



# Acting sustainably. Secure the future.

Our contribution to  
responsible growth and  
a sustainable industry.

**Progress that never stops?  
Sustainable performance ...**



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# Foreword

DEAR READERS,

In recent years, both economic and social landscapes have been marked by sustained, far-reaching change. Global crises, geopolitical tensions, and ongoing escalations, along with a persistently challenging economic climate, continue to shape the conditions under which companies such as Lenze are required to operate.

In today's climate, issues such as sustainability, climate protection, and resource conservation are increasingly sidelined in public discourse. Attention shifts and priorities evolve. Yet the underlying challenges have not diminished—on the contrary, they are becoming more acute. At the same time, regulatory pressures continue to mount, underscoring the growing responsibility of companies to deliver robust, forward-looking solutions that address the long-term demands of sustainability.

For more than 75 years, as an internationally active, family-owned company, we have taken responsibility—for our employees, our customers, our partners, and for the society and environment in which we operate. We do not view this responsibility as a mere obligation, but as an integral part of who we are as a company—and as a key driver of sustainable business success. For us, sustainability is not subject to shifting public sentiment; it is a core business imperative. Regardless of economic cycles or political debate, we remain firmly committed to advancing our sustainability efforts.

In recent years, we have further refined our structures, processes, and targets, embedding sustainability more deeply into our corporate management. We are driving change across multiple dimensions: from the systematic expansion of our CO<sub>2</sub> accounting and the stronger integration of energy and resource efficiency into product development, to concrete measures implemented at our sites worldwide.

We see sustainability as entrepreneurial responsibility with foresight - and we take that responsibility seriously. We act with balance, consistency, and a clear ambition to achieve tangible progress, both large and small. We are pleased to offer insight into our progress, our ambitions, and the people who bring them to life.

We warmly invite you to join us on this journey.

A handwritten signature in blue ink, appearing to read 'M. Wucherer'.

Dr. Marc Wucherer  
CEO

A handwritten signature in blue ink, appearing to read 'Bruno Krauss'.

Bruno Krauss  
CFO



# About us: Lenze – Engineers in Motion

**As a leading specialist in drive and automation technology,  
Lenze shapes the motion of tomorrow.**

Motion is our core competence - and the drive axis is the starting point of our thinking and actions. As Engineers in Motion, we continuously evolve, staying close to our customers' challenges and driven by the clear ambition to create solutions that convince today and endure tomorrow.

Our drive systems stand for powerful and intelligent motion control, combining advanced design, intelligent integration, and reliable quality. They unite our deep application expertise with motion control technology that integrates seamlessly into common automation environments. With this, we reduce engineering complexity, accelerate implementation and enable scalability - for more freedom, efficiency and impact.

Move Stronger is our promise. With Lenze, our customers rely on drive solutions that set new standards in precision, durability and smart process responsiveness. They optimize production and logistics processes, increase per-

formance and simultaneously reduce energy consumption and costs.

For Lenze, sustainability is not an afterthought, but an integral part of our business approach. Our products and solutions are designed to save energy, conserve resources and make processes more efficient - with an impact that extends far beyond the machine room.

Lenze moves forward - technologically, economically, and socially. And we enable our customers to move forward with greater strength and confidence into the future.

**MOVE STRONGER together.**

# Our sustainability strategy

What does sustainability mean? What influence do we have as a company? How do we deal with increasing regulatory requirements - and what is business relevant? These questions also concern Lenze. For Lenze, sustainability is not an additional task, but a fundamental dimension shaping our business decisions - today and in the future.

Our sustainability strategy provides clear answers to the key issues. It establishes a binding framework for action, defines key priorities, and offers orientation at the intersection of regulatory requirements, market expectations, and long-term economic success.

The strategy is built around three core fields of action: Planet, People, and Performance. Together, they integrate environmental, social, and economic responsibility into a holistic understanding of sustainable business.

Within the Planet field of action, we take responsibility for the environment and the careful use of resources - both within Lenze and across the entire value chain. Our focus is on improving resource efficiency, reducing CO<sub>2</sub> emissions, and minimizing environmental impact.


## Planet

-  Climate protection and GHG reduction
-  Environmental and waste management
-  Sustainable supply chain

## Performance

-  Long-term, profitable growth
-  Innovation and resource-efficient products
-  Governance and processes

## People

-  Future-oriented learning
-  A healthy performance culture
-  Equal opportunity and flexibility

**SCOPE 3**  
**9,2 Mio.**  
**tCO<sub>2</sub>e**

Our Scope 3 emissions amount to **9,245,610 t CO<sub>2</sub>e**; their systematic reduction is a central objective of our continued development.

People places individuals at the center of everything we do. Through a culture of openness and transparency, we create an environment that fosters engagement, strengthens team spirit, and builds mutual trust. We believe that genuine responsibility begins with everyday actions - which is why we actively shape a workplace together where everyone feels valued and supported.

Performance connects sustainable action with economic strength. By continuously evolving our product portfolio, we keep our customers at the center, with a strong focus on energy efficiency, durability, and circularity. At the same time, robust and compliant processes safeguard our long-term competitiveness while ensuring that the entire value chain remains in focus.

Our sustainability strategy is not an endpoint but a guiding framework for governance and direction. It reflects our conviction: at Lenze, we take responsibility - for the environment, for people, for economic strength, and for the future of drive technology.



**SOLAR POWER SYSTEM IN CHINA**

**Solar energy as a lever: Lenze's global path to emission reduction**

Lenze is advancing the global expansion of renewable energy - and setting a clear example of consistent climate action. A major milestone was reached in early 2025, when the company commissioned its largest photovoltaic installation to date at its Shanghai site.

**SCOPE 2**  
**-44%**  
**COMPARED TO 2021/22**

From 2021/22 to 2024/25, **CO<sub>2</sub> emissions** in Scope 2 were reduced from **8,691 tCO<sub>2</sub>e** to **4,860 tCO<sub>2</sub>e**. The target is to achieve a reduction of more than **>90%** by 2027/28.

With more than 4,100 solar modules installed, the system generates approximately 2.1 GWh of green electricity annually. This significantly reduces site-related CO<sub>2</sub> emissions and demonstrates how we are implementing our sustainability targets on a global scale - from Europe to Asia.

At other locations, including Germany, Austria, and the Netherlands, Lenze is also successfully operating photovoltaic systems. By combining in-house power generation with the procure-

ment of green electricity, we have increased the share of renewable energy in our overall electricity mix from 11% to 57% over the past three years.

Looking ahead, we have set a clear target: by the 2027/28 fiscal year, the share of green electricity is expected to reach 90%. The continued expansion of renewable energy sources is therefore a central pillar in our transition toward a more climate-friendly energy supply - while also contributing to a measurable improvement of our climate impact.



Dörthe Foltin  
 Environmental Manager  
 Lenze

” The expansion of our photovoltaic systems significantly reduces site-specific CO<sub>2</sub> emissions and helps decrease our dependence on fossil energy sources. At the same time, it strengthens the long-term cost stability of our energy supply. “

**ENERGY-EFFICIENT RENOVATION EXTERNAL**

**Energy-efficient refurbishment of our largest production site in Germany**

We maintain a consistent focus on energy efficiency and the reduction of greenhouse gas emissions. As part of this approach, we are modernizing our production sites step by step, with a particular emphasis on our largest site in Extertal (Germany), where the measures are already delivering tangible results.

currently underway. Key measures include enhanced roof and facade insulation, new windows, and the installation of a modern, energy efficient integrated heating system. This system features two high-performance industrial air-source heat pumps

**SCOPE 1**  
**-18%**  
**COMPARED TO 2021/22**

From 2021/22 to 2024/25, **Scope 1 CO<sub>2</sub> emissions** were reduced from **6,474 tCO<sub>2</sub>e** to **5,335 tCO<sub>2</sub>e**. The target is to achieve a reduction of more than **>25%** by 2027/28.

To date, two sections of the facility have been fully refurbished to improve energy performance, while work on an additional section is

Looking ahead, the new district heating system will be powered by electricity generated on-site through the facility's photovoltaic installation. This combination of structural upgrades and an innovative heat supply system lays the foundation for a substantial reduction in gas consumption and supports a more sustainable energy supply over the long term.





## SUSTAINABLE SUPPLY CHAINS

### Due diligence across the supply chain: Today, tomorrow, worldwide

At Lenze, sustainability begins with procurement. Through the selection of our suppliers, we take responsibility across the entire value chain - for both people and the environment. Our goal is to build supply chains that are responsible, resource-efficient, and resilient over the long term.

**100%**  
CSR-RATING  
at all A and B  
suppliers

"We ensure that **100%** of suspected compliance cases are fully investigated. In addition, we pursue the objective of increasing the number of suppliers who commit to the principles of the **BME Code of Conduct**."

To meet this requirement, we continuously develop our procurement processes and our supplier management. A central element in this effort is an expanded, forward-looking risk management approach. Today, this is supported, among other things, by an AI based procurement software solution that takes into account not only traditional criteria

but also climate-related developments and current events. This enables potential risks to be identified at an early stage and assessed transparently.

Where action is required, we prioritize direct, personal dialogue. Through regular exchanges, on-site visits, and audits, we work closely with our suppliers to mitigate risks and strengthen the long-term resilience of our supply chains.



Sarah Hennecke  
Procurement Excellence  
Manager

“ Our procurement function combines economic responsibility with a strong commitment to addressing human and environmental considerations across the supply chain - while proactively identifying and managing risks.”





## CORPORATE CULTURE



### It's the people who make the difference

Our employees are what define Lenze. They contribute not only their expertise and experience, but also their ideas and passion. This conviction has guided us for more than 75 years—rooted in a principle first articulated by Elisabeth Belling: “It’s the people who make the difference.” To this day, this principle shapes our understanding of collaboration, leadership, and responsibility.

At the same time, we are strategically realigning Lenze - across our organization, processes, portfolio, sales, and service. As part of this transformation, we foster cross-functional collaboration, break down silos, and strengthen our culture built on openness, transparency, and trust. This culture provides orientation, enables effective collaboration, and supports the long-term viability of our business.

For us, a strong corporate culture is reflected in everyday actions - when we take responsibility, give honest feedback, and collaborate successfully across teams and boundaries. Active participation is explicitly encouraged, because a genuine culture emerges where people are empowered to contribute and where commitment makes a real difference.

With colleagues from more than 60 countries, we foster an open, diverse, and international corporate culture. Trust, respect, and a strong sense of togetherness form the foundation of how we work every day - an approach that recognizes diversity as a strength and creates space to think differently, learn, and grow. At Lenze, we aim to create an environment in which people can fully develop their strengths - encouraging the courage to express individual perspectives, a passion for continuous development, and a shared understanding of collective responsibility.

Staff in  
**<60**  
COUNTRIES

In addition, our employees can choose out of more than **25,000** digital training courses.



Silvia Dreyse  
Senior Vice President Corporate  
Communications & Change

” A strong culture thrives where people feel valued, are empowered to take responsibility, and grow together. Our goal is to create exactly that kind of environment - every day. “

## OCCUPATIONAL HEALTH AND SAFETY



### Safety first: every day

Occupational health and safety are top priorities at Lenze. Protecting our employees is not a formal obligation, but a fundamental element of responsible business - applied consistently across all locations worldwide. Our objective is to create safe and healthy working conditions while systematically identifying and preventing risks. To achieve this, we rely on clearly defined structures and a process of continuous improvement.

ISO 45001 provides an internationally recognized framework that enables us to manage occupational health and safety in a structured way, identify risks at an early stage, and continuously improve our safety performance. Audits, inspections, and targeted training programs ensure that safety standards are embedded in everyday operations and consistently put into practice.

**0,2%**  
lost workdays  
due to occupational accidents

We are pleased that we have been able to steadily reduce the number of days lost due to workplace accidents. By further developing our occupational health and safety practices through ISO 45001 certification, we have taken the next step.



Brian Michaelis  
Safety Manager

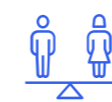
” The principle ‘accidents are preventable’ is not just a guiding statement - it is a standard we apply in our everyday actions. “

An open approach to risks - from hazard assessments to the reporting and analysis of near-miss incidents - enables us to learn from experience and prevent accidents. In this way, we strengthen our shared sense of responsibility and continuously improve our safety standards. For us, occupational safety is a collective responsibility, shaped by attentiveness, mutual consideration, and a clear commitment to making every working day safe. We believe that only people who feel physically, mentally, and socially well can consistently perform at their best - for our products and for our customers.





## EDUCATION



### Shaping future at Lenze

Training and education have been a high priority at Lenze for decades and are an integral part of our corporate culture. Over the past 25 years, we have enabled more than 1,200 young people to start their professional careers. In doing so, we take responsibility for developing qualified talent - for our company and for the regions in which Lenze operates.

**> 1.200**  
vocational qualifications since 2000

For years, we have been proud to be among the most popular training companies in the region.

The long-term quality of our training programs is reflected in strong employee retention: many

former apprentices and dual-study graduates remain with Lenze for years. They build extensive professional networks within the company and beyond and go on to take on demanding roles at sites in Germany and internationally.

- Lenze provides training in four recognized IHK apprenticeship professions: electronics technician, IT specialist, industrial clerk, and mechatronics technician.
- This offering is complemented by dual study programs in cooperation with universities, leading to degrees such as Bachelor of Arts, Bachelor of Science, and Bachelor of Engineering.



## MOTOR DRIVE SYSTEM IE5/IE6

### Energy-efficient drive systems

With the Motor Drive System in efficiency classes IE5 and IE6, Lenze offers a forward looking solution for energy efficient industrial applications. The system, consisting of a synchronous motor and gearbox, is consistently designed as a complete system in combination with the decentralized i550 or i650 motec frequency inverter, delivering high performance while significantly reducing energy consumption. Integrated energy regeneration efficiently feeds braking energy back into the system, eliminating the need for additional braking resistors.

The innovative motor design reduces motor losses by more than 60%. At the same time, high



Klaus Dierkes  
Product Manager

“ Thanks to their high energy efficiency and the elimination of additional encoder hardware, our motor drive system IE5/IE6 combines environmental responsibility with economic benefits - delivering measurable value for both our customers and the environment. ”

**-10%**  
CO<sub>2</sub> reduction

The carbon footprint of the IE5/IE6 motor system is reduced by 10% during the operational phase compared to the IE3 motor, assuming the same level of use.

energy efficiency significantly lowers both the CO<sub>2</sub> footprint and energy costs across the entire life cycle. Sensorless operation simplifies engineering, installation, and commissioning, while reducing the need for additional hardware.

As early as the planning phase, the Lenze System Designer makes potential energy savings transparent. This allows us to support our customers in designing machines and systems more efficiently, conserving resources, and reliably meeting increasingly stringent regulatory requirements for energy efficiency and climate protection.

This approach has also been recognized externally. The trade magazines computer&automation and materialfluss awarded Lenze's Motor Drive System IE5/IE6 with i650 motec second place in the categories "Drive Technology" and "Conveying and Lifting Technology".





**PRODUCT CARBON FOOTPRINT**

**Transparency as future standard**

The EU Ecodesign Regulation for Sustainable Products (ESPR) will require companies to provide clear and comparable environmental information on products starting in 2028. The Product Carbon Footprint (PCF), calculated in accordance with ISO 14067, is a central element in meeting these requirements efficiently, consistently, and at scale. At the same time, it establishes a robust foundation for broader assessments such as life cycle analyses (LCA) and digital product passports (DPP). Beyond its regulatory role, PCF also offers significant strategic value. By breaking



Sven Fischer  
Project Manager

PCF lays the groundwork for better decision-making across the entire product lifecycle.

down emissions across individual process steps, it makes carbon-intensive hotspots visible, highlights concrete opportunities for optimization, and enables data-driven prioritization.



Lea-Sophie Garstka  
Product Manager

By providing reliable PCF data, we enable our customers to meet increasingly stringent regulatory requirements and make informed, climate-conscious decisions. In doing so, we actively contribute to reducing emissions across the entire value chain.

To fully leverage this added value, Lenze first conducted a comprehensive maturity assessment - evaluating internal processes, data quality, IT architecture, and supply chain capabilities, among other aspects. Based on these insights, we are implementing a multi-stage

<p><b>PCF FOR ALL</b> <b>LENZE-PRODUCTS</b> <small>(CRADLE-TO-GATE)</small> <b>UNTIL Q2/2027</b></p>	<p>Our goal is to provide a cradle-to-gate PCF calculation by Q2 2027.</p>
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approach, ranging from initial pilot products to scaling across the entire product portfolio, with the long-term goal of enabling the automated calculation of all CO<sub>2</sub> values.



**REGULATORY FRAMEWORK**

**Transparency in a dynamic environment**

Sustainability requirements are evolving rapidly worldwide. In Europe in particular, new obligations related to transparency, reporting, and due diligence across the entire value chain continue to emerge.

For companies such as Lenze, this means permanently monitoring the wide range of regulations and their ongoing updates. In addition, the content and design of these requirements cannot be considered in isolation, as they are closely interlinked. It is therefore crucial for us to understand the requirements at an early stage, systematically assess them, classify their relevance for both Lenze and our customers, and derive appropriate actions. Transparency provides essential orientation in this context: internally, it creates clear priorities, and externally, it enables reliable collaboration.

We are already preparing extensively for the requirements of the Corporate Sustainability Reporting Directive (CSRD) and are gradually integrating the provisions of the Ecodesign for Sustainable Products Regulation (ESPR) into our product development documentation. In doing so, we are laying the foundation for forward-looking, practical implementation - and for consistent collaboration on a global scale.



**Michael Niehaus**  
Material & Product Governance

“ Sustainability requirements require a comprehensive overview and clear classification. Through systematic tracking and defined evaluation criteria, we provide guidance on obligations and priorities. ”

**BUSINESS CONTINUITY MANAGEMENT**

**Well prepared: Global Business Continuity Management at Lenze**

Business Continuity Management (BCM) is firmly embedded in Lenze’s organizational structure. Its objective is to ensure that critical business processes remain operational—even in exceptional situations—while systematically limiting the impact of disruptions. The primary focus is on IT and cyber risks, as well as potential failures in infrastructure, production, and supply chains.

The foundation of our BCM approach is a regular business impact analysis, which defines clear priorities, emergency procedures, and recovery plans. A group-wide governance model with central coordination, local responsibilities, and interdisciplinary teams ensures that measures are implemented in a globally aligned and consistent manner.

Key priorities within BCM include the rapid restoration of core transaction and processing systems, maintaining reliable communica-



**Peter Schnell**  
IT Security & Data Protection Manager

“ Our Business Continuity Management ensures that Lenze remains operational even in exceptional situations. Through systematic risk analysis, clearly defined emergency and recovery plans, and well established responsibilities, we deliberately strengthen the resilience of our company and the security of supply for our customers. ”

tion and information flows, and safeguarding production and logistics. These capabilities are regularly tested and validated through simulations and exercises. In this way, we systematically strengthen our resilience, enhance security of supply for our customers, and build trust with our partners - even in an increasingly volatile environment.





## CIRCULAR ECONOMY

### Closing the loop with service

The circular economy is a complex and strategically important topic, offering significant potential for more sustainable industrial practices. At Lenze, this approach is firmly integrated into product development: our drive solutions are designed for high quality, reliability, and long service life - creating the foundation for extending product lifecycles and using resources efficiently.

A comprehensive service offering supports this approach throughout the entire lifecycle of a machine or system. Customers worldwide have access to a 24/7 hotline, where qualified

experts provide fast and reliable support. Through our own repair facilities, as well as a global network of licensed service partners, we enable repairs, inspections, and product modifications - even many years after initial commissioning.

We are systematically working to further improve the circularity of our products. This includes both structural measures in product development and practical, short-term solutions within our service organization. For example, in response to customer demand, we have extended repair services for the gng gearbox series beyond its original end-of-life date.

In parallel, we continue to expand our global service partner network, guided by the principles of the 10R framework. Recyclability also plays a central role - both in our existing product portfolio and in the development of new solutions.



Alexander Hund  
Service Excellence Manager

“ I see every day how important reliable service is. When we restore systems to operation or modernize them in a meaningful way, we extend their lifecycle—that is sustainability in practice. ”





## Our certificates: A structured approach to sustainability

To embed sustainability in a systematic and measurable way, Lenze has aligned its activities with internationally recognized management standards for many years. These standards provide clear orientation, ensure consistent quality, and make progress transparent and verifiable.

Lenze has been certified to ISO 14001 for environmental management since 1998. In 2025, the company achieved additional certifications for ISO 50001 (energy management) and ISO 45001 (occupational health and safety). Complementing

this, ISO 22301 certification (since 2024) strengthens Business Continuity Management and enhances organizational resilience. Since 2022, ISO 27001 certification has also ensured that Lenze's information security management system (ISMS) is built on a robust and externally validated foundation.

Together, these standards support a holistic approach to sustainability - spanning environmental protection and energy efficiency, occupational safety and health, as well as resilience and information security.

### Planet

- Climate protection and GHG reduction
- Environmental and waste management
- Sustainable supply chain

### Performance

- Long-term, profitable growth
- Innovation and resource-efficient products
- Governance and processes

### People

- Future-oriented learning
- A healthy performance culture
- Equal opportunity and flexibility

## Driving change with a long-term perspective

For us, sustainability is not a trend, but a responsibility we pursue step by step. This brochure highlights the breadth of our activities - from energy and climate to people, products, and global processes.

We continuously evolve our approach, increase transparency, and consistently align our actions with long-term viability. Sustainability considerations are systematically integrated into our decision-making, helping us take meaningful action today for a sustainable future.

In doing so, we actively shape change - reliably, with a clear focus on impact, and in close collaboration with our customers and partners.



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Corporate Sustainability  
Manager

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