MISSION BLUE

SCHUBERT

ANNUAL 2025

MOVING AHEAD TOGETHER THROUGH SUSTAINABILITY

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“Our Mission Blue Sustainability Initiative is a genuine team project that is demonstrably driving us forward.”

Dear readers,

Visions have power. They inspire people. We’re currently experiencing first hand just what a difference this can make.

Three years ago, we launched our Mission Blue Sustainability Initiative. This marked a crucial strategic decision to future-proof our company in the face of market forces and climate change. But that’s only half the story. Mission Blue embodies a vision that closely links our traditional Schubert values with tangible sustainability goals.

A pioneering spirit, a sense of humanity, technological leadership and family-like togetherness now go hand in hand with leadership culture, climate protection, energy consumption and recycling. Out of this mix, our employees generate a momentum that propels us forward. They contribute ideas, initiate change and drive innovation. They turn what began as a mere decision into reality, often surpassing their own expectations along the way.

You can find out where we now stand and what we have achieved together over the past year in ANNUAL 2025 – available entirely in digital format for the first time. Yet more important to us than any set of figures is the realisation that Mission Blue has become a genuine team effort. We hope that, as you read, you’ll feel the same passion and sense of optimism that we do.

Ralf Schubert Peter Gabriel Marcel Kiessling

01

SUSTAINABLE CORPORATE MANAGEMENT

- Putting people at the heart of everything
- Transparency and tolerance
- Work-life balance
- Responsibility for the local community
- Financial responsibility

A company is only as good as the people who work in it. For us this is not a catchphrase, but part of our everyday reality. Our employees make Schubert what it is. Without their loyalty, expertise and passion, we would not be at the forefront of the packaging industry today.

That's why we consistently put our people at the centre of everything we do – through secure jobs, opportunities for development and a working environment shaped by trust, appreciation and a long-term outlook.

"We aim to become one of Germany's best employers."

Jenny Wacker,
Director HR Gerhard Schubert GmbH

A PROJECT CLOSE TO OUR HEARTS

Few places in Crailsheim embody our corporate values better than the Schubert KinderCampus. The daycare centre – a project close to the heart of our founder Gerhard Schubert – finally became a reality in May 2025. It is a welcoming space where children can laugh, run about and explore; a place that takes the pressure off young families; and a superbly equipped workplace for the daycare team.

Commitment to our local area

We have succeeded in meeting our target to reserve half of the spots at the Schubert KinderCampus for Schubert staff and the other half for other families from Crailsheim. All 62 spots are now filled. Giving something back to our local community and the people of Crailsheim is a priority for us, reflecting a commitment deeply rooted in our company's history. As such, we were honoured to receive the Crailsheim Business Award 2025 in July.

A symbol of our values

The children themselves bring us even greater joy. Their curiosity, openness, creativity and enthusiasm are simply infectious. They offer an unfiltered glimpse into the qualities that hold Schubert together from within and makes it a technology leader in the wider world: inventiveness and a pioneering spirit. In the blink of an eye, they transform a simple pallet into a car, a ladder, a hiding place or a stage. In the mud kitchen, they mix soil, sand and water together to make the perfect 'concrete' for construction. "We give children's imaginations free rein through natural materials and equipment such as an electrical box, a workbench and whittling tools," explains Irina Haslbauer, the daycare manager. This unique educational concept reflects Schubert's values while fostering a sense of community and a responsible approach to nature.

"The KinderCampus is our family business's contribution to nurturing the next generation. The educational concept builds self-confidence, curiosity and independence, enabling children to grow into self-assured, creative and happy individuals."

Franziska Schubert,
Granddaughter of the company founder

Our colleagues are best placed to explain just how important it is to know their children are in good hands while they're at work, and how delighted they are with the KinderCampus.
Watch here:

The Schubert workforce is regularly surveyed anonymously.

Janine Gromes and Jenny Wacker (from left) are delighted with the results.

86%

rate Schubert as a "very good place to work"

ASKING AROUND

Schubert was officially certified as a "Great Place to Work" back in 2024, but we've never seen the accolade as a reason to rest on our laurels. Instead, we're constantly striving to make our corporate culture as good as it can be and to create a working environment defined by trust, appreciation and ongoing development. This approach is grounded in the values of a family-owned business and shaped together with the people who work here.

A great place to work can only remain great if its employees continue to be satisfied with their employer even after certification. That's why we regularly ask our workforce – anonymously – how they rate their jobs and the working environment at Schubert. Their detailed responses serve as both a yardstick and a driver for developing our working culture.

"Both the response rate and the ratings have risen steadily over the years," says Janine Gromes of the HR department. "We're especially pleased that in response to the most recent survey, 86 per cent of employees rated their workplace at Schubert as 'very good' overall."

> **Great Place to Work accreditation demonstrates how we put sustainable corporate management into practice: through an employee-focused culture that strengthens motivation, a sense of identification and team spirit."**
>
> Jenny Wacker,
> Director HR Gerhard Schubert GmbH

Together with HR Manager Jenny Wacker, Janine organises the surveys, analyses the feedback and reports the findings to management and the workforce. Janine and Jenny are both on hand to support managers with implementing measures in response as required.

Communication fosters engagement

Janine's role involves significant responsibility and a great deal of communication – both in the run-up to a survey, and even more so afterwards. After all, people are most engaged when they feel they can make a lasting impact. Janine is conscious of the importance of reviewing all the suggestions arising from the survey, turning them into tangible measures and implementing as many of them as possible. Explaining why some ideas may prove unfeasible in practice is just as important. "The better we support our colleagues through these processes, the more their cooperation and understanding can grow," says Janine. The success of these feedback loops and further leadership training is already evident: "Ratings for our leadership culture are significantly better now than they were the first time around," she reports.

For all the fine-tuning, the true foundation of sustainable corporate governance lies in our Schubert values. Rooted in our history, refined over three generations and updated for today's times with input from our employees, we have now formally consolidated these values for the first time. They provide a framework for our day-to-day interactions, guidance for the company's strategic direction and criteria for forward-looking decisions. They foster close alignment between strategy and lived culture, an open approach to feedback and a clear focus on our employees. Putting this into practice, both internally and externally, is the next task we will be tackling.

02

CLIMATE-FRIENDLY PRODUCTION

- Climate-friendly sites
- Resource conservation
- Regional supply chains
- Recycling and the circular economy

Our planet is our livelihood. We aim to keep the environmental footprint of our company and our products as small as possible throughout their entire life cycle. Climate-friendly production is essential for us as we develop and design our own machinery. To achieve this goal, we are continuously working on science-based decarbonisation measures.

"Our goal is, by 2030, to reduce our absolute Scope 1 and Scope 2 emissions by 42 per cent compared with 2021."

Max Wagner, Head of Building Management, Gerhard Schubert GmbH

FROM LEAN TO GREEN TO MISSION BLUE

The fact that Schubert emerged as the overall winner of the T&O Group's Lean & Green Management Award in 2025 has given us a huge boost in motivation. It demonstrates that our Mission Blue Sustainability Initiative is making a real impact deep within the Schubert team, where it has been embraced by committed employees.

Max Wagner (left) and Jonas Schmidt from Schubert are delighted to receive the Lean & Green Management Award.

Now we have it in black and white. The approach of closely linking lean methods with environmental impact is bringing us closer, step by step, to climate-friendly production. For Schubert, the move from Lean to Green is entirely logical. The more efficiently we use materials and energy, the less strain we place on the environment and the climate. At Schubert, responsibility for all things green lie with Max Wagner, Head of Facilities Management, and Jonas Schmidt, Project Engineer for Energy, Environment and Sustainability. They are using strategic, scientifically sound methods to systematically reduce our environmental impact.

Ambassadors for built facilities

The greatest potential for improving efficiency and reducing emissions reductions lies in our products and production processes. With this in mind, creating a network of 22 dedicated ambassadors who look after specific areas of the facilities and are on site every day makes perfect sense. After all, our employees are best placed to identify where we can operate more sustainably – such as spotting where compressed air is leaking unchecked in the production halls, identifying plastic bags in production that need replacing, or working out the best way to recycle toner cartridges. "This allows us to make targeted improvements to our ISO-certified energy and environmental management systems," says Jonas Schmidt. "Our network of ambassadors provides exactly the structure and momentum we need."

> **As an engineer, I try to improve the figures through innovative technology. Cutting-edge, cost-effective technology in our buildings enables us to operate in a more climate-friendly way, backed by the data."**
>
> Max Wagner, Head of Building Management, Gerhard Schubert GmbH

Overarching goal: reducing emissions

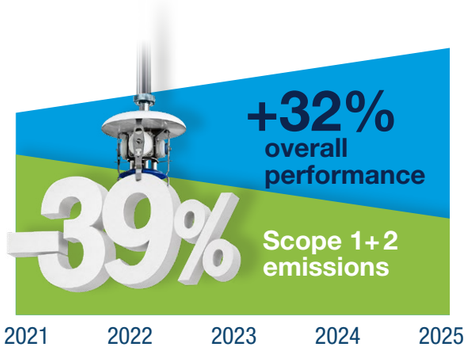
Every insight and idea from our staff helps us achieve our ultimate goal: reducing Gerhard Schubert GmbH's Scope 1 and 2 emissions by 42 per cent between the base year of 2021 and 2030. Max Wagner and Jonas Schmidt have developed an impressive dashboard to identify and systematically implement these measures based on scientific data. At its core are 11 precisely defined energy and environmental targets, including a 20 per cent reduction in electricity consumption by the end of 2028 compared with 2023. A list of over 60 measures outlines current work in progress, with all relevant measurements and figures continuously collated here. The dashboard serves as a central management and comprehensive tracking tool that maps out every development in detail – whether positive or negative.

Getting involved couldn't be easier: Peter Schubert, Head of Design and member of the third generation of Schubert family, has also taken on an ambassadorship.

Decarbonisation versus revenue growth

The dashboard helps us evaluate our decarbonisation efforts based on facts and assess their effectiveness objectively. After all – as many manufacturing companies know – total emissions are always linked to revenue. The better the financial year goes, the more difficult it becomes to reduce greenhouse gas emissions at the same time. That's why Schubert keeps an eye on both smaller-scale measures and the overall trend across multiple years. One thing we were able to establish in 2025:

Over the last five years, Gerhard Schubert GmbH has reduced its Scope 1 and 2 emissions by more than a third, while total output increased by 32 per cent over the same period.



03

ENVIRONMENTALLY FRIENDLY MACHINES AND SERVICES

- Energy and material efficiency
- Effective service life
- Minimising waste
- Flexible machines
- Digitalisation and service

The more efficient packaging processes are, the more sustainable production and packaging can be. Our modular machine concept and the consistent use of robotics ensure an ideal foundation for this. Our modular system is so flexible that packaging machines can always be adapted to your specific requirements.

“We want to achieve climate-friendly operation throughout a machine’s entire life cycle.”

Jan Köhler, Head of Series Development, Gerhard Schubert GmbH

Auf der interpack 2026 wurde die neue, energiesparende Maschinengeneration enthüllt.

GEARING UP FOR A TECHNOLOGICAL LEAP

Sometimes taking technology to the next level calls for a radical break with the past. That's why, in 2025, we channelled our entire development capacity exclusively into our new generation of machines. Although the official launch didn't take place until interpack 2026, the work had begun years earlier.

> **With our new generation of packaging machines, we're purposefully evolving our modular, control-cabinet-free concept towards a more flexible machine architecture."**
>
> Jan Köhler, Head of Series Development, Gerhard Schubert GmbH

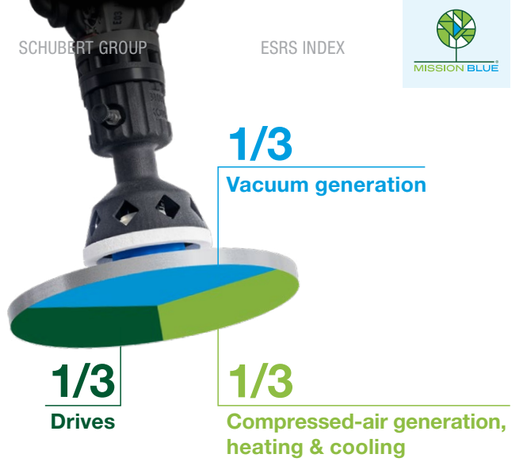
Stronger performance, a smaller footprint and a fair price – these were three ambitious goals we had set for the new Schubert machines to thrive in a highly competitive market. We added two further points to the list: technological leadership and low energy consumption. Both aspects are enshrined in our Mission Blue Sustainability Initiative, as they strengthen Schubert's position as an innovative company while reducing the carbon footprint of its packaging lines. Yet we could not have achieved this technological leap without an equally innovative partner.

Working alongside specialists from Bosch Rexroth, Schubert's development department, led by Jan Köhler, spent three years researching, building and testing a new decentralised drive system. "This close collaboration enabled us to incorporate our requirements directly into the development process and test the technology under real-world conditions at an early stage," says Köhler. In the next generation of machines, the new control-cabinet-free drive technology featuring servo motors (DC drives) will be integrated directly into the machine structure. This offers Schubert customers numerous benefits in terms of performance, space requirements, scalability and energy consumption.

Advanced energy saving

Thanks to this drive technology, the new machines can transfer surplus energy even more efficiently from one drive to another. If one robot decelerates, for example, the braking energy is fed back into the shared DC intermediate circuit via energy recovery, and another robot uses the power to accelerate. As the DC intermediate circuit covers the entire machine, further components – such as the self-optimising vacuum pump – can be connected to it. This design eliminates the energy losses previously incurred within the machine due to the conversion from DC (direct current) to AC (alternating current) and back again. This increases the energy efficiency of the entire line. Another milestone in the new packaging machines is the use of passive air cooling instead of conventional water cooling. The energy consumption of the new cooling system is virtually zero. Following the launch of the new Schubert machines at interpack 2026, we will measure the energy savings in even greater detail.

Naturally, our new generation of machines now sets the bar significantly higher when it comes to energy efficiency, and rightly so. However, we have also continuously optimised our current models for energy efficiency. There is also plenty of measurement data available to analyse their energy consumption with precision. The energy mix of our current packaging lines can be broadly divided into three parts. One third is used by the drives, one third is consumed by vacuum generation, and the final third includes compressed air generation, heating and cooling. We also make some of this consumption data available on the ECO Dashboard in our customer portal. Regardless of the machine generation, at Schubert we always keep a close eye on energy consumption.



The current energy consumption of the machines is divided into three areas.

How Schubert customers are already saving energy

- **Energy-efficient water cooling instead of fans**
- **High-efficiency IE4 motors or servo drives**
- **Recovery of robot braking energy within a frame**
- **Automatic shutdown of unused power consumers**
- **Work area lighting with energy-efficient LEDs**
- **Glue-free cardboard box assembly: 9% reduction in energy consumption across the entire machine**
- **New, more efficient gluing units: 35% reduction in energy consumption**
- **Performance-optimised F2 robot movements using Schubert Motion: 10-20% reduction in energy consumption**

04

SUSTAINABLE PACKAGING

- Packaging Competence Center PCC
- Consulting
- Research and Development
- Development partnerships
- Technical Center and Academy

Every packaging solution is unique and has its own requirements for the technology used to package it. With the expertise of our Packaging Competence Center, we help customers find the best solution.

"Our goal is, to automate packaging sustainably and make it future-proof."

Michael Graf, Director
Packaging Competence Center,
Gerhard Schubert GmbH

Michael Graf and Laura Gascho (from left) from the Packaging Competence Center

> **New materials call for new technologies. At Schubert, we combine both – as trailblazers for the sustainable automated packaging of the future."**
>
> Michael Graf, Director Packaging Competence Center, Gerhard Schubert GmbH

INNOVATING, TESTING, PACKAGING

The EU Packaging and Packaging Waste Regulation (PPWR) is shaking up the world of packaging. But sustainable packaging solutions don't emerge from new regulations alone. That's why Schubert and its partners are also researching strategies that go beyond the scope of the EU regulation and make it easier to choose environmentally friendly packaging. After all, it always comes down to striking a balance between the environment, efficiency, costs and product protection. We aim to provide expert support to FMCG manufacturers in their decision-making processes.

Every customer project is unique – every machine, every format, every type of packaging. That's what makes our consultancy and development work at our Packaging Competence Center (PCC) so exciting. Take, for example, the latest packaging line for vaccines from Schubert-Pharma. We're also focused on the underlying packaging strategies: Which products require which types of packaging? What new materials are available? Which materials can be processed by machine? Which methods should be used to test the leak-tightness of packaging?

Not all 'sealed' packaging is the same

Schubert customers often request sealed, environmentally friendly food packaging solutions. But not all packaging that claims to be sealed is the same. Waterproof, airtight, resistant to aroma loss or grease, leak-proof in a water bath test, leak-proof in a pressure chamber test – these are just a few of the many possibilities. Without such information, it's impossible to select a suitable packaging material and test it for suitability. Fortunately, there's a much simpler approach and here's how it works: asking something along the lines of "Please make me some environmentally friendly packaging for my crisps." Anyone who already knows what properties a crisp packet needs (or a "pouch", as professionals call it) and how best to test it for seal tightness will arrive at a sustainable solution more quickly.

We work together with our partners on these product properties and packaging tests. Our network has grown to 19 members over the past year. We regularly consult with suppliers of corrugated board and solid board, plastics processors, fibre-moulding manufacturers, universities and technology companies specialising in material joining. We discuss the future of packaging and jointly test materials and packaging at our Packaging Competence Center. Technology and automation are the cornerstones of a more sustainable packaging world. There are eureka moments along the way, too. And contrary to popular assumption, a crisp packet doesn't need an aluminium lining to keep snacks crisp and fresh.

> **The new approach towards more sustainable solutions begins with the product itself, rather than the conventional packaging.**

Finding the right parameters

Our Dotlock packaging is now properly taking shape: Our glue-free cardboard packaging – developed in-house – continues to undergo extensive real-world testing during lorry transport. Meanwhile, we're working on processing it reliably, quickly and efficiently. In practical terms, this means joining a flat blank by machine without glue and punching the dots in such a way that the packaging holds firmly together. We've conducted numerous laboratory-scale tests to determine the precise specifications for the folding and punching tools. This is an equation with a great many variables: the thickness of the cardboard, the diameter of the holes, the thickness of the punching tip, the force applied during punching, the number of dots and so on. Defining basic parameters for toolmaking takes a great many trials and data collection. How will our machines process Dotlock automatically? Watch this space!

Shelf-ready box: an automatable reusable solution

Beyond its research activities, the PCC team has automated the ReDiPack packaging developed by Schoeller, jointly creating a highly robust, future-proof solution for the retail sector. ReDiPack is a display box with a lid made from recyclable polypropylene that can be reused up to 30 times. It is extremely lightweight, hygienic, stackable, foldable or nestable, and can be relabelled time and time again. It functions like a standard shelf-ready box, with the added advantage of significant CO2 savings and the ability to be opened without a knife. And the reusable box is now even better, as it can be automatically erected in our packaging lines. To achieve this, we developed a special forming tool, fitted out a test machine and demonstrated the flexible solution at a customer event. Simply swapping the tool allows the retailer to switch seamlessly from single-use packaging to the reusable box – or back again. The reusable box has already proven its worth in a trial run at a major retail chain, marking yet another small step towards sustainability for us and our customers.

Dotlock packaging during transport by truck.

More about ReDiPack:

SCHUBERT PACKAGING SYSTEMS – SCHUBERT-PHARMA

IT ALL ADDS UP

Awareness of more environmentally friendly packaging is growing – and our expertise is growing along with it. A new packaging line from Schubert-Pharma exemplifies how we guide our customers on their journey towards a more sustainable future through new end-to-end solutions – combining automation, packaging and environmental considerations into a single equation.

> **The close integration and knowledge transfer between plant engineering, packaging development and pharmaceutical expertise – typical of Schubert – deliver decisive advantages."**
>
> Karin Kleinbach, Director of Pharma Unit, Schubert Packaging Systems

Packaging industry buzzwords like recyclability, volume reduction and plastic substitution only truly hit home when they're put into action. That's why we've expanded our capabilities as a machine manufacturer to include the Packaging Competence Center (PCC). A new turnkey solution comprising a pharmaceutical packaging line and in-house developed cardboard packaging for a vaccine manufacturer demonstrates just how well these elements complement each other. 270 vaccine kits per minute adds up to almost 390,000 units in a single day. That's the output of Schubert-Pharma's new packaging machine. After all, supplying millions of people means producing and packaging vaccines in vast quantities. The serum is often delivered to medical practices in a glass vial with a needle and syringe. Previously, the pharmaceutical manufacturer protected this fragile cargo using sturdy plastic blister packs inside a box. But the new machine called for a change in packaging to a design made from a single material, fully recyclable, a third smaller in size, and with a single box size accommodating all 11 formats. It was a clear case for the PCC and our cardboard specialist Valentin Köhler.

Eleven formats, one box

Valentin Köhler always sees cardboard as the material of choice – even for glass bottles. In addition to the smaller box, he developed 11 different inserts to accommodate the specific product combinations required. When properly folded and glued, such a compartment structure is remarkably robust, despite starting out as nothing more than a thin flat blank. It only takes on its true form within the machine. The new line handles this task with the greatest of ease, processing as many as 12 packages at once.

» The PCC is an ongoing asset not only for Schubert itself, but above all for our customers.

Cardboard expertise since the very first machine

This is where the team's extensive experience in machine design really came into its own. "Even the very first Schubert machine erected cardboard boxes, and that legacy is evident to this day," says project manager Luca Blümlein. This is also why no special machine tests were required for the prototypes to win the vaccine manufacturer round to the packaging solution. "Direct communication and a step-by-step approach were the decisive factors for our customer," says Luca Blümlein.

Instead of plastic blister packs, the vaccines are now packaged in cardboard boxes.

More about the new packaging solution:

SCHUBERT FERTIGUNGSTECHNIK

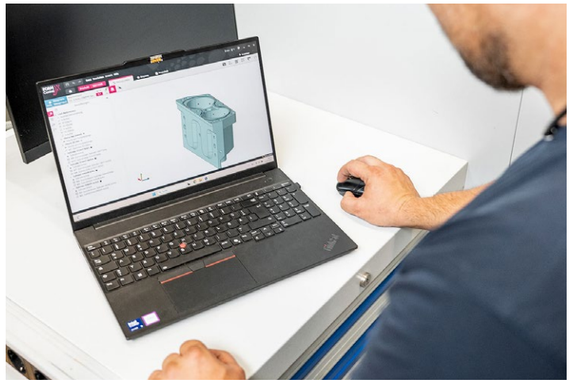
PIONEERING SPIRIT IN ACTION

The fact that corporate values such as pioneering spirit and flexibility are truly put into practice at Schubert is evident when the best ideas originate from the team itself. Take, for example, the idea that machining mechanic Markus Maier came up with at Schubert Fertigungstechnik: A new automated quality control system makes the production of metal components more efficient and frees staff up from gruelling night shifts.

Every day, Markus Maier personally checked the quality of the metal components coming off the fully automated Robodrill machines. If the machines mill even a few hundredths of a millimetre off target, the components are rendered worthless. This is because they perform a task requiring the utmost precision: enabling the automatic changing of robot tools in our packaging machines. That's why a final check of the Fanuc lines was always the last thing Markus Maier did before the end of his shift. But then he discovered a new piece of software – and took a completely different approach to quality control.

After securing the support of the management team, employees at Schubert Fertigungstechnik launched a pilot project. Together with software manufacturer Blum-Novotest and equipment manufacturer Fanuc, they integrated the FormControl X digital tool into their production lines. They were well aware that such an undertaking would not work perfectly right away and might require a fair amount of development work. However, everyone involved was highly motivated to network the software with the Robodrill systems in a way that would enable fully automated quality control. And they succeeded. All components are now continuously measured and assessed while machining is in progress.

Markus Maier now monitors production with digital support.



» From manual to fully automated – a huge leap that notably speeds up quality control.

Traffic-light system reduces scrap

A simple traffic-light system on a laptop now shows whether all measured values are still within the tolerance range. As soon as a measurement starts to drift – moving from the standard value towards the edge of the tolerance range – it becomes visible in the analysis, allowing the machine operator to intervene immediately. In the days of manual checks performed after the production line stage, faults were often only detected once a whole batch of defective parts had already been produced. Now, all dimensions with tolerances of less than a tenth of a millimetre are measured automatically, as are form and position tolerances, which are often interdependent in the machining process. "The software takes measurement tasks off my plate," says Markus Maier, "which means that I can concentrate more on my actual work. It also makes working on the machine less stressful, because we always know where we stand in terms of quality."

Jens Grieser and Markus Maier (from left) discuss the new automated quality control system.

Only when the machinist goes home does the new quality control system truly reveal its full potential. Thanks to the software, the machines can run completely autonomously throughout the night, without the risk of churning out scrap for eight hours straight. This is possible because the machining lines can now detect for themselves whether manufacturing tolerances are being exceeded. If this occurs, they halt the current production run and switch to a different component that has been set up in advance. At the same time, the system generates a measurement report. "Now I can get all my work done during regular hours – and that's a big win in my book!" says Markus Maier enthusiastically. Gruelling night shifts on the Robodrill machines are now a thing of the past at Schubert Fertigungstechnik.

Expansion to other machines

Following the strong results achieved with the Fanuc systems, additional production lines are set to follow suit. Four machines have already been fitted with the new quality control system, while others are currently undergoing testing. Data from the software can be accessed simultaneously from all systems and workstations. The solution is at its most effective when the machine either automatically inserts a sister tool or switches to a different component using a pallet station as required. This enables Schubert Fertigungstechnik to gradually increase the amount of unmanned machine operation.

Alexey Zakharov from Schubert System Elektronik proudly stands in front of the new SMT line.

SCHUBERT SYSTEM ELEKTRONIK

FROM HANDS-ON ENGINEER TO MACHINE HERO

At Schubert, the tech comes from the team. And that's why Schubert System Elektronik (SSE) has invested in both. To improve its site in Neuhausen ob Eck, Germany, and position it for the future, SSE has invested EUR 4.5 million in automated processes, digitalisation and staff training.

Working at Schubert gives you a lot to smile about! At least, that's the impression given by the proud, beaming faces at Schubert System Elektronik GmbH's brand-new facilities. The modernised electronics production facility focuses on surface-mount technology (SMT), where printed circuit boards are populated and soldered with millions of electronic components. The team now receives effective machine-based support for assembling control displays, known as human-machine interfaces (HMIs). Logistics employees also benefit. Electronic components delivered on reels are scanned and labelled with a barcode in the goods-in area. After production, an automatic counting device uses X-ray technology to scan partially used rolls. All component tracking data is automatically fed into the SAP system, providing an optimal overview of stock levels.

HMI line: Ten minutes cut to 45 seconds

Kai Reineke is one of three HMI specialists who used to assemble, glue and test every unit by hand in a series of intricate steps. One especially delicate stage was joining the glass and display to form a single unit, which took him ten minutes per control unit. That's fast, but not fast enough in the face of increasing competition. With the fully automated HMI line, Kai and his colleagues are back in the lead. Loading, joining, bonding, testing and packaging now take a total of just 45 seconds – a massive increase in efficiency. For these seasoned experts, becoming bona fide machine whizzes is an entirely new working experience. Schubert provided comprehensive training and qualification programs to ensure that the team could prepare for the automated HMI line in plenty of time.

SMT production: Precision laser cutting replaces rough blades

In the SMT division, three team members are also delighted with their new machines, including a laser device. To manufacture electronic assemblies cost-effectively, components are soldered in a cluster directly onto the surface of a large printed circuit board. The circuit board – known as a panel – must then be cut into individual assemblies. Previously, the pre-scored substrate was cut using a semi-automated rotary cutter – a rather rough method that often took a toll on the tiny components. Schubert now employs on a high-precision laser that operates with significantly greater accuracy and reproducibility, while being gentler on the material. Automated production processes in the SMT sector reduce error rates, rework and scrap, leading to a more efficient and sustainable use of materials and resources.

Marc Danzebrink, COO at Schubert System Elektronik, drove the investment project alongside CEO Matthias Klein and oversaw its entire implementation. One thing was clear from the outset: "Futureproofing can't be achieved solely through investing in technology, but above all by training and empowering people within the company," says the COO. This is because highly automated manufacturing processes create technically demanding jobs that require a different set of skills to those needed for purely manual assembly. It's all the better when employees are given the opportunity to gain advanced qualifications. Marc Danzebrink is just as delighted with this success as his team: "This helps us secure our competitiveness, as well as our skilled workforce and the attractiveness of our site."

> **"We actively involve our staff in this technological transition and provide ongoing opportunities for them to improve their skills. This is what social sustainability looks like at Schubert."**
>
> Matthias Klein, CEO Schubert System Elektronik

This is a typical Schubert approach that strengthens the people and the entire company over the long term.

SCHUBERT ANNUAL 2025

Find the full Annual online here:

Go to the ESRS Index:

Publisher

Gerhard Schubert GmbH
Gerhard-Schubert-Platz 1
74564 Crailsheim, Deutschland
info@gerhard-schubert.de
www.schubert.group

Sustainability disclosures

ESRS DISCLOSURES

ESRS 1 General requirements

Description of the structure and objectives of the ESRS standards

ESRS 2 General information

Basic principles

BP-1 General principles for the preparation of the Sustainability Statement

The Sustainability Statement is based on the Mission Blue Sustainability Initiative, which has been rolled out across the entire Group. The report applies primarily to the Group's manufacturing companies: Gerhard Schubert GmbH (SC), the subsidiaries Schubert Fertigungstechnik GmbH (SFT) and Schubert System Elektronik GmbH (SSE), and the German sales company Schubert Packaging Systems GmbH (SPS). The other subsidiaries, particularly the foreign subsidiaries, are only considered to a limited extent and are identified as Group values.

The report is based on all information available as at 30 May 2026.

BP-2 Disclosures relating to specific circumstances

The Sustainability Report and the values reported in it are based on information obtained to the best of our knowledge and in good faith. The information is presented as accurately as reasonably possible.

Corporate management

GOV-1 The role of the administrative, management and supervisory bodies

Gerhard Schubert GmbH is a medium-sized, second-generation, owner-managed and 100% family-owned mechanical engineering company based in Crailsheim, Baden-Württemberg, Germany. Gerhard Schubert GmbH is the parent company and the Group's central manufacturer of packaging machines. In addition to international sites focusing on sales and service, the Group includes subsidiaries in electronics, engineering, precision parts manufacturing and 3D printing.

The management of Gerhard Schubert GmbH comprises Ralf Schubert as Managing Partner, Peter Gabriel and Marcel Kiessling. The shareholders of the Schubert Group are Ralf Schubert and Gerald Schubert, together with their sons Johannes Schubert and Peter Schubert.

GOV-2 Information and sustainability aspects addressed by the company's administrative, management and supervisory bodies

As part of the Mission Blue Sustainability Initiative and in accordance with ISO 14001 and ISO 50001, environmental and energy team meetings are held twice a year. The Mission Blue core team presents objectives and measures for the following year or years at the Schubert Group's annual strategy meeting with the extended management team. Decisions required, for example on investments, the assessment of risks and opportunities, and resulting measures, are discussed and decided by the people responsible for the fields of action and Marcel Kiessling on the Management Board, in the presence of the Schubert Group shareholders.

GOV-3 Inclusion of sustainability-related performance in incentive schemes

Sustainability-related targets and performance have not yet been integrated into incentive schemes. The management and shareholders of the Schubert Group are committed to the company's vision, mission and guiding principles and act accordingly.

GOV-4 Declaration on due diligence

The shareholders and management of the Schubert Group continuously assess how they address actual and potential negative impacts on the environment and people in connection with their business activities. This assessment is incorporated into the annual review of the materiality analysis for the Sustainability Report. Opportunities and risks for the business are discussed at an annual strategy meeting of the extended management team, and measures are derived.

GOV-5 Risk management and internal controls for sustainability reporting

For the 2027 financial year, the Schubert Group expects to prepare its Sustainability Report in accordance with the ESRS and have it audited by Wirtschafts-Treuhand GmbH, the Schubert Group's auditor.

Strategy

SBM-1 Strategy, business model and value chain

Business model: The Schubert Group offers manufacturers of consumer goods and pharmaceutical products highly flexible and environmentally friendly packaging solutions for automating primary, secondary and tertiary packaging processes in packaging machines and lines using robotics. We support the development of sustainable packaging as a development partner for our customers and provide services to ensure the long-term, optimal operation of machines.

Company policy: As a family-owned company, we strive for long-term independence. Our equity ratio of more than 70% reflects our financial strength and long-term focus. Investments within the usual scope are generally financed from our own funds. For larger investments, we work on a long-term basis with a small number of selected principal banks. Business risks are covered by selected insurance partners. Gerhard Schubert GmbH is aware of its responsibility as the largest employer in Crailsheim and supports the attractiveness of the location. Social development is promoted by supporting social projects at the site and in the region.

Machine and development strategy: The TLM standard modular system ensures a high degree of standardisation of machine assemblies and units; more than 60% are series parts. Packaging machines are designed and manufactured exclusively in Crailsheim, Germany (as at 2025).

Production strategy: We aim for a high degree of vertical integration through two main suppliers within the Schubert Group: Schubert Fertigungstechnik for parts production and Schubert System Elektronik for control systems and electronic components.

Manufacturing and supplier strategy: Added value is created as close to our sites as possible. We work with regional supply chains: more than 30% of purchased parts come from suppliers within 75 km of Crailsheim, more than 60% from Baden-Württemberg, approximately 91% from Germany and approximately 94% from the EU. Long-standing partnerships with key suppliers give Schubert high priority in the event of supply bottlenecks. The proportion of in-house production is high: approximately 40% of drawing parts are manufactured within the Schubert Group. We also aim for a high degree of redundancy for production parts: approximately 80% of externally manufactured parts can also be produced within the Schubert Group.

Sales and service strategy: Schubert packaging machines are used primarily by consumer goods manufacturers and pharmaceutical companies in Europe, North America, Australia and Japan. We design solutions based on specific customer requirements, with a high level of technical expertise and the necessary process understanding. If requested by the customer, Schubert can take overall responsibility for packaging lines through its Turnkey Unit, including third-party machines and project management. Support for machines during operation by the international Schubert service organisation is very important, both through on-site technical support and remote digital tools, as well as the rapid supply of required spare parts. In key markets such as the USA, Canada and England, the Schubert Group has its own subsidiaries, whose sales and service experts work close to customers. European markets are supported from the Crailsheim headquarters by sales experts and a service organisation of 170 employees. In Australia/New Zealand and Japan, we work with sales partners that place great importance on service. Schubert machines are often in productive use for 20 years or more. We provide a 20-year spare-parts service commitment.

SBM-2 Interests and positions of stakeholders

The following stakeholders influence the company or may be influenced by it and have therefore been considered relevant:

- Employees and applicants
- Customers
- Suppliers
- Shareholders
- Local communities at our sites
- The environment (as a silent stakeholder)

Stakeholder views on the company's business activities are regularly surveyed and assessed to identify impacts, risks and opportunities. Employees' interests are represented by the Works Council. Dialogue with management takes place weekly and, where needed, on specific topics.

SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business models

For the Schubert Group, it is essential to actively identify and assess material impacts, risks and opportunities and incorporate them into the development of strategies and business models to ensure sustainable, forward-looking corporate management. Schubert supports companies in the consumer goods and pharmaceutical industries by automating their packaging processes. Customer surveys confirm that customers expect Schubert, as a machine manufacturer, to support the development of sustainable packaging and offer testing opportunities. As part of the Mission Blue Sustainability Initiative, Schubert has defined environmentally friendly packaging as a field of action and brings together its consulting services and testing options under Packaging Perspectives. Schubert believes this offers opportunities to differentiate itself successfully in the competition of the future. A failure to support customers in developing sustainable packaging is considered a risk to our business. Consumer goods companies increasingly expect their suppliers, including Schubert, to provide evidence of sustainable conduct. Documentation and possibly certification may become prerequisites for successful business relationships in the future. The product carbon footprint of a machine in operation may also become a purchasing criterion and thus an opportunity to differentiate.

Management of impacts, risks and opportunities

IRO-1 Description of the process for identifying and assessing material impacts, risks and opportunities

Employees are surveyed at least every two years, and customer surveys are conducted regularly. Supplier discussions take place at supplier meetings and are summarised in an annual supplier assessment. Shareholder coordination takes place at monthly extended management meetings, the annual strategy meeting and the annual shareholders' meeting. The interests of the environment are also considered on its behalf. Findings from surveys and discussions that may affect business activities and/or stakeholders, together with the associated risks and opportunities for the Schubert Group, are assessed and prioritised by management and translated into strategic and operational measures.

IRO-2 Disclosure requirements included in the ESRS and covered by the company's Sustainability Statement

Disclosure requirements classified as not relevant on the basis of the materiality analysis are identified below as immaterial.

Minimum disclosure requirements

MDR-P Policies for managing material sustainability matters

A strategy meeting is held once a year, bringing together management and divisional management to develop strategies for the coming year. These are incorporated into divisional planning and reflected in implementation.

MDR-A Measures and resources related to material sustainability matters

The measures implemented during the reporting year to achieve the sustainability goals of Mission Blue are presented in this report.

MDR-M Metrics related to material sustainability matters

As part of the Mission Blue Sustainability Initiative, Gerhard Schubert GmbH collects key figures on its material sustainability topics. These include employer attractiveness (employee satisfaction, turnover, training and occupational safety); climate neutrality (Scope 1 and 2 greenhouse gas emissions and material Scope 3 emissions); environmentally friendly machines and services (energy consumption and product carbon footprint); and the collaborative development of sustainable packaging solutions. Systematic data collection and analysis enable Schubert to report progress transparently, identify opportunities for improvement and pursue its sustainability goals effectively.

MDR-T Monitoring the effectiveness of policies and actions through targets

The Schubert Group pursues the following objectives for the four fields of action of the Mission Blue Sustainability Initiative:

- To be one of the best employers in Germany (certified by Great Place to Work)
- To produce climate-neutrally (Scope 1 and 2). No specific Scope 3 target has yet been adopted. A target certified by SBTi is being pursued.
- Environmentally friendly machines and services, with a minimal product carbon footprint over the life cycle.
- To be a development partner for customers on sustainable packaging.

PERFORMANCE OVERVIEW

ENVIRONMENT

ESRS E1 Climate change

ESRS E1-1 Transition plan for climate change mitigation

The Schubert Group aims to minimise the environmental footprint of the company itself and its products throughout their entire life cycle, in line with the Paris Agreement to limit global warming to 1.5 degrees Celsius.

ESRS E1-2 Strategies related to climate protection and adaptation to climate change

The Schubert Group strives for climate-friendly sites in accordance with Scope 1 and 2 of the GHG Protocol. The strategy for achieving this goal is to invest in energy-efficient buildings, improve the energy efficiency of machinery and equipment, promote electric mobility in the vehicle fleet and use renewable energy to replace fossil fuels. The generation of electricity from our own sources is promoted through the installation of photovoltaic systems. The energy efficiency of packaging machines is improved through new technologies, for example for vacuum or compressed-air generation. Climate-friendly operations at our customers' sites will only be possible if they switch to green electricity. The Schubert Group works closely with its customers as a development partner to promote sustainable, recyclable packaging.

ESRS E1-3 Measures and resources related to climate strategies

Improve energy efficiency:

In 2023, a digital energy monitoring system was installed at the Crailsheim site to record energy consumption. This provides a basis for improving energy efficiency in the current year and subsequent years. The system is continuously expanded and improved.

Reduce energy consumption for heating and cooling:

In 2023, the new Assembly Hall 3 with office building was completed at the Crailsheim site to the KfW 40 Plus efficiency standard. All heating and cooling energy is generated from renewable sources (523 kWp photovoltaics, heat pumps and ice storage). A 567 kWp photovoltaic system was installed on Hall 1 North. Together, both photovoltaic systems cover approximately 25% of the Crailsheim site's energy requirements. Since 2022, the site has used 100% certified green electricity. The administration building and Hall 1 North are heated with geothermal energy and therefore operated climate-neutrally.

Long-term reduction in machine energy demand

Metric	2024	2025
Average machine power demand (kVA)	24.20	16.90
Compressed air: compressed air consumed by the machine (kVA)	2.90	2.03
Vacuum: vacuum demand of the machine (kVA)	7.74	5.41
Base load: minimum electricity demand over the course of a day (kVA)	3.39	2.37
Kinetic energy: all movements of the machine units (kVA)	6.05	4.23
Cooling: water cooling (kVA)	1.69	1.18
Heating: mainly required for gluing equipment (kVA)	2.42	1.69

The decrease in 2025 is attributable to more accurate data collection and lower energy demand. In addition, the machine mix changed compared with 2024.

ESRS E1-4 Targets related to climate protection and adaptation to climate change

We are reducing our absolute Scope 1 and Scope 2 emissions by 42% compared with 2021 and will additionally reduce our Scope 3 emissions by 30% per FTE by 31 December 2030, based on the GHG Protocol methodology.

ESRS E1-5 Energy consumption and energy mix

Metric	2024	2025
Fuel consumption from non-renewable sources (MWh)	8,800.49	6,592.00
Fuel consumption from renewable sources (MWh)	241.00	227.60
Total electricity consumption (MWh)	**7,409.45**	**7,330.14**
of which		
Other electricity consumption (MWh)	7,355.17	6,826.63
Electricity consumption for heating and cooling (MWh)	54.28	283.22
Own electricity production (MWh)	1,387.08	1,478.25
Electricity sales (MWh)	286.84	306.66
Total energy consumption (MWh)	**16,450.95**	**15,423.37**
Energy intensity ratio relative to overall performance (MWh/€ million)	39	34
Electricity self-sufficiency (%)	-	15.8
Energy self-sufficiency (%)	-	18.7

Electricity self-sufficiency covers the entire Schubert Group. Energy self-sufficiency covers only Gerhard Schubert GmbH. These are provisional figures.

ESRS E1-6 Gross GHG emissions in Scope 1, 2 and 3 categories and total GHG emissions

Metric	2024	2025
Scope 1 emissions* (tCO2e)	2,077	1,817
Scope 2 emissions* (tCO2e)	179	50
Scope 3 emissions* (tCO2e)	**184,089**	**151,328**
Scope 3, of which upstream (Scope 3.1-3.8) (tCO2e)	30,358	36,573
Scope 3, of which downstream (Scope 3.9-3.15) (tCO2e)	153,731	114,755
Intensity ratio relative to total performance (t/€ million)	542	399

These are provisional figures. Scope 3 covers only Gerhard Schubert GmbH and includes Categories 3.1, 3.3, 3.4, 3.5, 3.6, 3.7, 3.9, 3.11 and 3.12. For the 2025 financial year, Categories 3.2, 3.8, 3.10, 3.13, 3.14 and 3.15 were considered not relevant.

***Base Year 2022**

ESRS E1-7 Greenhouse gas removals and greenhouse gas reduction projects financed through carbon credits

Not currently practised.

ESRS E1-8 Internal CO2 pricing

Not currently practised.

ESRS E1-9 Expected financial effects of material physical risks and transition risks, and potential climate-related opportunities

From the current perspective, no financial effects from material physical risks, transition risks or potential climate-related opportunities are apparent. A reassessment will be carried out next year.

ESRS E2 Environmental pollution

The Schubert Group is introducing emissions monitoring for SOx, NOx and VOCs.	**More than 80% of all waste generated by the Schubert Group was recycled in 2025.**	**Schubert packaging machines are typically in operation for at least 20 years.**

ESRS E2-1 Strategies related to environmental pollution

The Schubert Group manufactures packaging machines at its site in Crailsheim, Germany. Its subsidiary Schubert Fertigungstechnik, based in Bartholomä, Germany, manufactures parts for packaging and other machines, while its subsidiary Schubert System Elektronik, based in Neuhausen ob Eck, Germany, manufactures electronic components and modules for packaging machines. Due to the nature of its business, the impact on water, soil and air pollution is minimal. All German environmental protection laws are strictly observed. The only area of the Schubert Group that works with hazardous substances is the paint shop in Crailsheim. All regulations on the safe handling and disposal of these substances are strictly observed, including through regular external inspections. Schubert Fertigungstechnik is located in a water protection area. No hazardous substances are used there as a matter of principle; lubricants are stored, separated, reused and disposed of properly.

ESRS E2-2 Measures and resources related to environmental pollution

The Schubert Group complies with all environmental laws and regulations applicable in Germany. We are implementing measures to reduce SOx, NOx and VOC emissions. These include optimising and changing the painting process, which could result in VOC savings of 35%.

ESRS E2-3 Targets related to environmental pollution

The Schubert Group is implementing continuous emissions monitoring to reduce SOx, NOx and VOC emissions by 31 December 2027. The results will be used to set further targets for reducing environmental pollution, in addition to reducing fossil fuel use and implementing the VOC reduction plan.

ESRS E2-4 Air, water and soil pollution

Metric	2024	2025
Volatile organic compounds (VOC) (kg)	-	7,366
Nitrogen oxides (NOx) (kg)	-	1,809
Sulphur oxides (SOx) (kg)	-	649

Covers only emissions from Gerhard Schubert GmbH. The Schubert Group does not emit unusual or transboundary pollutants at its sites as a result of its business activities.

ESRS E2-5 Substances of concern and substances of very high concern

The Schubert Group does not produce substances of concern.

ESRS E2-6 Expected financial effects of material risks and opportunities related to environmental pollution

From the current perspective, we do not anticipate financial effects from material risks and opportunities related to environmental pollution. A reassessment will be carried out next year.

ESRS E3 Water and marine resources

This topic is not relevant according to the materiality analysis.

ESRS E4 Biodiversity and ecosystems

This topic is not relevant according to the materiality analysis.

ESRS E5 Resource use and circular economy

ESRS E5-1 Strategies related to resource use and the circular economy

Schubert Fertigungstechnik aims to make optimal use of primary raw materials such as aluminium. Components are sorted into size categories before processing to reduce waste. Waste chips are melted down by specialist third-party companies and returned to the manufacturing process. A strategy for resource use and the circular economy has not yet been developed.

ESRS E5-2 Measures and resources related to resource use and the circular economy

A waste balance sheet has been prepared to record waste streams. The general aim is to improve resource efficiency in the use of raw materials. For example, sheet metal waste from laser cutting is collected and returned for recycling. Cutting waste from acrylic glass safety screens for packaging machines is also collected and returned for recycling. Schubert packaging machines are typically operated for more than 20 years. This service life is supported by maintenance, repair and retrofitting. At the end of their life cycle, machines are either taken back by Schubert or recycled or reused by the operator. Schubert makes buy-back offers for certain components that can be reused.

ESRS E5-3 Targets related to resource use and the circular economy

No targets have been set yet.

ESRS E5-4 Resource inflows

Not currently recorded.

ESRS E5-5 Resource outflows

Metric	2024	2025
Total waste generated (t)	1,362.90	1,359.71
Waste composition (top three categories):		
Paper/cardboard, waste code AVV 15 01 01 (t)	271.07	233.67
Municipal waste, waste code AVV 20 03 01 (t)	146.32	165.17
Mixed metals, waste code AVV 17 04 07 (t)	73.57	75.52
Hazardous waste - total (t)	92.48	89.63
Hazardous waste - preparation for reuse (t)	-	-
Hazardous waste - recycling (t)	56.64	72.30
Non-hazardous waste - total (t)	1,289.01	1,270.08
Non-hazardous waste - preparation for reuse (t)	16.12	14.22
Non-hazardous waste - recycling (t)	1,095.06	1,044.09
Recycling rate (%)	-	81.00

The quantities of residual material used for other purposes within the company are not recorded.

These are provisional figures. Covers only the Schubert Group production sites. The recycling rate is based on the total waste generated by Gerhard Schubert GmbH according to the 2025 internal waste statistics.

ESRS E5-6 Expected financial effects of material risks and opportunities related to resource use and the circular economy

From the current perspective, we do not anticipate financial effects from material risks and opportunities related to resource use and the circular economy. A reassessment will be carried out next year.

SOCIAL

ESRS S1 Own workforce

ESRS S1-1 Strategies related to the company's own workforce

The Schubert Group has all of its production sites in Germany. Demographic developments are expected to lead to a shortage of skilled workers in Germany. As competition among companies for skilled workers increases, the Schubert Group aims to position itself as a sustainable company in the high-tech mechanical engineering sector, offering secure and attractive jobs. Work-life balance and the integration of skilled workers from abroad are particularly important. This ambition is set out in the vision and mission, from which the aim of being recognised as one of the best employers in Germany is derived. Participation in the Great Place to Work programme, with annual employee surveys, provides an objective assessment of progress towards this goal.

ESRS S1-2 Processes for engaging with the company's own workforce and workers' representatives on impacts

The Schubert Group workforce is involved in the objectives and measures of the Mission Blue Sustainability Initiative through regular exchanges with workers' representatives at the sites in Germany. In addition, annual employee surveys are conducted for Gerhard Schubert GmbH in Crailsheim.

ESRS S1-3 Processes for remedying negative impacts and channels through which the company's own workforce can raise concerns

The Schubert Group has established a whistleblowing system through which reports of violations of corporate principles and laws can be submitted.

ESRS S1-4 Taking action on material impacts and approaches to managing material risks and pursuing material opportunities related to the company's own workforce, and the effectiveness of these actions and approaches

Risks and opportunities related to our own workforce arise from filling vacant positions with suitable candidates and from employee satisfaction and motivation at the Schubert Group. Currently, all positions can be filled appropriately. Vocational training in a range of professions also plays an important role. Employee satisfaction is at a good level, although it has not yet reached the target value.

ESRS S1-5 Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities

Metric	2024	2026
Employee satisfaction index (%)	68	76

Since 2023, Gerhard Schubert GmbH has conducted regular employee surveys. The index measures employees' trust and assesses workplace culture across five key dimensions. 86% of respondents agree with the statement: "All in all, I can say that this is a very good place to work." The aim is to rank among the top-performing comparable companies in the Great Place to Work ranking.

ESRS S1-6 Characteristics of the company's employees

Metric	2024	2025
Total headcount (number of employees)	1,773	1,888
Total workforce (FTEs)	1,601	1,665
External employee turnover rate (%)	5.7	3.6
Departures (number)	151	115
Hiring rate (%)	10.7	11.4
New hires (number)	186	236
Average length of service (years)	11	11

Includes the entire Schubert Group, including trainees and interns. Schubert defines external employee turnover as termination by the employee or employer. Internal moves within the company or Group, retirement and temporary leave for further training are not included. Rehires are counted as new hires and therefore reduce the average length of service.

ESRS S1-7 Characteristics of non-employees in the company's own workforce

The Schubert Group generally prefers to employ its staff directly. During holiday periods, periods of particularly high capacity utilisation, or where required by foreign legal provisions, the company occasionally uses temporary employment agencies.

ESRS S1-8 Collective bargaining coverage and social dialogue

The Schubert Group is not bound by collective agreements, but provides at least the benefits agreed by the parties to the metal industry collective agreement.

ESRS S1-9 Diversity parameters

Metric	2024	2025
Employees under 30 years of age (number)	553	589
Employees under 30 years of age (%)	31	31
Employees aged 30-50 (number)	826	868
Employees aged 30-50 (%)	47	46
Employees over 50 years of age (number)	394	431
Employees over 50 years of age (%)	22	23
Average age of employees	-	38
Male employees (number)	1,340	1,484
Male employees (%)	80	79
Female employees (number)	299	404
Female employees (%)	20	21
Employees of other genders (number)	0	0
Employees of other genders (%)	0	0
Diversity - nationalities represented (number of countries of origin)	26	29

ESRS S1-10 Fair pay

The Schubert Group is not bound by collective agreements, but generally provides the benefits agreed by the parties to the metal industry collective agreement.

ESRS S1-11 Social protection

With three production sites and one sales location in Germany, the Schubert Group is subject to German social legislation. The sales and service companies in the USA, Canada, England and China comply with local social legislation.

ESRS S1-12 People with severe disabilities (number)

Metric	2024	2025
Employees with severe disabilities (number)	43	49
Proportion of employees with severe disabilities (%)	2.4	2.6

Covers only the Schubert Group production sites.

ESRS S1-13 Training and skills development parameters

Metric	2024	2025
Apprentices - total (number)	124	140
Apprentices - male (number)	100	92
Apprentices - female (number)	24	48
Apprentices who completed their training (number)	26	28
Apprentices retained after completing their training (number)	21	25
New apprentices hired (number)	38	42
Documented training days or participations (number)	543	1,030
Average documented training activities per employee per year	0.31	0.55

Covers only the Schubert Group production sites. The increase in training activities is attributable to an expanded training programme and improved training management, as well as more comprehensive documentation.

ESRS S1-14 Health and safety parameters

Metric	2024	2025
Occupational safety (accidents per 1,000,000 working hours)	8.5	6.86
Sickness absence rate (%, based on 220 working days per year)	4.3	5.2

Covers only the Schubert Group production sites.

ESRS S1-15 Parameters for work-life balance

Metric	2024	2025
Parental leave taken (number)	80	93

Covers only the Schubert Group production sites.

ESRS S1-16 Remuneration parameters (pay gaps and total remuneration)

Not specified.

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

Metric	2024	2025
Cases of discrimination (number)	0	0

Covers only the Schubert Group production sites.

ESRS S2 Workers in the value chain

ESRS S2-1 Strategies related to workers in the value chain

We aim to create value as close as possible to our production sites. We also work with regional supply chains: more than 30% of purchased parts come from suppliers within 75 km of Crailsheim, more than 60% from Baden-Württemberg, approximately 91% from Germany and approximately 94% from the EU. Suppliers' compliance with EU occupational health and safety and social legislation helps ensure that workers in the value chain are employed to the same high standards as our own workforce.

ESRS S2-2 Processes for engaging with workers in the value chain on impacts

We do not see any direct impacts of our business activities on workers in the value chain.

ESRS S2-3 Processes for remedying negative impacts and channels through which workers in the value chain can raise concerns

We do not see any direct impacts of our business activities on workers in the value chain.

ESRS S2-4 Taking action on material impacts and approaches to managing material risks and pursuing material opportunities related to workers in the value chain, and the effectiveness of these actions and approaches

We do not see any direct impacts, opportunities or risks for workers in the value chain arising from our business activities.

ESRS S2-5 Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities

We will continue our strategy of using regional supply chains wherever possible, as close links with suppliers can bring advantages, for example by supporting delivery reliability.

ESRS S3 Affected communities

This topic is not relevant according to the materiality analysis.

ESRS S4 Consumers and end users

ESRS S4-1 Strategies related to consumers and end users

The Schubert Group operates exclusively in the business-to-business (B2B) sector. Gerhard Schubert GmbH supplies packaging machines to manufacturing companies in the consumer goods and pharmaceutical industries. Schubert Fertigungstechnik (SFT) and Schubert System Elektronik (SSE) supply other machine manufacturers, which use the parts and components produced in their machines. We expect customers to want to know the Product Carbon Footprint of the machines, parts or components they purchase in the future. A methodology is being developed to generate this information from primary and secondary data and make it available. In general, Schubert supports its customers in achieving their sustainability goals, including through the development of sustainable packaging solutions.

ESRS S4-2 Processes for engaging with consumers and end users on impacts

In B2B business, customer relationships usually extend over long periods. Collaboration is either project-related, for example when purchasing a packaging machine or component, or focused on supporting the machines in operation. Buyer requirements are generally set out in specifications or requirement documents, which the Schubert Group fulfils. The technical service department of Gerhard Schubert GmbH conducts regular surveys in which customers can give feedback on specific business transactions, including service calls, parts deliveries, training and retrofits. The management of the Group companies is responsible for incorporating customer requirements into company policy.

ESRS S4-3 Processes for remedying negative impacts and channels through which consumers and end users can raise concerns

Customers and users of Schubert Group products can raise concerns at any time through their usual personal contacts or the management of the Group companies.

ESRS S4-4 Taking action on material impacts on consumers and end users and approaches to managing material risks and pursuing material opportunities related to consumers and end users, and the effectiveness of these actions and approaches

Schubert packaging machines comply with all EU safety standards to ensure safe and sustainable operation. Schubert regards improved energy efficiency and a lower Product Carbon Footprint as quality attributes for the future. Supporting users in developing sustainable packaging solutions, for example cardboard instead of plastic, and automating the packaging process are seen as opportunities to increase competitiveness. The Schubert Group does not produce or sell packaging.

Metric	2024	2025
Development partnerships (number)	17	19
Packaging projects focused on sustainable packaging (number)	19	25
Sustainable films (number)	24	32
Machine tests with sustainable packaging		
Total (number)	19	25
Total number of films tested at the Schubert Technical Centre (number)	39	32
of which		
of which: tests with paper films	9	4
of which: tests with transparent mono-PP films	13	1
of which: tests with non-transparent PP films	2	0
of which: tests with conventional films	15	27

Figures refer to SC only.

ESRS S4-5 Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities

The Schubert Group believes that high customer satisfaction with its products and services is essential for long-term success. It therefore aims to conduct broad, regular customer satisfaction surveys. The methodology and targets have not yet been finalised.

GOVERNANCE

ESRS G1 Corporate policy

ESRS G1-1 Strategies relating to corporate policy and corporate culture

The Schubert Group pursues a corporate policy based on compliance with the law, tolerance and openness, and equal treatment for all. The guidelines for corporate policy and culture are set out in the Vision, Mission and Principles of Cooperation, which are available on the Schubert website. These principles are communicated to all new employees. A whistleblowing system has been introduced to report violations of applicable laws and internal principles and guidelines.

ESRS G1-2 Management of supplier relationships

The Schubert Group aims to establish long-term relationships with predominantly regional suppliers, many of which are SMEs. Schubert expects suppliers to behave ethically and comply with the law. Supplier requirements are set out in a Supplier Code of Conduct.

ESRS G1-3 Prevention and detection of corruption and bribery

A compliance management system has been introduced. It includes a statement of principles from management, a Code of Conduct for business partners, a software-supported risk management system for monitoring supply chains, a whistleblowing system and internal guidelines.

ESRS G1-4 Incidents relating to corruption or bribery

Metric	2024	2025
Documented incidents (number)	0	0

ESRS G1-5 Political influence and lobbying

No political influence or lobbying takes place.

ESRS G1-6 Payment practices

The Schubert Group does not differentiate between SMEs and larger suppliers in its payment practices. It generally aims to build long-term, trusting relationships with suppliers. This is reflected in its payment practices.