MARBACH-GROUP. **SUSTAINABILITY REPORT 2022.**

Karl Marbach GmbH & Co. KG and Marbach Werkzeugbau GmbH



SUSTAINABILITY REPORT 2022.

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INTRODUCTION.



Sustainability or sustainable development means meeting the needs of the present in a way that does not limit the possibilities of future generations.

As a 3rd generation family business, we have been in the market for 100 years and follow this philosophy of sustainability.

Since the foundation of the Marbach company in the year 1923, we have mastered numerous challenges: Inflation, war, recession, pandemic and procurement crisis. And yet our company has always endured and today it is impossible to imagine the industry without it. We want to secure this existence in the future as well.

At Marbach, we have been dealing intensively with the topic of sustainability for many years. It is an integral part of our corporate philosophy. In the future, however, we would like to place the idea of sustainability even more firmly in the focus of our entrepreneurial activities.

For us, sustainability means the future: the future for following generations, future for our earth and future for our company:

1. By acting in an ecologically meaningful way, we support the preservation of the environment for future generations and the halting of climate change. For an earth with a future.

- 2. By acting economically, we have ensured the continued existence of our company for 100 years. And thus, the future of Marbach and its employees. But we also serve society in the respective country in which we are active through our performance in terms of the provision of funds (taxes).
- 3. And last but not least, we support the future of our society through socially meaningful actions and social commitment. Furthermore, we are an interesting and appreciative employer internally by creating an optimal working environment and individually promoting and challenging our employees.

Over the last year, we have dealt very intensively with the topic of sustainability throughout the company and defined what sustainability means to us as a company and how we can make our contribution to a sustainable future. We show how we act as a company and what goals we have set ourselves for the future.

With this first comprehensive sustainability report, we communicate our journey and form the basis for an annual review of our actions and direction.

I invite you to accompany us on this journey and I hope you enjoy reading it.



Peter Marbach
Owner and Managing Director

OUR COMPANY HISTORY.



Our market is the packaging market in the area of sustainable basic materials fibres and plastics.

We are an internationally operating group of companies with headquarter in Heilbronn. Marbach employs 1,600 people at 20 locations worldwide.

With its die-cutting technology and toolmaking, the company group is an important partner for the global packaging industry.

→ More details about the history: www.marbach.com/history

100 years of Marbach. From a 3-man workshop to a world market leader.

100 years of Marbach. That means 100 years of innovations, performance and tool technology par excellence. In 1923, the Marbach company started as a 3 man operation in Heilbronn (Germany).

The founding years.

On 16 July 1923, Karl Marbach Senior and two partners founded a mechanical workshop in Heilbronn. The company's most important products were manual top knives for the regional shoe industry. After a short closure in the founding vear, the business resumed after three months. In response to an enquiry from Karl Marbach Junior. an advertising material factory. Marbach Senior began producing steel rule dies in 1926.

The war years 1941-45.

In 1944, the company building in Heilbronn was partially hit during an air raid and the production was relocated for a short time. After the war, the company was able to move back to Heilbronn. In 1955, the second generation joined the company with

Milestone Laser introduction.

In 1972, a major milestone for Marbach followed: the investment in the first CNC-controlled CO₂ laser cutting system for cutting-die production in Europe. The introduction of this technology was a quantum leap in diemaking and brought Marbach the market leadership in Europe, which the company could also consolidate in the following years as an innovation leader.



Workshop around 1925.



Workshop around 1939.



Buildina 70s.

OUR COMPANY HISTORY.



Trade fair participation as a success factor for growth.

In 1977 Marbach exhibited for the first time at a leading international trade fair: The drupa in Düsseldorf.

This trade fair still accompanies Marbach today as an important leading trade fair, as does the international plastics trade fair K.

Technologies, innovations and patents: Marbach sets market standards.

Over the years, Marbach has introduced numerous technologies and innovations to the market, many of which remain standards in the industry today. These include mpower, marbastrip, the crease-plate-die and the greenplate. The list of changes is long and getting longer all the time. With the CONNECT|M solutions, Marbach is gearing up for Industry 4.0.

Since 1984 - Expansion and internationalisation: The Marbach Network.

Internationalisation began in 1984 with a shareholding in the company Arden Dies in Stockport (England). Today the Marbach Group consists of more than 20 production and sales subsidiaries as well as joint ventures and franchising partners.

More space and modern working: The new buildings.

The Marbach Group is constantly growing. Over the years, this growth repeatedly led to cramped conditions in the existing buildings and thus to the need for new buildings. It began with the reconstruction of the building in Heilbronn's Fügerstraße, after the Second World War After that new constructions took place at the current location from 1963 onwards. However, investments have not only been made in Heilbronn over the past decades, but also at the international locations. Modern buildings and technology are a success factor in the future orientation of the company and for more sustainability.



Exhibition stand drupa 1977.



CONNECTIM.



Modern buildings.

OUR COMPANY HISTORY.



Three generations: The family business.

The secret of the Marbach company's success is linked to the Marbach family and to the people who founded, expanded and made this company successful. Those whose tireless commitment and wealth of ideas have ensured the company's continued existence even in times of crisis. The family behind the company, who for three generations have done everything to ensure that the company becomes, is and remains successful.

Karl Marbach Senior



Karl Marbach Junior



Peter Marbach



All three generations – from Karl Marbach Senior, to Karl Marbach Junior, to the current Owner and Managing Director Peter Marbach – have one thing in common: their foresight to recognise the changing times and to act accordingly.

With these virtues, the three generations of the Marbach family have turned the company from a small craftman`s business into what it is today:

A world market leader in the production of tools for the packaging industry.

→ More details about the history: www.marbach.com/history

OUR LOCATIONS.





OUR CURRENT MANAGEMENT.





Peter Marbach Owner and Managing Director



Bernd KlenkCEO Diecutting Technology



Markus Britsch CEO Toolmaking



Stefanie Schier CFO Die-cutting Technology and Toolmaking

- Cutting dies
- Sales & Marketing
 - Industry Management
 - Production & Logistics
 - Development
 - QA / QM / Processes
- Automation & Die Supplies
- International Die-cutting Technology locations

- Thermoforming tools
 - Sales
 - Production
 - Development
- Rotary die-cutting tools
 - Production
 - Development
- International Toolmaking locations

- HR
- Procurement
- Controlling / Finance
- IT & ERP
- Apprenticeship

OUR BUSINESS MODEL.





The Marbach Die-cutting Technology ...

supplies the global packaging industry and its partners with tools for packaging production (die-cutting tools, stripping tools, blanking tools, embossing tools) as well as machines, materials and services related to die-cutting.

The Marbach Toolmaking...

supplies the global packaging industry with thermoforming tools to produce cups, lids and menu trays made of plastic, composite materials and fibres. The portfolio also includes various thermoforming services as well as Form, Fill & Seal (FFS) and high-precision special applications.

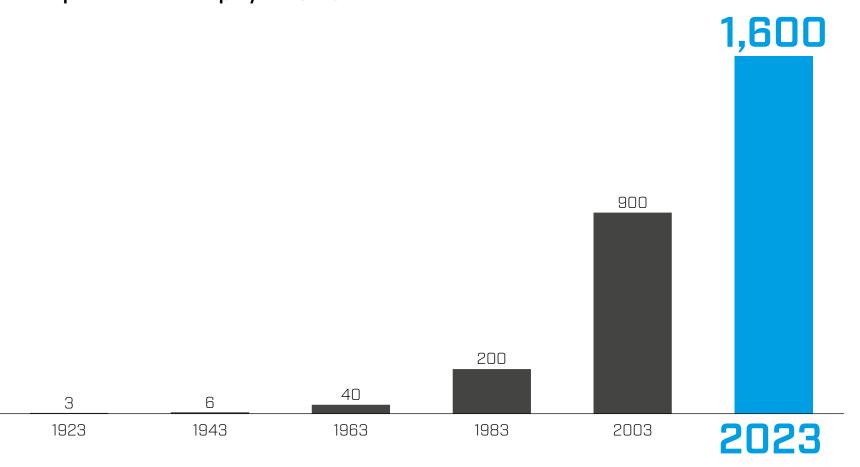
What sets us apart.

We supply our customers not only with tools, but also with services related to die-cutting and thermoforming of packaging. We inspire with technologies and solutions that demonstrably generate customer benefits and bring our customers maximum performance in the production of their packaging.

OUR EMPLOYEES.







Worldwide Die-cutting Technology: 1,350 Toolmaking: 250 Germany 800 Heilbronn total Die-cutting Technology: 460 Toolmaking: 190

OUR VISION AND MISSION.

We are leaders in the field of sustainability.

We understand this claim to mean that environmental and climate protection as well as resource efficiency are motivation for us in our daily work. When developing new products and operating production facilities, we make sure that all impacts on the environment and climate is kept as low as possible. Climate change affects us all: Our goal is to avoid negative impacts on the environment and climate as well as to reduce greenhouse gas emissions – at our own sites, throughout the supply chain and at our customers' sites. In doing so, we are contributing to the implementation of the Paris Climate Agreement and to the achievement of the specific UN Sustainable Development Goals – SDG 8 Decent Work & Economic Growth, SDG 12 – Sustainable Consumption & Production Patterns and SDG 13 – climate action.

In terms of sustainability in the social sphere, we see ourselves as an active member of society and get involved in a wide variety of ways. We bear responsibility for our employees, their families and our partners at all Marbach Group locations worldwide. We are also involved in a wide range of social projects.

With the defined measures, we want to optimise ourselves step by step on all levels of sustainability in the future and contribute to ensuring that our company, our employees, our country, our society and our environment can develop in a positive way.



OUR ECONOMIC MILESTONES 1/2.



How did it all begin?

The Marbach company was founded in the worst possible times: 1923 was the height of hyperinflation. Shortly after launching the company. it had to close again due to the poor economic situation, only to open again three months later. Over the decades until today there have been numerous challenges for the company. Through prudent and sustainable decisions. which always considered the development of the company's size especially when setting up the management structure - the company was able to grow healthily to its current size and market position. During this time, numerous milestones were achieved in the most diverse areas of sustainability:

Economic, ecological and social.

1923

Foundation of the company with 3 persons.

First product: Manual top knives for the shoe industry.

1926

New product: Steel rule dies for the advertising industry.

Groundbreaking decision for today's product.

Todav:

Sales share Die-cutting Technology: 72 %.

1955

2nd generation: Karl Marbach Junior joins the company.

Ensuring the successful continuation of the company.

1960

Start of production of thermoforming tools as another important mainstay.

Today:

Sales share Toolmakina: 21 %.

1972

Automation: Europe's first laser cutting system for the production of diecutting tools.

Cornerstone for alobalisation. Tools of unique quality.

1977

First trade fair participation drupa.

Another milestone for alobalisation.

1984

Start of alobalisation.

Today:

20 branches worldwide. We deliver to more than 100 countries around the world.

1988

3rd generation: Peter Marbach joins the company.

Ensuring the successful continuation of the company.

OUR ECONOMIC MILESTONES 2/2.



1992

Peter Marbach joins the management.

1998

Expansion of the portfolio: Marbach Die Supplies & Automation divisions as a further economic mainstay.

Eastern Group: Eastern Europe as an important location for the further development of the company.

Today:

Approx. 470 employees at 7 locations (Die-cutting Technology and Toolmaking).

2006

Start of a new building in Heilbronn, 2008 occupation. Decision in favour of the Heilbronn location. Headquarters as the main control centre of the group.

More energy efficiency and shorter throughput times thanks to the new building.

Since 2008

Several managing directors for different areas. Ensuring success.

Today's management organisation.

2012 until today

Expansion of activities to America (USA, Mexico) and Asia (Malaysia, China).

Creation of further turnover potential and thus further expansion of the company group.

2020/2021

Corona pandemic. With Marbach vaccination campaign in 2021.

Expansion of digitalisation. Launch of CONNECT|M, web sessions, Experience Hub.

2023

100-year company anniversary.



Events for clients and employees, press relations.

Promoting and challenging employees through consistent personnel development. In addition, securing the future of the company by training employees.

Ensuring qualified junior staff as well as qualified employees. (Marbach is certified with the DUALIS seal). Participation in job fairs.

Contribution to the success of the company.

OUR ECOLOGICAL MILESTONES 1/2.



As of 2006

New buildings at numerous locations. Improved working environment, energy & CO₂ savings. Future-orientated energy, lighting and air-conditioning concepts, investments in highly efficient units such as central ventilation, vacuum and cooling systems and a modern vehicle fleet.

Energy efficiency.

2008

Heilbronn: Concrete core temperature control.

Heilbronn: Solar cells for energy

Heilbronn: Solar cells for energy generation.

2009

Application for the trademark marbagreen at the European Union Intellectual Property Office (EUIPO). Path to a green and sustainably successful future was launched.

2012

Ecologically sustainable dieboard Marbach greenplate. Heilbronn Declaration.

Sustainability as the main theme of drupa.

Start of the intensive examination with the topic of sustainability.

2013

First CSR report based on the Heilbronn Declaration. Eco Scouts (energy saving).

2018

First E-vehicle in the Marbach fleet.

2020

Energy audit according to DIN-EN 16247-1.

Identified potential for saving and efficient use of energy is exploited. Residual materials are separated, collected and professionally recycled or disposed of by certified specialist companies. ALBA-CO₂ certificates per year.

OUR ECOLOGICAL MILESTONES 2/2.





Photovoltaic plant in Romania.

2022

Energy saving.

Equipping the buildings at numerous Marbach locations with LED-lighting.

Photovoltaics.

Photovoltaic systems were installed in Romania and Poland.

Heilbronn.

Heating consumption brake in 2022. Enquiries for new heating systems, LED-lighting in the production areas at the Heilbronn site (Die-cutting Technology and Toolmaking). Establishment of an internal energy management system.

Start energy concept Heilbronn location.

2023

Sustainability project in the Marbach Group.

Definition of the climate targets and creation of the materiality matrix.

Signature Global Compact.

WE SUPPORT



LED lighting Heilbronn Die-cutting Technology.

Planning for 2024

Energy project.

For cooling in the production and buildings, a mechanical cooling process is to be used instead of heat/cooling system via gas burners.

OUR SOCIAL MILESTONES 1/2.



1928

Start of training for young people. **06/2023**

30 apprentices/students in 11 professions/study courses.

As of 09/2023

42 apprentices/students in 11 professions/study courses.



Since 2006

Every 2 years, a staff party is held with the family (Family Day).

Group-wide, decentralised organisation.

Today

Number of participants Heilbronn approx. 1,200 people.



Since 2017

Holding a winter village on the last working day before Christmas.

Heilbronn.

Today

Number of participants: approx. 350-400 people.



OUR SOCIAL MILESTONES 2/2.



Introduction Employee Mission Statement and Code of Conduct:	Since 2002. Fruit Week every 2 months.	Families Ukraine- Accommodation in Heilbronn.	Support for the preemie party at SLK-Klinikum Heilbronn.	1997 Introduction MBS. Employees receive bonuses depending on the company's success.	Sponsoring Employees: participation in sporting events (Trollinger Marathon, Stimme Firmenlauf).
For employees and suppliers.	Leadership tools: Leading with goals, NTT, leadership training.		FIT Programme. Award Fit Proposal of the Year.		
Actions with schools and kindergartens.	Christmas donation for various organisations (regional and international).	Since 2017. Job bike.	Cooperation with health insurance companies and corresponding campaigns and health courses.	Monthly after-work activities for employees.	Award for employees who recruit new employees.
Kita Kinderbunt: 5 places for employees' children in Heilbronn.		Discounted leasing hardware for employees.		Advantage purchasing programme for employees: Corporate Benefits.	Annual global football tournament Marbach Cup.
	Corona pandemic: Vaccination campaigns, Actions to support employees, support of clinics with face plates.	Romania: Support children's home.	Support Actions Lions Club.	Poland: Support transports to Ukraine.	

OUR SUSTAINABILITY CLAIM: MATERIALITY ANALYSIS.

In order to identify the ecological, economic and social challenges that are particularly important for the future development of the company, we conducted a materiality analysis in autumn 2022/spring 2023. The target group of the survey were internal and external stakeholders. With the help of an online questionnaire, we asked them to assess the relevance of key topics.



Total

152

sent questionnaires.

Return Flow

110

usable questionnaires.

Response rate at 72.3 %.

Thereof

85

internal stakeholders (employees, management) and

25

external stakeholders (communities, customers, suppliers).

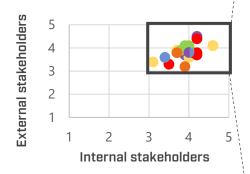
OUR SUSTAINABILITY AMBITION: MATERIALITY ANALYSIS.



Our Marbach Materiality Matrix.

Based on the different interests and assessments of the stakeholder groups (external view) as well as the assessment of the effects of the business activities (internal view) on the topics, a matrix was created. This forms the basis for the Marbach Group's future sustainability strategy and the corresponding sustainability programme. With the materiality matrix, we define the relevance of various topics for the future design of our sustainability strategy and sustainability measures until 2028.

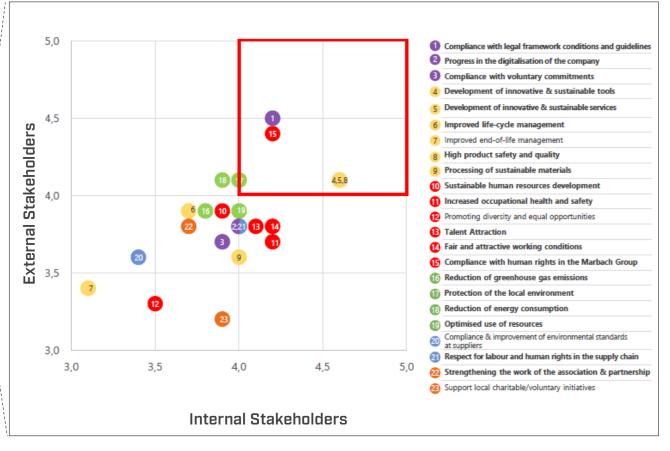
The main topics are those that have been identified as MUST topics for the majority of stakeholders, as well as 2 additional topics that have been identified as MUST topics by the company.



1 = Not material

3 = Material

5 = Top priority



OUR SUSTAINABILITY AMBITION: FOCUSED TOPICS.

Our final list of prioritised topics that we will work on with a strong focus until 2028.

1	Compliance with legal framework conditions and guidelines	The Marbach Group respects and complies with national and international legislation in all areas of the company, as well as with the company's own guidelines and codes, such as the CoC or CoC for Suppliers. It prepares itself for upcoming legislation.	
15	Compliance with human rights in the Marbach Group	In its own company, the Marbach Group ensures compliance with the UN human rights principles.	
4	Development of innovative and sustainable tools (incl. processing of sustainable materials)	The Marbach Group focuses on the development of new tools and technologies with the potential to realise sustainable improvements in the customer's manufacturing environment (e.g., efficiency and productivity increases, energy savings, reduction and optimisation of material usage). This includes the innovative solutions that enable the customer to process new materials such as bioplastics, recycled plastics, monomaterials, fibre-based materials with high recycled content and alternative materials.	
5	Development of innovative and sustainable services		
16	The reduction of GHG emissions including the increase of energy efficiency Reducing the CO ₂ footprint at company level, including the supply chain, is a central goal of the Marbach Group. Ambitious targets across all three scopes will be set with a climate strategy. In relation to the entire company, the Marbach Group will not increase the consumption of energy per m² and employee through intelligent energy management. The focus will be on CO ₂ -neutral energy consumption.		
13	Talent Attraction	Retaining knowledge carriers in the company and bringing new innovative minds into the company, is an important issue for the Marbach Group. The company is actively working to strengthen its employer branding and to be an attractive employer for both existing employees and future professionals.	

OUR SUSTAINABILITY AMBITION: STRATEGIC GOALS UNTIL 2028.



Our strategic corporate goals and aspirations/claims.

In our materiality matrix, we have formulated the topics on which we want to focus strongly by 2028. From this, we have derived corresponding goals. For a structured and goal-focused approach, we have quantified the goals we set and translated them into corresponding KPIs.

Based on these KPIs, we will define measures to achieve the goals and regularly monitor the success of the measures as well as the degree of goal achievement on a regular basis.

Strategy pillars 2023



Customer-Orientation



Employee-Orientation



Performance Orientation



Technology Leadership



Sustainability

Strategic Corporate goals 2028

Claim



Customer-Orientation

We inspire our customers.



Employee-Orientation

We promote and challenge our employees.



Corporate Development

We are setting up the company secure.



Technology Leadership

We guarantee our lead through technology.



Sustainability

We are leaders in the field of sustainability.

OUR SUSTAINABILITY AMBITION: SUSTAINABILITY GOALS.



Our sustainability targets and KPIs 1/2.

Our aspiration for 2028:

We are leaders in sustainability.

We have translated this into the following overarching goals for the sustainability strategy pillar.



We create added value for our customers through innovative & sustainable products and services.

We work with our customers to meet the challenges of achieving sustainability goals, including transparent communication, joint projects to develop new innovative products and an enhanced service offering to increase resource efficiency.

- Number of product developments.
- Further developed range of services.

As the Marbach Group we publicly commit ourselves to follow the 10 principles of the Global Compact and to be transparent with our progress in implementing the sustainability strategy:

- Achieve EcoVadis Silver by 2025.
- Sustainability reporting in reference to GRI.

- We want to keep knowledge carriers in the company and bring new innovative minds into the company.
- a. Strengthening employer branding and developing a talent management process by the end of 2023.
- b. As the Marbach Group, we strengthen the personal responsibility of our employees to achieve our sustainability goals.

Indicate the number of initiatives/projects implemented by the end of 2024.

We are improving our labour turnover rate.

OUR SUSTAINABILITY AMBITION: SUSTAINABILITY GOALS.



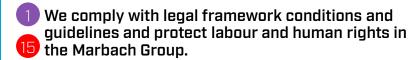
Our sustainability targets and KPIs 2/2.

Our aspiration for 2028:

We are leaders in sustainability.

We have translated this into the following overarching goals for the sustainability strategy pillar.





We actively protect labour and human rights in the Marbach Group and are "up to date" with the implementation of legal framework conditions and quidelines.

- No compliance incidents.
- Introduction and active communication of the whistleblower channel.
- Number of tips via the whistleblower channel and processing times.

As the Marbach Group, we are making our contribution to achieving the Paris climate targets.

We do this by reducing GHG emissions in all three scopes and increasing energy efficiency.

In 2023, we will join the Science Based Targets Initiative (SBTi).

 By 2030, we will reduce emissions in all three scopes by 42% (SBTI target).

SPECIFIC GOALS IN THE ENVIRONMENT PILLAR.

OUR GOALS, MEASURES AND KPIS 1/2.



Our main focus in the environment pillar is to reduce emissions and increase resource efficiency in order to make our contribution to achieving the Paris climate targets. In 2023, we will join SBTi and reduce emissions by 42% in all three scopes by 2030. Our specific key figures:



CO₂ emissions.

Reduction of carbon dioxide emissions.

We are reducing our Scope 1+2 emissions by 10% from the base year 2022 to 2025.

- By using LED-lighting, we will achieve a reduction of approximately 5% in total electricity consumption by 2025.
- Through additional photovoltaic installations, we will increase the share of renewable energies by 20 % by 2025.
- Electricity savings in %.
- Renewable energy/electricity in %.

• We reduce fossil gas consumption by 10% from the base year 2022 to 2025.

- Measures in all locations to reduce of a further 10 % fossil gas by 2025.
- Fossil gas savings in %.

Reduction of energy consumption.

Identify further opportunities to increase energy efficiency.

- Preparation of a list of measures for the production sites by the Sustainable Production Team in 2024.
 Based on this, an implementation plan is adopted for each participating site by Q4 2024.
- Implementation plan per site based on the identified measures.
- Monitoring the progress of implementation.

Projects for energy-saving measures.

- In 2023 and 2024, employees at all sites will be encouraged to submit proposals for energy-saving measures.
- Number of proposals submitted.

SPECIFIC GOALS IN THE ENVIRONMENT PILLAR.

OUR GOALS, MEASURES AND KPIS 2/2.





Circular economy.

Reduction of resource consumption.

◆Reducing the amount of waste and increase recycling rates.

- In 2024, conduct a survey of the largest fractions and define a plan (starting with Germany and expanding to other locations).
- From 2025 to 2028, implement measures to reduce waste to increase recycling in all areas of the company.
- Saving packaging material and using reusable packaging materials.
- · List of waste generation incl. action plan.
- Recycling rate across all sites (in t and %).
- Concept development.

♦ No Printer Initiative (base year 2022).

- Reduction in the number of printers (unless required for legal reasons).
- Reduce the number of printers by 25 % by 2025.
- Survey of the number of printers in the Marbach baseline.
- Reduction of printers in %.

Trainings.

Awareness raising.

We want to deal consciously and sensitively with the environmental impact of our activities to strengthen the responsibility of our employees.

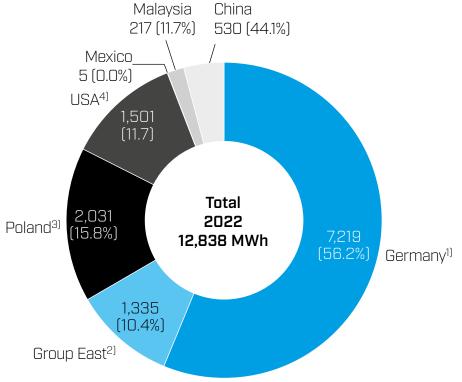
- We create a multilingual training to strengthen environmental awareness in the Marbach Group by 2025.
- Completed training material.
- Number of languages offered.
- Indication of completed trainings of the staff in %.

OUR ENERGY CONSUMPTION FOR ELECTRICITY, GAS, OIL.

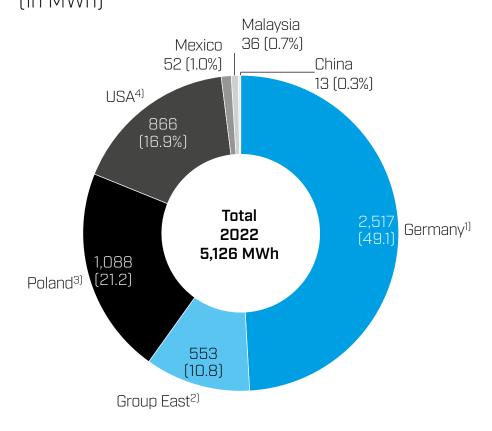


Total electricity consumption 2022.





Total fossil fuel consumption 2022. (in MWh)



¹⁾ Consolidated companies (Karl Marbach Stanzformtechnik Heilbronn, Marbach Werkzeugbau Heilbronn, Marbach in Bünde, Marbach in Geyer)

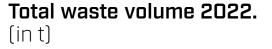
²⁾ Consolidated companies (Marbach CZ, Marbach SK, Marbach RO)

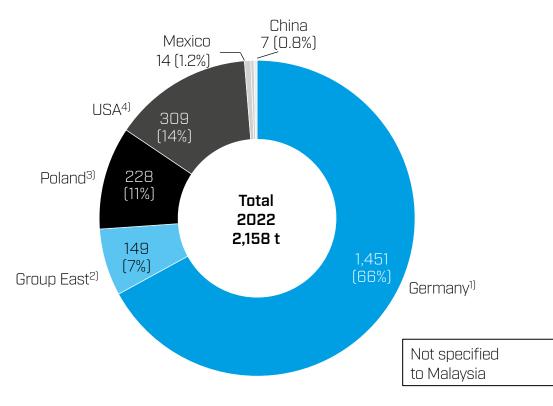
³⁾ Consolidated companies (Marbach Polska (TG,KI,PO), Marbach Budowa)

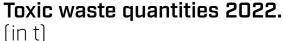
⁴⁾ Consolidated companies (Marbach America (NC,MC), Marbach tool & equipment)

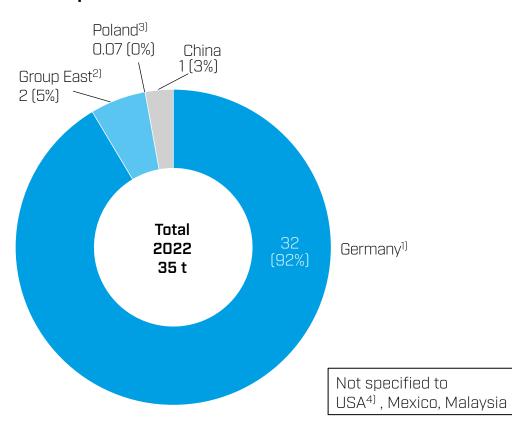
OUR TOTAL WASTE QUANTITIES AND TOXIC WASTE.











¹⁾ Consolidated companies (Karl Marbach Stanzformtechnik Heilbronn, Marbach Werkzeugbau Heilbronn, Marbach in Bünde, Marbach in Geyer)

²⁾ Consolidated companies (Marbach CZ, Marbach SK, Marbach RO)

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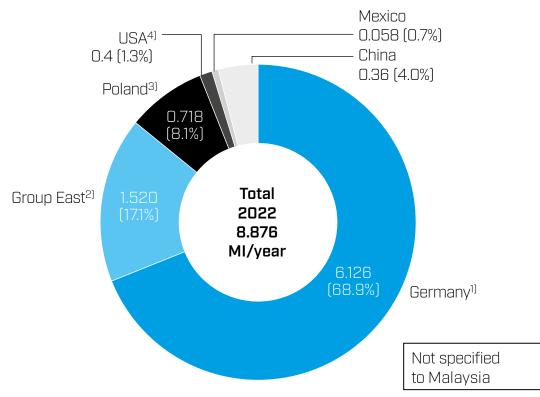
⁴⁾ Consolidated companies (Marbach America (NC,MC), Marbach tool & equipment)

OUR WATER CONSUMPTION AND RECYCLED WASTE.

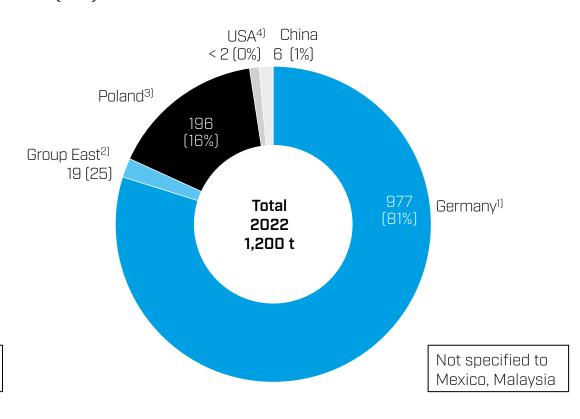


Total water consumption 2022.

(in megalitres per year)



Recycled waste quantities 2022. (in t)



¹⁾ Consolidated companies (Karl Marbach Stanzformtechnik Heilbronn, Marbach Werkzeugbau Heilbronn, Marbach in Bünde, Marbach in Geyer)

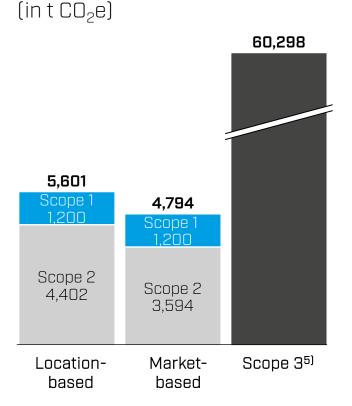
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³⁾ Consolidated companies (Marbach Polska (TG,KI,PO), Marbach Budowa)

⁴⁾ Consolidated companies (Marbach America (NC,MC), Marbach tool & equipment)

OUR CO2 GREENHOUSE GAS EMISSIONS IN ALL THREE SCOPES.

Emissions in 2022.



Scope 1 & 2 emissions by region.

(Market-based, in t CO₂e)

Country	Scope 1	Scope 2	
Germany ^{1]}	522.48	1,564.69	
Group East ²	152.05	285.66	
Poland ³⁾	268.41	694.74	
USA ^{4]}	201.34	525.72	
Mexico	12.98	2.32	
Malaysia	9.21	17.78	
China	3.08	503.16	

¹⁾ Consolidated companies (Karl Marbach Stanzformtechnik Heilbronn, Marbach Werkzeugbau Heilbronn, Marbach in Bünde, Marbach in Geyer)

²⁾ Consolidated companies (Marbach CZ, Marbach SK, Marbach RO)

³⁾ Consolidated companies (Marbach Polska (TG,KI,PO), Marbach Budowa)

⁴⁾ Consolidated companies (Marbach America (NC,MC), Marbach tool & equipment)

⁵⁾ Expenditure-based estimation with the help of the Scope 3 Evalutor of the GHGP.

UPSTREAM & DOWNSTREAM EMISSIONS IN THE VALUE CHAIN.





Scope 3 Category ^{1]} .	Emissions in t CO₂e.
3.1 Purchased goods & services	45,329
3.2 Capital goods	2,179
3.3 Fuel and energy-related activities	482
3.4 Upstream transport	5,332
3.5 Generated waste	318
3.6 Business travel	646
3.7 Commuting of employees	1,445
3.8 Upstream leased assets	139
3.9 Downstream transport	1,160
3.10 Processing of sold products	
3.11 Use of sold products	2,326
3.12 End of life cycle	245
3.13 Downstream leased assets	312
3.14 Franchises	0
3.15 Investments	383
Scope 3 Total	60,297 t CO ₂ e ¹⁾

¹⁾ The emission values only include 3 sites (Karl Marbach GmbH & Co. KG, Marbach Werkzeugbau GmbH, Marbach America Inc.) - however, according to a materiality analysis, these account for at least 67 % of the total Scope 3 emissions. A survey of the other sites will follow in the next years.

SPECIFIC GOALS IN THE SOCIAL PILLAR.

OUR GOALS, MEASURES AND KPIS 1/2.



Our focus in the social pillar is, on the one hand, how we can master the current challenges of the labour market, how we can retain knowledge carriers in the company and attract new innovative minds to the company and, on the other hand, how we can track our commitment to respecting labour and human rights at our own sites.

Our aspiration for 2028:

We promote and challenge our employees.



Employee orientation.

We promote and challenge our employees.

- We support our employees by offering a wide range of benefits.
- We want to retain knowledge carriers and attract new ones to the company.
- We want to ensure the health, future security and well-being of all employees.
- Indicate the number of initiatives/projects implemented by the end of 2024.
- Improving the turnover rate.
- Improving the health rate.

Employer branding.

We promote and challenge our employees.

Another important point for us is to attract new, imaginative employees to our company.
 We are actively working to strengthen our employer branding and to be an attractive employer for both existing employees and future professionals.

SPECIFIC GOALS IN THE SOCIAL PILLAR.

OUR GOALS, MEASURES AND KPIS 2/2.





Employer branding & talent management process, whistleblower channel and training hours.

We are introducing a talent management process.

- We want to keep our knowledge carriers in the company.
- We regularly conduct employee appraisals and employee surveys, analyse the results (most recently in 2022 at all German locations) and take appropriate measures as needed to ensure employee satisfaction in their working environment.
- We live an open and fair corporate culture. Employees can communicate with each other when problems arise. We find solutions together to achieve a good and effective cooperation.
- Improving the labour turnover rate.
- Regular staff appraisals.
- Conduct staff survey.

Qualification: Our target is 8 hours of training per staff/year.

- We want to promote the qualification and further development of our employees and ensure the quality of our processes and products at a high level.
- We monitor the qualifications of our employees using a qualification matrix. This matrix is updated annually. The training planning of each individual employee is derived from it.
- We manage the trainings in our dedicated training software.
- Number of training hours/per staff/year.

Measures 2022/23

Regular staff appraisals.



Employee survey 2022.



Guideline on Mobile Working/Home Office in Germany.



Qualification matrix for deriving training needs.



Introduction whistleblower channel. <



Start awareness campaign in 2023. 🗸



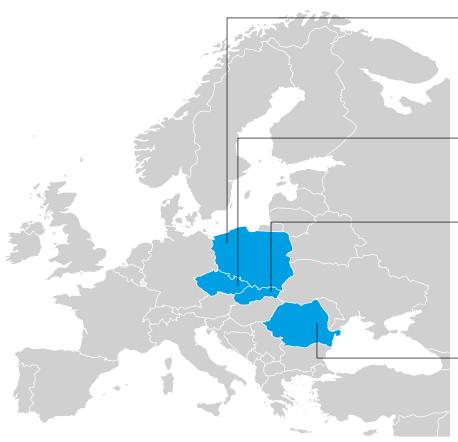
Realisation of first communication steps through emails, presence on the intranet and through training (2023).

SOCIAL ENGAGEMENT 01.01. - 31.12.2022.

OUR SOCIAL ACTIVITIES 1/3.



Social projects and donations to social institutions: Marbach Group.



Poland.

Employees from our Polish site in Tarnowskie Góry have started a campaign for Ukraine together with the "Szaliki" Foundation: Employees of Marbach Poland and citizens from Tarnowskie Góry collected donations in kind needed for the supply of the Ukrainian population. With a Marbach transporter the donations were transported to Kiev by our employees.

Czech Republic.

Our branch in the Czech Republic supported a diocesan charity with a small cash donation. In addition, Marbach Czech Republic donated money for aid measures for Ukraine.

Slovakia.

In Slovakia, there is a national campaign initiated by the Minister of Transport called "By Bike to Work", which aims to further develop motor-free transport. On the one hand, this is intended to sensitise the population to ecologically sustainable means of transport. On the other hand, employers should create biker-friendly conditions in their companies.

This campaign has been running for almost 10 years until now. Our branch in Slovakia participated in this project with 2 teams, the duration of the project was 2 weeks.

Romania.

Our branch in Romania has been supporting schools and children's sports activities in various fundraising projects since ages.

SOCIAL ENGAGEMENT 01.01. - 31.12.2022.

OUR SOCIAL ACTIVITIES 2/3.



Social projects and donations to social institutions: Heilbronn.

There were several fundraising campaigns in Heilbronn in 2022/2023 in favour of different social projects.



Aid for the earthquake victims Hosting a refugee family in a in Syria and Turkey.

Appeal to employees to donate via the intranet. Marbach increased the amount, 2.500 euros could be Procurement of the necessary passed on to the Lions Club. March 2023.

company owned flat. In addition, necessary household equipment and food was donated via a suggestion box.

donations in kind by Marbach employees. Recipients were several families from Ukraine.

Fundraising Ukraine.

The amount collected in March was doubled again by Mr. Marbach and then handed over to the Lions Club for the fundraising campaign "Help for Ukraine". March 2023.

"Little researchers" at the Kinderbunt day-care centre for children. A Marbach employee conducts small experiments with the children on site at the day care centre in order to arouse the children's curiosity, to introduce them to the world of experiments in a playful way and to promote their concentration. The project lasts almost 1 year with approx. 5 appointments on site. At the end of the project, the little researchers are invited to Marbach and are given a tour of the company. A Marbach trainee accompanies the project.

SOCIAL ENGAGEMENT 01.01. - 31.12.2022.

OUR SOCIAL ACTIVITIES 3/3.

Social projects and donations to social institutions: Heilbronn.



Annual Christmas donation.

Since many years Marbach has refrained from making extensive gifts to its customers and instead donates to various aid organisations. Normally the donation of 10,000 euros is split and donated to one regional and one international aid organisation.

In 2022, due to the precarious situation in Ukraine, Marbach's management decided to donate the entire sum to aid projects related to the Ukraine war.

Annual actions: Christmas gifts "Wish list from the tree".

A Christmas tree is set up at the headquarters of the company in Heilbronn. Notes will be hung up there with desired products that the food banks wish for people in need. Marbach employees can take the notes and buy the desired product.

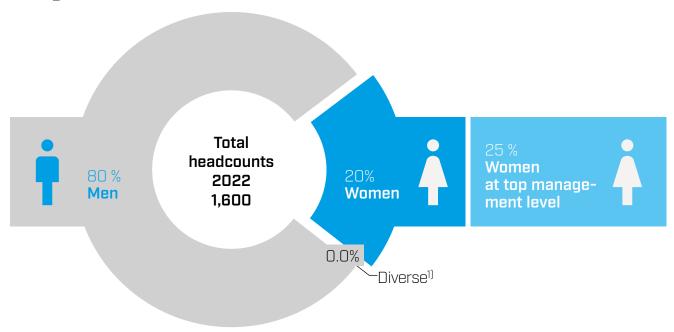
All the wishes are collected and handed over to the head office in Heilbronn. Thus, people in need receive a little Christmas surprise.

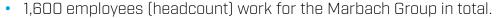
Nov./Dec. 2022

SOCIAL KPIS 01.01. - 31.12.2022.

OUR STAFF STRUCTURE.

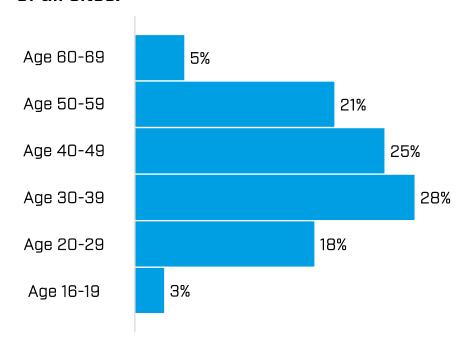
Total number of headcounts and gender distribution.





- The proportion of women employed is 20 % in the entire Marbach Group.
- In the field of technology, the Marbach Group employs 18% women.
- At the top management level, the Marbach Group employs 25% women.

Age distribution of all sites.



¹⁾ Diverse: Due to different local legislation (data protection) and behaviour, this is not collected.

SOCIAL DIALOGUE.



Locations ¹⁾	Percentage of employees, covered by a collective agreement of a trade union	Percentage of the workforce covered by a company collective agreement	Another form of social dialogue is implemented	
Germany	0%	3%		
Eastern Group	0%	0%		
Poland	0%	0%		
America	0%	0%	 Annual staff appraisals Annual information events by 	
Mexico	0%	0%	——— management	
Malaysia	0%	0%		
China	0%	0%		

^{1) 0.04%} non-permanent employment contracts (interns, leasing, contract for work, fixed-term contracts) (see our KPI table)

OUR HEALTH PROMOTION.

Locations.	The workplace is equipped according to legal, ergonomic requirements.	Do you have health-promoting offers for your employees?	Occupational accidents (1.000-man rate).
Germany	✓ Yes	✓ Yes	
Eastern Group	✓ Yes	Yes	
Poland	✓ Yes	Yes	2022
America	✓ Yes	Yes, 2 of 3 locations	Occupational accidents: 36
Mexico	✓ Yes	× No	1,000 man quota: 25 based on 1.000 employees
Malaysia	✓ Yes	× No	
China	✓ Yes	✓ Yes	

HEALTH & SAFETY IN THE MARBACH GROUP.

Locations.	Risk assessment for health and safety.	Is there a person responsible for health and safety in your company?	Committee for Safety and Health Protection.
Germany	Yes	✓ Yes	✓ Yes
Eastern Group	Yes, 3 of 4 locations	✓ Yes	× No
Poland	✓ Yes	✓ Yes	Yes, 3 of 4 locations
America	Yes, 1 of 3 locations	✓ Yes	Yes, 1 of 3 locations
Mexico	× No	✓ Yes	✓ Yes
Malaysia	Yes	✓ Yes	× No
China	Yes	✓ Yes	× No

OUR WORKING CONDITIONS AND SOCIAL DIALOGUE.

Locations.	Flexible working models are are provided.	Satisfaction surveys are conducted for employees.	Percentage of employees receiving regular performance and career development reviews.
Germany	Yes	Yes	72%
Eastern Group	✓ Yes	× No	100%
Poland	Yes	× No	100%
America	Yes	Yes	100%
Mexico	× No	× No	100%
Malaysia	Yes	× No	100%
China	× No	× No	No

OUR HEALTH & SAFETY TRAINING.

Total training hours and specific key figures for health and safety training in year 2022.



Locations.	Total number Trainings (#).	Total hours of training (h).	Coverage workforce (%).
Germany	801	400.5	100%
Eastern Group (Eastern Group)	19	88	100%
Poland	76	291	75%
America	39	19.5	94%
Mexico	1	5	100%
Malaysia	0	0	0%
China	5	3	100%



SOCIAL KPIS 01.01.2022 - 31.07.2023.

OUR SELECTED TRAININGS 2022/2023.



In 2022, trainings where focused on IT security and environment, trainings for sustainable procurement and the human rights quideline were carried out in year 2023.

2022

Participants of the training courses. Total. Internal training. 405 External training. 143 E-learning. 319

T Security Fraining. Awareness training LUCY		Awareness Environmental training. Training on environmental issues	
	874 228	Environmental tra Training on environs issues 874 Trainings Hours Coverage	

2023 **Compliance Training** Sustainable for Management. Procurement. Ethical Business Conduct/ Training risk assessment Labour & Human Rights suppliers **Trainings** Trainings Hours Hours Coverage Coverage 12% 1% employees employees Coverage Coverage participants 100% buyer 100%

CORPORATE GOVERNANCE.

INTRODUCTION.





Good corporate governance is crucial for the success and sustainability of a company. It ensures that the company works efficiently, that clear goals are pursued and that well-founded decisions are made. It also ensures that resources are used in an optimal way, and employees are managed efficiently. It creates a culture of responsibility and ethics.

Efficient corporate management consequently supports us as the Marbach Group in optimising our internal processes and increasing our productivity. A clear organisational structure and a coordinated approach as well as good communication between all activities in the company help to avoid conflicts of objectives and ensure that all areas are optimal involved in achieving the defined corporate goals. Efficient corporate management thus promotes a good communication and improves the cooperation among the employees in the company.

One of the most important tasks of our managers is to lead our employees. We recognised this in an early stage and introduced therefore the program "leading with goals" as a management tool in early 1994. Our managers support the employees in realising their full potential and contributing to the success of the company. Committed and intrinsically motivated employees contribute their ideas and suggestions in order to continually advance the company. This strength leads to the sustainable success of the entire Marbach Group.

In addition, our corporate management places great emphasis on a culture of accountability and ethics. The entire Marbach Group follows ethical standards, complies with legal requirements and strives for transparency in the management of the company. This is defined in our Code of Conduct, which is binding for everyone. As a result, we as a company gain the trust of customers, partners and society.

Peter Marbach

Owner and Managing Director

Bernd Klenk

CEO Stanzformtechnik

Markus Britsch

CEO Werkzeugbau

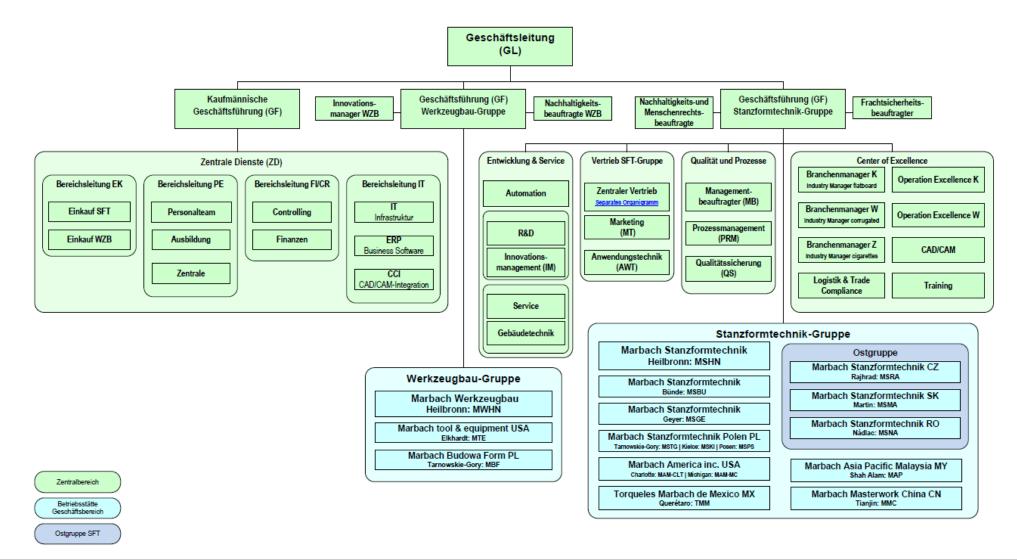
Stefanie Schier

CFO Stanzformtechnik und Werkzeugbau

CORPORATE GOVERNANCE.

ORGANIGRAM.





SPECIFIC GOALS IN THE CORPORATE GOVERNANCE PILLAR.

OUR GOALS AND MEASURES 1/2.

Our highest priority in the pillar of corporate governance is establishing a strong leadership culture. We want to ensure that clear values and visions are embedded in our organisation.

A strong leadership culture will strengthen employee retention and motivation and create a foundation for our long-term success.



SPECIFIC GOALS IN THE CORPORATE GOVERNANCE PILLAR.

OUR GOALS AND MEASURES 2/2.



1. Promoting innovative strength and creativity.

We want to create a working environment that enables our employees to develop new ideas and introduce new technologies.

This focus on innovation helps our company to gain a competitive advantage, enter new markets and move our whole company forward.

2. Strengthening employee development & promotion.

We provide training, development programmes and implementing mentoring to our employees to help them realise their full potential and prepare them for future challenges.

By investing in the development Through these measures. of our people, we create an engaged workforce that drives our husiness forward.

3. Promoting a sustainable corporate culture.

We are committed to environmentally friendly working practices, reducing emissions, waste and using resources responsibly.

we want to fulfil our ecological responsibility and contribute to the protection of the environment.

4. Strengthening the customer orientation.

We place great emphasis on customer satisfaction by products and services and communicating effectively with our customers.

Lona-term customer relationships are very important, in order to increase our market success.

5. Promotion of diversity and inclusion.

We are committed to diversity and inclusion.

For us, this means creating a work environment where different perspectives are valued, and all employees have an equal opportunity to succeed.

By promoting diversity and inclusion, we strengthen our innovative power and create a positive corporate culture.

In order to consistently pursue the implementation of the sustainability strategy for all parts of the company, we have established a new sustainability structure in 2023.

A sustainability management coordinates the implementation and monitoring of the Marbach Group's sustainability programme. In addition, there are officers responsible for the topic's environment, energy, waste and compliance at all locations worldwide. Furthermore, there is a Human Rights Officer at the level of the Marbach Group. The persons responsible for environmental and energy management systems actively promote compliance with environment-related requirements at all locations worldwide. It is their task to propose suitable measures for the improvement of operational environmental protection and to accompany their implementation. They are the contact persons for all questions and concerns regarding environmental and climate issues.

Sustainability Report 2022

GOVERNANCE KPIS 01.01. - 31.12.2022.





Measures 2022

Training "Successful Leadership" at Marbach. Emotional intelligence. Creating a motivating and positive atmosphere as a leader.

International, hybrid meeting of all branches in a congress centre in Germany.

Own Intranet-Page with important information on the topic of leadership.

Leadership principles.





THE FOUR BUILDING BLOCKS OF OUR CORPORATE POLICY.



THE BASIC CORPORATE POLICIES OF THE MARBACH GROUP.

Guideline Environ-

The guideline clarifies the

environmental and climate

Marbach Group's position on

mental policy

issues.



Code of Conduct of the Marbach Group.

The Code of Conduct describes our corporate responsibility in the management of our business based on our corporate values ¹⁾.

3. Declaration of Human Rights Principles

In the Declaration of Principles on Respect for Human Rights, the Marbach Group commits itself to respecting labour and human rights at its own sites and cooperations and at its most important suppliers.

Guidelines
available in German,
English, Czech,
Romanian, Polish,
Spanish and
Chinese.

4. Health and Safety Guideline

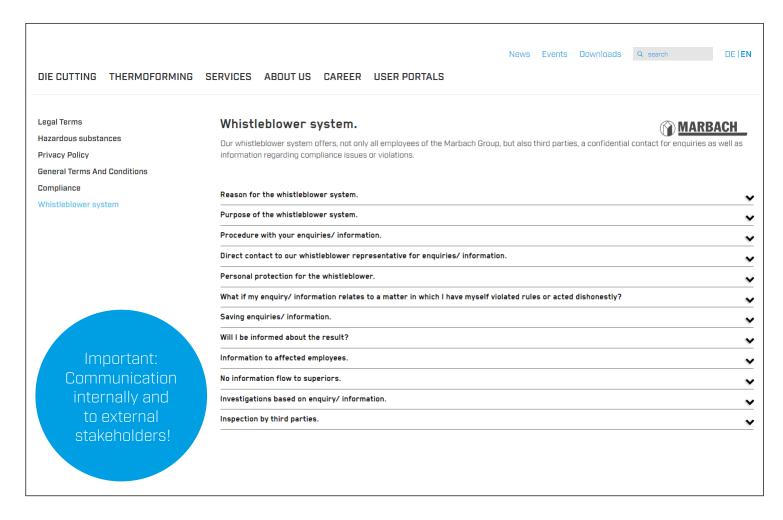
Contains essential safety standards of the Marbach Group, which must also be observed by service providers, subcontractors and suppliers.

1) The Code of Conduct also applies to suppliers and is part of all contract documents as a CoC for suppliers

COMPLIANCE SYSTEM.

OUR MARBACH WHISTLEBLOWER SYSTEM.





Reason for the whistleblower system.

The Marbach Whistleblower System helps employees and other external stakeholders to report misconduct and illegal or unethical behaviour quickly and easily. Our employees and stakeholders can thus inform us about situations that have arisen due to possible breaches of rules, dishonesty, possible weaknesses in the process, areas of risk or opportunities for improvement by employees or business partners. Here we rely on open communication. In the first instance, employees can turn to their manager. If this is not possible, employees as well as external stakeholders are welcome to contact the Marbach Whistleblower Officer. If the identity should not be revealed, enquiries or tips will of course be handled anonymously.

Possible compliance issues:

- Compliance with laws.
- No bribery and corruption.
- No discrimination and harassment.
- Health and safety in the workplace.
- No child labour or forced labour.
- Information security, data protection.
- Protection of the environment.

Source: Whitsleblower system (marbach.com)

COMPLIANCE SYSTEM KPIS 01.01. - 31.12.2022.

GOVERNANCE.



Governance KPIs.

- Code of Conduct
- Guidelines for handling gifts and donations
- Whistleblower-Channel
- Training on ethical business conduct
- Data protection management System
- IT security



U nce inciden

compliance incidents in 2022

incidents reported via the whistleblower system

NO

dangerous IT security incidents

External audit

for data protection and IT Security in 2022

SPECIFIC GOALS IN THE PROCUREMENT PILLAR.

OUR GOALS IN THE SUPPLY CHAIN (PROCUREMENT OF GOODS).





Purchasing (procurement of goods) plays a central role in our efforts to act sustainably.

We understand that our procurement decisions have an impact not only on our immediate business operations, but also on the environment and society in the communities in which we operate. Therefore, we have taken steps to ensure that our purchasing process pays attention to sustainable principles and criteria. **Our efforts in terms of sustainable procurement of goods cover several aspects.**

 Selection of suppliers, which meet ethical and environmental standards.

In doing so, we look out for topics such as environmental certifications, fair working conditions, social responsibility and compliance with environmental laws. Through close partnerships with our suppliers, we ensure that they share our values and requirements and work together to implement sustainable practices.

2. Reduction of our ecological footprint.

We prioritise the purchase of environmentally friendly and energy-efficient products and services. In doing so, we consider the entire life cycle of the products and pay attention to the origin of raw materials, production processes, transport and disposal. The aim is to conserve resources, minimise waste and to reduce the impact on the environment.

3. Transparency and communication.

We regularly inform our employees about our sustainable procurement practices and encourage them to actively participate. In addition, we maintain an open dialogue with our suppliers to clearly communicate our expectations and achieve common goals.

On the following pages, we present detailed information about our progress, goals and achievements in the area of sustainable procurement. We address specific actions we have taken to make our supply chain more sustainable.

We also report on challenges we have faced and the specific goals we have set ourselves as a company.

SPECIFIC GOALS IN THE PROCUREMENT PILLAR.

OUR CONCRETE GOALS.





4. Expanding and integrating sustainable procurement guidelines.

By the end of 2024, we will ensure that all our suppliers are informed about our Code of Conduct and actively engaged in its implementation.

- We want to further expand our existing sustainable procurement guidelines and integrate them even more strongly into the corporate mission statement.
- Our Code of Conduct sets out clear expectations and standards that our suppliers must meet in relation to the environment, labour and human rights.

5. Reduction of conflict materials.

We want to reduce articles that contain conflict materials such as tin, tantalum or gold.

 We have taken extensive measures to ensure that our supply chain is free of such materials.

Measures 2022/23

Develop a Code of Conduct for suppliers.



Regular audits and reviews.



SPECIFIC GOALS IN THE PROCUREMENT PILLAR.

MEASURES.



6. Selection of suppliers in relation to the REACH regulation.

Our goal is to reduce the number of suppliers still manufacturing, selling or purchasing products covered by REACH by 2025.

We have engaged intensively with our suppliers and made a rigorous selection to ensure that the materials and products they provide comply with REACH requirements.

- We check that all chemical substances contained in our products have been registered and evaluated and that no substances are used that are restricted or hanned.
- Similarly, we have worked to minimise the use of SVHC products (Substances of Very High Concern) and the goal is to replace them completely. We currently still use SVHC products in small quantities above the 0.1% limit. According to legal regulations, there is a duty to inform the consumer about the presence of SVHCs in products if the concentration is 0.1% or higher.
- We aim to reduce or eliminate the use of highly critical chemicals and ensure that our supply chain meets the highest environmental and health standards. By complying with the REACH regulation, we actively contribute to the promotion of sustainable development according to SDG 12.

7. Integrating social and environmental factors into procurement.

We want to integrate social and environmental factors into procurement.



We want to introduce an adapted supplier assessment including social and environmental criteria in 2024.

We want to introduce human rights on-site audits by 2025 and achieve 100% implementation of the updated Code of Conducts for suppliers by the end of 2024.

These tools are used to ensure that our suppliers share the same values and standards as we do and implement them in their own supply chain. We work closely with our suppliers to achieve continuous improvement and maintain sustainable practices.

SUSTAINABLE PROCUREMENT.



OUR SCHEDULE AND CRITERIA OF RISK ANALYSIS SUPPLIERS.

Schedule.

2022

Development & implementation of the sustainable procurement process.

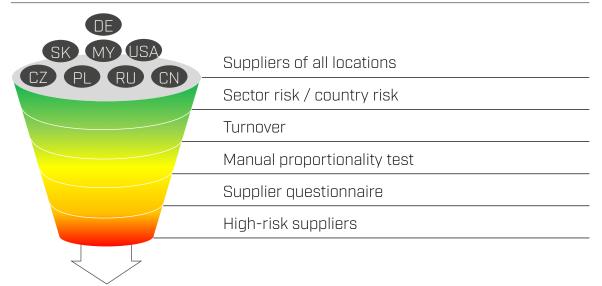
Start risk assessment for suppliers.

Start 2023 Start implementing an internal risk assessment for suppliers.

July 2023 Training of buyers on the use of risk assessment and future execution.

From 2024 Implementation supplier risk assessment.

Risk analysis criteria.



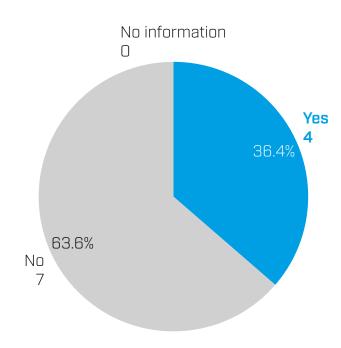
SUSTAINABLE PROCUREMENT KPIS 01.01. - 31.12.2022.

OUR KPIS.



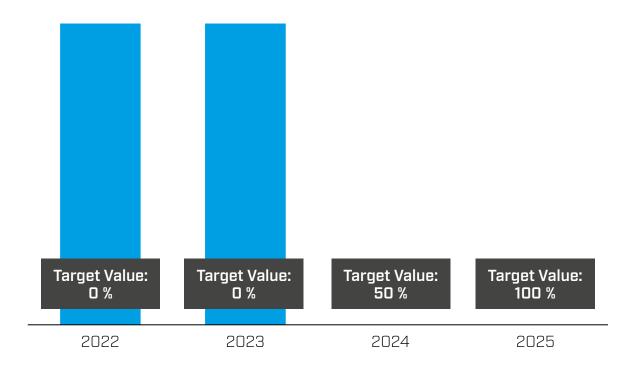
Import of conflict minerals.

We did a "test run" for a questionnaire on the use of conflict minerals with 11 suppliers. These are the responses:



Total suppliers with possible conflict minerals.

It is our goal to have all suppliers classified and queried till 2025.



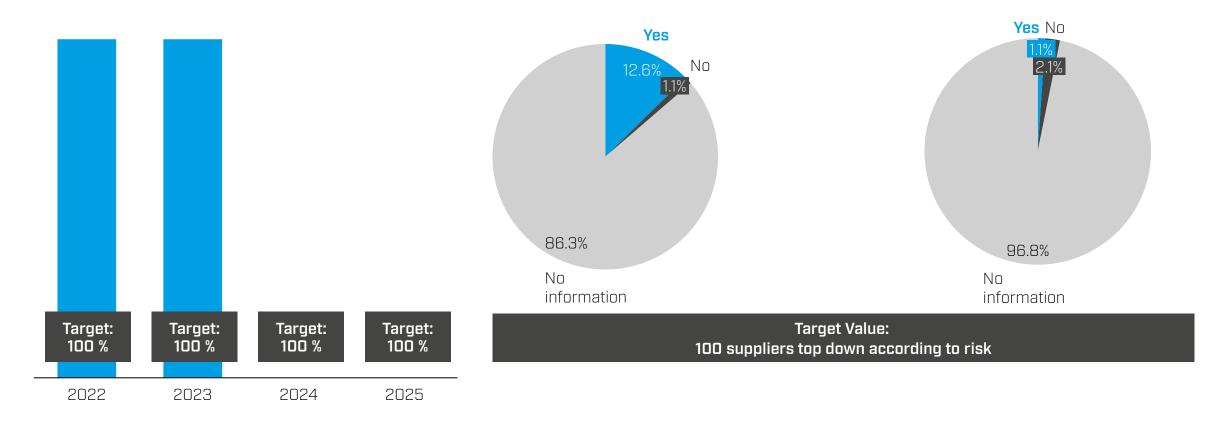
SUSTAINABLE PROCUREMENT KPIS 01.01. - 31.12.2022.

OUR KPIS.

Number of suppliers questionnaire REACH.

Signed Marbach Code of Conduct.

Own Code of Conduct.



SUSTAINABLE PROCUREMENT KPIS 01.01.22 - 31.07.2023.

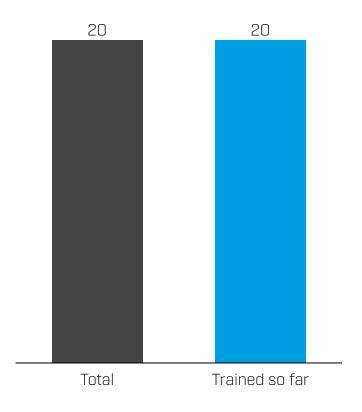
OUR KPIS.

Supplier questionnaire.



Target: 100 suppliers top down by risk in 2023

Training buyers 2023.



CERTIFICATIONS.

OUR CERTIFICATIONS AND AWARDS.

DIN EN ISO 9001:2015.



ISO 9001 is an internationally recognised standard for the creation and implementation of a quality management system in a company.

Dualis IHK Heilbronn-Franken.



Dualis is a certificate of the Chamber of Industry and Commerce that assesses the training quality of a company. Certified companies offer their trainees more than the legal standard.

ISEGA certification.



ISEGA is an independent testing and certification institute. A product can be certified by ISEGA for use in the food sector. At Marbach, this is the rubber marbaject.

Energy Audit DIN EN 16247-1.



EN 16247 is a European standard that sets requirements for good quality energy audits. Within the scope of an audit, the energy consumption of a company is analysed. This analysis serves as a basis for improving the energy efficiency.

ALBA certificate resources saved 2022.



KLIMAMACHER 2022

ALBA is a regional waste management company (Heilbronn, Germany) that uses recycled materials to determine how many tons of resources and greenhouse gases are saved each year.

TOP 100.



The "Top 100" competition is based on a scientific selection process. On behalf of compamedia, the organiser of the comparison, innovation researcher Prof. Dr. Nikolaus Franke from the Vienna University of Economics and Business Administration and his team examined medium-sized companies from a wide range of sectors based on more than 100 criteria from five categories.

CONCLUSION.

THANK YOU.

In the end of this sustainability report, it remains to say Thank you.

Thank you to everyone who has actively contributed to this sustainability report. Thank you to all our employees who have not only firmly anchored the philosophy of sustainability in their minds every day, but also live it. And thank YOU for your interest.

We hope that we were able to give you an expression of what sustainability means to us as the Marbach Group and how we as a company are helping to make the future a little bit better for our earth and our future generations.

Peter Marbach

Owner and Managing Director





GRI CONTENT INDEX.



THE MARBACH GROUP HAS REPORTED THE INFORMATION REFERRED TO IN THIS GRI CONTENT INDEX FOR THE PERIOD 01.01.2022 - 31.07.2023 WITH REFERENCE TO THE GRI STANDARDS CORE 2021.

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Marbach Group Karl Marbach GmbH & Co. KG Marbach Werkzeugbau GmbH

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PACKAGING. PERFORMANCE. YOU.

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