

# Sustainability

ESG Report 2024/25



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# Introduction

Schur is a family-owned and managed company founded in Horsens, Denmark, in 1846. Today, we are 15 companies in 6 countries. With almost 200 years of experience, we work, now as hard as ever, to apply our skills to create innovative, advanced, and tailored solutions improving the possibilities and resilience of packaging, labeling, and packing systems.



## CEO Letter

# Committed to staying on the path

Once again, we are entering a new financial year, having closed a year marked by a range of geopolitical events and regulatory changes impacting the world we live in and the sustainability agenda.

The 2023 plan to fully incorporate the CSRD disclosure requirements in our sustainability reporting over the coming years has been challenged by the recently proposed amendments to the directive and the European Sustainability Reporting Standards. These changes will, however, not affect the overall goal of improving our sustainability reporting, only the choice of reporting standard.

To simply suspend all reporting initiatives would go against our DNA and clash with the decision to make sustainability one of our key strategic objectives – and something we aim only to improve in. Therefore, we are maintaining all relevant disclosure points from last year's report and have added new KPI's where necessary for improved completeness. We have kept the results of our double materiality assessment of 2024.

Over the coming years, our sustainability strategy will ensure a close connection between our materiality assessment, targets, actions, and

KPIs. With this strategy, we have mapped out a shared sustainability focus for the entire group, shaping our work for many years to come. Across all companies, we still work towards the same goal: to remain an ambitious and responsible partner.

This year, we have increased our efforts to execute on the initiatives that move us forward as a responsible and relevant choice. Examples of this include a CO<sub>2</sub>e calculator on our packaging solutions, aligning due diligence processes across the group, increased work and education on the European Deforestation Regulation and Packaging and Packaging Waste Regulation in the EU, and implementation of our new Group Responsibility Policy across all Schur companies.

Being a sustainable business partner has always been important to our family, and one of the pillars in our company DNA. As this report will hopefully confirm, we continue to have a clear framework for our sustainability work, and we are confident that this strategy will strengthen our positive imprint on Packaging, People, and Planet.

We hope you enjoy reading this year's report.



**Johan Schur**  
Group CEO



**Hans Christian Schur**  
Group CEO



# Our global production

## Europe

In Europe, we produce, sell, service, and develop innovative packaging and automated packing systems. Besides our established production of carton and flexible packaging, as well as labels and marking, we are developing state-of-the-art packaging automation and logistics systems, adapting generations of knowledge to our customers' visions.

## North America

A subsidiary of our Schur® Star production has operated in the USA since 2010. From here, we support our customers in North America with the production of packaging, machine servicing, and fully customized automated packing systems.

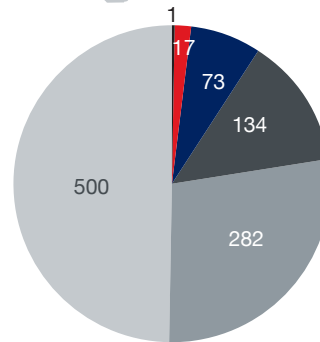
## Australia

Last year, we expanded our Schur® Star concept in Australia with the purchase of MinPac. With the knowledge and expertise integrated into our Melbourne-based production, we have increased our capacity and reach of Schur. By doing so, we aim to further strengthen our presence in this region.



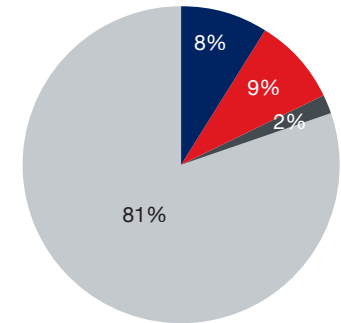
Employees by country

- Norway
- United States
- Australia
- Sweden
- Germany
- Denmark



Revenue by country of sale

- Europe
- Other countries
- Australia and New Zealand
- USA



Net revenue, DKK billion

**2.0**

2023/24: 1.9

Total employees FTE

**916**

2023/24: 897

Share of electricity from solar

**14%**

2023/24: 6.6%

CO<sub>2</sub>e emissions Scopes 1 & 2 reduction

**-13.7%**

from 2023/24

Absence rate Production

**5.5%**

2023/24: 6.2%

Production waste recycled

**88%**

2023/24: 87%

## Activity highlights 2024/25

### Carton & Labels



In our carton and labels business, the last year can be encapsulated under a few headlines: the European Deforestation Regulation, the Extended Producer Responsibility, and new opportunities. We are leveraging the upcoming deforestation regulation to streamline due diligence processes across the group and improve communication with suppliers. With the introduction of the extended producer responsibility in Denmark necessary dialogue was initiated, and we are keeping a close eye on the developments. Finally, we have opened a new facility in our labels business located just outside of Copenhagen, and we look forward to serving this market more closely.

### Automation



On January 1<sup>st</sup>, 2025, Schur Technology changed its name to Schur Automation to emphasize our competencies within automated packaging solutions. With this change, we have shifted even more resources towards innovation, total logistics solutions, and due diligence. The supplier management organization has been centralized and strengthened. There is an increased focus on quality verification across the value chain, and we are scaling up our capabilities to meet customer requests. The transition to a circular business model is already paying off with seven refurbished machines sold in 2025 and three machines prepared for recirculation.

### Flexible



In 2024, we expanded our presence in Australia with the acquisition of Minpac Australia. Our Australian company has also invested in a solventless laminator aimed at reducing gas dependence in the production. Turning towards recyclable and recycled materials, we are exploring all options and developing innovative methods to match the requirements of customers, legislative entities, end-consumers, and meet our own targets. Making sure the film-based materials we use are future-proof is a complex task, but with the collaborations and expertise of Schur's flexible teams, we are finding optimal solutions.

### Other activities



The group function in Horsens is getting a makeover with new facilities planned for construction in 2026. The new building is projected to be DGNB Gold certified. This will also renew the office and meeting capacities of Schur Pack Denmark. At our conference hotel, Borre Knob Fjordhotel, we completed the installation of heat pumps supplying all buildings in 2025. Thereby ending our dependence on oil-based heating systems in the entire group. This is the latest change incorporated to offer modern, responsible hotel and event facilities close to nature. The factories where we installed solar panels in 2024 are now all connected to the grid, and we will achieve full utilization in 2026.

## Progress overview

With the development of our sustainability strategy, we are utilizing current KPI's and identifying new strategic focus areas. The three pillars of our strategy: **Minimizing packaging footprint, Reducing food waste, and Empowering our People**, align with the results of our double materiality assessment and with the four areas highlighted here: Climate, Circularity, Diversity, and Working conditions. By harmonizing the many conversations and perspectives we talk about in sustainability under these strategic pillars, we create a shared Schur language for our work to come.

### Climate

Scopes 1 and 2 absolute emissions reduction

**-13.7%** **-8.7%**  
2024/25 2023/24

Base year: 2022/23  
Target: 42% reduction by 2030

Scope 3 absolute emissions development

**0.6%** **4.3%**  
2024/25 2023/24

Base year: 2022/23  
Target: 25% reduction by 2030

Annual energy intensity reduction 2024/25

**-1.7%** **-18%**  
Carton Labels

**-11.8%**

Flexible

Target: Annual reductions of 3% in each segment

### Circularity

Production waste recycled or reused

**88%** **87%**  
2024/25 2023/24

Target: more than 95% production waste recycled annually

Wastage rate of materials during production for Flexible and Carton

**19%** **20%**  
2024/25 2023/24

Target: In total, a wastage rate below 15%

Purchase of recycled materials, in total

**46%** **41%**  
2024/25 2023/24

Target: Carton 75% recycled materials, Labels 40% recycled materials, Flexible 30% recycled materials by 2030

### Diversity and well-being

Share of women across all management teams in Schur

**23%** **24%**  
2024/25 2023/24

Target: At least 35% women across all management teams by 2028

Management diversity in Schur International Holding a/s

**33.3%** **28.6%**  
2024/25 2023/24

Target: Closest possible to a 40-60 split given the total number of managers

Average age across all companies

**46.4** **46.8**  
2024/25 2023/24

Based on average age groups. Attracting younger employees is a key focus area in all companies

### Working conditions

Total accidents per 1 million work hours

**12.6** **9.4**  
2024/25 2023/24

Target: Accident frequency rate of less than 5 across all Schur companies

Key suppliers with a signed Code of Conduct

**48%** **43%**  
2024/25 2023/24

Target: All key suppliers have signed Schur's Code of Conduct or returned their own

Education sessions on new Group Responsibility Policy

**6**  
2024/25

Sessions held with key employees from all companies in 2025 on new policy and supplier code of conduct

## Our strategy

Packaging is indispensable in today's world. It plays a vital role in storing, protecting, and preserving products. It brings multiple benefits, such as reducing food waste, extending shelf life, and serving as a powerful tool for branding and communication.

We believe that eliminating packaging altogether is neither realistic nor desirable.

However, we also recognize that packaging has an environmental footprint, from the sourcing of raw materials to production and waste. In Schur, we are committed to being part of the solution. Our focus is on maximizing the positive impact of our packaging solutions, while actively working to minimize their negative effects. That is why we concentrate on our most significant impacts and pursue a more circular business model – ensuring that packaging continues to deliver value while supporting a better future.

### The sustainability strategy

In 2024/25, we have taken significant steps forward in our strategic work with sustainability. Building on our double materiality assessment and our strategy house, we have taken concrete steps to ensure that we can execute our strategic ambitions. Our employees possess key knowledge, and they hold critical insights that are essential to realizing our vision. Therefore, when we developed our sustainability strategy, it was vital for us to include them. Similarly, we have ensured broad stakeholder involvement when designing and prioritizing the actions that will operationalize the elements of our strategy. Key colleagues from all Schur companies participated in workshops in 2025 to discuss governance, actions, and targets across the business.

Having stakeholder involvement and continuous collaboration across all functions and levels in Schur is key to succeeding in making a positive imprint on Packaging, People and Planet. As we innovate and collaborate with our customers, it is also

crucial that we foster strong partnerships with our external stakeholders, especially our valued suppliers, to provide solutions tailored to our customers' needs.

Increasingly transitioning to a circular business model and being aware of our role in a larger system is a central parameter in our sustainability strategy towards 2030. We must enhance the positive impact of our products while limiting our negative impacts.

We recognize the complex balance involved in sourcing materials like plastic and carton for our packaging solutions. While these materials can pose environmental challenges – especially when not designed for recycling or not disposed of properly – they are also essential for protecting food and reducing waste.

Compared to many alternatives, plastic and carton offer unique advantages in terms of durability, light weight, and barrier properties, making them essential in food preservation. That is why we believe the future of packaging lies in applying circular economic principles to both materials, rather than seeking to eliminate them altogether.

We are committed to ensuring that improvements targeted at sustainability do not inadvertently shift the environmental burden elsewhere. To achieve this, we work closely with our suppliers and customers, offering guidance and support on responsible packaging options, and continuously innovating to reduce the overall environmental footprint of our products and solutions.

In 2025/26, we will launch a number of actions and initiatives designed to operationalize and execute our strategy to minimize our packaging footprint, reduce food waste, and empower our people.

***At Schur, our ambition goes beyond merely increasing the use of recycled plastic and carton. We are equally focused on developing packaging solutions that are recyclable and can be reintegrated into a circular flow, while also working towards minimizing the impact from the value chain around packaging when working with our automation and packing solutions. Our goal is to continuously future-proof packaging and packing processes – without compromising the primary function of protecting products and preventing food waste.***



## Schur sustainability strategy 2030

### We want to leave a positive imprint on Packaging, People and Planet

#### Minimizing packaging footprint

We optimize and innovate to reduce the packaging footprint

E1

#### Reducing food waste

We innovate and collaborate to reduce food waste and protect health & safety of consumers

E5

#### Empowering our people

We create a healthy and diverse work-culture that empowers people to develop and impact the success of Schur

S1

#### Foundation

We establish and grow strategic partnerships  
Building capacity and knowledge sharing  
Leading by example across E, S, and G across Schur

G1

## Strategy pillars and key actions

Here we present some of the key actions identified under each pillar of our strategy, representing what we see as our key tasks and main areas of impact. As an underlying enabler under all three pillars, we have our **Foundation** and our company governance.

### Minimizing packaging footprint

We are committed to reducing the environmental impact of packaging through innovation, efficiency, and circularity. Our approach encompasses several key actions:

#### Regulatory alignment and automation

Implementing automated systems that comply with PPWR requirements, supporting recyclability, reducing weight and volume, and improving reusability

#### Adaptable and energy-efficient technologies

Designing machinery that accommodates responsible material consumption and diverse product types while optimizing energy use and extending lifespan

#### Resource-efficient design and material innovation

Minimizing packaging size and volume and investing in the necessary knowledge to enhance recyclability and reduce end-of-life impact

#### Circular economy integration

Embedding circular design principles into development and production processes

#### Carbon transparency and reduction

Collecting CO<sub>2</sub> data across products, pursuing third-party verification, and reducing emissions through renewable energy and efficient production technologies

#### Innovative labeling solutions

Offering labeling systems that support recyclable and lightweight materials without requiring major equipment changes

### Reducing food waste

We are committed to delivering solutions that preserve product quality, limit waste, and optimize consumption. Some of our key actions are:

#### Quality assurance

Automated systems that minimize packaging and labeling defects, reducing waste and spoilage

#### Portion control

Packaging designs that enable effective portioning, helping consumers reduce leftovers

#### Smart packaging

Functional solutions with innovative closures and freshness indicators to extend shelf life and prevent premature disposal

### Empowering our people

Our employees are at the heart of our success, and we want to foster a culture of growth, engagement, and continuity. Therefore, we focus on:

#### Developing leaders

Enabling leaders to foster a growth-oriented, people-centered culture aligned with business objectives

#### Succession planning

Safeguarding critical knowledge and ensuring continuity through proactive management of generational transitions

#### Retention and growth

Building a culture of continuous learning and career advancement to retain and develop talent

### Foundation

Building a strong foundation is critical to achieving our long-term sustainability and business objectives. We focus on three core actions:

#### Strategic partnerships

Strengthening internal and external collaboration to drive innovation and responsible practices

#### Capacity building and knowledge sharing

Promoting continuous learning and collaboration through training and knowledge exchange

#### Leading by example

Embedding environmental, social, and governance principles across our organization to set a benchmark for responsible business

## Implementing the sustainability strategy

### From circularity to optimal performance

At Schur, our commitment to sustainability is embedded in both our operations and strategic direction. We are transitioning from traditional, linear value chains to circular ones – working closely with suppliers to source recycled raw materials and reduce CO<sub>2</sub>e emissions. These efforts are key to minimizing our packaging footprint and supporting a more sustainable future.

For plastic films, the road to a fully circular value chain is not without challenges. While we are seeing a strong push from legislation and end-consumers to move towards completely recycled films, the cooperation and clarity necessary from new regulations and the value chain are lacking. From new regulations, such as the EU's Packaging and Packaging Waste Regulation, we await the definition of criteria for recycled and recyclable plastic packaging, which will decide what type of recipes for films should be pursued. In the value chain, increased recycling of plastic from end-consumers in the EU has not yet resulted in the at-scale production of recycled film necessary to meet demand. Most critically, recycled films are not yet of a quality where customers and end-consumers can expect the same refined properties as virgin films, leaving us with the choice between functionality and recycled content.

We believe this should not be a choice we have to make. Therefore, the film solutions we recommend will be aimed at both reducing the footprint of packaging, by looking into recycled materials and extending the lifetime of films as long as possible, and continuing to meet our customers' needs for food protection, extended shelf-life, and the different barrier properties of flexible films.

We recognize that this transformation takes time. Circular infrastructures must be further developed, the availability of recycled material that meets quality standards must increase, and new solutions must be validated. We remain fully committed to the journey ahead.

### Governance, Prioritization, and Collaboration

Sustainability is embedded in our business strategy. Our Strategy defines the pillars that guide our ambitions and actions. Throughout 2025, we engaged stakeholders across Schur in workshops to identify tangible initiatives that can be implemented in the short, medium, and long term. These initiatives are designed to support our vision of leaving a positive imprint on Packaging, People and Planet.

As a first step, we have prioritized actions within a gate-to-gate perspective, focusing on areas where our operations and business model can deliver the greatest positive impact. This approach ensures that our resources drive meaningful change, supporting the future of our planet.

### Laying the ground for stable governance structures

To ensure an effective execution of our strategic ambitions, we have structured our actions across the following time horizons aligned with our financial year:

**Short-term:** 2025/26

**Medium-term:** 2026/27-2029/30

**Long-term:** 2030/31 and beyond

Our strategy implementation will be supported by a robust governance framework consisting of a steering committee and a cross-company taskforce. These structures will be launched in the next financial year together with the formal introduction of our sustainability strategy, actions, and KPIs. Progress will be monitored through bi-monthly taskforce meetings and quarterly steering committee reviews, ensuring accountability and transparency.

### Prioritization and double materiality

To maximize impact, we assessed each focus area against clear criteria:

- Available capacity and resources
- Relevant competencies and knowledge
- Perceived importance among employees and customers
- Potential for significant sustainability impact

This prioritization ensures that our actions are realistic, value-creating, and aligned with our double materiality assessment, addressing both environmental and societal impacts.

### Strong engagement across all Schur companies

Key internal stakeholders have played a central role in defining our KPIs. Participants were selected for their extensive industry experience and knowledge of Schur's processes, customer requirements, and value chain.

Their insights have shaped actionable, measurable, and realistic targets with achievable timelines. We continue to involve employees to foster an engaged and empowered workforce, ensuring that our sustainability efforts remain practical, impactful, and aligned with business and partner needs.

### Collaborative action for a lasting impact

Sustainability at Schur is a cross-functional effort. We are strengthening collaboration and knowledge sharing across teams to accelerate innovation and improve solutions. Our restructured ESG organization is now fully operational, reinforcing strategic alignment and regulatory compliance. People remain central to our value-based approach. We maintain strong relationships with employees, customers, suppliers, and stakeholders to leave a lasting, positive imprint. While we acknowledge there is room to grow, we are committed to continuous improvement in practices, knowledge, and competencies throughout this journey.

# Due diligence

Succeeding in our sustainability strategy largely depends on our upstream and downstream value chain. Within our value chain, there is the potential for significant risks to the environment, social and labor rights, and to our own business. Therefore, due diligence is a central element in our sustainability governance. Across Schur's environmental, social, and governance management and development, we have procedures in place to identify, address, mitigate, and prevent adverse impacts. Through the new Group Responsibility Policy launched in 2025, we have taken a further step in describing and integrating due diligence principles at the group level.

Due to the decentralized structure of Schur, each company runs due diligence processes with a high level of autonomy. Thus, there will be variations in the implementation of processes in our everyday work.

It is a continued area of focus to have more shared systems and definitions in areas where it makes sense, while still making room for local decision-making related to due diligence and value chain management. Our various IT systems, policies, and guidelines are supporting these processes. This page gives an overview of the implementation of different due diligence steps. Use the page references for additional information.

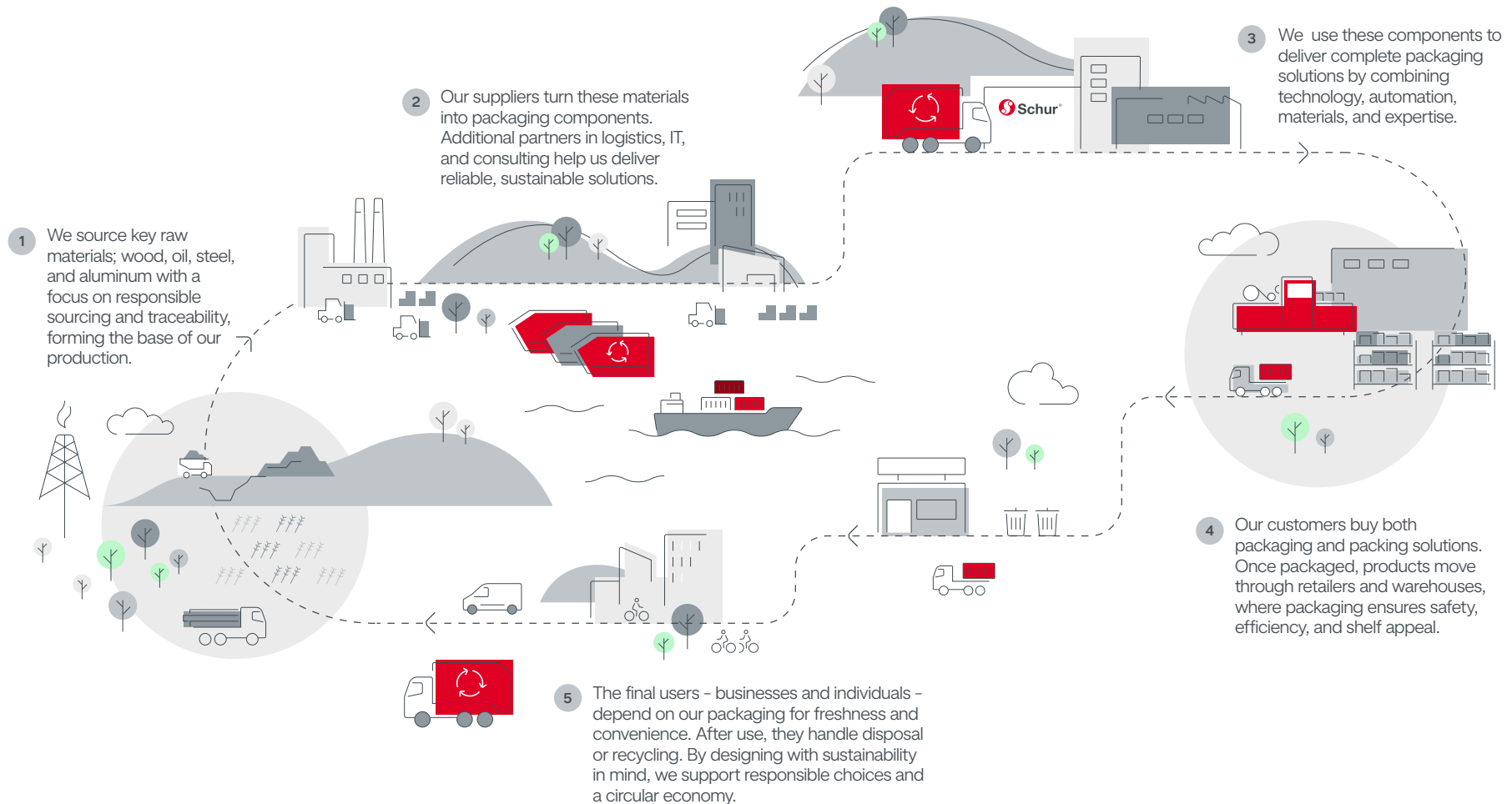
<b><i>Due diligence step</i></b>	<b>In Schur</b>	<b>Read more</b>
<b><i>Embed responsible business conduct into policies and management systems</i></b>	Group policies are implemented through training and ongoing dialogue, management systems, awareness training, local policies, employee handbooks, and guidelines. Our 'One Schur' mentality is embedded in our corporate culture and throughout the Group	Group Policies and Ethical guidelines, p. 49-50 Certified management systems, p. 53 Supplier Code of Conduct and relations, p. 51 Topical policy descriptions, pp. 24, 31, 33, 37, 42 One Schur, p. 46
<b><i>Identify and assess actual and potential adverse impacts</i></b>	Risk assessments are conducted as part of management systems, supplier assessments, or in our double materiality assessment and strategy work, incorporating employees from all Schur companies	Certified management systems, p. 53 Double materiality assessment pp. 17-19 Stakeholder engagement, p. 16 Sustainability strategy implementation, p. 12
<b><i>Cease, prevent, and mitigate adverse impacts</i></b>	We use internal and external audits, training and education of employees and management, certified management and quality systems. Energy management systems have been introduced in some companies. We ensure the whistleblower system and grievance mechanisms are well-known	Training and education, p. 39 Certified management systems, p. 53 Energy management, p. 29 Climate change transition plan p. 23 Whistleblower system, pp. 49, 51 Equal opportunities for all, pp. 37-39
<b><i>Track implementation and results</i></b>	Annual and monthly data collections on ESG-related figures, used for external reporting and internal tracking. We are continuously researching third-party verification of figures and methodologies	Basis for preparation, pp. 20-21 Internal controls over sustainability reporting, p. 21 Accounting policies, pp. 28, 30, 34, 35, 40, 43, 47, 51 Sustainability management, p. 45
<b><i>Communicate how impacts are addressed</i></b>	It is part of our sustainability strategy to educate and communicate more on ESG topics internally. As well as collaborating with others and taking part in forums and industry associations	Our sustainability strategy, pp. 9-12 Value chain and business model, pp. 14-15 Stakeholder engagement, p. 16 Material impacts, risks, and opportunities, p. 18 Training and education, p. 39
<b><i>Provide for or cooperate in remediation when appropriate</i></b>	We value the engagement with stakeholders. Our whistleblower hotline is available internally and on <a href="http://www.schur.com">www.schur.com</a> , and whenever we learn of a negative impact, we act according to set procedures and policies	Stakeholder engagement, p. 16 Whistleblower system, pp. 49, 51 Group policies and Ethical guidelines, pp. 49-50 Relationship with suppliers, p. 51

# Our value chain

Schur is committed to transforming traditional, linear value chains into circular ones. Through collaborations at every stage, from raw materials to manufacturing, supporting services and investments, we strive to minimize our negative impact. This transformation is embedded in our operations and strategic ambitions, ensuring that circularity is not an add-on but a core principle.

Our customers, particularly in the food industry, actively co-develop packaging solutions that meet functional, branding, and sustainability goals together with our skilled design teams. These products then move through retailers and warehouses, where packaging plays a vital role in protection, logistics, and consumer appeal. Finally, end consumers, both businesses and individuals, interact with our packaging, influencing its

disposal and recycling. By designing with end-of-life in mind, we support responsible consumer behavior and contribute to a growing circular economy.



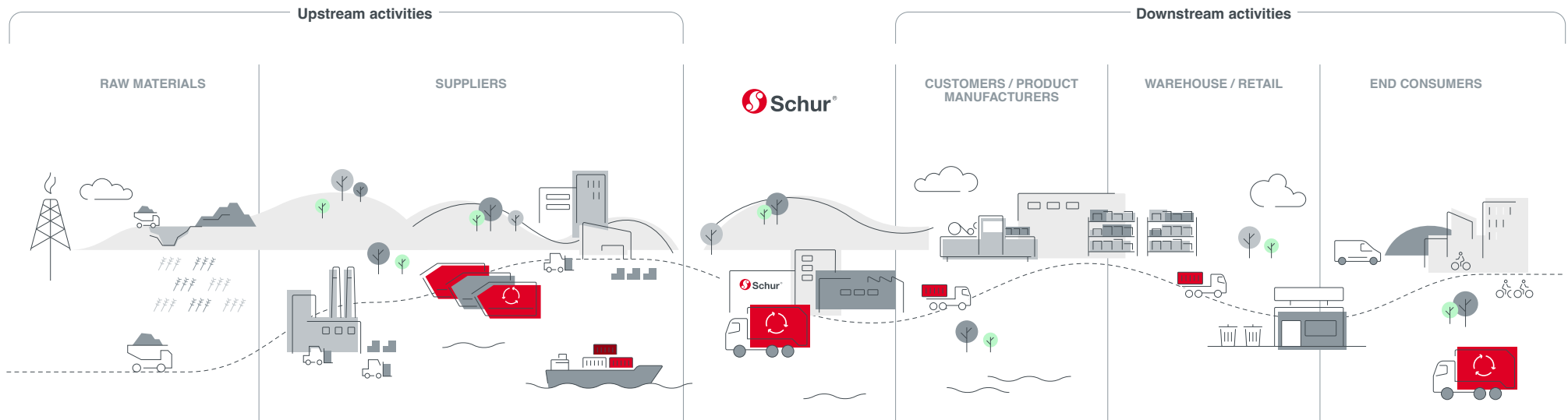
## Circularity at the core of our business model

We deliver end-to-end packing and packaging solutions by integrating innovative technology, automation, recyclability, and deep expertise. Our product portfolio includes carton and flexible packaging, labels, automated packing machines, and marking equipment, primarily serving B2B customers across diverse industries and markets.

Beyond manufacturing, we rely on logistics, IT, and service providers to support operations and enhance value delivery. Our internal capabilities – skilled employees, advanced production sites, and strategic partnerships – enable us to offer state-of-the-art solutions.

Our business model is built on a robust and diverse value chain, from sourcing raw materials to delivering end products to consumers. We prioritize responsible sourcing of paper, carton, plastic, and metals such as steel and aluminum, ensuring traceability and human rights protection from the outset. Through close collaboration with suppliers and customers, we transform these materials into high-quality packaging and packing systems.

Our business model reflects our commitment to leaving a positive imprint on Packaging, People and Planet. It also aligns with our double materiality assessment, where we identified **Climate Change (E1), Resource Use & Circular Economy (E5), Own Workforce (S1), and Business Conduct (G1)** as our key sustainability topics. To mitigate the primary impacts and risks, we focus on emissions in our own production, the value chain, circularity of raw materials and products, and empowering our employees. See more on our double materiality analysis on page 17.



## Engaging with stakeholder perspectives

We recognize the importance of our stakeholders and take a long-term, strategic approach to understanding and addressing their needs. Many parts of our work on sustainability, such as the sustainability strategy and double materiality assessment, are shaped by continuous engagement with internal and, whenever possible, external stakeholders, ensuring alignment with their expectations and the evolving sustainability landscape.

As Schur is family-owned and run, this ownership structure plays a vital role in shaping the company's long-term strategic direction. The Schur family is actively engaged at multiple governance levels, including on the Board of Directors, all local company boards, local management, and on the Executive Board.

Their commitment to responsible business development and sustainable growth is deeply embedded in our corporate

culture and is consistently reflected in both strategic and operational decision-making processes. In the table below, the shareholder engagement practices are detailed.

In our double materiality assessment, we met with Schur employees, managers, and owners in separate and joint sessions. See page 12 for further information on how internal stakeholders have also been engaged in the strategy development process.

### Key stakeholders

Description of Schur's key stakeholder groups

Owners	Employees	Suppliers	Customers	End-Consumers	Industry organizations	Financial institutions
<i>Type of engagement</i>						
Day-to-day dialogue, topic engagement, manager and board meetings	Stand-up meetings, one-on-ones, town-halls, employee satisfaction surveys, DMA and strategy process	Annual supplier meetings, code-of-conduct engagements, audits	Design processes, questionnaires, audits, annual meetings	Industry organizations, professional networks, via customers	Local and global industry associations, professional networks	Annual engagements and consultation services
<i>Outcome</i>						
Our sustainability strategy has been guided by the owners' long-term commitment and active governance involvement. Through a number of engagements, they informed the DMA outcome	We maintain an ongoing dialogue with our employees, focusing on enhancing physical and mental well-being, reducing workplace risks, including all opinions in decision-making, and fostering a safe and inspiring work environment	Our suppliers are essential partners in delivering circular solutions. By keeping close collaborations with our suppliers, we can help to solve the value chain challenge of plastic recycling, support workers' rights throughout the supply chain, and local businesses	Material and design choices are highly influenced by our customers' needs and developed in close collaboration. Through certificates, audits, and reviews, we are making choices based on customer engagement	The end-of-life processing of packaging has a significant influence on our design choices and automation solutions. Through engagement with consumers, we gain an understanding of the use and possibilities for recycled packaging	We actively participate in topical and national industry associations and encourage employees and managers to join networks. By doing so, we gain valuable insights into regulatory developments and best practices, helping us to stay ahead	We value strong relationships with our financial partners. Their growing interest in our sustainability performance reflects the importance of responsible business practices in financial decision-making

# Double materiality assessment

Although the implementation deadlines for the Corporate Sustainability Reporting Directive (CSRD) have been postponed and the scope changed following the Omnibus decision in 2025, working with these sustainability topics remains a key priority for us.

We have proceeded with our double materiality assessment (DMA) as originally conducted in 2024. We have pushed forward our planned next step of engagement with customers and external stakeholders. With the finalized sustainability strategy, the DMA process will be further developed to continue in accordance with the strategy and include purposeful stakeholder engagement. This year, we instead allocated even more time and resources to finalizing our sustainability strategy to ensure a concrete and actionable tool, through clearly defined action plans and KPI's.

In 2025, we reassessed the descriptions of material impacts, risks, and opportunities for each material sustainability topic, making sure all descriptions are still valid and up to date. A change in the assessment of likelihood has meant that an impact under S1, Working conditions, is now both impact and financially material. This has not changed the overall score of the sustainability topic.

## Outcome

The results of the double materiality assessment in 2024/25 have stayed the same as in 2023/24, as we believe our sustainability-related impacts, risks, and opportunities have remained largely the same. The double materiality assessment follows the European Sustainability Reporting Standards from July 2023 and maps material topics across Schur's business model and value chain.

The results are presented in our double materiality results matrix, using a scale from one to five. Topics scoring three or above are considered material and linked to relevant ESRS subtopics. While **E3 Water & marine resources** scored

The double materiality assessment has resulted in the following material and non-material topics:

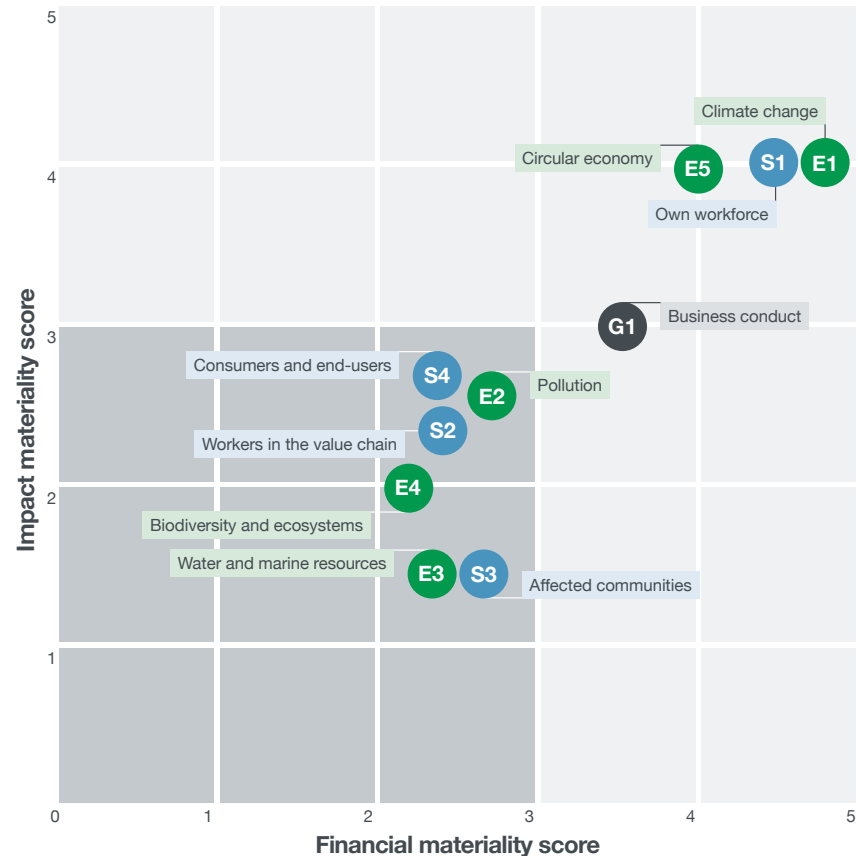
### Material topics

- E1 Climate change
- E5 Resource use & circular economy
- S1 Own workforce
- G1 Business conduct

### Non-material topics

- E2 Pollution
- E3 Water & marine resources
- E4 Biodiversity & nature
- S2 Workers in the value chain
- S3 Affected communities
- S4 Consumers & end-users

Double materiality results matrix



below the materiality threshold, we acknowledge the topic's relevance to some stakeholders. For this topic, we therefore continue to disclose entity-specific KPIs and take focused actions to support positive development. However, as water consumption and discharge are considered non-material for Schur, no formal targets or policies have been established. Instead, focused actions to support positive development have been identified and initiated.

We continue to closely monitor the development of the CSRD, including how best to proceed with our DMA. We

remain committed to sustainability and the initiatives we have launched prior to the Omnibus decision.

This commitment is important for us to stay ahead of the curve and be prepared for future developments. More importantly, the focus on risk and opportunity assessment initiated with the double materiality assessment has proven extremely valuable in continuing our ESG accountability and overall sustainability work.

# Material impacts, risks, and opportunities

As a result of the DMA, we identified four material topics and eleven material sub-topics. For each sub-topic, different impacts, risks, and opportunities were identified. On this page, a high-level overview of each material impact, risk, and opportunity is presented for each sub-topic. In the sections for each sub-topic in this report a more detailed description of the IROs and the mitigating actions we have in place is given.

The notion of whether a topic is related to our own operations or the value chain gives an idea of where we have found the material IRO to have the largest effect. The short-, medium-, or long-term timeline indicates how long the effects of the IRO are or can potentially be. Only impacts are defined as actual or potential. Risks and opportunities are always potential.

See pages 24, 31, 37, 42 and 45 for a detailed description of each sub-topic's material IROs.

Topic	Sub-topic	Description	IRO	+/-	Act/Pot	Location	Time horizon
E1	Climate change mitigation	Emissions from own operations Failure to implement transition plans	Impact, Risk	−	Actual	Own operation	Mid- and long-term
		Emissions from the value chain Failure to implement transition plans	Impact, Risk	−	Actual	Upstream	Mid- and long-term
		Reduced food waste and reduced CO <sub>2</sub> e Opportunities in market for packaging	Impact, Opportunity	+	Potential	Down-stream	Mid- and long-term
	Energy	Energy price developments	Risk	−	-	Own operation	Short-term
E5	Resource inflows, including resource use	Environmental impact from the value chain Reputational risk in raw material purchases	Impact, Risk	−	Actual	Value chain	Short, mid, long-term
	Resource outflows related to products and services	Recycled and recyclable packaging supporting a circular economy	Opportunity	+	-	Down-stream	Short, mid, long-term
		Environmental impacts from the value chain Reputational risk in recyclability of materials	Impact, Risk	−	Actual	Down-stream	Short, mid, long-term
	Waste	Raw material purchases increase due to production waste	Risk	−	-	Own operation	Short- and mid-term
S1	Working conditions	Impact on health, safety, and well-being Risk of high employee turnover	Impact, Risk	−	Potential	Own operation	Short- and mid-term
		Heavily reliant on retaining experience and knowledge	Risk	−	-	Own operation	Short- and mid-term
		Irregular working hours leading to stress and health risks Stress increases the risk of mistakes	Impact, Risk	−	Potential	Own operation	Short, mid, long-term
	Equal treatment and opportunities for all	Impact on support, leave, flexible work times Opportunity to enhance resources and efficiency	Impact, Opportunity	+	Actual	Own operation	Short, mid, long-term
		Risk of unfair wages in the industry Risk of resignation or reputational damage	Impact, Risk	−	Potential	Own operation	Short, mid, long-term
		Lack of training and skill development Risk of not meeting market demands	Impact, Risk	−	Potential	Own operation	Mid- and long-term
	Corporate culture	Offering equal opportunities and diversity Positive brand impact and talent attraction	Impact, Opportunity	+	Actual	Own operation	Short, mid, long-term
G1	Protection of whistleblowers	Strong values of decency and collaboration	Opportunity	+	-	All	Long-term
	Management of relationship with suppliers including payment practices	Severe consequences if protection fails	Impact	−	Potential	Upstream, Own operation	Short, mid, long-term
	Corruption and bribery	Behavior can impact smaller suppliers	Impact	−	Potential	Value chain	Short-term
		Risk of damage to reputation and contract breaches	Risk	−	-	All	Mid-term

⊕ Positive impact   ⊖ Negative impact

## Double materiality assessment methodology

The double materiality assessment was conducted in 2023/24 and revisited on a descriptive level in 2024/25. The applied methodology is based on the principles of the European Sustainability Reporting Standards, ESRS1, of July 2023. We have developed specific scales for the assessment of impacts, risks, and opportunities.

The 2023/24 assessment involved the Executive Board, the executive management teams of all Schur companies, and the Board of Directors. The double materiality assessment is revisited annually, but did not undergo a full review in 2024/25. Due to the change of CSRD scope, we realigned on material actions and postponed the full review to 2026.

In the double materiality assessment, we analyze sustainability-related risks, impacts, and opportunities from a dual perspective. Impacts, risks, and opportunities are evaluated from an inside-out perspective (impact materiality), and an outside-in perspective (financial materiality). When assessing impact materiality, we assess Schur’s impact on society and the environment. When assessing financial materiality, we assess the effects of society/social matters and the environment on Schur. We consider impacts related to the entire value chain.

All assessed impacts and risks are mapped to their relevant topical ESRS standard. We considered all sub-topics and sub-sub-topics when making the assessment. The assessment includes positive and negative impacts, sustainability-related risks, and opportunities. Impacts are identified as actual or potential. Impacts, risks, and opportunities are assessed for our own operations and for the value chain, where this is found to be relevant.

All activities within our own operations, in business relations, and in the value chain were considered in the assessment. When assessing the value chain, we relied on information from different types of interactions with first-tier suppliers, industry

knowledge, and internal knowledge based on engagement in various forums.

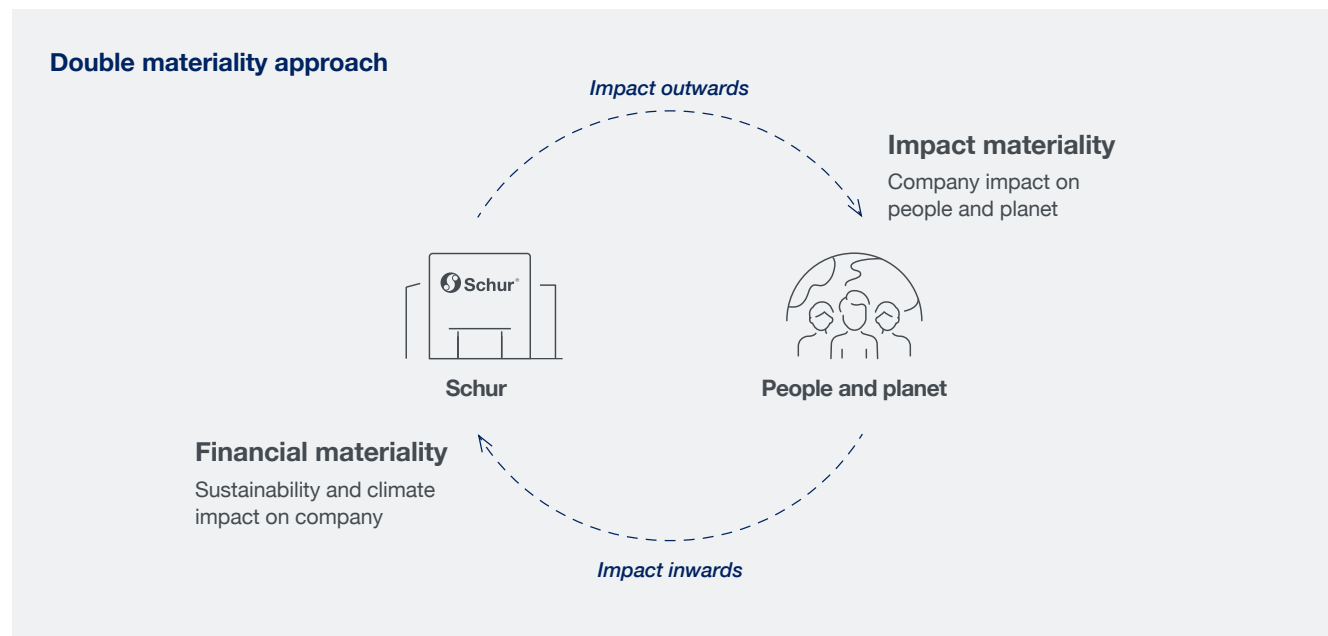
When having to understand the effect on stakeholders from our business, we relied on all existing forms of communication with employees, customers, suppliers, consultants, and industry organizations. These existing engagements have functioned as a proxy for direct DMA consultations with external stakeholders.

Assessments of impacts and risks are made prior to any mitigation actions that are already part of our daily operations. The assessment of actual negative impacts is based on the severity of the impact, and the assessment of potential negative impacts is based on the severity and likelihood

of the impact. Severity is based on the scale, scope, and irremediability of the impact. In the case of a potential negative human rights impact, severity takes precedence over the likelihood.

The assessment of positive impacts is based on the scale, scope, and likelihood of potential positive impacts.

Financial impact assessments are based on assessments of risks, opportunities, or dependencies that have or could reasonably be expected to have a material influence on Schur’s development, financial position, financial performance, cash flow, access to finance, or cost of capital.



## Basis for preparation

### Framework and data selection

The ESG reporting has been prepared in accordance with section 99a of the Danish Financial Statement Act. Parts of the reporting have been aligned with the European Sustainability Reporting Standards, version July 2023, such as the double materiality assessment and topical separation of IROs, policies, and datapoints. Datapoints are included either because they are found material in the double materiality assessment or because they are found to be relevant otherwise. It is stated clearly in each section whether the topic has material impacts, risks, or opportunities. Schur was, until the Omnibus directive in 2025, in scope of the CSRD from the financial year 2025/26. The greenhouse gas accounting follows the corporate standards and principles of the Greenhouse Gas Protocol.

### Reporting scope

Unless otherwise stated, the ESG performance figures are reported following the same principles as the financial statements. Thus, the ESG data includes consolidated data from the parent company, Schur International Holding a/s, and all subsidiaries, as they are all controlled by Schur. The consolidation of ESG data is based on financial control. Associated companies are not included in the sustainability statement. All reported data follow the same reporting period as the consolidated financial statements. The reporting period is from November 1st to October 31st.

The ESG reporting covers our material impacts, risks, and opportunities in our own operations, as well as in our upstream and downstream value chain, that is, from the extraction of raw materials to the product end of life.

Where volume-based output figures have been used, these have been adjusted for the carton companies to not include internal sales.

The ESG report is primarily based on annual and monthly reporting procedures. Unavailable data in prior periods or data categories no longer in use are shown with “-” in the tables. Detailed accounting policies are presented in the relevant sections of the report.

### Value chain data

The upstream and downstream value chain is covered as related impacts, risks, and opportunities were assessed in the double materiality assessment. Where relevant, policies, actions, and targets extend to the value chain.

We use information from our upstream value chain in the calculation of our greenhouse gas emissions and when addressing KPIs such as the distribution of our Supplier Code of Conduct. Page 17 explains how we have included value chain information in the materiality assessment of impacts, risks, and opportunities.

### Time horizons

Unless otherwise stated in the relevant section, the applied time horizons follow the definitions in the European Sustainability Reporting Standards, ESRS1, version July 2023:

**Short-term:** 1 year

**Medium-term:** 1-5 years

**Long-term:** More than 5 years

### Use of estimation and uncertainty

We use country averages, spend-based calculations, and other approximations in parts of the data input used to calculate our Scope 3 greenhouse gas emissions, such as for categories 1 Purchased goods and services, 7 Employee commuting, and 12 End-of-life treatment of sold products. These estimates are the main sources of uncertainty in our sustainability statement. The use of estimates results in a lower level of accuracy; however, we consider the level of accuracy acceptable for the sections of our sustainability

reporting where the estimates are used. See page 28 for the full accounting policy for CO<sub>2</sub>e calculations. When we do not have access to direct data and have to rely on estimates, we use selected sources that we have assessed to provide reliable insights and meet our requirements in terms of relevance, completeness, consistency, conservativeness, and accuracy.

We regularly reassess our use of estimates and judgments based on experience, the development of our sustainability reporting, and several other factors. Changes in estimates or accounting practices are recognized in the period in which the estimate in question is revised. In addition, we make judgments when we apply the accounting policies. In the coming years, we will continue our work to strengthen our data, focusing on our most material impacts. For further information on the key estimates, judgments, and assumptions applied, please refer to the detailed accounting policy presented in the relevant sections of the sustainability statement.

### Restatement principles

If the accounting practices are improved or if material mistakes in previous years' reporting are discovered, data will be restated if possible. The materiality of mistakes is determined on a case-by-case basis. We clearly indicate where we have restated data.

### Changes in 2024/25

The calculation method for Scope 3 categories 1 Purchased Goods and Services, 4 Upstream transportation and distribution, and 7 Employee commuting has been updated to improve the method for calculation and use direct sources whenever possible. The calculation method and CO<sub>2</sub>e emission results have been updated for the base year 2022/23 and for 2023/24. This has been done to ensure that the current and all comparison years use the same method, as well as to ensure the best possible climate target estimates. Scope 3

categories 11 Use of sold products, 12 End-of-life treatment of sold products, and 15 Investments have been included in the CO<sub>2</sub>e emissions table for 2022/23-2024/25.

The due diligence statement has been changed to a reference table describing where in the ESG report more information can be found. The ESG governance structure model on page 45 has been updated to better reflect the roles of the different management levels. The gender diversity target for the Board of Directors has been removed from the table on page 47. Our target is still referenced in the text.



## Internal controls over sustainability reporting

For our ESG report to be verifiable at the necessary level, both for internal and external support of KPI's and resource assessment, we need a strong control environment for all data points.

We are targeting the same level of verification and trustworthiness as for our financial figures and will build up internal controls for sustainability reporting using the globally recognized COSO Internal Control-Integrated Framework. We will focus on the five components of the COSO Framework: control environment, risk assessment, control activities, information and communication, and monitoring activities. Schur's internal control framework for ESG data is being developed by the Group Finance and ESG team.

We annually assess the progress on the development of internal controls for Schur's sustainability reporting and reporting on findings related to material risk concerning the sustainability reporting process in the Group Finance and ESG team.

In 2024, we conducted a preliminary risk assessment regarding errors and internal controls of our ESG data, utilizing our knowledge and experience from financial controlling. This risk assessment is based on our experiences, findings from previous years' ESG reporting, and areas where we have detected errors in our controls.

The preliminary assessment revealed that we need to focus on continuing with setting group-wide performance targets, ensuring the necessary resources to reach those targets, and developing reliable reporting on all KPI's internally and externally. The targets we set need to support daily operations, so we are able to build a control environment that supports operations. When we have ensured the basics, we will continue to develop data point related risk assessments and further control activities.

### ***The key activities to reduce risks are:***

- Annual reassessment of the double materiality assessment and strategy alignment
- Annual reassessment of the gap analysis of missing data points and planned development of these data points, according to voluntary or legal reporting requirements
- Continued development of an internal ESG accounting manual
- Monthly data collection and internal reporting on selected KPIs
- Implementing relevant control activities
- Internal education of employees involved in data collection and data processing
- Support data collection and reporting processes with relevant IT systems

# Environment

The climate change impact of our own operations is currently reduced annually by new initiatives, efficiency measures, and improved production strategies. Our net-zero target set out to be reached in 2046 depends on these improved strategies and continued close collaboration with suppliers and customers.



# Climate change mitigation

## Transition plan for climate change mitigation

In 2023/24, we developed near- and long-term reduction targets for Scopes 1, 2, and 3, covering all Schur’s activities. We are committed to staying in line with the Paris Agreement and reducing Scopes 1 and 2 by 42% by 2030, and Scope 3 by 25% by 2030, keeping respectively to the 1.5 C° and 2 C° limits to global warming. All targets are based on a 2022/23 base year.

Furthermore, we commit to reaching net-zero greenhouse gas emissions across the value chain by 2046. To reach net-zero we will reduce emissions across Scopes 1, 2, and 3 by a minimum of 90% and find ways to neutralize any residual emissions by 2046.

### GHG emission reduction targets

Year	Scopes 1 & 2	Scope 3
2030	42%	25%
2035	75%	-
2046	Net-zero	Net-zero

Base year: 2022/23

The transition plan is created in accordance with the recommendations of the Intergovernmental Panel on Climate Change (IPCC) with Paris-aligned near-term and long-term targets for reducing our absolute CO<sub>2</sub>e emissions. In this context, near-term targets are over a 5-10-year timeframe, and long-term targets are set for no later than 2050.

The transition plan follows the cross-sector pathway and the latest associated guidelines developed by the Science Based Targets initiative (SBTi) as of November 2025. Schur, however, has not had the transition plan for reducing emissions in Scopes 1, 2, and 3 verified by the SBTi.

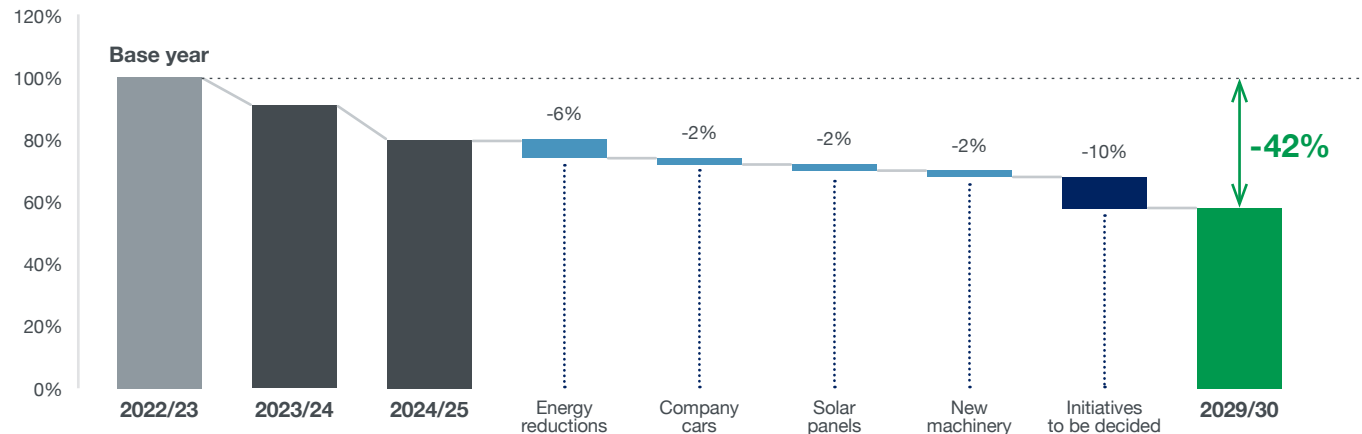
While we recognize the SBTi as a strong standard for corporate climate responsibility and align our transition plan with the principles thereof, we are currently exploring the different opportunities for independent verification of our climate reporting. We remain committed to meeting industry standards for transparency and credibility as well as ensuring we meet the expectations of our customers and stakeholders.

The development and finalization of the transition plan are embedded in Schur’s overall business strategy and financial planning and approved by the Executive Board and the Board of Directors. This year, we have invested 65.5 million DKK (CapEx) in factory optimizations and new machinery across all Schur companies.

In 2024/25, we reached a 13.7% reduction across Scopes 1 and 2 from 2023/24. This brings us an important step closer to our 2030 target. With the reached reductions and continued development of action plans, we have reduced the gap between known actions and actions under development from 17% in 2023/24 to 10% in 2024/25.

Unfortunately, we have not managed to achieve similar reductions in Scope 3. We have increased total Scope 3 emissions by 0.6% compared to 2023/24, and by 5% since the 2022/23 base year. This is due to increased long-distance transportation of raw materials to some sites and larger amounts of raw material purchased. The development in upstream transportation is calculated using an improved method, assuming the theoretically best route based on locations. With this new method, upstream transportation now takes up 7% of our Scope 3.

**Scopes 1 and 2 Reduction actions towards 2030**  
% expected reductions from planned actions



**Change in CO<sub>2</sub>e emissions Scopes 1 & 2**

	2024/25	2023/24
Scope 1 absolute CO <sub>2</sub> e emissions change	-14.2%	5.9%
Scope 2 absolute CO <sub>2</sub> e emissions change	-13.5%	-12.1%
<b>Overall reductions in Scopes 1 and 2</b>	<b>-13.7%</b>	<b>-8.7%</b>
Scope 3 absolute CO <sub>2</sub> e emissions change	0.6%	4.3%

Base year: 2022/23

**E1 Climate-related impacts, risks, and opportunities**

The emissions from Schur’s own operations and our value chain have a harmful effect on the climate. The combined Scopes 1, 2, and 3 emissions were 103,330 tons CO<sub>2</sub>e in 2024/25, which is a 0.4% decrease from 2023/24 emissions. These emissions will have a negative impact across the medium- and long-term, unless mitigating actions are introduced.

94% of Schur’s total emissions are from the value chain. Therefore, Scope 3 is an important focus when ensuring a proper response to this impact. Reducing Scopes 1, 2, and 3 emissions is the main purpose of our transition plan and an important part of the first pillar of our sustainability strategy. In 2025, we updated our climate change action plans for Scopes 1 and 2 in all Schur companies and added new calculations and initiatives to these plans. The updated action plans bring us closer to our 2030 emission reduction targets.

In our double materiality assessment, we also found material financial risks related to the greenhouse gas emissions from our own operations and the value chain. Most customers have a keen interest in this area and are likely to base future collaboration on our efforts in mitigating our emissions. Similarly, we identified a financial opportunity in creating solutions that support extended shelf-life, energy-efficient production, conscious material choices, and adaptability in machines and packaging solutions for a changing environment and material choice.

Furthermore, Schur’s climate change actions may lead to a long-term potential positive impact related to end-consumers, regarding avoided emissions. If the packaging we create can limit food waste and still be fully recyclable, the CO<sub>2</sub>e impact of production and waste treatment could be significantly lowered.

Regarding our energy consumption and energy availability, the most significant impacts are due to the related CO<sub>2</sub>e emissions. These impacts are the greatest where we have not yet transitioned away from gas. We have identified a material financial risk related to electricity consumption due to potential tax and price increases affecting the short-term.

**Policy**

Schur’s Environment and Biodiversity Protection Policy is the shared policy in all Schur companies covering our Climate mitigation targets, our responsibilities towards the environment, and the protection of biodiversity in our own operations and the value chain.

The climate mitigation targets and transition plan are the main drivers of our CO<sub>2</sub>e emissions mitigation actions. With this policy, we set out commitments to increase engagement with stakeholders, suppliers, customers, and to continue to innovate in our production methods.

The policy outlines Schur’s responsibility throughout our value chains to support and promote regenerative transitions, circular production methods, and responsible waste management. By securing a responsible end-of-life or repurpose for our own production waste and supporting the end user, we can help to promote more sustainable methods throughout the life cycle.

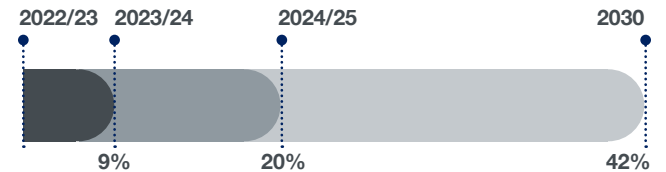
The policy applies to all Schur companies. The highest level accountable for our environmental and biodiversity policy is ultimately the Executive Board, closely supported by the Board of Directors. The policy is part of the Group Responsibility Policy. Read more on page 49.

**Emission reduction targets**

- Schur commits to reducing absolute emissions from Scopes 1 and 2 by 42% by 2030
- Schur commits to lowering absolute Scope 3 emissions by at least 25% by 2030
- Schur commits to reaching 75% absolute reduction of Scopes 1 and 2 emissions by 2035
- Schur commits to reaching net-zero emissions across Scopes 1, 2, and 3 by 2046

**Progress towards 2030 target**

Scopes 1 and 2 percentage reduction since the base year



**20%**

reduction of Scopes 1 and 2 reached since 2022/23

**Actions and progress on targets**

We have identified two primary decarbonization levers across all Schur companies:

- Transition to renewable energy sources in our own production, and
- Collaboration with suppliers on advancements in raw materials production and transportation to reduce emissions

**Progress on CO<sub>2</sub>e emission reductions**

We were able to reduce Scopes 1 and 2 emissions by 13.7% in 2024/25. The reductions are due to the solar panel installations on five sites in 2024, an increased number of electric company cars, reduced dependence on gas in production, and transitioning from oil-powered heating to heat pumps in the conference hotel.

This year, our Swedish factories in Jönköping and Kumla have installed new machinery and optimized ventilation systems. In Denmark and Sweden, energy mapping and management systems have given the opportunity for more efficient consumption. Our Australian factory has installed a new solventless laminator and an electric heating system to reduce the dependence on gas, and they have introduced new methods of reducing ink waste. In Germany and Denmark, there has been a focus on reducing idling losses on machines and optimizing runtimes. At our conference hotel, the old oil-powered heating system has been converted to heat pumps supplying all buildings. Overall, these improvements will result in estimated annual emission reductions of 200-250.000 kg CO<sub>2</sub>e.

In 2024/25, we have more than doubled the average annual reduction in greenhouse gas emissions for Scopes 1 and 2 necessary to reach our 2030 reduction target. Based on location-based figures, the average annual reduction necessary is 6%. This brings our 2035 Scopes 1 and 2 target within reach as well. The 2035 target will require average annual reductions of 6.6%, assuming we reach our first target in 2030.

The solar panels installed last year in five sites have now produced electricity for a full year's worth of production, replacing 12% of electricity consumption from national grids. We will be able to see the full benefit of all solar panels installed in 2024 in 2025/26.

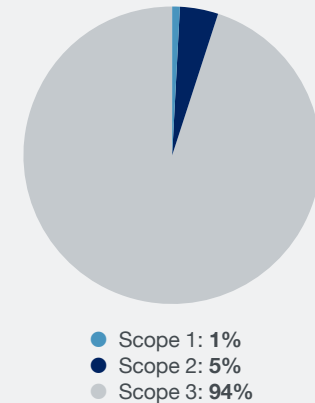
Scope 3 upstream emissions are now calculated for all relevant upstream categories with a high proportion of primary sources. 83% of location-based emissions are calculated directly from measured activities or volumes, and 33% is calculated using emission data directly from suppliers or country- or city-average grid mixes for electricity.

The development in Scope 3 emissions is very dependent on fluctuations in economic performance and the purchase of raw materials. This year, 78% of Scope 3 emissions stem from categories 1 Purchased goods and 4 Upstream transportation. As we continue to upgrade our calculation methods and increase the amount of emission data retrieved directly from suppliers, our Scope 3 will increasingly reflect the development in energy efficiency and production methods of our suppliers. In Scope 3.1 Purchased goods and services, we were able to calculate 38% of purchases of raw materials with activity data and emission factors directly from suppliers this year.

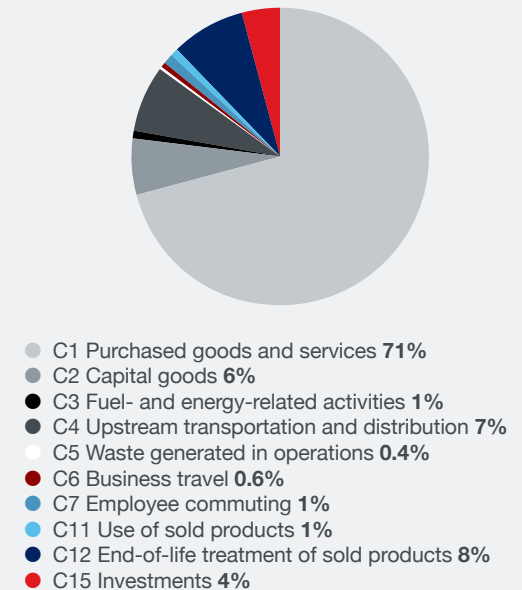
The 2030 Scope 3 reduction target would have required an annual average reduction of 3.6%, equivalent to 3,278 tons CO<sub>2</sub>e, relative to a 2022/23 base year. After the increase of Scope 3 emissions over the past two years, reaching our 2030 target for Scope 3 requires us to increase annual greenhouse gas emission reductions to 6% relative to a 2022/23 base year, equivalent to 5,564 tons CO<sub>2</sub>e annually.

We will reach this target through strong collaboration with our suppliers. As our suppliers and transportation partners work to bring down their emissions, we will bring down our Scope 3 emissions. Furthermore, as we continue to improve our Scope 3 calculations and also focus more on our downstream emissions, the methods available to us will continue to improve.

**Distribution of CO<sub>2</sub>e emissions 2024/25**  
% of total CO<sub>2</sub>e emissions



**Distribution of Scope 3 CO<sub>2</sub>e emissions 2024/25**  
% of total Scope 3 emissions



## Greenhouse gas emissions

Our Scopes 1 and 2 emissions have decreased by 13.7% in 2024/25 compared to 2023/24, whilst our Scope 3 emissions have increased by 0.6% compared to 2023/24. However, the emission intensity by segments has decreased for the Flexible production and remains on the same level for Carton and Automation. Only our Labels production has increased kg CO<sub>2</sub>e per kg sold due to investments in machinery. The intensity per 000' DKK for the Group is unchanged.

The biogenic emissions from the combustion of biomass not included in Scope 1 were 444 tons CO<sub>2</sub>e. We do not calculate biomass combustion in Scope 2 or Scope 3.

### Changes to earlier periods

As several categories in Scope 3 have been recalculated using new methods for all years going back to the base year 2022/23, the figures have been updated in this year's report. In the base year, 2022/23, Scope 3.1 is restated from 73,041 to 64,948 tons CO<sub>2</sub>e, 3.3 is restated from 177 to 353 tons CO<sub>2</sub>e, and 3.4, 3.7, 3.11, 3.12, and 3.15 are included for the first time. Therefore, total emissions in 2022/23 changed from 89,512 to 100,546 tons CO<sub>2</sub>e location-based, and from 94,914 to 105,948 tons CO<sub>2</sub>e market-based. In 2023/24, 3.1 is restated from 73,397 to 69,105 tons CO<sub>2</sub>e, and 3.4 is restated from 158 to 6,198 tons CO<sub>2</sub>e, leading total emissions to go from 88,564 to 103,777 tons CO<sub>2</sub>e location-based, and from 95,523 to 110,736 tons CO<sub>2</sub>e market-based, including the new categories 3.11, 3.12, and 3.15. Due to these changes, CO<sub>2</sub>e intensity by segment is restated for Carton, Labels, and Flexible in 2023/24, respectively, from 0.84 to 0.92, 1.25 to 2.22, and 5.54 to 6.25 kg/kg, and all emissions by segment have been recalculated for 2023/24.

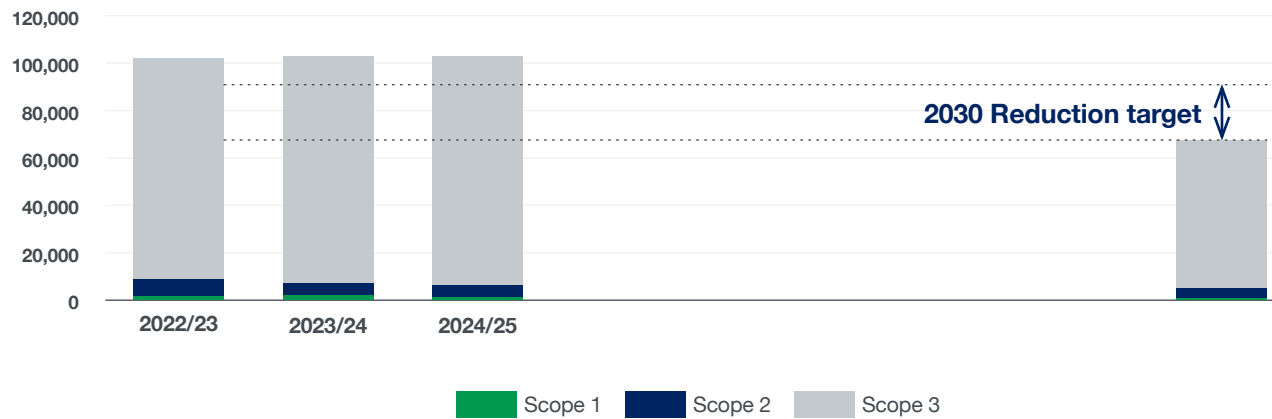
CO <sub>2</sub> e emissions				
Ton CO <sub>2</sub> e	Change	2024/25	2023/24	2022/23
Company cars		487	527	562
Natural gas		544	621	611
Fuel oil		54	64	35
LPG-gas		340	337	366
Wood chips		15	12	12
Diesel		-	118	-
<b>Scope 1</b>	<b>-14.2%</b>	<b>1,440</b>	<b>1,679</b>	<b>1,586</b>
Purchased electricity from grid (location-based)		4,875	5,634	6,380
District heating		349	408	492
<b>Scope 2 (location-based)</b>	<b>-13.5%</b>	<b>5,225</b>	<b>6,042</b>	<b>6,872</b>
<b>Scopes 1+2 (location-based)</b>	<b>-13.7%</b>	<b>6,665</b>	<b>7,721</b>	<b>8,458</b>
1 Purchased goods and services		69,111	69,105	64,948
2 Capital goods		6,259	5,079	6,988
3 Fuel- and energy-related activities		470	534	353
4 Upstream transportation and distribution		6,403	6,198	5,109
5 Waste generated in operations		177	181	486
6 Business travel		294	570	362
7 Employee commuting		916	924	936
11 Use of sold products		1,311	1,083	930
12 End-of-life treatment of sold products		7,746	7,569	7,429
15 Investments		3,978	4,813	4,547
<b>Scope 3</b>	<b>0.6%</b>	<b>96,665</b>	<b>96,056</b>	<b>92,088</b>
<b>Total emissions (location-based)</b>	<b>-0.4%</b>	<b>103,330</b>	<b>103,777</b>	<b>100,546</b>
Electricity purchased from grid (market-based)		11,456	12,593	11,782
<b>Total emissions (market-based)</b>	<b>-0.7%</b>	<b>109,910</b>	<b>110,736</b>	<b>105,948</b>
<b>Outside of Scopes</b>				
Biogenic CO <sub>2</sub> from Scopes 1 and 2		444	376	403

Emissions by segment		
Ton CO <sub>2</sub> e (location-based)	2024/25	2023/24
Carton	56,034	57,487
Labels	3,330	2,680
Flexible	34,389	34,680
Automation	4,626	3,880
Other	4,951	5,050
<b>Total emissions</b>	<b>103,330</b>	<b>103,777</b>

**CO<sub>2</sub>e intensity by segment**

<i>CO<sub>2</sub>e (location-based)</i>		2024/25	2023/24
Carton	kg/kg	0.92	0.92
Labels	kg/kg	2.78	2.22
Flexible	kg/kg	5.81	6.25
Automation	kg/DKK	0.02	0.03
Total Group location-based CO <sub>2</sub> e intensity	ton/tDKK	0.05	0.05
Total Group market-based CO <sub>2</sub> e intensity	ton/tDKK	0.06	0.06
Net revenue used to calculate CO <sub>2</sub> e intensity	tDKK	1,966,114	1,938,339

**Schur's Scope 1, 2 and 3 emission reductions towards 2030**



## Accounting policies

Schur's greenhouse gas accounting follows the methodology of the Greenhouse Gas Protocol's Corporate Standard and Corporate Value Chain (Scope 3) Accounting and Reporting Standard.

Greenhouse gas emissions are calculated as CO<sub>2</sub>e equivalents (CO<sub>2</sub>e), to account for all relevant greenhouse gases: carbon dioxide (CO<sub>2</sub>), methane (CH<sub>4</sub>), nitrous oxide (N<sub>2</sub>O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), sulfur hexafluoride (SF<sub>6</sub>), and nitrogen trifluorides (NF<sub>3</sub>s).

Greenhouse gas emissions are calculated using emission factors derived from Exiobase v3.3, the Association of Issuing Bodies (AIB), Ecoinvent, government databases, and supplier-specific data. We strive to secure supplier- or country-specific factors wherever possible, prioritizing the largest emission categories.

### Scope 1

Scope 1 includes burning of gas used for production and heating, combustion of fossil fuels in company cars, and biofuels burned on-site. Fugitive emissions from welding fumes and emissions from the use of refrigerants have been measured for all Danish locations. However, the total CO<sub>2</sub>e emissions were less than 0.0% of Scopes 1 and 2 emissions and therefore considered insignificant.

CO<sub>2</sub>e emissions are calculated from estimated amounts of fuel from km driven in company cars and the direct consumption of fossil-based fuels, using standard emission factors published by the UK Department for Energy Security & Net Zero (DESNZ), 2025.

### Scope 2

The CO<sub>2</sub>e emissions for district heating are calculated using direct emissions estimated by the district heating companies. CO<sub>2</sub>e emissions for location-based electricity are calculated using country-specific electricity grid averages provided by government organizations or AIB.

Following the Greenhouse Gas Protocol, we report our Scope 2 emissions both as location-based and market-based emissions. Residual mixes for market-based calculations are estimated by AIB for our locations in Europe, and by the respective governments for our locations in Denmark and Australia. There is no market-based CO<sub>2</sub>e emission calculation for the United States; here, the location-based CO<sub>2</sub>e emissions calculation is used.

### Scope 3

Scope 3 categories 1-7, 11, 12, and 15 are considered material and are included. Categories 9, 10, 13, and 14 are non-applicable. Downstream transportation purchased by Schur is included in category 4. Category 8 is therefore considered insignificant and not included.

Scope 3.1 CO<sub>2</sub>e emissions are calculated for all significant groups of purchased materials in the period using average emission factors, or, for 38% of raw materials purchased, emissions provided by the suppliers. Purchased services are not included.

Purchased goods and services for our automation company and conference hotel, Capital goods and downstream transportation purchased by Schur, included in category 4, are estimated from spend-based data using emission factors from Exiobase (2019).

Upstream transportation in category 4 uses the shortest theoretical distance based on online maps and sailing routes for all suppliers of raw materials, tons purchased, and average emission factors from DESNZ.

Categories 5 Waste generated in operations and 6 Business travel are based on actual quantities of production waste measured in the period and km flown, applying average emission factors from DESNZ.

The CO<sub>2</sub>e emissions from category 7 Employee commuting are estimated from national or city averages of transport choices and commuting distances in the countries where Schur's companies are located. Emission factors are from DESNZ.

Category 11 Use of sold products emissions is based on an estimate of the electricity use of Schur Star machines in their average lifetime, assuming average operating time of 8 hours per day. The calculation is based on the number of machines sold by our Automation company in the accounting period. Emissions factors are for average electricity consumption of the country of purchase, retrieved from AIB or government agencies.

Category 12 End-of-life treatment of sold products is estimated from the average method of disposal in the countries where our customers are located, based on data from Sensoneos Global Waste Index 2022. It is therefore assumed that our customers distribute their products in the same countries by the same split. This is likely a significant source of error. Emission factors are from WRAP. Where emission factors were negative due to potential raw material replacement, these have been set to 0.

15 Investments include Schur's derived share of the ownership of the Scopes 1 and 2 emissions of one of our two associated companies. It was not possible to include data from the other company.

### CO<sub>2</sub>e intensity

The CO<sub>2</sub>e intensity is total Scopes 1, 2, and 3 location-based emissions in kg CO<sub>2</sub>e divided by volume sold and by DKK net revenue, divided into segments, in the reporting period. CO<sub>2</sub>e emissions by segment have been corrected for the internal sale of carton.

# Energy consumption

The largest source of energy consumption in Schur is the purchase of electricity, making up 64% of total consumption in 2024/25, and 73% including the consumption of electricity from own solar panels. Almost all our production processes are powered by electricity, and we are continuously working on electrifying processes. Therefore, the investment in solar panels placed on the roofs of five factories in 2024 was an important step for our Scope 2 emission reduction plans. It has meant that in 2024/25, 12% of total electricity consumption was from solar production on site.

At Schur, we do not currently purchase any certificates of origin or power purchase agreements to secure renewable electricity. Securing renewable energy sources is an important part of our climate change mitigation strategy, and we are researching different options for meeting these targets. In a changing market of energy supply and disruptions to energy markets, we aim to pick a solution that will benefit our production, competitiveness, and the environment long-term.

### Change in energy intensity

Change in kWh/kg sold	2024/25	2023/24
Carton	-1.7%	0.6%
Labels	-18.0%	-9.8%
Flexible	-11.8%	6.2%

To understand our material impacts, risks, and opportunities regarding energy, see E1 Climate-related impacts, risks, and opportunities, page 24.

### Actions and progress on targets

We had two short-term and one annual target for our energy consumption in 2024/25. The two short-term targets have both been reached overall.

In 2024 and early 2025, we were able to install and connect solar panels on the planned factories, except for one location in Germany, where we, due to concerns regarding the construction, were forced to cancel the project. We are looking for alternative solutions for this location. Meanwhile, we are seeing great results from the solar panels in our Danish and Australian factories. In the production of labels, 31% of the electricity consumed was produced from solar energy in 2024/25. For the Group, 12.2% of energy consumption now comes from renewable resources. This is the first year of a full 12-month production from solar panels. We hope to see the full potential of the current installations in 2025/26.

2025 was also the last year of oil consumption in heating systems in Schur. In our conference hotel, we have changed to electricity-powered heat pumps supplying all buildings, and thereby ended the dependence on oil in heating systems. The estimated annual CO<sub>2</sub>e reduction from this change is 42,000 kg.

The annual target to reduce energy intensity in each production segment has been greatly exceeded in the Labels and Flexible production, where the reduction in energy intensity was 18% and 11.8%, respectively. This is due to a reduced consumption of gas in Flexible production, and we were able to stop the use of an interim generator running in 2024, accruing diesel consumption.

The energy intensity in our Labels production is benefiting from the increased solar production. Due to warmer weather and efficiency measures, the heating consumption was also reduced by 48% in Labels. In Carton, the target for energy intensity reduction was not reached. Due to slower output in some factories, production has run less efficiently.

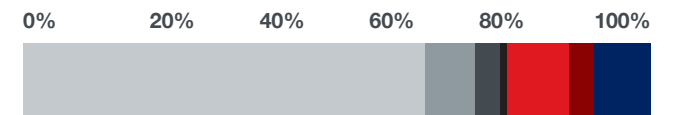
For all Danish locations, we have started a collaboration with an energy consultant agency to ensure progress on action plans and to continually improve methods of monitoring and measuring energy consumption in our factories. This

### Energy consumption targets

- Annual energy intensity reductions of more than 3% in Carton, Labels, and Flexible segments
- Solar panels mounted on factories in all countries where it would be beneficial in 2024
- Replacement of the oil-run heating system with electric heat pumps at Schur's conference hotel in 2025

collaboration has already resulted in several prospective projects optimizing ventilation systems, cooling systems, and maximizing the use of solar-powered electricity. In our German carton factory, they have been able to utilize the heat production from pallets turned into wood chips in production, increasing efficiency and reducing electricity consumption.

### % Energy consumption by source



- Electricity 64%
- Natural gas 8%
- LPG gas 4%
- Fuel oil 1%
- District heating 10%
- Wood chips 4%
- Solar panels 9%

# 31%

of electricity consumed in Labels production is from solar panels

Energy consumption and mix		
MWh	2024/25	2023/24
<b>Non-renewable energy consumption</b>		
Electricity	22,883	24,984
Natural gas	2,939	3,364
LPG gas	1,585	1,573
Fuel oil	196	250
District heating	3,435	4,018
Diesel	-	492
<b>Total</b>	<b>31,038</b>	<b>34,681</b>
Renewable energy and biofuels		
Wood chips	1,268	1,074
Solar panel electricity consumption	3,031	1,511
<b>Total</b>	<b>4,299</b>	<b>2,585</b>
<b>Total energy consumption</b>	<b>35,337</b>	<b>37,266</b>
Share of renewable energy consumption	12.2%	6.9%

Energy consumption by location		
MWh	2024/25	2023/24
Denmark	8,129	8,744
Germany	14,721	14,856
Sweden	6,477	6,781
Australia	3,150	3,097
USA	2,860	3,788
<b>Total</b>	<b>35,337</b>	<b>37,266</b>

Energy intensity in high climate impact sectors			
		2024/25	2023/24
per net revenue, Automation	kWh/tDKK	3.69	4.63
per sold kg, Carton	kWh/kg	0.34	0.34
per sold kg, Labels	kWh/kg	0.70	0.86
per sold kg, Flexible	kWh/kg	2.20	2.49
<b>Total energy consumption in high climate impact sectors</b>		<b>34,960</b>	<b>36,832</b>

Solar power production			
	Share of electricity purchase	2024/25	2023/24
Carton	11.8%	2,056	813
Labels	40.9%	372	10
Flexible	16.2%	1,246	822
Automation	13.3%	46	10
<b>Group share of total electricity purchase</b>	<b>14.0%</b>	<b>3,720</b>	<b>1,655</b>

### Accounting policies

Data is collected and consolidated from all locations controlled by Schur from utility invoices or meter readings monthly. There is no significant storage of fuel at any of our sites. The calorific content is calculated for oil and gas using thermal value metrics from the UK Department for Energy Security & Net Zero, 2025, conversion factors. For electricity consumption where the origin is not ensured by the purchase of a certificate, the consumption is denoted as non-renewable energy consumption. Therefore, all electricity consumption is denoted as non-renewable energy consumption, even though part of the local grid mixes may be renewably sourced. The Solar power production table includes solar energy produced on-site but consumed in the local electricity network.

Energy intensity is calculated as kWh consumed per tDKK net revenue and kWh consumed per kg sold in Schur segments that are in high climate impact sectors: Automation, Carton, Labels, and Flexible packaging production. Energy efficiency improvement is the percentage change in energy intensity.

## Resource use and circular economy

### E5 Resource use-related impacts, risks, and opportunities

In our double materiality assessment, we identified an actual negative impact on the environment from our use of raw materials. This impact will affect the short, medium, and long-term. When virgin raw materials are purchased in any of Schur's companies, it will, in almost all cases, leave a negative footprint from the extraction, transformation, and transportation of the material.

Regarding the use of plastic films in our production, we have identified a financial risk of markets shifting away from plastic packaging. If we are unsuccessful in introducing recycled plastic films of the same quality as virgin films and regain the benefits of films without the negative impact of extracting raw materials, this could affect the turnover. With new legislation from the EU, such as the Packaging and Packaging Waste Regulation, there is also a financial risk of legislation increasing the operating costs of packaging production.

Similarly, however, there is a material financial opportunity in developing packaging solutions that support a circular production flow, reduce the pressure on planetary boundaries and raw material extractions, and keep recycling simple for the end-user.

In the handling and processing of production waste, we have found an actual negative impact from the production waste streams of Schur's own operations. Failing to keep production waste to an absolute minimum increases the use of raw materials, thereby increasing pressure on natural resources and consequently raising the cost of raw materials, increasing our own risk regarding raw material dependence.

### Policy

Schur's Environment and Biodiversity Protection Policy is our standard for the work with circularity, waste treatment, and

the inflow of raw materials. It is a shared policy in all Schur companies covering our environmental responsibilities. The policy is part of the Group Responsibility Policy. Read more on page 49.

Working with circular production methods across all companies means that we are actively targeting the elimination of unnecessary packaging layers or materials, technical possibilities for recyclability, reusability, compostability of materials, and helping end-users as much as possible to actually recycle, reuse, or compost their packaging.

With the Extended Producer Responsibility (EPR) being introduced in Denmark in 2025, the manufacturing fee and payment scheme have now been rolled out in all of Schur's European factories. The resources spent guiding ourselves and our customers in the new fees will hopefully help support a much more efficient material recycling system across Europe.

The production waste from Schur's factories is recycled whenever possible. We have set a Group-wide target to recycle at least 95% of all production waste annually. By 2030, we are aiming to have at least 90% of packaging produced optimized for recycling.

The highest level accountable for our environmental and biodiversity policy is ultimately the Executive Board, closely supported by the Board of Directors.

### Production waste sent to recycling

By packaging segment	2024/25	2023/24
Carton	97%	96%
Labels	2%	2%
Flexible	32%	28%
<b>Total Group</b>	<b>88%</b>	<b>87%</b>

### Resource use and circular economy targets

- At least 90% of all packaging produced by Schur will be optimized for recycling at the end of its life by 2030
- At least 95% of production waste will annually be prepared for secondary lives or recycling
- By 2028, the wastage rate will on average be below 15% for both Flexible and Carton

# 32%

of production waste from flexible packaging sent to be recycled in 2024/25

### Actions and progress on targets

The three targets we have set related to the recyclability of packaging materials, recycling of production waste, and the accrued amount of production waste are being worked on across all production sites. As we work more and more with the sustainability strategy and key actions over the coming years, we will rework these targets to match the strategic focus and technical possibilities even better.

### Packaging recyclability and resource optimization

Although we have set ourselves the target to optimize 90% of packaging sold for recycling by 2030, with four years left, the path to reaching this goal has yet to be fully established. 89.5% of sold packaging in 2024/25 was carton packaging. However, the recyclability degree of carton packaging is dependent on material composition and separability. Therefore, setting up the definitions and tracking this figure – theoretical recyclability – in our own production is a complicated process, as it varies between every single order of packaging produced. Additionally, the theoretical recyclability found on site may not match the actual recycling level of the country or industry where the packaging is sold.

Nevertheless, we continue working towards the target of 90% theoretical recyclability of packaging sold. As we learn more, we will update this target with the guidelines and demands presented by regulation, such as the Packaging and Packaging Waste Regulation.

In the production of machinery, our Automation factory site is moving swiftly in the direction of circular production methods. The service we offer on sold machines ensures that our team can support and pursue the longest efficient lifetime of the machines after they have been sold. And at the end of their life, Schur Star machines will be taken back by Schur Automation and refurbished into new, fully functional units. In 2024/25, we sold seven refurbished machines, and have three machines taken back, waiting to reenter the market.

### Waste production and recycling

In the production of carton and flexible packaging, we have managed to lower the wastage rate and increase the share of waste prepared for recycling. For the production of carton packaging, the wastage rate has gone from 19.1% in 2023/24 to 18.7% in 2024/25, and the production waste sent to be recycled remains high at 97% in 2024/25. In the flexible packaging production, the wastage rate also decreased from 21.1% in 2023/24 of in-flow to 18.5% in 2024/25. Due to the construction of flexible packaging, the wastage rate here is higher than for carton packaging, and the two figures should not be compared. Although plastics are challenging to recycle – both industrial and post-consumer plastics, with limited accessibility in many regions – we have sent 32% production waste from the flexible production to be recycled in 2024/25.



## Deforestation and forest degradation free supply chains

Our focus on minimizing the risk of deforestation and forest degradation in our production is driven both by our own adherence to good production methods and a safe supply chain for people and planet, and the entrance of new legislation affecting the entire value chain.

The European Union's Regulation on Deforestation-Free Products (EUDR) aims to minimize the risk of placing on or exporting products from the EU market that are associated with deforestation and forest degradation. The regulation entails increased traceability of cattle, cocoa, coffee, palm oil, rubber, soya, and wood throughout their supply chains. It will be implemented at the end of 2026. To prepare for the regulation, we have integrated due diligence processes and improved tracing systems in all relevant productions.

At Schur, we are committed to eliminating deforestation and forest degradation from our operations and supply chains. We do not allow the purchase of raw materials or consumer products originating from deforested areas, and we use all available systems to ensure that no raw materials supplied to Schur have contributed to forest degradation in the production period. We have a group-wide deforestation and forest degradation policy as part of our Group Policy on Environment and Biodiversity Protection. Read more on page 49.

In all companies receiving wood-based materials, we are implementing, or have already implemented, a verification-based due diligence system regarding suppliers of raw materials or other products related to forest use or materials with known risks of land conversion. The due

diligence system describes the methodology and checks done on suppliers and on orders received to ensure the origin of materials, and that no mixing or circumvention regarding the information given has taken place.

In the production of packaging, the supply chains of paperboard can be very complex. One delivery of paperboards can be produced from many different batches and sorts of wood from different locations. It is not possible to distinguish the original wood species from the final paperboard received. Therefore, we rely heavily

on our suppliers' diligence and accuracy, as well as the checks we perform on the information received from them.

The more transparent our suppliers are regarding production methods, mixing, and the origin of wood, the more transparency we can pass on in the value chain. With a high level of transparency, it will be easier to catch changes to the supply chain, such as a new transport route or sub-supplier that could lead to an increased risk of deforestation and non-conformity.



<b>Material in-flows of raw material</b>		
<i>Ton</i>	<i>2024/25</i>	<i>2023/24</i>
Carton	31,527	40,866
Paper	1,672	1,585
Recycled carton and paper	37,180	35,529
Plastic films	7,331	7,092
Recycled films	116	24
Inks	663	553
Lacquer	690	693
Wax	183	188
Adhesives	280	196
Corrugated cardboard and other packaging materials	1,672	1,008
<b>Total</b>	<b>81,314</b>	<b>87,734</b>
<b>Total recycled materials purchased</b>	<b>37,296</b>	<b>35,553</b>
Percentage recycled materials purchased	46%	41%
<b>Waste generated in productions</b>		
<i>Ton</i>	<i>2024/25</i>	<i>2023/24</i>
<b>Recovered for recycling</b>		
Paper and carton	14,069	14,849
Mixed plastics	501	417
Metal	168	75
Hazardous waste	85	101
Other recycling	202	308
<b>Total waste sent to recycling</b>	<b>15,025</b>	<b>15,750</b>
Share of total waste	88%	87%
<b>Directed to disposal</b>		
Incineration	1,676	1,865
Of which hazardous waste	9	6
Landfill	381	424
Of which hazardous waste	97	-
<b>Total waste sent to disposal</b>	<b>2,057</b>	<b>2,289</b>
Share of total waste	12%	13%
<b>Total waste</b>	<b>17,082</b>	<b>18,039</b>
Percentage hazardous waste generated	1.1%	0.6%
<b>Wastage rate by segment</b>		
	<i>2024/25</i>	<i>2023/24</i>
Carton (carton and paper waste)	18.7%	19.1%
Labels (paper waste)	30.4%	28.5%
Flexible (plastic waste)	18.5%	21.1%

### Accounting policies

Resource inflow is the measured amount in significant categories of raw material purchased in the period. The amounts of recycled and virgin substrate have been separated based on supplier information. Our automation company is not included due to incomplete data.

Waste is reported annually via invoices from waste collection companies. The data collection on waste is split into three categories: landfill, recycling and incineration with energy recovery. Recycling is both secondary and primary recycling. The category "Other recycling" includes electronic waste, food waste, wood, glass, and different types of materials that are separated for recycling at our locations.

The wastage rate is calculated for the Carton, Flexible, and Label production as the amount of either carton, plastic, or paper and combustible waste from the related production, divided by total input. As the waste categories are different, the wastage rate is not comparable between segments.

### Changes to earlier periods

The category Other recycling was recalculated for 2023/24 due to an error in data collection on food waste. This has meant a restatement of the category from 2,599 to 308 tons. Consequently, total waste sent to recycling has been restated from 18,041 to 15,750 tons. The share of total waste recycled changed from 89% to 87%. Total waste changed from 20,330 to 18,039 tons, and the share of waste directed to disposal and the percentage hazardous waste changed from 11% to 13% and 0.5% to 0.6%, respectively.

## Water consumption

In our double materiality assessment, we have not found the consumption of water or the threat to water systems to be material. However, we continue to report on figures related to our water consumption to support the tracking of sustainable water consumption of our customers and stakeholders, as well as to draw attention to the risk associated with water scarcity and climate change.

### Key actions to support responsible water consumption

In all carton factories, we use water to keep the humidity in the factories at 50%. This is to avoid any damage to the carton and paper during printing. To maintain the high quality of the materials we use, and to protect the health of our personnel, we adhere to very strict regulations concerning the purity of the water used for humidity control in our facilities. Unfortunately, this limits the possibility of using recycled water or recycling water on-site.

Depending on the type of solvent used, printing presses are flushed through with water. This water contains residue and chemicals. In one of our German factories, we have developed a partnership to clean and recycle this water. In all factories where the printing presses are rinsed with water, the water is either handled as dangerous waste or the factory follows local water contamination legislation. The necessary treatment is decided by the local government and the agreed-upon minimum levels of potential pollutants. The recycled rinse water and rinsing agents handled as hazardous waste are reported as part of the hazardous waste figures in the table Waste generated in production, page 34.

### Water scarcity and floods

We have two factories, located in California, USA, and Melbourne, Australia, respectively, where water scarcity and water depletion represent increased risks. The effects of climate change, hotter and drier weather, less rainfall over

time, increased risk of severe wildfires, and the potential of rivers drying up or droughts returning increase the risks. We need to stay aware of the risks we cause from our production and the risks to our employees. Our production is not water-intensive, but the use of water should be protected as much as possible.

In Europe; Sweden, Germany, and Denmark, climate change and more extreme weather increase the risk of floods and pollution of water sources. We work continuously to manage and monitor the development of these risks.

### Responsible water consumption

In the production of packaging and labels, as well as in our Automation factory, we monitor the use of all sites to detect any leakages or changes in consumption. The consumption of water in Flexible production has risen in 2024/25 due to improved monitoring at two of our locations.

### Water use by segment

<i>m</i> <sup>3</sup>	2024/25	2023/24
Carton	14,179	13,754
Labels	664	667
Flexible	2,527	1,101
Automation	397	496
Other	1,884	2,002
<b>Total group</b>	<b>19,651</b>	<b>18,020</b>

### Water intensity by segment

		2024/25	2023/24
Carton	m <sup>3</sup> /ton	0.23	0.22
Labels	m <sup>3</sup> /ton	0.55	0.62
Flexible	m <sup>3</sup> /ton	0.43	0.20

### Accounting policies

The reported water consumption includes all water purchased in the period, for sanitary use and for production. We do not have any self-controlled water sources. Water consumption is reported monthly or annually from invoice statements from all sites. In the USA we rent facilities, and therefore the water consumption here is estimated as average water use per employee over 12 months. The category, Other, includes our conference hotel.

Water intensity is calculated as the cubic meters of water used per ton of goods sold in the Carton, Labels, and Flexible segment.

# Employees

As a manufacturing company, Schur has an obligation to build a bridge between the traditional norms of factory work and a modern, inclusive, and diverse workplace.

The goal is a place where employees of 30 years or more are instrumental in attracting the workforce of the future.

We cannot modernize without tradition, and we will not grow without welcoming change.



## Equal treatment and opportunities for all

### S1 Impacts, risks, and opportunities related to equal treatment and opportunities for all

In our double materiality assessment, we have identified two potential negative impacts on employees regarding their right to Equal treatment and opportunities for all.

First, there is a danger of unfair pay in the manufacturing industry. This may negatively impact our employees if Schur does not take measures to ensure equitable pay for all employees. To avoid unfair payment, we use collective bargaining agreements, national agreements for industries, or, as a minimum, adhere to state or national guidance on fair minimum wages. Secondly, Schur may negatively impact employees by failing to offer training and development opportunities. If no skill optimization is offered, employees risk missing out on chances to grow in their current job or to develop new capabilities and ultimately lose the motivation for their work.

These potential impacts have both been found to carry financial risks with them: Unfair pay is likely to lead to resignations. This will lead to the loss of specialized and experienced talent and the need to increase the amount spent on training new employees. Similarly, if we do not educate our employees, Schur will fail to meet market demands and innovation opportunities, which will hurt business development and our market share.

Fortunately, the double materiality assessment also revealed that Schur has an actual positive impact on employees by continuing to offer equal opportunities and a safe, inclusive workplace for all employees. Furthermore, we have identified an opportunity connected to a continuous focus on diversity and inclusion, which can positively impact Schur's brand, performance, and turnover. And conversely, being unable to attract a diverse workforce can create challenges with retaining talent and diminish brand equity.

### Policy

Schur's Ethical Guidelines, implemented in all companies, define our shared values for interactions amongst colleagues and with business partners. The guidelines formally address Schur's code of conduct regarding discrimination, offensive behavior, protection of rights, right to privacy, data protection, information security, anti-corruption, and promoting environmental responsibility and agency.

To support the implementation of the ethical guidelines, we have, in our Group Responsibility Policy, addressed many of the above topics. The group policies on Human and Labor Rights, Leadership and inclusion, Harassment, Sexual Harassment, Discrimination, and Abuse, and Corruption and Bribery put words behind the principles we structure our business on.

With these policies, we have created a shared foundation across all Schur companies. In Schur, we protect all human rights, work to attract and support a diverse workforce, have zero tolerance towards any form of harassment or discrimination, and use all available channels to speak up against all forms of corruption and bribery. To create additional support, we have our Speak Up system implemented in all companies and reintroduced this year in the Group Responsibility Policy.

Schur is committed to the Ten Principles of the UN Global Compact and the Sustainable Development Goals and has annually submitted a Communication of Progress to the UN Global Compact, since 2015.

Read more on our Ethical Guidelines, Group Responsibility Policy, and our UN Global Compact participation on pages 49 and 53.

For more information on our whistleblower system and any reported incidents in 2024/25, see pages 49 and 51.

### Employee well-being and diversity targets

- In the management group of Schur International Holding a/s, gender diversity is at least a 40-60 split by 2025
- In all management teams, the share of the underrepresented gender is above 35% in all Schur companies by 2028
- Average employee turnover in all Schur companies stays below 10%

### Gender diversity – Management

<i>Two highest management levels</i>	2024/25	2023/24
Group management team total	6	7
Share of female managers	33.3%	28.6%
All Schur management teams total	44	45
Share of all female managers	23%	24%

# 1,007

**Total number of employees (headcount) in 2024/25**

**Actions and progress on targets**

**Diversity**

The future of manufacturing in Schur depends on our ability to attract a younger, more female, and more diverse group of employees. To make sure we find the right people, and the right people find us, we work with schools, industry organizations, job market agents, and recruitment companies. We have reached our gender diversity target for the Group management team, as 33.3% is the closest possible to a 40-60 split. Across all management teams in Schur, we are working on increasing the number of women.

Another focus in Schur is the age diversity of all companies. We tend to have a marginally older workforce across all companies, with an average age of 46.4 in 2024/25. This is a result of the general tendency for employees to stay with Schur for a long time, something which we are very proud of. The same culture that has made employees stick with us throughout the years is the culture that will help us attract the workforce of the future. Now we need to make sure we stay as attractive to younger generations as we have been in the past. We want to ensure that the colleagues who have been with us for a long time can inspire and support our younger generations.

As we celebrate even more 30, 40, and even 50-year anniversaries in the coming years, we celebrate the unmatched level of experience, know-how, and friendships built, and continue to ensure that we can offer something of the same kind to all new employees.

**Working conditions**

All Schur companies have employee representatives or management contacts through whom complaints and grievances can be voiced and will be acted on. Our whistleblower system, Speak Up, is also implemented in all companies. The policy was integrated into the Group Responsibility Policy in 2025 to ensure continued awareness. In 8 out of 10 companies with production employees, they are covered by collective bargaining agreements. Danish

employees not covered by a collective bargaining agreement will follow the Danish Employer's and Salaried Employees' Act. Within the EU, we have several different collective bargaining agreements in Germany, Denmark, and Sweden covering all production employees. Outside the EU, our employees in Australia are covered by the national awards systems. We do not use collective bargaining agreements in our company in the USA. We have not reached our employee turnover target, ending with an increase of 1 percentage point.

In all Schur companies, meetings between management and employees are held regularly, company-wide or in departments. Employees are offered one-on-ones or have stand-up meetings with their teams and managers. The daily and weekly talks are used as an opportunity to raise concerns, discuss day-to-day tasks and obstacles, and solve issues on the spot. In all teams, we want to ensure a flat management structure, where local managers have easy access to senior management. The most important part of our communication with employees is through the local managers. Management training and supporting the ability to tackle whatever situation may arise is therefore of great importance.

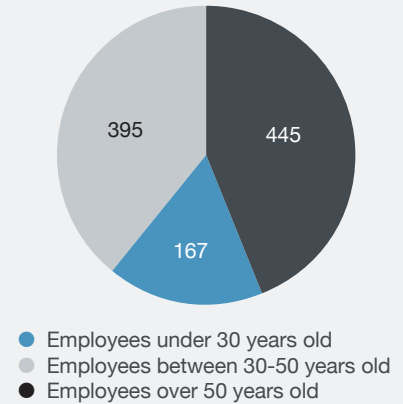
All employees are covered either through public programs, health insurance, or contractual agreements against loss of income due to sickness, employment injury, acquired disability, parental leave, retirement, and, in some situations, unemployment.

Our Speak Up system is implemented in all companies to ensure that all employees have an anonymous and safe way to report issues within or around their work. This formal system is always supported by a more informal complaint process going through the closest manager.

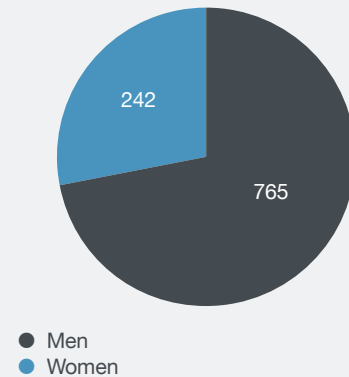
**Living wages**

In 2023/24, Schur conducted a survey of all companies on the question of adequate wage payments to all employees. The survey did not include a wage check for all employees, but an overall assessment either based on the minimum wage

**Employees by age groups (headcount) in 2024/25**



**Diversity total employees (headcount) in 2024/25**



level in the state or country, or based on standard industry or collective agreements. We have not found evidence that any of Schur's employees should be paid below an adequate wage in this survey. This evidence is supported by the high number of employees covered by collective bargaining agreements, who will have sectoral wage agreements.

### **Education and training**

Creating opportunities and supporting the ability for employees to upgrade their skillset is very important to us. As we implement the new HR system in all Danish companies in 2025/26, and in all Schur companies over the next years, a key focus point will be measuring the offers given and training received in Schur.

To ensure the safety of our production and employees, we are greatly prioritizing IT employee awareness and continued training for all production and office employees. All employees receive necessary training in IT safety, and the level of awareness is continuously measured with phishing tests. See more on our IT policies on page 50.

When we implement a new group policy or similar system, key employees from all companies are invited to attend training and information sessions. In some companies, we have agreements with different providers to offer employees courses in technical skills. Training is, of course, a very important part of preparing new employees who need to operate machinery or move around the production site. As we continue to innovate and grow in all parts of Schur, we will continue to ensure that training and education, whenever a new skill is needed, are close at hand.

### **Changes to earlier periods**

In 2023/24, there was a reporting error on the number of male and female production employees. Therefore, the figures have been corrected from 732 to 755 men and from 231 to 222 women. This has led to the percentages changing from 21% to 17% women in production employees and from 25% to 23% women overall. Also, there was a consolidation error in the management team. The number of total managers has been changed from 49 to 45, and the percentage of women from 27% to 24%.



**Employees by country**

	<i>Headcount</i>		<i>FTE</i>	
	<i>2024/25</i>	<i>2023/24</i>	<i>2024/25</i>	<i>2023/24</i>
Denmark	500	495	434	418
Germany	282	278	279	285
Sweden	134	121	112	111
Australia	73	53	73	53
USA	17	29	17	29
Norway	1	1	1	1
<b>Total</b>	<b>1,007</b>	<b>977</b>	<b>916</b>	<b>897</b>

**Gender diversity - All employees**

	<i>Headcount</i>		<i>FTE</i>	
	<i>2024/25</i>	<i>2023/24</i>	<i>2024/25</i>	<i>2023/24</i>
Men	765	755	728	723
Women	242	222	188	174
<b>Total</b>	<b>1,007</b>	<b>977</b>	<b>916</b>	<b>897</b>
Share of female employees				
Office employees	35%	33%	34%	34%
Production employees	18%	17%	12%	11%
All employees	24%	23%	21%	19%

**Age diversity - All employees**

	<i>Headcount</i>	
	<i>2024/25</i>	<i>2023/24</i>
Under 30 years of age	167	152
Between 30 and 50 years of age	395	376
More than 50 years of age	445	449
<b>Total</b>	<b>1,007</b>	<b>977</b>
Average age (based on age groups)	46.4	46.8

**Employee turnover**

	<i>2024/25</i>	<i>2023/24</i>
Employee turnover (headcount)	16%	15%

**Accounting policies**

Information on working conditions has been collected through an interview or questionnaire-based survey of all Schur companies in 2024. The responses to the survey are based on current information. A survey on employee engagement was carried out in 2025. All figures are reported at the end of the year. Full-time equivalents (FTEs) are the contractual working hours of an employee by a full-time work week in the same country. The numbers are from contracts or estimated hours worked. The length of a standard full-time work week varies from 37-40 hours in Schur companies.

An employee is defined as someone who receives a paycheck directly from a Schur company. This number includes part-time employees, temporary employees, seasonal employees, zero-hour contract employees (e.g., employees not contracted to a fixed number of hours), persons on strike, or persons on short- and long-term leave (incl. parental leave) in the period. In 2024/25, out of 1,007 employees by headcount, 53 were hired on zero-hour contracts.

Management teams are defined as the two highest management levels in the company with at least one direct report. In the group management of Schur International Holding a/s, this is the Executive Board and the group management team. The percentage of female managers is female managers by total managers in the management teams in all Schur companies.

Employees are separated by their contract type: wage-earning employees as production employees, and salaried employees as office employees. The share of female employees is the number of women by total employees. Employee turnover is the total number of people who left during the period divided by the average headcount of employees.

The average age is calculated as if the number of people in each age group is the median age of that group, it is therefore not a precise figure.



# Employee well-being, health, and safety

## S1 Impacts, risks, and opportunities related to working conditions

The potential negative impacts on the working conditions of our employees are many. As an employer of 1,007 employees across six countries, working diverse roles in packaging and labels production, automation, machinery, technological innovation, sales, and administration, the risks we expose our employees to are multifaceted. In a production setting, there is a risk of actual physical harm when working with heavy machinery. And in all roles, there is a risk of mental overload, stress, burnout, and fatigue, which can lead to a long range of other ailments.

In return, not taking care of our employees exposes Schur to a range of financial risks related to loss of excellence, high employee turnover, which can lead to difficulties attracting talent, and loss of expertise. Further, having unhappy, stressed employees leads to mistakes, which leads to increased risk of negative effects on Schur’s performance and brand.

The double materiality assessment also identified an actual positive impact and opportunity. By offering improved working conditions through family leave, flexible working hours, holiday time, and better working conditions, we can have a positive impact on the lives of employees and have an opportunity to optimize resources, enhance efficiency, and attract talent.

### Policy

In all production companies, we have either an externally certified or locally managed health and safety system, depending on the size of the company. The constant management of risks, near-accidents, as well as handling and storage of dangerous substances, is the most important part of securing a safe working environment.

All packaging production and labels companies (except for our newly opened labels plant outside of Copenhagen) are certified to the BRCGS Global Standard for Packaging Materials or the FSSC 22000 Standard for food safety management. These certifications ensure the food safety, raw material safety, and product quality of all packaging and labels produced. They provide a certified standard for risk management, supply chain management, and safety training.

Schur’s Human and Labor Rights Policy sets the group-wide standard for working conditions in all companies, following the guidelines of the International Labour Organization and the UN’s Guiding Principles on Business and Human Rights, and living up to all local legislation on employment support and safety.

The highest level accountable for our Human and Labor Rights Policy is the Executive Board, closely supported by the Board of Directors. The policy is part of the Group Responsibility Policy (read more on page 49).

### Actions and progress on targets

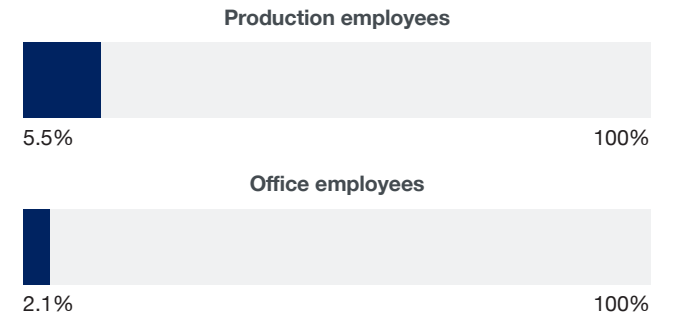
This year, we have managed to bring down the absence rate among our production workers from 6.2% to 5.5%. The absence rate for office employees is similar to last year. We have for the first time included the absence rate for long-term illness as a total figure for all employees. Long-term illness has otherwise been excluded from the statistics. As with the other forms of absence, we will strive to keep the rate of long-term illness at an absolute minimum.

We had 19 recorded accidents in 2024/25, which is a significant increase from the 14 accidents recorded last year. To bring the number of accidents down, we rely on our many safety measures, policies, and training. We are promoting the use of well-known tools, such as near-accidents, internally.

### Health and safety targets

- Across all Schur companies, an accident frequency rate of no more than 5 per 1 million work hours
- On average the absence rate for production employees is below 4% annually
- On average the absence rate for office employees is below 1.5% annually

### Ratio of absence to work hours production and office employees 2024/25



We have, for the first time this year, also included a figure on near-accidents. Near-accidents are situations that do not turn into accidents but could have easily been an accident. Such as sharp edges, slippery stairs, missing protection gear, etc. Unlike the other accident KPIs, we want this figure as high as possible, as this would imply that we act before the accidents happen and report the near-accidents when we see them.

**Recordable work-accidents**

<i>Total number of accidents</i>	<i>2024/25</i>	<i>2023/24</i>
Number of work-related accidents	19	14
Accident frequency rate per 1 million work hours	12.6	9.4
Accident-related absence days per 1 million work hours	102	308
Near-accidents	121	-

**Absence rates**

	<i>2024/25</i>	<i>2023/24</i>
Absence rate, office employees	2.1%	2.0%
Absence rate, production employees	5.5%	6.2%
Long-term absence hours, all employees	2.8%	-

**Accounting policies**

The number of work accidents and absence days due to accidents are collected from all companies annually. The recorded incidents have resulted in at least 0.5 day of absence and do not include incidents occurring while commuting to and from the workplace.

The accident rate is calculated as accidents per 1,000,000 work hours, corresponding to approximately 500 employees' work time over one year. Similarly, the average number of absence days per accident has been calculated as absence days per 1,000,000 work hours. Near-accidents are collected annually from five out of eleven factories.

The absence rate is the number of absence hours by the number of normal work hours in a year. The absence rate does not include hospital visits, parental leave, and long-term illness of more than 30 days. If the country/company has a rule of absence for children's illness, days absent on this account have been included. The work time is the scheduled hours worked, including absence time, excluding annual vacation time. Long-term absence hours are the total number of hours recorded after the first 30 days of absence.



# Governance

The manufacturing sector has not always been praised for its support of employees or for a management that favors long-term employment over quick results. However, that is what we would like to be known for in Schur. To support good employment, we rely on stable governance structures and keeping a short distance between executives and employees.



## Governing culture, business conduct and value chain

### G1 Governance-related impacts, risks, and opportunities

In our double materiality assessment, we found that Schur is positively impacting employees by continuing to promote our values of decency and accountability. The corporate culture has a great impact on business conduct, and the culture promoted by all managers in Schur decides how we treat employees and, in turn, how our employees treat customers, suppliers, and other business associates.

Concerning the protection of whistleblowers, a potential negative impact has been identified. We have set several safeguarding mechanisms up in the whistleblower system to avoid any negative consequences or retaliation towards whistleblowers. However, if the system fails, it could have severe consequences for those who have come forward.

In the management of Schur’s relationship with suppliers, there is a risk of having a potential negative impact on, especially, smaller suppliers. If a Schur company represents a significant part of a supplier’s downstream value chain, our behavior can have material negative consequences. For instance, delaying payments or changing business practices could pose a risk to suppliers.

Lastly, a financial risk of corruption or bribery has been identified within Schur’s operations. Corruption or bribery charges could seriously damage our reputation and violate the obligations of contracts and codes of conduct with customers. This could lead to terminations of contracts and thereby a loss of revenue.

## Sustainability management in Schur

Across Schur, there is a flat organizational structure. We keep the distance between executives and employees as short as possible, and work in a decentralized and agile structure supported by local profit centers. On top of this, we have supportive group functions.

Sustainability is owned by the Board of Directors and the Executive Board (namely, our Group CEOs). The Executive Board holds ultimate responsibility for the implementation of the Group’s sustainability agenda and monitoring the performance, and is thus responsible for oversight of Schur’s impacts, risks, and opportunities.

The sustainability work is led by the Group Commercial Director and the Group CFO. Our Commercial Director is responsible for the commercial sustainability strategy, communication, branding, development, and opportunities, while the CFO is responsible for the annual and monthly reporting, implementation of governance processes, and

procedures to monitor, manage, and oversee impacts, risks, and opportunities. Together, they support the implementation of new policies, actions, and targets. They both report directly to the Executive Board.

Our Group Commercial Director and CFO are supported in the implementation of increased reporting, legislation, communication, new targets, supportive functions, and action plans by the cross-functional Group ESG team.

The local CEOs, who report directly to the Executive Board, are responsible for supporting the Group’s sustainability strategy and agenda by setting up local functions that support the Group ESG team. The local CEOs are responsible for ESG management and reporting, as well as customer support. The local CEOs and ESG functions oversee most of the daily tasks and communication of sustainability-related work. They are closely supported by the Group ESG Team.

**Governance structure:** Corporate governance model for ESG governance hierarchy levels



## Corporate culture

In 2026, we will be able to celebrate our 180th anniversary as a family-owned business. Being able to do so is not something we take for granted. It would not be possible without our strong corporate culture which emerges from our mindset and values.

Ever since the beginning, we have been committed to building long-lasting relationships with our employees, customers, and the communities surrounding us. Through six generations of family ownership and management, our business conduct has been founded on respect, dignity, and constant care. In everything we do, we strive to take responsibility, go the extra mile, and maintain our willingness to invest.

Our legacy is our driving force, and we have always done our utmost to be viewed as a trustworthy partner who executes properly and thoroughly. In the same way, decency has always been the cornerstone in our way of doing business, and it is a quality we attach great importance to.

Just as we do not take our upcoming anniversary for granted, we are also truly appreciative of all the generations of employees who have played a key role in turning our common mindset and values into a strong corporate culture. We know that this is something we need to treasure and nurture to ensure that we preserve our position as an attractive employer.

### Implementation of “One Schur”

Naturally, when you look at our different business units, our corporate culture is marked by local adaptations, but the core is still the same in every location. To strengthen a common mindset and a uniform set of values across national borders and professional competencies, we have worked with the “One Schur” mentality since 2021.

One of the purposes of “One Schur” is to create an even stronger, homogeneous workforce. Another purpose is to strengthen our capabilities within cross-sales and knowledge

sharing, as globalization has provided the opportunity to position ourselves even more as a total solution supplier.

Therefore, in 2021, the Schur family formulated their thoughts on the future of Schur under the title “One Schur”. As part of the process, they identified our core business and how they see Schur grow in the future. This growth covers both market shares and how we become a more interconnected organization. Hence, “One Schur” is not a strategy document, and it is not our set of values. “One Schur” is an internal document combining our core narrative, our ambitions, and our values, and we often refer to it as the “One Schur Mentality”.

We are still working on getting everyone adapted to this new way of thinking, but we are beginning to see a range of initiatives based on the “One Schur Mentality”. We are experiencing an increase in cross-functional projects, collaborations across borders, and a higher degree of knowledge sharing. In addition, we are also getting better at implementing overall policies or systems, such as the new Group Responsibility Policy and our new HR system.

We will continue our work with the rollout of the One Schur Mentality as we wish for it to be a deeply rooted part of our corporate culture instead of an occasional behavior.



## Board of directors

We value diversity on our Board of Directors, as it brings essential perspectives to our business and long-term progress. As an owner-managed company, the current Board reflects the Schur family's composition, resulting in a higher male representation (three men and one woman).

Our Board members are selected for their experience and professionalism, ensuring the Group's sustained performance. In future appointments, we will prioritize both qualifications and gender balance.

Considering industry norms, our company's structure, and the number of independent board members, we have set a realistic target to maintain 25% female representation on the Board until 2028. While modest, this goal reflects our current context and foreseeable actions.

### Sustainability engagement

The Board of Directors is informed about sustainability matters on a regular basis during the board meetings, which take place 4-5 times a year. The Board has been involved in the double materiality assessment and is thereby involved in identifying and assessing material impacts, risks, and opportunities. The Executive Board is informed about sustainability matters in their ongoing daily dialogue with the subsidiaries and via the monthly financial reporting where relevant ESG data points are included. Sustainability matters are an integrated part of the strategic discussions at board and management level. With the implementation of Schur's sustainability strategy, we have also put sustainability at the center of our business model.

Material topics, such as the sustainability strategy, the double materiality analysis, and the climate plan have been discussed with and approved by the Board of Directors.

### Incentive schemes

Schur does not have a tradition for incentive schemes. Therefore, only a very limited number of people have individually designed incentive schemes. None of these incentive schemes include any sustainability-related performance targets for the moment. Nor do we apply any carbon pricing schemes as incentive schemes.

### Accounting policies

The board meeting attendance ratio is the total number of attendants in regular board meetings held physically or virtually during the financial year by the total possible attendance. The statistics do not include meetings of a formal character without any physical or virtual attendance.

The gender diversity of the Board of Directors is calculated as the end-of-period ratio of female to total board members. The total number of members of the Board of Directors does not include any employee representatives. The gender diversity ratio includes the board members elected by the General Meeting.

The age distribution of the members of the Board of Directors is calculated by the end of the period. This number includes the board members elected at the General Meeting.




Gender diversity - Board of Directors		
	2024/25	2023/24
Total members	8	8
Underrepresented gender	2	2
Percentage of the underrepresented gender	25%	25%
Age diversity - Board of Directors		
	2024/25	2023/24
Under 30 years old	0	0
Between 30 and 50 years old	3	3
Over 50 years old	5	5
Board meetings attendance		
	2024/25	2023/24
Board meetings attendance	96.9%	100%

## Composition of the Board

Schur has a two-tier management system consisting of the Board of Directors and our Executive Board. The Executive Board consists of our two Group CEO's, Hans Christian Schur and Johan Schur, who are responsible for daily operations. The Board of Directors comprises three executive members and five non-executive members.

Schur is a family-owned and managed business. Four members of the Board are owners and are therefore not considered independent. The other four members of the Board are externals and are considered to be independent. Thereby, 50% of the board is considered independent.

### Board of Directors biographies

-  External, non-executive
-  Owner, executive
-  Owner, non-executive

### Søren Birn (Chairman)

**Born:** 1970

**Member since:** 2011

**Competences:** Comprehensive management and board experience in international companies in the food and pharmaceutical industries.

**Other positions:** CEO Bagger-Sørensen & Co A/S and Bagger-Sørensen Equity A/S, board member of Konsul Axel Schur og Hustrus Fond, chairman of Nic. Christiansen Gruppen A/S, chairman of Comwell A/S.

### Henrik Burkal

**Born:** 1967

**Member since:** 2017

**Competences:** 24 years' experience in the food retail industry (of these 20 years as CEO), 8 years EVP in the IT industry, 4 years as board member in a listed company, extensive board experience, and experience with mergers and acquisitions.

**Other positions:** CEO Rema 1000 Danmark A/S, EVP Reitan Retail, board member Dansk Erhverv, board member ICC Denmark, board member of Konsul Axel Schur og Hustrus Fond.

### Morten Rahbek Hansen

**Born:** 1958

**Member since:** 2014

**Competences:** Substantial CEO and board experience in international businesses primarily in the food industry.

**Other positions:** CEO Rahbek Invest ApS, chairman of Jysk Display A/S, chairman of FC Fredericia Aps, board member of Konsul Axel Schur og Hustrus Fond.

### Anne Mette Vestergaard Olesen

**Born:** 1964

**Member since:** 2022

**Competences:** Leading businesses and functions. Experience with strategy, business development, and sustainability globally within the food ingredients and medical device industry. Last position: Chief Strategy & Sustainability Officer at AAK AB (Sweden).

**Other positions:** Board member of Konsul Axel Schur og Hustrus Fond, NAYA Group ApS, and Trelleborg AB (Sweden).

### Hans Wilhelm Schur

**Born:** 1951

**Member since:** 1976

**Competences:** Comprehensive management and board experience in international companies in the plastics and packaging industry.

**Other positions:** Board member in all the Schur Group's companies, chairman of SP Group A/S, chairman of Konsul Axel Schur og Hustrus Fond, chairman of Konsul Axel Schur og Hustrus Mindefond, chairman of Schurs Støttefond, chairman of Danmarks Industrimuseum.

### Anna Katharina Schur

**Born:** 1979

**Member since:** 2011

**Competences:** Extensive work with sustainability since 2012, CSR manager in Schur between 2017-2019, active in different sustainability forums. Experience in education, anthropology, and process consultancy.

**Other positions:** Board member in all the Schur Group's companies, board member of Konsul Axel Schur og Hustrus Fond.

### Hans Christian Schur

**Born:** 1983

**Member since:** 2009

**Competences:** Experience in acquisitions, executive and strategic management, international business development, commercialization, and board work.

**Other positions:** CEO Schur International Holding a/s, CEO Schur Pack Denmark a/s, CEO Schur Star Systems Inc., board member in all the Schur Group's companies, board member of Konsul Axel Schur og Hustrus Fond.

### Johan Schur

**Born:** 1986

**Member since:** 2011

**Competences:** Experience in executive management, acquisitions, and board work in an international setting across various industries, including 6 years in the United States.

**Other positions:** CEO Schur International Holding a/s, CEO Schur Automation a/s, board member in all the Schur Group's companies, board member of Konsul Axel Schur og Hustrus Fond, board member of KC x SG Invest ApS.

## Policies

All policies are available internally via our intranet, and the Group Responsibility Policy is publicly available on Schur.com. Policies are reviewed annually or biannually, depending on the frequency of changes to the area.

### Ethical guidelines

In 2022, Schur's employee code of conduct was revised and reintroduced in all companies. These Ethical Guidelines for Managers and Employees set the standard for securing well-being and guiding everyday decision-making in Schur. Following the fundamental values we work by, the policy sets expectations for all employees, managers, and contractors to treat themselves and others with decency and accountability.

The ethical guidelines introduce the standard for Schur's code of conduct across areas such as discrimination, offensive behavior, protection of rights, right to privacy, data protection, information security, anti-corruption, and promoting environmental responsibility and agency.

With these ethical guidelines, we aim to ensure that all employees are aware of when and how to report unethical or harmful behavior, and that all managers are capable of engaging in meaningful interactions regarding employees' rights and promoting a safe working environment. All employees are introduced to the guidelines at the start of employment.

The ethical guidelines are available in four languages and apply to all employees, contract workers, and managers. Ultimately, the Group CEOs are responsible for implementing the ethical guidelines.

### Group Responsibility Policy

In 2025, we introduced our new Group Responsibility Policy to all companies. Together with our ethical guidelines, this policy provides a unified platform for all corporate standards we adhere to as a group.

The Group Responsibility Policy is a collection of our policies on Human and Labor Rights, Leadership and Inclusion, Harassment, Sexual Harassment, Discrimination and Abuse, Corruption and Bribery, our internal and external Incident Reporting System, International Restrictive Measures and Sanctions, and our Environmental and Biodiversity Protection Policy.

By bringing all relevant policies together under one headline, the aim is to have a corporate governance model that is accessible to all stakeholders and clearly states the commitment of Schur to comply with international principles as well as local legislation in all countries where we are present.

Key employees from all Schur companies have received introductory training in all parts of our responsibility policy. It replaces the previous sustainability policy and is accompanied by new training measures on anti-corruption and bribery that will be introduced to all companies over the coming years.

### 'Speak Up'

Our whistleblower system, Speak Up, is implemented in all companies in accordance with the EU's directive on the protection of whistleblowers. Our Incident Reporting System Policy, published this year, ensures the protection of whistleblowers, no retaliation, and increased awareness internally. The new policy has been introduced together with introductory training for key employees. It is accompanied by our Speak Up Guidelines, giving further details on the process and protection measures. The guidelines are available in all national languages of Schur's locations.

We take all incidents seriously. The purpose of the Speak Up system is to provide a secure platform for employees and external stakeholders to report reasonable suspicion, knowledge of illegalities, or other serious issues related to us. We use external partners both for the reporting system and

### Governance targets

- Clear group policies that support our business and sustainability strategy
- All GDPR breaches in EU-located companies are reported and acted upon
- All reported whistleblower cases lead to the necessary changes in governance structures or resources to avoid any repeat incidents
- Zero breaches of our Supplier Code of Conduct, including any violations of human rights
- All key suppliers have signed our Supplier Code of Conduct or returned their own

the screening of cases. Our partners are EQS and DLA Piper, respectively. The system is accessible both internally through our intranet, SchurOnline, and externally on [www.schur.com](http://www.schur.com). All reports are treated with strict confidentiality.

In 2025, we had zero cases reported through our whistleblower system.

### Anti-corruption & bribery

We are unwavering in our commitment to maintaining the highest ethical standards in all areas of our business activities. As part of our broader commitment to integrity, we maintain a strict anti-corruption and anti-bribery policy that applies to all employees, contractors, suppliers, and business partners.

We have a zero-tolerance approach to any bribery, corruption, or fraudulent activities within our organization and in our dealings with third parties, both in the public and private sectors. We do not allow the offering, giving, receiving, or soliciting of any bribes or kickbacks in connection with our business operations.

We expect all employees and partners to report any suspicions of corrupt activities as soon as they become aware of them to management, legal, or compliance teams. We will not tolerate retaliation against anyone who, in good faith, reports a concern.

Employees and managers across all Schur companies are responsible for exercising due diligence in relation to each other, our partners, and our local environment in their daily work.

### Cybersecurity and NIS2 compliance

Schur is part of the scope for the EU's Network and Information Systems 2 Directive, also known as NIS2. We hereby need to fulfill IT security requirements and controls in accordance with the national cybersecurity strategy of each member state. As part of our NIS2 preparations, we have implemented procedures, controls, new IT security systems, and teamed up with a new external IT security partner with 24/7 monitoring and a SPOC team to support security incidents. During 2025, we upgraded our awareness training to include both monthly video training necessary to complete for all employees with personal computer access and increasingly difficult phishing mail tests to ensure the organization is adequately trained.

We work systematically to secure our stored data against cyberattacks. The security of data is continuously monitored and checked immediately in the event of suspected attacks. Any breach of data security or leakage of personal data is reported to the relevant authorities on data supervision, if required.

Our work with IT security and digitalization involves moving to the same ERP system in all locations over the next years, incorporating streamlined IT security structures, and updating our risk analysis tools to align with the coming NIS2 regulations. To strengthen governance and awareness, all senior managers have received training on NIS2 requirements. We have implemented quarterly NIS2 steering group meetings with focus on IT security risk analysis and mitigation. We are also reviewing our project plan quarterly with focus on IT security activities and implementation for the coming months to increase our security level.

### Tax practice

At Schur, we recognize that taxes and duties are essential to the welfare of society and the countries in which we operate. We are committed to being a responsible partner by maintaining a strong focus on tax compliance and transparency.

We comply with all applicable tax laws and reporting requirements, applying the arm's length principle to intra-group transactions. Our business models are commercially driven, and our tax planning is based on fair, reasonable interpretations of legislation, including its intended purpose.

We do not operate in low-tax jurisdictions and avoid tax optimization strategies that lack commercial substance. We pay taxes where profits are generated.

Our tax policy extends to our relationships with employees, customers, suppliers, and partners. Schur does not facilitate tax benefits for others through transactions with our company. We strive for constructive relationships with tax authorities to

reduce disputes and avoid double taxation. By sharing clear information about our tax position, we aim to build trust in our business and tax practices.

For details on corporate taxes paid and our effective tax rate, please refer to our annual financial report.

For further information, see our tax policy at [www.schur.com](http://www.schur.com).



## Relationships with suppliers

In 2025 we have updated our Group Supplier Code of Conduct and all companies are currently in the process of resending and reconfirming the updated Code of Conduct with all key suppliers.

The Code of Conduct covers the commitments to the environment, labor rights, human rights, as well as national and regional laws, we expect our suppliers to live up to. With the signed Code of Conduct from suppliers, we are better equipped to ensure Schur's suppliers demonstrate responsible business conduct by managing their sustainability-related risks. The document does not in itself guarantee that our supply chain will not have adverse impacts, but we ask that our suppliers take responsibility for all impacts and manage and mitigate them, as well as work proactively with environmental protection and social and labor rights.

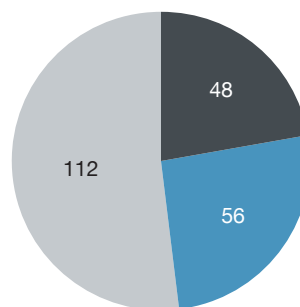
We believe in long-term relationships with our suppliers. They have a major impact on our risk management and overall performance. In addition to the Code of Conduct, we are looking for ways to ensure good and healthy working conditions throughout our value chain. We strive to take part in creating value for our suppliers, business partners, end-consumers, and others involved in the creation, distribution, and use of our products.

All our key suppliers will sign our Supplier Code of Conduct when entering into the purchase agreement. They are thereby made aware of our key sustainability goals and that their actions must support Schur in this.

As part of our general risk management, in preparation for the European Deforestation Regulation coming into force in 2026, and to ensure we meet the new BRCGS certification requirements, we have developed new risk assessment systems for our suppliers of key raw materials and services in 2025. While we consider the risk of human rights violations negligible in the first-tier supply chain, we are also aware

that environmental risks and the risk of deforestation need continued monitoring. As we continue to work on improving the risk assessment tools used on the supply chain, we continue to improve our monitoring and response to these risks.

### Code of conduct status of key suppliers 2024/25



- Have signed Schur's Code of Conduct
- Have returned their own Code of Conduct
- Have not signed Schur's Code of Conduct

### Accounting policy

The percentage signed Supplier Code of Conducts out of total key suppliers includes both the share of signed Supplier Code of Conducts from Schur and signed Code of Conducts from the supplier returned as a valid replacement of Schur's Supplier Code of Conduct. The distribution of our Supplier Code of Conduct is targeted at first-tier suppliers that are of key importance to Schur, or that are estimated to be at risk of having severe negative impacts on human rights, labor rights, the environment, or anti-corruption, or who deliver products or services to a Schur company for more than DKK 1 million, or 100,000 EUR for German companies, within 12 months. Data is collected annually at the end of the period. The total number of key suppliers includes key suppliers from all companies, even if they have not yet initiated sending the Supplier Code of Conduct to their suppliers.

Information on the number of whistleblower cases is collected at the end of the year through our contact point to the external partners.

#### Distribution of Code of Conduct

Key supplier status	2024/25	2023/24
Have signed Schur's Code of Conduct	48	33
Have returned their own Code of Conduct	56	50
Have not signed Schur's Code of Conduct	112	112
<b>Total number of Key Suppliers</b>	<b>216</b>	<b>195</b>
Percentage signed and returned CoCs	48%	43%

#### Speak Up Incidents

Number of cases	2024/25	2023/24
Total incidents reported through the EQS system	0	0
Incidents with employment consequences or police report	0	0
Incidents closed after sessions with the involved	0	0

## UN Global Compact

Schur has been a participant of the UN Global Compact initiative since 2015. The purpose of the initiative is to accelerate and scale the global collective impact of businesses as a force of good.

By signing up to the UN Global Compact, Schur has pledged to align our strategy and operations with the Ten Principles of the UN Global Compact on human rights, labor, environment, and anti-corruption. And to take strategic actions that support the SDGs. The Ten Principles we follow are:

### Human Rights

- We will support and respect the protection of internationally proclaimed human rights, and
- Ensure we are not complicit in human rights abuses.

### Labor

- We will uphold the freedom of association and the effective recognition of the right to collective bargaining,
- Eliminate all forms of forced and compulsory labor,
- Effectively abolish child labor, and
- Eliminate discrimination in respect of employment and occupation.

### Environment

- We will support a precautionary approach to environmental challenges,
- Undertake initiatives to promote greater environmental responsibility, and
- Encourage the development and diffusion of environmentally friendly technologies.

### Anti-Corruption

- We will work against corruption in all its forms, including extortion and bribery.

The Ten Principles are derived from the Universal Declaration of Human Rights, the International Labour Organization's

Declaration on Fundamental Principles and Rights at Work, the Rio Declaration on Environment and Development, and the UN Convention Against Corruption.

### UN SDG Alignment

Our sustainability strategy is aligned with the **UN Sustainable Development Goals**, with a primary focus on:

**SDG 8** – Decent Work and Economic Growth

**SDG 9** – Industry, Innovation and Infrastructure

**SDG 12** – Responsible Consumption and Production

We have also aligned our strategy and related targets to support related goals such as **SDG 3**, **SDG 5**, **SDG 7**, and **SDG 17**, which are central to our responsible business approach.

#### **SDG 8 – Decent work and economic growth**

We promote a safe and empowering working environment with equal rights for all and take immediate action against forced labor and modern slavery.

#### **SDG 9 – Industry, innovation and infrastructure**

In our own operations and in the value chain, we can develop and support responsible, resource-efficient technologies.

#### **SDG 12 – Responsible consumption and production**

By innovating packaging, we can reduce food waste and packaging waste generation through material reduction and recycling.

### WE SUPPORT



## Certified management systems

The services and expertise provided in all Schur companies are guaranteed by several international and European standards approved by the International Accreditation Forum (IAF) or the European Standardization System (ISO/EIC or CEN/CENELEC). These standards assure the credibility and safety of the products we produce and our production procedures.

To obtain the certificates, both internal and external audits are being conducted, the latter by autonomous agencies. This list of certified management systems in Schur companies gives an overview of the certificates and rankings held by Schur companies.

The table does not include any legally required controls of food production safety or food contact materials production safety, or any other mandatory government reviews in the countries where we are located.

### Schur Pack Denmark a/s

FSC® Chain of Custody  
BRCGS

### Schur Pack Germany GmbH

ProcessStandard Offset  
BRCGS  
DIN EN ISO 9001:2015  
DIN EN ISO 14001:2015  
DIN EN ISO 50001:2018  
FSC® Chain of Custody  
Chain of Custody of PEFC™  
EcoVadis Silver

### Schur Pack Sweden AB

BRCGS  
FSC® Chain of Custody

### Schur Labels a/s

Esko XPS Crystal Certification  
BRCGS  
FSC® Chain of Custody

### Schur Star Systems GmbH

DIN EN ISO 9001:2015  
DIN EN ISO 50001:2018  
FSC® Chain of Custody  
BRCGS  
SMETA 6.0

### Schur Star Systems Inc.

FSSC 22000 Food Safety Standard Certification

### Schur Star Systems Australia Pty. Ltd.

FSSC 22000 Food Safety Standard Certification  
ISSC Plus Certification









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