

# Navigate the Change

with Circular Tech

# Navigate the Change – with Circular Tech

Dear reader,

The global economy remains in a phase of profound structural change. Growing geopolitical tensions are leading to a realignment of markets and of the flow of goods. At the same time, automation, data-driven applications, and artificial intelligence are driving demand for the latest IT infrastructure. This is fundamentally changing how companies invest, use technology, and create added value.

Against this backdrop, the past year has marked a significant milestone for CHG-MERIDIAN. We achieved further growth across the Group with lease originations totaling **€3.12 billion**, an increase of 10 percent (compared with 2024), while also meeting one of the main targets of our **NEXT 2025** medium-term program.

The managed technology portfolio in the IT, healthcare, and industry sectors also expanded to **€12.6 billion**, up 7 percent compared with 2024. Profit from ordinary activities increased by around 40 percent compared with the previous year, **reaching €246 million**.



These numbers prove yet again that our growth strategy is effective even in a fast-moving market environment. After all, technology is now a key driver of growth and a major factor in decision-making. Flexible usage models have become a key lever in this context by increasing financial and operational flexibility and allowing companies to strategically manage their technology investments.

### Shaping the future through technology

The importance of these factors cannot be ignored, as the pressure on companies continues to rise. Using the latest technologies is a must, and companies have to continually adapt their processes and structures. At the same time, volatile hardware prices and supply chain risks are making it more difficult to implement transformation strategies and plan long-term investments.

As a result, technology is evolving from a pure cost factor into a strategic instrument for hedging risk. There is growing demand for approaches that increase flexibility, make more efficient use of resources, and reduce investment risks. This is where **circular tech** – the sustainable, circular use of technologies and resources – comes into play. Concepts such as usage over ownership, the extension of lifecycles, the targeted use of refurbished IT, and flexible lease terms help companies to reduce uncertainty and plan budgets more efficiently.

### Global network, local presence: Growing closer to customers

Our international footprint is another key driver of growth. We have strategically expanded our global network in recent years, primarily in the Asia-Pacific region, in the Americas, and in North-East Europe. Today, **more than 60 percent of our business is generated outside Germany**, and we operate in **over 30 countries across five continents**. This international presence allows us to offer customized solutions to customers around the world and to target our growth wherever potential for new business emerges.

### Taking responsibility, demonstrating excellence

We are continually refining our Group-wide sustainability strategy. The **platin award from EcoVadis** confirms the progress we are making and places us among the **top 1 percent of more than 130,000 companies assessed worldwide**. Furthermore, our climate targets have been validated by the **Science Based Targets initiative (SBTi)**, clear evidence of our genuine and measurable commitment to the permanent reduction of carbon emissions. For us, sustainability is not an afterthought; it is firmly integrated into our business model.

### Embarking on the next phase: SHAPE 2030

SHAPE 2030, our new medium-term program, sets the blueprint for the future. Our target remains to achieve profitable and sustainable growth. At the same time, markets are moving at an ever faster pace and the demands in terms of resilience and adaptability are rising. Our response is to continually refine our strategy, identify opportunities at the earliest opportunity, and make targeted use of growth potential.

### Shaping the future together

This progress has only been possible thanks to the tireless and wide-ranging commitment of our 1,700 or so employees and the close relationship we have with customers and partners around the world. Our expertise, international mindset, and instinct for market requirements are the cornerstones of our ongoing success.

I have no doubt that the coming years will be defined by change, but that is precisely where our opportunity lies to embrace new approaches and actively shape markets.

Let us move forward together, with a clear focus on growth, effective management, and sustainable innovation.

Kind regards,

**Dr. Mathias Wagner**  
CEO of the CHG-MERIDIAN Group

**“Technology is a strategic factor for growth, resilience, and future success.”**

5

continents

42

offices

33

countries

~1,700

employees

## Who we are and what we do

The CHG-MERIDIAN Group is a leading global technology2use company in the IT, industrial, and healthcare sectors. With around 1,700 employees worldwide and more than 45 years of experience, we develop, finance, and manage customized technology solutions based on the principle of usage over ownership.

For our customer base, which includes international corporations, SMEs, public authorities, and hospitals, this means access to cutting-edge technology, cost-efficient financing models, and tailor-made services.

In addition to leasing, the Group offers a global Device-as-a-Service solution through devicenow, enabling scalable end-user device services. The Berlin-based subsidiary circulee distributes refurbished IT hardware to B2B customers, helping them to reduce costs and conserve resources. Together, both brands address the growing demand for economically and environmentally sustainable IT usage models.

As a non-captive partner, we support our customers in 33 countries (as of 2025) on five continents throughout the entire asset lifecycle, from procurement and use to secure data erasure and the remarketing of used devices at our state-of-the-art technology centers.

Our services are available in up to 190 countries through our subsidiaries, partner networks, and affiliated companies.



## Our year 2025 in numbers

### €3.12 billion

Volume of lease originations

### €12.59 billion

Total value of the financed and managed technology portfolio as at December 31, 2025

### €246 million

Profit from ordinary activities

### €179 million

Consolidated net income

# CHG-MERIDIAN – Shaping change through circular tech

We make using technology more flexible, cost-efficient, and sustainable.

# The CHG-MERIDIAN Group in numbers 2025

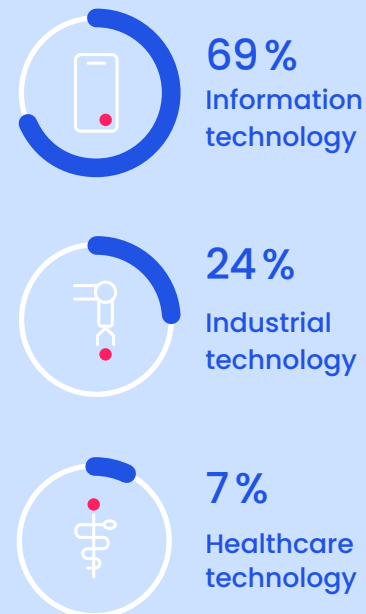
## Direct economic value generated and distributed (€ million)

	2025	2024
<b>Profit generated</b>	<b>2,604.86</b>	<b>2,160.36</b>
Income	2,604.86	2,160.36
<b>Economic value distributed</b>	<b>-2,424.10</b>	<b>-2,036.46</b>
Operating expenses	-2,038.14	-1,711.33
Staff expenses	-198.14	-166.83
Expenses for lenders	-121.11	-106.78
Tax expense	-66.71	-51.52
<b>Economic value retained</b>	<b>180.76</b>	<b>123.90</b>

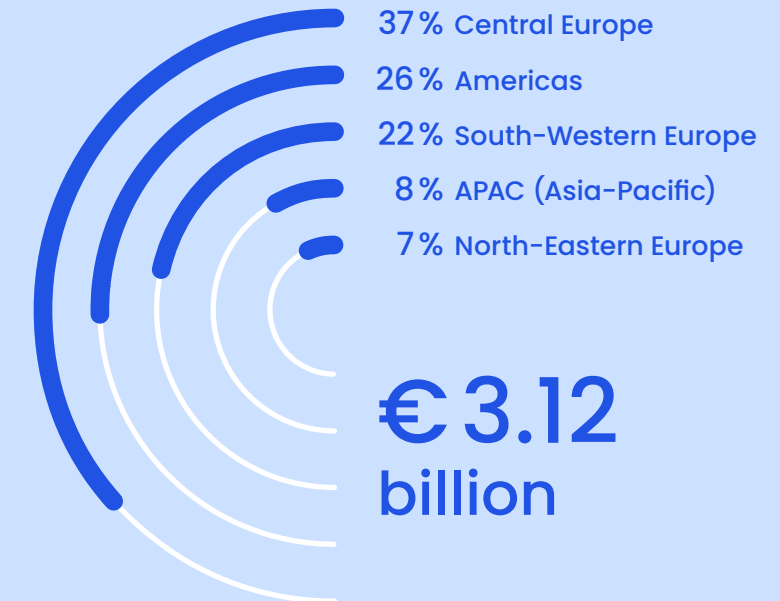
## Selected key financials (€ million)

	2025	2024	
Equity (IFRS)	974.99	866.24	+12.56%
Group's total assets (IFRS)	7,808.02	7,111.38	+9.80%
Net income (IFRS)	178.83	123.90	+44.34%
Non-recourse funding	2,393.41	2,099.14	+14.0%
Corporate lending	590.96	725.41	-18.5%

## Breakdown of new lease originations by technology sector



## Lease originations by region



# Growth requires a new approach

## How CHG-MERIDIAN views financing internationally



Ulrich Bergmann, CFO of the CHG-MERIDIAN Group

In 2025, CHG-MERIDIAN took a significant step in the ongoing evolution of its funding strategy with its largest bonded loan yet. For the first time, the transaction had a more international outlook, offering new ways of reaching investors.

In the following interview, CFO Ulrich Bergmann explains the role that this step plays in the Company's future strategic direction, what makes CHG-MERIDIAN so attractive for investors, and what is currently happening in the market for green financial instruments.

### **CHG-MERIDIAN took a significant step in 2025 with its first international bonded loan. What does this transaction mean strategically for the Company?**

The placing of our first international bonded loan represents a genuine milestone for CHG-MERIDIAN. On a strategic level, it expands our funding base and gives us access to a considerably broader circle of international investors. This diversifies our sources of capital and boosts our financial flexibility and resilience. It is also an important step toward further international growth, as it enables us to efficiently fund our business in new markets and reduce our dependency on individual regions.

### **From an investor's perspective, what makes CHG-MERIDIAN a particularly attractive proposition, especially in an international context?**

Investors are particularly attracted to CHG-MERIDIAN's combination of a proven, resilient business model and robust key financials. Our circular tech approach provides stable, recurring revenue and long-term customer relationships. We are also synonymous with profitable growth, diligent risk management, and reliable cash flow. Our ability to innovate is another key factor. By leveraging data, AI, and automation, we are able to increase our efficiency and transparency while aligning our offering even more strongly with our customers' requirements.

### **As a circular tech company, our business model is based on the principle of the circular economy. What role does sustainability currently play in financial instruments?**

Sustainability remains an important driver of our business and of our funding strategy. But we have noticed that demand for sustainable financing instruments – such as ESG-linked loans – has fallen recently, and many transactions are currently structured on a project-by-project basis.

Although sustainability is essential in the long term, we believe that the market needs a balanced and workable framework that offers companies sufficient flexibility while providing clear guidance. Consistent and actionable ESG criteria could help to build confidence and give new impetus to the currently somewhat sluggish market for green financial instruments. For us, sustainability is not a trend; it is an integral element of our business model and of our long-term value creation.

**Thank you, Ulrich, for the interesting insights.**

# Sustainability as part of our business model



Sustainability has been enshrined in CHG-MERIDIAN's business model for over 45 years. Our circular approach shapes how technology is used and defines how we responsibly manage the growth of the Company in the long term.

We do not consider sustainability to be a single target, but rather an ongoing process that covers three dimensions: commercial, environmental, and social. And it is the interaction of all three that enables sustainable, future-proof business.

## Enshrined in our governance and in our sense of responsibility

This approach is underpinned by a clear governance structure. The Group Sustainability Board – comprising the Board of Management and the Sustainability Office with its Sustainability Leaders and Sustainability Managers – meets regularly to review the strategic direction, make key decisions, and assess progress.

At the operational level, the Group Sustainability Office ensures that sustainability is put into practice in day-to-day business. The team of four Sustainability Leaders and four Sustainability Managers brings together key topics in the areas of labor rights and human rights, business ethics, the environment, and sustainable procurement. Each leader is responsible for a specific topic and drives progress with its implementation in a targeted manner.

This structure is complemented by a Sustainability Expert in sales, who acts as the interface with our international markets and integrates sustainability directly into sales and thus into customer relationships.

## Strategy with a global scope

Our sustainability strategy is based on the United Nation's 17 sustainable development goals (SDGs) and is firmly embedded in the corporate strategy. It is complemented by our regulatory, compliance, and audit structures and implemented in all departments, countries, and teams.

At CHG-MERIDIAN, sustainability is not centrally mandated; it is devolved and embraced locally as a shared ambition at every level of the organization.

## Dialogue with our stakeholders

We engage in dialogue with internal and external stakeholders, from customers, business partners, and employees to investors and institutions, in order to continually refine our sustainability management.

Furthermore, we have our sustainability performance regularly assessed by independent rating agencies such as EcoVadis and CDP. The results help us to gauge our progress and to continue to drive it forward with purpose.

We also reached important milestones in 2025, such as further extending our ISO certifications and increasing the proportion of women in management positions to 30.2 percent.

We did not fully achieve our target of reducing the carbon emissions per employee by 25 percent; it was replaced with validated SBTi targets, which we have been pursuing since the end of 2025.

# Sustainable development goals



## Our specific contributions



### Promote learning

This includes high-quality training and continuing professional development for our employees

**4.3, 4.4** Training, development, and certification



### Promote equality

This includes promoting equal opportunities for women and men

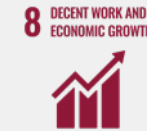
**5.5** Effective participation and equal opportunities



### Purchase green electricity

Purchase of green electricity and optimization of energy efficiency

**7.2, 7.3** Renewable energies and energy efficiency



### Responsible business practices

Such as decoupling growth and resource consumption, creating a constructive working environment, and boosting diversity

**8.4** Resource efficiency | **8.5, 8.8** Decent work and diversity



### Think circular

This includes retaining and adding value by systematically applying the ideas of the circular economy

**12.4, 12.5** Circular economy | **12.6** Reporting



### Protect the climate

This includes reducing corporate emissions and other contributions to climate change mitigation

**13.2** Climate change measures



### Maintain integrity

This includes respect for democracy and the law, and a zero-tolerance approach to corruption

**16.4, 16.5** Compliance and anti-corruption



# Raising the bar: CHG-MERIDIAN awarded EcoVadis platinum status

At CHG-MERIDIAN, sustainability is not a finish line – it is an ongoing journey. Following the award of platinum status from EcoVadis, the Group is now ranked among the **top 1 percent of companies** assessed worldwide and has reached the top tier in sustainability management.

This achievement is the result of numerous specific actions, processes, and teams that progressively embed sustainability across the Company. But what has changed since the gold rating 2024? And what has really made a difference in day-to-day operations? **Judith Madlener, Sustainability Manager** at CHG-MERIDIAN, explains.





Judith Madlener, Sustainability Manager at CHG-MERIDIAN

“Sustainability is not a destination that you reach and then consider done. Requirements are becoming more exacting, and the world is changing. The onus is on us to keep pace. That is what really motivates me.”

**Going from gold to platinum is a huge leap.**

**What made the difference?**

To be honest, it was the sum of many smaller, decisive steps rather than one single ‘moment’. But if I had to pick one, it was the extension of our ISO certifications to all European locations, which was fully taken into account for the first time in the latest rating. This move confirmed that our management systems in the areas of environment, information security, data protection, and business continuity and compliance do not merely exist on paper – they are put into practice across Europe.

**Following the platinum rating, CHG-MERIDIAN is among the top 1 percent of companies worldwide. How has that impacted on the relationship with customers and partners?**

The award provides a common language. EcoVadis is a recognized standard, particularly in tender processes and supplier assessments, so a platinum rating is a major plus in this context. It proves to customers and partners that we do not treat sustainability merely as a marketing gimmick, but have embedded it within our structure. This builds trust – and trust is ultimately the basis of every good business relationship.

**What role does the rating play internally and how is it perceived by the employees?**

The platinum award is without doubt a special milestone, so I am delighted to see how well it has been received across the Company. Nevertheless, I am always keen to point out that the award is not the destination, it is a reflection of our work. I have noticed that many colleagues are proud of this achievement, and that is a good thing. We want to use this pride to embed sustainability more broadly across the Company. For sustainability to have the maximum impact, it must be embraced by every part of the organization.

**In which areas do you see the greatest potential for driving sustainability forward?**

At the moment, I believe that climate management offers the greatest potential for impact. By signing up to the Science Based Targets initiative, we have given ourselves a clear, science-based framework to operate in. This is not some abstract target;

it is a roadmap that obliges us to achieve measurable progress. It is ambitious, but that is precisely where its strength lies.

Employee awareness also has an important role to play. Even the best strategies and systems will only be fully effective if they are put into practice in day-to-day operations. That is why it is essential for us to embed sustainability even more firmly in people’s minds and to make it tangible through targeted training.

**Looking to the future, what topics are likely to dominate CHG-MERIDIAN’s sustainability agenda in the coming years?**

We will certainly step up our efforts with regard to climate action and transparent reporting. This is not an optional step, it is a necessary one – not least from a regulatory perspective. We also want to further expand and integrate our management systems. For me personally, it is vital that we do not rest on our laurels now that we have been awarded platinum. That would send the wrong signal. The platinum award is recognition for the path we have taken so far. But sustainability is not a destination that you reach and then consider done. Requirements are becoming more exacting, and the world is changing. The onus is on us to keep pace. That is what really motivates me.

**Thank you, Judith, for the insightful interview.**

# More insight, more impact: Our latest CDP rating

For several years now, CHG-MERIDIAN has relied on the Carbon Disclosure Project (CDP) to measure its environmental impact. The global platform helps companies, public bodies, and regions to make their climate risks more transparent and their emission reduction measures more comparable.



We expanded our sources of data in 2025. This is clearly reflected in our CDP rating, which improved from B- to B in the latest assessment. The main reason for this was that, for the first time, we included the emissions from assets leased downstream in our reporting and had all relevant environmental data independently verified. This has improved the quality of our metrics and established an even more robust foundation for our climate management.

CDP is much more to CHG-MERIDIAN than just a reporting tool. The rating provides internationally recognized guidance for customers, partners, and financial institutions, who are increasingly looking for robust sustainability metrics when choosing who to do business with. Our improved CDP rating strengthens our own position and is a key factor when working with our stakeholders to create climate-friendly, circular technology solutions that are viable in the long-term.

## Partnerships for sustainability

Together with our partners and other organizations, we are committed to social, environmental, and economic sustainability beyond our day-to-day business. We regularly consider joining more initiatives.

CHG-MERIDIAN's memberships include:

UN Global Compact

Charta der Vielfalt e.V.

(Diversity Charter)

Science Based Targets initiative  
(SBTi)

Bundesverband Deutscher  
Leasing-Unternehmen (BDL)

(Federal Association of German Leasing Companies)

Stiftung Allianz für Klima  
und Entwicklung

(Development and Climate Alliance)

Wirtschaftsinitiative Nachhaltigkeit  
Baden-Württemberg (WIN)

(Sustainability Initiative Baden-Württemberg)

These are just some of the organizations to which we belong that have a direct link to sustainability.

# The circular economy is our core business

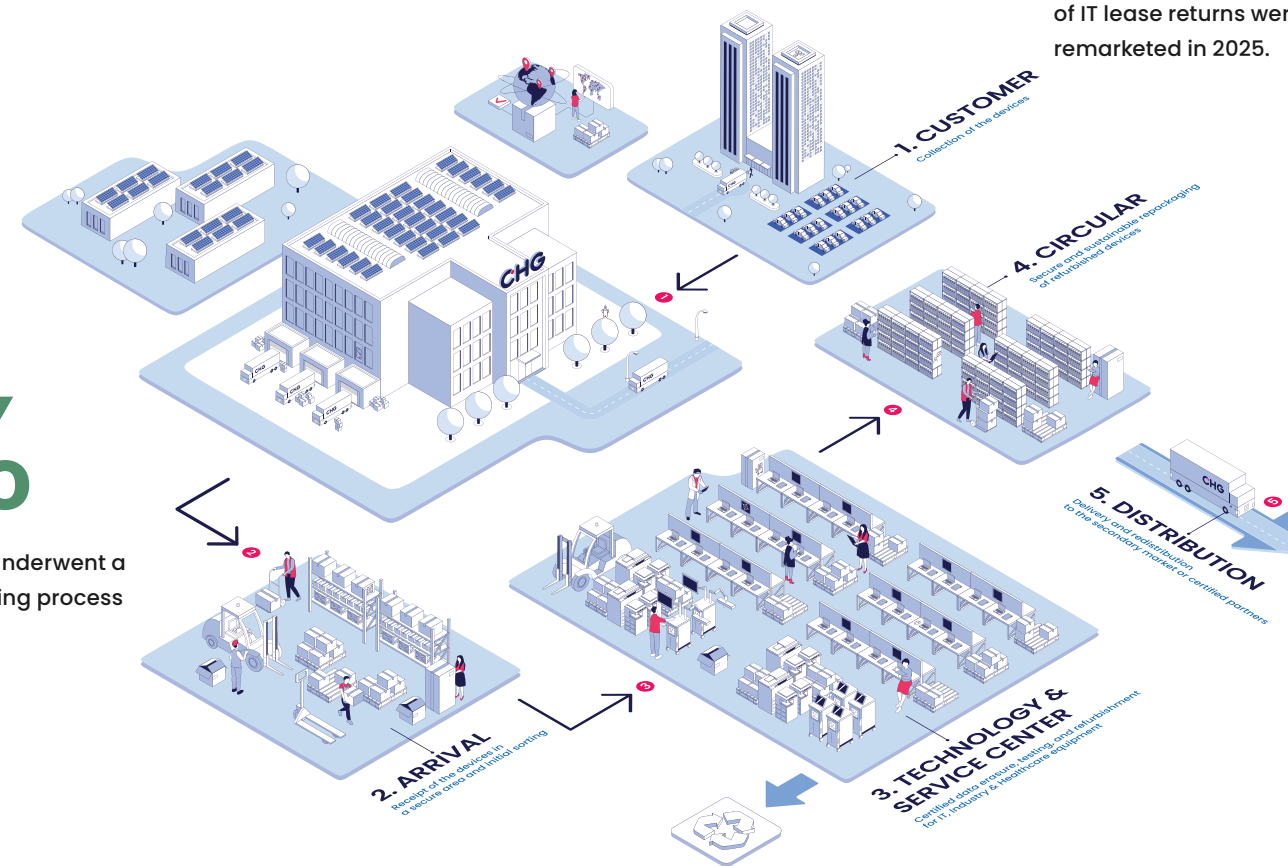
Technology usage over ownership is the principle that underpins our business model. As a technology2use company, we systematically consider IT along the entire lifecycle, from customized procurement and efficient usage to refurbishment and remarketing.

The focus here is clear: to retain the value of technology assets for as long as possible and to keep resources efficiently in circulation. Unlike linear models, where an asset's lifecycle ends once it is no longer in use, in CHG-MERIDIAN's circular model this is the beginning of a new chapter.

This creates a sustainable system that optimizes the use of resources, reduces electronic waste, and helps to limit emissions, thus combining economic efficiency with environmental responsibility.

# 4%

of IT lease returns underwent a professional recycling process in 2025.



# 96%

of IT lease returns were remarketed in 2025.

# New life for IT devices

When a lease comes to an end, the lessee's first thought is often to return the asset. At CHG-MERIDIAN, a structured circular process begins at this point, enabling the devices to remain usable beyond their first lifecycle. In this case, a 'return' does not mean 'the end', it means a fresh start – for the assets, for resources, and for the environment.



“Our vision is a fully digital, sustainable circular process, from initial use to last byte. We are continually working to integrate further AI-driven processes to achieve this.”

Csaba Kallai,  
Head of Technology Center at CHG-MERIDIAN

After the leasing period, our customers return their IT devices, thereby initiating the next step in the circular process. The IT lease returns are transported via our secure logistics network to our technology centers – above all to Gross-Gerau, one of the leading refurbishment and remarketing centers for IT devices in Europe. From first arrival to second lifecycle, each asset is digitally captured, tracked, and processed in accordance with the highest quality and security standards. Selected process steps are already optimized wherever possible using AI-based applications and through automation, and they are subject to ongoing development.

The assets pass through multiple stages: cleaning, certified data erasure, technical checks, and, finally, remarketing. This involves state-of-the-art technologies and sustainable processes, backed by ISO-certified standards.

Returning an asset thus becomes a valuable contribution to the circular economy – driven by the entire process of inspection, refurbishment and reuse. CHG-MERIDIAN checks and refurbishes more than one million assets every year and gives them a second lifecycle.

In 2025, 96 percent of returned assets were refurbished and remarketed for a second lifecycle. Only 4 percent had to be recycled, clearly demonstrating how efficient and sustainable our end-of-lease processes are.

Below, we follow each step as the assets make their way through our largest technology center in Gross-Gerau.



### Step 1:

#### Goods inward: arrival and initial capture

Our customers return leased assets, on average after 24 to 36 months of use. The assets are packaged securely and, if requested, sent to us by secure transport via a logistics service provider. They are scanned and registered at goods inward, and a unique sticker is attached to ensure that each asset can be seamlessly tracked. Thanks to our **tesma** management software, we and our customers have a full overview of every returned asset, from collection to arrival.



### Step 2:

#### Cleaning: preparing for checks and assessment



Assets are thoroughly cleaned before they undergo technical checks. Stickers are removed and displays and housings are cleaned. This is the only way to identify damage accurately and distinguish potential defects from normal signs of wear and tear.

**Step 3:****Data erasure: secure, certified, auditable**

Our customers' confidential data is reliably overwritten using our proprietary product eraSURE®. The process is certified to ISO 27001, ISO 27701, and ISO 9001 as well as compliant with BSI standard basic protection. A data erasure certificate is produced for every asset. Devices that cannot be erased are taken out of circulation, professionally recycled, and their hard drives are securely destroyed. We work with software made by Blancco, a leading global specialist in data erasure, to ensure this is securely implemented.

**Step 4:****Checks: quality, assessment, and grading**

Data erasure is followed by technical checks. Batteries, displays, keyboards, cameras, and other components are tested. State-of-the-art test benches deliver precise status data, which is assessed in line with standardized codes. The result is a grading of A, B, C, or recycling. This grading is the basis for remarketing and thus for renewed use.

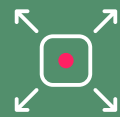
**Step 5:****Remarketing: a second lifecycle for assets**

**circulee**

Our asset management team is responsible for professional remarketing. They use smart tools, trends, demand, and residual value to determine an asset's market value. Devices that can be reused are brought into a second lifecycle through sales to brokers or via our subsidiary circulee. Assets that can no longer be used are recycled and their valuable resources returned to the material cycle.

Our remarketing partners are committed to complying with our standards. They are regularly audited to ensure a service at the highest level.

## Key metrics from our largest technology center in Gross-Gerau



Floor space:

**11,500m<sup>2</sup>**

of space for production, storage, and data erasure



Employees

**140**

(of whom twelve are people with disabilities)



Assets processed in 2025:

**800,000+**



Power supply:

**100%**

renewable energy



Data erasure processes in 2025:

**440,000**



**Certifications:**

ISO 9001\*, ISO 14001, ISO 27701, ISO 27001,  
ISO 23301, ISO 37301, ISO 45001\*

\*Gross-Gerau only

## Our technology centers in Europe:

**The center in Skien covers:**  
Norway, Denmark,  
Sweden



**The center in Groß-Gerau covers:**  
Germany, Luxembourg,  
Austria, Netherlands,  
Belgium, Slovak Republic,  
Czech Republic, Slovenia,  
France, Switzerland

# Science-based climate goals

## SBTi validates the path taken by CHG-MERIDIAN

The validation of its climate targets by the Science Based Targets initiative (SBTi) represents an important milestone for CHG-MERIDIAN's climate management. The validated targets are aligned with the 1.5°C pathway of the Intergovernmental Panel on Climate Change, which defines the scientific framework for limiting global warming to a maximum of 1.5°C, and provide a clear, science-based framework for further reducing emissions across the entire value chain.

In this interview, Kim Ciresa, Sustainability Manager at CHG-MERIDIAN, explains what this step means in practice, what challenges had to be overcome along the way, and what the next steps are.



Kim Ciresa, Sustainability Manager at CHG-MERIDIAN

### **The validation of the climate targets is an important milestone. What does this step mean in practice for CHG-MERIDIAN?**

Signing up to the Science Based Targets initiative is the next essential step toward professionalizing our climate management. The validation is a major milestone for us, but also a contribution to the [European Union's ambitious climate targets](#).

Primarily, it provides a clear, science-based framework against which we can consistently align our actions.

### **What has changed since the validation, and how are targets translated into specific actions?**

The validation process was very rigorous, and the SBTi analysts carried out a comprehensive review of our calculations and methods. The result confirms that our approach, which builds on the Greenhouse Gas Protocol, is science-based.

This boosts our credibility externally and gives us confidence internally. The targets were discussed in detail with relevant stakeholders and approved by the Board of Management. Our climate targets are now in line with the 1.5°C pathway and provide specific guidance for our actions.

### **What were the challenges during validation and what were the key insights?**

There is an important distinction between our direct and indirect emissions. In the case of Scope 1 and Scope 2 emissions, such as those from buildings and the vehicle fleet, it quickly became clear that we can set absolute reduction targets as we have direct influence over these emissions through targeted actions, for example in energy supply and transportation.

The bigger challenge are the Scope 3 emissions. They account for more than 99 percent of our carbon footprint as they reflect the entire lifecycle of assets leased by our customers – from manufacture, transportation, and use to recycling and disposal. While we cannot control them directly, we can exert some influence through our collaboration with suppliers and customers.

A key insight is to choose the right methodology. For Scope 3, we have set an intensity target and are

aiming to reduce emissions from capital goods, downstream leased assets by 63.8 percent per unit of value added by 2034 relative to the base year of 2024. It has become clear that climate management does not end at our organizational boundaries; it requires collaboration along the entire value chain.

### **Where does it go from here? What are the next steps?**

It is now a question of systematically translating the targets into actions. This means focusing even more on sustainability in our decision-making, for example with regard to new locations, the gradual electrification of our vehicle fleet, and the greater use of renewable energies such as biogas and green electricity, including at our headquarters in Weingarten.

Transparency is also growing in importance. Our IT Carbon Footprint Report gives customers a tool through which they can better understand and actively control their emissions.

Economic feasibility is one of the factors that we also take into account, of course. It is important to us that sustainability works in day-to-day operations, and that is what we regularly and transparently report on in line with the SBTi standards and in our annual sustainability report.

**Thank you, Kim, for the interview.**

# Understanding emissions

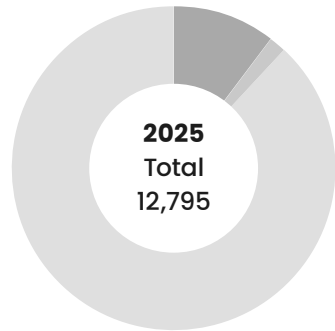
## Our climate pathway in numbers

How can growth and acting responsibly be reconciled? This is a question that CHG-MERIDIAN has been dealing with for many years, and it is also reflected in our carbon footprint.

We comprehensively measure our greenhouse gas emissions in line with the internationally recognized Greenhouse Gas Protocol and along the entire value chain in Scope 1, Scope 2, and Scope 3. We have been systematically pursuing this approach since 2019, and have fully included all subsidiaries within our scope of consolidation since 2023. The calculation is managed centrally by our sustainability team and makes a

distinction between the Company's emissions and those from the product lifecycle.

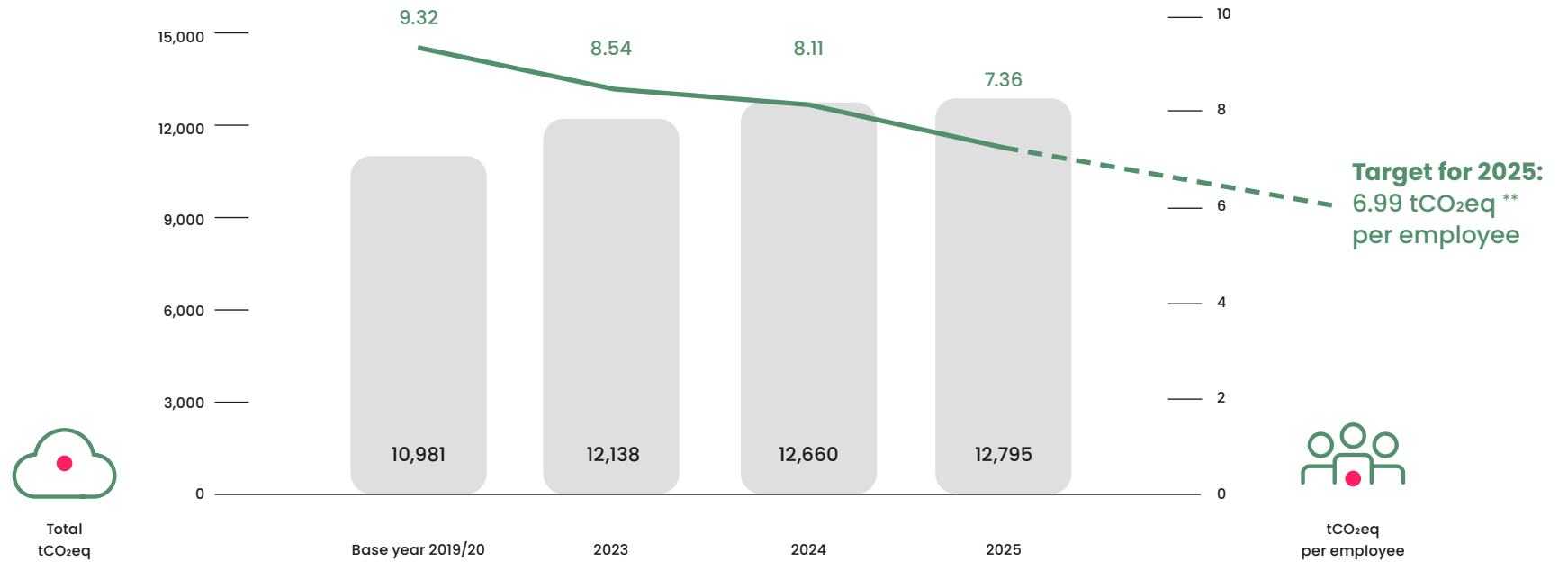
A clear picture has emerged: The bulk of our emissions (99.7 percent) are not generated in our own operations, but in connection with our leasing business over the lifecycle of the IT, industrial, and healthcare assets that we lease to our customers. Depending on the data available, our calculation assumes either an asset-based approach or a spend-based approach. The emission factors are defined per asset class and are based on studies and manufacturers' specifications.



- Scope 1: 1,156
- Scope 2: 218
- Scope 3: 11,421\*

Greenhouse gas intensity: 7.36 tCO<sub>2</sub>eq \*\* per employee

\* excluding product lifecycle emissions.



Emissions per employee are falling despite a rise in overall emissions that is driven by growth – a positive trend in line with our climate change policy.

# Transparency throughout the entire lifecycle

As 2025 shows, calculating our carbon footprint is not a static process; it evolves based on the insights gained. In the reporting year, our greenhouse gas intensity was **7.34 tCO<sub>2</sub>eq per employee**, a **reduction of 21 percent** compared with the base year of 2020. While this means that we did not meet our original reduction target of 25 percent by 2025, the trend clearly shows that we are on course to achieve reductions, even if there is still room for improvement.

We can also see progress with our direct and indirect emissions (Scope 1 and Scope 2). They fell by **8.6 percent year on year, which means that the milestone set for 2025 has been reached.**

With regard to product-related emissions (Scope 3.2 and Scope 3.13), we were able to reduce emissions intensity per gross margin **by 12.7 percent**, only just below our target for 2025.

## New targets for the next phase

Following the successful validation by the Science Based Targets initiative (SBTi), we can now look to the future. Our climate targets have been confirmed as science-based for the first time and are in line with the 1.5°C pathway.

For Scope 1 and Scope 2, we are aiming for **a reduction of 58.8 percent by 2034** relative to the base year of 2024. For Scope 3, by far the biggest lever, we will pursue an intensity target of reducing the emissions from capital assets and equipment leased downstream **by 63.8 percent per unit of value added by 2034.**

## What lies behind the numbers

As clear as the numbers are, it is equally clear that the biggest lever is where the lifecycle of assets leased downstream begins – and it continues well beyond their usage. Production, transportation, usage, and recycling form a complex system that we are increasingly able to understand and influence. Every improvement of our dataset provides greater transparency and allows for greater control. After all, you can only bring about lasting change if you understand the entire lifecycle.

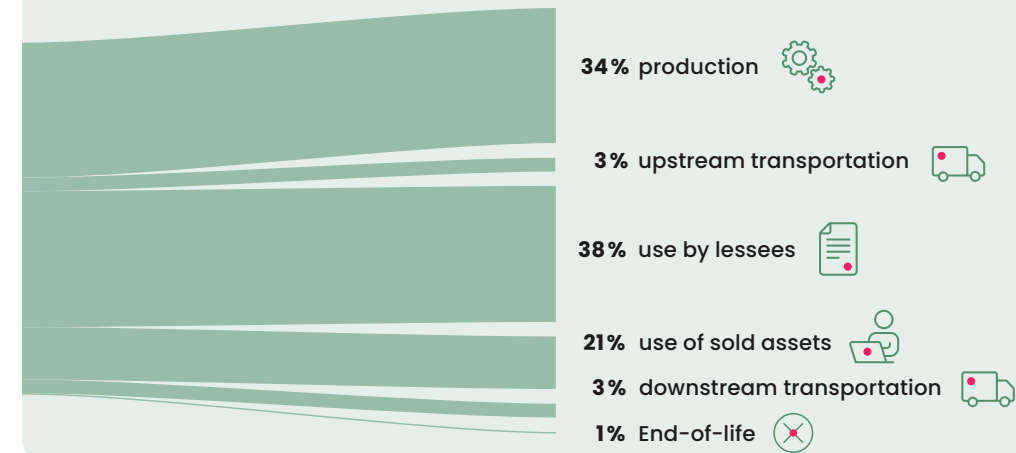
## Greenhouse gas emissions for 2025

in tCO<sub>2</sub>eq



<b>Scope 1</b>	1,156
<b>Scope 2</b>	
Scope 2, location-based	931
Scope 2, market-based	218
<b>Scope 3</b>	5,133,521
<b>Total* incl. product lifecycle emissions</b>	<b>5,134,895</b>

## Breakdown of product lifecycle emissions



\* Only market-based emissions from Scope 2 are taken into account.

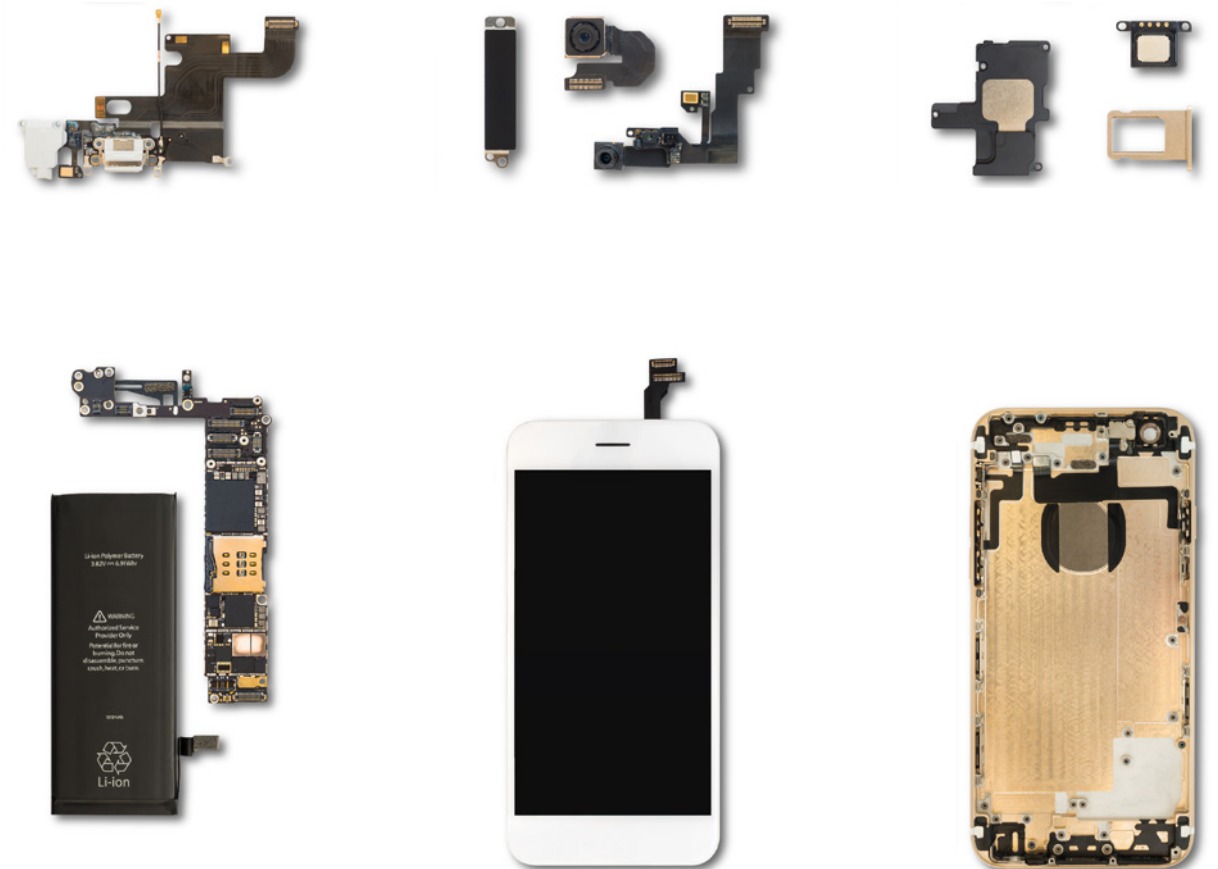
# Rethinking electronic waste

## How CHG-MERIDIAN is closing the loop with the help of Minimise

What happens to IT assets once they reach the end of their usage cycle? This question lies at the heart of a functioning circular economy. At the same time, a broader view reveals that a large proportion of the world's electronic waste is generated outside of formal return and recycle schemes and, to this day, is not recycled properly.

This is where CHG-MERIDIAN's new approach comes into play: Working with the start-up Minimise, the Company is driving forward the ongoing development of its circular approach to technology. The idea was first applied to the Company's own IT systems in 2024. At the same time, a pilot project is currently underway with a customer to apply and further develop this approach on the customer-side.

The model is focused on thinking beyond the actual flow of assets: for the IT equipment in use, an equivalent amount of electronic waste – measured by weight – is collected through international projects in regions with limited access to proper recycling facilities, and is then professionally processed and recycled. This channels valuable resources back into the cycle and provides a transparent solution for customers who are already thinking about the end-of-life of the assets they are using.



In the following interview, Daniel Meurer, Product Manager at CHG-MERIDIAN, explains how the idea for the pilot project came about, what makes the collaboration special, and what its potential for the future is.



Daniel Meurer, Product Manager at CHG-MERIDIAN

**The use of IT does not end with the asset lifecycle. How did the idea of also addressing electronic waste come about?**

Our role as an IT leasing partner is to consider the entire asset lifecycle from procurement and usage right through to return and recycling. In the process, it became increasingly clear just how much electronic waste is associated with our Company. At around 515.6 tonnes (2024: 663.7t; 2023: 726.6t), e-waste accounts for the largest proportion of our total waste volume and presents particular challenges due to the materials it contains. And the global e-waste problem is growing faster than the available recycling capacity, with only around a fifth properly processed worldwide.

It was therefore clear to us that if we are to take a holistic approach to the circular economy, we must look beyond the flow of equipment that we manage. Working with Minimise, we are putting this idea into practice. For each IT asset used by our customers, an equivalent amount of electronic waste is collected through international projects in regions with limited access to proper recycling facilities and is professionally processed and recycled. This is done in such a way that our customers can report it in a credible and auditable manner.

**What particularly impressed you about working with Minimise, and how does this translate into practice?**

From the outset, three things particularly impressed us. First, the transparency. Minimise captures the complete journey that the e-waste takes – from collection to recycling – in its proprietary Minimise

Registry and provides customers with a clear audit trail of fully documented data points, rather than an anonymous certificate. That is a crucial difference.

Second, having an impact where it matters most. Minimise works with recycling partners in the Global South, including in Mexico and several African countries, to ensure that materials such as gold, silver, and copper are returned to the production cycle. This creates infrastructure and jobs in exactly those places where e-waste currently ends up unchecked.

Third, the simplicity of the concept in day-to-day operations: For every unit of weight of IT assets listed on a lease schedule, an equivalent weight of e-waste is collected and professionally recycled. This allows us to easily integrate the solution into our lease processes without customers needing to change their workflows.

**What are your experiences with the pilot projects so far and what is their potential for the future?**

We currently have our first pilot customer in the Netherlands with whom we are running through the entire process chain, from asset capture and supplementary agreement right through to report delivery. The main insight is that it works and that there is real demand for credible, disclosable proof. We have also learned a lot about the organizational side, for example how customers with multiple sites aim to manage and allocate their certificates across their company. These are exactly the type of insights that we need in order to scale up the process.

We can see potential on three levels. Once the pilot has ended, it will – in the short term – be about rolling out to customers in other countries such as Germany, the Nordics, and Switzerland. In the medium term, we hope to integrate the project more closely with our other sustainability-focused elements. And in the long term, we see the product as part of a broader vision of making CHG-MERIDIAN more than just an IT leasing partner: we will become a sustainability partner for IT portfolios.

**Thank you, Daniel, for discussing this exciting project.**

# Transparency is the key to sustainable IT

## How companies understand and manage their carbon footprint

The carbon emissions from IT assets are still a black box for many companies, despite the fact that they account for a significant proportion of the total carbon footprint. The IT Carbon Footprint Report from CHG-MERIDIAN provides transparency and helps customers to make their IT emissions measurable and manageable.

Sebastian Trabold, Team Leader, Product Management at CHG-MERIDIAN, explains how the report works, what insights it provides, and why it is an important tool for sustainable decision-making.

### Many companies still do not know exactly how high their IT emissions are. Why is transparency the first essential step in this context?

Because you cannot manage what you are not measuring. This might sound trivial, but it is particularly true in IT. While companies often already have a decent handle on their Scope 1 and Scope 2 emissions, i.e. direct emissions from buildings and the vehicle fleet, for example, IT in Scope 3 is often a blind spot. But it is precisely the manufacture of these devices that generates significant amounts of carbon, long before the first laptop lands on a desk.

Then there is growing regulatory pressure, for example from the CSRD and from SBTi targets. These requirements are almost impossible to meet without robust data on the carbon footprint of IT equipment. Transparency is therefore not an optional extra, it is the basis for strategic decision-making and for reporting, and a key factor vis-à-vis investors and customers.

### How does the IT Carbon Footprint Report help to make these blind spots visible?

The report uses the asset data that we – as the lease partner – already list in the lease schedule and adds emission factors. The customer thus receives a structured report on the carbon footprint of their IT portfolio, including emissions from production and usage. This allows us to reveal exactly what was previously hidden in spreadsheets and system reports.

Key here is that we are not starting from scratch. We build on the data that is already captured as part of the lease – asset type, model, number of units, location, and lease term. It is precisely this level of detail that many companies lack when they have to compile their own IT emissions data. We give them a robust dataset to work with so that they do not have to collect data themselves.



Sebastian Trabold,  
Team Leader, Product Management, at CHG-MERIDIAN

### How does CHG-MERIDIAN help customers to meet growing expectations in sustainability reporting?

Our approach starts exactly where CSRD, SBTi, etc. become a challenges for companies: data availability, data quality, and documentary evidence. A tailored report is provided to the customer on request and they can use the data directly in their ESG and sustainability reporting.

For many customers, this represents a significant time-saving as they no longer have to laboriously compile IT-related data from various systems, but instead receive a robust analysis based on their actual lease portfolio. This is a real game-changer for reporting, particularly for companies that manage multiple countries or subsidiaries. It also helps them to feel more confident about meeting growing regulatory requirements.

### What insights do companies typically gain from the report?

From what we have provided so far, we can see there are three recurring key insights. First, the dominance of emissions from production. Many companies intuitively assume that electricity consumption is the main lever in their operations. However, with devices such as laptops and smartphones, production is by far the biggest culprit. This changes the discussion, as usage period, refurbishment, and procurement decisions suddenly become the actual levers.

Second, the heterogeneity in the portfolio. There are often considerable differences between countries, locations, and device generations. The report identifies these and provides specific starting points for local action, rather than a blanket figure for the whole company.

Third, the potential to scale up minor decisions. When a customer sees the impact of structured remarketing in the second lifecycle or of a higher proportion of refurbished assets in procurement across the entire portfolio, it significantly shifts the priorities in the respective processes.

### How can measuring the carbon footprint help to make more sustainable decisions?

Once data is available, decisions that previously seemed abstract suddenly become tangibly comparable. It starts in procurement: Which model has the smaller footprint? Is it worth switching to refurbished? How does the usage period or a new procurement strategy affect my balance sheet? An intuition suddenly becomes an informed, auditable decision.

This transforms sustainability from a reporting obligation into a tangible management instrument.

**Thank you, Sebastian, for the interesting conversation.**



# Extending ISO standards

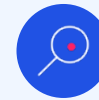


CHG-MERIDIAN has continually refined its integrated management system in recent years. As early as 2024, key ISO certifications – environment (ISO 14001), business continuity (ISO 22301), information security (ISO 27001), and data protection (ISO 27701) – were extended to all European locations.

In the area of compliance (ISO 37301), the certificate was initially limited to Germany, Austria, and Switzerland. It was extended to all European locations in 2025.

CHG-MERIDIAN is thus strengthening uniform standards for compliant conduct across Europe while creating a shared basis for security, transparency, and reliability in an increasingly regulated international environment. Furthermore, systematic processes and clear structures promote more efficient use of resources and optimize workflows.

## Benefits of ISO certification at a glance



### Quality assurance:

Business processes are organized in accordance with international standards.



### Efficiency gains:

Systematic processes and clear structures improve resource use and optimize workflows.



### Risk minimization:

Risks relating to data protection, information security, business continuity, compliance, and environmental management are identified early and reduced.

## Management systems at CHG-MERIDIAN

Management system	Scope
ISO 9001 <b>Quality management</b>	Technology centers in Gross-Gerau and Skien, CHG-MERIDIAN Italy, CHG-MERIDIAN Australia
ISO 45001 <b>Occupational health and safety</b>	Gross-Gerau technology center
ISO 37301 <b>Compliance management</b>	Europe
ISO 14001 <b>Environmental management</b>	
ISO 22301 <b>Business continuity</b>	
ISO 27001 <b>Information security</b>	
ISO 27701 <b>Data protection</b>	

# Driving empowerment



Equality is not achieved through representation alone, but also through conditions that provide long-term support for women and enable genuine equal opportunities. Various factors play a role in this, contributing to both professional and personal development.

For International Women's Day 2025, CHG-MERIDIAN made this idea the focal point. Our DEI Committee initiated, organized, and delivered three global Diversity Talks. Colleagues from various regions met virtually to talk about women's financial independence and mental health, with the aim of raising awareness and providing inspiration.

CHG-MERIDIAN also sent a clear signal internally, with the **target to increase the proportion of women in management positions to over 30 percent achieved in 2025** – a major milestone on the journey toward greater diversity and equity across the Group.

## Diversity metrics for CHG-MERIDIAN

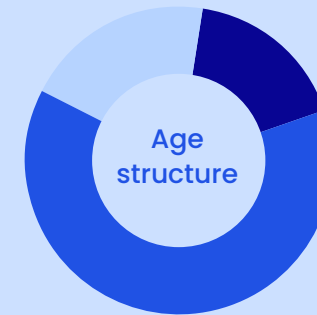
The total figure excludes apprentices, students, and employees on maternity or parental leave, but includes our subsidiaries.

All data relates to December 31, 2025.

Female: 744

Male: 994

**30.2%** women  
in management  
positions  
2024: 27%



20% employees  
aged 30 or under

63% employees  
aged 31 to 50

17% employees  
aged over 50



**45**  
countries

**15** people with disabilities  
plus collaboration with the workshops\*

**40.8**  
average age



**9.4%** gender pay gap  
in Central Europe  
2024: 9.9%

\* CHG-MERIDIAN employees in Gross-Gerau for whom we have additional partnerships with workshops for people with disabilities.

# Taking responsibility around the world

An important part of CHG-MERIDIAN's corporate culture is our active commitment to the environment and to society. We aim to provide support where help is needed and are committed to doing so together with our entire team. This applies both to local initiatives and to our global engagement. Our focus lies on the areas of education, culture, social affairs, and technology. In 2025, CHG-MERIDIAN donated a total of €40,182 to social initiatives.

A key element of this commitment are our CARE initiatives, through which employees engage in their own projects in their regions, supported by the company. Since 2015, a total of 65 CARE projects have been implemented – five of them in 2025.



## Summer, sun, donations: CHG-MERIDIAN Open – Tennis meets Padel

At the CHG-MERIDIAN Open – Tennis meets Padel, 45 participants came together in Weingarten for a special CARE event. Under ideal weather conditions, tennis and padel were played with great commitment, while also sending a strong message of solidarity.

The joint initiative raised €1,500 in donations. The funds go to two regional organizations supporting vulnerable groups: the children's hospice service Amalie, which accompanies families with seriously ill children, and the association Frauen und Kinder in Not e.V.

## Volunteering worldwide: International Volunteer Day

Under the banner "Empowerment in Unity," the company-wide DEI Committee encouraged colleagues across locations to engage in their local communities. The response was strong: employees supported the Huppeldepup Care Farm in Grimbergen, a charity Christmas market in Italy, a clothing donation initiative by Thread Together in Sydney, and blood donation campaigns at our headquarters in Weingarten.



## Around the world for a good cause: One Step Further 2025

## Team spirit without borders: ZF Corporate Run 2025

As part of our annual CARE initiative, the ZF Corporate Run 2025

in Friedrichshafen once again demonstrated how closely sporting and social engagement are connected. With 110 colleagues from Weingarten, participation reached an all-time high. Particularly noteworthy: many took part virtually, for example from home offices, while on holiday, or from their place of residence. This not only set a new internal participation record, but also earned us recognition as a "Top Team." Whether on the court, on the running track, or through volunteering on site – the diverse CSR and CARE projects demonstrate how CHG-MERIDIAN continuously brings social responsibility to life, contributing to community, health, and social cohesion.

With "One Step Further 2025," CHG-MERIDIAN continued an established CARE initiative and once again saw strong participation: 265 employees across 22 locations collectively covered 15,563 kilometres. Whether running, walking, or through other forms of movement, every kilometre counted.

The distance covered contributes to supporting two organisations dedicated to sustainable development: the PATRIZIA Foundation and Rewilding Europe.



# Data-driven supplier management

## Greater transparency along the supply chain

CHG-MERIDIAN continued to refine its supplier management in 2025 and made significant progress. The focus is on how supply chains can systematically be made more transparent and how sustainability-related risks can be identified at an early stage – from environmental and social standards right through to ethical business practices.

A key step was broadening the scope, with expense suppliers, i.e. suppliers catering to the company's own requirements, included in the assessment and systematically evaluated for the first time. In this context, coverage of our expense suppliers reached 23.17 percent in 2025, thereby meeting the defined target of 20 percent. The comparatively low coverage compared with business suppliers is due to limited data availability and reliability and the more complex supplier structure. The introduction of new IT systems and improved data quality are expected to gradually increase coverage in the coming years to over 80 percent by 2030.

The assessment of business suppliers has also been significantly improved. The risk assessment is now digitally assisted thanks to a data preparation approach based on Power BI. As a result, more than 7,200 suppliers across 79 countries and 161 sectors were systematically assessed in 2025, enabling potential risks to be identified more quickly.

New digital tools are also being deployed. Since 2025, CHG-MERIDIAN has been testing EcoVadis Vitals, a tool that simplifies the sustainability assessments of suppliers and makes them scalable. This tool is initially being trialed in a pilot project with selected suppliers.

The foundations for the years ahead have also been laid. By 2030, the plan is to systematically assess all business suppliers using ESG criteria, to gradually extend the segmentation to expense suppliers, and to establish on-site audits at end-of-lease partners.

People remain the deciding factor in the success of this plan, with 94 percent of relevant employees receiving training on how to use risk analyses and EcoVadis tools in 2025. This establishes the essential basis for carrying out sustainability assessments and translating the findings into targeted actions.



# Thank you

We would like to thank our customers, partners, and employees for their continued commitment and the invaluable working relationship we share. Together, we can work toward a successful and sustainable future.

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