

## **Declaration on Compliance and Corporate Governance Report (as of January 28, 2025)**

### **Declaration on compliance pursuant to Section § 161 AktG**

- I. Since submitting the last declaration of conformity on December 03, 2023, and March 23, 2023, Eckert & Ziegler SE has complied with all recommendations of the “Government Commission on the German Corporate Governance Code” in the version dated April 28, 2022, which came into force on June 27, 2022 (“Code 2022”), with the following exceptions:
- 1. Recommendation A.3 of the Code 2022:** The company has strictly complied with the requirements of the German Stock Corporation Act in the design of its internal control system and risk management system. However, the company had not implemented any sustainability-related objectives that go beyond these requirements in the interests of lean and efficient administrative processes.
  - 2. Recommendation A.5 of the Code 2022:** The company and the Group had described the main features of the internal control and risk management system with regard to the accounting process in the management reports, as required by the German Stock Corporation Act. However, the company had not provided any further descriptions of the systems or comments on their appropriateness and effectiveness in order to keep administrative resources to a minimum.
  - 3. Recommendation B.5 of the Code 2022:** The company has not set an age limit for its Executive Board members. People should not be privileged or disadvantaged because of their age, skin color, origin, or gender. The only guideline for filling positions on the Executive Board can only be to select from the largest possible pool of candidates those persons who, in each situation, are most suitable based on their knowledge, skills and professional experience to strengthen the board and thus the competitiveness of the company.
  - 4. Recommendation C.2 of the Code 2022:** The company has not set an age limit for its Supervisory Board members because age is not a relevant criterion for them.
  - 5. Recommendation C.7 and C.10 of the Code 2022:** The current Chairman of the Supervisory Board of Eckert & Ziegler SE, Dr. Andreas Eckert, was its Chairman of the Executive Board until June 7, 2023, and was immediately subsequently appointed to the Supervisory Board by the major shareholder Eckert Wagniskapital und Frühphasenfinanzierung GmbH (EWK), where he took over as Chairman on June 7, 2023. The Supervisory Board considered the knowledge and experience that Dr. Eckert has gained from his work on the Executive Board to be extremely valuable for the Supervisory Board's control function and was certain that Dr. Eckert would exercise his Supervisory Board mandate in the best interests of Eckert & Ziegler SE. In addition, the appointment of Dr. Eckert by EWK ensured that the shareholders had sufficient control over the composition of the Supervisory Board, which is in line with the legislative values of Section 100 (2) No. 4 AktG.

- 6. Recommendation G.6 of Code 2022:** Some Executive Board members were not granted any long-term variable remuneration components, as these contracts only have terms of two years, and a long-term variable remuneration component did not appear appropriate
  - 7. Recommendation G.7 of the Code 2022:** The Supervisory Board has not defined any performance criteria for each member of the Executive Board for the coming financial year for the variable remuneration components, which - in addition to operational - are primarily based on strategic objectives. Annual stipulations would represent an intervention by the Supervisory Board in the management of the Company, which is not necessary in the Company's situation in order to promote its sustainable and long-term development. The primary link in accordance with the remuneration system to the net income for the year or its longterm development, in combination with the payment of long-term variable remuneration in shares or the linking of the calculation to the share price, is sufficient.
  - 8. Recommendation G.8 of the Code 2022:** A subsequent change in the target values or the comparison parameters was not excluded. In some cases, the Executive Board employment contracts provide for the Supervisory Board's authority to subsequently adjust individual parameters for the assessment of individual, variable compensation components in the event of extraordinary events. Such an adjustment option, which also allows adjustments both to the benefit and to the detriment of the Executive Board members, ensures that the members of the Executive Board are properly incentivized. Since the decision is in the sole and proper discretion of the Supervisory Board, such an adjustment option is in the best interests of the company and its shareholders.
  - 9. Recommendation G.10 of the Code 2022:** Most of the variable remuneration amounts for the members of the Management Board were not granted in shares of the company but in cash due to existing contractual commitments. In addition, the remuneration system for the Management Board also specified, on the basis of existing commitments, that the long-term variable remuneration component would not be paid out in shares after four years, but after the annual financial statements for the last financial year of the contract term had been approved.
  - 10. Recommendation G.12 of the Code 2022:** Due to existing contractual commitments, it was not intended in some cases that the long-term variable remuneration of the members of the Management Board would be granted pro rata for the period up to the end of the contract in the event of termination of the respective Management Board service contract, but that it would lapse if the Management Board member was no longer employed by the company
- II. Eckert & Ziegler SE complies with all recommendations of the "Government Commission on the German Corporate Governance Code" in accordance with Code 2022 and will continue to comply with these in the future with the following exceptions:

1. **Recommendation A.3 of the Code 2022:** With its internal control system and risk management system, the company strictly follows the requirements of the Stock Corporation Act. The company does not implement sustainability-related objectives that go beyond these requirements in the interest of lean and functioning administrative processes.
2. **Recommendation A.5 of the Code 2022:** In the management reports of the company and the group, the essential features of the internal control and risk management system are described with regard to the accounting process, as required by the Stock Corporation Act. In order to keep the administrative burden within reasonable limits, there are no further descriptions of the systems, nor are there any comments on their adequacy and effectiveness.
3. **Recommendation B.5 of the Code 2022:** The company does not set an age limit for its Executive Board members. People should neither be privileged nor disadvantaged because of their age, skin color, origin, or gender. The guideline for filling board positions can only be to select from the largest possible pool of candidates those persons who, in a given situation, are most suited to strengthen the board and thus the competitiveness of the company due to their knowledge, skills and professional experience.
4. **Recommendation C.2 of the Code 2022:** The Company does not set an age limit for its Supervisory Board members because age is not a relevant criterion for them.
5. **Recommendation C.7 and C.10 of the Code 2022:** The current Chairman of the Supervisory Board of Eckert & Ziegler SE, Dr. Andreas Eckert, was its Chairman of the Executive Board until June 7, 2023, and was immediately subsequently appointed to the Supervisory Board by the major shareholder Eckert Wagniskapital und Frühphasenfinanzierung GmbH (EWK), where he took over as Chairman on June 7, 2023.

The Supervisory Board considered the knowledge and experience that Dr. Eckert has gained from his work on the Executive Board to be extremely valuable for the Supervisory Board's control function and was certain that Dr. Eckert would exercise his Supervisory Board mandate in the best interests of Eckert & Ziegler SE. In addition, the appointment of Dr. Eckert by EWK ensured that the shareholders had sufficient control over the composition of the Supervisory Board, which is in line with the legislative values of Section 100 (2) No. 4 AktG.

6. **Recommendation G.6 of the Code 2022:** Some Executive Board members were not granted any long-term variable remuneration components, as these contracts only have terms of two years, and a long-term variable remuneration component did not appear appropriate.
7. **Recommendation G.7 of the Code 2022:** The Supervisory Board has not defined any performance criteria for each Executive Board member for the upcoming financial year for the variable remuneration components, which - in addition to operational - are primarily based on strategic objectives. Annual specifications would represent an intervention by the Supervisory Board in the management of the Company, which is

not necessary in the Company's situation in order to promote its sustainable and long-term development. The primary link in accordance with the remuneration system to the net income for the year or its long-term development, in combination with the payment of long-term variable remuneration in shares or the linking of the calculation to the share price, is sufficient.

- 8. Recommendation G.8 of the Code 2022:** A subsequent change of the target values or the comparison parameters is not excluded. In some cases, the employment contracts of members of the Board of Management provide for the Supervisory Board's authority to subsequently adjust individual parameters for the assessment of individual, variable compensation components in the event of extraordinary events. Such an adjustment option, which incidentally permits adjustments both in favor of and to the detriment of the Executive Board members, ensures appropriate incentivization of the Executive Board members. As the decision is made at the sole, appropriate discretion of the Supervisory Board, such an adjustment option is in the best interests of the Company and its shareholders.
- 9. Recommendation G.10 of the Code 2022:** Most of the variable remuneration amounts for the members of the Management Board are not granted in shares of the company but in cash due to existing contractual commitments in addition, the remuneration system for the Management Board also specified, on the basis of existing commitments, that the long-term variable remuneration component would not be paid out in shares after four years, but after the annual financial statements for the last financial year of the contract term have been approved.
- 10. Recommendation G.12 of the Code 2022:** Due to existing contractual commitments, it is not intended in some cases that the long-term variable remuneration of the members of the Management Board will be granted pro rata for the period up to the end of the contract in the event of termination of the respective Management Board service contract, but that it will lapse if the Management Board member is no longer employed by the company.

## Remuneration Report / Remuneration System

The applicable remuneration system for members of the Executive Board pursuant to section 87a (1) and (2) sentence 1 AktG, which was approved by the Annual General Meeting on June 1, 2022, and the resolution adopted by the Annual General Meeting on 26 June 2024 pursuant to section 113 (3) AktG on the remuneration of the members of the Supervisory Board are publicly accessible at [EZAG Holding | Corporate Governance - EZAG Holding](#). The remuneration report and the auditor's report pursuant to section 162 AktG will be made publicly available at the same internet address.

## Information on corporate governance practices

The Executive Board of the company is fully committed to the legal and company-specific regulations on responsible and lawful conduct. It has expressed this principle by creating a Code of Conduct which is binding throughout the Group ([www.ezag.com/de/startseite/ueber\\_uns/verhaltenskodex/](http://www.ezag.com/de/startseite/ueber_uns/verhaltenskodex/)). The Executive Board commits itself and the Group to refraining from any business activities that contravene the principles of the Code of Conduct.

## Operating principles of the Executive Board and Supervisory Board

In accordance with the provisions of the German Stock Corporation Act (AktG), the company is subject to the so-called "dual management system", which is characterized by a separation of personnel between the Executive Board as the management body and the Supervisory Board as the monitoring body. The Executive Board manages the company with the aim of creating sustainable value, develops the corporate strategy and ensures its implementation in consultation with the Supervisory Board. The Supervisory Board, on the other hand, is responsible for monitoring and advising the Executive Board on an ongoing basis. The Executive Board and Supervisory Board work closely together in the interests of the company.

The Executive Board of the company currently consists of three members. The members of the Executive Board are jointly responsible for the management of the company. This does not affect the overall responsibility of all members of the Executive Board. Each member of the Executive Board is responsible for managing the business area assigned to him or her.

The principles of cooperation between the members of the Executive Board are set out in the Executive Board's rules of procedure. In particular, these rules govern the responsibilities of the individual members of the Executive Board, the matters reserved for the Executive Board as a whole, the passing of resolutions, the majorities required for resolutions, and the rights and duties of the Chairman of the Executive Board. In addition, the Rules of Procedure define a catalog of transactions of fundamental importance for which the Executive Board requires the approval of the Supervisory Board.

The Executive Board informs the Supervisory Board regularly, promptly and comprehensively about all aspects of business development of importance to the Group, significant business transactions and the current earnings situation, including the risk situation and risk management. Deviations in the course of business from previously established plans and targets are explained and justified.

In accordance with the Articles of Association, the Supervisory Board consists of six members and is composed exclusively of shareholder representatives. The Supervisory Board is directly involved in decisions of fundamental importance to the company. This also includes the strategic alignment of the company. The Supervisory Board appoints and dismisses the

members of the Executive Board, decides on the remuneration system for the members of the Executive Board and sets their respective total remuneration. The rules of procedure with regard to the conduct of meetings and resolutions of the Supervisory Board and its committees, if any, are summarized in the Rules of Procedure of the Supervisory Board. The Chairman of the Supervisory Board coordinates the work of the Supervisory Board and chairs the meetings. In view of the specific circumstances of the company and the small number of its members, the Supervisory Board has established three committees, a Remuneration Committee, a Nomination Committee, and an Audit Committee. Dr. Edgar Löffler and Frank Perschmann were members of the Remuneration and Nomination Committee until 31 December 2024. Since 1 January 2025, the Remuneration and Nomination Committee consist of Dr. Edgar Löffler and Prof. Dr. Helmut Grothe. Due to the size of the committees, the appointment of a committee chairman was waived. The members of the Audit Committee are Albert Rupprecht and Prof. Dr. Helmut Grothe. Although the Audit Committee also has only two members, the German Stock Corporation Act and the German Corporate Governance Code require the appointment of a committee chairman. The Chairman of the Audit Committee is Albert Rupprecht. The Supervisory Board regularly evaluates how effectively it and any of its committees perform their duties. In the 2024 financial year, a self-assessment was carried out in the form of a comprehensive questionnaire on all relevant issues.

### **Composition of the Executive Board, age limit and long-term succession planning**

In determining the composition of the Executive Board, the Nomination Committee and the Supervisory Board takes diversity into account, paying particular attention to broad-based skills and experience that are important for the company and to non-discriminatory selection. No specific age limit is set for members of the Executive Board. Nomination Committee and Supervisory Board ensure longterm succession planning with regard to appointments to the Executive Board. In particular, the Supervisory Board identifies times when it may be necessary to replace one or more members of the Executive Board and discusses the requirements to be met by potential successors and the possible involvement of external service providers. In its activities, the Supervisory Board regularly exchanges views with the Executive Board and its members within the legally permissible framework, in particular on the career planning of Executive Board members and on potential internal successors and their development.

### **Targets for the composition of the Supervisory Board, competence profile and status of implementation**

The Supervisory Board has resolved targets for its composition and a competence profile. Accordingly, the Supervisory Board is to be composed in such a way that its members as a whole have the knowledge, skills and specialist experience required to perform their duties properly. At the same time, the aim is to ensure that the Supervisory Board has all the knowledge and experience deemed essential in view of the company's activities. Furthermore, in view of the international activities of the company, the aim is to have several members on the Supervisory Board who have international business experience or some other international connection. No specific age limit is set for members of the Supervisory Board.

In the opinion of the company, the Supervisory Board is composed of individuals with a broad range of experience in the areas that are important for the company. In addition to members with expertise in accounting and auditing, the Supervisory Board currently has members with proven expertise in the fields of healthcare, natural sciences, and law. Furthermore, several members have international business experience or other international backgrounds as a

result of past or present professional activities. The current composition of the Supervisory Board therefore meets the objectives for the composition of the Supervisory Board and is in line with the competence profile.

### **Audit Committee**

The Audit Committee prepares, among other things, the negotiations, and resolutions of the Supervisory Board on the audit and adoption of the annual financial statements and the approval of the consolidated financial statements, on the Executive Board's proposed resolution on the appropriation of profits and on the Supervisory Board's proposal to the Annual General Meeting on the appointment of the auditor. The Audit Committee also deals with accounting issues, the sustainability report, the financial reports, the approval of non-audit services provided by the auditors, the monitoring of the effectiveness of the internal risk management and control system, the internal auditing system, and discusses compliance issues and the monitoring of the audit of the financial statements. The Audit Committee also discusses the audit reports with the auditors and their findings and makes recommendations to the Supervisory Board in this regard.

#### Members of the Audit Committee

- Albert Rupprecht (Chairman of the Audit Committee)
- Prof. Dr. Helmut Grothe

The Audit Committee meets the requirements of Arts. 100(5) and 107(4) sentence 3 AktG, according to which at least one member must have expertise in the field of accounting and at least one other member must have expertise in the field of auditing, and according to which the members as a whole must be familiar with the sector in which the Company operates.

Albert Rupprecht, Chairman of the Audit Committee since June 1, 2022, has extensive expertise in the areas of accounting, annual financial statements, finance, and supervision thanks to his professional background. As part of his studies and his duties as a management consultant, commercial manager, managing director, commercial director, and shareholder of various companies, he has for many years performed supervisory activities in both accounting and the preparation of annual financial statements. His activities also included the commissioning of the auditor, the company's organization of the audit, the discussion of audit planning and implementation, the monitoring of the audit, the assessment of its quality and of audit findings. Albert Rupprecht has also been a member of the German Bundestag since 2002. As a member of the Finance Committee, Albert Rupprecht is jointly responsible for the legal framework for the preparation of annual financial statements. As Chairman of the SoFFin supervisory body ("bank rescue fund") during the financial crisis, Albert Rupprecht monitored the rescue measures. For this purpose, the close exchange with auditors as well as the discussion of the documents and annual financial statements submitted by the financial institutions concerned were of central importance.

Prof. Dr. Helmut Grothe also has extensive experience in the field of accounting. He holds a doctorate in international corporate law, a habilitation in monetary and commercial law, and a university teaching license in, among others, commercial and corporate law. In addition, he has completed the course to become a specialized attorney for tax law. Through participation in several further training courses, in particular on the topics of IFRS, auditing of financial reporting, intangible assets, provisions and sustainability reporting, as well as through continuous discussions with auditors, both members of the Audit Committee were able to

deepen their specialist knowledge in the reporting period. Albert Rupprecht is an independent member of the Supervisory Board.

### **Remuneration Committee**

The Remuneration Committee focuses in particular on the Company's remuneration system and its further development, as well as on the amount and appropriateness of Executive Board remuneration and makes appropriate recommendations to the Supervisory Board for its decision making.

Members of the Remuneration Committee

- Dr. Edgar Löffler
- Frank Perschmann (until 31 December 2024)
- Prof. Dr. Helmut Grothe (since 1 January 2025)

### **Nomination Committee**

The Nomination Committee submits proposals to the Supervisory Board on filling vacancies on the Executive Board and deals, among other things, with succession planning issues.

Members of the Nomination Committee

- Dr. Edgar Löffler
- Frank Perschmann (until 31 December 2024)
- Prof. Dr. Helmuth Grothe (since 1 January 2025)

The Supervisory Board should also include what the shareholders consider to be an appropriate number of members who are independent of the company and its Executive Board and independent of any controlling shareholder, Recommendation C.6 GCGC. The Supervisory Board, which has no employee representatives, considers that at least half of the Supervisory Board members should be independent within the meaning of this recommendation. In addition, more than half of the members of the Supervisory Board shall be independent of the company and its Executive Board, Recommendation C.7 DCGK. A member is independent of the company and its Executive Board if he or she has no business or personal relationship with the company or its Executive Board that could give rise to a material and not merely temporary conflict of interest. A member is independent of a controlling shareholder if he or she or a close member of his or her family is neither a controlling shareholder nor a member of the controlling shareholder's executive body or has a personal or business relationship with the controlling shareholder that could give rise to a material and not merely temporary conflict of interest.

In the 2024 financial year, two thirds, i.e. four members of the Supervisory Board were independent of the company and its Executive Board within the meaning of recommendation C.7 GCGC. These were Prof. Dr. Helmut Grothe, Albert Rupprecht, Frank Perschmann and Dr. Edgar Löffler. Dr. Andreas Eckert was a member of the Executive Board in the two years prior to his appointment. Paola Eckert-Palvarini is married to Dr. Andreas Eckert.

One third, i.e. two members of the Supervisory Board, were delegated by the main shareholder in accordance with Section 9 (2) of the Articles of Association; these were Dr. Andreas Eckert and Paola Eckert-Palvarini until 26.6.2024 and Dr. Andreas Eckert and Frank Perschmann from 26.6.2024 to 31.12.2024. In the 2024 financial year, four members of the Supervisory Board were therefore independent of the company, its Management Board and a controlling



shareholder within the meaning of recommendation C.6 GCGC until June 26, 2024. These were Prof. Dr. Helmut Grothe, Albert Rupprecht, Frank Perschmann and Dr. Edgar Löffler. In the remainder of the 2024 financial year, half of the members were still independent within the meaning of recommendation C.6 GCGC, namely Prof. Dr. Helmut Grothe, Albert Rupprecht and Dr. Edgar Löffler

Since 1 January 2025, Dr. Andreas Eckert and Jutta Ludwig have been delegated by the main shareholder. Jutta Ludwig was a member of the Executive Board in the two years prior to her appointment.

Prof. Dr. Helmut Grothe has been a member of the Supervisory Board since 2014, Albert Rupprecht since 2017, Dr. Edgar Löffler and Frank Perschmann each since 2019, Dr. Andreas Eckert and Paola Eckert-Palvarini since 2023 and Jutta Ludwig since 2025. Ms. Ludwig was already a member of the Supervisory Board from 2019 to 2022.

The main knowledge, skills, and professional experience of the Supervisory Board members are shown in the following table as a qualification matrix

<b>Competencies of the members of the Supervisory Board</b>		Dr. Andreas Eckert (Chairman)	Prof. Dr. Helmut Grothe (Deputy Chairman)	Albert Rupprecht	Paola Eckert-Palvarini	Dr. Edgar Löffler	Frank Perschmann (until 31 December 2024)	Jutta Ludwig (since 1 January 2025)
<b>Duration of membership</b>	<i>Member since</i>	2023	2014	2017	2023	2019	2019	2025
<b>Personal appropriateness</b>	<i>Regulatory requirement</i>	✓	✓	✓	✓	✓	✓	✓
	<i>Independence</i>	**	✓	✓	**	✓	✓	*
	<i>No Overboarding</i>	✓	✓	✓	✓	✓	✓	✓
<b>Diversity</b>	<i>Gender</i>	male	male	male	female	male	male	female
	<i>Year of birth</i>	1960	1960	1968	1968	1953	1953	1953
	<i>Nationality</i>	german	german	german	german	german	german	german
	<i>Internat. Experience</i>							
	<i>Educational background</i>	Businessman	Lawyer	Economist	Radiation physicist	Medical physicist	Engineer	Economist and sinologist

<b>Professional appropriateness</b>	<i>Accounting</i>	✓	✓	✓	✓	✓	✓	✓
	<i>Risk-management</i>	✓	✓	✓	✓	✓	✓	✓
	<i>Strategy</i>	✓	✓	✓	✓	✓	✓	✓
	<i>Corporate Management and control</i>	✓	✓	✓	✓	✓	✓	✓
<b>Special expertise</b>	<i>Financial expert acc. §100 Abs. 5 AktG</i>							
	<i>Accounting Expert</i>		✓	✓				
	<i>Auditing Expert</i>		✓	✓				
	<i>Sustainability</i>		✓	✓				
	<i>Information technology</i>						✓	
	<i>Sciences</i>				✓	✓	✓	

\* In accordance with Article 9 (2) of the Articles of Association, the major shareholder has the non-transferable right to appoint two of the shareholder representatives to the Supervisory Board of the Company (right of appointment). For information on the exercise of this function, see above. In addition, Dr. Andreas Eckert and Jutta Ludwig were members of the company's Executive Board in the two years prior to their appointment. Paola Eckert-Palvarini is married to Dr. Andreas Eckert.

As part of the Act on Equal Participation of Women and Men in Leadership Positions, a minimum target of one sixth was set for the proportion of women on the Supervisory Board (see below for more details).

### **Specification of targets for the proportion of women in the Executive Board, Supervisory Board and management position**

In accordance with section 111 (5) of the German Stock Corporation Act (AktG), the Supervisory Board and in accordance with section 76 (4) of the German Stock Corporation Act (AktG), the Executive Board have resolved the following targets for the proportion of women on the Supervisory Board and on the Executive Board and in the two management levels below the Executive Board:

#### *Targets for the Executive Board and Supervisory Board*

It was and is exclusively competence on the basis of which the Company selects its Executive Board members. The Company cannot afford to base its decision on any criterion other than the selection of the best candidates. The Company is committed to the values of the German constitution (Article 3 (3) of the German Basic Law, GG), so that gender plays no more of a role in filling Executive Board positions than does ancestry, home country, origin, religion,

political views or skin color. The Company is also in favor of women applying for positions on the Executive Board. However, for competitive and constitutional reasons the company is not in a position to set a fixed target for the proportion of women or any other quota. On June 1, 2022, the Supervisory Board therefore set 0% as the target for the proportion of women on the Executive Board of Eckert- und Ziegler AG. The start of the 5-year period is to be July 01, 2022. The target deadline is June 30, 2027. One woman was a member of the company's Executive Board in the 2024 financial year; the proportion of women on the Executive Board as at December 31, 2024 was therefore 33%. There is currently no woman on the Executive Board. The proportion of women on the Executive Board is therefore currently 0%.

For the **Supervisory Board**, the Supervisory Board resolved on the same day to set a quota of 1/6 (equivalent to approx. 17%). The start of the 5-year period is to be July 01, 2022. The deadline for achieving the target figure was also set at June 30, 2027. In the 2024 financial year, there was currently one woman on the company's Supervisory Board. The proportion of women on the Supervisory Board was therefore 17%. Since 1 January 2025, two women have been members of the Supervisory Board; the proportion of women is therefore currently 33%.

#### *Target figures for upper management levels*

Eckert & Ziegler SE is a medium-sized company with a lean management structure at the two management levels below the Executive Board. In the interests of shareholders, employees and (private and public) creditors, the listed Group holding company has 4 department heads (first management level) and 12 sub-department heads (second management level). The managers working there combine the highest level of professional and personal expertise in the company's business areas, both nationally and internationally. The company has always selected its management personnel solely on the basis of their expertise. The company cannot afford to make decisions based on any other criterion than that of selecting the best. The company is committed to the values of the German constitution (Article 3 (3) of the Basic Law), so that gender plays just as little a role in filling management positions as descent, homeland, origin, religion, political views or skin color. There is a severe shortage of skilled workers in our industry. It therefore goes without saying that the company strives to recruit and promote female specialists in particular and is also open to applications from women for management positions at the two levels below the Management Board. The Management Board decided to set a target of 25% for the proportion of women in the two management levels below the Management Board. The 5-year period is to begin on July 1, 2022. The deadline for meeting the target ends on June 30, 2027. As at the reporting date of December 31, 2024, the proportion of women at the first management level below the Management Board was 25% and 66% at the second management level. The figures relate to the listed Group holding company with around 80 employees. Only the holding company is subject to the disclosure requirements of the "Act on the Equal Participation of Women and Men in Management Positions" (Section 76 (4) AktG). In the Group as a whole, with around 1,080 employees, the picture is similar, particularly at the second management level.

More detailed information on equal opportunities and diversity can be found in the Eckert & Ziegler SE sustainability report at [www.ezag.de](http://www.ezag.de) > Investors > Reports