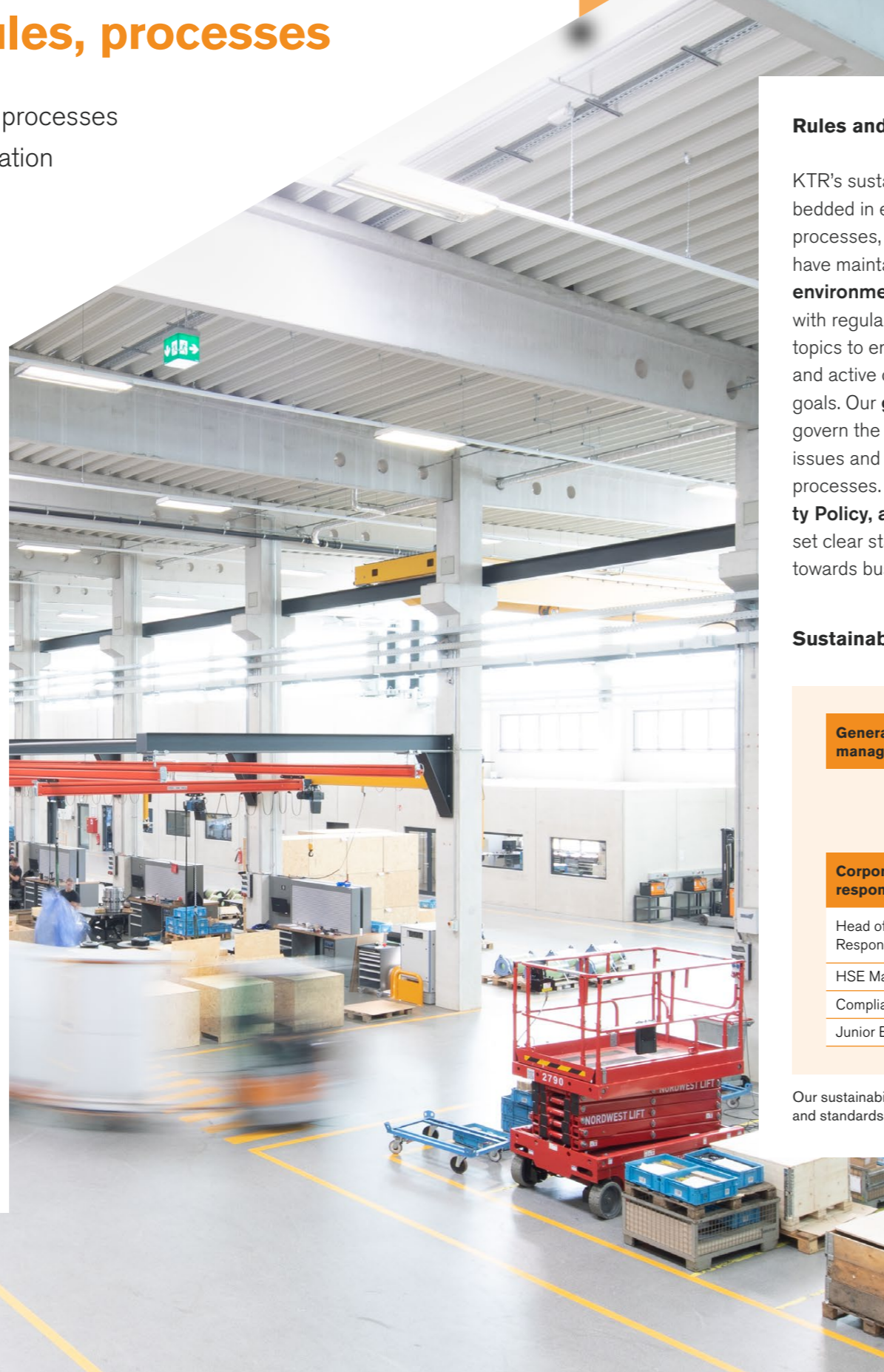
From 2024, we will also carry out sector- and region-specific risk analyses with regard to human rights and environmental impacts in order to be able to carry out our supplier selection and supplier audits in an even more targeted manner.

Responsibility, rules, processes

Defined responsibilities and clear processes ensure the operational implementation of our sustainability strategy.

The overall responsibility for sustainability lies with the **executive management**. In close coordination with the **Head of Corporate Responsibility**, the strategic planning, monitoring, and analysis of our sustainability measures are carried out. By **strengthening our sustainability team**, we will work with the business units and departments to drive forward the implementation of operational sustainability initiatives in 2024. We are already leveraging **synergies** with existing structures and management systems such as quality, compliance, and HSE.

Progress and the strategic direction in the area of sustainability are reported to the **advisory board**. In the future, we will review target achievement not only as part of the annual **management review** but also periodically in **steering committees**. Starting in 2024, we will communicate defined **key performance** indicators in line with the ESRS (European Sustainability Reporting Standards) and issue an annual **sustainability report** to both management and our stakeholders. Any deviations from the targets set will be carefully analysed and targeted measures will be taken to ensure that the targets are achieved in subsequent assessment periods.



Our Corporate Responsibility team (from left):
Lina Schellenberg (Compliance Manager), Annabel Moeken (Junior ESG Manager), André Pieper (HSE Manager) and Katharina Garza (Head of Corporate Responsibility)



Rules and processes

KTR's sustainability strategy is firmly embedded in everyday business through rules, processes, and standards. Since 2008, we have maintained an ISO 14001-certified **environmental management system** with regular training on environmental topics to ensure continuous awareness and active contribution to our sustainability goals. Our **guidelines and processes** govern the handling of key sustainability issues and ensure fair, objective personnel processes. **The Code of Conduct, Quality Policy, and Environmental Policy** set clear standards for behavior internally, towards business partners, and on environ-

mental matters. These guidelines promote an ethically and sustainably orientated corporate culture.

Governance and compliance are central elements of our corporate leadership, with clear structures for transparent management and effective **risk management**. We continuously monitor compliance with ethical principles and legal requirements as well as the implementation of measures to combat corruption and promote fair business practices. Our corporate culture emphasises integrity and ethical behaviour through training and clear communication of our values, integrated with environmental guidelines for sustainable action.

Sustainability governance



Our sustainability strategy follows practical rules, processes and standards and standards that are firmly anchored in the day-to-day work of everyone involved.

Compliance

With our Compliance Management System (CMS), we ensure behaviour that complies with the law and regulations.

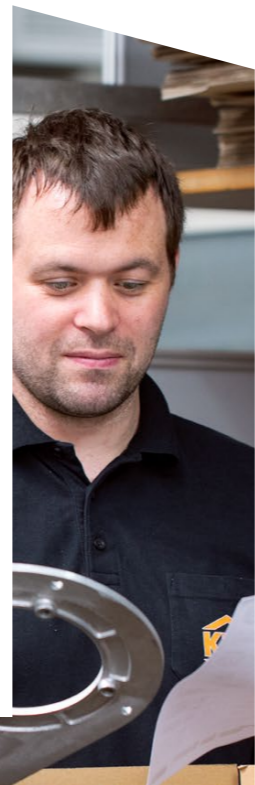
Overall responsibility for compliance lies with the management of the KTR Group. It ensures that the Compliance Manager has adequate resources. The **Compliance Manager** continuously develops the CMS further and reports regularly to the management. There are also **compliance officers** for environmental management, data protection, occupational health and safety and IT security, who act independently in their respective areas and report regularly to the Compliance Manager.

Our **Code of Conduct (CoC)** is binding for all employees, managers and business partners. It defines the ethical standards and covers the topics of anti-fraud, anti-corruption, environmental management, data protection, occupational safety and IT security. The Compliance Manager works with the specialist departments to develop the methodology for carrying out and documenting compliance risk analyses – including the monitoring of security measures. The effectiveness of these measures is ensured through regular reporting to the Management Board and **risk-oriented monitoring measures** such as self-assessments, surveys of the specialist departments and spot checks.

Regular **compliance training and instructions** ensure that managers and employees are appropriately sensitised and informed. The Compliance Manager advises the management, executives and employees on all compliance-relevant issues and thus raises awareness of compliance requirements. We accompany measures via various media, such as emails, circulars, SharePoint articles and training courses.

We are continuously working on **optimising risk analyses** and strengthening compliance measures. The challenges here are monitoring international supply chains and ensuring **compliance with human rights**, for example in the mining of conflict minerals. There is also a considerable lack of transparency in international supply chains in some cases. The CMS aims to minimise these risks through continuous risk analyses and monitoring measures, strict compliance with the CoC and improved transparency.

Information on compliance violations or breaches of the CoC can be reported by employees, but also by external persons via the **whistleblower system** or directly to the Compliance Manager. Both contact points can be reached via our website and are listed in the CoC.



Monitoring our sustainability performance

We are systematically developing our monitoring tools further, to check the effectiveness of our measures.

For the years 2021 – 2023 we have **greenhouse gas emissions** for Scope 1 and 2 as well as relevant Scope 3 categories – including purchased materials, waste and air travel – of our business activities. We will collect this data regularly in order to review the effectiveness of our measures. To ensure reliability, comparability and consistency, we follow the requirements of the Greenhouse Gas Protocol when calculating our Greenhouse gas balance.

In addition to environmentally relevant KPIs such as waste generation, use of materials and raw materials and energy consumption, we also record the staff turnover rate, returns rate, supplier complaints, work-related accidents and injuries to our employees, as well as sales per capita and training costs. These figures are consistently recorded annually by the quality management team and reported to the Executive Board as part of the management review.

As part of our **CSRD materiality analysis** and the further development of our **sustainability strategy**, we will define additional KPIs from 2024 in order to continue to effectively monitor the impact of our measures.

We have joined the **Ecovadis** and **Integrity Next** rating platforms in order to evaluate our sustainability performance externally and make it visible to our customers. We have been conducting an annual assessment on the platforms since 2022 and have been working continuously to improve our performance ever since. In the area of CO₂ emissions, we have submitted a public climate report to the **Carbon Disclosure Project** for the first time for 2023 with the results of our corporate carbon footprint data. We are planning to join the **Science Based Targets Initiative** in 2024, where we will have our targets in the area of CO₂ savings reviewed and validated within two years.



With the implementation of the VDMA/ZVEI Code of Conduct we set the highest ethical standards and create an environment of integrity and responsible business practices. These standards form the basis of our actions and are crucial for the sustainable success of our company.

Lina Schnellenberg, Compliance Manager





About this sustainability report

The data for this sustainability report was largely taken from the **SAP ERP system**. As a matter of principle, changes in inventories were not taken into account, as determining them would require a disproportionate amount of time and effort. An external review of the report and the results presented did not take place. To date, there is no obligation to prepare a sustainability report or a CO₂/climate footprint.

In view of the mandatory reporting for the 2025 financial year in accordance with the **CSRD**, we will add further indicators that are material for KTR in accordance with the **ESRS** in subsequent years.

As part of the further development of reporting and improved data availability and transparency, it is possible that the data collection method will change in some areas to improve data quality, which may have an impact on the results, particularly the **CO₂-balance**. If necessary, this will be reported in the appropriate place.

This sustainability report goes beyond the requirements of the **German Sustainability Code (DNK)**. At the same time, some DNK criteria have been shortened or not integrated into this sustainability report in favour of the reading flow.

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Responsible for the content of these pages:

KTR Systems GmbH
Carl-Zeiss-Straße 25
48432 Rheine
Germany

Phone: +49 (0) 59 71 79 80
Fax: +49 (0) 59 71 79 86 98
www.ktr.com
mail@ktr.com

Autorised representative:

Nicola Warning

Concept, editing, design:

interactive tools GmbH
Agentur für digitale Medien
Schönhauser Allee 12
10119 Berlin
www.interactive-tools.de

**The complete DNK declaration
of KTR Systems GmbH and
F. Tacke GmbH & CO. KG is
available in the DNK database:**



This sustainability report refers to the German sites of KTR Systems GmbH and F. Tacke GmbH & Co. KG in Rheine.

The basis for this publication is the DNK Declaration 2023 of KTR Systems GmbH.

