



# Taking action for future generations

Sustainability report 2025



**Big Dutchman**®

Cover picture from left to right: Gregor Lopez (Service Technician), Anna-Lena Tönnies (Assistance Engineering), Ngoc Chu (System Administrator), Peter Weber (Warehouse Manager), Ieva Lapaitiene (Autostore), Bernhard Brüse (Agile Coach)

# Taking action for future generations

Sustainability report 2025



**Big Dutchman**®

## Kipster egg farm

North Manchester (Indiana/USA)

75,000 layers live in a completely new housing concept that was invented in the Netherlands and implemented here for the first time outside Europe. Big Dutchman supports this carbon-neutral method of egg production with technical and personal expertise.



# Preface

Just like us humans, every company has its very own identity. When I joined Big Dutchman as the new CEO some months ago, I quickly realised: This will be extraordinary!

Today, I experience a community of people that is more than just a »workforce«. Big Dutchman is family for many colleagues.

When a company achieves something like this, and does so for decades, it's an extraordinary form of sustainability.

Over the past months, I have spent a long time thinking about what sustainable governance means to me personally. My answer: Sustainable governance organises a company in such a way that it is successful today without diminishing the opportunities of future generations – economically, ecologically and socially.

To me, it's particularly important that economic sustainability is the basis for everything else. Acting ecologically and socially is only possible if a company is profitable in the long term, if it pursues stable business

models and uses financial resources responsibly. This has always been the case with Big Dutchman.

Perhaps this sense of responsibility is in our DNA. Our owner family comes from an agricultural background – an industry that has always thought in cycles and lived in harmony with the environment. Healthy livestock and fertile soils are not just an option here; they are the means of livelihood.

Our products help to secure these means by enabling welfare-friendly livestock production, by reducing emissions and by supporting a circular economy that makes ecological sense and is economically viable.

Social sustainability is just as important to us. Because a company is carried by the people who shape it. We stand for fair working conditions, pay attention to the safety and health

of our employees and support them by offering further qualifications.

In the autumn of 2025, we started a comprehensive strategy process with the clear aim of anchoring sustainable governance firmly in our guidelines. From this process, we want to derive how we can assume responsibility, act in the long term and strengthen our market position, all at the same time. In short: we want to express what Big Dutchman stands for. For loyal customer relationships, sustainable growth and mutual success. As a big, global family.

Kind regards,



Steffen Bersch  
CEO Big Dutchman AG





**Eva Bitter, Bernd Meerpohl and Anne Koos**

Shareholders of Big Dutchman AG

Big Dutchman was founded in the USA in 1938. Josef Meerpohl took over the company in 1985 – and shaped it into a global market leader. Today, his children Eva, Bernd and Anne carry on his legacy. With great respect for their father. And for all employees.

# The Meerpohl family

## 40 years of guaranteeing sustainability



There is one thing we are particularly proud of at Big Dutchman: our family. 40 years ago, former poultry farmer Josef Meerpohl (1932 – 2017) from Vechta-Calveslage took over the company in a management buyout. It is still owned by his family today. We do not limit the term »family« to the families of Eva, Anne and Bernd. We include more than 3,500 employees when we use it.

All of us feel part of a large, global community on seven continents. Part of the Big Dutchman family.

Many of us have belonged to this family for decades. We have just said goodbye to a colleague who retired after 55 years with the company. Those who leave often remain

friends with us, drop by from time to time, offer advice and support. We are also delighted to have so many young people in our family. Because they are our future. And we know it.

Top left: Bernd Meerpohl at the opening ceremony in South Africa in spring 2025. Top right: Farewell to Klaus Lammers after 55 years with the company. Below: Our team at EuroTier in Hanover in autumn 2024.

**Staff restaurant in the  
Franz Kathmann bridge**  
Vechta-Calveslage

Canteens are a unifying element in every company. This is particularly true for us. The idea for the bridge restaurant, which opened in 2020, came from our former colleague Franz Kathmann (he worked for us for 55 years!). The best-selling meal is, of course, currywurst, a popular German fast food dish with sausage. It's also available as a vegetarian version.



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**Anna Kerber**  
Team Leader Logistics,  
Vechta-Calveslager

People from 27 nations work at our headquarters. In our logistics centre, we offer career changers secure jobs in a modern environment. And great opportunities for committed experts: Anna Kerber is a new team leader in the logistics centre and responsible for around 30 employees. It is her first leadership position. Anna says: »I am very well accepted.«

Big Dutchman  
Big Dutchm

# Mission statement and values

## We take action for future generations

We believe that our mission is feeding the world's population. It's what we work towards, around the world and every day. Farms in Africa, climate-controlled livestock production in the Middle East or the ongoing switch to welfare housing in Australia: we help traditional farmers as well as large agricultural companies to realise their projects.

With 270 colleagues in the Engineering team alone and around 100 software developers, we create innovative solutions for the agriculture of the future. Supported by artificial intelligence, we monitor the welfare of the livestock. Cloud solutions and data analyses help our customers to keep an eye on their systems from wherever they are.

Our service network of more than 400 colleagues worldwide is the largest in the industry. We have our own technicians from New York to New Zealand. In an emergency, we can fly in experts within a few hours.



Left: Our own technicians, like here in Kenya, ensure a globally uniform standard. Right: Günter Möller, Head of Engineering, develops solutions for agriculture with his global team.

We are a reliable partner for our customers  
We are innovative  
We take responsibility  
We are flexible and open to anything new  
We achieve our goals as a team  
We value diversity  
We act fairly and honestly

Big Dutchman's values

We take responsibility – for people and animals. We are fair and for us, a handshake still counts. This is why customers and employees trust

us, often for decades. And sometimes for generations. Our mission: »Taking action for future generations.«



**Dr Theiventhan Ramakrishnan**  
Director Logistics,  
Big Dutchman Asia

»Our location in Malaysia is Big Dutchman's second largest logistics hub. Around 90 colleagues work on an area of almost 24,000 square metres. From here, we serve countries in Asia and Africa, and even the USA. I have been the logistics director here for 15 years. My aspiration: enabling people, making them even stronger.«

# We value diversity



**Hugo Lallana**, Warehouse Manager,  
Big Dutchman Ibérica

»I'm from Valencia, Spain, and I wanted to see the world. That's why I came to Germany in 2016, trained as a forwarding agent and worked as a car salesman in Hanover. I moved back to Spain in 2024. Today, I am part of Big Dutchman's global service organisation and manage our central warehouse in Spain. What I appreciate about BD? The feeling of working in a big family.«



**Lyn Peters**, Receptionist/  
Administrative Assistant,  
Big Dutchman North America

»I homeschooled my three children for about 15 years. They are now 20, 21, and 23 years old. Big Dutchman has given me the opportunity to return to my profession, and I'm grateful for that. After just a few months, I've found a new professional family in addition to my own.«



**Sandra Humberg**, Apps Sales Manager,  
Big Dutchman North America

»I started as a dual student at Big Dutchman in Germany in 2011. My husband and I dreamed of a horse ranch in Canada. We emigrated in 2017. Today we live in Ontario. From here, I work remotely for the Global Sales Excellence team.«

## **Big Dutchman South Africa**

Johannesburg

South Africa is our oldest foreign representation. We have been on site since 1966. In the spring of 2025, we inaugurated a new location, expanding the warehouse space from 2,000 to 9,000 square metres. Around 50 colleagues work in the modern complex on the outskirts of Johannesburg.



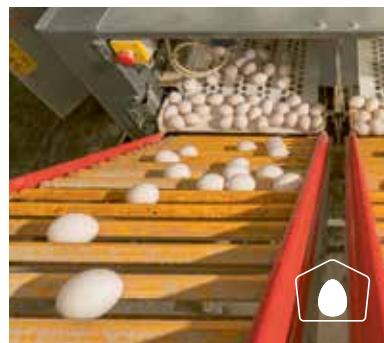
# World market leader for world nutrition

## Proteins and plants

With Big Dutchman's reliable and innovative technology, our customers produce food in more than 170 countries. We are the world market leader in housing equipment for pigs and poultry. We enable the safe supply of valuable proteins to people. Every year, hens lay billions of eggs in our nests. Chicks eat from our feed pans. Our climate systems provide the necessary heat (air temperature of approx. 35 °C) for them. In our Xaletto housing concept with straw bedding, pigs live in a welfare-friendly environment. Everything is controlled digitally by our own software and sensors, and the use of AI.

New agricultural concepts such as insect farming complement this product range. The larvae of the black soldier fly are a sustainable source of protein and used to feed livestock. Within just one week, 4 kilograms of larvae turn into 1,000 kilograms!

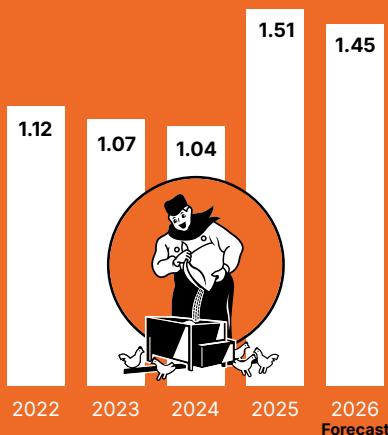
Efficient high-tech greenhouses ensure that strawberries, lettuce or tomatoes can be grown effectively and sustainably.



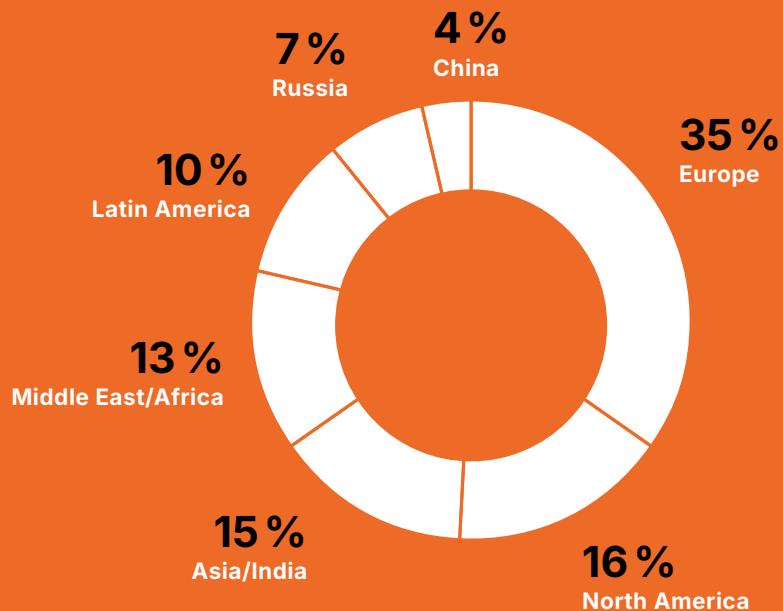
We equip houses for pigs and poultry, offer state-of-the-art greenhouses and systems for insect farming.

## Turnover

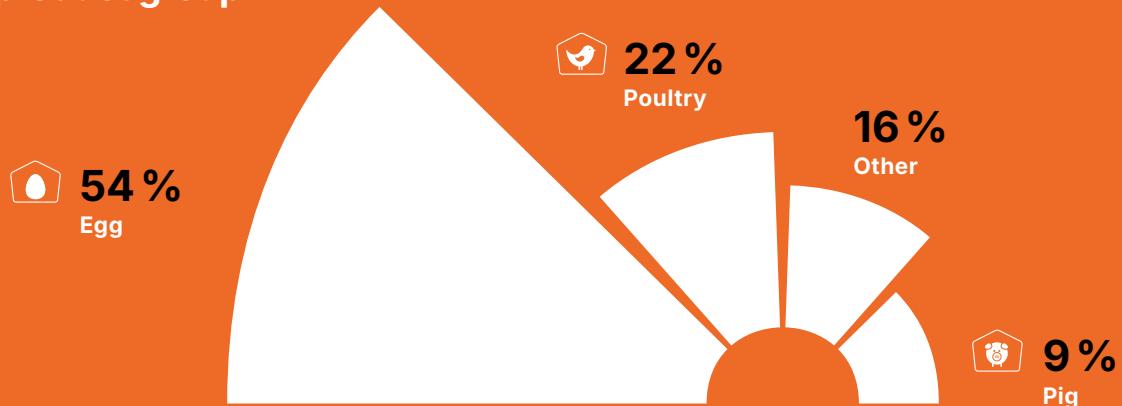
in billion EUR  
per year



## Global turnover by region



## Turnover share by product group



## Our sustainability endeavours



**megawatts of solar power on our logistics centre's roof in Calveslage**



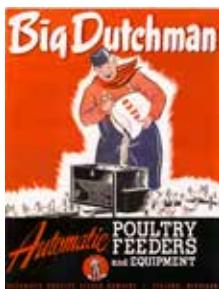
**leased bikes are used by employees**



**electric cars at the Calveslage location**

## The 8 large logistics centres





Top: Marlies DeWitt, widow of company founder Jack DeWitt, in the summer of 2025 in Holland, Michigan.  
Left: Exhibition hall on a gravelled site in Germany (1960s).

Right: It all began in 1938 with an electrically driven feed chain.

Bottom left: Former company location Atlanta (Georgia, USA).

Bottom right: Football in Calveslager in 1966.



# Company history



## 1938

Brothers Jack and Dick DeWitt establish the company »Automatic Poultry Feeder Co.« in the USA. Big Dutchman is just a product name at this time.

## 1958

The company embarks on expansion to Europe and Josef Meerpohl, a poultry farmer from Calveslage, becomes a Big Dutchman sales agent.

## 1963

Josef Meerpohl sells his business to Big Dutchman, but remains the appointed executive director of the new subsidiary in Calveslage.

## 1968

Big Dutchman co-founders Jack and Dick DeWitt sell the company to US Industries, a business conglomerate quoted on the stock exchange. Big Dutchman launches the first liquid feeding system for pigs.

## 1972

The DeWitt brothers retire from Big Dutchman.

## 1980

A hostile take-over enables British Hanson Trust to become owner of US Industries and thus also owner of Big Dutchman.

## 1983

Big Dutchman introduces manure belt ventilation for cage systems.

## 1985

Following a management buyout, Josef Meerpohl becomes the owner of Big Dutchman. Calveslage is now the international head office.

## 1987

Big Dutchman launches the first Natura aviary system for laying hens in Switzerland.

## 1992

The holding company Big Dutchman Aktiengesellschaft is founded.

## 2010

Big Dutchman presents the revolutionary farm management system »BigFarmNet«.

## 2012

The visionary concept study »Pig Production 2030« visualises the future of modern pig production by allowing free movement for all pigs.

## 2013

Big Dutchman celebrates its 75th anniversary.

## 2015

The organisational structure is revised for a more targeted sales approach, creating the three separate business units Egg, Poultry and Pig.

## 2017

The new test centre is inaugurated in Calveslage.

## 2025

Worldwide, Big Dutchman has 3567 employees from 48 nations. Around 950 of them work in Calveslage. We are represented in more than 170 countries on all seven continents.



### Sharky 430

Cleaning robot for poultry houses

The first autonomous cleaning robot for rearing and production systems replaces time-consuming human labour.

# Innovative products with recognised quality seals

Every year, we apply for around 15 patents. Together with our engineers, our Business Development team is constantly developing new solutions for the agriculture of the future.

Experts regularly recognise their endeavours. For example, we recently received an Innovation Award from the German Agricultural Society (DLG) not only for the Sharky cleaning robot, but also for our bird-friendly MultiVacc vaccinator.

When we introduced cage-free egg production 38 years ago, we set an example for an entire industry. We started out in Europe and are now exporting our animal welfare solutions to the USA, Asia and Australia, where the welfare issue is becoming increasingly important.



DLG award ceremony with our colleagues during the EuroTier trade show in 2024.

Making progress in the digitalisation of our industry is just as significant. We use robot technology to relieve farm staff of tedious everyday tasks. Our radar-based SiloCheck AIR sensor checks the feed level in silos – and automatically orders new feed from the supplier.

With our digital solution BFN Fusion, e-agriculture becomes a reality. Our customers can monitor their farms in real time. And update feed or water supply, if necessary. Or adjust the temperature in the house so that the animals are comfortable.

Incidentally, we test our climate technology in our own, huge wind tunnels – just like the automotive industry.

At the same time, we deal with the impact livestock farming has on people and the environment. Effective filter systems, for example made from natural wood, absorb emissions before they leave the house. And they ensure that no pathogens can enter the building.



**ESG team**  
Big Dutchman

Colleagues from all over the world volunteer their time in Big Dutchman's ESG team. This report was written under the direction of Dr Lina Sofie von Fricken (third from right).

ESG management

**ESG management**

# Global and collaborative efforts for the sustainability report

We have all kinds of professions. We are engineers, purchasing agents, product specialists, marketing managers. And we are also committed to the issue of sustainability at Big Dutchman.

Not because we have to. But because sustainability matters to us. »I'm from Myanmar,« says our colleague Phyo Min Khaing (top left picture on the right). »It's one of the most ecologically diverse countries in Southeast Asia. But it has also been heavily impacted by deforestation and illegal felling.«

»Big Dutchman is active worldwide,« says ESG manager Dr Lina Sofie von Fricken. »Consequently, we are committed to promoting sustainability worldwide.«

To this end, we created our global ESG team two years ago. The twenty

or so colleagues met for seven workshops in the past financial year.

Each team member reports from their respective specialist areas. Colleagues from Purchasing talk about the supply chain situation, for example. Where can we make improvements? How can we reduce unnecessary shipments?

We collect and sort facts – and then share our findings with all divisions and in all countries of our company.

In the 2024/2025 financial year, we also wrote a draft for the concrete

future sustainability goals of the Big Dutchman group. These goals will become part of our new corporate strategy, which we will develop by spring 2026.

By the way, we are not required to report on sustainability (CSRD) until the 2027/2028 financial year. We have, however, decided to stick to our original schedule despite the statutory postponement. Not because it is our goal to meet legal requirements. But because we see sustainability as one of the pillars of our economic activity.



Left: Phyo Min Khaing is from Myanmar, wrote his master's thesis at Big Dutchman and is now a permanent employee. Right: As Marketing Manager at BD North America, Allison Vander Ploeg supports her colleagues' sustainability projects on site – for example the recycling of packaging material to make benches.

### **Business culture**

- Positive work environment
  - Equal opportunities and diversity
  - Fair treatment of stakeholders

### **Innovation and partnerships**

- Quality, service and innovative solutions for our customers
- Animal welfare, alternative protein sources and new business areas
  - Joint projects with suppliers and customers

### **Global responsibility**

- Value-conscious management and market leadership
- Management of the environmental impact of our supply chain
- Compliance with human rights standards and sustainable procurement

# Sustainability strategy

By 2050, the demand for eggs will increase by 50 %

In our sustainability report, we focus on aspects that are particularly relevant to us as a company. The basis for the report is a so-called materiality assessment.

Based on this assessment, we have identified 19 sustainability topics that are crucial to our work at Big Dutchman.

Eight topics relate to environmental aspects, with a focus on the carbon footprint. Six belong to social aspects, including diversity and supplier management. Another five are part of the governance aspect.

These topics contribute to the United Nations' Sustainable Development Goals (SDGs). There are a total of 17 of these SDGs. Important for us at Big Dutchman are, for example, »Climate action« (goal no. 13) or »Decent work and economic growth« (goal no. 8).

Considering global population growth, we are convinced that agri-

culture can only be developed further through new approaches, innovations and cooperation. We created our »BIG« sustainability strategy on this basis.

**The B stands for our business culture.** We want to create a positive, equal work environment and treat each other fairly. To achieve sustainable economic growth, we need motivated, well-trained employees. Because ecological sustainability requires, first and foremost, economic sustainability.

**The I stands for innovation and partnerships.** With animal welfare solutions, robots, automation and the use of artificial intelligence, we are developing products for the agriculture of tomorrow.

On the one hand, these developments help us to grow economically. And on the other hand, they contribute to the sustainable nutrition of the world's population.

**The G stands for the global responsibility we face.** We take responsibility for our employees, suppliers and customers alike. We act in a way that conserves resources and reduces emissions, and we favour durable products that are easy to repair and for which we can supply spare parts for decades in some cases.

Around 2080, there will be 10 billion people on the planet. Feeding them without overburdening nature is one of the greatest tasks we are facing as a global society.

By 2050, the global need for eggs alone will increase by 50 per cent. And the demand for animal protein by 40 per cent. We will see 90 per cent of this growth in emerging markets.

As a global market leader that equips farmers and large agricultural companies in more than 170 countries with technology, we have a key role to play in this development.

**Marc Allen and Hannah Baker**  
Unravel Carbon, Singapore

Marc is a chemical engineer and founded the service provider in 2021 together with two partners. Today, Unravel Carbon has offices in Singapore, Australia, Japan and the USA. The team is active in 50 countries worldwide and supports more than 400 teams. Marc and Hannah live in Australia. This image shows them in the foyer of our location in Malaysia (in front of typical Northern German clinker brick).



# Environmental Environm

# How a Singaporean start-up supports our carbon reporting



As a global company with more than 2,000 suppliers and locations on all seven continents, we need professional support in assessing our carbon footprint.

The carbon footprint plays a central role when we look at what impact our actions have on the environment.

For data collection and analysis, we have teamed up with Unravel Carbon. The start-up from Singapore is one of the world's most innovative companies in the field of sustainability reporting.

Co-founder Marc Allen says: «92 per cent of the global economy takes place in countries that have a net zero target. So it's time to act.» Net zero means actually reducing emissions instead of offsetting emissions through carbon credits, for example.

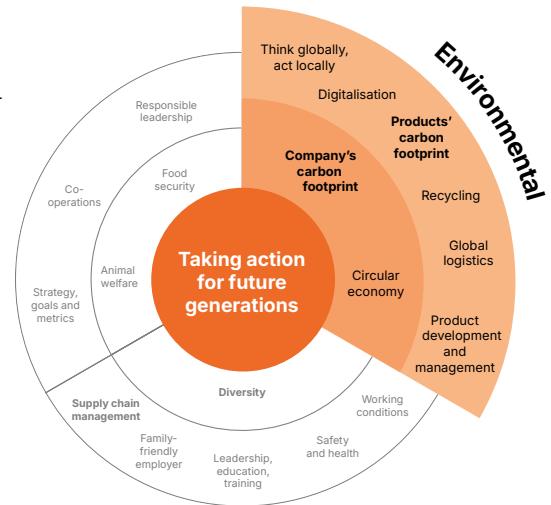
Unravel Carbon is a web-based platform. Rather than working with complex Excel spreadsheets, the platform enables us to automatically analyse and track greenhouse gas emissions, and ultimately to reduce them. This saves well over 50 per cent of our time.

The AI-supported system utilises Big Dutchman's data from all departments. From Purchasing, for example: What carbon dioxide emissions are generated when our products are manufactured? What role do transport routes play, for example when we send shipping containers from Vechta to Africa? And what is the environmental impact of a single one of our systems over the course of its entire life (often more than 20 years)?

Our subsidiary in Malaysia has already been working with Unravel Carbon for some time. We are now utilising this expertise globally.

In 2023, Forbes ranked Unravel Carbon among the 100 most important start-ups in Asia. Customers include the central bank of Singapore, Mercedes-Benz, Asian hotel groups. And Big Dutchman from Vechta-Calveslage!

Unravel Carbon helps us, a company with global supply chains, to make data-based decisions, thus reducing our



The carbon footprint is what's relevant for us regarding the environmental aspect.

carbon footprint further and further.

Which doesn't mean that Marc and Hannah do all the work for us. We still have to put that in ourselves. Our colleague Julia reveals more in the next section. Turn the recycled page, please!

**Julia Baumann**

Project Assistant to the Board of Management

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»I am an industrial engineer for agriculture. I started looking at the impact agriculture has on the environment while I was working on my degree. Now I can apply this knowledge in practical life, which is really fulfilling.«



# Using AI and diligence to collect our data

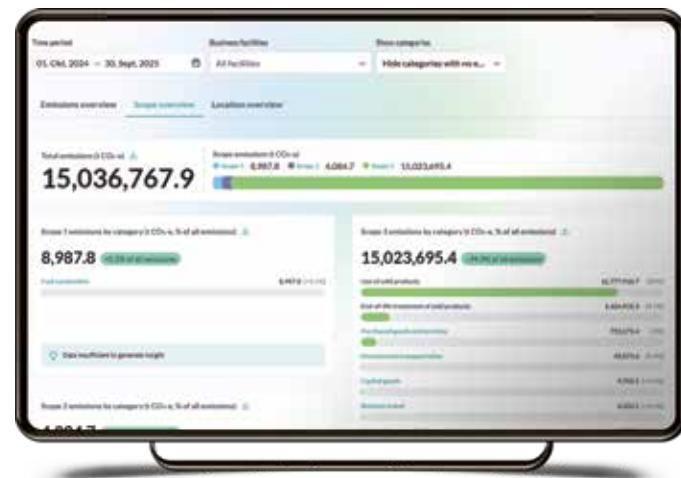
From her office, Julia Baumann looks out at the »green lung« of Big Dutchman's Calveslage location. The weeping willow in front of her window is around 90 years old. It stores several tonnes of CO<sub>2</sub> in its trunk. »But the tree has not yet been included in our official carbon footprint,« says Julia and laughs.

On her desk, data collected by teams around the world is collated so that we can calculate our carbon footprint. We take into account emissions from all of the around 50 companies that belong to the Big Dutchman group. The standard we use is the globally renowned Greenhouse Gas (GHG) Protocol.

The colleagues submit the scope 1 and scope 2 emissions to Julia and her colleagues using standardised templates.

The scope 3 data is much more relevant for us, however. This data is about carbon dioxide emissions caused by our products, for example during manufacturing and transport, and over the product's lifecycle. These emissions account for more than 99 per cent of our company's total emissions.

This is what the Unravel Carbon software tool looks like. The data shown here are just examples.



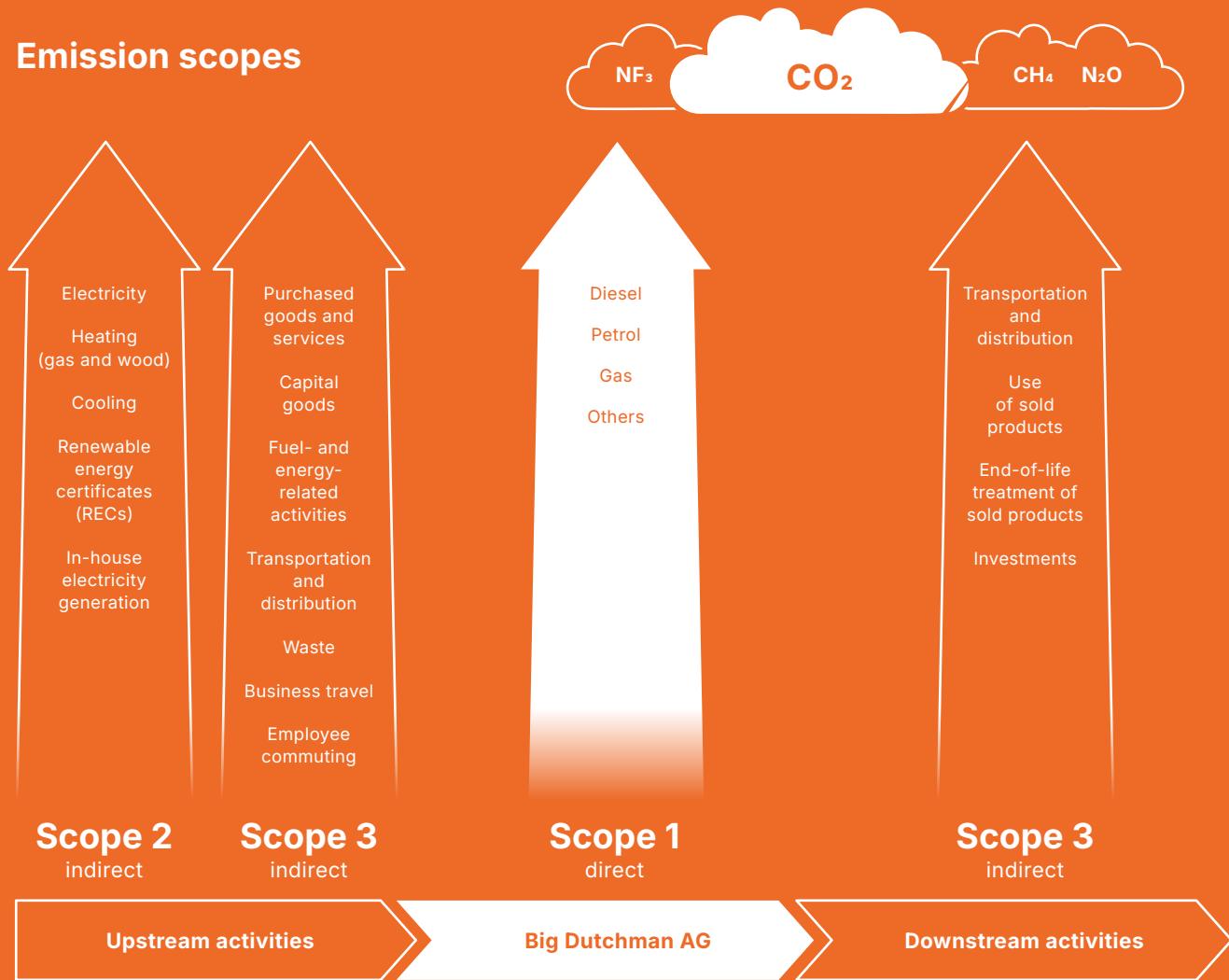
Some of this scope 3 data we can take directly from the central analyses of our enterprise resource planning system. For example data about goods purchased, products sold or transport routes. For all other scope 3 categories, we use structured templates. That is to say: Excel lists.

Julia and her colleague Dr Lina Sofie von Fricken upload all the data to the Unravel Carbon software tool. »AI is

then used to calculate the emissions for each material, each product and each transport route,« says Julia. Once all data has been recorded, Unravel Carbon performs a quality check. This check is supplemented by an initial review by our auditing firm to ensure the traceability and methodological accuracy of our calculations.

You can see the detailed results on the next pages.

## Emission scopes



The Greenhouse Gas (GHG) Protocol is one of the world's most widely recognised standards for the preparation and reporting of greenhouse gas footprints. It divides emissions

into scope 1 (direct), scope 2 (indirect through energy procurement) and scope 3 (indirect in the value chain). This structure enables companies (or other economic actors) to report

their greenhouse gas emissions in a standardised manner. The GHG Protocol also encourages companies to develop climate strategies and to set the corresponding reduction targets.

## Locations

with the highest share of greenhouse gas emissions



BD Germany

28.1%

BD Malaysia

18.9 %

BD China

14.4 %

## Emission intensity

in tonnes of CO<sub>2</sub>e per EUR 1,000 of turnover



## Categories

with the highest share of greenhouse gas emissions



Scope 3.11  
Use of sold  
products

85.9 %

Scope 3.12  
End-of-life treatment  
of sold products

9.6 %

Scope 3.1  
Purchased goods  
and services

3.8 %

2024/2025

9.7

## Greenhouse gas emissions

by scope in tonnes of  
carbon dioxide equivalents (CO<sub>2</sub>e)



Scope 1 · 0.06 %

8,987

Scope 2 · 0.03 %

4,022

Scope 3 · 99.9 %

14,866,980

Scope 1 + 2 + 3 · 100 %

14,879,989



**Team members**  
Global Design Guideline

Left to right: Maxime Nollet (Director Product Engineering),  
Jan Gröblinghoff (Project Coordinator Product Engineering)  
and Christian Tobergte (Manager Documentation).

# A new technical design guideline reduces material consumption and emissions

Big Dutchman has great inventors. But we do not reinvent the wheel every day – because that would be unsustainable. »Our approach is to provide standards for the development teams worldwide,« says Maxime Nollet. He leads the »Design Guideline« project. With the new technical design guideline, we are creating a standardised basis for sustainable product design across the entire Big Dutchman group.

The guideline defines binding standards for design, material selection, documentation and lifecycle management. Regardless of whether products are developed in Europe, America or Asia.

»We want to preserve creativity while standardising and simplifying product development,« says Maxime.

At the heart of the new guideline are seven chapters that cover the entire development process: from the early innovation phase through component development, traceability and reliability all the way to environmental impact, resource efficiency and standardisation in accordance with international norms. In this manner, we ensure that all teams worldwide have access to proven solutions and avoid redundancies, and that sustainability is systematically integrated into every project.

The guideline not only strengthens quality and safety aspects, but also reduces waste, emissions and material consumption over the entire life-



Jan Gröblinghoff is not only part of the Global Design Guideline team. He also works on reducing the variety of our articles. Instead of a four-digit number of pipes and tubes, our standard catalogue for designers now only contains 41 variants. The programme for these reductions is called BIG ReduX. And also sustainable!

cycle of our products. It is a dynamic document that is continuously being optimised – based on feedback from our global engineering teams.

We are thus taking an important step towards combining innovation and sustainability, consistently gearing our technological development towards future viability.



**Dr Lina Sofie von Fricken**  
Head of Sustainability & Strategy

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»As sustainability manager, I usually cycle to work. Only sometimes do I use the car. If I do, I charge it at one of our charging points. At Big Dutchman, we generate the electricity ourselves using photovoltaics.«

# Environmental update

## Electromobility



Public transport is rare here in the countryside. We therefore offer our colleagues the option to lease e-bikes and electric vehicles. Our fleet currently comprises 465 e-bikes and 126 fully electric cars. The latter can be »refuelled« for a reduced tariff at one of our 28 charging points. In the evening after work, the vehicles' batteries are fully charged once more. Some of our smaller subsidiaries in the region now also offer this option – and benefit from our key account conditions with the car manufacturers. We mainly drive Hyundai and Škoda, by the way.

## Photovoltaics



Never before have so many photovoltaic systems been installed in Germany as in 2024 – more than 16,000 megawatts (MW) of additional capacity were connected to the grid. Big Dutchman has been offering PV solutions for our customers for years and is systematically expanding its expertise. To this end, we are now cooperating with Chargecats from Rahden in North Rhine-Westphalia. The company specialises in the installation of large PV systems and charging infrastructure, for example on the roofs of warehouses and production halls. Chargecats is part of the Hilker group with around 200 employees.

## Recycling



The image above shows Matt and Mitch Lynema. The two brothers own one of our suppliers in the USA. Just a few minutes away from our office, their family business Liberty Plastics produces plastic parts using injection moulding. Like the ones above, used for our nests. The company recycles all plastic waste produced in the process. The machines are electrical rather than hydraulic, saving 70 per cent of energy! For transport, reusable pallets and recycled packaging are used. Just one example of how our suppliers support us when it comes to sustainability.

## Logistics team South Africa

Vusi (left) and Allman (right) load and unload lorries for us. »We are proud to be part of the team,« they both say.



# Social

## People are our most important asset



We employ people on all continents. Some work in multinational teams, for example in Malaysia. Others are travelling all alone in their country for us, like our agent Albanbek in Kyrgyzstan.

Everyone is different, everyone has different needs. Seeing each and every one of our employees is important to us. And this goes beyond the work environment.

For example, many of our logistics colleagues in South Africa live in townships. We offer them more than a secure income. In our new building, they can use modern showers that they usually lack at home.

In the USA, we just enabled our colleague Lyn to return to work after 15 years of home-schooling her three children.

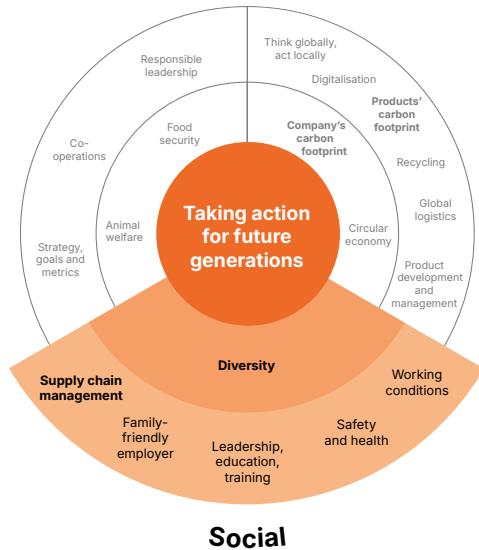
And in Germany, we give a colleague all the freedom he needs to work as a family caregiver alongside his job, supporting his two parents with dementia.

As a family business, we know that our employees are more than just workers. Bryant from Indiana (USA) grows soy beans on the side. Daniel from the Emsland district in Germany is a volunteer firefighter and a manager. Our agent Hristo from Bulgaria belongs to his country's national swimming team.

We are sailors, horse-riders, triathletes, karaoke singers, classic car drivers and theatre actors.

We are Catholic, Muslim, Protestant, Buddhist or belong to a free church. Some believe in no God at all.

But what we all believe in is that as a company, we can change the world. Through our products – and through the way we develop and support people.



The social aspect in our materiality assessment primarily concerns our own workforce and the workers in the value chain (ESRS S1 and S2).

**Marisa Flegel and  
Jannik Hülsmann, Malaysia**

»We are both from the Oldenburg Münsterland region in Germany. We have recently been given the opportunity to gain experience abroad together in Malaysia. Our relocation service supported us in finding accommodation and with all visa matters. That's something we only knew from large multinational corporations beforehand.«



# International assignments are the norm for us

We come from a small village in Germany. Our company has its headquarters in Vechta-Calveslage, 800 inhabitants, North German Plain, one main road. As beautiful as it is here, it is very important to us that our colleagues gain international experience.

With large offices in eight countries from America to Asia, we will post employees abroad for several weeks or even several years.

Jannik Hülsmann went to Malaysia three years ago as Engineering Manager. In the summer of 2025, his partner Marisa Flegel, who was previously a project assistant to the Board of Management, joined him.

Our colleague Christoph bei der Hake also worked abroad for a while, together with his girlfriend Lena – at our location in Johannesburg, South Africa. As Area Sales Manager, Christoph was able to travel



all of Sub-Saharan Africa. Trade fairs in Angola or customer visits in Botswana were part of his everyday life. »I was on a plane about once a week,« says Christoph. »What other agricultural company offers such opportunities?«

It's important to us that we offer this experience not only to managers, but also to specialists such as engineers and technicians.



Top left: Timo Tapken, automation technician at our subsidiary Högemann in Germany, worked at our US subsidiary Prism Controls for six months. Top: Sales Manager Christoph bei der Hake spent almost two years at our office in South Africa. At the weekends, he went on safari rides with his girlfriend Lena.

Furthermore, we regularly send our trainees and dual students to the USA, Malaysia, Brazil or Turkey for six-week internships.

## Campus run 2025 Calveslager location

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The starting field for the five-kilometre and ten-kilometre run. Colleagues from all departments participated – including CEO Steffen Bersch and CFO Erkul Basaran. Neither of them took on leadership roles at this event ...



# Once around the world

## How we practise global team building

We don't just work together; we are also a team in other ways. At football matches, classic car rallies or the parties that we celebrate at our offices around the world. Be it a traditional winter kale tour in Germany, a garden party in Malaysia or family festivities at a waterslide park in Michigan, USA.

Now, for the first time, we organised an event that took place at five locations simultaneously: the BD campus run. A few years ago, our HR colleague Franz-Josef Moermann launched a run for everyone – as a regional event on the Calveslage campus. In 2025, it was Managing Director Christian Blümlein's idea to roll out the run internationally.

Within a few days, everything was organised. On 18 September 2025 and across different time zones, teams in the USA, Latin America, Malaysia and China ran in Big Dutchman jerseys.

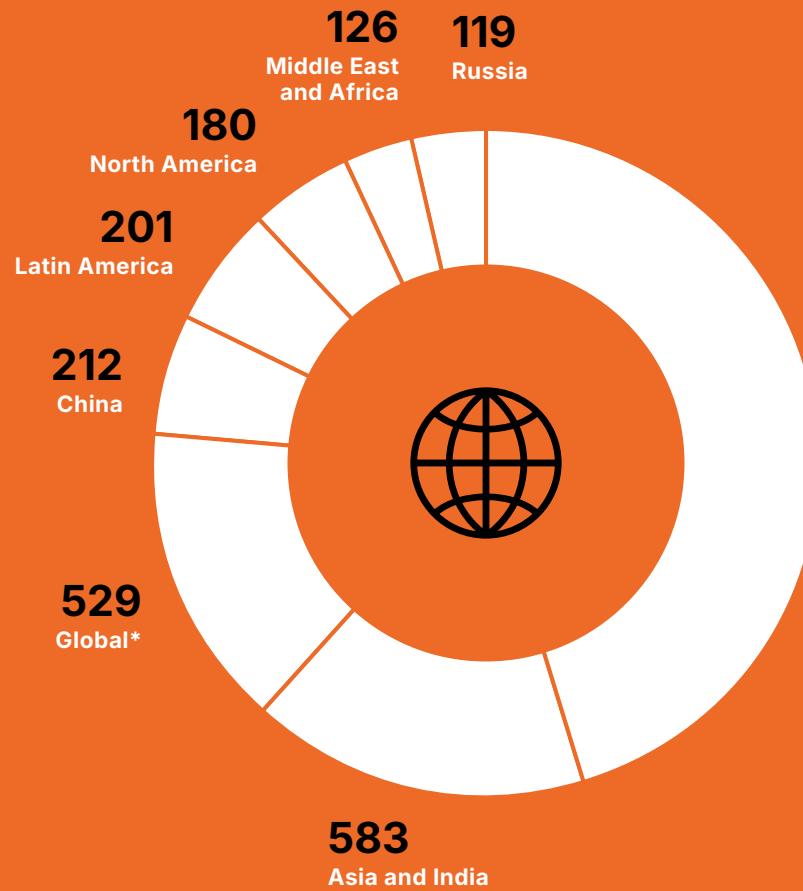


For the first time, teams around the world took part in our campus run. Pictured clockwise: Malaysia, Brazil, USA, China.

It is events like these that characterise our company. We see ourselves as a global team. And not just on a professional level. But also

interpersonally. The only thing most countries do not seem particularly interested in is the typical Northern German kale.

## Distribution of the global workforce



\*Roles that cannot be assigned a specific region because they support all regions, e.g. IT or HR. Main locations: Germany and Malaysia.

48  
nationalities  
worldwide

1,617  
Europe

27  
nationalities  
in Calveslage



3,567

employees  
worldwide



96%

of employees  
have permanent  
employment contracts



91%

of employees work  
full time



24.3%

overall share of women  
in the company



16.1%

of women have  
leadership positions



54 yrs

Most loyal employee:  
Mary Damstra (USA)



841

training sessions  
organised in the past  
financial year



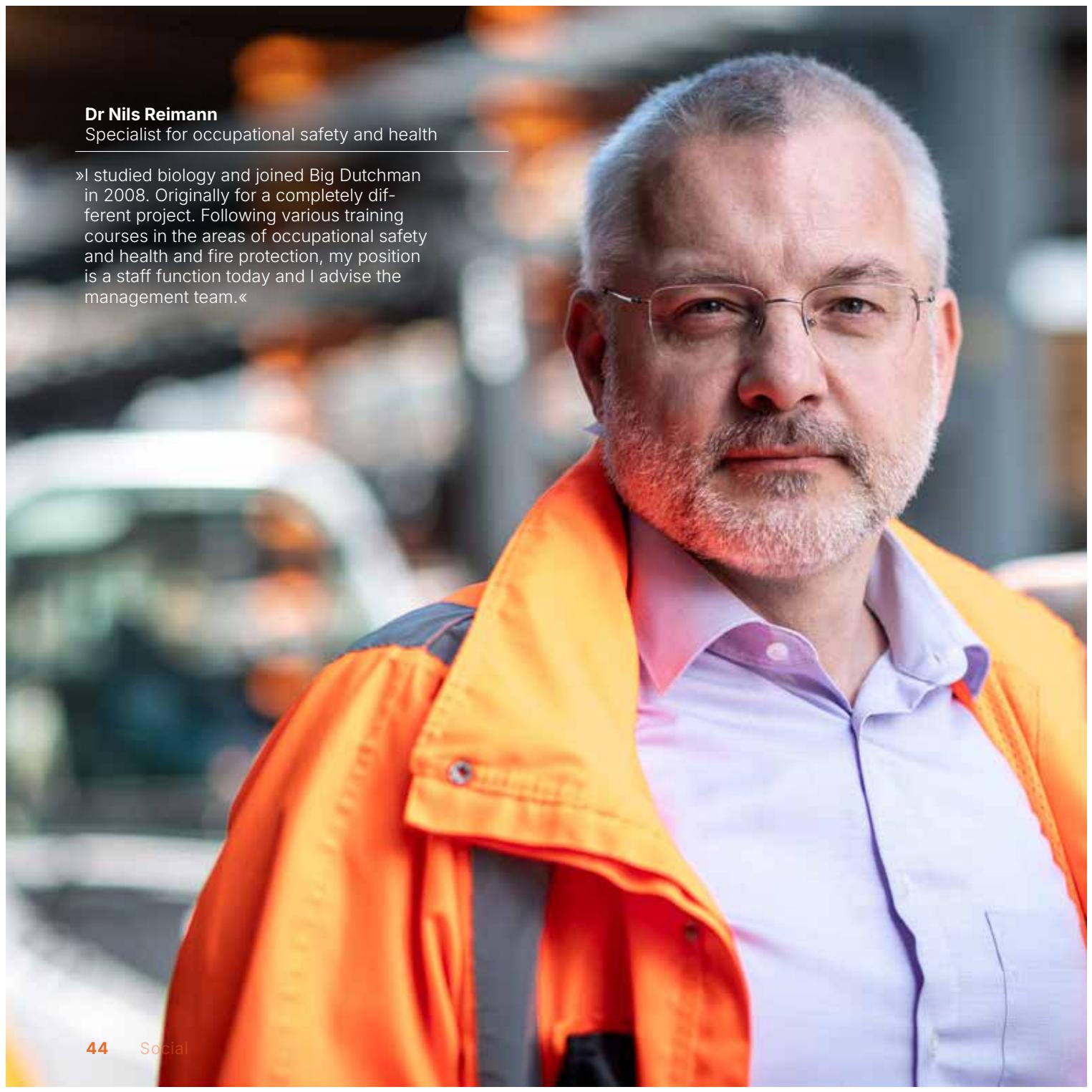
20,931

training hours  
in total



78

trainees start their  
career with us



## Dr Nils Reimann

Specialist for occupational safety and health

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»I studied biology and joined Big Dutchman in 2008. Originally for a completely different project. Following various training courses in the areas of occupational safety and health and fire protection, my position is a staff function today and I advise the management team.«

# Occupational safety with helmet, rope and expertise



Ivgenii Gurin with climbing safety gear for working in high-bay racks. Right: Bernd Göring is one of four safety officers in the logistics team. He is a trained farrier but has been with Big Dutchman for 20 years. »As a racking inspector and officer I have even helped to remodel warehouses in China and Spain.«

The eye-catching jacket in signal colours is his trademark. Dr Nils Reimann is responsible for safety at our headquarters. He prefers preventative measures, naturally – before anything happens. »Fortunately, we have very few serious accidents at work and collaborate closely and very well with the employers' liability insurance association,« says Reimann. In the past financial year, he recorded 17 workplace accidents and 9 commuting accidents. A decrease of around 21 per cent compared to the previous year. »Nevertheless, every single incident is one too many.«

Just in case, Reimann is equipped with an emergency backpack and

uses a bike to ensure that he can be anywhere on the company premises within a few minutes.

Not only has he completed the workplace first aider training; he is also a trainer for working at heights and a trained rope rescue technician. With the appropriate emergency rescue equipment, he can abseil colleagues from the high-bay warehouse after accidents, if necessary.

Nils Reimann is supported by several safety officers who work other full-time jobs on campus.

»Safety does not only concern the protection of our employees. We



also have more than 4,000 visitors on the premises every year,« says Nils Reimann.

He also supplies our (customer) service staff and technicians with protective equipment. For example face masks or disposable protective clothing when they work in dusty environments.



### **Supplier Qualification & Management team**

From left to right: Birte Fassauer,  
Katharina Wehenpohl, Michel Krogmann,  
Janna Scherner and Phyo Min Khaing.

# 85% of our direct purchases come from »green« suppliers

Big Dutchman has suppliers all over the world. They manufacture the products we develop and distribute. Often, these manufacturers are small or medium-sized companies. With many of our suppliers, we have been working for generations.

The conditions under which our products are made are important to us. That's why we take a very close look: How do our partners work? How sustainable is their production process? This data is collected by our Supplier Qualification & Management team.

We use the Integrity Next (INX) sustainability platform for analysis. Every supplier is requested to complete standardised questionnaires, for example about environmental protection, employee rights, and anti-corruption measures. They can also upload relevant certificates. The software uses this data basis to



Hisyam Bin Ibrahim (left) and Muhammad Ridhwaan Bin Anuar work in our logistics centre in Malaysia. Markets all over the world receive shipments from here.

categorise suppliers automatically. INX has implemented a transparent traffic light system for this purpose. We also expect our partners to sign our Code of Conduct (CoC) and to comply with its requirements.

Currently, more than 85 per cent of our direct procurement volume comes from »green« suppliers who support the CoC. An increase of 15 per cent within just one financial year.

We also assess the risks to the supply chain arising from climate change, trade wars, geopolitical con-

flicts, new regulations, and logistical events – such as the loss of shipping routes. We improve our resilience to risks through redundant supply chains and the global distribution of supply chain flows, for example.

To get a better overview, we have launched the ESG Plus project. Various expert departments have developed an example for an article profile together. This profile shows at a glance which ESG regulations apply to the respective product. We are also currently developing a supplier profile that will be made available to all purchasing agents worldwide.

## Theuns Kühn

CEO of Technical Systems, Cape Town

Theuns founded Technical Systems in 1993 and had three employees at the time. Today, Theuns' sons also work for the company. »The chain is our flagship product,« says Theuns.



# The feed chain's supply chain from Cape Town to Calveslage

For Big Dutchman, everything started in 1938 with the world's first automatic chain feeder. The feed chain is still part of our product range today. It is manufactured by our long-standing supplier Technical Systems in Cape Town. The family business has around 400 employees. We obtain around eleven million metres of feed chain a year from them, rolled up and shrink-wrapped on pallets. We tracked one delivery:

① Technical Systems operates its own warehouse, where the feed chain is temporarily stored until it is loaded.

② The goods are transported to the port of Cape Town by lorry.

③ The container ship Maersk Santa Cruz is part of the liner service to Europe and leaves Cape Town on 10 May. On board: a 20-foot container with the number 253294040. This container is unloaded in Bremerhaven at 1.18 a.m. on 11 June.

④ A service provider transports the container from the port to Calveslage

The ships from Cape Town to Europe are liners and need around 22 to 30 days to cover the 14,000 kilometres to Bremerhaven.

two days later. Lorry driver Dianius brings the container to the logistics centre, where he breaks the customs seal.

⑤ Vanessa Cremer declares the goods to customs. As long as they have not been cleared, the chain remains on the Big Dutchman prem-



ises – declared as customs goods. The chain is then stored.

⑥ Shortly afterwards, assembly fitter Thomas Wolski delivers the chain to a customer who is modernising a layer house just three kilometres from our headquarters.

## Boris Winter

Forklift driver in Calveslage

Forklift driver Boris unloads the pallets with the feed chain from the container. Incidentally, he trained as a chef, but prefers to drive a forklift truck for Big Dutchman. He has been with us since 2008.



# Halfway around the world in 30 days



1

A pallet with feed chain is loaded in the Technical Systems warehouse.



2

A company-owned lorry brings the cargo to the port of Cape Town.



3

Cape Town – Bremerhaven: The Maersk Santa Cruz sails from 10 May to 11 June.



4

Dianius transports the 20-foot container from Bremerhaven to Calveslage.



5

Vanessa Cremer is responsible for customs clearance for Big Dutchman's cargo.



6

Assembly fitter Thomas Wolski delivers the chain to the customer, just 3 km away.



### Social commitment

Donation to Kjells Wunderland e.V.

From left to right: Franz-Josef Moormann, initiator of the campus run, Silja Meerpohl, representing the Big Dutchman shareholders, and Michelle Gerdes-Lampe and Christian Lampe, parents of the late Kjell.

# »Kjells Wunderland«

## Support for a childhood cancer project

We have always been committed to various social projects. Kjells Wunderland e.V. is a project that was particularly touching.

After our campus run, we donated EUR 5,000 to the association. It was founded by Michelle Gerdes-Lampe and Christian Lampe. In 2021, their son Kjell was diagnosed with a brain tumour. He died eleven months later, shortly after his ninth birthday.

Today, the couple runs a holiday home for families with critically ill children. They can come to this retreat in Cloppenburg, a city north of Vechta, for a week to relax. »We know from personal experience how difficult times like these are,« says Michelle. »That's why we want to provide some support with Kjells Wunderland.«

The stay in the spacious house with indoor pool, lift, and care equip-



ment is free of charge for the families. Rent is covered by donations. A large furniture store donated the furnishings.

»We want to make sure that the families do not have to file complicated applications, but that they can simply come here,« says Michelle.

The association also supports paediatric cancer research. »After all, research is the best weapon we have in the fight against cancer,« says Michelle Gerdes-Lampe.

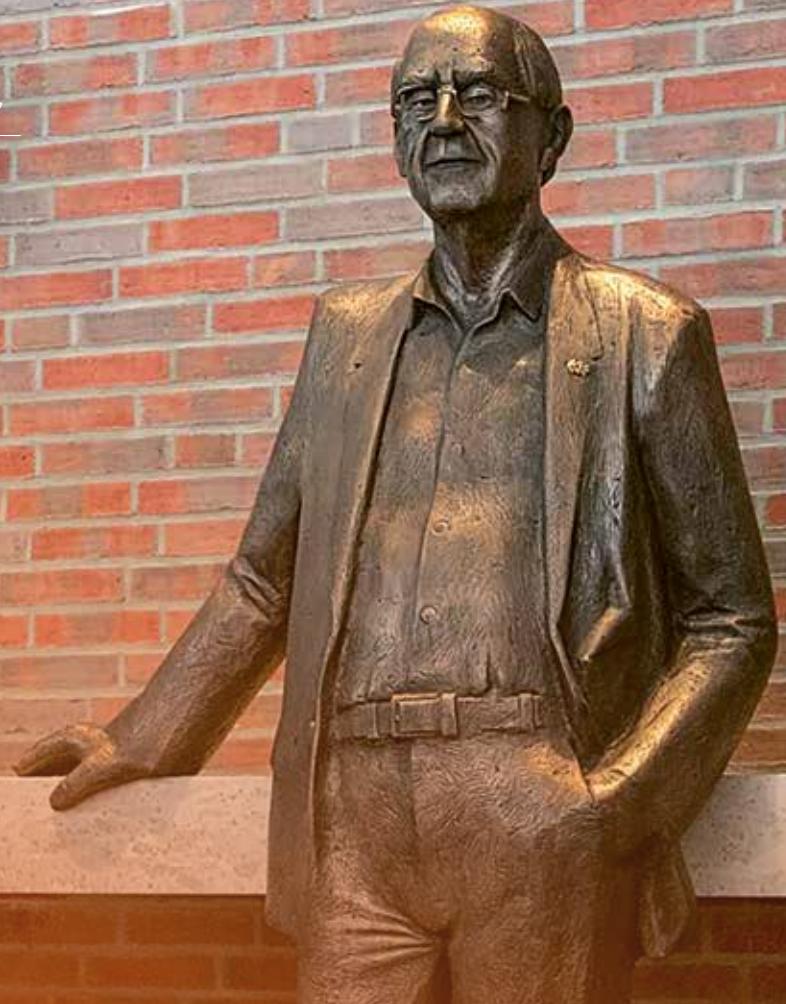


Top left: Photos of Kjell and other deceased children hang in the stairwell. Bottom: Michelle Gerdes-Lampe with »Hundi«, Kjell's favourite companion.

**Josef Meerpohl**

\* 23 January 1932 † 6 March 2017

The bronze statue was created by sculptor Kajo Dierkes from Vechta. It stands in Big Dutchman's show room in Calveslage.



Governance Governance  
Governance

# Governance

## Clear strategies for the future



A bronze statue can be as solid as a rock. There's a statue in a very prominent location on our premises. Not somewhere in a corner, but right in the centre. Because this statue is more than just a place of remembrance. It embodies our DNA.

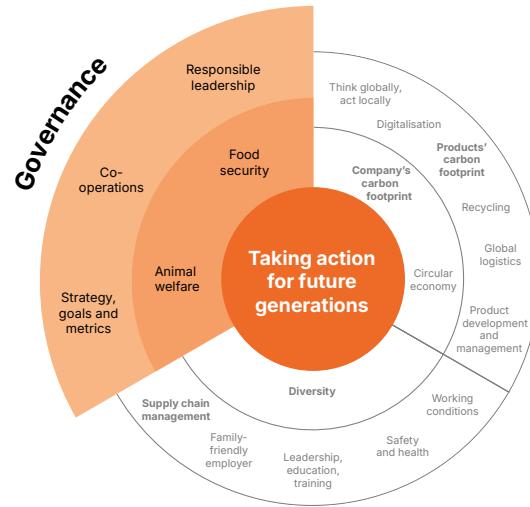
Or more accurately: he embodies our DNA. Josef Meerpohl was not a particularly talented farmer, but he was an exceptional businessman. He had foresight, courage, a pioneering spirit, a great sense of humour and above all, he loved the people. He turned a small sales agency into a global company.

Josef Meerpohl died in 2017 at the age of 85, but he lives on in many of us to this day. Hence, Big Dutchman has stood for business continuity and responsible behaviour for many decades. We are stronger and more successful today than ever before thanks to reliable and forward-looking governance.

Short-term profits have never been our measure of success. Our focus has always been on sustainable, healthy growth with a clear long-term perspective. We want to pass the company on to the next generation of the family in good health. In agriculture, we would call this »farm succession«.

We have clear guidelines. They help us to act responsibly in our day-to-day business. And they are the basis for our strategy process, with which we want to bring the company into the future.

We are aware of our responsibility in everything we do. We ensure strict compliance with the law. And we have drawn up our own Code of Conduct – for the relationship between colleagues as well as for



We are developing the sustainable future of Big Dutchman with a strategy process that has just been started.

the relationship with our suppliers and customers.

We are well equipped for anything that may come our way. And if we get stuck at any point, we can always visit the bronze statue and ask Josef for advice.

## Tan Leng Yee

Managing Director of LK Fresh

Leng Yee studied Mechanical Engineering at the University of Arkansas in the USA. Today, he is one of the most innovative egg producers in his native Malaysia. His family has been a Big Dutchman customer for decades. Why? »Because we appreciate German engineering and German quality. Our oldest Big Dutchman house was built in 2003.«



# LK Fresh and Kipster

## Welfare solutions from Malaysia to Indiana (USA)

A visit to Tan Leng Yee's egg farm, around two hours north of Kuala Lumpur. Leng Yee is one of the most innovative egg producers in the country. His chickens lay 530,000 eggs every day. Around 30,000 are free-range eggs. »We are seeing increased demand for animal welfare products, especially from luxury hotels and supermarket chains,« says Leng Yee as he drives around his sprawling farm in an off-road vehicle. To meet these requests, his family business is now building four completely new houses for 20,000 hens each – every one of them equipped with the Natura Step aviary system from Big Dutchman. »Our goal is to produce 100,000 free-range eggs per day,« says Leng Yee. »My father was also a Big Dutchman customer. We wouldn't buy any other brand.«

Leng Yee's chickens live dangerously on the outdoor range, however: »Sometimes a python comes and devours a chicken. Then the



Bryant Wiley (centre) together with farm managers Clayton and Shania in front of the Kipster farm in North Manchester (USA). Top left: Solar panels are installed on the roofs.

snake lies sated in the house and I have to carry it out and drive far, very far away ...«

Change of location. In North Manchester, Indiana (USA), our salesman Bryant Wiley stands in front of a building that few would recognise as a poultry house. The light-filled buildings on the farm are home to 75,000 free-range laying hens that produce carbon-neutral eggs. The concept originated in the Nether-



lands; Big Dutchman is a technology partner. »Together with our customer MPS, we have built the first carbon-neutral poultry house outside of Europe, here in Indiana,« says Bryant. Bryant has been part of the Big Dutchman family for 15 years and is promoting cage-free egg production here. He knows what he is doing: »I grew up on a poultry farm with 500,000 birds. And of course with equipment from Big Dutchman.«

## Egg farm

Kigoma, Tanzania

Much of the work on the farm in East Africa is still done by hand. Classic egg cartons provide protection when the eggs are transported over bumpy roads by lorry. All eggs are destined for the population in the region.



# An egg farm on the world's second deepest lake



Tanzania has the eighth largest population growth in the world. In 1960, no more than 10 million people lived in the East African country. Today there are 70 million – and by 2050, there will be around 130 million. In addition, per capita egg consumption is increasing significantly.

These developments require modern technical expertise and some pioneering spirit. On the edge of Lake Tanganyika, the second deepest lake in the world with 1470 metres, we built a modern egg farm for a local investor – in the middle of nowhere. »Three years ago, we were walking through the jungle here,« says Rupi, the investor, who is originally from India. His father was also

a Big Dutchman customer in the 1960s. »60 years later, I remembered the brand – and I realised: We will negotiate the price, but we will definitely buy from you!«

Big Dutchman helped Rupi build the farm from scratch as part of a turnkey project. With modern electrics made in Calveslage and effective climate systems, as well as expert advice for him and his farm managers. The farm is now complete and operating. It provides jobs for around 100 people from the region



Top left: The farm under construction with houses for rearing and production. Lake Tanganyika is visible in the background. Top: Modern egg elevators support the farm workers.

and produces around 225,000 eggs per day. The eggs are marketed in the area around the city of Kigoma, which has a population of 230,000.

An example of how we are using German engineering to improve the nutrition of the world's population – on an economically viable basis.

# Governance update

## Compliance management

Head of Legal, Lars Vornhusen, is responsible for our compliance management system. We issued a first Compliance Guideline back in 2016.



Trust is the basis of our actions. It is only through reliability and integrity that we have been able to build our good reputation with customers, business partners and employees over the decades. Today, the foundation for this reputation is a group-wide compliance management system that is based on compliance with all relevant laws and regulations.

A Compliance Guideline applicable since 2016 helps employees to recognise and avoid risks at an early stage, and to deal with such risks appropriately, if necessary. We also have a whistleblowing system that both internal and external whistleblowers can use to report violations anonymously.

A binding Code of Conduct for all employees sets clear standards. This code includes, in particular,

fair competition, combating corruption, and handling conflicts of interest and confidentiality responsibly. There are additional guidelines on issues such as the prevention of money laundering, data protection, and IT security. Regular training sessions and mandatory e-learning courses ensure that compliance is practised in everyday working life.

Suppliers are required to comply with a separate Code of Conduct that covers social, ecological and ethical standards, including fair working conditions, occupational safety, environmental protection and responsible business behaviour.

This holistic approach is complemented by a group-wide Human Rights Policy Statement and systematic export controls in sensitive markets.

# Information security

As Information Security Officer (ISO), Florian Reinke is responsible for the information security of the entire organisation. He collaborates with all departments, but especially with IT, of course.



In 2025, the damage caused to German companies by data theft, industrial espionage and sabotage reached a record level of EUR 289 billion.

For Big Dutchman, this means that we need to improve and expand our protection mechanisms constantly. »Information security in a company starts at the printer,« says Florian Reinke, Information Security Officer for Big Dutchman. »That's why we introduced new printers, initially only at the Calveslage location. These printers only print a document once an employee logs on using their employee ID card.« This project is part of a new, non-IT-related Information Security Policy.

We have also introduced technical security improvements to our own IT infrastructure and cloud services, among other updates.

All security-relevant data from different systems is now available in a central location for intelligent analyses. This allows us to recognise security incidents much earlier, see patterns and understand attacks better. A central monitoring system (SIEM) and our round-the-clock security team (SOC) respond immediately to any anomalies.

With a newly introduced penetration testing system, we are carrying out cyberattacks on our infrastructure for the first time to identify vulnerabilities – and to patch them.

Should an emergency occur despite all precautionary measures, our crisis team is ready to respond at any time. The team brings together colleagues from several departments who regularly practise the relevant scenarios.

Environmental information – climate change

<b>Big Dutchman's carbon footprint (ESRS 2 – E1-5, E1-6)</b>	<b>FY 2023/24</b>		<b>FY 2024/25</b>		<b>Year-on-year change</b>	
	<b>Scope 1 emissions</b>	GHG emissions (t CO <sub>2</sub> e)	Energy (GJ)	GHG emissions (t CO <sub>2</sub> e)	Energy (GJ)	GHG emissions
Diesel	4,212	55,994	4,501	60,037	+ 6.9 %	+ 7.2 %
Petrol	1,420	19,989	1,610	22,654	+ 13.4 %	+ 13.3 %
Gas	1,249	22,249	2,838	50,544	+ 127.2 %	+ 127.2 %
Other*	190	460	38	584	- 80.1 %	+ 27.1 %
<b>Total</b>	<b>7,072</b>	<b>98,692</b>	<b>8,987</b>	<b>133,820</b>	<b>+ 27.1 %</b>	<b>+ 35.6 %</b>
<b>Scope 2 emissions</b>						
Electricity	3,746	34,192	3,192	39,029	- 14.8 %	+ 14.1 %
Heating (gas and wood)	18	1,380	770	5,150	+ 4,177.8 %	+ 273.2 %
Cooling	0	0	60	298	n/a	n/a
In-house electricity generation (PV)	0	2,629	0	2,611	n/a	- 0.7 %
<b>Total</b>	<b>3,764</b>	<b>38,201</b>	<b>4,022</b>	<b>86,117</b>	<b>+ 6.8 %</b>	<b>+ 125.4 %</b>
<b>Total scopes 1 and 2</b>	<b>10,836</b>	<b>136,893</b>	<b>13,009</b>	<b>178,297</b>	<b>+ 20.1 %</b>	<b>+ 30.2 %</b>

\*»Other« includes emissions from the loss of cooling agents.

GJ = gigajoules, t CO<sub>2</sub>e = tonnes of carbon dioxide equivalents

<b>Big Dutchman's carbon footprint (ESRS 2 – E1-5, E1-6)</b>	<b>FY 2023/24</b>	<b>FY 2024/25</b>	<b>Year-on-year change</b>
<b>Scope 3 emissions</b>	GHG emissions (t CO <sub>2</sub> e)	GHG emissions (t CO <sub>2</sub> e)	GHG emissions (t CO <sub>2</sub> e)
3.1: Purchased goods and services	380,006	570,181	+ 50.0 %
3.2: Capital goods	9,949	9,703	- 2.5 %
3.3: Fuel- and energy-related activities (not included in scope 1 or 2)	1,778	2,097	+ 18.0 %
3.4: Transportation and distribution (upstream)	676	1,265	+ 86.9 %
3.5: Waste generated in operations	1,325	1,444	+ 9.0 %
3.6: Business travel	6,765	6,333	- 6.4 %
3.7: Employee commuting	1,603	1,730	+ 8.0 %
3.9: Transportation and distribution (downstream)	21,199	45,074	+ 112.6 %
3.11: Use of sold products	6,975,697	12,777,911	+ 83.2 %
3.12: End-of-life treatment of sold products	197,601	1,424,935	+ 621.1 %
3.15: Investments	16,230	26,307	+ 62.1 %
<b>Total scope 3 gross emissions</b>	<b>7,621,828</b>	<b>14,866,980</b>	<b>+ 95.3 %</b>
<b>Total scopes 1, 2 and 3</b>	<b>7,632,664</b>	<b>14,879,989</b>	<b>+ 95.2 %</b>

Social information – own workforce

<b>Regions</b> (ESRS 2 – S1-6)	<b>FY 2023/24</b>	<b>FY 2024/25</b>	<b>Year-on-year change</b>
Total	3,146	3,567	+ 13.4 %
Global*	439	529	+ 20.5 %
Europe	1,388	1,617	+ 16.5 %
Middle East and Africa	100	126	+ 26.0 %
Russia	110	119	+ 8.2 %
Asia and India	526	583	+ 10.8 %
China	224	212	- 5.4 %
North America	173	180	+ 4.0 %
Latin America	186	201	+ 8.1 %

\*All roles that cannot be assigned a specific region because they support all regions, e.g. IT or HR, are summarised under »Global«. The majority of these colleagues are based at the main locations in Germany and Malaysia.

<b>Diversity</b> (ESRS 2 – S1-9, S1-12)	<b>FY 2023/24</b>	<b>FY 2024/25</b>	<b>Year-on-year change</b>
Total (absolute)	3,146	3,567	+ 13.4 %
Male	75.0 %	75.7 %	+ 0.7 %
Female	25.0 %	24.3 %	- 0.7 %
< 30	22.3 %	23.4 %	+ 1.1 %
30 – 50	54.6 %	48.4 %	- 6.2 %
> 50	23.0 %	22.3 %	- 0.7 %
Trainees (absolute)	127	130	+ 2.4 %
Employees with disabilities (absolute)	17	17	-

<b>Women in leadership</b> (ESRS 2 – S1-9)	<b>FY 2023/24</b>	<b>FY 2024/25</b>	<b>Year-on-year change</b>
Women on the Supervisory Board (absolute)	1	1	-
Women on the Board of Management (absolute)	0	0	-
Women in leadership	16.8 %	16.1 %	- 0.7 %
of which full-time employees (>= 35 h)	15.0 %	12.9 %	- 2.1 %
of which part-time employees (< 35 h)	1.8 %	3.3 %	+ 1.5 %
<b>Employment relationship</b> (ESRS 2 – S1-6, S1-11, S1-15)	<b>FY 2023/24</b>	<b>FY 2024/25</b>	<b>Year-on-year change</b>
Total (absolute)	3,146	3,567	+ 13.4 %
Employees subject to social insurance contributions	99.9 %	99.9 %	-
Full-time employees (>= 35 h)	92.5 %	91.0 %	- 1.5 %
of which men	72.3 %	71.4 %	- 0.9 %
of which women	20.2 %	19.6 %	- 0.6 %
Part-time employees (< 35 h)	7.5 %	9.0 %	+ 1.5 %
of which men	2.9 %	4.3 %	+ 1.4 %
of which women	4.6 %	4.7 %	+ 0.1 %
Temporary contracts	2.0 %	4.0 %	+ 2.0 %
of which men	1.4 %	3.1 %	+ 1.7 %
of which women	0.5 %	0.9 %	+ 0.4 %
Permanent contracts	98.0 %	96.0 %	- 2.0 %
of which men	73.5 %	72.8 %	- 0.7 %
of which women	24.5 %	23.3 %	- 1.3 %

<b>Continuing education*</b> (ESRS 2 – S1-13)	<b>FY 2023/24</b>	<b>FY 2024/25</b>	<b>Year-on-year change</b>
Training courses	820	841	+ 2.6 %
Training participants	10,602	9,817	- 7.4 %
Training hours	30,248	23,434	- 22.5 %

\*These figures do not yet include all fully consolidated companies of BD, but for the time being only the companies at the main locations in Asia and India, China, Germany, Latin America, North America and Russia.

<b>Reportable incidents*</b> (ESRS 2 – S1-14)	<b>FY 2023/24</b>	<b>FY 2024/25</b>	<b>Year-on-year change</b>
Total	33	26	- 21.2 %
of which workplace accidents	30	17	- 43.3 %
of which commuting accidents	3	9	+ 200.0 %
Rate per 1000 employees**	13.4	11.9	- 1.5 %
Fatalities due to work-related injuries	0	0	-

\*These figures do not yet include all fully consolidated companies of BD, but for the time being only the companies at the main locations in Asia and India, China, Germany, Latin America, North America and Russia.

\*\*The accident rate per 1000 employees refers to the number of reportable incidents that occurred per 1000 full-time employees. In Germany, the average value for the industrial sector in 2023 was 20.9 (23.3 for the trade and logistics industry), while the average value for the public sector was 7.5 (source: <https://www.dguv.de/de/zahlen-fakten/au-wu-geschehen/au-1000-vollarbeiter/index.jsp>).

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