

Shaping tomorrow

As a family-run company, we think in generations, not just business cycles – committed to making long-term decisions that benefit people, the planet, and our business.

Our Corporate Responsibility documentation provides insights into how Liebherr Appliances embeds sustainability across its operations, from energy-efficient appliances and responsible sourcing to circular economy initiatives and employee development. While we have made significant progress, we recognise that there is always more to do. Our goal is to continuously innovate, reduce our environmental impact, and contribute to a more sustainable future.



Our people, our responsibility

Empowering employees and driving sustainable business for lasting success

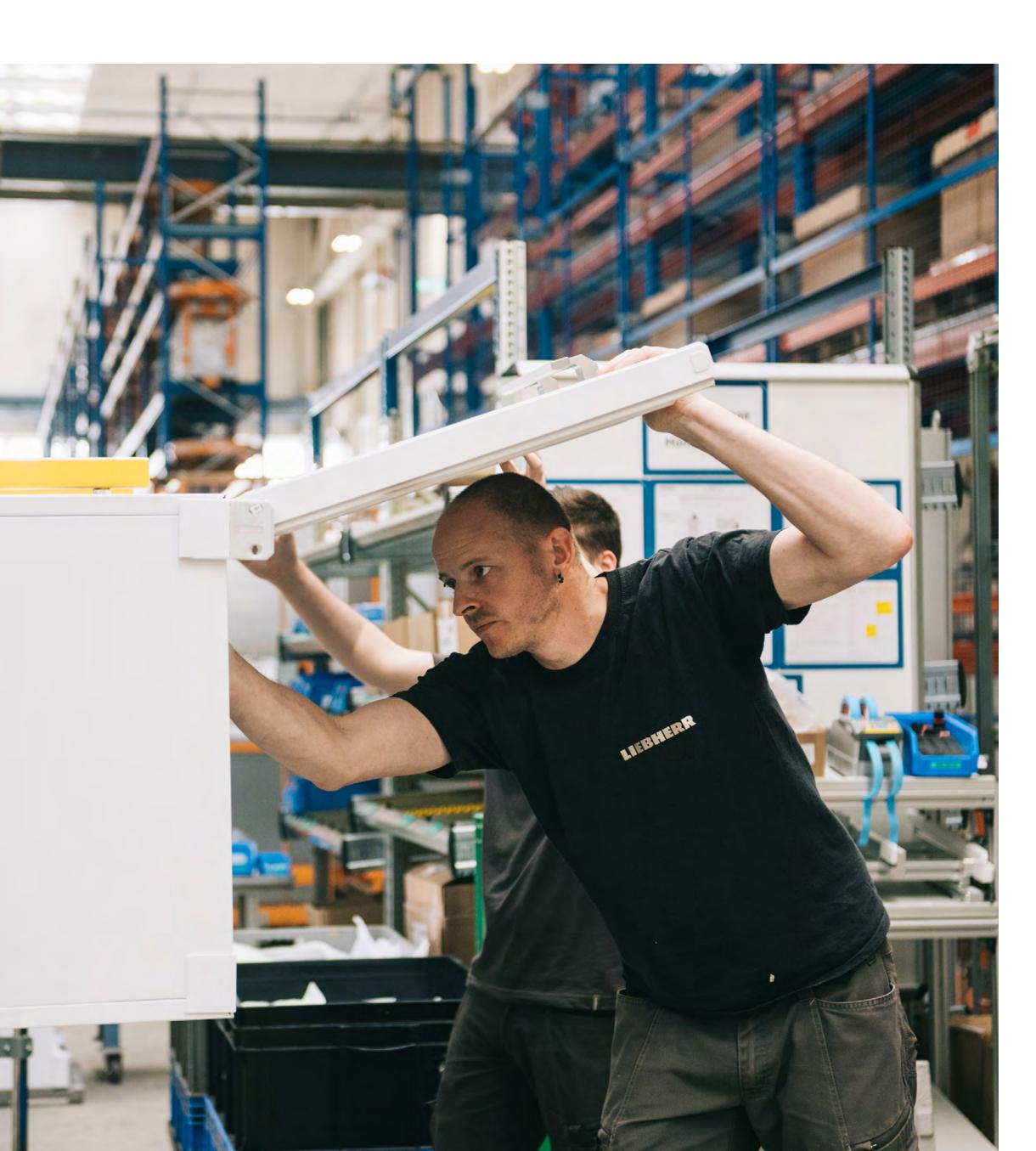
Our employees are at the heart of everything we do. As a family-run company with a long-term vision, we believe that business success is intrinsically linked to the well-being of our employees, responsible corporate governance, and environmental stewardship.

Our approach focuses on shaping a future where economic stability, ecological responsibility, and social equity work together. This involves creating a work environment where individuals can thrive, ensuring ethical business practices, and supporting innovative solutions that contribute to a circular economy.

Respect for human rights is at the core of our values. We are committed to equal treatment, employee well-being, and workplace safety, while also encouraging personal and professional growth. Beyond our organisation, we actively strive to make a positive impact on the communities in which we operate.

Sustainability also extends to our economic responsibility. We believe in long-term financial planning and self-financing, ensuring stability for future generations. Fair competition, adherence to laws, and strict compliance with internal standards and codes of conduct guide our approach to doing business responsibly.





Our people make us who we are.

Creating a workplace where people feel valued, supported, and inspired

At Liebherr, we rely on highly motivated and skilled employees who remain with us for many years, contributing their dedication and enthusiasm to our company. To support them, we create the right conditions — offering secure jobs and a healthy working environment where they can thrive.

With flat hierarchies and a high degree of autonomy, our employees take on responsible roles and have the freedom to make decisions. We encourage entrepreneurial thinking and actively support professional growth through training and development programmes.

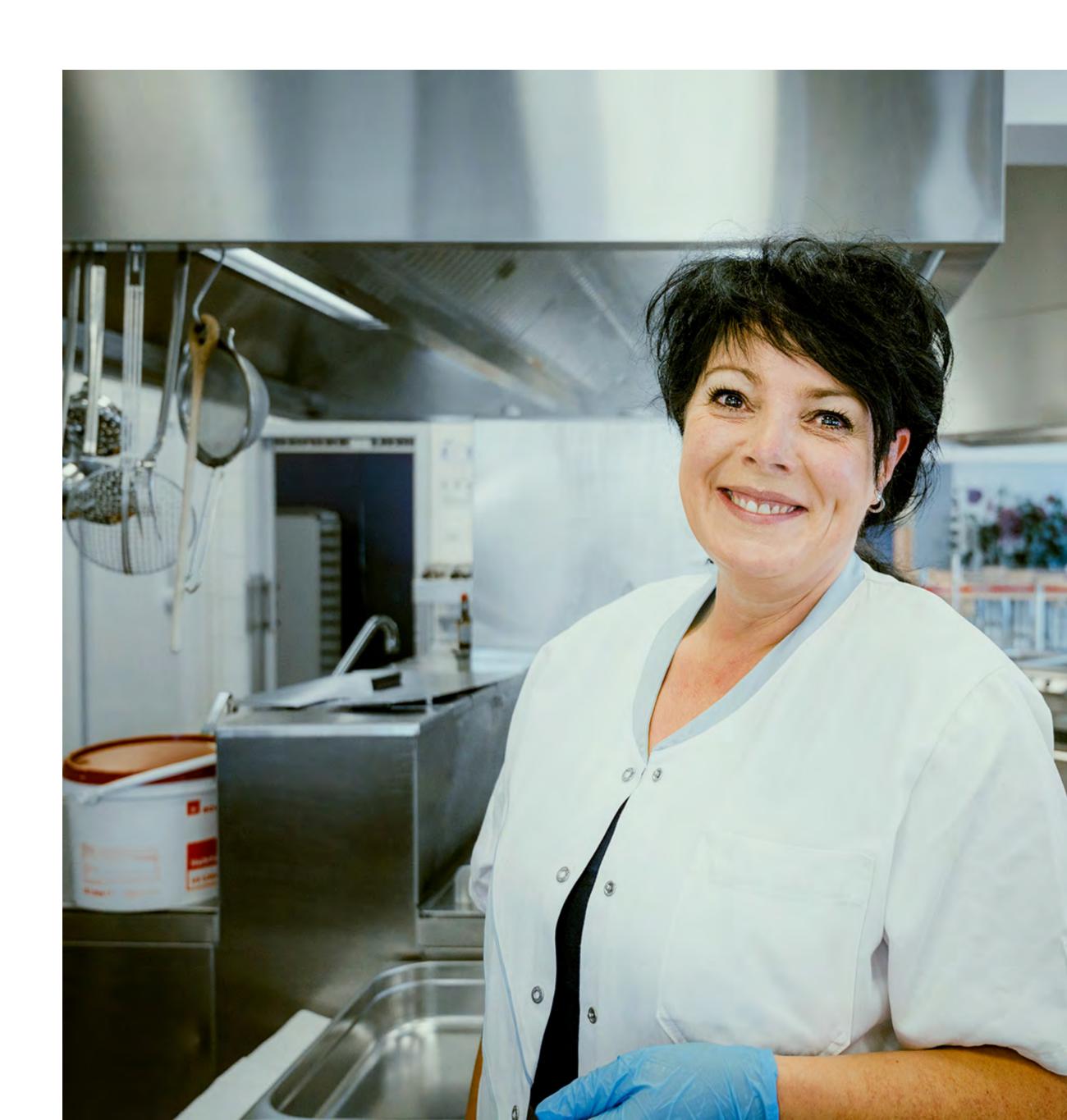
Liebherr values diversity, including cultural diversity, as an integral part of our identity. Close teamwork across borders enriches our company, while our workplace culture is shaped by mutual respect, fairness, trust, and integrity.

Human Resources key figures

Key figures for Ochsenhausen, Lienz, Marica, Sambhaji Nagar, and Kluang sites, as well as worldwide sales locations (as of 31 December 2024)

	2022	2023	2024
Permanent staff¹	6,359	6,362	6,152
Apprentices ²	108	117	129
Proportion of female employees	23%	23.6%	24%
Proportion of employees in management positions ³	10.4%	11.1%	12.5%
Proportion of women in management positions ³	8.5%	9.5%	9.1%
Employee turnover rate	14%	11.7%	10.7%
Ø training hours per employee	7.8	6.5	n.A
Notifiable work/ commuting accidents	99	95	64*

¹ Employees with a contract at our companies of Liebherr Appliances ² not including working students ³ team leaders or higher



^{*}In European manufacturing facilities. Global data were not available at the time of publication

Employees in full-time and part-time positions (as of 31 December 2024)

	2022	2023	2024	
Part-time	8.6 %	12.4 %	9.0 %	_
Full-time	91.4 %	87.6 %	91.0 %	_

Women and men in technical and commercial training (as of 31 December 2024)

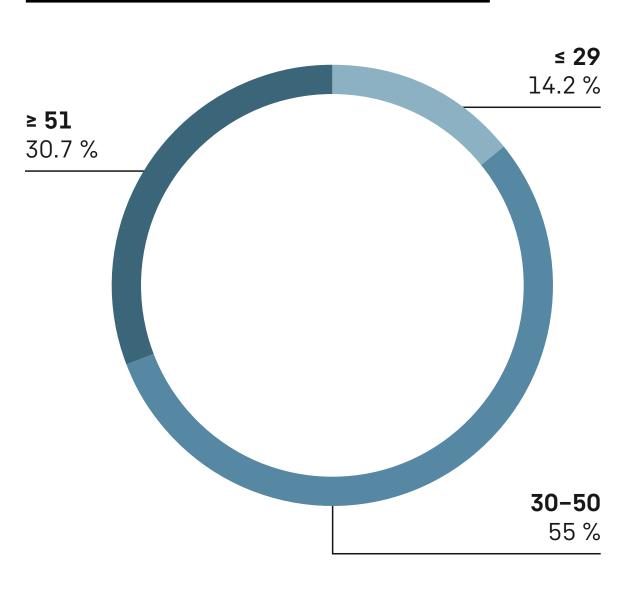
	2022	2023	2024
Proportion of female apprentices	17.6 %	18 %	24%
Proportion of male apprentices	82.4 %	82 %	76 %

Age structure of the permanent staff¹ (as of 31 December 2024)

Age	2022	2023	2024	
≤ 29	12 %	13.7 %	14.2 %	
30-50	54.7 %	54.4 %	55 %	
≥ 51	33.3 %	31.9 %	30.7 %	_

¹ Employees with a contract at our companies of Liebherr Appliances

Age structure of the core workforce 2024





Prioritising employee well-being

Corporate Health
Management at
Liebherr Appliances

Our holistic approach to employee well-being

Employee health is a key priority for us. Our Corporate Health Management (HM) is a comprehensive initiative, that brings together multiple departments to promote well-being across all locations. Human Resources and our Time Management department offer practical health initiatives and ensure balanced working hours and ergonomic workplaces, while our Health, Safety and Environment team oversees workplace safety. The goal is to implement a unified health strategy, offering all employees — regardless of location — equal opportunities to maintain and improve their well-being.

Practical health initiatives

Our health programme includes a wide range of initiatives, with a strong focus on preventative care. Many of these are offered across multiple sites in addition to digital formats to ensure accessibility. One example is our partnership with Windhund which provides monthly expert digital talks on mental health, nutrition, sleep and others. These sessions are easily accessible to employees – even outside of working hours.

One of the highlights is the annual <u>Wings for Life</u> <u>World Run</u>, a global charity event that raises funds for spinal cord research. Liebherr Appliances covers the entry fee for all its participants.

Our global online yoga classes are also highly popular, as they include practical exercises that do not require language skills and are available worldwide. In addition to global initiatives, local programmes are tailored to meet the specific needs of individual sites.

Planning for health initiatives usually occurs at the end of the year, using different insights such as health insurance reports and internal evaluations as a basis. In collaboration with company management and external partners, we develop concepts that are implemented in the following year. Many of our global programmes receive support from German health insurers, which aids in the implementation process.

Our health goals

In the fast pace of daily life, health can often be overlooked. Liebherr Appliances provides practical opportunities for employees to engage more deeply with this important topic, helping them reflect on their lifestyle choices. Our Health Management programme is designed to:

- Promote employee health, motivation, and productivity
- Encourage employees to take an active role in their well-being
- Enhance employer attractiveness through healthy workplaces and ergonomic solutions

Collaboration across locations

Liebherr Appliances' global Health Management team works closely across multiple locations. Each team member oversees health initiatives at their respective site and regularly coordinates with occupational physicians, local HR teams, and company management. Employees in Germany, Austria, and Bulgaria exchange best practices monthly to share insights and scale successful programmes.

A key focus is on expanding digital offerings that are flexible, accessible across languages, and available worldwide. We strive to harmonise global and local initiatives, ensuring a consistent and impactful approach to employee well-being.

Overcoming challenges

Implementing a comprehensive health management system comes with challenges. Language barriers and the need for in-person activities can make it difficult to introduce company-wide programmes. Digital solutions — such as our yoga classes, which do not rely on language — help bridge these gaps.

Reaching employees in production roles remains another challenge. To improve accessibility, Liebherr uses digital communication platforms like the employee app Lolyo and physical bulletin boards to share information. Participation rates and employee feedback are continuously reviewed to refine and enhance health initiatives.

Looking ahead

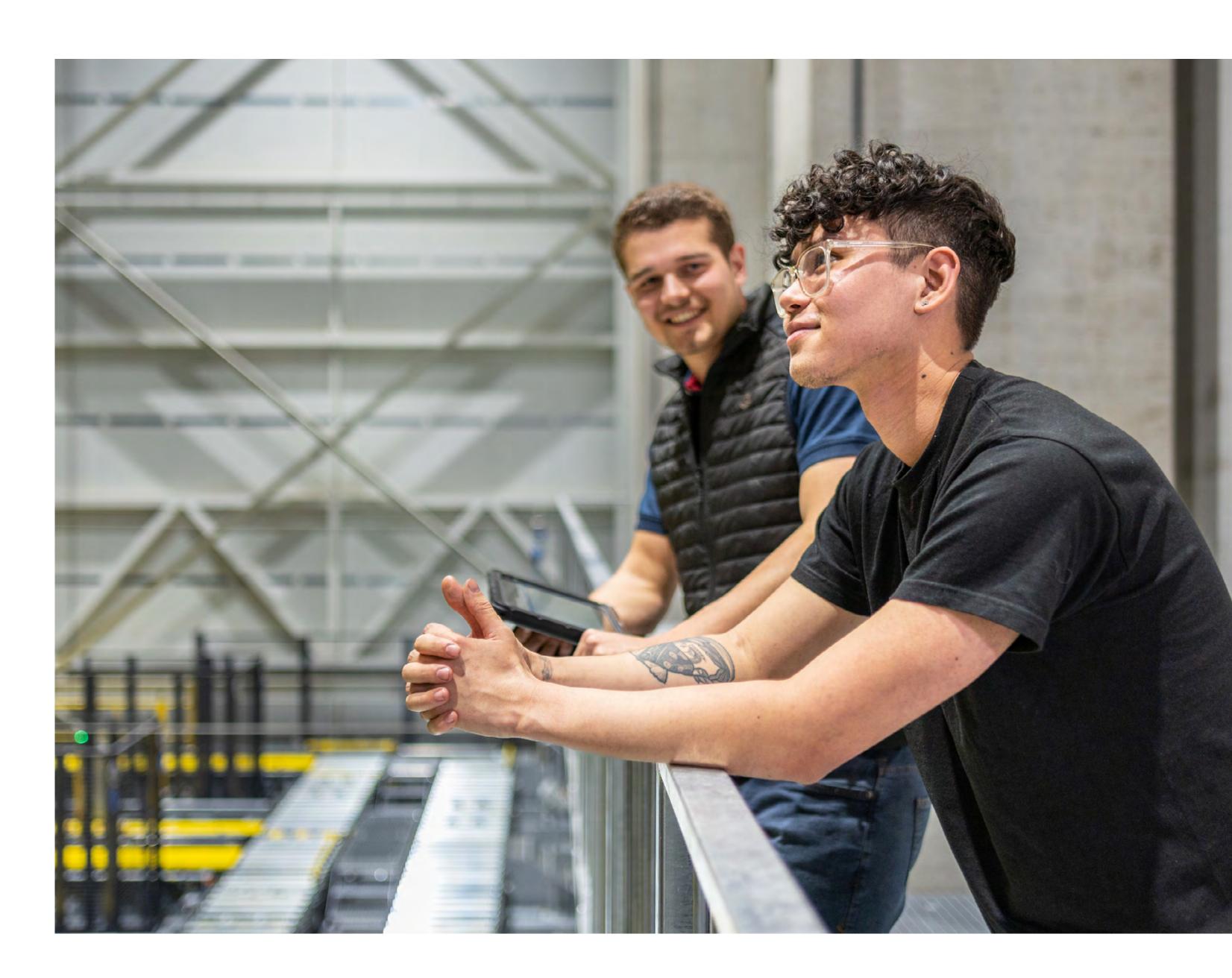
Moving forward, we are placing greater emphasis on helping employees navigate difficult situations and strengthening their individual health. By continuing our close collaboration with external partners and health insurers, Liebherr remains committed to delivering initiatives that enhance both the health and satisfaction of our employees.



Investing in people and the future

How we create opportunities for people to lead, innovate, and collaborate

At Liebherr Appliances and the wider Liebherr Group, employee development is a fundamental part of our company culture. Through structured programmes and initiatives, we nurture talent, strengthen leadership skills, and foster cross-functional collaboration. Our approach focuses on individual learning needs, innovative training formats, and networking opportunities, enabling employees to grow both professionally and personally. These efforts not only enhance Liebherr's attractiveness as an employer but also contribute to our long-term success.



Training and education

With demographic shifts leading to a growing skills shortage, attracting and developing talent is a key focus of our Human Resources strategy. To address this, Liebherr Appliances is strongly committed to vocational training and further education.

A large part of our future workforce is built through comprehensive apprenticeships and dual-study programmes in over 20 technical and commercial professions. These not only provide technical expertise but also develop practical, social, and personal skills.

Through a rotation system, apprentices and students gain exposure to different departments, deepening their expertise while enhancing teamwork and adaptability.

Professional development and lifelong learning

Preparing employees for current and future challenges is the driving force behind our professional development initiatives. Our Human Resources teams implement targeted learning and development programmes aligned with the strategic goals of our business units.

Key focus areas include:

- Continuous development and promotion of in-house talent, both technical and managerial
- International talent management, strengthening Liebherr's future leadership pipeline
- Specialised training programmes tailored to specific target groups
- Standardising learning opportunities across the organisation to ensure consistency

As industries evolve, so do our learning methods. While passive, externally driven training was once the standard, self-directed learning has now taken centre stage. Employees are encouraged to take ownership of their development, with flexible learning formats supporting their growth.

Programmes at Liebherr Appliances

Talent Factory: Shaping the next generation of leaders

The Liebherr Appliances' **Talent Factory** programme is designed to support employees with exceptional potential. It supports the development of cross-functional and personal competencies while preparing participants for future roles and responsibilities. A particular emphasis is placed on agile working methods and learning, equipping young professionals with the skills to navigate uncertainty and solve complex challenges. Participants also benefit from the opportunity to build an interdisciplinary and international network, strengthening collaboration across Liebherr's European production sites.

Educational management

At Liebherr Appliances, we believe that learning should be an integral part of everyday work. Our educational management strategy is designed to promote continuous professional growth by providing flexible, accessible, and practical learning opportunities.

A key initiative in this approach is Self-Paced Learning, launched in 2021 as a cross-location programme to integrate structured learning into daily work routines. Employees can select from a range

of relevant topics, including communication fundamentals, giving feedback, and developing an agile mindset. This initiative empowers individuals to take charge of their learning and professional growth.

By promoting continuous and informal learning, we not only help employees adapt to change but also enable them to actively shape the future – both within Liebherr and beyond.

Annual Dialogue

Liebherr Appliances' **Annual Dialogue** provides a structured opportunity for employees and leaders to discuss career perspectives and development opportunities. This process fosters transparency, professional growth, and personalised career planning.

The Annual Dialogue is more than just an annual performance review — it is a structured and trust-based conversation that fosters professional development, collaboration, and alignment within the company. Introduced in 2020 across all European locations of Liebherr Appliances, this initiative standardises the performance and development process while ensuring flexibility to address individual needs.

The Annual Dialogue serves multiple purposes:

- Clarifies company strategy, objectives, and responsibilities
- Highlights each employee's contribution to the bigger picture
- Strengthens teamwork through open and constructive discussions
- Provides leaders with a valuable tool for guiding and supporting their teams
- Forms the foundation for personal and professional development planning

While the focus is on employee growth, a structured framework ensures consistency across teams and locations. The programme has evolved to include relevant topics such as digitalisation, change management, and intercultural collaboration, allowing employees and leaders to select discussion points that best fit their roles.

In 2021, team goals were introduced, encouraging employees to work collectively towards shared objectives — reinforcing a stronger sense of teamwork and cross-functional collaboration.

Encouraging innovation: Ideas Management

Liebherr Appliances actively encourages employees to take initiative and contribute ideas that improve processes and products. Many proposals focus on energy efficiency, sustainability, and innovative product solutions — helping us drive continuous improvement and shape the future of our industry.

Through structured programmes such as the **Employee Suggestion Scheme** (ESS), established in 1995 at the Ochsenhausen site, and the **Continuous Improvement Process** in Lienz and Marica, employees contribute valuable insights. Expert teams review proposals, with selected ideas advancing to development projects.

With hundreds of ideas submitted and a growing focus on sustainability, employee contributions directly shape our processes, products, and environmental impact. By providing platforms for engagement, we empower employees to influence the company's future and strengthen our commitment to innovation.





Programmes at Liebherr Group

Global Trainee Programme

The The Liebherr Group's Global Trainee Programme combines international exposure with hands-on experience to provide talented employees with comprehensive, cross-functional development. Participants rotate through different business areas across national and international locations, gaining a deep understanding of Liebherr's global operations.

Complemented by targeted training and project work, the programme enhances both technical expertise as well as social skills and leadership qualities. The goal is to cultivate future experts and leaders who can thrive in international environments and drive innovation within the group of companies.

The Liebherr Group's Mentoring Programme: Learning from experience

Our mentoring programmes connect leaders across different business units in the DACH region, creating opportunities for professional and personal growth. Experienced leaders provide guidance, helping mentees develop skills, expand their networks, and navigate career challenges. While primarily offered in German, the programme is also open to German-speaking leaders from other Liebherr companies. In addition, Liebherr participates in cross-industry mentoring initiatives to support knowledge exchange beyond company boundaries.

Leadership programme

Be a People Enabler is the guiding principle of the Liebherr Group's Leadership Programme, designed for new leaders. A combination of online and in-person sessions helps participants deepen their leadership skills, focusing on areas such as team management, personality development, conflict resolution, and feedback culture. The programme also promotes cross-functional and international collaboration, fostering leadership skills in a global business context.

At Liebherr, leadership is about enabling people — creating an environment where employees can grow, collaborate, and contribute to the company's success. Our structured leadership programmes equip current and future leaders with the skills, tools, and mindset needed to guide teams effectively.

GROW - Basic Leadership Programme

Designed to strengthen cross-functional leadership skills, this programme helps leaders develop their individual leadership toolkit.

Senior Management Programme

Preparation for an advanced position in senior and top management: Preparing employees for senior leadership roles or lateral career moves, this programme focuses on talent development, networking, and reinforcing Liebherr's corporate culture.

Safety first

Occupational safety at Liebherr Appliances

We manage occupational safety and health protection with ISO 45001, integrating these practices into our **Integrated** Management System (IMS) to ensure continuous improvement. Our approach aligns with national occupational safety regulations, safeguarding our employees, external partners, and visitors.

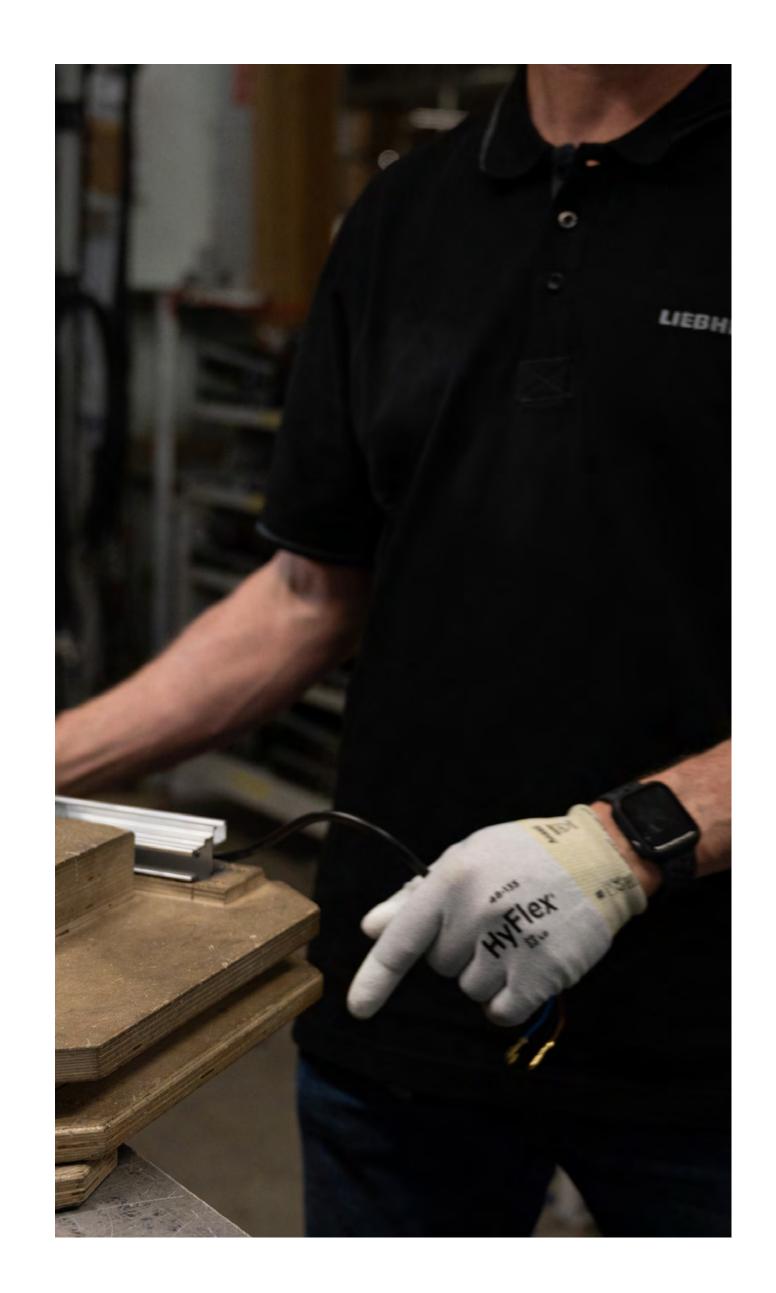
A dedicated team of safety specialists at our sites is responsible for maintaining workplace safety, supported by volunteers who step in as safety officers for additional tasks. In 2024, we recorded 64 reportable workplace incidents at our european manufacturing facilities. To minimise these incidents on a global level, we are actively working to reduce risks through structured accident evaluations. All employees are covered by occupational accident insurance and receive regular safety training.

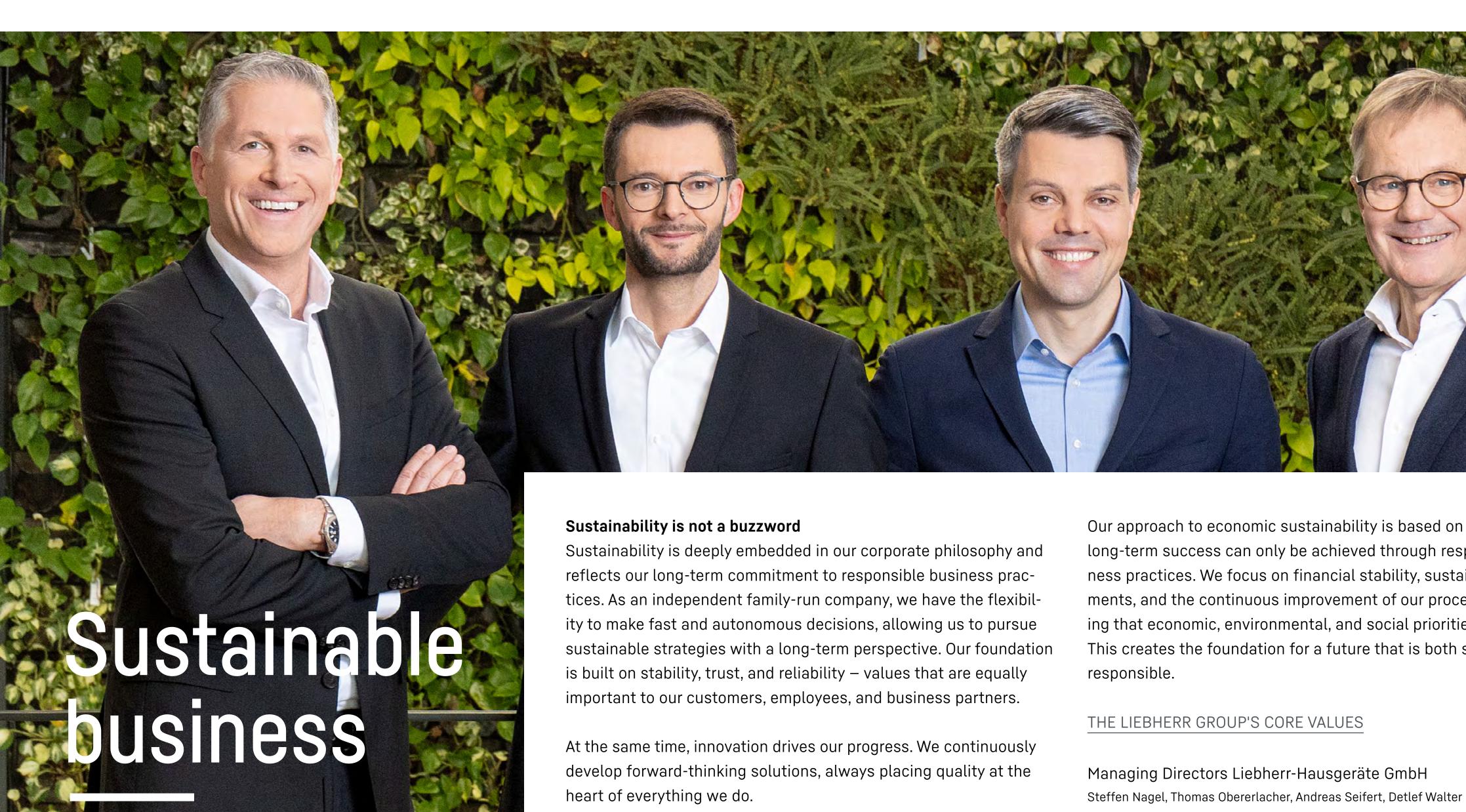
Our occupational safety and health management system includes structured training sessions during working hours, tailored to the needs of the workplace and the qualifications of employees. Risk assessments are conducted regularly at all sites and incorporate psychological stress factors into our workplace health management strategy. We document all incidents to implement corrective measures and monitor progress to minimise risks.

To ensure optimal protection, all employees are provided with personal protective equipment (PPE) based on risk assessments. Safety guidelines, brochures, and training materials support ongoing safety education, while environmental monitoring evaluates workplace conditions, including noise, dust, lighting, chemical exposure, microclimate, and electromagnetic radiation.

In 2024, the German insurance company "HDI Versicherung" assessed our European locations in terms of potential property damage and business interruption and rated Ochsenhausen as "good" and Lienz as "very good".

Our commitment to health goes beyond prevention. Medical professionals, certified nursing staff, and on-site emergency services provide immediate medical care across our European sites. Over 500 trained first responders are available for on-site emergency support, and defibrillators are placed throughout our European locations. Additionally, in-house fire brigades and trained response teams collaborate closely with official fire departments, conducting annual fire safety training to enhance emergency preparedness.





Our approach to economic sustainability is based on the belief that long-term success can only be achieved through responsible business practices. We focus on financial stability, sustainable investments, and the continuous improvement of our processes — ensuring that economic, environmental, and social priorities are aligned. This creates the foundation for a future that is both successful and

The Liebherr Group's core values

We are independent

Our independence enables us to take decisions rapidly and autonomously.

As a family-owned company, we aim for a high degree of freedom in all our decisions and actions. The basis for this is the financial independence achieved by sound business methods and retention of profits within the Group.

The Group's policy of extensive diversification helps to make us independent of economic fluctuations in individual business sectors or markets. Another element in this autonomy is our mastery of core technologies in every detail.

We are a trustworthy partner



We aim to maintain our consistency and trustworthiness for many years to come.

We strive for close cooperation with our customers and business associates, based on loyalty and fair play. Rather than being content with short-lived success, we aim for a long-term relationship.

We supply products and services that create genuine added value and user benefit. Our policy is to be satisfied with our work only when the customer or business associate is satisfied. This has led to steady growth ever since 1949, when the first Liebherr company was established.

We are innovative



We work systematically to keep one step ahead.

Liebherr stands for continuous innovation and successful ideas management on a large scale. What we have already achieved serves as a basis for improvements in every area of the Group's activities.

We encourage our workforce to think creatively and are prepared to tackle even the most difficult technological challenges. Our decentralised corporate structure puts us in a position to react flexibly to competition in global market areas and to transform ideas rapidly into effective results.

Our aim is to achieve technological progress in the best interests of our customers. Every year we invest considerable sums in research and development, to put us in a position to explore new paths and set new trends.

Highest quality in everything we do



We devote all our efforts to best performance.

Our products and services must always measure up to the standards associated with the Liebherr name, and to which we give top priority: the best possible quality and effective support for our customers' business activities. To ensure that our products are manufactured to this high-quality standard, we invest unceasingly in the modernisation of our production facilities.

We promote awareness of quality – and insist on it both in our own work and the work we commission from our business associates.

We accept responsibility

We aim at all times to fulfil our responsibility to society in general and to the environment.

As a family-owned company active throughout the world, we carry considerable responsibility for society and the environment. We are convinced that we shall only achieve long-term success if we remain aware of this responsibility in all our activities. Protection of humanity and the environment is of special importance in our business activities.

It means that our products and the processes used to manufacture them must be safe, efficient and environmentally acceptable.

Integrity has a high status for us as a family-run company. We undertake to apply fair business methods when competing in world markets.

The Liebherr Group's long history of successful growth is due to a responsible, forward-looking business policy. One of our principles will therefore continue to be "thinking of tomorrow today".

Our employees are a key factor in our success

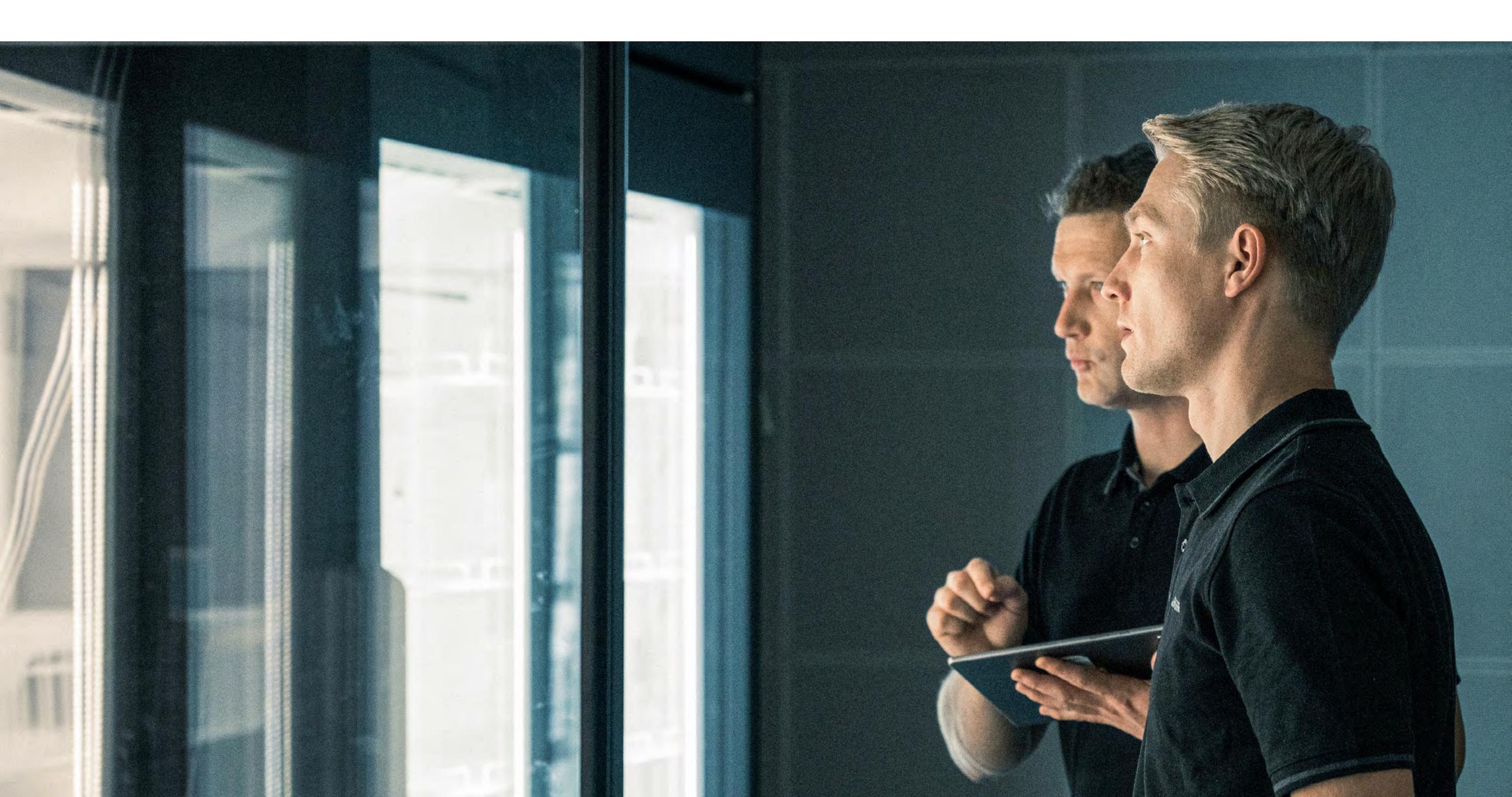


We greatly appreciate the degree to which our employees identify with their company.

We are fortunate to be able to rely on capable, highly motivated employees who remain loyal to us for many years and devote themselves enthusiastically to the Group's interests.

To promote this situation, we create suitable overall conditions: secure jobs and a healthy working environment. The absence of unnecessary managerial levels encourages our staff to take on responsible tasks with ample freedom of action. We promote entrepreneurial initiative and offer our employees various basic and advanced training programmes.

Liebherr stands for diversity in the cultural area as well. The Group draws strength from close teamwork across national borders. Cooperation within our Group is founded on integrity, mutual respect, fairness and trust.



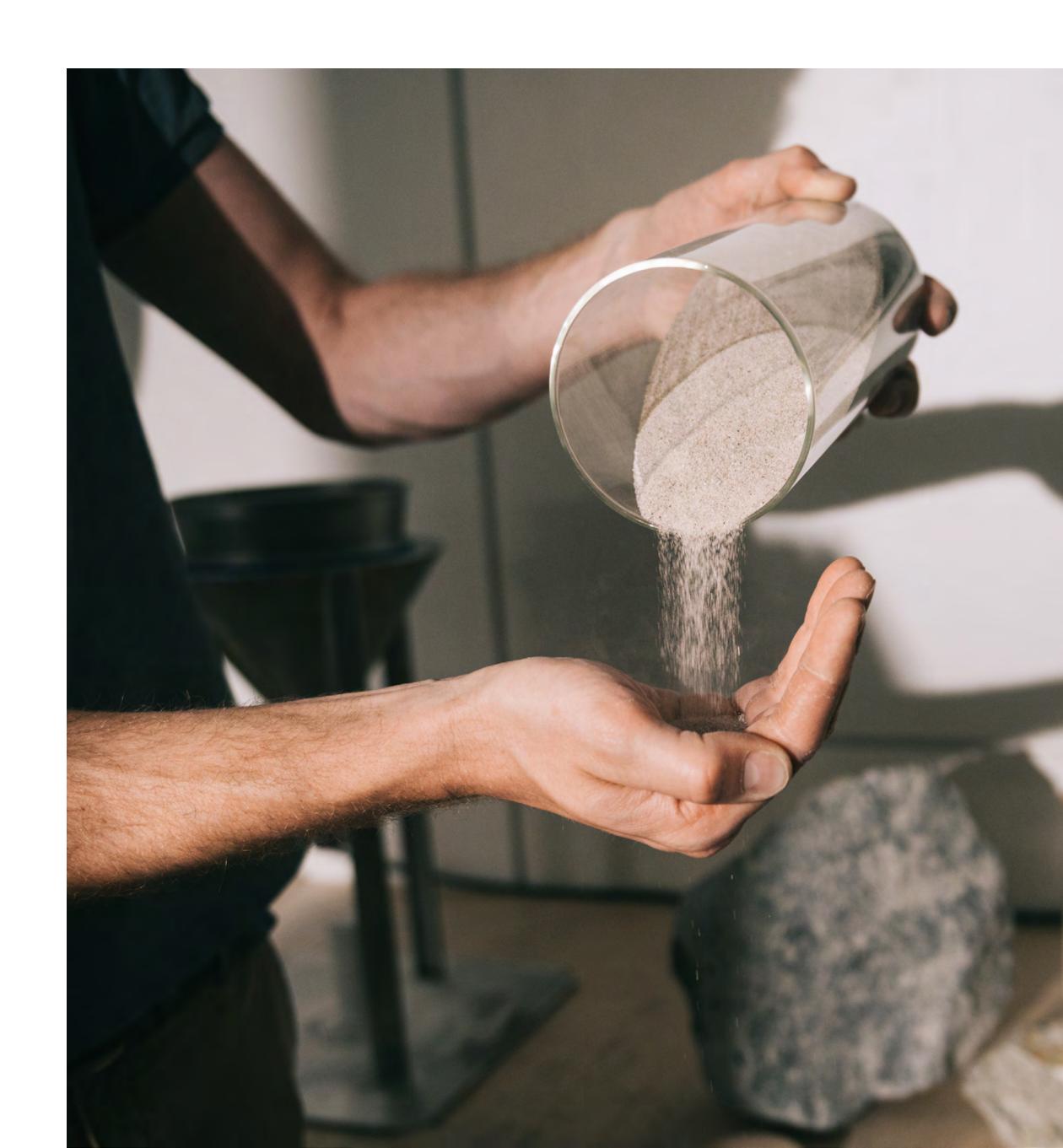
Business decisions and beyond

How our corporate responsibility management drives ethical and sustainable business

Every business decision aligns with economic, environmental, and social responsibility. Sustainability is a guiding principle across all areas of our company, and we expect the same commitment from our business partners. The Liebherr Group's Code of Conduct establishes clear standards for ethical business practices and integrity, reflecting the core values that define Liebherr.

As part of a long-term oriented family business, our product segment is built on sound economic principles. This foundation enables us to contribute meaningfully to a more sustainable future. Our approach to environmental responsibility is holistic and economically sound, covering the entire product lifecycle – from design and development based on customer needs, to production, usage, and end-of-life disposal. Key focus areas include energy and resource management, waste reduction, and climate protection.

Beyond our business, we are deeply connected to the communities surrounding our production sites. As a major employer in many regions, we take our social responsibility seriously — actively contributing to local economies and supporting long-term regional development.





A culture of integrity

Our commitment to compliance

Adhering to laws and internal regulations is of the highest priority for us. To uphold this commitment, it is essential to identify potential misconduct at an early stage and take immediate and appropriate action. By ensuring compliance and accountability, we reinforce our corporate values of integrity, fairness, and responsibility.

Whistleblowing and reporting mechanisms

Liebherr Group has a confidential whistleblowing system that allows employees and third parties to report any breaches of human rights, legal regulations, or internal policies — including the Codes of Conduct for employees and suppliers. This ensures transparency and accountability across all areas of our business.

SEE OUR COMPLIANCE PAGE



Human rights

Liebherr Appliances' approach to human rights

Liebherr Appliances is committed to protecting and promoting human rights across all business operations and supply chains. Sustainability both economic and environmental — is deeply embedded in our values, alongside our responsibility to ensure fair and safe working conditions.

We firmly believe that long-term success is only possible when economic activities respect both people and the environment. Therefore, we are dedicated to upholding human rights and preventing violations in all areas of our business.

Liebherr Appliances supports the ten principles of the UNITED NATIONS GLOBAL COMPACT, which focus on human rights, labour standards, environmental protection, and anti-corruption, as well as the UNITED NATIONS SUSTAINABLE DEVELOP-MENT GOALS (SDGS).

With our German companies, we comply with the German Supply Chain Due Diligence Act (LkSG) by conducting risk analyses and implementing mitigation measures to prevent human rights violations in our supply chain.

Each German Liebherr company affected by the LkSG submits documentation of the implementation and the results of the risk analyses to the Federal Office for Economic Affairs and Export Control (BAFA) and publishes the report on the company website. This ensures that the measures are transparent, traceable and meet the legal requirements.

Implementation and monitoring

To fulfil our human rights due diligence obligations, we systematically assess potential risks within our operations and supply chains.

We align our approach with the Liebherr Group's Corporate Responsibility Policy, Code of Conduct, and Supplier Code of Conduct, which set binding standards for all employees and business partners.

We expect all employees and business partners to adhere to applicable laws and international human rights conventions. Any violations will be taken seriously and addressed accordingly.

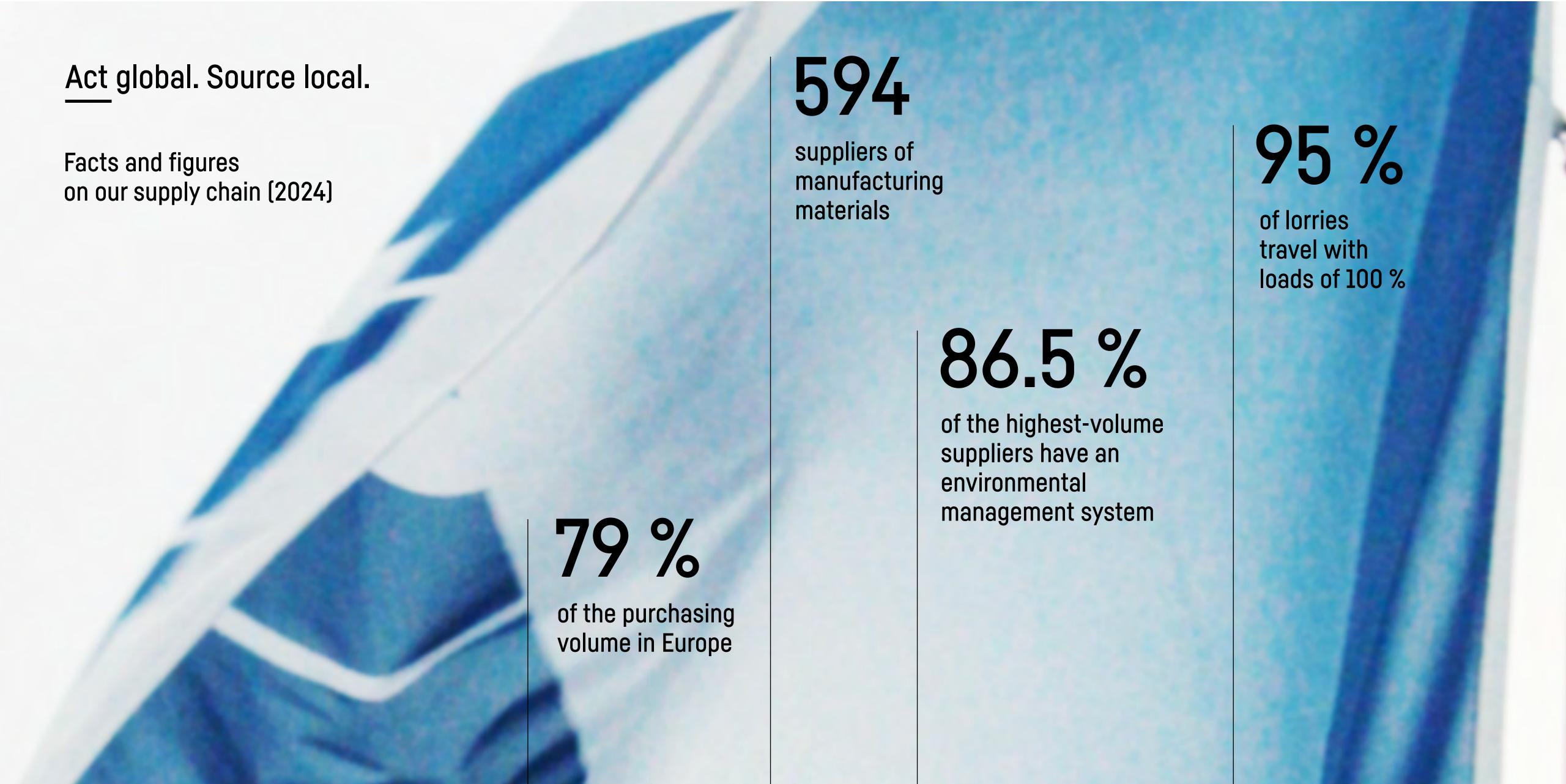
SEE OUR CODE OF CONDUCT

Accountability and continuous improvement

The management of Liebherr Appliances is responsible for ensuring the implementation and enforcement of human rights due diligence. Our procurement teams play a key role in maintaining these standards throughout our supply chain.

As human rights due diligence is an ongoing process, we continuously review and refine our objectives and measures to adapt to evolving challenges. Through responsible business practices and proactive engagement, Liebherr Appliances is committed to ensuring an ethical and sustainable supply chain for the future.





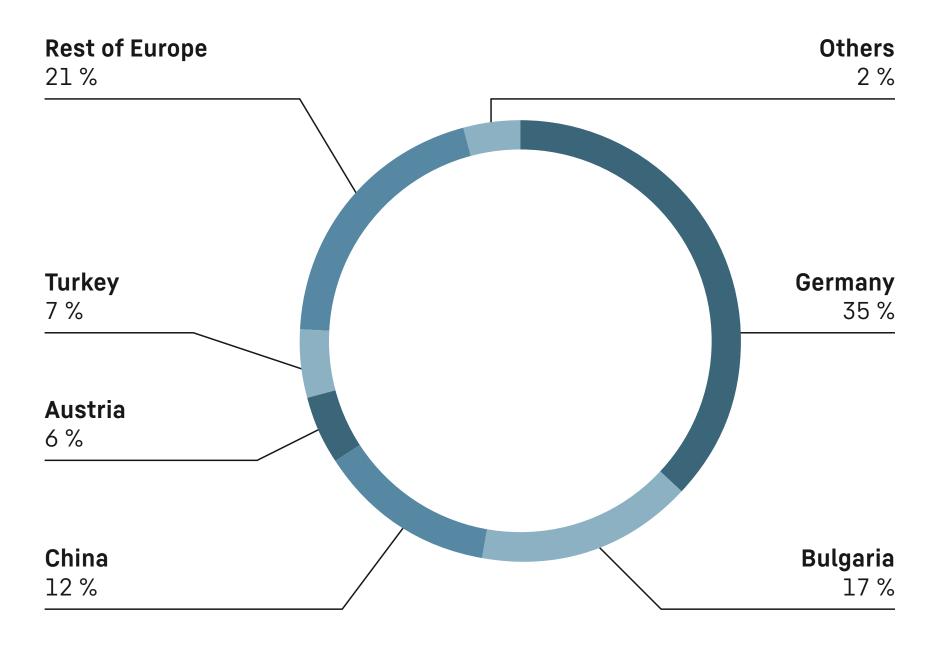
Responsible sourcing and supplier standards

Liebherr Appliances sources 57 % of its materials from partners in the same countries as our European production sites, ensuring supply chain efficiency and demonstrating our focus on regional sourcing. Additionally, 86.5 % of our suppliers have an environmental management system – an increase of 1.5 % over 2023.

Supplier audits are conducted regularly to assess delivery capability and compliance with quality standards. The scope and frequency of these audits are determined annually by purchasing and quality management, with additional risk assessments based on supplier location.

If quality or compliance violations are identified, an escalation process is triggered, which can lead to supplier delisting. Severe breaches, such as forced or child labour, result in immediate contract termination. In other cases, suppliers must demonstrate a commitment to improvement by working with our teams to implement a corrective action plan. Transparency and active problem-solving are essential for continued collaboration. The Code of Conduct for Suppliers is based on the Code of Conduct of the Liebherr Group and specifically reflects what Liebherr expects from its suppliers in this respect and what commitments they are making to Liebherr.

Proportion of purchase volume of manufacturing material

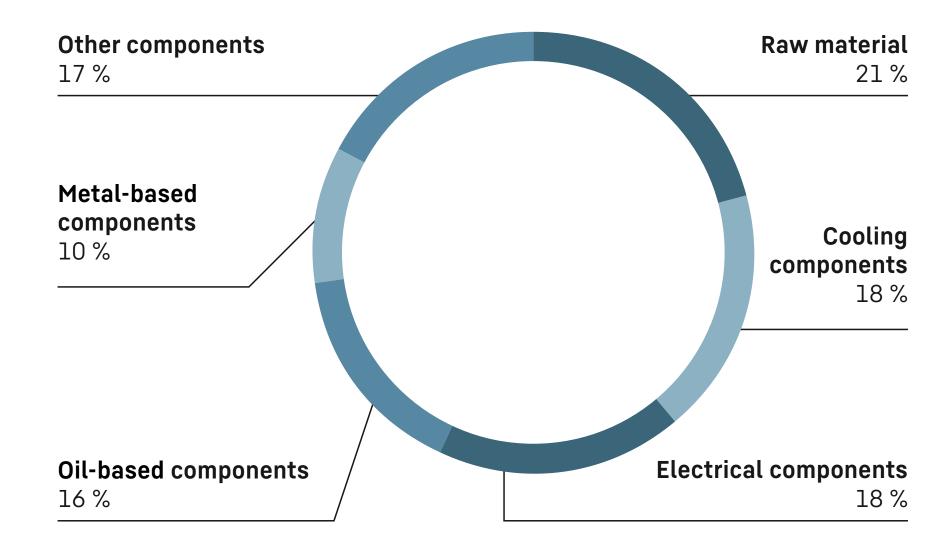


Share of purchasing volume

Liebherr Appliances collaborates with over 594 suppliers, ranging from global corporations to medium-sized businesses and small enterprises, including social workshops. This broad supplier base enables us to maintain high-quality standards, ensure supply chain resilience, and integrate sustainability principles into our procurement processes.

By working closely with reliable and responsible suppliers, we ensure high-quality materials, efficient sourcing, and continuous innovation — all while supporting sustainability and ethical business practices across the supply chain.

Total purchase volume





Optimised logistics for efficient transport

Liebherr Appliances is committed to maximising cargo space utilisation to enhance transport efficiency and reduce emissions. Currently, 95 % of lorries leaving central warehouses are fully loaded, minimising both environmental impact and costs. By optimising transport processes, we help strengthen supply chain efficiency while actively reducing our carbon footprint.

To achieve this, we employ strategic logistics solutions, including:

Centralised warehousing

Factory-based and regional warehouses ensure efficient distribution in core markets.

Optimised shipments

Carefully planned transport routes ensure vehicles are fully loaded.

Route optimisation

Continuous improvements prevent empty trips and enhance transport efficiency.

Regular factory transports

Materials are moved efficiently between sites, with reusable packaging and pallets loaded for return trips.

Multimodal logistics

A combination of road, rail, and sea transport is used, with rail preferred whenever possible.



