

Non-financial reporting

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Interview with CEO Christoph Kilian

Mr Kilian, you've been CEO at V-ZUG since 1 April. How do you assess the company's commitment to sustainability?

Sustainability is deeply rooted in our culture and shapes our long-term thinking. Our shareholders likewise stand behind this commitment. This is reflected, among other things, in the fact that sustainability is enshrined in our Articles of Association. We take a holistic approach to sustainability: In the areas of "People", "Planet" and "Profit", we focus on material topics that are closely linked to our core business. In recent years, sustainability has proven to be an important driving force for innovation, which is why we consistently invest in the circularity of our appliances.

Net sales in the 2025 reporting year were 4.1% lower than in the previous year. How does this impact your sustainability efforts?

We will continue our commitment because – as mentioned above – it is part of our core business and thus closely linked to our brand, products, processes and culture. We remain committed to our positioning and to Switzerland as a location – both are key aspects of our brand promise.

V-ZUG is focusing on the transformation towards a circular economy. Is this paying off?

In the medium term, this approach will pay off. Sourcing more and more resources from existing assets is important for society and companies alike. The pilot circular economy factory has confirmed that the reuse of components, as well as the refurbishment and resale of appliances, offers both environmental and economic benefits. This makes the circularity of V-ZUG appliances a strategic concern. For this reason, we invest consistently in this area across all departments. Our internal CO₂ fund, which is financed by voluntary incentive taxes, plays a key role here. This fund enables us to support projects and initiatives that are beneficial from a sustainability perspective but not (yet) economically profitable.

The circular economy also gives us an opportunity to establish new business models like "Product as a Service" in the market. Partnerships are becoming increasingly important and play a key role in the circular economy. Only by working together with suppliers, recyclers and customers can we create closed materials cycles.

There is a clear demand for top performance and innovation. What does this mean for employees?

Since its public listing in 2020, V-ZUG has been developing a culture that even more strongly promotes personal responsibility, opportunities to shape the organisation, the development of potential and open dialogue. This creates a basis on which employees can and want to deliver top performance. We will continue to promote this culture. This also includes investing in the further development of our managers. We are continuing our partnership with the Advance network for more diversity, for example.

With an eye on the coming months, what will you be focusing on?

We are assuming that some of the market challenges will partly remain in 2026. We are intensifying our market development and product portfolio management while continuing to drive initiatives that boost sales. We see significant growth potential in the medium term, particularly in the international markets. Sustainability and innovation are still of central importance. The commissioning of the pilot plant for hydrogen pyrolysis impressively demonstrates the innovation potential that lies in strong partnerships: we are a member of the "Association for the Decarbonization of Industry". Its mission is to rapidly scale up to an industrial level the process developed by Empa for incrementally replacing fossil natural gas with self-produced hydrogen. The pilot plant was commissioned on our site in 2025 – a milestone on the road to a CO₂-neutral industry.

How do you specifically connect growth, efficiency and sustainability?

It's important that we remain agile. Through the "Simplify" and "Grow" initiatives, we leverage synergies, increase process efficiency and promote growth. As an example, we rely on a fair and transparent partner model to promote sales. The idea of sustainability is also reflected. We have e. g. expanded our service organisation with excellent results: the response time from customer contact to repair has been reduced to three-and-a-half working days – a benchmark in the industry.



Christoph Kilian
Chief Executive Officer

Sustainability as part of the strategy

The V-ZUG brand and quality claims also include sustainability. The company develops resource-efficient products and is working on circular business models. Transparency, high social standards and the choice of more ecological materials play a key role in procurement – always in close collaboration with our suppliers. V-ZUG helps ensure that employees at the workplace remain healthy and can reach their full potential. With the ongoing transformation of the Zug site, the company is setting the course for a successful future and sustainably strengthening its long-term business success.

Sustainability is at the very heart of V-ZUG. V-ZUG adopts a holistic understanding of sustainability, taking into consideration the three dimensions of “Planet”, “People” and “Profit” – i.e. the environment, society and economic considerations of success. V-ZUG’s commitment to sustainability as an integral part of its business activities can be seen in the corporate strategy, which was further developed in 2025 (see “The V-ZUG Group”, p. 11). Sustainability is deeply rooted in the company’s core principles. The five strategic pillars, “Position in the Swiss market”, “Growth in international markets”, “Product portfolio and innovation”, “Services” and “Sustainable profitability through productivity”, form the guiding principles for a successful future. In terms of sustainability, this means focusing on the central themes and further developing promising and marketable solutions and business models.

Attaching equal value to environment, society and enterprise



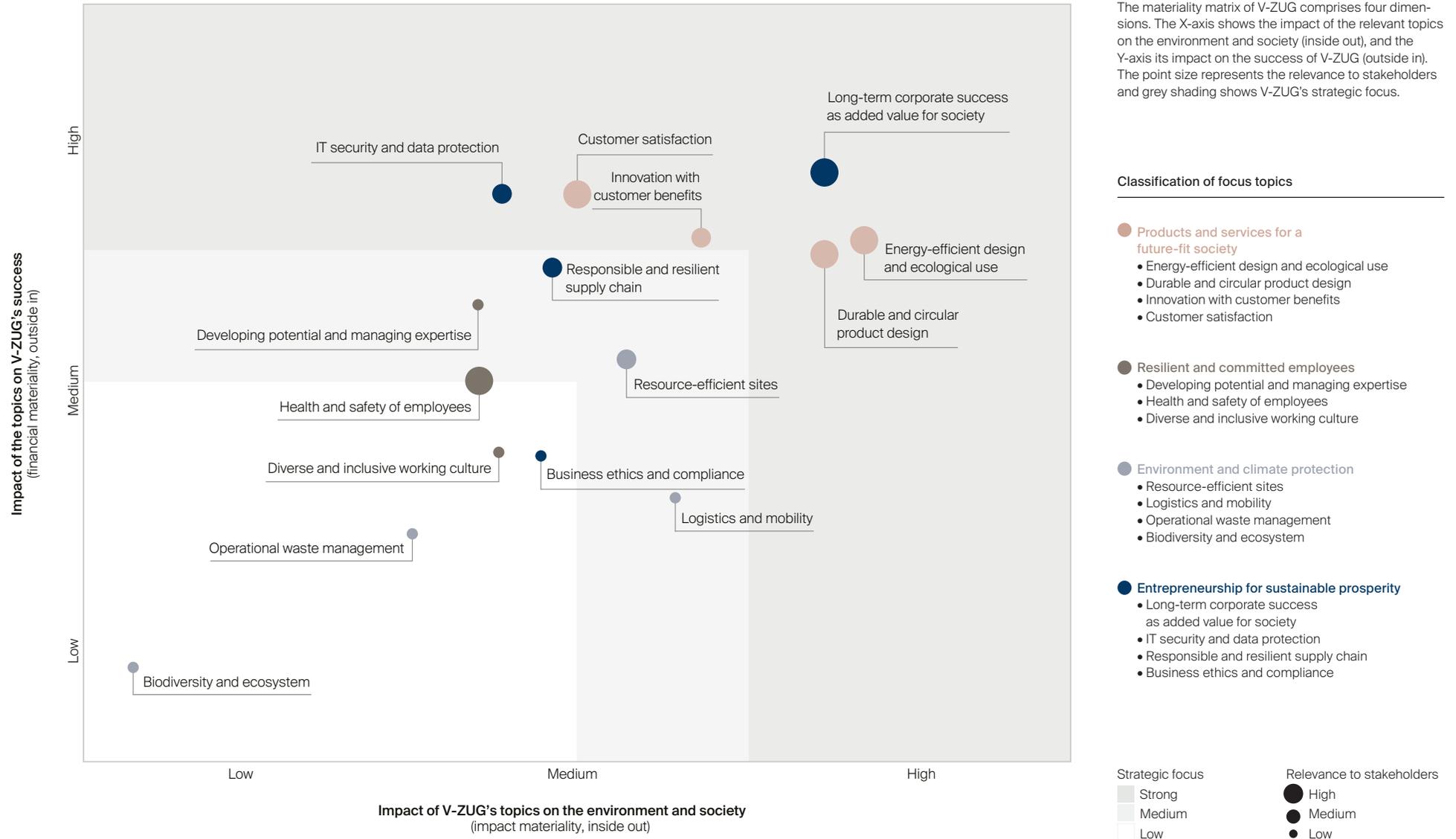
Materiality analysis and focus topics for 2030

In 2024, V-ZUG conducted a new materiality analysis and updated the matrix of the key sustainability topics. Although the company is currently not subject to the reporting obligation of the EU CSRD, the analysis was proactively conducted according to the principle of dual materiality in accordance with ESRS. This involved an assessment of the impact of V-ZUG on the environment, society and economy (impact materiality, “inside out”) as well as external risks and opportunities that have an impact on the company and its financial stability (financial materiality, “outside in”).

In a broad stakeholder dialogue, 15 material topics were identified. The completeness of this list was reviewed with the help of internal and external stakeholders. V-ZUG adheres to its own self-defined topics as well as to topics that are not specified under the EU’s ESRS. Consequently, the V-ZUG sustainability topics were matched with the topics at the most granular level of the ESRS hierarchy.

V-ZUG’s Sustainability Workforce assessed 168 specific impacts, risks and opportunities in accordance with the ESRS guidelines. For all parameters, a scale of 1 to 3 was applied (1 for low/small, 2 for medium, 3 for high/large). In addition, weighting was applied to highlight the strategic importance of key impacts, risks and opportunities. In order to support the results more broadly, V-ZUG conducted an online survey, obtaining opinions from 62 stakeholders from the economy, politics and society on the resulting new matrix. Stakeholders were asked to assess the relevance of the topic from their point of view. The new materiality matrix was approved by the Executive Committee and the Board of Directors of V-ZUG.

Revised materiality matrix (2025)



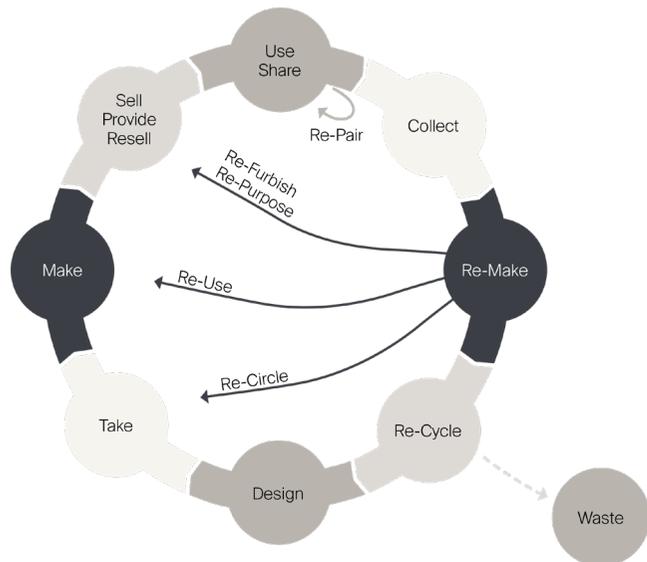
As before, the 15 material topics were summarised in the four guiding focus topics:

- Products and services for a future-fit society
- Resilient and committed employees
- Environment and climate protection
- Entrepreneurship for sustainable prosperity

Products and services for a future-fit society

V-ZUG believes: circular business models, products and services will be central in the future to address the challenges related to climate change and resource scarcity. Circularity is a strategic issue for the company and it consistently invests in this area across all departments. Alongside this, the energy efficiency of its appliances is another important factor in reducing its environmental impact. One big impact comes from ecological use at home. Transparent information, sustainable innovations with real customer benefits and first-class service promote more ecological purchasing decisions and ensure high customer satisfaction (see “Products and services for a future-fit society”, p. 28).

The circular economy – considering the entire life cycle and closing loop



Resilient and committed employees

The top priority for V-ZUG is the well-being and commitment of its nearly 2,000 employees. An appreciative, team-oriented work culture lays the groundwork for motivation and performance. The company is creating an inclusive working environment where all employees have the same chances of contributing and achieving their potential – an essential prerequisite for top performance. The company systematically promotes diversity at all management levels. Flexible working models and modern forms of collaboration support diverse lifestyles and ways of working. Training and further education strengthen long-term innovation and competitiveness (see “Resilient and committed employees” p. 34).

Environment and climate protection

V-ZUG is committed to continuously improving its environmental footprint. To achieve the climate targets, the company relies on cooperation with partners from business, politics and science. V-ZUG systematically measures emissions and sets clear reduction targets along the entire value chain. The company is working on decarbonising its production and is focused on innovative, energy-efficient production processes. The climate targets have been validated by the Science Based Targets Initiative (SBTi) since 2025. V-ZUG reports transparently about climate risks according to the guidelines of the Task Force on Climate-related Financial Disclosures (see “Environment and climate protection”, p. 38; see TCFD report, p. 161).

Entrepreneurship for sustainable prosperity

V-ZUG is firmly committed to Switzerland as a production site. The company strives for sustainable corporate success that also benefits the common good and the environment. Cross-sector partnerships and dialogues catalyse innovation and competitiveness. A binding compliance understanding forms the basis of entrepreneurial conduct. As a fair player, V-ZUG has a zero-tolerance policy when it comes to corruption, anti-competitive behaviour as well as forced and child labour. The company discloses its figures, risks and measures annually in accordance with the Swiss supply chain due diligence. In addition, IT security and data protection are of high priority (see “Entrepreneurship for sustainable prosperity”, p. 42; see DDTrO report, p. 175).

Sustainability governance

The Head of Sustainability is directly subordinate to the CEO of V-ZUG and leads an interdisciplinary working group, the “Sustainability Workforce”. The decentralised organisation of sustainability management is a deliberate decision. Sustainability efforts permeate the entire company, enjoying greater momentum and broad support across the various departments.

The team of ten representatives from different departments drives the strategic and organisational anchoring of sustainability and identifies forward-looking projects. The Sustainability Workforce meets monthly and reviews the status of operational strategy implementation. Relevant project progress is discussed in detail within the scope of topic-specific streams. The Compliance department assists with legal issues, in particular in the implementation of corporate obligations under the Swiss Code of Obligations. It is also consulted with respect to supplier management and TCFD reporting.

The Head of Sustainability informs the Executive Committee of V-ZUG monthly about the progress made in achieving the annual targets relevant to sustainability. He is also consulted ad hoc in strategic decisions and in reporting on non-financial matters. Sustainability is an integral part of company-wide risk management, with climate-related aspects examined in greater depth in the TCFD reporting process. The Board of Directors of V-ZUG regularly discusses sustainability topics at the periodic meetings and signs off the non-financial reporting.

Since 2022, the management of V-ZUG has been assessed against the implementation and achievement of the strategic sustainability goals, which are part of the variable compensation scheme. In 2025, the focus was on the objectives in the circular economy.

Contribution to the UN's Sustainable Development Goals

V-ZUG aligns itself with the United Nations' (UN) 2030 Agenda for Sustainable Development and has been a member of the Swiss Triple Impact (STI) initiative since 2020. STI is dedicated to promoting the attainment of the 17 Sustainable Development Goals (SDGs). This Swiss initiative helps organisations of all sizes and from all sectors of the economy boost their fitness for the future by integrating the SDGs into their business operations. In workshops and via questionnaires, V-ZUG determined in which of the 17 SDGs the company could have the greatest impact on. Although all the SDGs are interconnected, V-ZUG focuses on the topics that are directly affected by its business activities.

SDG

Contribution of V-ZUG to the SDGs

7 AFFORDABLE AND CLEAN ENERGY



- Products are resource- and energy-efficient in use
- Use and expansion of renewable energy sources at our production sites, e.g. the construction of the Multi Energy Hub as part of the Tech Cluster Zug project («Environment and climate protection»)
- Energy efficiency in our processes and in facilities management, e.g. by using energy from waste heat

8 DECENT WORK AND ECONOMIC GROWTH



- Investing in development and training, and also the employability of our staff across all generations
- Investing in the vocational education and training of young people
- Varied, interesting careers and employee advancement
- A high degree of job security and a positive influence on employee health
- Promoting equal opportunities and diversity
- Contributing to the attractiveness of the sites in Zug and Sulgen, and creating attractive and varied jobs for the local workforce
- Setting high labour standards in the supply chain
- Focusing on healthy economic growth, taking into account people and the environment

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



- Developing circular products
- Internal and external innovative strength
- Modern, resource-efficient industry and infrastructure, particularly in developing the Zug site and the new building in Sulgen
- Using high environmental construction standards and innovative, sustainable construction methods at the Zug development site

12 RESPONSIBLE CONSUMPTION AND PRODUCTION



- High-quality, durable and serviceable products with spare parts available for a period of up to 15 years
- Transparent product information for informed purchasing decisions
- Raising the awareness of end customers for the optimum resource- and energy-efficient use of appliances
- Supporting healthy, balanced nutrition and avoiding food waste
- Energy-efficient, resource-efficient production
- The use of circular materials

13 CLIMATE ACTION



- Preventing, reducing and – where necessary – offsetting emissions that are harmful to the climate and the environment
- Carbon-neutral production of Swiss-made appliances by offsetting through the V-Forest reforestation project
- Internal carbon offset levy of CHF 120 per tonne of CO₂
- Establishing environmental standards within the supply chain
- Raising employee awareness, e.g. through the new mobility strategy

V-ZUG's contribution to SDGs 7, 8, 9, 12 and 13



*Design for the
circular economy:
When old
washing machines find a
new purpose
[Read more here](#)*

RePurposing: Drums from used washing machines are cleaned and remodelled after disassembly in the circular economy factory. The results speak for themselves. Compact, versatile and crafted with care, the Adora Pouf and Adora Table are clear demonstrations of just how stylish the circular economy can be.



Products and services for a future-fit society

V-ZUG develops household appliances that are durable, resource-efficient and meet the highest quality standards. It places a strategic focus on the development of circular products: new generations of products consistently follow the design-to-circularity principles, so that materials remain in circulation for as long as possible. At the same time, V-ZUG invests in transparent product information, opportunities for digital use and business models that promote sustainable consumption. V-ZUG works with partners to develop future-fit solutions – step by step towards its vision of “Closing the Circle”.

Circular products and services

The circular economy represents a core approach at V-ZUG to conserve resources and reduce the environmental impact of a product throughout its entire life cycle. It requires a comprehensive transformation of product development, production and use – away from linear processes and towards closed material cycles.

Every product starts out as a design: V-ZUG consistently develops new products according to the ten design-to-circularity principles and always aims for longevity. This results in an incremental shift towards a resource-efficient, industrial circular economy that combines environmental impact with economic sustainability. V-ZUG aligns itself with the “R strategies”. Even at the development stage, the company pays particular attention to reparability – a commitment to quality that has always set V-ZUG apart. Appliances that prematurely leave the cycle of use, such as exhibits or returns, are refurbished where possible, appropriately labelled and re-marketed through the SIBIR Group.

If refurbishing is not appropriate, first appliances are systematically disassembled. Reusable parts from used appliances – such as washing machine counterweights – are removed, checked for quality and reused with as few changes as possible. Gemeinnützige Gesellschaft Zug (GGZ), a non-profit focused organisation in the social labour market, has been commissioned to disassemble washing machines since 2024. In order to scale up disassembly in the future, V-ZUG will examine cooperation with industrial partners.

The recycling of pure-grade materials (recircle) is another element of the R strategies. Georg UTZ AG, for example, takes back used base units from washing machines and processes them into new components. The pure-grade disassembly of appliances prevents mixed fractions and enables high-quality recycling. External partners are also involved in the reuse process, ensuring optimal material pathways. A concrete example of how this is implemented is the project at the refrigerator factory building in Sulgen, where refrigerator top panels will in future be made from 100% recycled plastic (ABS). The raw material was obtained from old equipment recycled by SDK in Rheinfelden and processed in Mettlach by SEG. This recycled material stream has now been scaled to the point that it is already competitive with primary materials. Another creative contribution to the circular economy is the repurposing of individual components. Designers at V-ZUG have developed poufs and side tables from used washing drums, which were successfully launched and sold in the reporting year.

Transparency thanks to product life cycle assessments and product information

V-ZUG is committed to ensuring transparency regarding the environmental impact of its products and materials. Right at the development stage, materials and processes are selected based on their environmental impact. V-ZUG prepares product life cycle assessments for all product categories to determine how an appliance affects the environment throughout its entire life cycle. The life cycle assessments are evaluated using three methods: ecopoints (EPs) according to the environmental scarcity method (ESM2021), CO₂-equivalent and monetary equivalent value. The EP method is particularly useful as it takes into account 17 categories of impact. These include the greenhouse gas effect, acidification, noise and toxicity for humans and the ecosystem. The goal is to reduce the EP of new products by at least 5% compared to the respective previous model.

Since 2025, V-ZUG has been publishing an Environmental Product Declaration (Product Sustainability Report, PSR) for each product, thereby creating transparency for users and business partners about the environmental footprint of its appliances. The data sheets are available per product category; key data such as CO₂-equivalent, environmental footprint and monetary equivalent value per sales item can also be accessed on the website. This allows stakeholders to gain the full picture and supplements the information provided on the energy label.

Sustainable material cycles through partnerships

The “Circular Materials” project (CM project), which was initiated in the previous year, continued in 2025 in collaboration with the two partners OST University of Applied Sciences of Eastern Switzerland and University of Applied Sciences and Arts Northwestern Switzerland. They analysed core materials, particularly plastics, in their original and recyclable state. The results are promising: in most of the plastics examined, it was possible to find comparable material properties between new goods and recycled materials. In some cases, there was even complete equivalence, enabling the use of 100% recycled materials. V-ZUG continues to strive for a recovery rate of 90% in the current recycling process. The further development of efficient processes remains key to keeping high-quality materials in circulation and to sustainably reducing the environmental impact.

With HolyPoly, V-ZUG is setting the standard for the industrial circular economy, developing a high-quality white ABS that uses 70% recycled material for the visible area of washing machines. The partnership is part of the CM project, supporting the reduction of the plastic portfolio and more efficient development processes through the use of material analysis and digital simulations.

Promoting energy efficiency in everyday life

V-ZUG offers appliances that are already among the most energy-efficient in their class. As the technical potential for increasing efficiency becomes increasingly reduced, the way in which users operate their appliances is crucial.

V-ZUG supports resource-efficient usage by providing eco programs and integrated eco-management that shows energy and water consumption. The company specifically reduces downstream emissions and clearly displays the environmental footprint of its products to raise awareness of sustainable purchasing and usage decisions among users. Users receive additional energy-saving information via digital channels such as the V-ZUG Home app and the website, contributing to a more conscious use of energy in everyday life. Customers are also invited to offset the carbon footprint generated from the use of their appliance in V-ZUG’s own reforestation project V-Forest (Shop: “Carbon offsetting with V-ZUG”).

Innovation and customer satisfaction

For V-ZUG, innovation is a key factor in creating sustainable solutions with real customer benefits. Each year, the company invests around 8% of its turnover in research and development, and consistently combines technological advances with environmental responsibility and ease of use.

New to the range is V-ZUG’s updated Pizza Professional with an increased maximum temperature of 350°C. Accessories include the pizza set, which contains a pizza steel from V-ZUG’s enamel oven as well as a pizza peel made of Swiss wood. At the same time, V-ZUG is expanding its refrigerator range with high-quality Swiss-made products.

V-ZUG once again ensures high levels of customer satisfaction and offers first-class service – supported by over 700 service experts. In 2025, V-ZUG once again achieved an outstanding Net Promoter Score (NPS) of +79. In the surveys, the brand was especially valued for its product quality (93%), reliability (87%) and service performance (86%) (2024 survey).

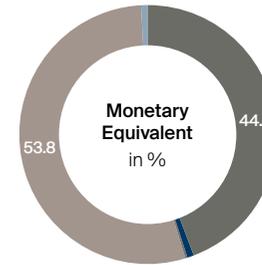
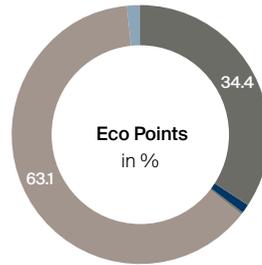
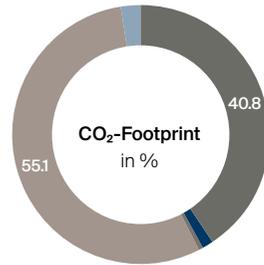
Sustainable business models

The longevity and timeless design of V-ZUG appliances form the basis for the development of new, future-oriented business models. Selling “Second Life” appliances allows fault-free, used devices to be reintroduced into circulation after detailed preparation and testing, giving them a new lease of life.

“Product as a Service” (PaaS) offers a resource-efficient alternative to buying an appliance that promotes circularity: the household appliances remain the property of V-ZUG, who is responsible for service in the event of accident or damage. As part of the user agreement, business customers obtain service solutions at fixed rates. Servicing and returns are handled by V-ZUG, allowing for the targeted management of material flows and a reduced environmental footprint.

In 2025, V-ZUG successfully expanded the PaaS model to include complete kitchen solutions. This includes two major projects involving a total of 240 kitchens and laundry facilities. The number of appliances under contract has almost tripled compared to the previous year. It is particularly gratifying that the model is increasingly being considered in public tenders – an important step in establishing it in the market.

Product life cycle assessment CombiCooler V2000



in % | in kg CO₂e

in % | in EP

in % | in CHF

● Manufacturing (cradle-to-gate)	40.8 331	34.4 762,000	44.4 369
● Packaging	1.4 11	0.9 19,200	0.8 7
● Transport	0.4 3	0.2 5,360	0.2 2
● Use - Electricity	55.1 447	63.1 1,400,000	53.8 447
● Recycling/Disposal	2.4 20	1.4 31,602	0.8 7
Total (cradle-to-cradle)	100.0 812	100.0 2,218,162	100.0 831



Product life cycle assessment CombiCooler V2000 – presented in three perspectives:
Carbon footprint in tCO₂e, ecopoints in EPs and monetary equivalents in Swiss francs (CHF) are used for each product category in the new Product Sustainability Reports (PSRs).

Targets, facts and figures

Targets	Baseline and target years	Status
Efficiency		
Increase fleet efficiency of all appliances (energy and water) by 5% - new: energy +15% from 2025	2021; 2030	E: Achieved in 2023 W: On track
One appliance per product category in the top 3 for efficiency (comparison site TopTen)	Annually	Not achieved
All our current network-enabled appliances have extensive integrated ecofunctions/services	n.a.; 2025 (new until 2030)	On track
Circularity		
Life cycle assessments for all appliances (one reference model per category)	n.a.; 2023	Achieved (since 2023)
Achieve 90% recyclability of appliances	Development projects; 2025 (new until 2030)	Achieved
Reduce ecopoints (EP) by 5%	Development projects; 2030	Achieved
All appliances developed according to circularity principles	Development projects; 2030	On track

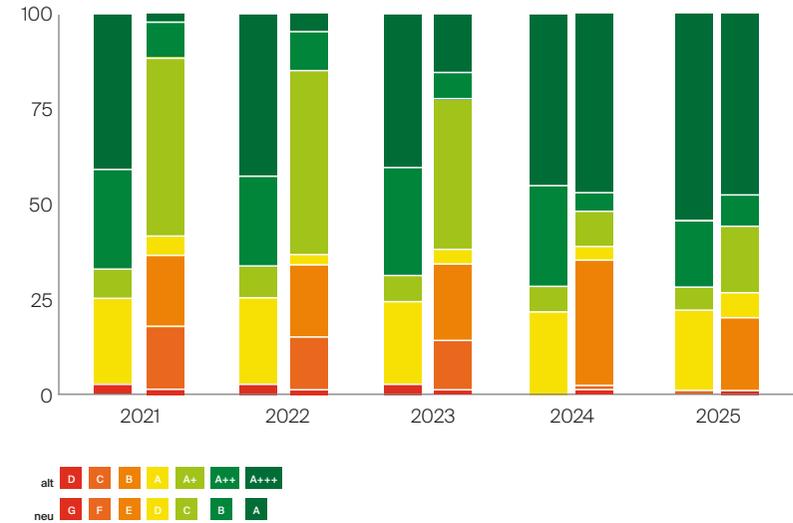
Targets, results and status in relation to the focus topic "Products and services for a future-fit society" (abbreviated; details in the appendix to the Report on non-financial matters)
Possible statuses: Achieved, On track, Delayed, Not achieved (if new target: Initiate)

Contribution to SDGs 7, 9, 12 and 13



V-ZUG offers durable, energy-efficient household appliances and improves their circularity. The materials and components of the V-ZUG products should be easy to repair, refurbish, reuse or recycle. As a result, the high-quality appliances and their components remain in circulation for longer and provide added value for the benefit of the environment. Circular approaches and business models can be used to structure the economic system in a more resource-efficient manner and decouple prosperity from environmental impact. In addition, V-ZUG is raising customer awareness with respect to more environmentally friendly appliance use and a more sustainable lifestyle.

Appliances supplied with label, by energy class

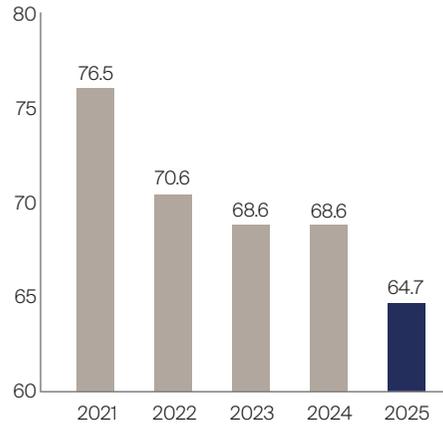


Increase of appliances in the highest efficiency classes ¹⁾

Following the introduction of new, more stringent energy efficiency regulations in March 2021, the energy efficiency classes were rescaled for washing machines, dishwashers and refrigerators, and for tumble dryers in 2025 (column on right). During the 2025 reporting year, the share of appliances sold in category A was maintained at the previous level (47%). The share of appliances in the top three efficiency classes (A to C) increased by 10 percentage points to a welcome 73%, thanks to the introduction of new tumble dryers and refrigerators. In 2025, around 99% of all V-ZUG appliances shipped once again had an energy efficiency rating of A or higher (adjusted to standard label according to old representation, column on left, which is still valid for individual categories, to enable comparison).

¹⁾ Applies to V-ZUG appliances with a regulatory energy efficiency classification according to the energy efficiency regulations in force at the end of 2021. For ease of comparison, we have stated already rescaled appliances according to both the old and the new classification. Some types of appliances are not assigned an energy classification (e.g. hobs and microwaves). Such products account for around 19% of all V-ZUG appliances shipped.

Fault rate in %¹⁾

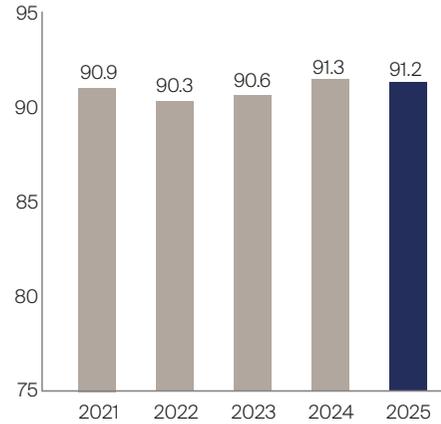


Constantly increasing quality in the market

Thanks to continuous quality initiatives, V-ZUG was also able to realise numerous cross-divisional improvements in the reporting year. The fault rate has fallen again and stands at 64.7% (indexed to the 2015 baseline year). It describes the ratio between the installed appliance base and the faults handled.

As the number of service visits is based on the company’s own service team, there may be some variation; however, the overall trend remains clearly positive. V-ZUG also analyses the quality within the warranty period (TCR, Total Call Rate), which has improved encouragingly over the past three years and will therefore further strengthen the long-term product quality.

First-time fix rate in %¹⁾

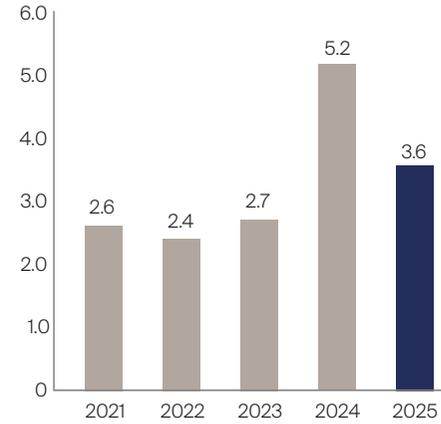


First-time fix rate remains very high

The first-time fix rate for service visits in 2025 again reached a very high value of 91.2% (2024: 91.3%). During service visits, the majority of cases could still be resolved on the first visit, which reinforced customer satisfaction.

Service quality and customer satisfaction were increased to a high level. Customers rewarded V-ZUG with a Net Promoter Score (NPS) of +79 (2024: +74). The V-ZUG brand was once again viewed very positively and recognised for its sustainability.

Average response time in days¹⁾



Service team expanded and response time reduced

The method of measuring the response time was adjusted in 2024 and now also includes cases where response times are not urgent on customer request. The higher values from 2024 onward are therefore not directly comparable with previous years. Encouragingly, however, the response time fell sharply compared with the previous year and is now 3.6 days (previous year 5.2).

This is a direct result of the targeted expansion of the service team, which was fortunately made possible by an easing in the shortage of skilled workers.

¹⁾Swiss market values (representing approximately 80% of Group sales)

Promoting the circular economy in product design

The ten principles of circular design at V-ZUG

- 1) Enable disassembly/restorability
- 2) Enable reuse
- 3) Reduce materials
- 4) Integrate electronics sparingly and consciously
- 5) Modularity for retrofiting
- 6) Use of recyclable materials
- 7) Environmentally friendly selection of materials
- 8) Enable environmentally friendly use
- 9) Promote reparability
- 10) Promote longevity

White, valuable, recycled: V-ZUG relies on premium recycling from HolyPoly
[Read more here](#)

Milestone for the decarbonisation of industry: First methane pyrolysis plant inaugurated at V-ZUG
[Read more here](#)

Pilot plant for the production of hydrogen using methane pyrolysis. Inaugurated at the Zug site in November 2025. An important step for the decarbonisation of high-temperature processes (850°C) for enamelling ovens.



Resilient and committed employees

Around 2,000 employees develop, produce, sell and repair V-ZUG household appliances. Together, they ensure that the brand promise of high quality, elegant designs, longevity and reliable service is fulfilled every single day. This requires forward-looking and value-oriented corporate governance as well as a dynamic and inspiring working environment. The accredited system for corporate health management and the needs-based working conditions ensure high standards. This also applies to occupational safety. The dialogue-based leadership culture and participatory exchange formats enable employees to realise their potential and actively shape the company.

Shaping corporate culture

V-ZUG's brand promise is part of its vision and mission, with the aim of maintaining customer satisfaction at a high level. It requires committed and resilient employees. Since the company's public listing in 2020, the corporate culture at V-ZUG has been strengthened to increase employee loyalty and commitment. The previously hierarchical understanding of leadership has evolved into a collaborative leadership culture based around dialogue and results. V-ZUG aims to realise potential and strengthen the resilience and inclusion of value-creating perspectives. The anchoring of "Human Resources" in the Executive Committee and its renaming to "People and Culture" as of 2025 underscores the comprehensive understanding of leadership and personnel management within the company.

Today, the jointly developed "leadership principles" are an integral part of the leadership team's work. In 2025, managers again regularly reflected on these principles based on concrete practical cases. In the reporting year, V-ZUG completed the introduction of a new remuneration philosophy. It applies to all V-ZUG AG's employees and combines annual corporate goals with personal goals. A variable, performance-based component supplements the market-based salary.

The next strategic phase (see "[Sustainability as part of the strategy](#)", p. 23) focuses on high-performance teams. This phase includes effective leadership, health and psychological safety, inclusivity and individual development – and is always aligned with clearly understandable goals.

In 2025, V-ZUG conducted a global employee survey and culture audit for the first time in collaboration with "Great Place to Work". Over 80% of employees participated in the survey. The results were very positive. V-ZUG was immediately awarded the "Great Place to Work" label, achieving a trust index of 76%.

Involving employees

The transformation towards greater active participation is also reflected in communication formats that strengthen low-threshold dialogue. The modern, multilingual intranet serves as a central information platform, facilitating fast, transparent communication throughout the whole company. Employees can also exchange information directly and network on "VivaEngage". V-ZUG uses the "Be Aware" programme to strengthen learning in the daily working environment. In 2025, more than 80 employees acted as ambassadors, raising awareness among colleagues of company-related topics such as sustainability in October 2025. As part of this campaign, employees developed ideas for "Start. Stop. Keep." - i.e. what measures V-ZUG should implement, end or continue to pursue. Concrete proposals emerged, such as the expansion of the electric truck fleet or more sustainable menus in the staff restaurant.

Productive, innovative, flexible

Flexible and agile work structures strengthen employee satisfaction and productivity. V-ZUG provides various internal options under the name "SmartWork". Within an overall framework, teams are free to shape how they work together themselves and establish clear rules for attainability and collaboration. Hybrid forms of work reduce commuting times and improve work-life balance. In addition to traditional part-time models, V-ZUG also offers job sharing and unpaid periods of leave. At the same time, the company is continuously digitising its work processes to improve efficiency and collaboration. In doing so, V-ZUG also uses methods such as "Scrum" and "Design Thinking". Regular local exchanges at the various sites are valuable and important in this regard.

Inclusion and diversity

V-ZUG stands for fairness and equal opportunities. The company harnesses the potential of different backgrounds, experiences and perspectives to achieve better results. Respect and tolerance characterise day-to-day work. V-ZUG does not tolerate discrimination and takes

consistent action in the event of breaches of the Code of Conduct or statutory requirements. The company aims to have women represent 25% of the management team, including the Executive Committee and Board of Directors, by 2030. Their representation is also expected to increase throughout the entire company. In 2025, it increased slightly to 24.8% compared with the previous year (2024: 24.2%). After joining the “Advance – Women in Swiss Business” network in 2025, employees have gained access to further training, skill-building workshops and networking opportunities. Targeted training strengthens the recruitment skills of leaders and reduces gender- and age-related biases. Equal pay for equivalent work has applied at V-ZUG for years. In 2026, the company will once again conduct an equal pay analysis in collaboration with the University of St. Gallen.

Depending on the order situation, the V-ZUG refrigerator factory building also employs 10 to 15 employees with disabilities in collaboration with the Obvita Foundation. Operational Case Management supports employees returning to the company after long absences. The reintegration rate is over 71%.

Occupational health and safety

The occupational health and safety management programme is certified according to ISO 45001. In 2025, V-ZUG was once again awarded the “Friendly Work Space” label. The company boosts the physical and mental health of its employees through various measures: “V-ZUG Care Management” takes over responsibility in the case of long-term absences, while the focus for short-term absences is on good leadership. Employees who are experiencing stressful life situations have access to an external counselling service.

V-ZUG pursues the vision of “Zero occupational accidents” and has further strengthened its occupational health and safety measures in 2025. The safety concept involves control checks, low-threshold safety directives in the production teams and a decentralised structure for occupational safety contacts (KOPAS). In the reporting year, V-ZUG expanded its KOPAS structure to the entire V-ZUG Group in Switzerland. A full-time position newly created in 2025 coordinates the work of 30 KOPAS in Switzerland. After basic training, KOPAS act as a link between employees and management, strengthening security responsibilities in the departments. The KOPAS regularly monitor the relevant measures based on the specific hazards within the departments. Since the start of the programme in 2024, over 2,000 audits have been conducted.

Since 2025, a digital tool has enabled safety measures to be monitored in real time. Every year, V-ZUG also conducts a campaign on occupational safety: In the reporting year, the focus

was on a safety culture – an important topic in connection with minor injuries. In 2025, V-ZUG achieved the reduction target for accidents with a 5.5% decrease (-5% accidents compared with the previous year). Hours lost due to occupational accidents decreased by 0.02 percentage points to 0.30% (relative to target hours).

Education and training

Well-trained employees with future-oriented expertise secure the competitiveness and innovative capacity of V-ZUG. The “V-ZUG Academy” promotes continuous learning and strengthens employability. It offers specialist, leadership, technical and sales-oriented training as well as further training on sustainability.

“Leadership in Action” was aimed at employees with management responsibilities across the Group and combined voluntary inputs with mandatory modules such as “Leadership with foresight” – a module that focused on goal orientation, respect and responsibility. In 2025, V-ZUG officially ended the three-year programme. Learning and exchange formats based on this will continue to be available on a voluntary basis. To enhance communication between employees and increase employability in the production environment, V-ZUG introduced mandatory German courses for employees at level A1 and A2 during working hours in the reporting year. Further German courses can be attended voluntarily.

In 2025, the company invested 0.84% of wages paid in education and further training as well as 1.39% of wages paid in vocational training, ensuring that the annual target was achieved once again. Continuous and strategic career and succession planning is an integral part of employee development. In annual “V-Compass” meetings, managers and employees reflect on their performance and jointly define individual development goals. In addition, regular “development roundtables” are held with leaders to ensure cross-departmental career and succession planning.

Since 2024, V-ZUG has been using the group-wide learning management system “V-ZUG Learning”. The platform enables employees to learn at any time or location through a combination of classroom training, e-learning and tutorials. In addition to voluntary modules, the platform also includes mandatory training, including courses on compliance and cybersecurity. V-ZUG trained over 90 apprentices in 2025.

Targets, facts and figures

Targets	Baseline and target years	Status
Occupational safety: Vision "Zero" and annual reduction in the number of accidents by 5%	Annually	Achieved
Long-term health: we will stabilise the absence rate by 2025 and lower it long-term	2020; 2025 (new: 2030)	On track
Investment in education and training: 0.65% of payroll spend	Annually	Achieved
Investment in vocational training: 1.35% of payroll spend	Annually	Achieved
Diversity: we will increase the proportion of women across the Group	n.a.; 2030	
1) In leadership team, incl. BoD, to >25%		1) Achieved
2) Same proportion of managers as across the entire company (see 3)		2) On track
3) In the entire company		3) On track
Inclusion: employees feel included, demonstrate commitment and have high work satisfaction (based on employee survey)	Survey every 2 to 3 years	On track

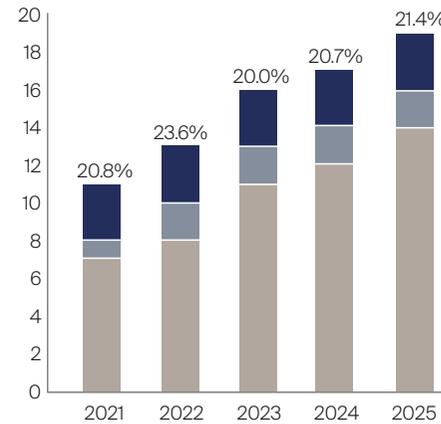
Targets, results and status in relation to the focus topic "Resilient and committed employees" (Short form; greater detail in the appendix to the Report on non-financial matters)
Possible statuses: Achieved, On track, Delayed, Not achieved (if new target: Initiated)

Contribution to SDG 8



V-ZUG creates secure jobs as well as fair and attractive working conditions. Corporate HR and health management complies with high standards. The company invests in the employability of its employees and offers young people numerous apprenticeship programmes and exciting development paths. V-ZUG takes inclusion and diversity seriously, creates job opportunities for people with disabilities and provides equal pay for equivalent work.

Number of women in the leadership team

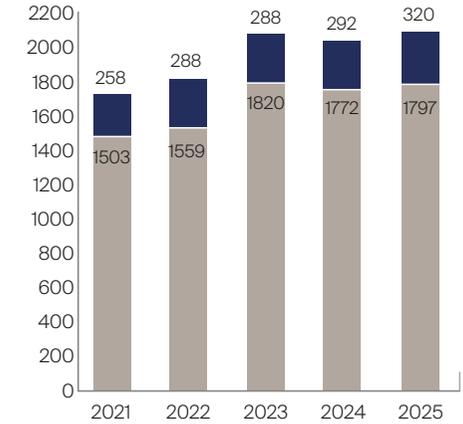


● Women on the Board of Directors
● Women on the Executive Committee
● Women in leadership
% Proportion of women

Continued rise in number of women in senior management

The proportion of women in the leadership team, including the BoD, increased by 5.3 percentage points in 2025 to 26.8% compared to the previous year. Across the company in 2025, the proportion of women overall was 24.8% (+0.6 percentage points), and in all management functions it was 21.4% (+0.7 percentage points). Encouragingly, all three KPIs have therefore increased in the reporting year and are on track.

Number of permanent employees by part-time/full-time working hours

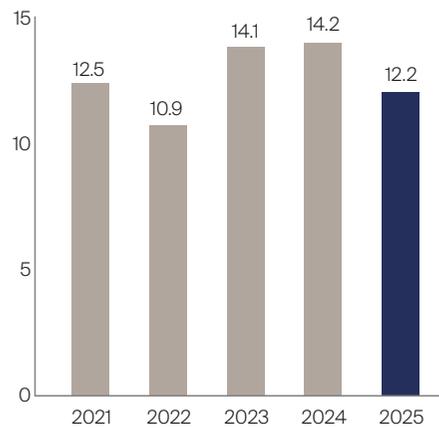


● Part-time
● Full-time

Flexible working models

Across the Group, most V-ZUG employees continued to work full-time in 2025; the figure is 84.9% (previous year 85.9%). The number of employees working part-time increased slightly to 15.1% (previous year 14.1%). The level of employment can be adjusted to individual needs at the beginning of and/or during employment. Part-time work is particularly popular in Switzerland.

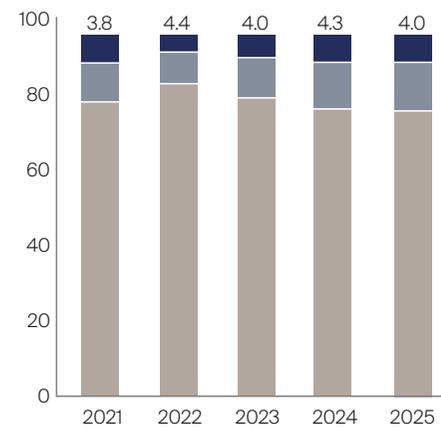
Turnover rate in %¹⁾



The turnover rate fell

In 2025, V-ZUG welcomed 293 new employees. Over the same period, 251 people left the company. This equates to a turnover rate (including retirees and apprentices) of 12.2%, down 2.0 percentage points compared with 2024.

Absence rate by cause in %¹⁾

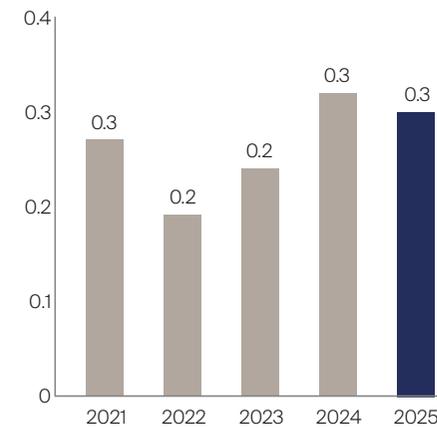


- Occupational accident
- Non-occupational accident
- Illness

Illness accounts for the majority of hours lost

The lost hours rate for 2025 was 3.98% (in relation to contracted hours) in total, 0.33 percentage points lower than the previous year. Down 1.65 percentage points during the reporting year, illness was the most frequent cause of absence at 79.07%. The number of lost hours due to workplace accidents fell by 0.02 percentage points compared with the previous year, as did the number of workplace accidents.

Absence rate due to occupational accidents in %¹⁾



Fewer occupational accidents recorded

V-ZUG recorded 86 occupational accidents during the reporting year (previous year: 91). These generated a total of roughly 9,044 lost hours, or 0.30% of contracted hours (2024: 0.32%). V-ZUG put targeted measures in place and raised awareness of hazards in the workplace and correct conduct across the company. In line with our long-term vision of zero occupational accidents, the interim target of reducing the number of accidents by at least 5% per year was achieved in the reporting year. Accordingly, the LTIR also fell to 9.6 (previous year: 11.4).



¹⁾ Values for production sites between 2021 and 2022 and globally between 2023 and 2025.

Environment and climate protection

V-ZUG is continuously improving its carbon footprint and strengthening climate protection through its commitment. It purposefully avoids and reduces CO₂ emissions throughout the entire value chain. Within its own operations, the company is transitioning to renewable energies, building energy-efficient production and office buildings, and optimising its waste management concept. V-ZUG is investing in sustainable projects and pushing ahead with the decarbonisation of its vehicle fleet. In addition to this, V-ZUG is committed to significantly advancing the decarbonisation of the entire industry together with partners. Direct emissions that cannot be avoided are offset by the “V-Forest”.

Further decarbonisation of production

At the end of 2025, V-ZUG put into operation a pilot plant for hydrogen pyrolysis. The project, which was developed together with the “Association for the Decarbonization of Industry”, marks an important step towards a climate-neutral energy supply in the industrial environment. The aim of the plant is to gradually replace fossil natural gas with self-produced hydrogen and thus reduce the carbon footprint of production.

The methane pyrolysis technology splits methane into hydrogen and solid carbon in powder form. The hydrogen produced can be used directly as a climate-friendly fuel in V-ZUG’s enamelling furnace, gradually replacing fossil natural gas. The resulting solid carbon is currently being tested as a potential construction material for concrete or asphalt and as a soil conditioner.

Optimisations and tests are being carried out in the pilot phase with the aim of enabling commercial use of the hydrogen from 2027 onward. In the medium term, the plant is expected to reduce the amount of natural gas V-ZUG uses for enamelling by 20–30%. Over the long term, the plant will be able to reduce this amount by up to 100% and thus practically eliminate CO₂ emissions. This flexible addition of hydrogen into the mix reduces operational risk and increases the security of supply.

With this step, V-ZUG is consolidating its pioneering role in sustainable production technology and demonstrating how industrial transformation and climate protection can be successfully linked.

The hydrogen produced will not be used to power hydrogen trucks for the time being, as the purity is not yet high enough for fuel-cell applications. The dismantling of the propane gas plant was fully completed in the reporting year. This plant was originally acquired and operated to provide an alternative to natural gas in the event of shortages.

Energy-efficient production

In 2025, V-ZUG took significant steps to drive forward the transformation of its production site in Zug. The move into the “Zephyr Ost” vertical factory marked the completion of a key project that sets new standards in land use and energy efficiency. The factory is running smoothly, and initial measures to increase productivity have been implemented. The vertical factory enables compact and resource-efficient production on multiple levels and significantly reduces energy consumption. V-ZUG is thus consolidating its position in sustainable industrial production and creating the basis for further efficiency gains.

V-ZUG has always been characterised by its pioneering spirit and willingness to try out and integrate new technologies at an early stage. As early as 1891, the “Metallwarenfabrik Zug” drew electricity from the first power plant of the “Wasserwerke Zug” in the Lorze gorge. The factory’s machines were driven by the “Lorze power” sourced directly from the river Lorze (source: 1887–2012 Metallwarenfabrik Zug – the roots of Metall Zug). This willingness to innovate is also evident today: V-ZUG is testing modern approaches such as pyrolysis and other solutions to optimise energy and resource efficiency, always with the aim of advancing sustainable energy practices.

At the Changzhou site (component manufacture), V-ZUG has been sourcing electricity from renewable sources since 2025. At the beginning of the year, the local energy provider installed solar panels on all the roofs of the industrial estate. As a result, V-ZUG now uses regionally generated solar power in China and has reduced Scope 2 emissions (market-based) by around 200 t CO₂.

The optimised operational waste management system, which was successfully established in 2025, is tailored to vertical production. The commissioning of “Zephyr Ost” introduced additional facilities such as waste and cardboard compactors, which significantly enhance the efficiency of waste processing. V-ZUG systematically sorts the waste streams and has them recycled by ex-

ternal service providers. This aligns V-ZUG's operational waste management with the principles of the circular economy, with a consistent focus on a recycling and fuel strategy.

Targeted increase in ecological efficiency at V-ZUG

V-ZUG continues to measure production and business emissions and draw up annual business life cycle assessments for the three production sites of Zug, Sulgen and Changzhou according to the method of environmental scarcity (ESM2021). Together with the product life cycle assessments, the sites are thus quantifying all environmental impacts of their production processes, appliances and services throughout the entire life cycle. On this basis, V-ZUG calculates its ecological efficiency – the ratio between environmental impacts and net sales. The company aims to increase its environmental efficiency by 40% by 2030 and thereby decouple economic growth from environmental impact. In the 2025 reporting year, ecological efficiency increased, reaching a cumulative 28% compared with the baseline year of 2020.

CO₂ fund enables forward-looking projects

Sustainability requires investment, and V-ZUG creates the financial leeway required for this. Since 2018, the company has paid an internal CO₂ offset levy together with the Metall Zug Group. For each tonne of CO₂ emitted, CHF 120 is paid into a fund. This includes all Scope 1 and Scope 2 emissions as well as Scope 3 emissions from business flights. In the 2025 reporting year, the fund once again enabled the implementation of several environmentally beneficial projects that would have been challenging from a purely economic perspective. Through this approach, V-ZUG actively contributes to decarbonisation and promotes innovative solutions for a sustainable future.

As an example, the CO₂ fund enabled central investment in the electrification of the vehicle fleet. It also funded an additional electric truck and a first e-Sprinter, further reducing V-ZUG's emissions. The conversion of the service fleet is progressing well, with 63 electric vehicles currently in use (out of a total of around 300 vehicles). At the same time, V-ZUG is expanding its charging infrastructure, particularly home charging stations for service technicians. Where this is not possible, employees use public charging stations.

In 2024, the CO₂ fund also made it possible to launch the "Circular materials" project. A further contribution of CHF 135,000 was pledged in the reporting year, enabling the successful completion of the project. This project has laid the basis for further reducing the Scope 3 emissions in the materials used.

The fund acts as a strategic tool for the implementation of V-ZUG's ambitious climate targets.

Making progress in the V-Forest

Despite all its achievements, V-ZUG is still unable to completely avoid CO₂ emissions. Since 2020, the company has been offsetting the remaining emissions through the "V-Forest" – a joint reforestation project in Scotland that V-ZUG is advancing in collaboration with the Ripa Gar Foundation. The offsetting contributions directly fund the planting of regional mixed-forest seedlings. Through this initiative, V-ZUG offsets all remaining Scope 1 and Scope 2 emissions (location based) as well as Scope 3 emissions from business flights. This enables the company to supply customers with appliances from climate-neutral production while also sequestering CO₂ and strengthening biodiversity. The forest continues to grow every year: in 2025, over 70,000 regional seedlings were planted, creating around 50 additional hectares of Scottish mixed forest.

Users also actively contribute to offsetting: through the global CO₂ webshop, they can voluntarily offset the emissions from the use of their appliances, taking into account the respective energy mix in their country. This initiative reduces downstream Scope 3 emissions and supports the systematic implementation of V-ZUG's climate strategy.

SBTi climate targets, TCFD report and new CO₂ reduction pathway 2025–2034

In the reporting year, the "Science Based Targets Initiative" (SBTi) validated the climate targets submitted by V-ZUG in 2024. The "Near-Term Targets" were approved in April 2025.

For the 2025 financial year, V-ZUG is also reporting in line with the rules of the Taskforce on Climate-Related Financial Disclosures (TCFD) for the third time. The report contains updated information on governance, strategy, risk management, targets and key figures, thereby creating transparency in the company's approach to climate-related opportunities and risks.

With support from EnAW, V-ZUG submitted the newly defined CO₂ reduction pathway for 2025–2034 to the Federal Office for the Environment during the 2025 reporting year. The basis for the new reduction pathway included, among other things, the findings from the energy monitoring and energy check-up at the Zug site. The reduction pathway supersedes the previous version for 2011–2024, meets the requirements of the Swiss CO₂ Act and was officially approved in the 2025 financial year.

Targets, facts and figures

Targets	Baseline and target years	Status
CO₂ emissions		
To be carbon-neutral at all production sites in Scope 1 and 2 (incl. offsetting)	Annually	Achieved (since 2020)
To reduce the remaining Scope 1 and 2 emissions by 80% (long-term ambition: 100%)	2020; 2030	On track
To have transparency regarding our Scope 3 emissions	n.a.; 2021	Achieved (since 2021)
To reduce Scope 3 emissions by 30%	2020; 2030	On track
Environment and waste		
To continuously reduce the amount of waste through targeted initiatives and by optimising disposal methods. For years, we have not disposed of any waste in landfill sites, and we are maintaining this approach.	2020; 2030	On track
To reduce the relative impact on the environment continuously and increase ecological efficiency by at least 40% by 2030 (ecological efficiency: environmental impact relative to net sales)	2020; 2030	On track

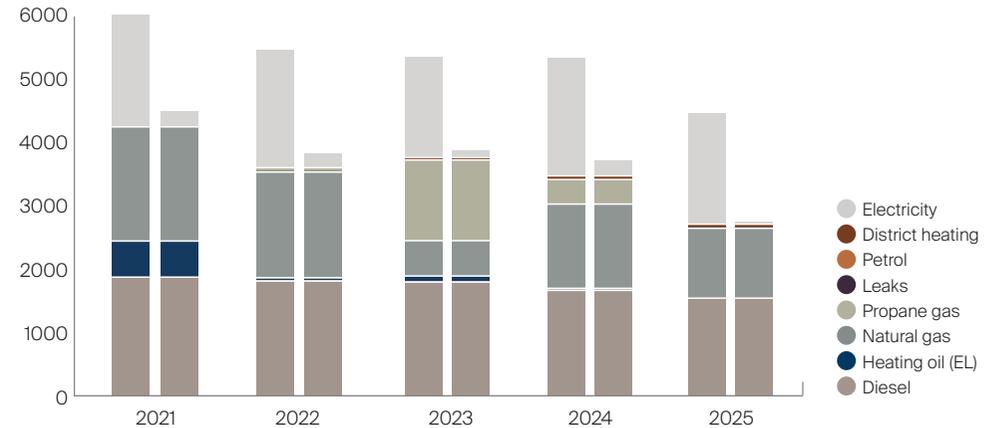
Targets, results and status in relation to the focus topic "Environment and climate protection" (abbreviated; details in the appendix to the Report on non-financial matters)
Possible statuses: Achieved, On track, Delayed, Not achieved (if new target: Initiated)



Contribution to SDGs 7, 9, 12 and 13

Climate change, environmental impact and the loss of biodiversity require holistic solutions in the economy. V-ZUG actively contributes to this: the vertical mode of production takes up less ground area and increases efficiency. The share of renewable energy at the Zug and Sulgen sites is rising continuously. To increase energy and resource efficiency in the manufacture of appliances, V-ZUG uses modernised production facilities. An internal CO₂ levy generates funds for investments in sustainable decarbonisation projects. Emissions that cannot yet be avoided are offset by the "V-Forest" reforestation project, which sequesters CO₂ over the long term and simultaneously strengthens local biodiversity.

CO₂ emissions (Scope 1 and 2) in t



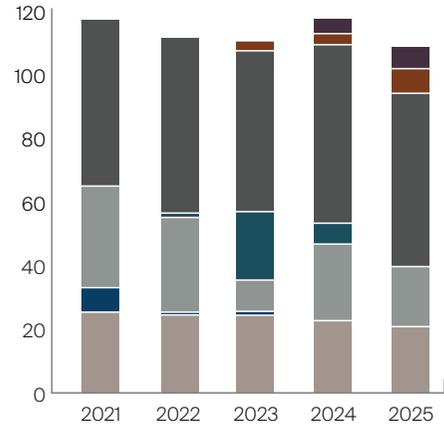
Scope 1 and Scope 2 emissions decreased by 25.7% (market-based)

Thanks to ongoing transformation at the Zug site, emissions fell by 25.7% in the reporting year (total of 2,706 t CO₂). The expansion of the Multi Energy Hub (MEH) at the Zug site is progressing, and all new buildings are now connected. The gradual decarbonisation of the company's own vehicle fleet through electrification (trucks and service vehicles) is making a positive contribution to reducing emissions, as is the switch to renewable electricity at the Changzhou site. The use of propane gas was discontinued.

The emissions generated by purchased electricity (Scope 2) are shown twice: once as market-based (right-hand bar, procurement of renewable power, 100% Swiss hydropower for Zug and Sulgen, 100% solar power for Changzhou), and once as location-based (left-hand bar, emissions of power obtained). This serves to provide transparency and comparability for the emissions generated from power consumption.

Scope 3 emissions (12 relevant categories) can be seen in the accompanying GRI index.

Energy consumption at V-ZUG by energy source (in terajoules)

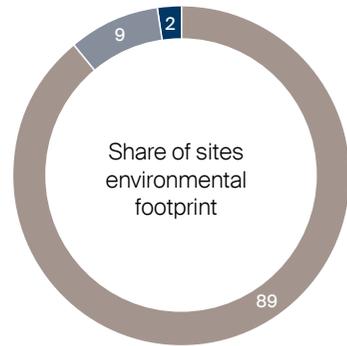


- Propane gas
- Biogas
- Natural gas
- Heating oil (EL)
- Diesel
- District cooling
- District heating
- Leaks
- Electricity

Absolute energy consumption and emissions reduced

In 2025, the absolute energy consumed by V-ZUG was 107.16 terajoules. This is composed as follows: electricity (50.02%), district heating (7.12%), district cooling (6.35%), natural gas (17.27%), biogas (0.06%), heating oil (0.01%) and diesel (19.17%). Compared with 2024, consumption fell by 7.42%. The reduction can be explained by targeted measures to increase efficiency and the lower volume of appliances produced. The resulting emissions were reduced by 25.7% thanks to an optimised energy mix.

Percentage share of sites in the overall environmental footprint

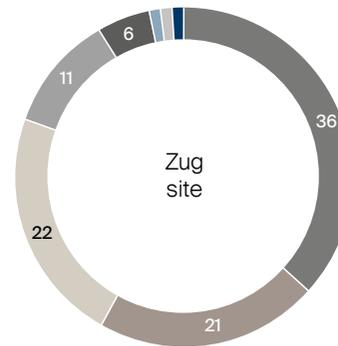


- Headquarters and production, Zug 89%
- Refrigerator factory building, Sulgen 9%
- Component manufacture, Changzhou 2%

Environmental footprint in ecopoints (EPs)

In addition to the product life cycle assessments, we also perform business life cycle assessments for our three production sites. We use these facts to achieve a targeted reduction and calculate the environmental efficiency (environmental impact relative to net sales). The figure above shows the percentage share of sites in the overall environmental footprint. The figure on the right shows the detailed breakdown for the headquarters in Zug.

Operational life cycle assessment for Zug site (headquarters), 2025



- Mobility 36%
- Energy 21%
- Consumables 22%
- Logistics 11%
- Catering 6%
- IT infrastructure 1%
- Disposal 1%
- Hazardous substances 1%
- Water 0.1%

Categories and subcategories	EPs (in MPt.)	Shares of the subcategories
Energy	2,586	(21%)
Heating		69%
Electricity		31%
Cooling		0.1%
Hazardous substances	121	(1%)
Hazardous substances		100%
IT infrastructure	146	(1%)
Desktop		17%
Laptop		39%
Monitors		44%
Logistics	1,390	(11%)
Internal trucks		100%
Mobility	4,410	(36%)
Business travel		19%
Service		81%
Consumables	2,698	(22%)
Paper		11%
Packaging		89%
Catering	714	(6%)
Food		70%
Drinks		30%
Water	13	(0.1%)
Fresh water		100%
Disposal	121	(1%)
Wastewater		12%
Composted		1%
Recycled		0%
Special waste/chemicals		75%
Incinerated		13%
Total	12,198	(100%)

Entrepreneurship for sustainable prosperity

V-ZUG strives for sustainable performance that benefits both the environment and the common good. The company is committed to Switzerland as a business location and, together with partners, is actively involved in the decarbonisation of Swiss industry and the site transformation in Zug. V-ZUG is testing out new ideas and business models and expanding partnerships that strengthen the circular economy. Suppliers must also comply with high social and environmental standards. Legal compliance lays the groundwork for a trustworthy and credible corporate reputation.

Future-oriented site

V-ZUG is entirely committed to its Swiss production sites and is convinced of their future viability. Well-trained specialists are driving innovation within the company. The company's long-term success ensures local jobs and strengthens the commitment to sustainability. Since 2022, V-ZUG has been operating the most modern refrigeration factory in Europe in Sulgen and is consistently aligning its products and processes with sustainability objectives. With the transformation of its main site, the company is investing in its own productivity, efficiency and the general attractiveness of Zug. Together with the Tech Cluster Zug and other partners, flagship projects are being developed in the areas of housing, construction, work and mobility, with environmental aspects prioritised from the outset.

In 2025, V-ZUG invested around CHF 30 million to modernise its production facilities and buildings. The commissioning of the new "Zephyr East" vertical factory in 2025 has set new standards for resource- and energy-efficient production. The move to the new "Zephyr West" office building is scheduled for 2028. Over the last nine years, V-ZUG has invested over CHF 330 million in the Swiss site.

Responsible management

Compliance violations, unethical conduct and anti-competitive behaviour can jeopardise the reputation and business success of the company. The V-ZUG Group Code of Conduct and Anti-Corruption Regulations lay down binding ethical standards for all employees. These standards are based on corporate values, applicable laws, the UN Declaration of Human Rights and internal policies. They are binding for all employees and form an integral part of the employment contract. Regular audits ensure compliance with these policies. Employees complete a mandatory training course on the Code of Conduct using a new e-learning plat-

form. Any violations must be reported to line management, the legal department or an external reporting office. Employees who make a report in good faith need not fear any negative repercussions. In 2025, six reports were received.

IT security and data protection

The protection of customers' privacy and data rights is enshrined in the Code of Conduct and in the V-ZUG privacy statement. With the increasing connectivity of devices, the requirements for data protection and technical security are rising. Modern technology protects IT systems and the company as a whole from cyber risks and possible production downtimes. The Chief Technology Officer (CTO) is responsible for the IT and security strategy for the entire Group. He oversees the Head of IT and the ICT Security department, which implement the V-ZUG strategy and vision through concrete measures.

The Cybersecurity Committee regularly analyses the risk landscape and further develops the IT security framework. The ICT infrastructure is monitored around the clock, with the results evaluated and assessed by external specialists. The Head of the Legal department ensures compliance with national and international data protection laws. The V-ZUG security system is based on international standards. Annual security audits identify vulnerabilities and enable timely improvements. Training, awareness-raising measures and phishing tests raise employee vigilance. Internal policies govern the handling of telecommunications equipment, data and confidential information.

Efficient supply chain management

Regulatory requirements, market challenges and geopolitical uncertainties heighten the importance of professional supplier management.

V-ZUG strengthens the stability and responsiveness of its value chain through clear processes, digital tools and close coordination with suppliers. The company fulfils its due diligence obligations transparently, improves working conditions in the supply chain and reduces environmental impacts (see [DDTrO report](#), p. 175).

Since 2024, the Code of Conduct for Suppliers has been an integral part of the General Terms and Conditions and thus of all supplier contracts with V-ZUG. It is based on international

standards such as the OECD Guidelines, the ILO Core Conventions and the UN Global Compact. A procurement manual supports the application of the Code of Conduct for Suppliers and clarifies internal responsibilities. New employees in Procurement receive specific training on this issue.

In direct procurement, V-ZUG uses the “Total costs of ownership” model, which takes into account not only prices but also quality, risk, disposal and disassembly costs. The aim is to select suppliers with whom V-ZUG can establish a long-term collaboration and further develop products.

In 2025, V-ZUG further developed the “Tacto” procurement information platform, which integrates the existing risk management systems “IntegrityNext” and “Sphera”. “Tacto” monitors the ESG and compliance performance of key suppliers in real time, creates transparency and improves risk management. This prevents supply difficulties, a reduction in quality and financial losses. Potential human rights and environmental risks are visible early on and can be addressed in a targeted manner.

For indirect materials, V-ZUG collaborates with the procurement service provider “ChainIQ”, which bundles together the purchase volumes of multiple companies and sustainably reduces procurement costs while also ensuring adherence to sustainability standards. “ChainIQ” also conducted a sustainability assessment that resulted in a positive outcome and V-ZUG is now specifically optimising individual approaches.

V-ZUG conducts on-site audits if necessary, especially in cases of reasonable suspicion that a standard has been breached. Apparent or suspected violations are to be reported to the Compliance department. In the reporting year, V-ZUG conducted 101 supplier audits. No suppliers were excluded due to increased risk.

Sustainable procurement

V-ZUG favours suppliers who pay attention to the energy and resource efficiency as well as the circularity of their products and services. Geographical proximity is also an advantage because having shorter transport routes reduces emissions. Around 55% of V-ZUG’s suppliers are based in Switzerland, and another 35% or so are located in nearby European countries. Electronic components are primarily sourced from Asia. V-ZUG has a zero-tolerance attitude towards forced labour and child labour. Fair working conditions and wages as well as high occupational safety standards are equally important. Suppliers certified by independent organisations with a high degree of transparency are prioritised. New suppliers must submit a

self-assessment, disclose financial information and, if necessary, undergo a pre-audit. Sustainability criteria are systematically taken into account in this process. V-ZUG focuses on long-term, partnership-based supplier relationships. Collaboration is key for competitiveness as well as for circular innovations. When selecting new suppliers, a willingness to innovate is a prerequisite for cooperation.

Collaborative commitment to greater sustainability

V-ZUG is actively committed to sustainable development and is leveraging a wide range of partnerships to advance its vision of a circular economy. As a member of relevant professional and industry associations, V-ZUG participates in cross-sector exchange and works as a catalyst for positive change. In addition, the CEO is involved in the board of the Electrical Appliances Trade Association (FEA) and the Chief Operating Officer (COO) serves on the foundation council of the Swiss Foundation for the Recycling of Electrical and Electronic Appliances (SENS). Moreover, V-ZUG is a co-founder of the Association for the Decarbonization of Industry, which was initiated by the Tech Cluster Zug. To drive innovation, V-ZUG regularly works with Swiss universities. Since 2024, the company has participated as an implementation partner in the “Circulus” project, which is led by ZHAW and funded by Innosuisse. The project will show concrete steps on how the machinery, electrical and metal industries in Switzerland can be transformed into circular industries. In the V-ZUG network, cycles are already being closed – thanks to strong partnerships. Together with recycling service provider Super Dreksk- escht (SDK) and the V-ZUG supplier Stüdlplast, it is possible to use old refrigerators to supply raw materials for new refrigerators: SDK dismantles old refrigerators and separates the ABS plastic. The company SEG, a subsidiary of SDK, converts this fraction into fully recycled ABS, from which Stüdlplast produces new top panels. In Sulgen, V-ZUG Kühltechnik installs these panels in new refrigerators and then brings the devices to market. A perfectly closed material cycle. This process will be rolled out in 2026.

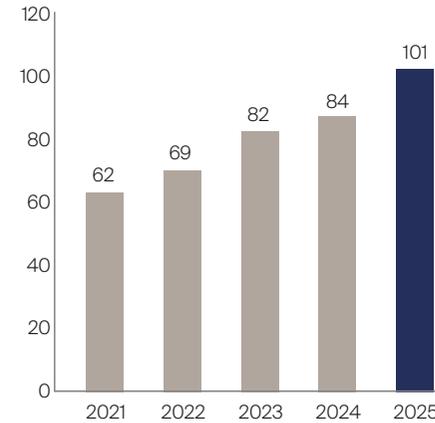
V-ZUG sponsors selected civil society and sporting events (see “Our engagements”). Since 2022, it has been the main partner of “Lucerne Dialogue”, a leading European economic conference. Every year, V-ZUG employees participate in the conference and expand their perspective. Lastly, the V-ZUG pension fund is pursuing a sustainable strategy of investment. The assets of around CHF 800 million are managed in accordance with ESG criteria, including investments in future-fit business areas – an added value for society as a whole.

Targets, facts and figures

Targets	Baseline and target years	Status
We generate an EBIT margin of around 10% in the medium term in order to be able to invest sustainably and thereby maintain our future viability	Annually	Not achieved
To achieve organic sales growth of 3%	Annually	Not achieved
To have audited all our key suppliers (covering at least 80% of our sales volume) in line with sustainability criteria	n.a.; 2025 (new 2030, across the Group)	Achieved
To account for one core element per product category, with a transparent supply chain down to the lowest possible level	n.a.; 2025	Completed, new focus

Targets, results and status in relation to the focus topic "Entrepreneurship for sustainable prosperity" (abbreviated; full details in the appendix to the Report on non-financial matters)
Possible statuses: Achieved, On track, Delayed, Not achieved (if new target: Initiated)

Number of supplier audits



From old to new refrigerator: how partnerships close the cycle
[Read more here](#)

Supplier audits increased

In the reporting year 2025, V-ZUG was able to conduct 101 supplier audits on site. This shows how important it is to V-ZUG for suppliers to meet our high requirements in terms of quality and sustainability.

Contribution to SDGs 8, 9 and 12



Excellence and innovation play a key role in making our company future-fit. In order to secure these, V-ZUG enters into external partnerships. The company also invests in a modern, resource-efficient production facility. At its sites, the company develops more sustainable infrastructure in tandem with local stakeholders in order to be able to operate more efficiently and for the benefit of society, the economy and the environment. V-ZUG offers attractive industrial jobs and supports local businesses by procuring goods and services from local sources. Along with its partners, the company works to promote the implementation of environmental and social standards throughout the supply chain and highly values long-term supplier relationships.

Appendix: Non-financial reporting

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About non-financial reporting

This report on non-financial matters is included as an integral part of the 2025 Annual Report of V-ZUG Holding AG. It focuses on the non-financial reporting of V-ZUG Holding AG. It is also available for download as a standalone report on the V-ZUG website. The report on non-financial matters covers the significant economic, environmental and social impacts, risks and opportunities of the three production sites of V-ZUG Holding AG (V-ZUG Group): V-ZUG AG, headquartered in Zug, V-ZUG Kühltechnik AG based in Sulgen, as well as the foreign subsidiary V-ZUG (Changzhou) Special Components Co. Ltd., which is based west of Shanghai. Details which do not pertain to the organisational units above are indicated specifically (e.g. Group-wide or specific to the Swiss market).

V-ZUG Holding AG reports in line with the GRI Standards (2021) for the period from 1 January 2025 to 31 December 2025 and in accordance with the regulatory requirements for non-financial reporting in Switzerland (Article 964a et seq. CO). The full report on non-financial matters, together with the Annual Report, was approved and signed by the Board of Directors on 3 March 2026.

The previous report on non-financial matters was published in spring 2025, covering the period from 1 January 2024 to 31 December 2024.

The four sections “Products and services for a future-fit society”, “Resilient and committed employees”, “Environment and climate protection” and “Entrepreneurship for sustainable prosperity” reflect the strategic focus topics of V-ZUG and describe the impacts, risks, opportunities, management approaches and campaigns, strategic objectives and KPIs associated with the material sustainability topics (materiality matrix). V-ZUG updated the materiality matrix in 2024 using the method of double materiality required by the EU ESRS standards (section “Sustainability as part of the strategy”).

A total of 1782 FTE employees (excluding temporary employees) are included within the scope of the report, including the key figures for 2021 to 2025. This equates to 84% of the total number of V-ZUG Group employees, which, on 31 December 2025, amounted to 2,117 FTEs (including temporary employees).

This report represents and addresses all genders and favours inclusive wording.

V-ZUG is publishing a non-financial report for the thirteenth time. In doing so, V-ZUG is striving to present progress and challenges in terms of its commitment to sustainability in a transparent, comprehensible and verifiable manner. Any questions and feedback may be sent to marcel.niederberger@vzug.com

Material topics: Impacts, risks and opportunities (IROs)

Focus topic: Products and services for a future-fit society

Issue 1: Durable and circular product design

V-ZUG sees circularity as a holistic concept, which includes the product from the early stage of development to its end of life and takes into account the following aspects:

- Enabling transformation from the recycling to the circular economy
- Quality, longevity, durability and aesthetics
- Promoting repairability, including sustainable spare parts management and service fleet
- Sustainable use of materials, e.g. recycled materials, environmentally friendly and degradable materials; reducing hazardous materials; reducing material intensity and using electronics consciously
- Modularisation/upgradeability and retrofitting capability: This relates to standardising the parts used across different products and product variants, and the possibility of modernising products with specific components
- Enabling reuse
- Making products easier to recycle and less costly to dismantle
- End of life: Refurbishment and resale, or dismantling appliances with the reuse, recycling, re-circulation and re-purposing of components
- Paying attention to primary packaging in direct contact with the product (e.g. appliance packaging)
- This material topic has a major impact on upstream CO₂ emissions (Scope 3) from category 3.1 "Purchased goods and services"

Actual and potential positive or negative impacts:

- | | |
|-------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| + Actual | Reduced strain on natural resources through circular product design and durable products |
| + Potential | Influence on material innovations for the materials used and primary packaging (development, commercial viability, etc.) |
| + Potential | Influence on competitors/market and other stakeholders (e.g. recycling partners) for enhanced sustainability (specifically circularity) by being a role model/driver of innovation |

Risks:

- High investments, e.g. in circular product developments (green design guidelines), adjustments in the production process and infrastructure
- Commercially non-viable circularity innovations
- Complex transition phase due to increasingly complex value chains
- Dependencies on circular partners such as recyclers, suppliers, customers or lack of options (single source)

Opportunities:

- Developing new products and services compatible with the circular economy in line with customer demand
- Tapping into new target groups through alternative/circular business models
- Customer acquisition and customer satisfaction thanks to responsible product design according to the principles of the circular economy
- Improving resilience by reducing the dependence on procurement markets

Issue 2: Energy-efficient design and environmentally responsible use

V-ZUG assumes responsibility from the design to the use of the appliances in the home and considers the following aspects in this context:

- Energy-efficient design (programs, functionalities, efficient components, stand-by consumption, amount of electronics, etc.).
- Integrating functions to enable products to be used ecologically: Users can use the appliances in a simple and environmentally friendly manner.
- Provision of comprehensive information for ecological use (tips, tricks, energy suppliers, energy and emissions, etc.): The users are aware of the options for resource-efficient use of the appliances and make use of them (awareness-raising and educational efforts, e.g. using the ecological function).
- Water efficiency and the use of washing detergents are also considered; however, this aspect is weighted less, as all appliances require electrical energy, but only some of the appliances (washing machines and dishwashers) need water and washing detergents.
- This material topic has a major impact on downstream CO₂ emissions (Scope 3) from category 3.11 "Use of sold products".

Actual and potential positive or negative impacts:

–	Actual	Environmental impact and energy consumption from appliances used in the home
+	Actual	Reduction of environmental impact through more energy-efficient appliances
+	Actual	Cost savings for customers thanks to lower energy consumption
+	Potential	Contribution to the security of energy supply thanks to reduced energy demand with efficient appliances
+	Potential	Influence on competitors/market and other stakeholders to the benefit of sustainability (specifically energy efficiency) by being a role model/driver of innovation
+	Potential	Protection of the environment through conscious use of appliances thanks to awareness-raising about products and services (e.g. ecological programs/non-use of certain functions such as dryer)

Risks:

- Major investments to develop ecological functions that customers do not use or only use infrequently

Opportunities:

- Competitive advantage through differentiation/leading role with energy-efficient appliances (particularly important with higher energy prices)
- Exploiting the opportunities of digitalisation that promote ecological/energy-efficient behaviour among users (nudging, gamification and networked appliances)

Issue 3: Innovations which benefit customers

V-ZUG is constantly working on innovations that meet the needs of customers while generating positive ecological, social and economic added value:

- Developing innovative products and services that create added value for customers (simple use, time savings in the household, enjoyment, design, etc.) and are successful on the market.
- Differentiation from competitors through innovation and increasing net sales.
- Developing innovative, environmentally friendly functions and programs as well as responsible use of resources.
- Innovative business models with sustainable added value: Offering new services, such as trading in used appliances, refurbishment, "Product as a Service", food products, renewable energy supplier, service including repairs, second life spare parts, CO₂ compensation in use, "Shared Economy", etc.
- Inspiration through innovation: Promoting a sustainable lifestyle and healthy nutrition, e.g. V-Kitchen with innovative recipes, etc.
- Digitalisation and networking of household appliances and offering innovative functions.

Actual and potential positive or negative impacts:

- | | |
|-------------|--------------------------------------------------------------------------------------------------------------------------------------------------|
| + Actual | More high-quality, innovative appliances on the market with a higher lifespan and lower consumption for a smaller environmental footprint |
| + Potential | Positive perception of innovative quality products spreads to other categories of consumption to promote sustainability in general |

Risks:

- **Commercially non-viable innovations or business models that do not appeal to customers**
- Customers do not network their household appliances, which keeps them from generating full added value

Opportunities:

- **Competitive advantage thanks to beneficial innovations as well as clear positioning and reputation building leads to higher net sales**

Issue 4: Customer satisfaction

V-ZUG strives to guarantee full customer satisfaction and considers the following aspects in this context:

- Ensuring a positive customer experience throughout the entire customer journey – from the time of interest to use and further recommendation.
- Awareness: Sparking interest, strengthening brand perception, communication, engagement, etc.
- Consideration: Ensuring interest through information procurement, comprehensive information from V-ZUG and extensive advice from our resellers (wholesale, kitchen builders and online), training for resellers and trade fairs.
- Purchase: Purchase decision for the right appliances with the right functions, for the right use in relation to the customer requirement (incl. sufficiency: do I really need a dryer?).
- Installation: Proper installation of the appliances to ensure longevity and product safety (ventilation slits, ergonomics, etc.).
- Requiring the training of installers and fair working conditions.
- Retention (customer loyalty)
- Use and service: positive product experience in use, supporting environmentally friendly user behaviour, first-class services (repair service, response time, repair time and repairability), cooking classes, product demonstration and training of external service teams, etc.
- Sustainable lifestyle and healthy nutrition: Our products are designed to support users in their efforts to eat in a healthy and environmentally friendly manner, to minimise food waste (animal welfare, sustainable and healthy recipes and inspiration) and to gently wash clothing, thereby increasing its lifespan. This includes maintaining social contacts, acting as host, inviting friends, etc.
- Advocacy: Satisfied and enthusiastic customers help to ensure further recommendations and/or sales.

Actual and potential positive or negative impacts:

+ Actual	High customer satisfaction thanks to excellent quality, functionality and design of products and services
+ Actual	Increased awareness (e.g. for the environment and health) and informed customers thanks to transparent and helpful communication
+ Actual	Physical safety of users through safe appliances, professional technical service and transparent communication (e.g. instructions for use)
+ Actual	Longer appliance lifespan thanks to professional and correct installation
+ Potential	Lower environmental impact thanks to information and communication on the resource-efficient use of the appliances (less electricity, fewer repairs and less material)
+ Potential	Increasing environmentally conscious purchase decisions by customers through targeted information and communication in downstream channels by V-ZUG and third parties (online shops, kitchen builders, wholesalers and service companies, etc.)
+ Potential	Contribution to improved user health through information, tips and services for more sustainable/healthier lifestyle and less food waste (e.g. V-Kitchen)
+ Potential	Contribution to reasonable/better working hours (due to higher social requirements and audits, etc.) among third parties (e.g. installers)

Risks:

- **Ineffective efforts/investments due to low use of the offer by users (e.g. V-Kitchen)**
- Insufficient/incorrect information provided by third parties to customers regarding products and services (e.g. sellers/installers)
- End customers perceive sustainability efforts as patronising (e.g. V-Kitchen and the V-ZUG Home app), leading to less sales/move to competition

Opportunities:

- **Competitive advantage through positive customer experiences and high customer satisfaction lead to recommendations/further purchases, while also boosting net sales**
- **Positive influence in favour of more sustainable purchase and consumption decisions thanks to information and transparency in communication**
- **Strengthening general market opportunities/acceptance of circular products and business models (PaaS and second hand)**
- **Competitive advantage and reputation building among end customers thanks to exemplary positioning in environmental and health topics**

Focus topic: Resilient and committed employees

Issue 5: Health and safety of employees

V-ZUG bears responsibility for the health and safety of employees in the workplace. We consider the following aspects in this context:

- **Mental and physical health:** This includes both preventative and accompanying measures for daily work together in dealing with changes that contribute to health in the workplace (in the office or at home) as well as a healthy lifestyle during leisure time. We consider one important factor of this to be personal resilience and measures that promote it.
- **Health and safety culture:** This is about establishing and implementing a culture of health and safety within the company. Key influential methods include HR management and communication.
- **Raising employee awareness through internal initiatives in the areas of sustainable lifestyle and healthy nutrition, climate awareness, social commitment, mobility, consumption, travel, etc.**
- **Occupational safety and workplace conditions:** Employees should be safe in the workplace. This is about safe workplaces in areas such as production, and suitable occupational safety measures such as protective clothing. Having healthy workplace conditions means setting up all workplaces to make them as conducive to health as possible – e.g. in terms of ergonomics, noise emissions or temperatures.
- **Reintegration of people with disabilities:** Employees with long-term health impairments are supported when reintegrating into the workplace.

Actual and potential positive or negative impacts:

+ Actual	Influence on employee well-being and satisfaction through regulated and fair working hours
+ Actual	Influence on work-life balance through flexible working models
+ Actual	Influence on the health and productivity of employees through occupational health and safety
+ Actual	A humane work environment free from child labour through zero-tolerance policy and measures (audits, etc.)
+ Actual	Maintaining employee privacy
+ Actual	Influence on satisfaction and long-term employment relationships through adequate wages
- Actual	Strain on the health and social security system (including health costs) due to accidents and/or insufficient occupational safety measures
+ Potential	Influence on employee health and well-being through awareness campaigns (with potential impact on their personal environment)
+ Potential	Added value for the company through satisfied and efficient employees as constructive citizens

Risks:

- Climate-related extreme weather affects the health and productivity of employees (costs of absences/adaptation costs)
- Financial losses due to occupational safety breaches by employees

Opportunities:

- High level of employee loyalty through secure and attractive working conditions
- Boosting employer attractiveness through modern and flexible working structures (Employer Branding)
- Increased productivity through effective and resilient employees thanks to occupational health management and other initiatives
- Lower costs of absences thanks to effective safety precautions and occupational safety concepts
- Increased productivity through digital/hybrid work opportunities

Issue 6: Developing potential and managing expertise

V-ZUG strengthens the employability of its employees, supports its managers, ensures internal knowledge transfer and positions itself to attract new talent:

- **Employability:** By this, we mean the employability of our staff, which is meant to be enhanced and maintained. Development measures may vary depending on their age, profession and potential.
- **Education and training:** This concerns the technical, methodological and social development of employees, as well as training positions such as apprenticeships and internships.
- **Career development and succession planning:** Employees should have the opportunity for advancement. Career development enables prospects to be highlighted and the associated development to be fostered. This also includes internal succession planning for key personnel and functions.
- **Identification, promotion and use of potential:** It is key to use potential successfully. This motivates personnel and leads to a high level of commitment.
- **Expertise management:** This is about how to retain employee expertise within the company and make it accessible to all employees.
- **Engagement:** The active involvement of employees in the organisation of the company as well as a proactive feedback and input culture (including the employee survey) fosters employee loyalty, satisfaction and productivity.
- **Successful targeted recruitment:** This aspect describes how and whether we succeed in finding and recruiting the right employees.
- **Targeted retention management:** Targeted retention management and the avoidance of unwanted fluctuation optimises social and corporate responsibility.

Actual and potential positive or negative impacts:

+ Actual	Promoting employability and thus the ability of employees to independently and sustainably secure their economic well-being (job security and prosperity)
+ Actual	Influence on the well-being and satisfaction of employees through secure jobs
+ Actual	Contribution to the Swiss skilled labour market through highly trained employees (e.g. with training)
+ Potential	Influence on standards relating to employer attractiveness and the promotion of employees on the labour market through the function as a role model (Employer Reputation)

Risks:

- **Loss of expertise and innovative capacity/competitiveness due to unwanted staff turnover (high potentials leave and low potentials remain)**
- **A shortage of skilled workers leads to a lack of expertise and poor competitiveness**

Opportunities:

- **Strong motivation and commitment of employees by supporting potential (function and prospects) with positive consequences for employee productivity and retention**
- **Increased innovation through highly trained employees**
- **Securing expertise in the long term through prudent succession planning**

Issue 7: Diverse and inclusive working culture

V-ZUG promotes a diverse and inclusive working culture and considers the following aspects in this context:

- **Equality:** This refers to equal opportunities and equal treatment, for example in terms of pay or career opportunities.
- **Supporting diversity and an inclusive culture of collaboration:** Topics such as respect, openness, tolerance and mutual appreciation are key, for example when integrating people with asylum or migration in their background, people with disabilities, etc.
- **Ban on discrimination:** This aspect of risk relates to how discrimination is prevented and how possible incidents are handled in the company.
- **Flexible working:** This means working independently of time or place, and how the company deals with the many opportunities and risks associated with flexible working.
- **Forms of work:** Forms of work that promote the diverse and inclusive work culture, e.g. part-time work, job sharing, co-management or interdisciplinary collaboration.
- **Reputation:** The image and role model function of V-ZUG as well as opportunities for talent acquisition and retention (Employer Branding). Potential risks arise, for example, when errors are made in communication or diversity targets are missed.
- **Increased innovation and customer-oriented products** thanks to diverse teams.

Actual and potential positive or negative impacts:

+ Actual	Economic security for employees (job security and prosperity) thanks to long-term employment across different phases of life
+ Actual	Contribution to equal prosperity for female and male employees by ensuring equal pay
+ Actual	Contribution to equal development of potential for all employees through training and education opportunities
+ Actual	Fair working conditions with equality of opportunity and recruitment free from discrimination
+ Actual	Inclusion of people with disabilities through the creation of job opportunities
+ Actual	Contribution to gender equality through targeted measures for women in the company
+ Potential	Respectful, open and non-discriminatory working culture/working environment thanks to awareness campaigns (e.g. awareness of gender issues, LGBTQI, etc.)
+ Potential	Establishing the standard of gender equality and equal pay in the industry or sector and in wider society through the function as a role model
+ Potential	Prevention of serious problems (violence, discrimination, sexual harassment and bullying) in the workforce thanks to preventive activities and a reporting point
+ Potential	Contribution to mitigating the shortage of skilled workers through inclusive teams
+ Potential	Positive contribution to social inclusion and equal opportunities for society and the economy as a whole through the function as a role model

Risks:

- **Loss of reputation and image in the event of failure or misleading communication ("pinkwashing") with respect to D&I topics and missed diversity targets**
- Frictions and challenges in managing diverse teams
- Lack of credibility or reluctance in relation to D&I measures among employees

Opportunities:

- **Talent acquisition and retention through open and inclusive work culture (Employer Branding)**
- **Increased innovation and creativity thanks to diversity in teams**
- **Higher sales and/or better products and high levels of customer satisfaction thanks to an increased understanding of customer expectations through an inclusive workforce (inclusion of different perspectives)**

Focus topic: Environment and climate protection

Issue 8: Resource-efficient sites (operations)

For V-ZUG, this includes the following aspects:

- **Energy management:** This relates to the energy mix used and the investments made in renewable energy (e.g. photovoltaic).
- **Energy-efficient production:** This relates to the energy consumption of machinery, plants and processes, as well as analysing and optimising this.
- **Reducing greenhouse gas emissions:** This has to do with the greenhouse gases emitted from sources within the company, such as the vehicle fleet, heating, process gas (Scope 1) and emissions from electricity and district heating (Scope 2).
- This has to do with the efficient use of water as a resource as well as ensuring the environmental compatibility of its withdrawal, consumption and discharge.
- **Resource-efficient production facilities:** This concerns the lifespan and resource efficiency of the production facilities.
- **Structural ecology:** This has to do with the use of building materials such as concrete or timber, and adherence to sustainability standards for construction. This also includes the energy consumption of buildings.
- **Responsible handling of hazardous substances.**

Actual and potential positive or negative impacts:

+	Actual	Reduction of environmental impact through innovations in energy supply (e.g. Multi Energy Hub)
-	Actual	Environmental pollution from emissions (through production and operations)
-	Actual	Energy consumption for the production and distribution of appliances
-	Actual	Air pollution from production-related emissions
-	Actual	Pollution of water quality through production-related processes
-	Actual	Soil pollution through production-related processes
-	Actual	Water consumption through production-related processes
+	Potential	Contribution to the net-zero target by 2050 through new technologies (e.g. Negative Emission Technologies NET)
+	Potential	Collaborative exploration of alternative energies for the benefit of the industry (Association for the Decarbonisation of Industry)

Risks:

- Higher costs due to stricter environmental regulations (e.g. CO₂ tax for companies)
- Security of energy supply (cost and availability, e.g. electricity and natural gas)
- Comparatively high investment costs for more ecological buildings and energy supply systems
- Operational disruptions in the transition (e.g. production lines)
- Fines and/or legal proceedings for environmental damage and/or mishaps

Opportunities:

- Reducing costs due to lower material requirements and energy consumption
- Strategic differentiation through ambitious and innovative measures as well as pioneering role (e.g. internal CO₂ fund)

Issue 9: Operational waste management

Waste management at V-ZUG comprises the following aspects:

- Management of various waste categories:
 - Production waste (metal, plastic, hazardous waste, etc.)
 - Operational waste (office materials, food, electronics, etc.)
 - Secondary packaging (wooden pallets, cardboard, film, polystyrene, etc.)
 - Noise
 - Wastewater
 - Exhaust and odour
- Measures to reduce waste, in particular waste that cannot be reused or recycled.
- Waste collection and declaration
- Proper disposal and optimisation of the types of disposal (reuse, recycling, composting, incineration, etc.).
- Proper disposal of waste that cannot be reused (oil, hazardous substances, etc.).

Actual and potential positive or negative impacts:

- + Actual** **Reduction of waste (resource consumption) through material innovation, product design, partnerships, manufacturing and demanufacturing processes**
- Actual** Generation of waste through production and building management

Risks:

- **Financial investments for transition (new facilities/equipment for waste disposal, e.g. shredders and baling presses)**
- Operating costs and loss of reputation in the event of inadequate waste management

Opportunities:

- **Reducing waste to lower environmental footprint and achieve cost savings**
- Better transparency in waste flows allows for proper waste management, reduces environmental footprint and generates cost savings
- Success factor for circular business models/new circular partnerships

Issue 10: Logistics and mobility

For V-ZUG, the focus is particularly on the greenhouse gas emissions resulting from the following aspects:

- Upstream and downstream logistics: Logistics in the upstream and downstream value chain.
- Intra-company logistics: Optimisation of transport between V-ZUG sites (incl. route planning).
- Warehouse management: Optimal warehouse size and efficient warehouse management are paramount here.
- Fleet management: Optimisation of the type and powertrain technology of vehicles.
- Business travel
- Employee mobility: Use of various means of transport during commuting.

Actual and potential positive or negative impacts:

- | | | |
|-------|--------|-------------------------------------------------------------------------------------------------------------------------|
| + | Actual | Reduced environmental impact by raising awareness among employees and logistics partners in the area of mobility |
| <hr/> | | |
| - | Actual | Air pollution from emissions due to logistics/mobility |

Risks:

- Loss of reputation through the visible use of old diesel cars and service vehicles

Opportunities:

- Cost reduction thanks to alternative drive systems/fleet e-mobility
- Positive influence on employee mobility behaviour for a lower environmental footprint
- Positive influence on the mobility behaviour of logistics partners for a lower environmental footprint
- Cost reduction thanks to optimised infrastructure (e.g. warehouse size)

Issue 11: Biodiversity and ecosystems

In the field of biodiversity and ecosystems, V-ZUG takes the following aspects into account:

- Biodiversity – defined as the variety of ecosystems, species and genes – is critical for functioning ecosystem services, i.e. services provided by nature such as pollination, climate regulation, protection against flooding, soil fertility and the production of food, fuel, fibres and medicinal products.
- Dependence of companies and society on ecosystem services
- Direct and indirect influence of business activity on biodiversity (species diversity) and ecosystems (forests, seas, rivers, deserts, etc.):
 - Influence in the supply chain through the materials used, the extraction of raw materials, mines, etc. (upstream)
 - Influence through production sites, land use, construction method, etc. (direct operations)
 - Influence through the use of appliances, electricity and water consumption, impact of washing detergent, microplastics, etc. (downstream)

Actual and potential positive or negative impacts:

+ Actual	Contribution to increasing biodiversity and building ecosystems by supporting reforestation (e.g. V-Forest)
- Actual	Impairment of biodiversity and ecosystems due to emissions and resource consumption for production
- Actual	Use of biodiversity and ecosystems through mobility and logistics-related emissions/activities
- Actual	Decline of biodiversity and ecosystems due to land use and expansion for production sites
- Actual	Impact on biodiversity and ecosystems through the extraction of natural raw materials (e.g. ore extraction for steel production, minerals for batteries, precious metals)
- Actual	Strain on natural resources and ecosystems as a result of products and their use (e.g. metals, water for energy)

Risks:

- Loss of reputation if the issue is handled inappropriately (management approach and communication)

Opportunities:

- Cost savings due to lower requirement of primary material thanks to the circular economy in order to preserve ecosystems and resources

Focus topic: Entrepreneurship for sustainable prosperity

Issue 12: Responsible and resilient supply chain

For V-ZUG, this includes the following aspects:

- **Supplier management:** Shaping the supplier-buyer relationship, building and maintaining a supplier base, appropriate risk management and ensuring supply security.
- **Stable partnerships:** Partnerships that are based on trust and contribute to supply chain resilience (including the financial stability of the suppliers).
- **Sustainable procurement policies:** Specification and monitoring of standards regarding the environment, social responsibility and economic efficiency in the supply chain in order to make a positive contribution and achieve improvements.
- **Traceability and transparency:** The goal is to create the greatest possible transparency with regard to individual supply chains, thereby ensuring that individual corporate responsibility can be assumed.
- **Good partnerships in the supply chain** are an important component of a functioning circular economy.
- **Capacity building:** Stakeholders within the supply chain are expected to support themselves in developing and improving their skills.

Actual and potential positive or negative impacts:

+ Actual	Influence on the financial stability of suppliers thanks to long-term partnerships
+ Actual	Fostering the circular economy through partnerships
+ Actual	Contribution to increasing social/environmental standards in the supply chain through high requirements (CoC, Supplier CoC, audits)
+ Potential	Contribution to a decent work environment (in particular without child labour or forced labour) through compliance with social standards (zero-tolerance policy in the Supplier CoC) and measures (audits, etc.)
+ Potential	Financial stability, secure jobs with fair and equal pay, and increased prosperity of the suppliers' employees in the upstream value chain
+ Potential	Knowledge transfer and mutual learning with an impact on, for example, supplier innovation
- Potential	Adverse impact on the prosperity and financial stability of suppliers as a result of lower demand for raw materials and changes in the supply chain
- Potential	Risk to the quality of life and health of the local population in the areas of resource extraction

Risks:

- **Supply disruptions or more expensive procurement, e.g. due to extreme weather conditions, geopolitical events, pandemics and shortages of raw materials**
- **Material bottlenecks and dependencies on suppliers (low resilience)**
- Insufficient risk management by suppliers with higher risks results in negative incidents and loss of reputation
- Loss of reputation caused by general misconduct by suppliers
- Resource-intensive and difficult supplier management

Opportunities:

- **Future-fit, innovative partnerships and supplier projects to achieve greater sustainability**
- **Resilient and trust-based supplier relationships as a result of greater collaboration**
- Effective supplier management boosts transparency and traceability in supply chains in tandem with due diligence

Issue 13: Long-term corporate success as added value for society

For V-ZUG, this includes the following aspects:

- Profit and productivity: Our long-term corporate success is a fundamental prerequisite for investments that promote sustainability and safeguard local jobs.
- Doing business within planetary limits: The ecological limits of our planet must be observed in the use of natural resources.
- Investments for a future-fit society: This includes investments in infrastructure projects as well as the investment philosophy of the V-ZUG pension fund.
- Site policy and its indirect economic impacts: The impact of our commitment to the Switzerland site (including taxes) as well as the further development of the expertise hub or boosting innovation at V-ZUG sites.
- Partnerships, joint ventures and collaboration: Added value and innovation often have their roots in partnerships, and some challenges necessitate working with other organisations. We work together with a large number of stakeholders in the fields of research and science, in the public sector as well as with corporate networks, associations, business partners and charitable organisations, etc.

Actual and potential positive or negative impacts:

+ Actual	Safeguarding employee jobs and fair wages through stable corporate profits and profitability
+ Actual	High and stable corporate profitability that benefits tax collection at sites and sustainability efforts
+ Actual	Economic and social development and attractiveness of the sites thanks to the innovative capacity and availability of skilled workers as well as the supply of jobs and training positions
+ Potential	Influence on the industry, market and competitors for the benefit of sustainability (e.g. energy efficiency) as a role model and driver of innovation
+ Potential	Positive influence of public discourse (on sustainability in general, long-term site policy of stakeholders involved, etc.) by providing impetus
+ Potential	Multiplier effects in partnerships (e.g. involvement of suppliers in sustainability projects and/or influence on construction partners, investors and architects, etc.)

Risks:

- The supply of products and services has low or no demand among the target groups, resulting in loss of market share
- Negative changes in the market situation lead to lower net sales (inflation, recession, geopolitical tensions, sanctions, etc.)
- Loss of reputation and/or business losses due to ineffective/incorrect communication (e.g. "greenwashing" or missed environmental and climate targets)
- Inadequate financial stability of the company, affecting the resources available for sustainability efforts as well as business success

Opportunities:

- V-ZUG is perceived as a sustainability pioneer, leading to more customers and net sales
- Development of innovative circular business models for the benefit of long-term business success

Issue 14: Business ethics and compliance

V-ZUG pays attention to the following aspects:

- **Corporate ethics (Code of Conduct):** This is about how V-ZUG carries out its business activities. Besides proactive legal compliance, business operations must be commensurate with ethical and moral principles (e.g. adherence to human rights).
- **Corporate governance:** This has to do with binding roles, clear responsibilities and effective supervisory and oversight functions between the Executive Committee and the Board of Directors.
- **Internal policy management:** This relates to whether internal guidelines and policy documents exist and how they are communicated to employees and established within the company.
- **Reporting mechanisms:** This concerns confidential complaints procedures that enable any misconduct or grievances relating to V-ZUG's business activities to be reported.
- **Transparency and communication with stakeholders:** This is about the company's communication and information policy, which can at times influence the extent to which stakeholders are able to form a truthful and complete picture of the company.
- **Application of and compliance with mandatory and voluntary standards, e.g. relating to product quality or management systems for quality, the environment, staff, etc.**

Actual and potential positive or negative impacts:

+ Actual	A humane work environment free from forced labour through zero-tolerance policy and measures (audits, etc.)
+ Actual	Informed customers thanks to transparent, objective and fair communication and advertising/marketing
+ Actual	The freedoms of employees according to the collective agreement (metal and electric industry) are guaranteed
+ Actual	Reduction in corruption through responsible and ethical management thanks to zero-tolerance policy (CoC), training of employees, supervision by managers and available reporting points
+ Actual	The protection of whistleblowers is guaranteed (CoC, Supplier CoC)
- Potential	Negative effect on the regulatory environment for companies through their own misconduct (e.g. in the case of non-compliance, transparency, etc.)
+ Potential	Greater trust in the company and in the private sector through responsible business activity and role model function

Risks:

- Legal proceedings and costs due to violations or a lack of compliance
- Employee turnover through misconduct and compliance breaches by V-ZUG
- Mistrust in the company on the part of external stakeholders due to negative incidents/misconduct

Opportunities:

- Responsible management and intact reputation ensure the licence to operate in the long term
- Retention and motivation of employees through trustworthy employer behaviour

Issue 15: IT security and data protection

V-ZUG pays attention to the following aspects in this regard:

- Robust and regularly reviewed IT systems to prevent cyberattacks.
- Investing in state-of-the-art security systems to protect against cyberattacks in keeping with the changing risks.
- Regular training of all employees on IT security and data protection, including simulation of scenarios and exploring security vulnerabilities.
- Ensuring production and delivery availability of products thanks to stable IT systems.
- Secure and trustworthy handling of external data of customers, suppliers and other partners in compliance with data protection laws.
- Secure and trustworthy handling of sensitive, internal data concerning employees, patents, specifications, designs, source code, etc.
- Compliance with archiving requirements for sensitive data (how and where it is stored, protection against fire and water, etc.).

Actual and potential positive or negative impacts:

- | | | |
|---|--------|--------------------------------------------------------------------------------------|
| + | Actual | Guaranteeing functional operations with a focus on production and delivery readiness |
| + | Actual | Guaranteeing data protection and privacy of customers |
| + | Actual | Employees are trained in the secure use of IT devices and data protection |

Risks:

- Vulnerabilities in data protection management and IT security can lead to production and delivery disruptions

Opportunities:

- Constant availability of products (provision, production and delivery) thanks to stable IT systems

GRI index

The following GRI index is based on V-ZUG's materiality matrix, which was updated in 2024 with input from external and internal stakeholders and in line with the EU ESRS standards. Relevant information is presented transparently in this 2025 Annual Report and is supplemented with additional details in the index. The following table shows the association between the relevant GRI Standards and the subjects evaluated in the materiality process, plus the top-level focus topics:

Focus topic	Subject	GRI indicators	CO 964	Matching ESRS	SDG	Page
Products and services for a future-fit society	Energy-efficient design and ecological use	GRI 3-3	Environmental concerns, Article 964b para. 1 and 2	E1, E5, S4	7, 9, 12, 13	p. 28
	Durable and circular product design	GRI 301	Environmental concerns, Article 964b para. 1 and 2	E5		
	Innovation and customer benefit	GRI 3-3 Own metrics: expenditure as % of net sales for innovation (R&D)	Social concerns, Article 964b para. 1 and 2	G1		
	Customer satisfaction	GRI 416	Social concerns, Article 964b para. 1 and 2	E1, E5, S2, S4, G1		
Resilient and committed employees	Health and safety of employees	GRI 403	Employee concerns, Article 964b para. 1 and 2	S1	8	p. 34
	Development of potential and know-how management	GRI 401, GRI 404	Employee concerns, Article 964b para. 1 and 2	S1		
	Diverse and inclusive working culture	GRI 405	Employee concerns, Article 964b para. 1 and 2	S1, G1		
Environment and climate protection	Resource-efficient operations	GRI 103, GRI 303	Environmental concerns, Article 964b para. 1 and 2	E1, E2, E3, E5	7, 9, 12, 13	p. 38
			Climate reporting pursuant to the TCFD			
	Logistics and mobility	GRI 102	Environmental concerns, Article 964b para. 1 and 2	E1, E2, E5		
	Operational waste management	GRI 306	Environmental concerns, Article 964b para. 1 and 2	E1, E5		
	Biodiversity and ecosystems	GRI 3-3	Environmental concerns, Article 964b para. 1 and 2	E4		

Focus topic	Subject	GRI indicators	CO 964	Matching ESRS	SDG	Page
Entrepreneurship for sustainable prosperity	Responsible and resilient supply chain	GRI 204, GRI 308, GRI 414	Environmental concerns, Article 964b para. 1 and 2; Social concerns, Article 964b para. 1 and 2; Respect for human rights, Article 964b para. 1 and 2; Child labour and conflict materials (DDTrO)	E1, S2, S3, G1	8, 9, 12	p. 42
	Long-term corporate success as added value for society	GRI 201, GRI 203	Social concerns, Article 964b para. 1 and 2	E1, E5, S1, S3, S4, G1		
	Business ethics and compliance	GRI 415 GRI 417, GRI 419	Prevention of corruption, Article 964b para. 1 and 2	S1, S4, G1		
	IT security and data protection	GRI 418	Social concerns, Article 964b para. 1 and 2; Employee concerns, Article 964b para. 1 and 2	S4, G1		

GRI: Global Reporting Initiative

Article 964b CO: Swiss Code of Obligations, transparency on non-financial matters

ESRS: European Sustainability Reporting Standards, E = environmental standards, S = social standards, G = governance standards

SDG: UN Sustainable Development Goals

TCFD: Taskforce for Climate-related Financial Disclosure (Climate Report)

DDTrO: Ordinance of 3 December 2021 on Due Diligence and Transparency regarding Minerals and Metals from Conflict-Affected Areas and Child Labour

General information

Indicator	Description	Comment/reference
Foundation (2021)		
GRI 1	Principles 2021	In line with GRI standards, V-ZUG Holding AG produced this report covering the period from 1 January 2025 to 31 December 2025.
The organisation and its reporting practices (2021)		
GRI 2-1	Organisational details	<p>V-ZUG Holding AG</p> <p>Company limited by shares under Swiss law; listed on the SIX Swiss Exchange stock market</p> <p>Headquarters: Zug, Switzerland</p> <p>See chapter "The V-ZUG Group in the 2025 Annual Report"</p>
GRI 2-2	Entities included in the organisation's sustainability reporting	<p>The Annual Report covers the companies that make up V-ZUG Holding AG.</p> <p>Unless otherwise stated, the report on non-financial matters covers the following three companies (production sites): V-ZUG AG, V-ZUG Kühltechnik AG and V-ZUG (Changzhou) Special Components Co., Ltd. (see "About this report").</p> <p>The Annual Report (Financial Report) covers all the V-ZUG Group companies owned directly or indirectly by V-ZUG Holding AG.</p> <p>Entities are consolidated in line with the consolidation approach.</p> <p>See 2025 Annual Report.</p>
GRI 2-3	Reporting period, frequency and contact point	<p>V-ZUG reports annually for the financial year, 1 January 2025 to 31 December 2025, reporting date: 31 December 2025</p> <p>The report on non-financial matters is being published for the third time as part of the Annual Report. The Annual Report is produced annually for the previous financial year (1 January 2025 to 31 December 2025, reporting date: 31 December 2025).</p> <p>The previous report on non-financial matters was published on 6 March 2025.</p> <p>The contact person for questions is Marcel Niederberger, Head of Sustainability.</p>
GRI 2-4	Restatements of information	<p>Indirect Scope 3 emissions: adjustments based on recommendations from the 2025 SBTi validation: now includes Category 3.9 downstream logistics. This corresponds to 885 tCO₂ in 2023, which accounts for approx. 0.2% of Scope 3. Plus Category 5 waste: now includes emissions from wastewater disposal. Despite these minor adjustments, all values are calculated retroactively.</p> <p>Direct Scope 1 emissions: biogenic emissions from biogas are now included in the analysis. These are 3.3 tCO₂ for the 2025 financial year. In accordance with the GHG Protocol, these emissions are not included in the balance sheet, but are reported in the GRI for information purposes.</p> <p>Direct Scope 1 emissions: an internal review identified an error in the query from the fleet management system, which led to incomplete recording of the diesel consumption of our Swiss service vehicles. As a result, the consumption figures were slightly understated in recent years. The data was corrected for the 2025 report on non-financial matters and recalculated retrospectively for previous years. This adjustment increases the reported Scope 1+2 emissions by around 1.4–2.8%, depending on the year.</p>

Indicator	Description	Comment/reference
GRI 2-4	Restatements of information	Indirect Scope 3:11 emissions: the emission factors for the countries have been updated and in some cases adjusted retrospectively. Particularly for the main market of Switzerland, uniform figures are available for the first time (consumer electricity mix, current, retrospective and forecast, source: VSE). In the other markets, there has also been a switch from residual mix to grid average, where appropriate. As a result, the absolute emissions shown have fallen significantly. The aim is to present the actual situation as accurately as possible.
GRI 2-5	External assurance	Our Scope 1 and 2 CO ₂ emissions (including offsetting) were validated externally by Swiss Climate. The report on non-financial matters has not been externally audited as a whole.

Activities and employees (2021)

GRI 2-6	Activities, value chain and other business relationships	<p>Industry: Household Appliances Business model: development, manufacture and sale of large household appliances (e.g. washing machines, ovens, refrigerators, etc.). Current product range at www.vzug.com/products</p> <p>Value chain: V-ZUG operates its own sales companies in Australia, Austria, Belgium, China, Denmark, France, Germany, Ireland, Hong Kong, Luxembourg, the Netherlands, Singapore, Thailand, the United Kingdom and Vietnam. V-ZUG products are also available via distributors in Israel, Italy, Lebanon, Japan, Spain, Turkey, Ukraine and the USA. V-ZUG serves a total of 24 markets including Switzerland, its home market. Business relations with Russia have been suspended due to sanctions.</p> <p>Organisational supply chain: In total, we work with and maintain long-term relationships with around 1,500 Tier 1 suppliers. We also have an estimated 5,000 additional indirect suppliers (Tier 2). Around 55% of our Tier 1 suppliers are based in Switzerland, and another 35% or so are located in nearby European countries. Payments amount to approximately CHF 300 million per year (Group, direct and indirect material).</p> <p>Downstream activities and entities: Private customers, specialist retailers, kitchen builders, real estate management companies and real estate owners. V-ZUG's products are sold predominantly via trade outlets. The traders sell them to installers and display them in various settings including showrooms, where end consumers can obtain information about the products. V-ZUG also operates numerous exhibition and advisory centres as well as V-ZUG Studios worldwide. In addition to commercial firms and kitchen builders, key customer groups primarily include real estate management companies and real estate owners, as well as their agents (such as architects and general contractors). Private customers purchase V-ZUG appliances predominantly via specialist retailers, kitchen builders, general contractors and architects.</p> <p>Strategic partnerships:</p> <ul style="list-style-type: none"> • Tech Cluster Zug AG, Zug • Universities and higher education establishments: HSLU, ZHAW, HWZ, FHNW, OST, ETH, EMPA • SENS – Foundation for recycling electrical and electronic appliances <p>Social engagement: At its production facilities in Zug, V-ZUG AG works with the “zuwebe” Foundation, enabling people with disabilities to integrate into the work process. V-ZUG Kühltechnik AG has for many years maintained a partnership with Obvita, which supports the integration of people with visual disabilities and mental disorders into professional and social life. Via this collaborative initiative, a working group from Obvita regularly carries out assembly tasks at V-ZUG Kühltechnik AG's refrigerator production facilities.</p>
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Indicator	Description	Comment/reference
GRI 2-7	Employees	<p>The total number of employees (2025: 2,117) and a breakdown by gender and region:</p> <ul style="list-style-type: none"> • Women: 526 • Men: 1,591 • Switzerland: 1,848 • Europe (excl. Switzerland): 88 • Asia: 156 • Australia: 25 <p>Total number of employees with permanent contracts:</p> <ul style="list-style-type: none"> • Women: 472 • Men: 1,459 • Switzerland: 1,735 • Europe (excl. Switzerland): 88 • Asia: 83 • Australia: 25 <p>Total number of employees with fixed-term contracts:</p> <ul style="list-style-type: none"> • Women: 54 • Men: 132 • Switzerland: 113 • Europe (excl. Switzerland): 0 • Asia: 73 • Australia: 0 <p>Employees with no guaranteed working hours: At V-ZUG, there are no employees without guaranteed working hours.</p> <p>Total number of full-time employees:</p> <ul style="list-style-type: none"> • Women: 365 • Men: 1,432 • Switzerland: 1,538 • Europe (excl. Switzerland): 80 • Asia: 154 • Australia: 25 <p>Total number of part-time employees:</p> <ul style="list-style-type: none"> • Women: 161 • Men: 159 • Switzerland: 310 • Europe (excl. Switzerland): 8 • Asia: 2 • Australia: 0 <p>V-ZUG's business operations do not cause any significant seasonal fluctuations in headcount. The 2025 figures relate to the V-ZUG Group. V-ZUG employs people from over 50 nations.</p>
GRI 2-8	Workers who are not employees	<p>Temporary workers, appointed via external agencies: 27 External contractors (support): 79 The 2025 figures relate to the V-ZUG Group.</p>

Indicator	Description	Comment/reference
Corporate management (2021)		
GRI 2-9	Governance structure and composition	<p>V-ZUG Holding AG's Board of Directors (hereinafter "BoD") has two standing committees: the Audit Committee and the Human Resources and Compensation Committee.</p> <p>The Executive Committee's operational management structure is made up of the following departments (for details, see "Executive Committee" on our website):</p> <ul style="list-style-type: none"> • CEO V-ZUG Group: Quality, Corporate Strategy, Sustainability • International department: Market Subsidiaries, Distributors, OEM Business, Business Development • Finance department: Group Finance and Controlling, Business Controlling, Legal and Compliance, Investor and Media Relations • Swiss Market department: Sales, Marketing, Customer Care, Field Service • Operations department: Supply Chain Management, Procurement, Production Plants, Infrastructure, Transformation/Industrial Automation • Technology department: Product Segments, Mechanical Design, Software & Electronics, Competence Centre, Technology & Innovation, ICT • People and Culture department: Business Partner and Talent Acquisition, Operations, Vocational Training, Internal Communication, Academy/Learning, Workplace Strategy Management • Marketing department: Global Product Management, Global Marketing and Communications, Global Omnichannel Commerce and Data, Global Design, Global Sales Excellence, Global B2B Marketing <p>Committees responsible for decision-making on environmental and social topics:</p> <ul style="list-style-type: none"> • Executive Committee (hereinafter "EC") • "V-ZUG Sustainability Workforce" working group led by the Head of Sustainability • Internal auditors for quality, environment and occupational safety, Cyber Security Committee <p>In June 2020, the V-ZUG Group broke away from the Metall Zug Group and was simultaneously listed on SIX Swiss Exchange. Metall Zug AG retains around 30% of V-ZUG Holding AG and remains an anchor shareholder. See "Spin-off and listing" on the website.</p>
GRI 2-10	Nomination and selection of the highest governance body	See 2025 Annual Report.
GRI 2-11	Chair of the highest governance body	The Chair of the Board of Directors is Oliver Riemenschneider. Like all members of the BoD, he is non-executive. See 2025 Annual Report.
GRI 2-12	Role of the highest governance body in overseeing the management of impacts	<p>Material sustainability topics are approved by the BoD and the EC. Building on this, medium and long-term sustainability goals are defined and approved by the BoD and the EC. Those members of the EC who are responsible for focus topics regularly evaluate the degree to which these topics have been achieved, together with the Head of Sustainability and the "Sustainability Workforce".</p> <p>At the four regular BoD meetings each year, information regarding sustainability issues is presented as required and/or proposals are submitted for decisions.</p> <p>Sustainability issues also form an integral part of the risk management process, which is overseen annually by the BoD.</p> <p>There is no structured stakeholder discussion regarding sustainability issues at board level. Issues are addressed as required.</p> <p>Since 2023, the report on non-financial matters has been integrated into the Annual Report and approved by the BoD.</p>

Indicator	Description	Comment/reference
GRI 2-13	Delegation of responsibility for managing impacts	Overall responsibility is delegated to the CEO. Four members of the EC are each responsible for a single focus topic. The impact of measures and campaigns in terms of our focus topics is assessed three times a year. Annual sustainability reporting provides information about targets and the degree to which they have been met. It is made available to all stakeholders including the governance body.
GRI 2-14	Role of the highest governance body in sustainability reporting	Since 2023, the report on non-financial matters has been integrated into the Annual Report and approved by the BoD.
GRI 2-15	Conflicts of interest	Conflicts of interest must be disclosed and avoided where possible. Failing this, recusal will be ordered. (see "Organisational Regulations" at www.vzug.com/ch/en/corporate-governance).
GRI 2-16	Communication of critical concerns	<p>Compliance-related matters must be reported to the official reporting point (compliance@vzug.com). The V-ZUG Group's Legal department is responsible for handling, documenting and finalising compliance-related cases.</p> <p>The Audit Committee is responsible for our whistle-blowing process as part of our Code of Conduct. The Legal department reports directly to the Audit Committee in such cases.</p> <p>In 2025, five cases were reported via compliance@vzug.com. One case was reported via an external reporting office (Crisis Intervention Switzerland) and was handled by the internal Compliance department.</p> <p>Such reports are treated in confidence.</p>
GRI 2-17	Collective knowledge of the highest governance body	The topic of "sustainable development" is regularly discussed at the quarterly BoD meetings. In this way, the BoD is actively involved and keeps up to date with the latest information on the key sustainability issues for V-ZUG and the associated requirements, challenges, opportunities and risks.
GRI 2-18	Evaluation of the performance of the highest governance body	The performance of the BoD is not evaluated externally. The BoD conducts an annual self-assessment.
GRI 2-19	Compensation policy	See 2025 Annual Report, chapter " Compensation Report ".
GRI 2-20	Process to determine remuneration	<p>The process for determining remuneration (including the remuneration system) is laid down in the Compensation Report; see 2025 Annual Report, chapter "Compensation Report".</p> <p>The results of stakeholder voting regarding the compensation policies and proposals are published in the minutes of the Annual General Meeting.</p>
GRI 2-21	Annual total compensation ratio	<p>The compensation for the BoD and EC is disclosed in the Compensation Report.</p> <p>See 2025 Annual Report, chapter "Compensation Report".</p>
Strategy, policies and practices (2021)		
GRI 2-22	Statement on sustainable development strategy	See " Interview with CEO Christoph Kilian ".

Indicator	Description	Comment/reference
GRI 2-23	Policy commitments	<p>V-ZUG undertakes to trade in a responsible, entrepreneurial manner. Its operational principles are formalised in its Code of Conduct (revised in March 2023) and serve as a basis for its Code of Conduct for Suppliers (published in March 2023).</p> <p>Our Code of Conduct calls on us to treat everyone with respect and tolerance. No discrimination whatsoever will be accepted.</p> <p>The amended version of the Code of Conduct contains a stronger commitment to human rights and sets out the principles of good corporate governance as part of V-ZUG's vision, mission and core values.</p> <p>V-ZUG does not tolerate any form of corruption or active or passive bribery. This principle is part of our Code of Conduct and is further specified in our anti-corruption regulations.</p> <p>The precautionary principle is enshrined in V-ZUG's ethical principles and management guidelines and is monitored by an integrated management system (quality, environment and occupational safety). Certifications in accordance with ISO 9001, ISO 14001 and ISO 45001 at the Zug site (incl. service centres and V-ZUG Studios in Switzerland) also contribute to the precautionary principle, in the shape of preventive measures within the company's operations.</p> <p>Published documents (accessible via website):</p> <ul style="list-style-type: none"> • ISO 9001 certificate (Zug site) • ISO 14001 certificate (Zug site) • ISO 45001 certificate (Zug site) <p>The Code of Conduct and the Code of Conduct for Suppliers contain a zero-tolerance stance towards forced labour and child labour.</p>
GRI 2-23	Policy commitments	<p>V-ZUG's key policies, codes of conduct and principles (see website) are:</p> <ul style="list-style-type: none"> • Code of Conduct of the V-ZUG Group (see website, "Corporate Governance"), including guidelines for ethical business decisions • Code of Conduct for Suppliers (see website, "Corporate Governance") • Anti-corruption regulations (see website, "Corporate Governance") • Vision, mission and core values • Principles of collaboration • Terms of Employment (TOE) • Annex 1 to the TOE (ethical principles) • ISO 9001, 14001 and 45001 certificates (including annexes, accessible via website) • EU General Data Protection Regulation (GDPR) • Swiss Data Protection Act • Internal competency model <p>The Code of Conduct is approved by the BoD.</p> <p>The Code of Conduct applies globally to all employees, including members of the BoD and other governance bodies of companies belonging to the V-ZUG Group. The Code of Conduct is available in five languages.</p> <p>New joiners are trained in the Code of Conduct, and all employees sign it as part of their employment contract.</p> <p>The Code of Conduct is available on the website for business partners and stakeholders to view.</p> <p>The Code of Conduct for Suppliers forms part of supplier agreements. When onboarding new suppliers, we initiate self-assessments beforehand and, where necessary, pre-audits, and we obtain financial information.</p>



Indicator	Description	Comment/reference										
GRI 2-24	Embedding policy commitments	<p>It is the job of V-ZUG management to ensure that all employees are familiar with the Code of Conduct, understand it and act accordingly. Regular training and e-learning courses take place for all employees, and compliance audits are carried out as required.</p> <p>Action plans are drawn up with suppliers in the event of non-compliance with the standards or further violations of the Code of Conduct for Suppliers. In the case of insufficient progress or repeated breaches of the Code of Conduct for Suppliers, the partnership is terminated.</p> <p>See also: GRI 2-23.</p>										
GRI 2-25	Processes to remediate negative impacts	<p>V-ZUG has an internal process for dealing with grievances, which are handled on a case-by-case basis.</p> <p>In the event of negative impacts, an internal team will draw up further measures (e.g. product safety, emergency and crisis management).</p>										
GRI 2-26	Mechanisms for seeking advice and raising concerns	<p>Employees who believe in good faith that certain behaviour violates V-ZUG's Code of Conduct have a duty to report such behaviour to their manager or the Legal department (compliance@vzug.com). Such reports are treated in confidence. Employees who report in good faith a potential violation of the Code of Conduct need have no fear that reporting their suspicions will have negative repercussions for their employment at the company. There is also an external reporting point for serious grievances (bullying and sexual harassment).</p>										
GRI 2-27	Compliance with laws and regulations	<p>V-ZUG complies with laws and regulations worldwide.</p> <p>There were no environmental violations/fines.</p> <p>Number of environmental violations/fines:</p> <table border="1"> <thead> <tr> <th>2021</th> <th>2022</th> <th>2023</th> <th>2024</th> <th>2025</th> </tr> </thead> <tbody> <tr> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>	2021	2022	2023	2024	2025	0	0	0	0	0
2021	2022	2023	2024	2025								
0	0	0	0	0								

Indicator	Description	Comment/reference
GRI 2-28	Membership in associations and interest groups	<p>V-ZUG AG is a member of or is represented on the board of the following associations and interest groups:</p> <ul style="list-style-type: none"> • aha! Swiss Allergy Centre (joint venture) • amk – “The Modern Kitchen” working group • economiesuisse • Electrosuisse – Association for electrical, energy and information technology • EEBUS – Empowering the digitalisation of Energy transition • ETH Foundation • Europa Forum / Lucerne Dialogue • FEA (the Swiss association for household and commercial appliances), board member • IG exact (Excellence in Applied Electronics and Technologies) • Zug+ Climate Charter Initiative • Küche (the Swiss kitchen association), board member • PWN Professional Women’s Network • SWISSMEM, the Swiss association for mechanical and electrical engineering industries, board member • SENS eRecycling, foundation for recycling electrical and electronic appliances, board of trustees • sia – Swiss Society of Engineers and Architects • Suissetec • swisscleantech • Switzerland Innovation Park Central • tfz – Technologie Forum Zug, board member • öbu – Swiss Business Council for Sustainable Development • Association for the Decarbonization of Industry • Zug Chamber of Commerce, board member • Zurich Chamber of Commerce

Indicator	Description	Comment/reference
Stakeholder engagement (2021)		
GRI 2-29	Approach to stakeholder engagement	<p>Key stakeholder groups have been defined in dialogue with internal departments. To achieve broad-based support for the materiality process (last revised in 2024), 62 representatives of V-ZUG's central stakeholders were consulted in an online survey. These included the BoD, EC, employees, customers, partners, suppliers, banks, investors and representatives from politics and academia.</p> <p>The materiality matrix that resulted from the consultation forms an important basis for reporting.</p> <p>V-ZUG's stakeholders are engaged as follows:</p> <ul style="list-style-type: none"> • Customers: customer surveys, customer contacts (around 300 service technicians in the field sales and customer service), customer magazine and guided tours at the Zug production site. To enable customers to experience the wide variety of product functions, free appliance demonstrations are additionally offered by V-ZUG customer advisers. • Employees: employee survey, intranet and Yammer (internal social media platform); specialist internal communication unit and various central and local functions (including Human Resources, Legal and Compliance and management) • Investors/shareholders: General Meetings, Annual Report, investor roadshows • Suppliers: annual meetings, audits • Distribution partners: annual product presentation and various symposiums, trade fairs and events. • Trade unions: within the context of the collective employment agreement (CEA) • Media: information provided by Corporate Communications & Investor Relations • Research and education: speaking engagements, participation in working groups with educational institutions and the award of project work for students
GRI 2-30	Collective bargaining agreements	<p>All employees at the Zug site in Switzerland are subject to the collective employment agreement (CEA) of the Association of Swiss Engineering Employers (ASM). The current CEA for the Swiss MEM industries came into effect on 1 July 2023 and is valid until 30 June 2028. The employees' associations Angestellte Schweiz, Unia, Syna, Swiss Association of Commercial Employees, Schweizer Kader Organisation (SKO) and the employers' association ASM are involved as negotiation partners.</p> <p>It is important for V-ZUG that employees are able to represent their interests and participate in the company's development. According to the CEA, the employee representative body represents the interests of the workforce to HR and the EC and works to ensure the CEA provisions are adhered to. It also seeks to promote trusting collaboration between the EC and employees, helps to create attractive working conditions and acts as a contact and advisory point for differences of opinion. The members of the employee representative body are elected in predefined electoral groups by all employees.</p> <p>The Sulgen site (V-ZUG Kühltechnik) and the Changzhou site in China are not subject to a collective bargaining agreement. V-ZUG Kühltechnik is a separate legal entity, and employment contracts are subject to the individual employment contract and the Swiss Code of Obligations. Employment contracts in Changzhou are concluded in line with V-ZUG employment guidelines and in accordance with human rights conventions.</p>

Specific details

Aspect	Indicator	Description	Comment/reference
Material topics	GRI 3 (2021)		
GRI 3-1		Process to determine material topics	<p>In 2024, V-ZUG conducted a new materiality analysis and updated the matrix of material sustainability topics. Although the company is not yet subject to the reporting requirement of the EU Sustainability Reporting Directive (CSRD), the analysis was carried out using the double materiality method in accordance with the European Sustainability Reporting Standards (ESRS). In doing so, both the impact of V-ZUG on the environment, society and economy (impact materiality) and the risks and opportunities that have an impact on the company (financial materiality) were assessed.</p> <p>The internal Sustainability Workforce revised the list of material topics and reviewed it with feedback from stakeholders. A total of 15 material topics were identified.</p> <p>168 specific impacts, risks and opportunities were identified and evaluated. These were assessed according to their extent and reach, with adverse impacts additionally assessed according to their irreversibility and potential impacts according to the probability of occurrence. A weighting highlighted the strategic importance of key elements.</p> <p>The results were validated by an online survey with 62 stakeholders and approved by the Executive Committee and the Board of Directors.</p> <p>See chapter "Sustainability as part of the strategy" and overview "Annex: Impacts, risks and opportunities".</p>
GRI 3-2		List of material topics	See chapter " Sustainability as part of the strategy ".
Products and services for a future-fit society			
Energy-efficient design and ecological use			
GRI 3-3		Management of material topics	See the chapters " Products and services for a future-fit society ", " Environment and climate protection " and overview " Annex: Impacts, risks and opportunities ".
Durable and circular product design			
GRI 3-3		Management of material topics	See the chapters " Products and services for a future-fit society ", " Environment and climate protection " and overview " Annex: Impacts, risks and opportunities ".

Aspect	Indicator	Description	Comment/reference																																																																		
GRI 301 Materials (2026)	GRI 301-1	Materials used by weight or volume	<p>Materials used by type (in tonnes):</p> <table border="1"> <thead> <tr> <th>Type of material</th> <th>2021</th> <th>2022</th> <th>2023</th> <th>2024</th> <th>2025</th> </tr> </thead> <tbody> <tr> <td>Iron</td> <td>7,426</td> <td>8,031</td> <td>5,651</td> <td>6,532</td> <td>5,479</td> </tr> <tr> <td>Stainless steel</td> <td>1,755</td> <td>1,711</td> <td>1,378</td> <td>1,435</td> <td>1,491</td> </tr> <tr> <td>Aluminium</td> <td>229</td> <td>148</td> <td>195</td> <td>202</td> <td>191</td> </tr> <tr> <td>Non-ferrous metal</td> <td>94</td> <td>80</td> <td>22</td> <td>77</td> <td>71</td> </tr> <tr> <td>Electronics*</td> <td></td> <td></td> <td></td> <td>201</td> <td>189</td> </tr> <tr> <td>Plastics*</td> <td></td> <td></td> <td></td> <td>3,030</td> <td>2,716</td> </tr> <tr> <td>Oils, fats, lubricants</td> <td>21</td> <td>16</td> <td>10</td> <td>10</td> <td>13</td> </tr> <tr> <td>Hazardous substances</td> <td>675</td> <td>640</td> <td>542</td> <td>597</td> <td>552</td> </tr> </tbody> </table> <p>*Based on average data per appliance sold and LCA data, collected since 2024.</p> <p>All other data based on purchasing figures for in-house production.</p> <p>Number of products recalled:</p> <table border="1"> <thead> <tr> <th></th> <th>2021</th> <th>2022</th> <th>2023</th> <th>2024</th> <th>2025</th> </tr> </thead> <tbody> <tr> <td>Products recalled</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table> <p>No products had to be recalled in the reporting year.</p>	Type of material	2021	2022	2023	2024	2025	Iron	7,426	8,031	5,651	6,532	5,479	Stainless steel	1,755	1,711	1,378	1,435	1,491	Aluminium	229	148	195	202	191	Non-ferrous metal	94	80	22	77	71	Electronics*				201	189	Plastics*				3,030	2,716	Oils, fats, lubricants	21	16	10	10	13	Hazardous substances	675	640	542	597	552		2021	2022	2023	2024	2025	Products recalled	0	0	0	0	0
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Own metric		CHF as % of turnover for research and development, innovation (R&D)	See chapter “Segment report”																																																																		
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Aspect	Indicator	Description	Comment/reference
GRI 416 Customer health and safety (2016)	GRI 416-1	Assessment of the health and safety impacts of product and service categories	<p>All operating instructions for V-ZUG's appliances contain information on safe use, proper disposal of packaging materials and of the appliance, as well as tips for saving energy (and water, in the case of washing machines). The appliances meet the IEC 60335-1 standard (Safety of electrical appliances for household use). Furthermore, V-ZUG's appliances satisfy the EU's RoHS and WEEE directives. For the WEEE directive, this means in particular that all V-ZUG appliances are labelled according to the standard and the operating instructions contain information about proper disposal.</p> <p>In addition, in the installation instructions for the appliances, which are aimed directly at installation professionals, V-ZUG describes what needs to be taken into account when installing the appliances for them to function as well as possible, with maximum energy efficiency.</p>
	GRI 416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	2025: No incidents.

Resilient and committed employees

Health and safety of employees

GRI 3-3	Management of material topics	<p>See chapter "Resilient and committed employees" and overview "Annex: Impacts, risks and opportunities".</p> <p>The health and safety at work policy forms part of the management process and supports the V-ZUG organisation and its strategy. Numerous processes and specification documents are held in the internal management system. Safety management conforms with legal requirements and meets the guidelines published by the Federal Commission for Occupational Safety and also the ISO 45001 standard (Zug site). V-ZUG actively seeks not only to meet the minimum legal requirements but also to get employees to participate actively by involving them in work processes and promptly implementing suggestions for improvements. Internal occupational safety experts and the in-house paramedic (at the Zug site) are available to advise employees in all matters regarding health, the prevention of occupational accidents, occupational illnesses and leisure-time accidents. Training and campaigns are intended to motivate managers and staff to incorporate occupational health and safety into their everyday activities.</p> <p>Published documents (accessible via website):</p> <ul style="list-style-type: none"> • ISO 45100 certificate (Zug site) • Policy on health and safety at work (Zug site) <p>Examples of relevant internal documents:</p> <ul style="list-style-type: none"> • Emergency response strategy • Security inspection • Procedure for assessing risk
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Aspect	Indicator	Description	Comment/reference																																																						
GRI 403 Occupational health and safety (2018)	GRI 403-9, 403-10	Work-related accidents, illnesses and lost days	<p>In the case of accidents, V-ZUG makes a distinction between significant occupational accidents, minor occupational accidents and non-occupational accidents (leisure-time accidents). No such distinction is made for illnesses when recording statistics.</p> <p>Lost hours by cause:</p> <table border="1"> <thead> <tr> <th>Cause</th> <th>2021</th> <th>2022</th> <th>2023</th> <th>2024</th> <th>2025</th> </tr> </thead> <tbody> <tr> <td>Illness</td> <td>109,410 82.35%</td> <td>138,088 87.18%</td> <td>104,813 83.26%</td> <td>105,068 80.72%</td> <td>95,307 79.07%</td> </tr> <tr> <td>Occupational accident</td> <td>9,619 7.24%</td> <td>6,922 4.37%</td> <td>7,491 5.95%</td> <td>9,523 7.32%</td> <td>9,044 7.90%</td> </tr> <tr> <td>Non-occupational accident</td> <td>13,837 10.41%</td> <td>13,388 8.45%</td> <td>13,590 10.79%</td> <td>15,575 11.97%</td> <td>16,179 12.92%</td> </tr> <tr> <td>Total</td> <td>132,866 100%</td> <td>158,398 100%</td> <td>125,894 100%</td> <td>130,166 100%</td> <td>120,529 100%</td> </tr> </tbody> </table> <p>Occupational accidents by LTIR:</p> <table border="1"> <thead> <tr> <th></th> <th>2021*</th> <th>2022</th> <th>2023</th> <th>2024</th> <th>2025</th> </tr> </thead> <tbody> <tr> <td>LTIR</td> <td>14.6</td> <td>12.7</td> <td>10.1</td> <td>11.4</td> <td>9.6</td> </tr> </tbody> </table> <p>* The 2021 figures are based on accidents with at least one day of absence. From 2022 onwards, we calculate the LTIR based on three or more days of absence (according to the international standard and for comparability). As a result, the figures for 2021 are not comparable with the rest.</p> <p>Occupational fatalities in the reporting year:</p> <table border="1"> <thead> <tr> <th></th> <th>2021</th> <th>2022</th> <th>2023</th> <th>2024</th> <th>2025</th> </tr> </thead> <tbody> <tr> <td>Deaths</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table> <p>See "Targets, facts and figures" in the chapter "Resilient and committed employees".</p> <p>The figures from 2023 onwards refer to the V-ZUG Group, while those for 2022 and 2021 refer to our production sites.</p>	Cause	2021	2022	2023	2024	2025	Illness	109,410 82.35%	138,088 87.18%	104,813 83.26%	105,068 80.72%	95,307 79.07%	Occupational accident	9,619 7.24%	6,922 4.37%	7,491 5.95%	9,523 7.32%	9,044 7.90%	Non-occupational accident	13,837 10.41%	13,388 8.45%	13,590 10.79%	15,575 11.97%	16,179 12.92%	Total	132,866 100%	158,398 100%	125,894 100%	130,166 100%	120,529 100%		2021*	2022	2023	2024	2025	LTIR	14.6	12.7	10.1	11.4	9.6		2021	2022	2023	2024	2025	Deaths	0	0	0	0	0
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Aspect	Indicator	Description	Comment/reference																														
Development of potential and know-how management																																	
GRI 3-3		Management of material topics	See chapter " Resilient and committed employees " and overview " Annex: Impacts, risks and opportunities ".																														
GRI 401 Employment (2016)	GRI 401-1	Total number and rate of newly hired employees and staff turnover	<p>Number of newly hired employees:</p> <table border="1"> <thead> <tr> <th>2021</th> <th>2022</th> <th>2023</th> <th>2024</th> <th>2025</th> </tr> </thead> <tbody> <tr> <td>258</td> <td>280</td> <td>298</td> <td>233</td> <td>293</td> </tr> </tbody> </table> <p>Rate of newly hired employees:</p> <table border="1"> <thead> <tr> <th>2021</th> <th>2022</th> <th>2023</th> <th>2024</th> <th>2025</th> </tr> </thead> <tbody> <tr> <td>14.7%</td> <td>15.1%</td> <td>14.1%</td> <td>11.3%</td> <td>13.8%</td> </tr> </tbody> </table> <p>Staff turnover:</p> <table border="1"> <thead> <tr> <th>2021</th> <th>2022</th> <th>2023</th> <th>2024</th> <th>2025</th> </tr> </thead> <tbody> <tr> <td>12.5%</td> <td>10.9%</td> <td>14.1%</td> <td>14.2%</td> <td>12.2%</td> </tr> </tbody> </table> <p>The figures from 2023 onwards refer to the V-ZUG Group, while those for 2022 and 2021 refer to our production sites.</p>	2021	2022	2023	2024	2025	258	280	298	233	293	2021	2022	2023	2024	2025	14.7%	15.1%	14.1%	11.3%	13.8%	2021	2022	2023	2024	2025	12.5%	10.9%	14.1%	14.2%	12.2%
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GRI 404 Training and education	GRI 404-2	Programmes for upgrading employee skills and transition assistance programmes	<p>As a means of enhancing employability, professional development is in the interests, and is the responsibility, of both V-ZUG and its employees. With the three-tier competency model and "V-ZUGconnect", V-ZUG specifically supports the promotion of individual talents and a culture of lifelong learning. Employees have the right, on request, to be released from their work for professional development within or outside the company, provided certain conditions are met. V-ZUG will pay all or part of the costs of the further training on request.</p> <p>For more information, see chapter "Resilient and committed employees".</p>																														

Aspect Indicator Description Comment/reference

Diverse and inclusive working culture

GRI 3-3 Management of material topics See chapter “[Resilient and committed employees](#)” and overview “[Annex: Impacts, risks and opportunities](#)”.
V-ZUG regularly conducts an equal pay analysis with the help of external experts.
Examples of relevant internal documents:
Working time regulations

GRI 405 Diversity and equal opportunities (2016) GRI 405-1 Percentage of people in governance bodies and among employees, by gender and age group

Employees by gender and hierarchical level (incl. BoD):

Gender	2021	2022	2023	2024	2025
Women on the Board of Directors	3	3	3	3	3
Men on the Board of Directors	3	3	3	3	4
Women on the Executive Committee	2	2	2	2	2
Men on the Executive Committee	6	6	4	6	6
Female managers	107	111 ¹⁾	110 ¹⁾	109 ¹⁾	70 ²⁾
Male managers	408	432 ¹⁾	437 ¹⁾	427 ¹⁾	265 ²⁾
Female employees	273	290	385	385	451
Male employees	965	1,006	1,164	1,129	1,316
Total women	385	406	500	499	526
Total men	1,382	1,447	1,608	1,565	1,591

¹⁾ From 2022: change to management categorisation

²⁾ From 2025: change to management categorisation

Employees by age (excl. Board of Directors):

Age group	2021	2022	2023	2024	2025
Under 30	308	334	354	334	365
30-50	907	953	1,091	1,037	1,103
Over 50	546	560	657	657	649

See chapter “[Healthy and committed employees](#)” and chapter “[Corporate Governance](#)” for detailed information on members of the BoD and EC (including ages).

The figures from 2023 onwards refer to the V-ZUG Group, while those for 2022 and 2021 refer to the three production sites.

Aspect	Indicator	Description	Comment/reference										
Environment and climate protection													
Resource-efficient operations													
GRI 3-3		Management of material topics	<p>See the chapters “Products and services for a future-fit society”, “Environment and climate protection” and overview “Annex: Impacts, risks and opportunities”.</p> <p>Published documents (accessible via website):</p> <ul style="list-style-type: none"> • ISO 14001 certificate (Zug site) • Environmental policy (Zug site) <p>Examples of relevant internal documents:</p> <ul style="list-style-type: none"> • Hazardous substances storage • Dealing with hazardous substances 										
GRI 103 Energy (2025)	GRI 103-1	Energy policies and commitments	See “ Climate report (TCFD) ”.										
	GRI 103-2	Energy consumption within the organisation	<p>Absolute energy consumption in terajoules:</p> <table border="1"> <thead> <tr> <th>2021</th> <th>2022</th> <th>2023</th> <th>2024</th> <th>2025</th> </tr> </thead> <tbody> <tr> <td>115.51</td> <td>109.83</td> <td>108.63</td> <td>115.75</td> <td>107.16</td> </tr> </tbody> </table> <p>See “Targets, facts and figures” chapter “Environment and climate protection”.</p>	2021	2022	2023	2024	2025	115.51	109.83	108.63	115.75	107.16
2021	2022	2023	2024	2025									
115.51	109.83	108.63	115.75	107.16									
	GRI 103-3	Up and downstream energy consumption	<p>Downstream energy consumption: appliances sold x annual energy consumption x 15 years of operation, in TWh</p> <table border="1"> <thead> <tr> <th>2021</th> <th>2022</th> <th>2023</th> <th>2024</th> <th>2025</th> </tr> </thead> <tbody> <tr> <td>-</td> <td>-</td> <td>-</td> <td>1.21</td> <td>1.05</td> </tr> </tbody> </table> <p>Upstream energy consumption: no detailed information available. Can be derived as the resulting CO₂ emissions from the Scope 3 survey or the detailed product life cycle assessments.</p> <p>See “Targets, facts and figures” chapter “Environment and climate protection”.</p>	2021	2022	2023	2024	2025	-	-	-	1.21	1.05
2021	2022	2023	2024	2025									
-	-	-	1.21	1.05									

Aspect	Indicator	Description	Comment/reference																																				
	GRI 103-4	Energy intensity	<p>To calculate the energy intensity ratio, energy consumption is compared with net sales (in CHF million). The ratio considers only energy consumption within the organisation. In TJ per million net sales (CHF)</p> <table border="1"> <thead> <tr> <th></th> <th>2021</th> <th>2022</th> <th>2023</th> <th>2024</th> <th>2025</th> </tr> </thead> <tbody> <tr> <td></td> <td>0.18</td> <td>0.17</td> <td>0.18</td> <td>0.23</td> <td>0.19</td> </tr> </tbody> </table> <p>See "Targets, facts and figures" chapter "Environment and climate protection".</p>		2021	2022	2023	2024	2025		0.18	0.17	0.18	0.23	0.19																								
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	GRI 103-5	Reduction in energy consumption	<p>See "Targets, facts and figures" chapter "Environment and climate protection" and chapters "Products and services for a future-fit society", "Environment and climate protection".</p>																																				
GRI 303 Water and effluents (2018)	GRI 303-3	Water withdrawal	<p>Water withdrawal by site in megalitres:</p> <table border="1"> <thead> <tr> <th></th> <th>2021</th> <th>2022</th> <th>2023</th> <th>2024</th> <th>2025</th> </tr> </thead> <tbody> <tr> <td>Zug</td> <td>29.3</td> <td>29.3</td> <td>31.7</td> <td>31.8</td> <td>25.2</td> </tr> <tr> <td>Arbon</td> <td>19.5</td> <td>2.3</td> <td>-</td> <td>-</td> <td>-</td> </tr> <tr> <td>Sulgen</td> <td>0.4</td> <td>1.2</td> <td>1.2</td> <td>1.3</td> <td>1.5</td> </tr> <tr> <td>Changzhou</td> <td>0.4</td> <td>0.4</td> <td>0.3</td> <td>0.5</td> <td>0.6</td> </tr> <tr> <td>Total</td> <td>49.6</td> <td>33.2</td> <td>33.2</td> <td>33.6</td> <td>27.3</td> </tr> </tbody> </table> <p>The water withdrawn is equivalent to the water fed back.</p>		2021	2022	2023	2024	2025	Zug	29.3	29.3	31.7	31.8	25.2	Arbon	19.5	2.3	-	-	-	Sulgen	0.4	1.2	1.2	1.3	1.5	Changzhou	0.4	0.4	0.3	0.5	0.6	Total	49.6	33.2	33.2	33.6	27.3
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Changzhou	0.4	0.4	0.3	0.5	0.6																																		
Total	49.6	33.2	33.2	33.6	27.3																																		
Logistics and mobility																																							
GRI 3-3		Management of material topics	<p>See chapter "Environment and climate protection" and overview of "Annex: Impacts, risks and opportunities". The Scope 1 and 2 CO₂ assessments and the statement regarding carbon neutrality at production sites were externally validated by Swiss Climate.</p>																																				
GRI 102 Climate change (2025)	GRI 102-1	Transitional plan to mitigate climate change	See " Climate report (TCFD) ".																																				
	GRI 102-2	Climate change adaptation plan	See " Climate report (TCFD) ".																																				
	GRI 102-4	Targets and progress in reducing GHG emissions	See chapter " Environment and climate protection " and see " Targets, facts and figures " in chapter "Environment and climate protection".																																				



Aspect	Indicator	Description	Comment/reference																																																																		
GRI 102 Climate change (2025)	GRI 102-5	Scope 1 GHG emissions	<p>For Scope 1, the following emissions were taken into account:</p> <ul style="list-style-type: none"> Direct greenhouse gas emissions are considered from sources that are owned or controlled by V-ZUG (production sites in Zug, Sulgen and Changzhou). <p>Emissions in tonnes of CO₂ equivalent (Scope 1):</p> <table border="1"> <thead> <tr> <th></th> <th>2021</th> <th>2022</th> <th>2023</th> <th>2024</th> <th>2025</th> </tr> </thead> <tbody> <tr> <td>Petrol</td> <td>2</td> <td>2</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Diesel</td> <td>1,840</td> <td>1,797</td> <td>1,772</td> <td>1,645</td> <td>1,513</td> </tr> <tr> <td>Heating oil</td> <td>560</td> <td>29</td> <td>71</td> <td>8</td> <td>0.8</td> </tr> <tr> <td>Natural gas</td> <td>1,763</td> <td>1,668</td> <td>556</td> <td>1,321</td> <td>1,095</td> </tr> <tr> <td>Biogas</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0.3</td> </tr> <tr> <td>Propane</td> <td>0</td> <td>53</td> <td>1,265</td> <td>387</td> <td>0</td> </tr> <tr> <td>Leaks</td> <td>0</td> <td>0.1</td> <td>0.1</td> <td>0.1</td> <td>0.3</td> </tr> <tr> <td>Total Scope 1</td> <td>4,166</td> <td>3,549</td> <td>3,665</td> <td>3,361</td> <td>2,609</td> </tr> </tbody> </table> <p>Biogenic emissions in tonnes of CO₂ equivalent (Scope 1), resulting from the use of biogas:</p> <table border="1"> <thead> <tr> <th></th> <th>2021</th> <th>2022</th> <th>2023</th> <th>2024</th> <th>2025</th> </tr> </thead> <tbody> <tr> <td>Biogenic emissions</td> <td>1.9</td> <td>2.9</td> <td>1.7</td> <td>4.4</td> <td>3.3</td> </tr> </tbody> </table> <p>See "Targets, facts and figures" and the explanation of the scopes for CO₂ neutrality in the chapter "Environment and climate protection".</p>		2021	2022	2023	2024	2025	Petrol	2	2	0	0	0	Diesel	1,840	1,797	1,772	1,645	1,513	Heating oil	560	29	71	8	0.8	Natural gas	1,763	1,668	556	1,321	1,095	Biogas	0	0	0	0	0.3	Propane	0	53	1,265	387	0	Leaks	0	0.1	0.1	0.1	0.3	Total Scope 1	4,166	3,549	3,665	3,361	2,609		2021	2022	2023	2024	2025	Biogenic emissions	1.9	2.9	1.7	4.4	3.3
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Aspect	Indicator	Description	Comment/reference																				
	GRI 102-6	Scope 2 GHG emissions	<p>For Scope 2, the following emissions were taken into account:</p> <ul style="list-style-type: none"> • Indirect greenhouse gas emissions from the production of purchased electricity and district heating (production sites in Zug, Sulgen, Changzhou) and electric vehicle charging. • The district heating produced by the Multi Energy Hub at the Zug site generates essentially no emissions, other than from the peak gas that is occasionally used. The same applies to the heat pump at the Sulgen site. <p>Emissions in tonnes of CO₂ equivalent (Scope 2, market-based):</p> <table border="1"> <thead> <tr> <th>2021</th> <th>2022</th> <th>2023</th> <th>2024</th> <th>2025</th> </tr> </thead> <tbody> <tr> <td>244</td> <td>225</td> <td>145</td> <td>280</td> <td>97</td> </tr> </tbody> </table> <p>Emissions in tonnes of CO₂ equivalent (Scope 2, location-based):</p> <table border="1"> <thead> <tr> <th>2021</th> <th>2022</th> <th>2023</th> <th>2024</th> <th>2025</th> </tr> </thead> <tbody> <tr> <td>1,754</td> <td>1,837</td> <td>1,585</td> <td>1,873</td> <td>1,780</td> </tr> </tbody> </table> <p>Supplementary note:</p> <p>For the Zug production site, 100% hydropower (Swiss-sourced) has been purchased for many years. Since 2022, this has also applied for the Sulgen production site. The Changzhou site has been purchasing renewable electricity from (regional) solar plants since 2025. This is to support the expansion of renewable energy. The CO₂ emissions are declared accordingly in line with the certificate of origin (market-based, as per the reporting regulations of the Greenhouse Gas Protocol).</p> <p>For reasons of comparability, the emissions of the power used (location-based) are also shown. This comparison is helpful in discussions regarding the known discrepancy between the power that is purchased and that which is actually used.</p> <p>The electricity consumption of electric vehicles is now also included in the calculation.</p> <p>See "Targets, facts and figures" and the explanation of the scopes for CO₂ neutrality in the chapter "Environment and climate protection".</p>	2021	2022	2023	2024	2025	244	225	145	280	97	2021	2022	2023	2024	2025	1,754	1,837	1,585	1,873	1,780
2021	2022	2023	2024	2025																			
244	225	145	280	97																			
2021	2022	2023	2024	2025																			
1,754	1,837	1,585	1,873	1,780																			

Aspect	Indicator	Description	Comment/reference				
	GRI 102-7	Scope 3 GHG emissions	Screening emissions in tonnes of CO ₂ (Scope 3):				
			2021	2022	2023	2024	2025
		Purchased goods and services (1)	92,153 (22.4%)	82,234 (18.4%)	66,914 (22.8%)	67,534 (24.0%)	59,959 (20.6%)
		Capital goods (2)	15,895 (3.9%)	12,700 (2.8%)	9,869 (3.4%)	14,202 (5.0%)	12,838 (4.4%)
		Fuel and energy-related emissions (not included in Scope 1 or 2) (3)	1,593 (0.4%)	1,050 (0.2%)	950 (0.3%)	1,163 (0.4%)	861 (0.3%)
		(Upstream) transportation and distribution (4)	4,148 (1.0%)	4,434 (1.0%)	3,427 (1.2%)	2,176 (0.8%)	2,805 (1.0%)
		Waste (5)	1,048 (0.3%)	812 (0.2%)	975 (0.3%)	1,064 (0.4%)	1,054 (0.4%)
		Business travel (6)	871 (0.2%)	899 (0.2%)	1,060 (0.4%)	1,083 (0.4%)	1,283 (0.4%)
		Employee commuting (7)	1,273 (0.3%)	1,375 (0.3%)	1,289 (0.4%)	1,264 (0.4%)	1,305 (0.4%)
		Upstream leased assets (8)	1,186 (0.3%)	1,623 (0.4%)	1,699 (0.6%)	1,664 (0.6%)	1,709 (0.6%)
		(Downstream) transportation and distribution (9)	1,093 (0.3%)	1,056 (0.2%)	885 (0.3%)	916 (0.3%)	808 (0.3%)
		Use of sold products (11)	283,536 (69.0%)	333,268 (74.4%)	200,028 (68.0%)	180,489 (64.0%)	198,015 (68.1%)
		End-of-life treatment of sold products (12)	8,276 (2.0%)	8,351 (1.9%)	6,907 (2.3%)	9,356 (3.3%)	9,220 (3.2%)
		Downstream leased assets (13)	87 (0.0%)	91 (0.0%)	91 (0.0%)	1,038 (0.4%)	921 (0.3%)
		Total Scope 3 (screening)	411,160	447,893	294,094	289,950	290,776
		Change from the 2020 baseline	+20.7%	+31.5%	-13.7%	-17.2%	-14.7%
		Change from previous year	+20.7%	+8.9%	-34.3%	-4.1%	+3.1%

Scope 3 refers to the entire V-ZUG Group.

The categories "Processing of sold products" (10), "Franchises" (14) and "Investments" (15) were not recorded because they are of minimal relevance in our context.



Aspect	Indicator	Description	Comment/reference																																								
	GRI 102-8	GHG emission intensity	<p>To calculate the GHG emission intensity ratio, operational emissions are compared with net sales (in CHF million). In tonnes of CO₂ equivalent per million net sales (CHF)</p> <p>Market-based Scope 1 + 2:</p> <table border="1"> <thead> <tr> <th>2021</th> <th>2022</th> <th>2023</th> <th>2024</th> <th>2025</th> </tr> </thead> <tbody> <tr> <td>6.99</td> <td>5.93</td> <td>6.51</td> <td>6.15</td> <td>4.76</td> </tr> </tbody> </table> <p>Location-based Scope 1 + 2:</p> <table border="1"> <thead> <tr> <th>2021</th> <th>2022</th> <th>2023</th> <th>2024</th> <th>2025</th> </tr> </thead> <tbody> <tr> <td>9.38</td> <td>8.47</td> <td>8.97</td> <td>5.68</td> <td>7.74</td> </tr> </tbody> </table> <p>Scope 3:</p> <table border="1"> <thead> <tr> <th>2021</th> <th>2022</th> <th>2023</th> <th>2024</th> <th>2025</th> </tr> </thead> <tbody> <tr> <td>651.29</td> <td>703.90</td> <td>502.38</td> <td>476.51</td> <td>512.47</td> </tr> </tbody> </table> <p>Total market-based Scope 1, 2 + 3:</p> <table border="1"> <thead> <tr> <th>2021</th> <th>2022</th> <th>2023</th> <th>2024</th> <th>2025</th> </tr> </thead> <tbody> <tr> <td>658.28</td> <td>709.83</td> <td>508.89</td> <td>482.66</td> <td>517.24</td> </tr> </tbody> </table> <p>See chapter "Environment and climate protection" and see "Targets, facts and figures" in chapter "Environment and climate protection".</p>	2021	2022	2023	2024	2025	6.99	5.93	6.51	6.15	4.76	2021	2022	2023	2024	2025	9.38	8.47	8.97	5.68	7.74	2021	2022	2023	2024	2025	651.29	703.90	502.38	476.51	512.47	2021	2022	2023	2024	2025	658.28	709.83	508.89	482.66	517.24
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	GRI 102-10	Emission certificates	<p>Emission certificates in tonnes of CO₂ equivalent:</p> <table border="1"> <thead> <tr> <th>2021</th> <th>2022</th> <th>2023</th> <th>2024</th> <th>2025</th> </tr> </thead> <tbody> <tr> <td>4,608</td> <td>3,783</td> <td>3,804</td> <td>3,703</td> <td>3,262</td> </tr> </tbody> </table> <p>Since 2020, V-ZUG has been offsetting its Scope 1 and Scope 2 emissions (location-based since 2023, previously market-based) and Scope 3 air travel emissions. Offsetting is achieved using high-quality removal certificates from the V-Forest reforestation project in cooperation with the Ripa Gar Foundation and the Woodland Carbon Code (WCC). For more details, see the "Climate Report (TCFD)".</p>	2021	2022	2023	2024	2025	4,608	3,783	3,804	3,703	3,262																														
2021	2022	2023	2024	2025																																							
4,608	3,783	3,804	3,703	3,262																																							

Aspect	Indicator	Description	Comment/reference
Operational waste management			
GRI 3-3		Management of material topics	See the chapters " Products and services for a future-fit society ", " Environment and climate protection " and overview " Annex: Impacts, risks and opportunities ".
GRI 306 Waste (2020)	GRI 306-1	Waste generation and significant waste-related impacts	<p>See the chapters "Products and services for a future-fit society", "Environment and climate protection" and overview "Annex: Impacts, risks and opportunities".</p> <p>Published documents (accessible via website):</p> <ul style="list-style-type: none"> • Environmental policy (Zug site) <p>Examples of relevant internal documents:</p> <ul style="list-style-type: none"> • Hazardous goods checklist • Waste concept
	GRI 306-2	Management of significant waste-related impacts	See chapter " Products and services for a future-fit society ", " Environment and climate protection ".

Aspect **Indicator** **Description** **Comment/reference**

GRI 306-3 Waste generated

Waste by type (in tonnes):

Type of waste	2021	2022	2023	2024	2025
Waste wood	688.4	738	396.7	182.6	151.3
Bulky industrial/commercial items	236.7	230	284.1	284.8	357.5
Plastics	45.3	166	183.1	202.8	270.7
Scrap metal	1,866.6	1,892	1,689.1	1,874.1	1,805.1
Paper/cardboard	528.9	668	648.1	615.7	687.1
Oils, fats, lubricants	14.0	3.6	2.4	3.2	5.2
Special waste	28.0	19.6	23.1	55.9	33.3
Returned household appliances ¹⁾	1,304.8	923.9	1,167.6	1,053.9	1,068.2
Other (old tyres, electrical waste, green waste)	26.2	24.3	24.7	192.5	35.4

¹⁾ This figure corresponds to the number of household appliances that customers returned to V-ZUG via its own service organisation. In the Swiss market (in 2025, approx. 85% of V-ZUG appliances sold were sold in the Swiss market) virtually 100% of the household appliances in circulation are returned for professional disposal (the collection rate is almost 100%). Details regarding the collection rate and the recycling rate are published each year in the annual report of the SENS Foundation (tasked by manufacturers to organise the return and professional recycling of electrical appliances). V-ZUG plays an active role in the SENS Foundation, with a seat on the Foundation's Board of Trustees.

Waste by disposal type:

Type of disposal	2021	2022	2023	2024	2025
Recycled	79.6%	78.6%	81.7%	88.1%	87.8%
Composted	0.3%	0.2%	0.3%	0.2%	0.2%
Incinerated	19.5%	20.7%	18.0%	10.5%	11.3%
Special case	0.6%	0.5%	0.6%	1.3%	0.7%
Landfill	0%	0%	0%	0%	0%

Scrap metal and returned household appliances are recycled and waste wood is incinerated. Hazardous waste (oils, fats, lubricants and other special waste) makes up a small proportion of the waste generated and is disposed of or recycled separately.

Aspect	Indicator	Description	Comment/reference																								
	GRI 306-4	Waste diverted from disposal	<p>Waste by disposal type in tonnes:</p> <table border="1"> <thead> <tr> <th>Type of disposal</th> <th>2021</th> <th>2022</th> <th>2023</th> <th>2024</th> <th>2025</th> </tr> </thead> <tbody> <tr> <td>Recycled</td> <td>3,770.0</td> <td>3,666.8</td> <td>3,717.0</td> <td>3,933.1</td> <td>3,964.9</td> </tr> <tr> <td>Composted</td> <td>15.1</td> <td>11.0</td> <td>10.3</td> <td>9.1</td> <td>10.5</td> </tr> </tbody> </table> <p>Main recycling partner for returned appliances: Thommen Recycling, ISO 14001 certified. V-ZUG does not export any waste.</p>	Type of disposal	2021	2022	2023	2024	2025	Recycled	3,770.0	3,666.8	3,717.0	3,933.1	3,964.9	Composted	15.1	11.0	10.3	9.1	10.5						
Type of disposal	2021	2022	2023	2024	2025																						
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Composted	15.1	11.0	10.3	9.1	10.5																						
	GRI 306-5	Waste directed to disposal	<p>Waste by disposal type in tonnes:</p> <table border="1"> <thead> <tr> <th>Type of disposal</th> <th>2021</th> <th>2022</th> <th>2023</th> <th>2024</th> <th>2025</th> </tr> </thead> <tbody> <tr> <td>Incinerated</td> <td>925.2</td> <td>968</td> <td>680.8</td> <td>467.4</td> <td>508.8</td> </tr> <tr> <td>Special case</td> <td>28.0</td> <td>19.6</td> <td>23.1</td> <td>55.9</td> <td>33.3</td> </tr> <tr> <td>Landfill</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>	Type of disposal	2021	2022	2023	2024	2025	Incinerated	925.2	968	680.8	467.4	508.8	Special case	28.0	19.6	23.1	55.9	33.3	Landfill	0	0	0	0	0
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Landfill	0	0	0	0	0																						
Biodiversity and ecosystems																											
GRI 3-3		Management of material topics	See the chapters “ Products and services for a future-fit society ”, “ Environment and climate protection ” and overview “ Annex: Impacts, risks and opportunities ”.																								
Entrepreneurship for sustainable prosperity																											
Responsible and resilient supply chain																											
GRI 3-3		Management of material topics	<p>See chapter “Entrepreneurship for sustainable prosperity” and overview “Annex: Impacts, risks and opportunities”.</p> <p>Published documents (accessible via website):</p> <ul style="list-style-type: none"> • Environmental policy (Zug site) • Code of Conduct for Suppliers <p>Examples of relevant internal documents:</p> <ul style="list-style-type: none"> • V-ZUG Group Code of Conduct • Supplier audit questionnaire • Supplier contract 																								

Aspect	Indicator	Description	Comment/reference										
GRI 204 Procurement practices (2016)	GRI 204-1	Proportion of spending on local suppliers	Around 55% of V-ZUG's suppliers are based in Switzerland and another 35% or so are located in nearby European countries. V-ZUG obtains most of the electronics components from highly specialised markets in Asia.										
GRI 308 Supplier environmental assessment (2016)	GRI 308-2a	Number of suppliers assessed for environmental impact	See " Targets, facts and figures " chapter "Entrepreneurship for sustainable prosperity".										
GRI 414 Supplier social assessment (2016)	GRI 414-2a	Number of suppliers assessed for social impact	See " Targets, facts and figures " chapter "Entrepreneurship for sustainable prosperity".										
Long-term corporate success as added value for society													
GRI 3-3		Management of material topics	See chapter " Entrepreneurship for sustainable prosperity " and overview " Annex: Impacts, risks and opportunities ".										
GRI 201 Economic performance (2016)	GRI 201-1	Direct economic value generated and distributed	See " Financial Report ", 2025 Annual Report .										
GRI 203 Indirect economic impacts (2016)	GRI 203-1	Infrastructure investments and services supported	V-ZUG invests via various projects and partnerships in its production sites and a sustainable, integrated infrastructure, particularly at its main site in Zug (see Tech Cluster Zug) and with the new building for V-ZUG Kühltechnik AG in Sulgen. See chapter " Environment and climate protection ", " Entrepreneurship for sustainable prosperity " and the " Real Estate " segment report.										
Business ethics and compliance													
GRI 3-3		Management of material topics	See chapter " Entrepreneurship for sustainable prosperity " and overview " Annex: Impacts, risks and opportunities ". For embedding policy commitments, see " GRI 2-23 " and " GRI 2-24 ".										
GRI 415 Political influence (2016)	GRI 415-1	Political donations	V-ZUG does not make any politically motivated payments or donations such as lobbying to local, regional or national political campaigns, trade associations or tax-exempt groups. Payments or donations in CHF: <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>2021</th> <th>2022</th> <th>2023</th> <th>2024</th> <th>2025</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">0</td> </tr> </tbody> </table>	2021	2022	2023	2024	2025	0	0	0	0	0
2021	2022	2023	2024	2025									
0	0	0	0	0									

Aspect	Indicator	Description	Comment/reference
GRI 417 Marketing and labelling (2016)	GRI 417-1	Requirements for product and service information and labelling	V-ZUG adheres to laws and regulations regarding product and service information and labelling requirements worldwide.
	GRI 417-2	Violations in connection with product and service information and labelling	No violations in the reporting year.
	GRI 417-3	Violations in connection with marketing and communication	No violations in the reporting year.
GRI 419 Socio-economic compliance (2016)	GRI 419-1	Non-compliance with laws and regulations in the social and economic area	V-ZUG complies with laws and regulations worldwide.
IT security and data protection			
GRI 3-3		Management of material topics	See chapter " Entrepreneurship for sustainable prosperity " and overview " Annex: Impacts, risks and opportunities ".
GRI 418 Protection of customer data (2016)	GRI 418-1	Justified complaints regarding breaches of customer data protection and loss of customer data	V-ZUG has not received any justified complaints regarding breaches of customer data protection or the loss of customer data.

Climate Report (TCFD)

Introduction

V-ZUG has been reporting in line with the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD) since the 2023 financial year. Focusing on the areas of governance, strategy, risk management as well as metrics and targets, we highlight the potential impact that the climate-related risks and opportunities identified by V-ZUG could have in a business context and outline how we approach this issue as an organisation.

We see sustainability as a holistic concept that encompasses our entire value chain on an ecological, social and entrepreneurial level. Responsible business is not just a passing fad for us; it is something that shapes our decision-making and the work we do on a daily basis. Since 2012, V-ZUG has published a Sustainability Report in accordance with the GRI Standards, including climate matters. This TCFD Report takes a more in-depth look at these environmental aspects.

Governance

Sustainability is a key element of V-ZUG's corporate strategy. The corresponding sustainability strategy addresses topics in greater depth and shines a light on future-fit, sustainable corporate governance. Giving due consideration to the potential effects of climate change on our company's durability, resilience and business activities is a key part of this reporting process.

Our Board of Directors reviews and approves our corporate strategy. The Executive Committee develops and proposes the corporate strategy and oversees its implementation once it has been approved. The Board of Directors is also responsible for approving V-ZUG's medium- and long-term sustainability targets (focus topics for 2030) and the corresponding roadmap. It reviews these on a regular basis. Our "Environment and climate protection" focus topic outlines our Scope 1, 2 and 3 reduction targets for CO₂ emissions through to 2030 (baseline year 2020). It also describes our management approach and the measures we have taken, and discloses the relevant key figures. Three times each year, our focus topics and the current status of our activities are discussed with the responsible members of the Executive Committee.

The Board of Directors receives a detailed update on the topic once a year as part of our sustainability and risk reporting processes, ensuring all members have a clear picture of where we stand and the progress we have made in terms of climate-related issues. This also enables us to review the progress of our sustainability targets, including climate targets.

Our Sustainability Report is drawn up by an interdisciplinary working group, led by the Head of Sustainability at V-ZUG. The CO₂ assessments in Scope 1 and 2, including offsetting measures, are also audited by an external body and confirmed in an assurance statement.

Our risk report is drawn up by the Executive Committee and reviewed and approved by the Board of Directors. The TCFD Report provides an in-depth analysis of climate change as a macro risk and is published in the Sustainability Report.

The Sustainability Report has been integrated into the Annual Report since the 2023 financial year. This not only strengthens the involvement of the entire Board, but also demonstrates the equal importance of financial and non-financial key figures. The Audit Committee of the Board of Directors reviews the Annual Report, with final approval given by the Board of Directors.

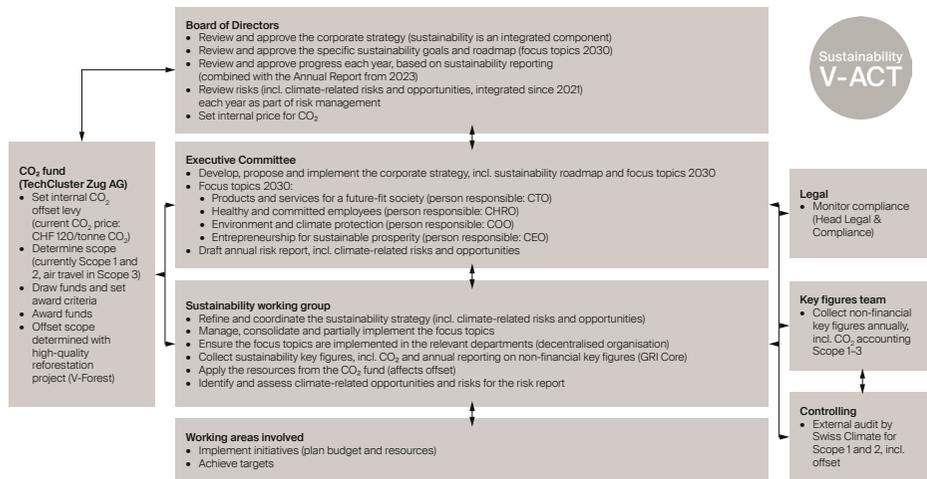
The Board of Directors is also informed about sustainability issues and any relevant decisions in the course of its ordinary meetings, which are held at least four times a year. The Executive Committee is also updated on specific points in its monthly meetings.

V-ZUG takes an interdisciplinary approach to sustainability management, with the topic implemented in various areas throughout the company, depending on the particular issues and opportunities. V-ZUG's decentralised Sustainability Workforce comprises representatives from a range of departments. Set up in 2020, the team implements our focus topics systematically in all corporate areas. The working group is led by the Head of Sustainability, who reports directly to the CEO. The Sustainability Workforce meets once a month to work on and steer our four focus topics, coordinate our sustainability strategy (including climate-related risks and opportunities) and identify areas for further development. The collection of key sustainability figures (including CO₂) and annual reporting on non-financial key figures (in accordance with the GRI Standards) are

important tools for handling and reviewing sustainability topics. The materiality matrix is updated every three to four years (most recently in 2024).

As part of TCFD reporting activities, the risk-analysis process used to compile the annual risk report has been expanded to include more detailed climate-related risks and opportunities. The Sustainability Workforce undertakes this more in-depth, multifaceted risk evaluation in conjunction with experts from our Finance, Legal and Procurement departments, allowing us to assess the expected impact of different measures.

Governance – overview



Corporate governance overview in relation to sustainability, V-ZUG, source: vzug.com

Climate protection strategy

V-ZUG has identified potential climate-related risks and opportunities that could have an impact on the Group's operations, strategy and financial planning measures. In accordance with the recommendations of the TCFD, a distinction is made between physical risks, which may be acute or chronic, transition risks and climate-related opportunities.

Physical risks categorised as relevant by V-ZUG include extreme weather conditions, rising sea levels, floods and heat waves, and their potential consequences in terms of supply chains and employee productivity.

V-ZUG considers the following topics to be **relevant climate-related transition risks**: a lack of communication or exaggerated communication regarding climate protection (danger of greenwashing), the failure to meet sustainability targets or implement climate-protection measures, the introduction/extension of a carbon tax for companies or ecodesign regulations and, finally, a change in consumer behaviour.

However, V-ZUG has also identified **certain opportunities associated with climate change**, including increased construction activity due to climate-related displacement, growing demand for sustainable household appliances, changes in consumer preferences with regard to greater sustainability and opportunities for new business models ("Share Economy", "Product as a Service", etc.). Further opportunities include the ability to build more resilient supply chains, increased attractiveness for employees due to changes in sustainability awareness and differentiation from competitors in terms of sustainability (position as pioneer).

Climate-related physical risks:

1. Extreme weather conditions (droughts, heavy rain and floods) and chronic changes to weather patterns (higher global temperatures and rising sea levels) have a negative impact on our supply chain.
2. Extreme weather conditions (severe heat and/or other weather events) could have a negative impact on employees' health and productivity levels.

Climate-related transition risks:

3. V-ZUG is perceived as a brand that does not take responsibility for climate protection and shows no accountability.
4. In terms of communication, our approach to climate protection is exaggerated and perceived and/or judged as greenwashing.
5. We have defined ambitious climate targets and measures, but are unable to implement these as planned and fall short of our targets. This could be due to unexpectedly high costs or the fact that the measures themselves are not technically feasible.
6. More stringent regulations are issued regarding ecodesign (energy efficiency, the circular economy, material impact, etc.).
7. A CO₂ levy is introduced/extended for companies (already in place in Switzerland for heating oil and gas), which results in increasing costs (e.g. energy and materials).
8. Increased climate awareness and higher consumption costs lead to a change in consumer behaviour.

“Environmental and climate protection” focus topic – CO₂ emissions under the spotlight – management approach

V-ZUG is aware of its own responsibilities when it comes to climate-related issues and distinguishes between inside-out effects (i.e. the influence V-ZUG has on climate change) and outside-in effects (i.e. the influence of climate change on V-ZUG).

Principle: prevent, reduce and offset – important tool:

internal CO₂ levy

To minimise the effect our business activities have on the environment (inside-out), we adhere to the principle of “preventing, reducing and offsetting CO₂ emissions” (in order of priority). However, rather than simply targeting prevention or reduction at any cost, the goal must be to achieve progress in these areas in a way that makes good business and economic sense. V-ZUG therefore introduced an internal, voluntary CO₂ levy in 2018 in collaboration with Metall Zug AG (its former parent company prior to its public listing in the 2020 financial year). An annual offset levy of CHF 120 per tonne of CO₂ is applied to the remaining Scope 1 and 2 emissions and Scope 3 emissions from air travel and paid into our CO₂ fund. Money from the fund can then be put towards projects that are beneficial on an environmental level but are not yet economically attractive. The amount of the levy is determined by the Board of Directors together with Metall Zug AG and is used by the Sustainability Workforce to guide the actions taken in our various departments.

Investment in the V-Forest reforestation project in collaboration with the Ripa Gar Foundation
V-ZUG has not yet been able to completely prevent CO₂ emissions along the entire value chain. The aim is to reduce direct emissions largely through own efforts; as such, targets have been set to be achieved by 2030 – and the measures needed to reach these targets have been identified and planned. V-ZUG has also been investing in a high-level climate protection project since 2020 to offset the remaining emissions (Scope 1 and 2 and air travel in Scope 3). This means that V-ZUG has achieved and maintained CO₂-neutral production (including offsetting) for all Swiss-made appliances since 2020. The money required to offset our emissions is also taken from the CO₂ fund. For this project, we are working with the Ripa Gar Foundation to support a reforestation project in Scotland. This enables us to obtain high-quality carbon removal certificates to compensate for our remaining emissions. Working with a non-profit foundation with a long-term horizon is important to us, as it enables us to make a credible contribution to protecting the environment by investing in reforestation.

The “V-Forest” is located in Glen Lochay in the Scottish county of Perthshire. Working in accordance with the UK Woodland Carbon Code (WCC), the Ripa Gar Foundation has already planted way over 800,000 trees in an area equivalent to around 700 football pitches. The WCC is a government-backed standard in the UK for reforestation projects and offers independent verification and validation of the amount of CO₂ sequestered through a sustainable forestry project. Our contributions are helping to grow a native mixed woodland (42% birch, 21% pine, 16% oak and other local species). Over the next 100 years, the areas already reforested will capture and store around 210,000 tonnes of CO₂. The project is protected against forest fires, diseases and other risks. A total of 30% of the certificates available for all WCC projects are held in a buffer and made available to everyone as a form of insurance should a risk materialise.

As well as sequestering CO₂, the project has other positive side effects, such as increasing biodiversity, improving local water quality, restoring the moor landscape and helping to reduce the risk of flooding. This allows native flora and fauna to flourish, and nature to find its balance.

It would be difficult to realise a comparable project of this size in Switzerland. However, in addition to the space requirements, there were other reasons for choosing Scotland as a location, including its favourable climatic conditions (even with rising temperatures), good local institutions and the required expertise. It will take a little while before the CO₂ certificates from the “V-Forest” can be used directly to offset our emissions. The trees need to grow before

they can capture and store the required amounts of CO₂. Until then, the Ripa Gar Foundation is supporting another reforestation project in India that captures an equivalent amount of CO₂ for each tonne of CO₂ generated. The project is certified according to the UN Framework Convention on Climate Change and is listed on the UN Carbon Offset Platform. The required amounts of CO₂ have already been captured. Our participation in this endeavour effectively offsets double the amount of our own emissions.

Our approach to Scope 1 and 2 emissions

Our target for 2030 is to reduce the direct emissions generated at our production sites in Zug, Sulgen and Changzhou and those emitted by our vehicle fleets, including service vehicles and trucks (Scope 1), by 80% compared to the baseline year of 2020. The same applies to indirect emissions from the generation of purchased electricity (market-based) and district heating (Scope 2). Our long-term ambition is to achieve a reduction of 100%. In 2024, this existing (since 2020) near-term target was submitted to SBTi and was successfully validated in the reporting year. Current status: “Approved”.

With this bottom-up goal, V-ZUG thus intends to achieve a significantly greater reduction in CO₂ emissions than the recommendations of the SBTi: To limit the rise in global temperatures to 1.5°C, as stipulated in the Paris Agreement, an annual reduction in Scope 1 and 2 emissions of 4.2 percentage points is required over a period of five to ten years (42% in total compared to the baseline year value).

The most relevant measures we have adopted to reduce our Scope 1 and 2 emissions are as follows:

- V-ZUG Kühltechnik AG’s new **production site in Sulgen**, which entered operation in 2022, boasts sustainable infrastructure (a groundwater heat pump which powers the heating system, energy-efficient building design and a photovoltaic system on the roof). This also means we no longer need the oil heating system at the old site in Arbon.
- With our **Multi Energy Hub** progressively supplying the V-ZUG site at our headquarters in Zug with renewable energy (photovoltaic systems, waste heat from production, groundwater and lake water), we will be able to eliminate the consumption of natural gas for heating at the site almost entirely in the coming years (from 2023 to 2027).

- The **site transformation at our headquarters in Zug** (which began in 2014 and will be largely completed by 2027) will see almost all the old production and administration buildings replaced with new, energy-efficient constructions. Several new, more energy-efficient production facilities will also be put into operation. This is expected to result in significant savings in terms of our energy consumption.
- We are gradually reducing the CO₂ emissions of the **V-ZUG vehicle fleet** by switching from diesel vehicles to electric models. Our first batch of electric service vehicles (around 300 in total) went into operation in 2023, and 2024 saw the introduction of our first electric trucks (15 vehicles in total). The conversion of the truck fleet is being partially financed by our CO₂ fund.
- To support the **decarbonisation of industrial processes**, V-ZUG plans to use hydrogen in place of natural gas for certain processes in the future (e.g. to achieve the 850°C necessary for the high-temperature enamelling process). V-ZUG is a founding member of the Association for the Decarbonization of Industry, which aims to create sustainable hydrogen using a new process (methane pyrolysis). The pilot plant began operations in 2025, with the ultimate goal being full-scale industrial production. Depending on the purity of the hydrogen produced, it may also be possible to use it to decarbonise V-ZUG’s truck fleet further down the line. This project is being financed in part by the internal CO₂ fund.
- **Procuring renewable electricity:** For many years, 100% hydropower has been purchased for the Zug production site (Swiss-sourced since 2022) to support the expansion of renewable energy. This approach has also been taken at the new production site in Sulgen since 2022. In addition, since 2025, the Changzhou site has been sourcing renewable electricity from photovoltaics. The CO₂ emissions are declared accordingly in line with the certificate of origin (market-based, as per the reporting regulations of the Greenhouse Gas Protocol). For reasons of comparability, the emissions of the power used (location-based) are also shown. This comparison is helpful in discussions regarding the known discrepancy between the power that is purchased and that which is actually used.

Thanks to the range of reduction measures we have implemented and the “V-Forest” project, which enables us to offset CO₂ emissions (high-quality carbon removal certificates), production at all V-ZUG sites has been CO₂ neutral since 2020.

Our approach to Scope 3 emissions

In the 2020 financial year, V-ZUG carried out a holistic screening of its Scope 3 emissions for the first time. The Greenhouse Gas Protocol divides Scope 3 emissions into 15 categories, 12 of which were deemed relevant. Categories 10, 11 and 14 were classified as not relevant. Our indirect Scope 3 emissions levels are several times higher than our levels in Scope 1 and 2. Of the 12 relevant categories, two make up over 90% of the emissions: category 1, Purchased goods and services (2020: 19.7%), and category 11: Use of sold products (73%). However, this does not mean that the other categories are less important, and we are actively targeting certain improvements in these other categories as well.

Based on this insight, V-ZUG developed a reduction schedule for Scope 3 emissions in 2022, with a focus on the two categories of 1 and 11. Our ambition is to reduce Scope 3 emissions by 30% by 2030 compared to the baseline year of 2020. We use the term “ambition” quite deliberately where Scope 3 is concerned, since it relates to indirect emissions, and this is an area where V-ZUG often has only limited influence on the associated implementation (see measures below). In 2024, this existing (since 2022) near-term target was submitted to SBTi and was successfully validated in the reporting year. Current status: “Approved”.

In SBTi terms, this ambition lies between a “1.5°C” target (requirement: -42%) and a “well below 2°C” target (requirement: -25 %).

The most relevant measures we have adopted to **reduce our Scope 3 emissions** are:

- **Increasing energy efficiency** across all product categories. Specific objective: increase fleet efficiency by 10% by 2030 compared to the baseline year of 2020.
- Encouraging customers to use our appliances **in a more environmentally friendly manner** with corresponding features and handy tips.
- Applying **circular economy principles** in product development (design-to-circularity principles).
- **Reducing our environmental footprint** by 5% for new product development projects (measured using life cycle assessments [LCAs], in ecopoints [EPs]).
- **Working together with suppliers** to apply circular economy principles and select low-carbon materials (e.g. recycled materials, low-carbon steel, material reduction).
- **Requiring suppliers** to reduce their own emissions. Part of V-ZUG's Scope 3 emissions includes the Scope 1 and 2 footprint of its suppliers and subcontractors.

- **Market developments** make up a significant part of the reduction (20%). Although these can be influenced only to a limited extent, they are still taken into account in our reduction schedule. The term “market developments” refers to the expansion of renewable energy and the associated reduction in emissions in those markets where our appliances are used, as well as the reduction in emissions from purchased goods. Estimates for both these developments have been made for the period up to 2030, based in part on commitments made by countries regarding the expansion of renewable energies.

V-ZUG is also taking additional actions that are relatively small in terms of the level of reduction achieved, but which are still considered highly important in terms of the message they send to employees and the general public.

- Introducing and enhancing our **mobility strategy** at our Zug site (approx. 1,000 employees) in 2018 to minimise motorised private transport.
- Applying **sustainable construction standards** (e.g. using wood as a construction material, recycled concrete) to minimise grey energy in our new buildings (transformation of our Zug and Sulgen sites).
- Working with suppliers to minimise **transport routes**. Approximately 55% of our suppliers are based in Switzerland, 35% in neighbouring countries and 10% in Asia.
- **Professional disposal of waste** and the extensive return and recycling of household appliances at the end of their life cycle.
- Using our **CO₂ Webshop**, our customers can offset the emissions that result from using their appliances. These contributions are put towards the “V-Forest” reforestation project.

Long-term “2050 net-zero target” according to the definition by SBTi

V-ZUG deliberately abstains from the use of a long-term 2050 net-zero target as defined by SBTi. A distinction between direct emissions in Scope 1 and 2 and the large dependencies in the indirect Scope 3 must be taken into account. From today's perspective, a target would therefore not be credible and would not reflect V-ZUG's values such as “reliability”.

In Scope 1 and 2, from today's perspective, V-ZUG will almost certainly reach net zero by 2050 (likely even earlier, see the goal for 2030). This is now also a requirement of the new Swiss CO₂-Act, which entered into force in 2025. Mathematically, we have been net zero in CO₂ since 2020, taking into account offsetting with removal certificates (see above, V-Forest). This is the case when the definitions of the Intergovernmental Panel on Climate Change (IPCC) are applied (see glossary, “net zero CO₂”). If a net-zero target by 2050 were definable for Scope 1 and 2, V-ZUG would be prepared to implement it immediately. However, SBTi only provides for all three scopes.

In Scope 3, V-ZUG is committed to moving forward with ongoing and planned measures that can be implemented autonomously and independently. In particular, this involves increasing the energy efficiency of the appliances and reducing the environmental footprint from the purchased materials. Solutions for the upstream and downstream value chain are being sought and implemented in this context. For a material-intensive company such as V-ZUG, cooperation with suppliers in the area of the circular economy is crucial. In addition, household appliances consume electricity during use. For this reason, V-ZUG is reliant on the entire electricity production to be switched to renewable energy in the served markets by 2050. While we are very confident that this will occur, the implementation is outside the control of V-ZUG. For example, as a country, China has set itself the goal of being net zero by 2060. As a result, V-ZUG would not be able to reach its target by 2050. No longer selling any appliances in these markets would not be appropriate, as this would only open the market for less sustainable appliances. From today's perspective, it is also unrealistic to expect that the appliances will no longer consume electricity by 2050 or that they will produce the required electricity themselves in a renewable manner.

Risk management

The general risk management process at V-ZUG

Risk management is a key component in V-ZUG's management system. It is used to identify risks and opportunities and initiate measures. The Board of Directors bears overall responsibility for structuring the entire risk management process and ensuring its effectiveness. The risks associated with climate change are a key component in the risk management process and are included in the risk report as a macro risk. These **macro risks** are defined as risks that pose a "fundamental threat to the continued existence of V-ZUG" over a long-term horizon (ten years or more). This is a clear sign that V-ZUG considers climate-related risks to be both urgent and significant issues. A distinction is also made from **business continuity risks**, which have a short- to medium-term horizon (one to five years).

The **risk management process** implemented at V-ZUG includes various stages and tasks:

- 1. Risk identification:** Every three years, a systematic, detailed bottom-up risk-identification process is carried out based on the previous year's V-ZUG Group risk report. In the two years in between, a top-down process is followed. The monitoring of opportunities also forms part of the risk management process.
- 2.** In the subsequent **risk analysis** stage, the identified risks are assessed in terms of their likelihood of occurrence and impact. This information is then used to determine the risk factor.
- 3. Risk control:** This stage involves defining strategies and measures to manage the identified risks. Within the V-ZUG Group, the Board of Directors and Audit Committee are chiefly responsible for managing risks and addressing macro risks.
- 4. Risk reporting and risk monitoring:** The Executive Committee compiles an annual risk report detailing the results of the identification, assessment and control processes that have been carried out. Individual members of the Executive Committee are responsible for reviewing compliance with and implementation of the defined risk management measures. The entire Executive Committee also takes due note of these actions. In addition, a status report on measures which have already been implemented is submitted to the Audit Committee and Board of Directors.

Specific risk management process for climate-related risks

When identifying and evaluating climate-related risks as part of the TCFD Report, we proceed in accordance with our general risk process (outlined above). This report represents a more in-depth risk evaluation. It was carried out by the Corporate Sustainability team in conjunction with the Sustainability Workforce and experts from our Finance, Legal and Procurement departments. The relevant climate-related risks were identified in a series of workshops. These risks were then categorised into physical risks and transition risks. Finally, climate-related opportunities were derived. As such, the TCFD Report is an extension of our existing risk management process. Although it is included in this process, it is published separately as part of our annual Sustainability Report.

Procedure for conducting a scenario analysis of climate-related risks

V-ZUG conducted a scenario analysis to determine the resilience of its corporate strategy in the event of various climate scenarios. In a series of workshops, eight identified risks and the impact they would have on our corporate strategy were analysed and evaluated with the aid of internal experts from the departments involved. We used climate scenarios defined by the Network for Greening the Financial System (NGFS) and recommended by the TCFD. To

conduct the scenario analysis as part of our TCFD reporting, we analysed the “Orderly/Below 2°C” and “Hot House/Current Policies” scenarios and assessed the separate risks identified in each scenario.

1. The **“Orderly/Below 2°C” scenario** envisions a future in which climate policies are introduced early in a global context. These measures become gradually more stringent and are implemented on a systematic basis. As a result, there is a 67% probability of global warming being kept below 2°C by 2070. Both physical and transition risks are relatively subdued.
2. The **“Hot House World/Current Policies” scenario** describes a situation in which no new climate policies are added to those that have already been adopted. This scenario assumes a global temperature rise of 3°C or more on average by 2080, in line with scientific calculations. The potential physical risks are high in this climate scenario. Owing to the lack of (additional) climate policies, low transition risks can be assumed.

By considering these different climate scenarios separately, we can identify the expected impact on the company in each case. We can also review our sustainability targets and measures in light of how quickly or slowly climate change is progressing and make adjustments as and where necessary.

The probability of each risk and its impact on the company was assessed separately on a scale of one to ten in both scenarios. We also conducted an additional assessment for each scenario before/without and after adoption of the relevant measures. Once we had these two values, we multiplied them to determine the risk factor in each case. The procedure mirrors the risk analysis process used to assess business continuity risks in V-ZUG’s annual risk report.

The following table lists the identified climate-related risks and opportunities, their impact, the measures V-ZUG has taken and the risk factors from the scenario analysis.

Physical risks:

Physical risks are the result of gradual changes in climatic conditions and extreme weather events.

Type	Risks and opportunities (impact on V-ZUG)	Measures	Risk factors Scenario analysis
Acute/chronic			
<p>Risk 1: Extreme weather conditions (droughts, heavy rain, floods) and chronic changes to weather patterns (higher global temperatures, rising sea levels) could have a negative impact on our supply chain.</p>	<p>Risk: Climate change causes an increase in the average global temperature, which may result in extreme (localised) weather events such as droughts, heat waves, heavy rain, floods and rising sea levels.</p> <p>Certain essential components in V-ZUG products (e.g. electronics) are produced in distant countries, some in regions which are more at risk of experiencing extreme weather events.</p> <p>Should any of these extreme weather events occur at one of the sites in our supply chain, this could lead to regular disruptions in deliveries and a lack of components (or drive up the prices of components), which would have a negative impact on production and net sales.</p> <p>Opportunity: By identifying potential problem regions early on and making the necessary adjustments to our sources of supply, we can limit the impact of supply bottlenecks. This will also make V-ZUG more resilient to future changes to the supply situation.</p> <p>Opportunity: Climate change may require some residential areas to be relocated, leading to an increase in global construction activity. For V-ZUG, this could mean an increase in demand for its household appliances.</p> <p>Opportunity: V-ZUG could ensure ongoing future demand for its appliances by adapting its portfolio/range of products in line with the realities of climate change (e.g. producing air-conditioning appliances).</p>	<p>Minimising risk and exploiting opportunities:</p> <ul style="list-style-type: none"> Rethink our supply chain or make it more resilient: <ul style="list-style-type: none"> Greater focus on production in Switzerland Shortening of our supply chain Secondary/tertiary sources of supply, increased stockpiling (consider recent issues in the supply chain due to geopolitical challenges and effects/after-effects of COVID-19) Make an active contribution to limiting global warming to 1.5°C (as per Paris Agreement) by doing the following: <ul style="list-style-type: none"> Implementing sustainability targets and reviewing/adjusting on a regular basis Reducing our Scope 1 and 2 emissions by 80% by 2030 and reducing Scope 3 emissions by 30% by 2030 Promoting and supporting the expansion of the circular economy (taking back appliances, reusing components, etc.) will help make us more resilient to changes in the supply chain 	<p>1.5–2°C scenario: Before/without measures: 12 After measures: 4</p> <p>3°C scenario: Before/without measures: 64 After measures: 8</p>

Type	Risks and opportunities (impact on V-ZUG)	Measures	Risk factors Scenario analysis
<p>Risk 2: Extreme weather conditions (severe heat and/or other weather events) could have a negative impact on employees' health and productivity levels.</p>	<p>Risk: If employees are less productive due to prolonged periods of heat (or other extreme weather events) or are absent more often for health reasons, this could potentially reduce our profitability (presenteeism and more stress).</p> <p>V-ZUG will also have to reckon with increased adaptation costs (e.g. cooling systems, costs for absences due to illness) and higher insurance costs for assets and staff, which may drive up production costs in general.</p> <p>Opportunity: As a company that is committed to sustainability and future-focused transformation, V-ZUG could become increasingly attractive as an employer for potential employees.</p>	<p>Minimising risk and exploiting opportunities:</p> <ul style="list-style-type: none"> • Focus topic: Healthy and committed employees with clearly defined sub-targets, particularly: • Focusing on the long-term health of our employees (target: stabilise the absence rate by 2025 and lower it over the long term) • Occupational safety (target: Vision "zero" and 5% annual reduction in the number of accidents) • Site transformation at our headquarters in Zug and the new refrigerator factory building in Sulgen: new buildings with cooling systems have a positive impact on employee health and productivity levels 	<p>1.5–2°C scenario: Before/without measures: 24 After measures: 6</p> <p>3°C scenario: Before/without measures: 64 After measures: 25</p>

Transition risks:

Transition risks arise gradually as part of the shift towards a low-carbon economy, for example through higher costs for emissions, mandatory reporting and repricing.

Type	Risks and opportunities (impact on V-ZUG)	Measures	Risk factors Scenario analysis
Aspiration/reputation			
<p>Risk 3: V-ZUG is perceived as a brand that does not take responsibility for climate protection and shows no accountability.</p>	<p>Risk: There is a lack of clear communication regarding the climate-protection measures that have already been implemented, which leads to the V-ZUG brand being criticised for not doing enough to reduce its carbon footprint. The criticism that V-ZUG is not implementing any corporate measures related to climate protection could potentially damage the company's reputation, result in less business and see consumers switch to rival brands.</p> <p>Opportunity: By ensuring transparent, thorough communication of the sustainability measures and targets already implemented or planned, V-ZUG can show accountability as a company and differentiate itself from other brands.</p>	<p>Minimising risk and exploiting opportunities:</p> <ul style="list-style-type: none"> Greater emphasis on external communication regarding climate-protection measures already implemented or planned <ul style="list-style-type: none"> Particular focus on the key role that sustainability plays in our corporate strategy and production and development processes Communicate our sustainability targets, reduction targets, Scope 1, 2 and 3 (approach: prevent, reduce and offset) Streamline and consolidate the process for documenting all V-ZUG's efforts in the area of corporate sustainability to make transparent external communication easier Gradually expand our sustainability communications to previously unused channels (e.g. social media, intranet, apps, employee onboarding, operating instructions, website, etc.) Regularly review the information being communicated to ensure it is consistent and up to date with the sustainability measures actually implemented/planned 	<p>1.5–2°C scenario: Before/without measures: 25 After measures: 4</p> <p>3°C scenario: Before/without measures: 49 After measures: 9</p>

Type	Risks and opportunities (impact on V-ZUG)	Measures	Risk factors Scenario analysis
<p>Risk 4: Our approach to communication on climate protection measures is exaggerated and perceived as greenwashing.</p>	<p>Risk: The criticism/public perception that V-ZUG talks a lot about climate protection but does not implement any real measures could damage the company's reputation, mean less business and see consumers switch to rival brands. There is a risk that V-ZUG will be held accountable by private claimants.</p> <p>Opportunity: By continuing to implement its current and planned sustainability measures, V-ZUG can enhance its reputation and differentiate itself from its competitors.</p>	<p>Minimising risk and exploiting opportunities:</p> <ul style="list-style-type: none"> • Transparent, serious and truthful communication regarding our projects and successes (avoiding exaggeration; transparency leads to comparability among companies and increases trust). • Transparency through annual reporting on Scope 1, 2 and 3 emissions in our Sustainability Report in accordance with global standards (GRI, GHG Protocol). • Orientation toward and alignment with relevant recommendations and requirements (e.g. SBTi, CDP, etc.) • Monitoring the regulatory environment (e.g. EU Green Claim Directive) • External validation of Scope 1 and 2 emissions and offsetting measures to achieve CO₂-neutral status at our production sites (Swissclimate) • Prioritising clear, truthful presentation and communication of the climate-protection measures that V-ZUG is currently implementing and intends to implement in the future. • Clear presentation and explanation of the approach taken and the significance of the targets/measures (e.g. offsetting with V-Forest) 	<p>1.5–2°C scenario: Before/without measures: 63 After measures: 4</p> <p>3°C scenario: Before/without measures: 80 After measures: 9</p>

Type	Risks and opportunities (impact on V-ZUG)	Measures	Risk factors Scenario analysis
<p>Risk 5: We have defined ambitious climate targets and measures but are unable to implement these as planned and fall short of our targets. This could be due to unexpectedly high costs or the measures not proving to be technically feasible.</p>	<p>Risk: The criticism that we define climate-related targets and measures but are unable to implement them has consequences. This could damage the company's reputation, mean less business and see consumers switch to rival brands.</p> <p>Opportunity: By ensuring that the targeted implementation of climate-related measures remains a priority and an important point of reference in the corporate strategy, we can expect to stay one step ahead of the competition.</p>	<p>Minimising risk and exploiting opportunities:</p> <ul style="list-style-type: none"> • Having the clear target of reducing Scope 1, 2 and 3 emissions ensures a focused approach. Annual reporting on this area in our Sustainability Report (included in the Annual Report as of 2023) enables us to review our progress toward: <ul style="list-style-type: none"> • Reducing our Scope 1 and 2 emissions by 80% by 2030 • Reducing Scope 3 emissions by 30% by 2030 • Our voluntary, internal CO₂ fund enables us to make ecologically sensible investments (e.g. e-trucks to reduce our CO₂ emissions) • Regularly reviewing/monitoring our climate-protection measures and sustainability targets to ensure they are both relevant and feasible. This means making adjustments where necessary to maintain/achieve feasibility as far as possible • Prioritising the clear, truthful representation and communication of climate-protection measures 	<p>1.5–2°C scenario: Before/without measures: 30 After measures: 2</p> <p>3°C scenario: Before/without measures: 42 After measures: 6</p>
Regulatory/statutory			
<p>Risk 6: More stringent regulations are issued regarding ecodesign (energy efficiency, the circular economy, material impact, etc.).</p>	<p>Risk: New or additional guidelines on ecodesign could be issued in the following areas: energy efficiency, circular product design, material impact, return and recycling obligations, material declarations and the proportion of recycled materials.</p> <p>The compliance with and implementation of these guidelines leads to higher product development costs.</p> <p>Opportunity: By continuing to make increased investments in developing and producing ever more energy-efficient appliances, we are able to maintain a high-quality product range and ensure compliance with ecodesign guidelines without sudden cost increases.</p>	<p>Minimising risk and exploiting opportunities:</p> <ul style="list-style-type: none"> • Conduct regular reviews to assess which new/more stringent ecodesign guidelines are likely to be issued in the near future and affect us. • The focus must always be on developing sustainable products, regardless of any new regulations entering into force: <ul style="list-style-type: none"> • Pursuing a systematic investment strategy that enables future-fit innovations and efficiency gains • Using innovations and targeted guiding principles (energy efficiency, circular economy principles in product development, etc.). • Research and development costs amounted to roughly 10% of net sales in 2022. Thanks to these investments in innovation, we are well positioned to accommodate more stringent ecodesign guidelines. 	<p>1.5–2°C scenario: Before/without measures: 48 After measures: 32</p> <p>3°C scenario: Before/without measures: 72 After measures: 54</p>

Type	Risks and opportunities (impact on V-ZUG)	Measures	Risk factors Scenario analysis
<p>Risk 7: A CO₂ levy for companies is introduced/expanded (already in place in Switzerland for heating oil and gas, potential extension)</p>	<p>Risk: Higher or expanded carbon taxes could lead to additional costs for the company. The introduction/increase of carbon taxes would also lead to large-scale rises in the prices of goods and services and, by the same token, reduce (future) consumer purchasing power.</p> <p>Opportunity: V-ZUG could be seen as something of a pioneer (voluntary internal carbon tax introduced in 2018), which has a positive impact on the company's reputation and generates additional business.</p>	<p>Minimising risk and exploiting opportunities:</p> <ul style="list-style-type: none"> Monitoring upcoming ESG regulations and requirements on an ongoing basis Adjusting the corporate strategy accordingly Voluntary internal CO₂ levy introduced in 2018 (Scope 1 and 2 plus air travel) (rate: CHF 120 per tCO₂). As such, part of the potential tax is already reflected in our budget and financial planning measures. 	<p>1.5–2°C scenario: Before/without measures: 42 After measures: 28</p> <p>3°C scenario: Before/without measures: 64 After measures: 48</p>
Market:			
<p>Risk 8: Increased climate awareness and higher consumption costs lead to a change in consumer behaviour.</p>	<p>Risk: This may lead to a drop in consumer purchasing power or see consumers buying fewer, cheaper or smaller products, leading to a slump in sales. There is also the danger of stigmatisation, meaning that consumers steer clear of certain types of products (e.g. tumble dryers, wine coolers, etc.).</p> <p>Opportunity: Our "Shared Economy" and "Product as a Service" models or "Second Life/Refurbishment" could provide alternatives for consumers who do not want to purchase their own appliance or cannot afford to do so. By offering these types of business models, V-ZUG can be confident of gaining an advantage in the market.</p> <p>Opportunity: If energy prices increase, household appliances with sustainable features will likely have a (competitive) advantage over less energy-efficient models.</p>	<p>Minimising risk and exploiting opportunities:</p> <ul style="list-style-type: none"> By conducting regular reviews, we can ensure that V-ZUG's range of products matches the interests and requirements of our target groups. We can also make adjustments if necessary to ensure products remain competitive over the long term. Early promotion and further development of new business models such as "Shared Economy", "Product as a Service" and "Second Life". By pursuing a systematic investment strategy, we can ensure future-fit innovations and efficiency gains. 	<p>1.5–2°C scenario: Before/without measures: 16 After measures: 4</p> <p>3°C scenario: Before/without measures: 35 After measures: 10</p>

Overview of climate-related risks, opportunities, the impact on V-ZUG, associated measures and the results of our scenario analysis

Implications:

If measures are not implemented, V-ZUG sees the greatest risk potential in the 1.5–2°C scenario for the transition risks of greenwashing, more stringent ecodesign guidelines and the expansion of a carbon tax. In the 3°C scenario without measures, delivery disruptions due to extreme weather conditions and health-related decreases in the productivity of employees are also seen as considerable risks. However, it is also clear that the impact of these risks can be significantly reduced by the measures currently in place at V-ZUG and the further measures that the company plans to implement. In terms of the 1.5–2°C scenario, we expect that V-ZUG's measures can reduce the risks of more stringent ecodesign guidelines and carbon taxes to a moderate level, while all other risks can be reduced to a low level. Even in the 3°C scenario, we assume the measures we have outlined would achieve a clear reduction in the level of risk, albeit not to the same extent.

Financial impact:

Given the high level of uncertainty regarding the progression of climate change and lack of previous experience, while we can provide a scaled estimate as to the extent of the impact on our business, we cannot quantify the financial effects in any meaningful way.

The investments required to minimise risks and exploit opportunities are either realised in our current budget (e.g. increasing efficiency in our appliances, existing R&D budget and correct focus) or co-financed through the CO₂ fund (e.g. decarbonisation of our truck fleet, hydrogen production).

Metrics and targets

The targets we have identified, the progress made towards achieving them and information on our emissions are outlined in the [“Environment and climate protection”](#) focus topic. Details can also be found in the appendix under [“Targets and status”](#) and the [GRI index](#).

Due diligence obligations in the supply chain (DDTrO)

Information on due diligence obligations and transparency in relation to minerals and metals from conflict-affected areas and child labour (DDTrO), based on Article 964j et seq. of the Swiss Code of Obligations (CO)

With our long-standing commitment to responsible procurement practices, we welcome the introduction of Switzerland's new Supply Chain Act (DDTrO), which set out the due diligence and transparency requirements in relation to minerals and metals from conflict-affected areas and child labour.

In light of the DDTrO, we are providing the following additional information:

Concerning conflict materials

The V-ZUG Group does not procure any minerals or metals in the specified characteristics that would be subject to reporting requirements under the DDTrO. This is reviewed annually by the Procurement department using the customs tariff numbers of the specific materials indicated in the Annex to the DDTrO.

We are therefore not subject to any due diligence or reporting obligations in this regard in accordance with the Swiss Code of Obligations (CO).

Our suppliers are also required by our Code of Conduct for Suppliers to disclose any relevant information on this topic to us using the IntegrityNext self-declaration platform.

Concerning child labour

Due diligence obligations concerning human rights, and child labour in particular, have always been part of supplier management at V-ZUG. Our management approach includes our Code of Conduct for Suppliers (including a reporting point), which forms an integral part of all agreements with our suppliers. We also require our suppliers to complete a self-declaration using the IntegrityNext platform and conduct regular supplier audits on site. These supplier audits are carried out by V-ZUG employees or one of our partner companies. Further information is provided in our "Entrepreneurship for sustainable prosperity" focus topic, including key figures and targets related to audits.

Having completed a risk assessment using UNICEF's Children's Rights in the Workplace Index, we can confirm the following results:

According to the information provided by our suppliers on the country of origin, we do not work with any suppliers from critical countries and do not source any materials/modules from critical countries (classification: "Heightened"). We spend 76% of expenditure in materials/modules in countries with only a low level of risk exposure to child labour (classification: "Basic"). We spend the remaining 24% of expenses in countries with an increased risk of child labour (classification: "Enhanced"). We update this risk assessment annually based on our purchasing volume and import data

The reviews carried out as part of the regular on-site audits ("Supplier audit questionnaire" appendix) and the self-declarations (using the IntegrityNext platform) gave us no reason to suspect the use of child labour. We also received no reports via the reporting point during the reporting period (integral part of the Code of Conduct for Suppliers, section 6: Reporting point).

Targets and status

Focus topic: Products and services for a future-fit society

Targets	Baseline and target years	2025 results	Status	Metrics										
Efficiency														
Increase fleet efficiency of all appliances (energy and water) by 5% Updated 2025: Energy: increase by 15%	2021; 2030	Fleet efficiency/energy (in kWh/year):	Energy: Achieved (since 2023)	Fleet efficiency: all appliances purchased multiplied by the respective annual water and energy consumption (acc. to energy label or, if not available, own calculation), divided by the number of appliances. The indicator is a calculated average V-ZUG appliance, across all product categories.										
		<table border="1"> <thead> <tr> <th></th> <th>2021</th> <th>2022</th> <th>2023</th> <th>2024</th> <th>2025</th> </tr> </thead> <tbody> <tr> <td>All appliances</td> <td>231</td> <td>229</td> <td>219</td> <td>207</td> <td>202</td> </tr> </tbody> </table>				2021	2022	2023	2024	2025	All appliances	231	229	219
	2021	2022	2023	2024	2025									
All appliances	231	229	219	207	202									
		Newly launched appliances (tumble dryers, refrigerators) with improved energy efficiency and a shift of product mix in other categories led to increased fleet efficiency in terms of energy. Compared to the previous year, efficiency rose by 2.42%. Cumulatively, this is 12.55% compared to the baseline year. The energy target will therefore be increased again to 15% compared to the 2021 baseline year.												
		Fleet efficiency/water in l/year	Water: On track											
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	2021	2022	2023	2024	2025									
All appliances	6,830	6,477	6,836	7,025	7,108									
		The water efficiency indicator has little informative value as the three relevant categories exhibit annual consumptions that differ greatly from each other: (WA Unimatic, approx. 37,000 l, WA Adora, approx. 9,000 l, GS Adora, approx. 2,700 l). The average value therefore varies/fluctuates depending on the mix of products sold. From 2025 onwards, products will be listed individually.												

Targets	Baseline and target years	2025 results	Status	Metrics																								
Fleet efficiency/water in l/year																												
<table border="1"> <thead> <tr> <th>Product</th> <th>2021</th> <th>2022</th> <th>2023</th> <th>2024</th> <th>2025</th> </tr> </thead> <tbody> <tr> <td>Dishwashers</td> <td>2,645</td> <td>2,640</td> <td>2,648</td> <td>2,660</td> <td>2,671</td> </tr> <tr> <td>Single-family washing machines</td> <td>9,688</td> <td>9,634</td> <td>9,557</td> <td>9,538</td> <td>9,600</td> </tr> <tr> <td>Multiple-family washing machines</td> <td>38,046</td> <td>37,329</td> <td>37,125</td> <td>37,116</td> <td>37,125</td> </tr> </tbody> </table>					Product	2021	2022	2023	2024	2025	Dishwashers	2,645	2,640	2,648	2,660	2,671	Single-family washing machines	9,688	9,634	9,557	9,538	9,600	Multiple-family washing machines	38,046	37,329	37,125	37,116	37,125
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Multiple-family washing machines	38,046	37,329	37,125	37,116	37,125																							
<p>Improvements in water efficiency will be technically feasible as soon as new platforms are developed and targeted measures can be taken. This is being prepared across all three categories, which is why there has so far been only marginal changes (solely brought about by shifts in the sales mix). Significant progress is planned by 2030, with an expected 5% increase in efficiency.</p>																												
To have one appliance per product category in the top 3 for efficiency (comparison site)	Annually	<p>Washing machines: Energy: 4. /Water: 11. Tumble dryers: Energy: 1. Ovens: Energy: 3. Steamers: Energy: 1. Dishwashers: Energy: 1. /Water: 1. Fridge-freezers: Energy: 5. Refrigerators with freezer compartment: 3. Range hoods, average for island/downdraft/flat: Energy: 8.</p> <p>To be in the top 3 in 6 out of a total of 10 categories: 60% target achievement.</p>	Not achieved	Ranking from comparison site TopTen.ch – as at: December 2025																								
All our current network-enabled appliances have extensive integrated eco-functions/ services	n.a.; 2025 (new 2030)	<p>Current functions in 2025 (selection, not exhaustive):</p> <ul style="list-style-type: none"> • EcoManagement: display of usage data, predicted and actual values (multiple categories) – now also with list view in the V-ZUG-Home app • OptiDos washing machines: optimised, economical detergent dosage • OptiTime: if speed is not important. Long running time with maximum energy and water efficiency • Implementation of wide-ranging electricity-saving campaign via V-ZUG Home app; • eco-functions available – can be upgraded, focusing on digitalisation <p>Functions have successfully been expanded and implemented in recent years. We see further potential, which we intend to exploit in the years ahead. Therefore, the target remains in place and will continue until 2030, with progress reviewed annually. It is also important to improve the networking rate in order for functions to reach more users.</p> <p>Current status 2025: 10%</p>	On track	Cannot be quantified – will continue to be stated qualitatively for the time being																								

Targets	Baseline and target years	2025 results	Status	Metrics
Circularity				
Life cycle assessments for all appliances (one reference model per category)	n.a.; 2023	<p>Method established at the company, additional resources created in Development (Sustainability Expert Engineering).</p> <p>11 of 11 categories done</p> <p>Target achieved and exceeded. To have created a total of 32 LCAs (multiple appliances per category). Basis for product development and now also for Scope 3 recording in the "Purchased goods and services" category.</p> <p>Included in the standard process. Data is updated on an ongoing basis in the event of changes in the range. Data has been published on the V-ZUG website since 2025.</p>	Achieved (since 2023)	<p>No. of appliances (reference model) per category</p> <p>Total categories: 11 (steamers, ovens, drawers, microwaves, CoffeeCenters, hobs, range hoods, dishwashers, refrigerators, washing machines, tumble dryers)</p>
Achieve 90% recyclability of appliances	Development projects; 2025 (new 2030)	<p>Method worked out in theory and validated with recycling companies (washing machines and refrigerators).</p> <p>Status quo across all categories with LCA recording carried out in 2023. Recycling rate between 77% (hob) and 97% (refrigerator). Detailed information is published for each category in the PSRs (Product Sustainability Reports) on the V-ZUG website</p> <p>Background: The recycling rate depends on the method of recycling used. The more circular economy principles we introduce (e.g. implementing a dismantling line instead of mechanical shredding), the higher the rate will be.</p> <p>The development of new range hoods was almost completed in 2025 (market launch in 2026). Depending on the model, the recycling rate is up to 92% (87% for models with glass). If the glass were recycled, this model would also achieve over 90% (not currently included in the recycling method). First major projects using the method.</p> <p>The target year has been aligned with the other sustainability goals as 2030 since it is uniformly anchored across all project-related specifications. The original target of 2025 was based on anticipated insights, particularly regarding recycling and the circular economy. These have been confirmed; at the same time, the defined objectives remain relevant and will be pursued until 2030.</p> <p>Implemented in the product requirements and development process for all projects</p>	Achieved	Recycling and reuse rate per product (anchor product)

Targets	Baseline and target years	2025 results	Status	Metrics
Reduce ecopoints (EP) by 5%	Development projects; 2030	<p>Completed range hood project in 2025, achieving the goal: EoL EP fell by -25%. Although the new model has a larger footprint in terms of materials (consideration: assembled, especially insulation, +7% EP), its EPs are substantially reduced due to the reduced energy consumption in use (consideration: end-of-life, EoL).</p> <p>Further major project using the method; initial projection at milestone 30 (completion of concept phase) is promising.</p> <p>Implemented in the product requirements and development process for all projects</p>	Achieved	When developing new products compared to predecessor model
All appliances developed according to circular design principles	Development projects; 2030	<p>Method worked out and introduced, being applied in first major project; included in milestone analysis</p> <p>No project has yet been completed that has used this method from the outset.</p> <p>Core element: design-to-circularity principles</p> <p>Implemented in the product requirements and development process for all projects</p>	On track	Application of principles, success measurable as fewer EPs in LCA

Targets, results and status in relation to the focus topic "Products and services for a future-fit society"
Possible statuses: Achieved, On track, Delayed, Not achieved (if new target: Initiated)

Focus topic: Resilient and committed employees

Targets	Baseline and target years	2025 results	Status	Metrics										
Occupational safety: vision "zero" and 5% annual reduction in the number of accidents	Annually	<p>Workplace accidents</p> <table border="1"> <thead> <tr> <th>2021</th> <th>2022</th> <th>2023</th> <th>2024</th> <th>2025</th> </tr> </thead> <tbody> <tr> <td>89</td> <td>88</td> <td>75</td> <td>91</td> <td>86</td> </tr> </tbody> </table> <p>Five fewer operational accidents than in 2024 – 5.5% reduction compared to the previous year.</p> <p>V-ZUG recorded 86 occupational accidents during the reporting year (previous year: 91). These generated a total of roughly 9,044 lost hours globally (previous year: 9,523), or 0.30% of contracted hours (2024: 0.32%). Accordingly, the LTIR also fell to 9.6 (previous year: 11.4). V-ZUG put targeted measures in place and raised awareness of hazards in the workplace and correct conduct across the company.</p> <p>Awareness-raising measures: 2021: Tripping and falling, 2022: Cuts and bruises, 2023: Lifting and carrying, 2024: Electric shocks, 2025: Safety culture. Monthly occupational safety training also held for all new employees. Introduction of occupational safety contacts (KoPAS).</p>	2021	2022	2023	2024	2025	89	88	75	91	86	Achieved	No. of occupational accidents (both minor and significant accidents)
2021	2022	2023	2024	2025										
89	88	75	91	86										
Long-term health: we will stabilise the absence rate by 2025 and lower it long-term	2020; 2025 New periods: 2026; 2030	<p>Absence rates in %</p> <table border="1"> <thead> <tr> <th>2021</th> <th>2022</th> <th>2023</th> <th>2024</th> <th>2025</th> </tr> </thead> <tbody> <tr> <td>3.80</td> <td>4.42</td> <td>4.02</td> <td>4.31</td> <td>3.98</td> </tr> </tbody> </table> <p>The lost hours rate for 2025 was 3.98% (in relation to contracted hours) in total, 0.33 percentage points lower than the previous year. Down 1.65 percentage points during the reporting year, illness was the most frequent cause of absence at 79.07%. The number of lost hours due to occupational accidents fell 0.02 percentage points from the previous year, as well as the number of occupational accidents.</p> <p>Despite a temporary increase, the absence rate has stabilised overall in recent years. This concludes the first five-year period. The topic remains highly important for V-ZUG and offers further potential for long-term reduction. For this reason, another five-year period will commence, with the same objectives.</p> <p>Internal health-promotion programmes: Work/life balance; Healthy eating; Balancing work with a new baby; Flexible working; Ergonomic working; Avoiding home and leisure injuries; Getting healthy; Accepting help; Achieving a balanced lifestyle; Nurturing yourself; Maintaining good mental health.</p>	2021	2022	2023	2024	2025	3.80	4.42	4.02	4.31	3.98	On track	Absence rate, in % of contracted hours
2021	2022	2023	2024	2025										
3.80	4.42	4.02	4.31	3.98										

Targets	Baseline and target years	2025 results					Status	Metrics
Investment in education and training: 0.65% of payroll spend	Annually	Investments in %					Achieved	Investment as % of AHV insured salary total
		2021	2022	2023	2024	2025		
		0.67	0.67	0.62	0.65	0.84		
		(CHF 899,000)	(CHF 925,000)	(CHF 857,000)	(CHF 880,000)	(CHF 1,190,000)		
<p>“V-ZUG Academy” offering: internal and external training courses on a wide variety of subjects. In 2025, there were special effects due to increased training needs for agile working methods, numerous new appointments in the Service department and more German language courses for employees from overseas.</p>								

Targets, results and status in relation to the focus topic “Healthy and committed employees”
 Possible statuses: Achieved, On track, Delayed, Not achieved (if new target: Initiated)

Targets	Baseline and target years	2025 results	Status	Metrics															
Investment in vocational training: 1.35% of payroll spend	Annually	Investments in % <table border="1"> <thead> <tr> <th>2021</th> <th>2022</th> <th>2023</th> <th>2024</th> <th>2025</th> </tr> </thead> <tbody> <tr> <td>1.46</td> <td>1.37</td> <td>1.39</td> <td>1.36</td> <td>1.39</td> </tr> <tr> <td>(CHF 1,965,000)</td> <td>(CHF 1,900,000)</td> <td>(CHF 1,937,000)</td> <td>(CHF 1,848,000)</td> <td>(CHF 1,988,000)</td> </tr> </tbody> </table> Occupations: automation engineer, automation technician, IT specialist, media and technology specialist, commercial employee, chef, design engineer, logistics specialist, general mechanic, mechanical technician, road transport specialist Total of 90 apprenticeships in 10 skilled trades	2021	2022	2023	2024	2025	1.46	1.37	1.39	1.36	1.39	(CHF 1,965,000)	(CHF 1,900,000)	(CHF 1,937,000)	(CHF 1,848,000)	(CHF 1,988,000)	Achieved	Investment as % of AHV insured salary total
2021	2022	2023	2024	2025															
1.46	1.37	1.39	1.36	1.39															
(CHF 1,965,000)	(CHF 1,900,000)	(CHF 1,937,000)	(CHF 1,848,000)	(CHF 1,988,000)															
Diversity: we will increase the proportion of women across the Group	n.a.; 2030			HR metrics															
1) In leadership team, incl. BoD, to >25%		1) Leadership team in % <table border="1"> <thead> <tr> <th>2021</th> <th>2022</th> <th>2023</th> <th>2024</th> <th>2025</th> </tr> </thead> <tbody> <tr> <td>23.6</td> <td>20.0</td> <td>20.8</td> <td>21.5</td> <td>26.8</td> </tr> </tbody> </table>	2021	2022	2023	2024	2025	23.6	20.0	20.8	21.5	26.8	1) Achieved						
2021	2022	2023	2024	2025															
23.6	20.0	20.8	21.5	26.8															
2) Same proportion of managers across the entire company (see 3)		2) Management functions (HR management) in % <table border="1"> <thead> <tr> <th>2021</th> <th>2022</th> <th>2023</th> <th>2024</th> <th>2025</th> </tr> </thead> <tbody> <tr> <td>20.8</td> <td>22.4</td> <td>20.6</td> <td>20.7</td> <td>21.4</td> </tr> </tbody> </table>	2021	2022	2023	2024	2025	20.8	22.4	20.6	20.7	21.4	2) On track						
2021	2022	2023	2024	2025															
20.8	22.4	20.6	20.7	21.4															
3) and proportion of women generally across the entire company		3) Total company in % <table border="1"> <thead> <tr> <th>2021</th> <th>2022</th> <th>2023</th> <th>2024</th> <th>2025</th> </tr> </thead> <tbody> <tr> <td>23.2</td> <td>24.4</td> <td>23.6</td> <td>24.2</td> <td>24.8</td> </tr> </tbody> </table>	2021	2022	2023	2024	2025	23.2	24.4	23.6	24.2	24.8	3) On track						
2021	2022	2023	2024	2025															
23.2	24.4	23.6	24.2	24.8															
Despite our considerable efforts, it is proving a challenge to increase the proportion of women at the company in the short term. Therefore, in 2023, we decided to stick to the ambitious target, but to change the target year from 2025 to 2030.																			
Encouragingly, for 2025, V-ZUG recorded positive developments on all three employee levels.																			
The term "management team" (HR, specialist and project management) was abolished in the reporting year. The new term "management function" refers solely to HR management. This means that the figures for target 2) are not directly comparable with previous years.																			
Measures to support combining work and family: part-time models, annual working time accounts, flexible working models, smart work, working from home, diversity recruitment guidelines, provision of neutral information about occupations on Future Day, partnership with Advance																			

Targets	Baseline and target years	2025 results	Status	Metrics
Inclusion: employees feel included and show commitment, and work satisfaction is high	Survey every 2-3 years	2018 employee survey: 74 points 2021 employee survey: 79 points 2023 employee survey: 79 points 2025 employee survey: fairness 86 points/commitment 77 points	On track	Employee survey: Measured by indicators: “fairness” (benchmark 91 points) and “commitment” (benchmark 82)
		The 2025 survey was conducted with a new provider (Great Place to Work). As a result, the inclusion indicator has changed and the values are not comparable with previous years. We are now focusing on the “fairness” and “commitment” indicators.		
		With the previous provider, we focused on the “goal-driven attitude” indicator with a target value of 80 points for the Swiss benchmark.		
		Scope: 2018 survey within V-ZUG Ltd (approx. 80% of employees), all subsequent surveys extended to whole Group (100% of employees). The survey is carried out every two years.		

Focus topic: Environment and climate protection

Targets	Baseline and target years	2025 results	Status	Metrics										
CO₂ emissions														
To be carbon-neutral at all production sites in Scope 1 and 2 (incl. offsetting)	Annually	The remaining emissions in the 2025 reporting year will once again be offset in collaboration with the Ripa Gar Foundation with high-quality reforestation in the "V-Forest" (removal certificates). For details, see the TCFD Report .	Achieved (since 2020)	Scope 1 and 2 emissions as per Greenhouse Gas Protocol (market-based)										
To reduce the remaining Scope 1 and 2 emissions by 80%. (long-term ambition: 100%)	2020; 2030	<p>Emissions in tonnes of CO₂</p> <table border="1"> <thead> <tr> <th>2021</th> <th>2022</th> <th>2023</th> <th>2024</th> <th>2025</th> </tr> </thead> <tbody> <tr> <td>4,410</td> <td>3,774</td> <td>3,809</td> <td>3,642</td> <td>2,706</td> </tr> </tbody> </table> <p>Thanks to ongoing transformation at the Zug site and the gradual decarbonisation of the vehicle fleet, emissions fell by 25.7% in the reporting year. Cumulatively compared to the 2020 baseline year, V-ZUG is on track (-40%)</p> <p>Market-based figures; for details, see GRI index</p> <p>With the heat pump in the new refrigerator factory building in Sulgen, V-ZUG has completely eliminated emissions caused by heating oil at the old site (Arbon). The expansion of the Multi Energy Hub (MEH) at the Zug site is progressing and all the new buildings are now connected. The last remaining buildings will no longer be connected, but replaced with new buildings by 2030 (including MEH connection). The gradual decarbonisation of our own vehicle fleet (trucks and service vehicles) is contributing positively to the reduction, as is the discontinuation of propane gas, which had been introduced during the energy shortage in 2023. Since 2025, renewable electricity (regional solar power) has been purchased at the Changzhou production site.</p>	2021	2022	2023	2024	2025	4,410	3,774	3,809	3,642	2,706	On track	Scope 1 and 2 emissions as per Greenhouse Gas Protocol
2021	2022	2023	2024	2025										
4,410	3,774	3,809	3,642	2,706										

Targets	Baseline and target years	2025 results	Status	Metrics										
To have transparency regarding our Scope 3 emissions	n.a.; 2021	Has been recorded annually since 2021: 12 out of 15 categories are relevant for V-ZUG; two categories together account for around 90% of emissions: 3.11: Use of Sold Products/3.1: Purchased Goods and Services – for details, see “GRI index”. Target finally achieved: Scope 3 recording is included as standard in reporting.	Achieved (since 2021)	Scope 3 emissions as per Greenhouse Gas Protocol										
To reduce Scope 3 emissions by 30%	2020; 2030	<p>The focus is on the two categories that together account for approx. 90% of emissions: 3.11: Use of Sold Products/3.1: Purchased Goods and Services.</p> <p>Scope 3 emissions</p> <table border="1"> <thead> <tr> <th>2021</th> <th>2022</th> <th>2023</th> <th>2024</th> <th>2025</th> </tr> </thead> <tbody> <tr> <td>411,160</td> <td>447,893</td> <td>294,094</td> <td>281,950</td> <td>290,776</td> </tr> </tbody> </table> <p>Scope 3 at V-ZUG depends heavily on volume (70% of emissions come from the use phase, approx. 20% via the materials used). During the reporting year, approx. 10% fewer appliances were sold. We influence emissions during operation via the fleet efficiency (power consumption) of the appliances, which has increased by over 12% since the 2020 baseline year. We also influence emissions from the materials used by taking a circular economy approach.</p> <p>During the reporting year, the emission factors in the Swiss electricity mix were adjusted, as high-quality annual data from the VSE (Verband Schweizerischer Elektrizitätsunternehmen) was available for the first time. This adjustment was made retrospectively. The fluctuations over the last five years are heavily dependent on this (EF fluctuated between 57 and 135 gCO₂/kWh – for 2025, the value is 90 gCO₂/kWh (compared to 2024: 57 gCO₂/kWh).</p> <p>Heavily influenced by the EF factor in Switzerland, emissions have increased by 3.1% compared to the previous year; cumulatively, compared to the 2020 baseline year, we are on track (-14.7%).</p>	2021	2022	2023	2024	2025	411,160	447,893	294,094	281,950	290,776	On track	Scope 3 emissions as per Greenhouse Gas Protocol, annual survey of main categories (11 out of 15)
2021	2022	2023	2024	2025										
411,160	447,893	294,094	281,950	290,776										

Targets	Baseline and target years	2025 results	Status	Metrics																								
Environment and waste																												
To continuously reduce the amount of waste through targeted initiatives and by optimising disposal methods. For years, we have not disposed of any waste in landfill sites, and we are maintaining this approach.	2020; 2030	<p>Survey of waste and disposal methods: 2025: Recycling 87.8%/composting 0.2%/incineration: 11.3%/special waste: 0.7%/landfill: 0% (see "GRI index" for details)</p> <p>A new waste concept was introduced at the Zug site in 2024 as part of the site development process, and was optimised during the reporting year. In this way, V-ZUG is responsible for operational waste management in accordance with the recycling and fuel strategy in the spirit of the circular economy.</p>	On track	Waste amount in tonnes and by waste type																								
To reduce the relative impact on the environment continuously and increase ecological efficiency by at least 40% by 2030 (ecological efficiency: environmental impact, relative to net sales)	2020; 2030	<p>The planned environmental measures have been successfully implemented. The decarbonisation of V-ZUG is progressing further. Net sales were lower than the previous year in a difficult market environment. This resulted in a 5% increase in ecological efficiency compared to the previous year. Cumulatively, V-ZUG is on track and currently reports an increase of 28%.</p> <p>Ecological efficiency</p> <table border="1"> <thead> <tr> <th></th> <th>2021</th> <th>2022</th> <th>2023</th> <th>2024</th> <th>2025</th> </tr> </thead> <tbody> <tr> <td>Environmental footprint in EP</td> <td>19,639 million</td> <td>16,902 million</td> <td>15,134 million</td> <td>15,218 million</td> <td>13,713 million</td> </tr> <tr> <td>Net sales in CHF</td> <td>631.3 million</td> <td>636.3 million</td> <td>585.4 million</td> <td>591.7 million</td> <td>567.4 million</td> </tr> <tr> <td>Increase in ecological efficiency in %</td> <td>6.9</td> <td>13.6</td> <td>2.1</td> <td>0.4</td> <td>5.0</td> </tr> </tbody> </table> <p>Cumulative since 2020: increase in ecological efficiency of 28%</p>		2021	2022	2023	2024	2025	Environmental footprint in EP	19,639 million	16,902 million	15,134 million	15,218 million	13,713 million	Net sales in CHF	631.3 million	636.3 million	585.4 million	591.7 million	567.4 million	Increase in ecological efficiency in %	6.9	13.6	2.1	0.4	5.0	On track	EPs (in accordance with the Swiss ecological scarcity method of life cycle assessment, version 2021) of the three sites in Zug, Sulgen and Changzhou, indexed net sales adjusted for currency effects, environmental impact relative to net sales
	2021	2022	2023	2024	2025																							
Environmental footprint in EP	19,639 million	16,902 million	15,134 million	15,218 million	13,713 million																							
Net sales in CHF	631.3 million	636.3 million	585.4 million	591.7 million	567.4 million																							
Increase in ecological efficiency in %	6.9	13.6	2.1	0.4	5.0																							

Targets, results and status in relation to the focus topic "Environment and climate protection"
Possible statuses: Achieved, On track, Delayed, Not achieved (if new target: Initiated)

Focus topic: Entrepreneurship for sustainable prosperity

Targets	Baseline and target years	2025 results	Status	Metrics										
To generate an EBIT margin of around 10% in the medium term in order to be able to invest sustainably and thereby maintain our future viability	Annually	<p>EBIT margin in %</p> <table border="1"> <thead> <tr> <th>2021</th> <th>2022</th> <th>2023</th> <th>2024</th> <th>2025</th> </tr> </thead> <tbody> <tr> <td>9.9</td> <td>1.6</td> <td>2.9</td> <td>4.3</td> <td>2.0</td> </tr> </tbody> </table> <p>See Financial Report for background and details.</p>	2021	2022	2023	2024	2025	9.9	1.6	2.9	4.3	2.0	Not achieved	EBIT margin as per Annual Report
2021	2022	2023	2024	2025										
9.9	1.6	2.9	4.3	2.0										
To achieve organic sales growth of 3%	Annually	<p>Sales growth in %</p> <table border="1"> <thead> <tr> <th>2021</th> <th>2022</th> <th>2023</th> <th>2024</th> <th>2025</th> </tr> </thead> <tbody> <tr> <td>9.5</td> <td>0.8</td> <td>-8.0</td> <td>1.1</td> <td>-4.1</td> </tr> </tbody> </table> <p>See Financial Report for background and details.</p>	2021	2022	2023	2024	2025	9.5	0.8	-8.0	1.1	-4.1	Not achieved	Sales growth as a percentage as per Annual Report
2021	2022	2023	2024	2025										
9.5	0.8	-8.0	1.1	-4.1										
To have audited all our key suppliers (covering at least 80% of our sales volume) in line with sustainability criteria	n.a.; 2025 (new 2030, Group-wide)	<p>Tools and processes introduced and being established ("IntegrityNext", "Sphera", Supplier Code of Conduct, training, etc.).</p> <p>Using the IntegrityNext self-declaration platform, we covered 88% of our purchasing volume at our Zug headquarters by the end of 2025 (around 75% of the total purchasing volume). This was the target scope by 2025, which has therefore been achieved. We are now extending the target across the Group (all purchasing organisations, direct materials and OEM products). The target is still 80%.</p> <p>Regular supplier audits also conducted on site, including sustainability aspects. Audits were stepped up again following a pandemic-related reduction.</p>	Achieved	Purchasing volumes and number of suppliers										
To account for one core element per product category, with a transparent supply chain down to the lowest possible level	n.a.; 2025	<p>Initial core elements considered in detail with the Procurement department:</p> <ul style="list-style-type: none"> • Washing machine plinth (plastic) • Washing machine drawer (plastic) • Interior of dishwasher and "CombiSteamer" (stainless steel) <p>Driven by regulations and stakeholders, our focus is on the transparency of the origin countries for materials across all goods purchased, not on the transparency of the supply chain for individual core elements. In the case of technical components (plastics, electronics, metals, motors, etc.), it is also difficult to trace the supply chain over more than three stages. This topic also has little relevance among stakeholders. We have therefore decided to conclude this target at this stage and not pursue it any further.</p>	Completed, new focus	Core element per product category										

Targets, results and status in relation to the focus topic "Entrepreneurship for sustainable prosperity"
Possible statuses: Achieved, On track, Delayed, Not achieved (if new target: Initiated)