

PEOPLE & CULTURE REPORT 2025

Let's engineer the future. Together.



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Interview

How closely must People be aligned with day-to-day operations for the strategy to have a real impact? In this interview, six managers explain how GEA combines global standards with local accountability through a hybrid People organization.

Read more

Foreword

GEA PEOPLE: FOCUS IN WHAT MATTERS MOST



Dear Readers,

Since the beginning of 2026, I have taken on the role as Chief People & Sustainability Officer at GEA, overseeing the global People organization – a unique and demanding responsibility that I am very excited about. This is an especially important task, with my team and myself responsible for more than 18,000 employees worldwide. And our employees are not just part of the company – they are the company.

Following the new GEA Executive Board and restructuring of the company, we dissolved the matrix structure in the regions and countries at the start of the year. While this meant a major shift for many of our teams, it has resulted in swifter decision-making processes, more clearly defined responsibilities and closer proximity to our markets. In this way, we have laid the groundwork to our Mission 30 targets with even greater consistency.

At the same time, we have opened a new chapter for our human resources. Our global HR department has been strategically realigned and renamed “People”, placing the emphasis on our driving force: trust in the skills, engagement and potential of our employees. The new name represents our clear commitment to a culture that has people at its heart.

We want the new function to make GEA the most attractive place in the industry for employees to learn, perform and build a future together. To achieve this, we have moved closer to the operational business and streamlined our structures. In addition, we will further improve access to development opportunities worldwide.

We have also defined our new People strategy. It focuses on three strategic thrusts: “Future-ready employees”, “High-performance leadership and accountable culture” and “Digital solutions and AI-powered processes”. These three areas address the key requirements of the current transformation and tomorrow’s working world.

Our new People organization positions us to actively help shape the path ahead, secure GEA’s future growth trajectory and create an environment where all employees can realize their full potential.

This People & Culture Report presents the multiple facets of GEA’s People organization – facets that I value highly and will develop even further. It traces the arc from our company history and recognition as a “Top Employer” through digitalization initiatives all the way to current projects that are helping us to attract, support and retain talented GEA employees over the long term.

Our core focus is always on our employees. After all, change works best when people feel seen, valued and empowered. Their knowledge, experience and engagement pave the way for our success as a global technology group. My aim is to continue this journey alongside our employees with clarity, trust and a firm belief that the only way to successfully build GEA’s future is together.

I hope you enjoy reading this People & Culture Report and learning more about our People agenda.



Dr. Nadine Sterley
Chief People & Sustainability Officer

GEA

ENGINEERING FOR A BETTER WORLD.



GEA solutions – closer than you think

Food



Every 4th package of **spaghetti** is processed with GEA technology



Every 3rd chicken **nugget** is produced using GEA technology

Beverage



Every 2nd liter of **beer** is brewed with the aid of systems and process solutions from GEA



One quarter of **processed milk** comes from GEA production systems

Pharma



Every 4th liter of **human blood** for making plasma-derived products is processed using GEA equipment



Every 2nd tablet to **treat cancer** is made on GEA equipment

GEA at a glance

GEA is one of the world's largest suppliers of systems and components to the food, beverage and pharmaceutical industries. The international technology group, founded in 1881, focuses on machinery and plants, as well as advanced process technology, components and comprehensive services.

With more than 18,000 employees, GEA generated revenues of around EUR 5.5 billion in over 150 countries in the 2025 financial year. GEA plants, processes and components enhance the efficiency and sustainability of customers' production across the globe. They contribute significantly to the reduction of CO₂ emissions, plastic usage and food waste. In doing so, GEA makes a key contribution toward a sustainable future, in line with the company's purpose: "Engineering for a better world".

GEA is listed on the German DAX as well as the European STOXX® Europe 600 Index and is among the companies comprising the DAX 50 ESG, FTSE4Good, MSCI World ESG as well as Dow Jones Best-in-Class World and Dow Jones Best-in-Class Europe Indices.

Organization and structure

The group consists of GEA Group Aktiengesellschaft (AG) as the central management company headquartered in Düsseldorf, Germany, and its subsidiaries. The AG is responsible for the strategic governance of the group's business activities and is home to the group's central management functions. Central management and administrative functions are

bundled within the Global Corporate Center (GCC), which provides standardized processes and group-wide services.

Effective January 1, 2026, the group is now structured into four divisions, each consisting of up to six business units.

Looking to the future: GEA's new headquarters

Our new company headquarters in Düsseldorf's maxfrei urban neighborhood sends a strong signal of commitment to environmental protection, innovation and our employees. The building stands out for its exceptional energy efficiency and resource conservation and has been awarded the international LEED Gold certification. Spanning some 7,000 square meters, this state-of-the-art working environment offers space for interaction, creativity and new forms of collaboration.

Nutrition Plant Engineering

Engineering excellence for efficient food and beverage production

📈	Revenue	EUR 1,955 million
🔄	EBITDA	EUR 222 million
👥	Employees	6,025

Pure Flow Processing

Innovative components, machines and systems for excellence in resource-efficient production

📈	Revenue	EUR 1,953 million
🔄	EBITDA	EUR 522 million
👥	Employees	6,347

Pharma & Food Applications

Highly efficient and reliable production technologies for the pharmaceutical and food industries

📈	Revenue	EUR 1,058 million
🔄	EBITDA	EUR 141 million
👥	Employees	3,307

Farm Technologies

100 years of dairy farm innovation

📈	Revenue	EUR 763 million
🔄	EBITDA	EUR 113 million
👥	Employees	2,115

EBITDA before restructuring expenses. All figures relate to the 2025 financial year. Figures for the Pure Flow Processing and Nutrition Plant Engineering divisions are pro forma.

Divisions



Nutrition Plant Engineering

Engineering excellence for efficient food and beverage production

Nutrition Plant Engineering delivers integrated processing equipment and complete plants for the dairy, food, new food, beverage, pharmaceutical, chemical, as well as home and personal care industries. The portfolio includes brewing systems, liquid processing, aseptic and non-aseptic filling and packaging solutions, concentration, fermentation, crystallization, purification, drying, powder handling and packaging, systems for carbon capture and emission control as well as advanced heating and cooling technologies.



Pure Flow Processing

Innovative components and systems for excellence in resource-efficient production

The Pure Flow Processing division combines all process engineering components and machinery from GEA for resource-efficient production processes. These technologies pave the way for sustainability-driven, energy-saving processes in key industries. High-performance automation, digital and service offerings additionally contribute to significantly reducing CO₂ emissions, energy costs and operator input.



Pharma & Food Applications

Highly efficient and reliable production technologies for the pharmaceutical and food industries

Pharma & Food Applications provides equipment and systems for processing solid dosage forms and freeze-drying technology for liquid medicines. For food processing, GEA offers solutions for the preparation, marination and further processing of meat, poultry, seafood and plant-based products, as well as processing lines for pasta, baked goods, snacks, breakfast cereals, confectionery and pet food. The portfolio also comprises food slicing and packaging lines.



Farm Technologies

100 years of dairy farm innovation

Farm Technologies offers integrated solutions for efficient, resource-saving milk production and livestock farming. These include automatic milking and feeding systems, conventional milking solutions, digital herd management tools and manure management solutions. GEA's global farming dealer network provides end-to-end services, including a wide range of GEA hygiene products and chemicals to promote optimum cow udder health and superior milk quality.

MISSION30

GROWTH. VALUE. IMPACT.

The group's Mission 30 strategy describes how GEA intends to strengthen its market position, maintain profitable growth and enhance its business success over the long term. The medium-term financial objectives include average organic sales growth of more than five percent, an EBITDA margin of 17 to 19 percent and a return on capital employed (ROCE) of over 45 percent by 2030. These targets are to be achieved through the strategic priorities GROWTH, VALUE and IMPACT.

GROWTH

GEA is focusing on six key growth drivers: sustainability, new food, digitalization, service, innovation and above average growing markets. By 2030, more than 60 percent of total revenue is to be generated with sustainable solutions. In tandem with this, GEA is promoting customer loyalty through its "Performance Partnership Program" and plans to increase the service share of revenue to 40 percent by 2030, while selectively addressing high-growth market segments.

VALUE

GEA aims to reduce the share of general administrative expenses to below ten percent of revenue by 2030. Savings are to be achieved through global harmonization of the group's ERP systems as well as by optimizing internal processes and structures and business process automation. At the same time, operational efficiency will be enhanced through a global transformation program, aligning the group's production, purchasing and supply chain management structures.

IMPACT

In line with the company's purpose of "Engineering for a better world", GEA promotes responsible innovation, social commitment to the community and the commitment of employees to secure its technological lead in the future.



Global reach, local presence

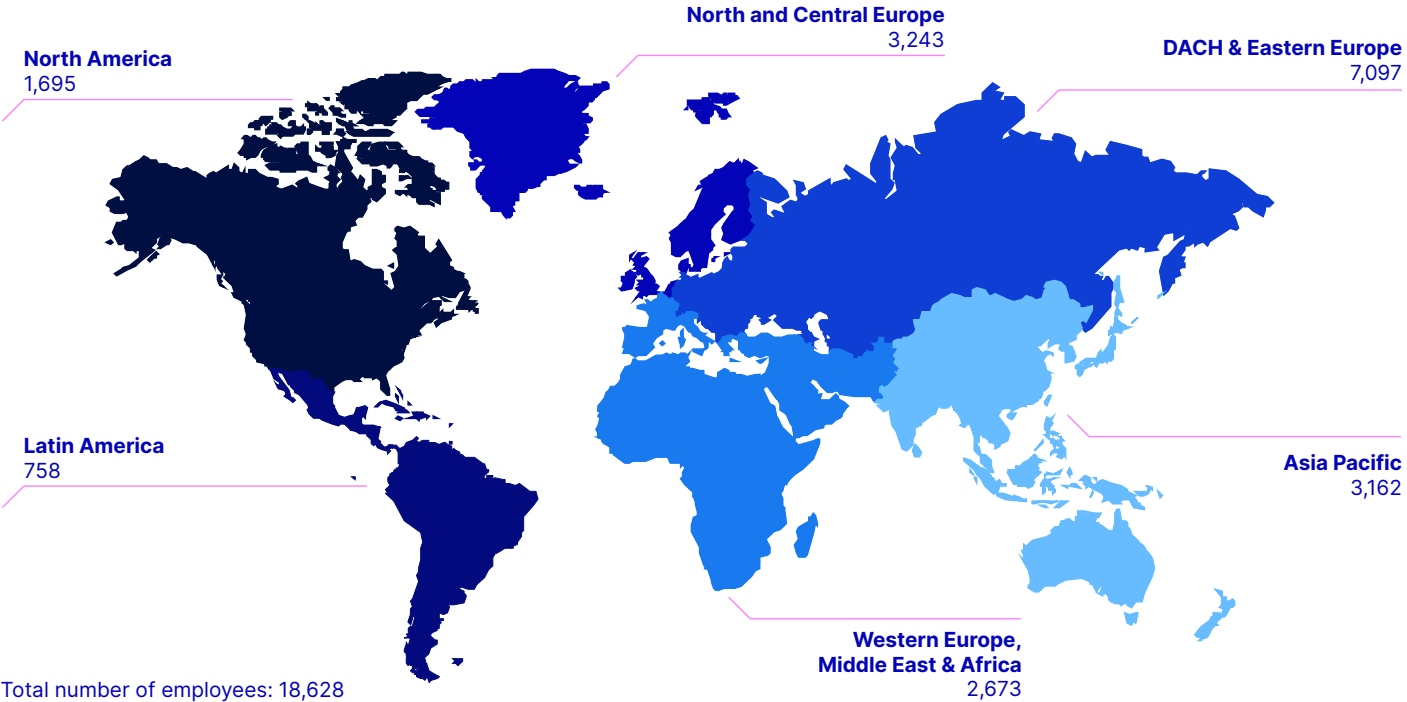


1,946

people were hired by GEA
worldwide in 2025.

With a presence in more than 150 markets, GEA combines international strength with reliable local support. Our teams work in close cooperation across borders to develop high-performance solutions precisely tailored to the requirements of the food, beverage and pharmaceutical sectors. This results in technologies and services that improve efficiency, conserve resources and open the door to future-ready production processes. Each of our employees makes a targeted contribution based on their individual skills and experience. This diversity is our strength and the core cornerstone of GEA's corporate culture.

GEA employees worldwide



People strategy

ROBUST TALENT DEVELOPMENT STRUCTURES



People-driven growth and transformation

Thinking ahead, enabling innovation, shaping change. At GEA, more than 18,000 dedicated employees live by these principles each and every day. What they all have in common is the commitment to making a positive contribution and consistently going above and beyond to achieve the best possible result. Pooling their individual skills and experience, they form a strong, diverse and globally connected team.

From HR to People

In line with the group's strategy and the structural changes within the company to ensure its sustainable and profitable growth, we reorganized our human resources department effective January 1, 2026, creating a strategic function under the new name "People". We want our People organization to make GEA the most attractive place in the industry for employees to learn, perform and build a future – together. To achieve this, we are moving closer to the operational business, reducing complexity and providing greater guidance through clearly defined responsibilities. At the same time, we are facilitating access to development opportunities throughout the company.

The new name "People" reflects this shift in focus: Our approach to human resource matters is holistic, strategic and impact-oriented, people are always the starting point for and key element in GEA's future success.



Global trends: new challenges and opportunities

Our transformation is taking place within a rapidly evolving working environment. Global trends are accelerating the pace of change and demand constant adaptation while simultaneously opening up fresh opportunities.



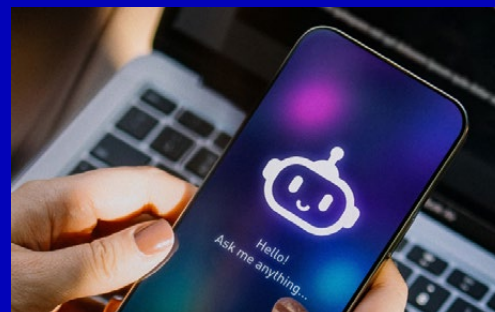
Growing demand for future-ready skills creates a major need to build a more adaptable, skill-based workforce.

The shift to flexible, skills-based models is one of the key drivers of this change. Companies increasingly need future-ready skills. That means employees are being deployed to a greater extent based on their actual strengths and potential rather than according to rigid role-based profiles. Internal mobility, employee development and staff productivity are growing in importance as a result.



A stronger employee experience creates opportunities to boost engagement, retention, and performance.

At the same time, the employee experience – their journey throughout their time at the company – is becoming increasingly relevant. Employee satisfaction and a positive experience boost engagement, foster loyalty to the company and enhance motivation. This makes people metrics a valuable basis for operational business decisions.



Limited digitalization and AI adoption are causing HR to fall behind technologically and risking speed and accuracy.

Advancing digitalization is likewise fundamentally changing how HR processes work. Limited digitalization coupled with the slow adoption of artificial intelligence (AI) hamper the efficiency, quality and speed of many workflows. Cutting-edge technologies such as generative AI, digital assistants and automation are not only creating new opportunities but also changing how HR work is done, how decisions are made as well as how employees are managed and empowered.



Leadership capabilities unlock performance, talent development and culture.

Despite the many and varied changes, strong leadership remains crucial to success. Performance-driven leadership fosters the development of each individual, empowers talent and amplifies a shared corporate culture and the eagerness to learn across the company.



People strategy: our contribution to Mission 30

Our People strategy proactively addresses current trends, defining action areas and measures to further GEA's development as an attractive employer. A cornerstone of this strategy is forward-looking workforce planning, which ensures that the company has the right employees with the right skills at the right time. Closely aligned with the core business targets and Mission 30, the People strategy paves the way for the company's growth, transformation and development.



**We are focusing on
three strategic thrusts:**

**Future-ready
Employees**

We amplify People impact through employee engagement and future-ready capabilities.



**High-Performance
Leadership & Culture**

We accelerate business growth through accountable culture and performance-driven leadership.



**Digital Solutions & AI
for HR processes**

We multiply corporate value through intelligent technologies, efficient processes and responsible employee adoption of future-ready tools.

People Targets 2030

IMPACT

OUR STRATEGIC THRUSTS



Future-ready Employees



High-Performance Leadership & Culture



Digital Solutions & AI for HR processes

OUR TARGETS

- Unlock our employees' full potential by developing future-ready skills¹ to connect learning with business outcomes by 2030.
- By 2030, Employee Survey ratings:
 - 80% favorable rating in the "Engagement" dimension
 - Favorable rating in the "AI Empowerment" dimension
- By 2030, 65-75% of our business-critical positions² are filled by internal talents.
- Introduction of a GEA Leadership Index³ to measure leadership effectiveness. By 2030, all leaders meet or exceed a defined leadership performance threshold based on the established index baseline.
- By 2030, voluntary turnover is below 4% and early leaver turnover (within the first 12 months) is below 10%.
- By 2030, 25% female representation in top and middle management positions and 30% in leadership development programs.
- Fair and performance-oriented pay commitment addressing pay gaps in all countries.
- By 2030, the time to fill open positions decreases by 40% and quality of applications increases by 25% driven by use of AI.
- By 2030, globally all HR tools are harmonized, and all HR processes are digitalized.
- By 2030, the Net Promoter Score (NPS) regarding HR service delivery ranks 9 out of 10.

THRIVING EMPLOYEES

1) Skills that are required for a skill-based workforce like knowledge in AI and automation-handling or coaching skills.

2) Top and Senior Management positions (Reporting line to CEO L1-L4) and non-managerial positions in the two highest job levels (Expert 1 and 2).

3) GEA Leadership Index based on the results of (1) annual Employee Survey, (2) regular 360° review feedback, and (3) annual Leadership Review.

New People organization

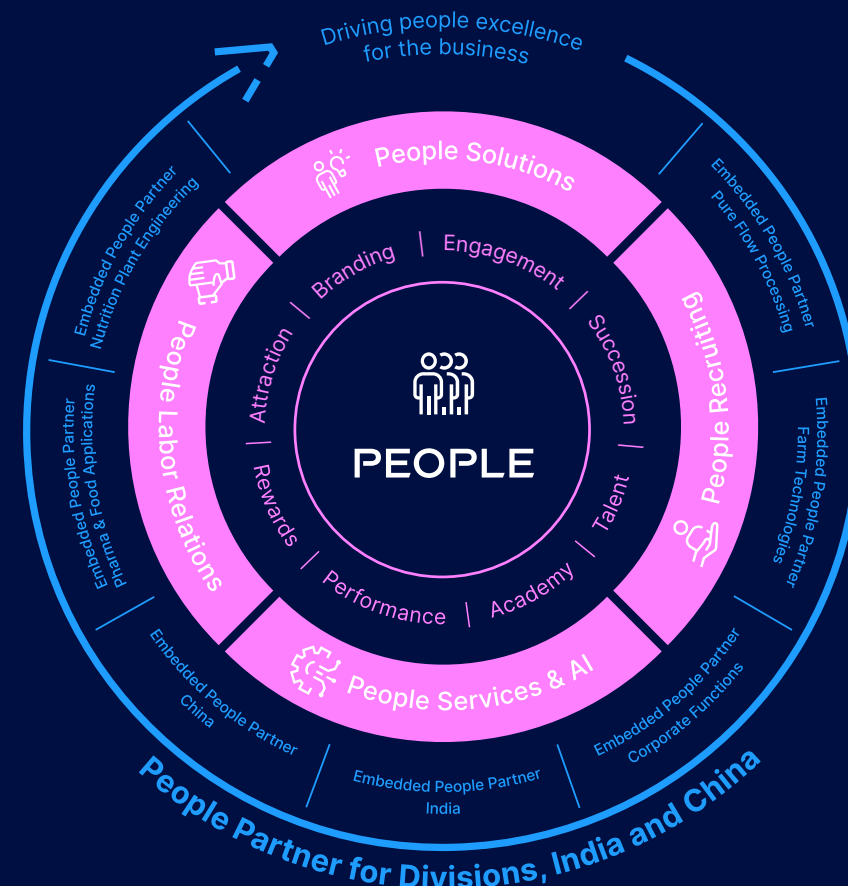
To achieve our targets, we work within an organizational structure that both sets out a clear, global framework for the company as a whole and offers the flexibility needed to accommodate specific local requirements. Strategic topics, standards and technologies are managed centrally, while the Divisions and their People Partners are able to independently respond to the demands of their respective markets. This configuration creates distinct roles, improves on-site support services and makes it possible to provide tailored assistance based on day-to-day operations. The result is an organization that acts rapidly, works efficiently and makes a real, tangible impact.

Clear roles, greater accountability, global impact

The People organization is consistently aligned with the new group structure. With their People Partners, the Divisions take on an expanded role, enabling them to act decisively and achieve strategic impact at grassroots level. HR decisions are made where value creation and bottom-line responsibility sit – in the Divisions as well as in the strategic markets of China and India.

The People Partners within the Divisions and the People Partners for China and India form a key bridge between the business strategy and the requirements placed on the People organization. They work directly within the Divisions and are a primary point of contact both for managers and employees.

Their core task is translating business requirements into concrete action. They support managers on matters relating to team working as well as individual employee concerns, provide assistance with complex people issues, advise on performance, development, team effectiveness and organizational changes, while at the same time ensuring a consistent employee experience across Divisions and countries.



The People Partners report to the respective Division CEOs and, in terms of their professional responsibilities, to the Chief People & Sustainability Officer. Working together with the divisional leadership teams, they implement the People strategy and harmonize global standards with the relevant local needs.

The People function at group headquarters is streamlined and focuses on central tasks. It defines the global framework for all material matters and ensures that HR services are reliably and consistently provided worldwide. Based on the “freedom in a framework” principle, the central function establishes and implements binding standards, programs, data logic, processes and technologies. In addition, it ensures that these are applied in day-to-day operations – by both managers and employees.

People Solutions define frameworks, programs, standards and tools for all key HR topics across the entire employee lifecycle. They enable effective processes developing talents to growing, rewarding and transitioning employees.

People Recruiting attracts and recruits the talent needed for business success and operates a structured onboarding process. This function defines the end-to-end recruitment process, making sure that positions are filled quickly and consistently. At the same time, it ensures scalable delivery, consistent global standards, and clear accountability across all markets.

People Services & AI is responsible for daily HR processes and handling employee-related concerns. It ensures that user-oriented processes run smoothly, supported by automation, state-of-the-art HR technology and clearly defined standards set by People Solutions.

- People Technology & AI provides a positive, efficient user experience through employee-oriented HR systems and AI-powered solutions.
- People Service Delivery enhances quality and heightens speed by ensuring the consistent, structured and service-focused delivery of traditional HR services.
- People Service Management ensures reliability through binding service agreements, transparent performance measurement and targeted organizational support.

People Labor Relations bridges business needs and codetermination. This department, strengthens trust-based, legally compliant cooperation with employee representatives and expands expertise in labor law in the international arena. On this basis, we can make People decisions that align both with employee needs and the relevant legal frameworks.

The model combines uniform standards within the group with the flexibility to individually address different requirements. While solutions are elaborated within a globally defined framework, they are always adapted to specific business requirements. The structure is complemented by global Delivery Hubs, which ensure operational excellence and efficient service delivery.



448,118

digital business processes successfully executed in Workday in 2025

“Technology not only makes our work easier; it also opens up entirely new opportunities for finding talent, managing processes intelligently and providing personalized support to our employees. In this connection, our digitalization strategy paves the way for a forward-looking People organization and facilitates services that are as innovative as they are scalable. In particular, the use of AI is making workflows faster, more professional and also more cost-efficient.”

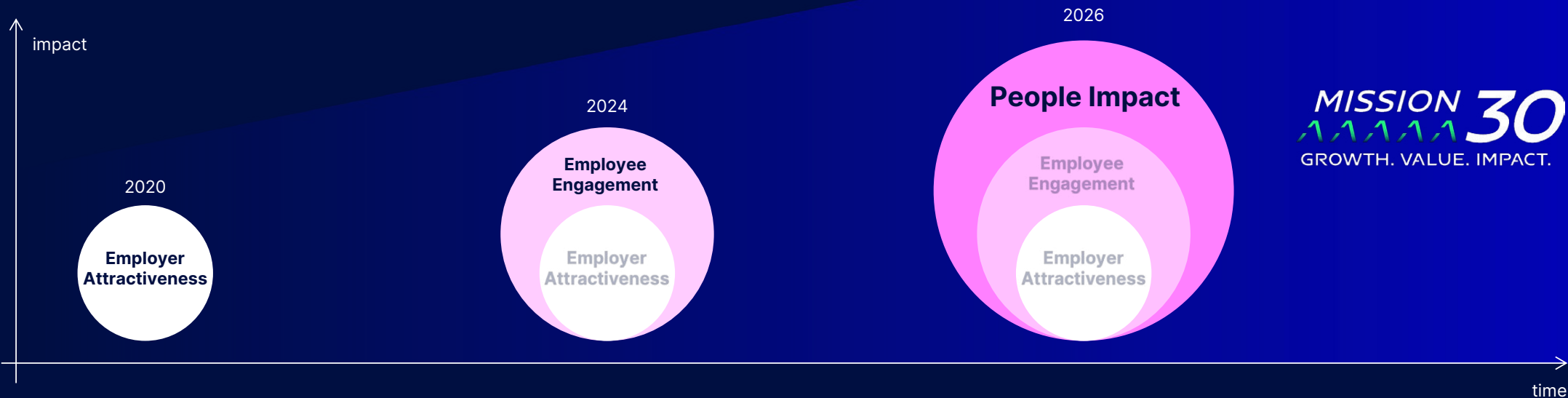
Esther Schürmann, Vice President People Technology & AI

Digitalization: Helping people to work smarter

Whether in recruiting or document management – the digital transformation of our processes makes our services more focused, efficient and user-friendly. Automating routine tasks and streamlining workflows frees up time for strategic initiatives and individual support for our employees.

Evolution of the People function

The People function has continuously evolved in recent years, from process optimization to becoming a strategic value driver for the company as a whole.



Phase 1

Building employer attractiveness

The reintegration of central HR processes into the company, the development of stable global structures and the reorientation of the HR organization lay the groundwork for our recognition as a "Top Employer".

Phase 2

Driving Employee Engagement

Re- and upskilling opportunities are systematically created through the in-house GEA Academy. New leadership and talent programs support the targeted development of potential and strengthen employee retention.

Phase 3

Achieving People Impact

The People function is evolving into a strategic partner for GEA. It generates quantifiable added value, builds skills across the company and actively supports implementation of the group's strategy.

Interview

CLOSER TO THE OPERATIONS, CLOSER TO THE PEOPLE





Interview with...



Guido Faltis
People Partner
Pure Flow Pro-
cessing Division



Sandra Moreu
People Partner
Nutrition Plant
Engineering
Division



**Marjolein
van der Heide**
People Partner
Pharma & Food
Applications
Division



Ralf Barkmeyer
People Partner
Farm Technologies
Division



Dhara Parekh
People Partner
India



Margareth Xia
People Partner
Greater China

How closely must People be aligned with the operational business for strategy to have a real impact? And how can the right balance be struck between local autonomy and global standards? GEA's new People organization addresses precisely these issues. It combines central guidelines with a high degree of flexibility in the Divisions. A lean corporate headquarters is complemented by strong People Partners in the Divisions alongside People Partners for China and India. Decisions are made where responsibility for results lies as well as wherever business and people topics directly intersect. Six managers provide insight into how this close interaction works in practice – and why it is a key success factor today.

How does the People Partners' closer alignment with business operations specifically contribute to the onward development and value creation of your Division?

Guido Faltis: Above all, it helps us become more agile. Operational insights are incorporated into our People strategies virtually in real time and are closely geared to the Division's priorities. As the People Partner organization is involved in business discussions from day one, we are able to identify skill gaps early on and can take targeted actions. The key difference is that we no longer act in an advisory capacity from the outside, but actively contribute to shaping processes in the Division from within. Measures are implemented where they have an immediate impact.

How is the success of this approach evident?

Guido Faltis: By the fact that we can attract the right employees more quickly, teams collaborate more effectively and engagement increases. Additionally, we expect greater productivity because we can identify sooner where resources are lacking, what talent our Division needs and where we need to build skills. When productivity increases and staff turnover decreases, it shows that the close connection between People and business is creating real added value.

How does the new structure change collaboration with corporate headquarters?

Sandra Moreu: Above all, it provides greater clarity. Roles and responsibilities are now clearly defined; we coordinate more effectively and make decisions faster – always with an eye on the operational business. At the same time, corporate headquarters gets a more realistic idea with regard to the production plants, teams and markets. In other words, we're moving away from managing processes toward finding solutions to our employees' challenges.

And what opportunities does this create?

Sandra Moreu: The major opportunity lies in harnessing this clarity in a productive way. We can reliably adhere to global standards while responding more flexibly to the needs of the Divisions and customers. Data and key performance indicators are playing an increasingly important role in this. They make discussions more informed and help us set the right priorities.

What opportunities arise from the closer integration between people topics and business objectives – and how do you address potential risks?

Ralf Barkmeyer: Strategic people initiatives can be tailored much more precisely to the specific needs of each Division. In Farm Technologies, for example, the skills required going forward differ significantly from those in other areas, such as in sales or engineering roles.

At the same time, it's crucial to maintain a consistent approach across the group. Made-to-measure solutions are important, but they must always take shape within an overarching framework. Ensuring this balance is a core responsibility of our People leadership team.

How does the new structure affect the speed and quality of decision-making processes in your Division?

Marjolein van der Heide: It noticeably enhances both. People expertise is now directly embedded in the business and doesn't operate from a distance. That lets us translate strategic requirements into effective decisions much more rapidly.

The combination of a divisional perspective and knowledge of local labor markets is especially valuable. When we discuss talent, role profiles or development paths, for example, we can keep both aspects in mind. This leads to decisions that make strategic sense and can be implemented at local level – with clear responsibilities, short response times and cross-functional collaboration that starts earlier and is more targeted.

As key growth markets, India and China hold particular strategic importance for GEA. As People Partners for these countries, you work directly with the respective managing directors. What advantages do you see in combining global standards with local requirements?

Dhara Parekh: In India, global standards primarily create stability in what is a highly dynamic market with fierce competition for talent. Top people can often choose between multiple offers. The combination of international guidelines and an understanding of local markets allows us to tailor our recruiting and development decisions specifically to the expectations of a young, highly mobile workforce.

Margareth Xia: In China, proximity to the market is crucial. Our HR work must respond quickly to short technology cycles, exacting customer expectations and local notions of collaboration and leadership. Close cooperation between global teams and local experts generates solutions that meet standards while creating quantifiable added value on the ground – for instance, in areas such as training, talent profiles or organizational matters. And we feed this market-specific experience from China back into the global system.

Are additional local structures or capabilities necessary to achieving the set goals?

Margareth Xia: Indeed, they are, particularly high-performance analysis and control mechanisms that are directly integrated into the local teams. They help us keep pace with the fast-moving environment and pinpoint risks, skill gaps or productivity potential early on. We have already implemented initial solutions and are continuously refining them to strengthen our teams over the long term.

What role does cultural sensitivity play in adapting and implementing the global People strategy?

Dhara Parekh: It plays a key role. Only by grasping and respecting cultural differences can we effectively implement the global People strategy in all countries and fully develop the strengths of our talent worldwide.

Employees

GROWING TOGETHER





Careers and diversity at GEA

GEA's success is built on the people who shape it every day. Our employees around the world contribute their skill and commitment to developing sustainable solutions for a better world and achieving our growth targets. As GEA's People function, we create the framework that enables them to unlock their potential and grow together with the company.

Continuous learning plays a key role in this. We offer first-class training and development programs, support individual career pathways through a group-wide performance management process and create the environment for an open feedback culture. Regular employee surveys help us to maintain a close dialog with our employees and integrate their perspectives into our corporate development activities.

Diversity and equal opportunities are key values for us and, at the same time, pivotal factors in our success. We promote an inclusive corporate culture that views diversity as a strength, and we support this by way of targeted programs and actions. In order to attract new talents, we are constantly refining our talent acquisition process – from optimizing the application experience to strengthening our employer brand. Under the motto of "Let's engineer the future. Together.", we unite a multifaceted team and create attractive career opportunities.

One particular focus is the development of our managers. We deploy global programs and individual actions to specifically prepare our own talents for future management roles; through our leadership development programs, we ensure sustainable succession planning at all levels.

GEA as an employer of choice

Within the People department, the Employer Branding team is responsible for the strategic focus in the areas of talent acquisition, employer branding, employee retention as well as diversity and inclusion. It has overall responsibility for programs, policies and guidelines in line with GEA's corporate strategy and People strategy. The department's experts

develop tools and guidelines, promoting targeted actions at both global and local level. In addition, the team works continuously to optimize processes, thereby increasing their efficiency and, at the same time, creating an enhanced experience for applicants.

Employer branding

As an employer, we aim to achieve global visibility and attractiveness, relying on strong employer branding that both appeals to and wins over talented individuals. Our ambition is to convey an authentic and consistent image of GEA.

In this regard, we attach great importance to how GEA is perceived by our employees. Their experience of their workplace, their satisfaction with and loyalty to the company are pivotal. We aim to create an inclusive working environment that fosters satisfaction, boosts motivation and generates a strong sense of belonging. In this way, we strengthen our employees' ties to the company and contribute to a positive corporate culture.

At the same time, we look outward to potential applicants, our customers, investors and the general public, nurturing their perception of GEA as an attractive and reliable partner. In order to succeed in the competition for talent, we communicate our unique attributes and values in a clear and appealing manner via appropriate channels, in each case tailored to the respective target group.

At the heart of our employer brand is the Employee Value Proposition (EVP), "The story of us". This value proposition describes precisely what makes GEA unique as an employer and what talented individuals can expect from us. The EVP is linked closely to our corporate values and conveys what we stand for, the way we work and how we want to be perceived – under the motto of "Let's engineer the future. Together."





Employer branding activities in 2025

We consistently extended our employer branding last year, optimizing the careers page on GEA.com specifically for professionals and now also allowing unsolicited applications. Our LinkedIn presence has been strategically improved, while the Job Board now boasts enhanced search functions alongside an appealing look and feel of the job advertisements targeting specific target groups.

In order to address young talents directly, the company's first Instagram channel with a focus on employer branding went live on December 1, 2025. It provides an authentic look behind the scenes at GEA. We additionally launched an employer branding profile and image campaign on Studydrive, Europe's largest student platform with over three million users. This is how we are heightening the visibility of our employer brand for this core target group and providing information about exciting career opportunities. Our messages are underscored by tangible and inspiring content. Videos such as "Why I choose GEA" and "A day in the life of a Service hero" afford insights into working life at GEA and are available on social media, LinkedIn and our careers page. With the "Get to know us" video series, we address current social media trends and deploy popular formats – including "This or That", "Explain your job to your grandma" and "Show your phone". The series runs on Instagram.

[Read more](#)



Team spirit in action

In the B2Run, Europe's largest corporate running series, GEA employees not only competed for the best times. Together with around 15,000 participants from 595 companies, they also sent out a strong signal of commitment to community engagement and sustainability. On the approximately six-kilometer circuit around Duesseldorf's Merkur Spiel-Arena, the focus was on health, motivation and community. Social responsibility played a role alongside sporting commitment. For the first time, the "Menschen für Menschen" (People for People) foundation was present as a charity partner, and a tree was planted for each participating company – a green symbol of climate and environmental protection.

GEA again recognized as a Top Employer in Europe

One of the leading employers in Europe, GEA was able to further improve its position in a respected international ranking in 2025. The independent Top Employers Institute again awarded GEA the "Top Employer" seal in Germany (for the fourth consecutive year) and in Belgium, Poland, Portugal, Spain and Italy (for the third consecutive year). Based on this certification, GEA also received the blue Top Employer Europe seal. Another milestone followed when our locations in Colombia, Mexico and the People's Republic of China also received Top Employer certification for the first time. This underlines our global strength and our commitment to excellent working conditions on three continents.

Presented annually following a standardized validation process, the seal recognizes companies that provide excellent working conditions for their employees.



9

countries were recognized with the award from the Top Employers Institute.



The process comprises four stages and evaluates six overarching HR domains and 20 key areas, including People Strategy, Work Environment, Talent Acquisition, Learning, Wellbeing and Diversity, Equity & Inclusion. It is based on a comprehensive HR best practices questionnaire with 243 questions, the answers to which must be substantiated by guidelines, principles and process documents. This is followed by an independent validation audit.

In the 2025 assessment, GEA achieved particularly great results in the Purpose & Values and Sustainability categories. In the Leadership and Business Strategy categories, GEA again impressed with its strong feedback culture on leadership skills and the clear communication of its corporate strategy.



Retention management

Attracting and retaining talent in the long term is a key success factor firmly embedded in our People strategy. In order to attract the attention of the best specialists worldwide, we continuously refine our processes and initiatives by drawing on a wide range of actions – from attractive fringe benefits to structured onboarding.

Our aim is to provide a positive, continuously evolving working environment that fosters employee satisfaction and strengthens long-term loyalty to GEA. After all, when employees feel valued, they are committed to their work and will remain part of our team in the long term. Since 2025, managers can make use of the Retention Toolbox, a collection of proven approaches and best practice examples that help them to effectively foster employee retention.

Coordinated onboarding

A targeted onboarding path paves the way for a successful start and seamless integration of new employees into the team. The program combines professional introductory training along with social networking so that new employees receive the best possible support right from the start.

E-learning modules and personal coaching introduce them to key processes and structures. The GEA Early Check-In questionnaire guides new employees throughout the first year to facilitate their integration. Additionally, local activities at selected locations foster direct dialog between new employees and managers, creating a strong sense of togetherness from day one.

Retention management in the service function

A holistic employee retention concept was developed to reduce staff turnover in the service function in the long-term. This starts with recruitment, is strengthened by structured onboarding and further consolidated by regular discussions between managers and employees. A custom-designed questionnaire helps managers to integrate new employees and encourage dialog within the team.





14

years since inception of the GEA values, a foundational pillar of our corporate culture

“Our values demonstrate what GEA stands for as an employer and what our employees can depend on. Especially in turbulent times, they provide guidance and lay the foundation on which we can all build.”

Jill Meiburg, Senior Vice President Group Communications & Brand

Values that count: Our corporate culture

A strong, actively practiced corporate culture is the bedrock of our work. Reflecting the corporate values we have jointly defined, it serves as a frame of reference for our day-to-day collaboration – with our customers and with each other, connecting GEA’s people across borders and cultures.



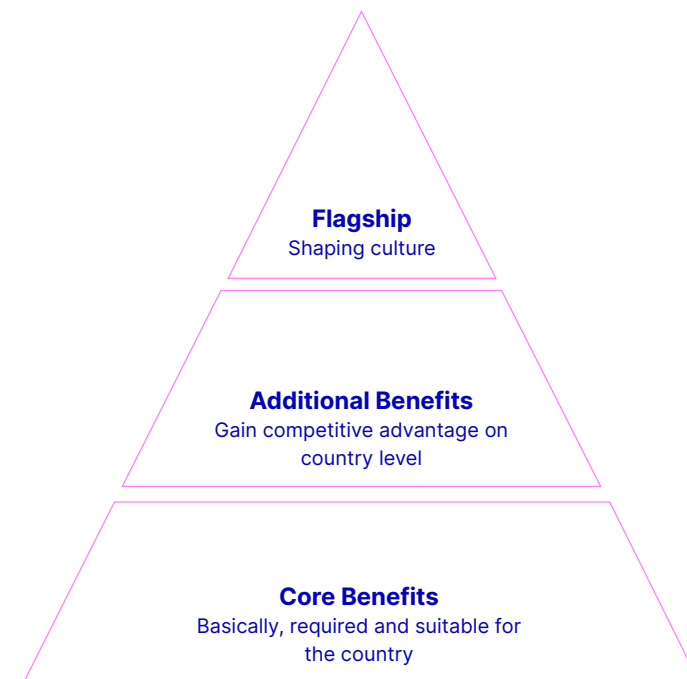
Attractive benefits

We show our appreciation for our employees through a diverse benefits portfolio comprising basic offerings, location-specific benefits and uniform group-wide flagship benefits that reflect our core corporate values. Examples include the company’s Social Day, the Employee Assistance Program (EAP) and the All Staff Incentive.

The newly devised Guiding Principles for Employee Benefits provide the strategic framework for all GEA Group benefit plans worldwide. These apply across all locations and serve as guidance for enhancing local offerings.

Continuous adjustments are made based on external studies of the competitiveness of the individual countries’ benefits and the findings of our annual employee survey regarding the attractiveness of offerings. In this way, we ensure that our benefits meet our employees’ needs and continue to be refined in line with the Guiding Principles. This includes increasing the level of digitalization of our processes and making communication about benefits even more transparent and efficient.

Closely tied to our corporate values, the Guiding Principles are to be applied in all countries. At the same time, we take account of local requirements – such as labor or tax regulations – as well as market-related differences.

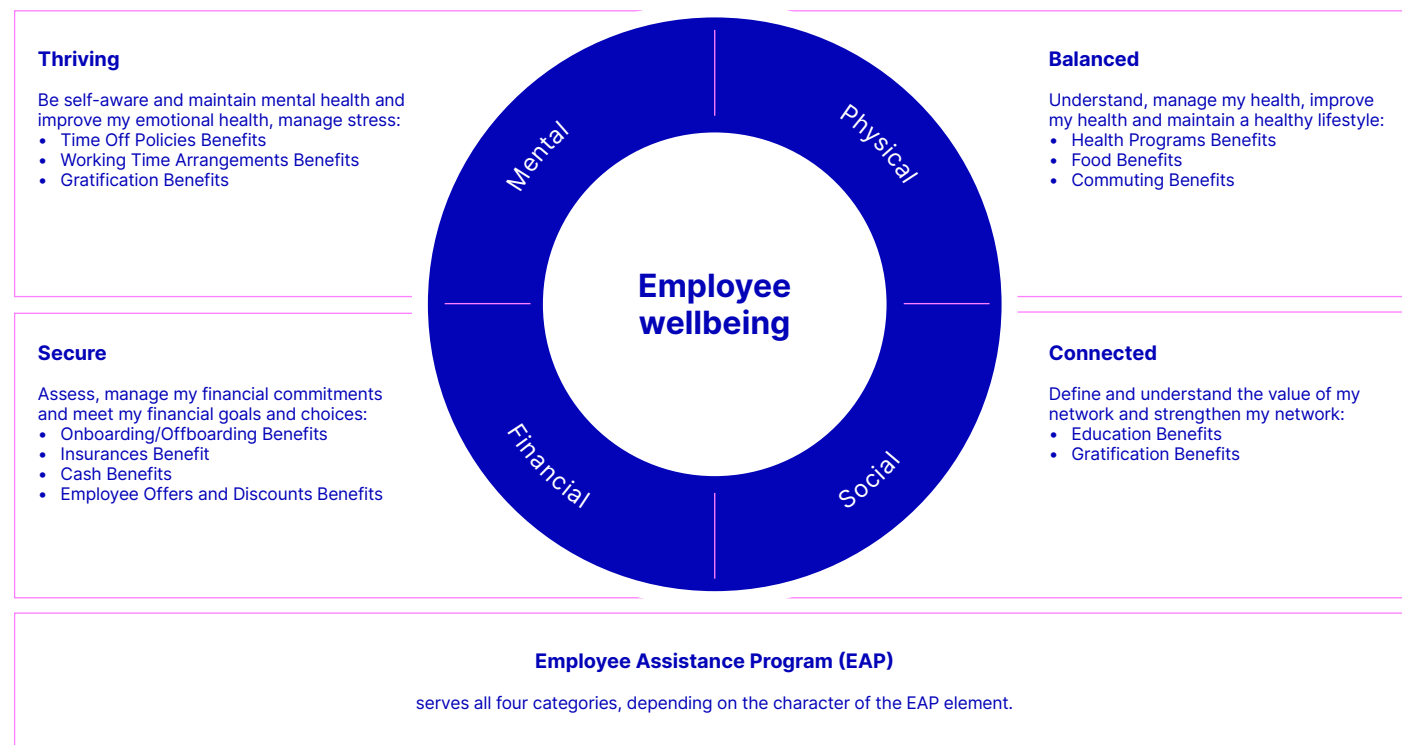




Helping where it matters most: Our engagement for children

Improving the living conditions of children and providing them with prospects for the future are a key focus for GEA. That is why, in 2025, we donated half a million euros to German aid organization BILD hilft e.V. "Ein Herz für Kinder" – our fourth major donation in succession. The organization is committed to helping disadvantaged children, both in Germany and around the world. It funds medical research projects and life-saving operations, supports equal opportunities and educational projects, and finances the construction and equipping of schools, childcare facilities and children's hospitals. Moreover, "Ein Herz für Kinder" provides aid to regions impacted by war and natural disasters as well as supporting families in difficult circumstances. In December 2025, the GEA Foundation donated a total of some EUR 1.2 million to children's aid organizations in Germany.

All employee benefits are divided into four categories of well-being: mental, physical, financial and social.
On this basis, we have created a well-balanced, holistic offering.





Our global flagship benefits

Time off for volunteering (Social Day)

Since 2023, GEA employees have been able to take one paid day's leave each year to volunteer with an organization of their choice. This provision is enshrined in GEA's Community Engagement Policy. GEA additionally supports social projects with an annual donation of one percent of its net profit.

Global Employee Assistance Program (EAP)

The Employee Assistance Program (EAP) offers valuable support in dealing with personal and professional challenges. Via a new global partnership, employees receive confidential advice from qualified specialists – in person, by telephone or online. The program is available in several languages, which promotes inclusivity. Alongside practical assistance, it encompasses psychological support aimed at enhancing well-being and performance over the long term.

All Staff Incentive

Since February 2022, the Executive Board has enabled all employees to share in the success of the corporate strategy. The All Staff Incentive has been and will be paid out in addition to the regular salary in fiscal years 2022 to 2026 if the company surpasses its defined annual targets on the path to achieving Mission 26. In 2024, there was even an increased special payment granted to reward early achievement of the Mission 26 targets. This bonus is independent of other bonus programs.



Other fringe benefits

Sustainable mobility

GEA is pressing ahead with its resource efficiency and climate change mitigation activities, also in respect of mobility. At several locations, employees receive subsidies for public transportation. In Germany, it is also possible to apply for a bicycle from the JobRad program established under a Group Works Agreement and thus enjoy tax benefits.

A central component of our sustainability strategy is switching to an all-electric company car fleet. Since 2022, we have allowed solely electric models as new incentive vehicles for managers. Worldwide, we are gradually replacing around 4,300 diesel and hybrid vehicles with fully electric alternatives. No new vehicles with combustion engines are being approved.

GEA is investing heavily in the charging infrastructure needed to ensure that the transition is successful. By the end of 2025, almost all German locations had been equipped with charging stations for electric vehicles. Further countries will follow. Nine European markets are to make the transition by the end of 2026 – with an expected impact of 87 percent on the net zero target. Another 27 countries are to follow by 2030.

Psychological support

In 42 of the 61 countries in which GEA has employees, the company offers anonymous psychological counseling in the event of mental, physical, financial and emotional challenges as well as discrimination or other stressful situations.



Work-life balance

Work-life balance is a key priority for GEA. GEA is committed to providing its employees with paid annual leave and offers a range of measures designed to support employees in balancing their professional and personal responsibilities. With parent-friendly offerings and flexible solutions for taking care of family members, we provide the spare time needed for addressing individual life situations. Our employees benefit from flexible working arrangements, additional leave and external advisory services such as the Employee Assistance Program (EAP), at all times taking local requirements into account.

We offer a variety of options for balancing work and private life – part-time models, full-time or part-time working from home and alternative work locations. Another option is job sharing, with two part-time employees sharing a full-time position. In various locations, employees also benefit from overtime management programs that allow eligible overtime hours to be accrued and taken as paid time off at a later date, providing additional flexibility to support individual work-life balance needs. In close consultation with their supervisors, employees can find the right solutions for training, fulfilling family commitments or handling personal matters.



Parent-friendly offerings

GEA supports parents-to-be with targeted programs to facilitate everyday family life. A special family service provides informative videos with practical tips on planning and taking advantage of parental or caregiver's leave. At selected locations, experienced advisors give insights into flexible working arrangements aimed at meeting individual needs in the best possible way.

In Germany, GEA also provides support in finding childcare and, under certain conditions, pays tax-free allowances for places in daycare facilities. Alongside statutory parental leave, employees receive five additional days of special leave per child in the first three years of life. Worldwide, employees benefit from 14 weeks' paid parental leave for one parent and two weeks for their partner after the birth or adoption of a child. Non-biological parents are similarly eligible to take parental leave. At various locations, nursing rooms are provided for breastfeeding mothers.

Support in caring for family members

Employees in Germany are entitled to up to ten days of special leave per year to care for family members. In addition, there is the option of voluntarily donating vacation days to fellow team members facing particular caregiving challenges.

Meal benefit

At numerous locations, GEA provides meal benefits for employees, both for lunch in the company's own cafeterias and for orders placed with delivery services.

Offers and discounts

In several countries, employees benefit from attractive, regularly rotating offers and discounts on products and services.

Health

As part of its preventive healthcare program, GEA offers a wide range of courses to promote the health of its employees. At selected locations, financial support is provided for memberships of sport and fitness studios.

Company pension scheme

In many countries, GEA offers company pension schemes that allow employees to actively and individually structure their retirement provision in consultation with GEA.

Support for doctoral and MBA programs

GEA supports employees in a number of countries with their continuing education through scholarships and grants for PhD and MBA programs. Besides financial aid, students benefit from flexible working arrangements that enable them to take time off specifically for their studies.



GEA cooperates with external partners to provide its employees with targeted support for caregiving issues as well as relief in crisis situations.

Under a dedicated website **Care.com**, employees can find **professional assistance** in organizing care for children and family members. Experts give individualized advice and select suitable care staff, thus facilitating the search. The service can be accessed easily via the website gea.care.com.

Moreover, all employees have a **free premium membership of Betreut.de**, a 24/7 online platform enabling them to find care staff and daily home aids, post job offers and receive applications by e-mail.

If a sudden care situation arises, the **free hotline of Deutscher Pflegering** provides reliable information and individual advice swiftly and simply.

The **company's social counseling service** provides expert support to those experiencing debt-related issues, a family situation or life crisis. A telephone hotline serves as the first point of contact for issues such as addiction, grief or burnout and refers callers to specialized agencies wherever necessary.

Care consultants help plan and organize care for elderly family members – from assessing care needs to selecting suitable facilities.

Employee survey

Employee surveys conducted at regular intervals are a key tool enabling us to foster a culture of open dialog, strengthen mutual appreciation and continuously evolve as an employer. The findings deliver precise insights into the current sentiment and working environment and pave the way for improvements.

Structured evaluation of the feedback gives us a better understanding of our employees' needs, identifies room for improvement and serves as the springboard for specific actions. Our aim is not just to implement short-term adjustments but also to enhance our employees' satisfaction and loyalty over the long term.

We have been conducting the survey in cooperation with an independent opinion research institute since 2020. Employees rate the company and their direct supervisors in 13 core dimensions:

- Engagement
- Hands-on management
- Growth opportunities
- Trust in leadership
- Employee communication
- Positive working environment
- Meaningful work
- Rewards & Benefits
- Organization Effectiveness
- Customer centricity
- Innovation
- Sustainability
- Diversity

A standardized set of questions ensures group-wide comparability, particularly regarding areas such as job satisfaction, purpose and work-life balance. The questionnaire is regularly reviewed and adapted to include relevant topics and ensure reliable data. We use the comparative values to assess progress in individual areas and implement targeted actions to continuously improve working conditions, communication processes and the overall working environment. A new survey is once again planned for 2026.



80

percent of our employees participated in the employee survey.

Results of the 2025 employee survey

The participation rate of 80 percent in the 2025 survey underscores our employees' confidence that their feedback will be taken seriously and implemented. We feel that open dialog at all levels is important: That's why the Executive Board communicates the results transparently – both the positive aspects and the action areas identified – and provides regular information about the global action based on the survey.

Of the 13 dimensions covered by the 2025 employee survey, the best results were achieved in the following: sustainability with 83 percent (2024: 79 percent), diversity with 80 percent (2024: 78 percent) and engagement with 76 percent (2024: 74 percent).

Engagement remains a key dimension with a score of 76 percent and an improvement in all three statements compared with 2024. "I would recommend GEA as a good place to work" received approval from 82 percent of respondents – three percentage points more than in the previous year – and thus exceeded the target of 80 percent formulated as part of Mission 26. Compared with the 2021 survey, approval rose by seven percentage points.

"I would choose to stay with GEA even if offered the same pay and benefits elsewhere" scored one percentage point more in 2025 than a year earlier, whereas motivation increased by two percentage points.

In 2025, trust in leadership achieved 59 percent approval, while Rewards & Benefits scored 55 percent. The evaluation for sustainability was particularly positive. A total of 85 percent of respondents agreed with the statement: "In my unit, everyone takes personal responsibility for complying with safety rules and procedures". This means GEA's result exceeds that of other production companies by one percentage point.

The long-term trend shows clear advances: In a five-year comparison, most of the areas surveyed improved significantly. The greatest progress was made in the aspects of "My direct manager supports my professional development" and sustainability. Strong improvements were also recorded in the dimensions of employee experience (career, training, performance management and pragmatic leadership) and communication with top management also improved markedly. Aspects that had already had high ratings, such as "Cross-company collaboration" or "GEA is making the changes necessary to compete effectively", improved more slowly but stably from 2020 to 2025.

As a direct result of the 2025 survey, a total of 4,379 initiatives were launched across the company in response to the feedback received from employees with the aim of optimizing existing processes or establishing new approaches. This is a significant increase on previous years.



82

percent of our employees
would recommend GEA as a
good place to work.

Actions derived from the employee survey

The findings of the employee survey are more than just data. They are pivotal for our shared development and pave the way for global actions in support of the company's sustainable progress. In addition, managers use them to implement team-specific activities. Teams come together in workshops to discuss the results and devise specific plans that they then implement.

The People function organizes regular training courses for managers and People Partners in order to provide them with targeted support. Moreover, employee focus groups were established in 2025 to gain an even better understanding of key issues such as employee retention, fair remuneration and development opportunities. These discussions added valuable practical insights to the quantitative survey findings.

A total of three global initiatives were launched in 2025 to effectively enhance engagement, performance and development opportunities.

Know & Grow: Shaping careers actively

We launched the Know & Grow presentation to help our employees take responsibility for driving their own careers. In the one-hour session, participants learn how to actively shape their career path and enhance their personal growth. It also introduces our learning and development portfolio and outlines specific options for continuing professional development at GEA.

High-Performing Teams: Working together to achieve high performance

The High-Performing Teams workshop launched in 2025 addresses managers at all levels, helping them to enhance the performance of their team and inspire employees. Participants learn how to precisely analyze their team's current status and, on that basis, develop action plans so that they can achieve high performance. The format is flexible and can be used by any team. Selected teams are already piloting an enhanced version of the workshop.

Targeted support: Mentoring programs and Empower Hour

In 2025, GEA launched a new mentoring platform to specifically promote professional development. Employees can choose between a program that is open to all genders and a mentoring program especially for women. Both formats strengthen networking, foster professional dialog and present new career opportunities. Almost 350 employees are already taking part in the programs. The mentoring program developed for women additionally supports GEA's diversity targets and opens up further prospects for talented women within the company.

The Empower Hour was introduced in the reporting year to foster continuous learning and personal development. In a live and interactive online session lasting one hour each month, participants are provided with fresh ideas and perspectives relating to current trends, such as artificial intelligence or efficient working methods. Employees and external experts share practical insights, inspirational stories on experience made and valuable suggestions for day-to-day working life. The Empower Hour offers time for reflection, encourages curiosity and helps employees grow both professionally and personally in a dynamic working environment.





The Female Mentoring Program

Launched as a pilot project at GEA in 2022, the Female Mentoring Program is now available to all women working for the company. Its goal is to empower female managers and create an opportunity for dialog and development. Here, four participants – two mentors and two mentees – share their personal experience of the program.

Joy (Tian) Xueyi, Vice President Indirect Procurement APAC in Shanghai, China, mentored Gail Graham, Director Project Execution in Melbourne, Australia. Kristina Boee, Senior Vice President BU Powder & Thermal Separation in Buechen, Germany, was the mentor for Carrie O'Neal, Director Sales Support & Process Engineering in Hudson, USA.

What motivated you to become a mentor?

Kristina Boee: As a young engineer, I was fortunate to have an experienced coworker guide me through professional challenges. That support was incredibly helpful for my career because it gave me an unbiased outside perspective. Today, I have the chance to help others in a similar way – that was my motivation.

Joy (Tian) Xueyi: I am delighted to support female managers on their journey. Mentoring is not just an opportunity for mentees but also a reflective process for us mentors, helping us to gain new perspectives and enhance our own leadership skills. I was inspired by my own mentor, who boosted my self-confidence as a leader.

Why did you want to take part as a mentee?

Gail Graham: I saw it as a valuable opportunity to gain new insights into leadership topics and grow professionally. Many of my supervisors were men and fantastic role models, but women face different challenges in male-dominated industries. I wanted to learn from these experiences and receive specific advice on topics that are especially relevant for women.

Carrie O'Neal: My dialog with an experienced manager allowed me to take on entirely new perspectives. I was able to formulate my own goals more clearly and understand challenges better. A good relationship culminates in active support that goes way beyond the mere transfer of knowledge.

What did you gain from your role as a mentor?

Kristina Boee: I learned to lead rather than manage. By asking questions, I can empower others to find solutions themselves. That boosts their self-confidence. I also found that it helps to note down questions and possible answers, because that creates clarity and focus.

What insights did you gain as a mentee?

Carrie O'Neal: In professional terms, it helped me to see the big picture more clearly. It's easy to lose sight of the broader view during the working day, but a seasoned manager can help you to take a step back. I was particularly impressed by my mentor's authenticity. The trust-based atmosphere made it possible to have honest discussions – and that's a takeaway for my own work.

What advice would you give to prospective mentors?

Joy (Tian) Xueyi: Trust and respect are what it's built on. From day one, you need to be aware that mentoring thrives on dialog rather than on formal question-and-answer sessions. A relaxed and open discussion culture creates a sense of security. It also makes it easier to resolve problems. The tools provided by GEA provide a good structure and support for dialog.

Why does GEA need a Female Mentoring Program?

Gail Graham: Because it makes female leadership more visible and builds the kind of self-confidence necessary for aspiring to leadership roles. We have to keep reminding ourselves why we need women in leadership positions: Diverse teams make better decisions and produce better business outcomes. That is precisely why it's important to continue this program.

Joy (Tian) Xueyi: GEA needs female managers in order to be successful in global markets. The program helps to attract and foster talent. Women often face special challenges. Experienced female mentors can offer unique support – also when it comes to securing a good work-life balance. The program is not just a matter of fairness, but delivers a strategic advantage for GEA.

Carrie O'Neal: In some areas at GEA, there are only a handful of female managers. Dialog with a seasoned female coworker helps you gain confidence about your own experiences and to imagine your future in a management role.

Kristina Boee: It opens the way for discussing topics that are perhaps easier to address openly among women. That said, every successful mentoring relationship is always based on trust, irrespective of gender.

Diversity, inclusion and equal opportunities

GEA employs people in 61 countries and our workforce is just as diverse: Talented individuals from 113 nations contribute to our success and are part of our strong global team. Diversity, inclusion and equal opportunities are core values for us and a pivotal aspect of our competitive edge. For us, “Engineering for a better world” also means creating a working environment that fosters diversity and the practice of equal opportunities.

Our workforce brings together a broad spectrum of skills, experience and personality traits, including gender and gender identity, age, ethnicity and nationality, physical and mental abilities, sexual orientation, religion and worldview as well as social background. External and organizational factors, such as professional experience, similarly contribute to diversity. Inclusion means integrating and empowering all employees irrespective of what makes them different, giving them equal access to opportunities and resources and enabling them to develop their full potential.

As part of its corporate strategy, GEA made an early commitment to implementing effective diversity and inclusion (D&I) actions in keeping with its corporate values and sustainability strategy. Managing diversity, inclusion and equal opportunities is the responsibility of the People function. Since 2012, we have been guided by the “Charta der Vielfalt” (German Diversity Charter) in implementing initiatives in this area. This initiative promotes equality for all people and, for us, represents a clear commitment to a culture of respect. Additionally, together with over 10,000 companies worldwide, we support the United Nations Women’s Empowerment Principles (WEPs) aimed at strengthening gender equality and the role of women both in the workplace and in society. We are committed to the seven Women’s Empowerment Principles, which include equal pay for equal work, gender-appropriate supply chain practices and zero tolerance for sexual harassment in the workplace.



113

nations contribute to our success and are part of a strong global team.

Our D&I strategy is based on three pillars

Ensuring an inclusive working environment for all employees, fostering diversity in the workforce and the targeted recruitment, development and promotion of diverse talents. The D&I Roadmap 2024/25 has identified additional relevant topics and is coordinating various projects covering different dimensions of diversity.

Clear standards for diversity and inclusion

Diversity in our workforce is based on a shared understanding and actions guided by binding values. We pursue an approach built on values and behaviors rather than purely on quotas. Through this comprehensive approach, we are taking a clear stance on ensuring equality for all employees and a diverse, inclusive and sustainable corporate culture.

The group-wide framework for this is our Diversity and Inclusion Policy, which sets binding benchmarks for diversity and inclusion and provides guidance for managers and employees in their day-to-day work. What we aspire to goes beyond mere compliance with legal requirements. We are actively committed to maintaining a culture in which all employees feel welcome, safe and valued.

GEA's D&I strategy sets standards that underscore the importance and visibility of these topics both internally and externally. Diversity and inclusion are crucial considerations not only for talented individuals when choosing an employer, but also for customers, investors and the ESG rating agencies that evaluate companies on the basis of standardized environmental, social and governance criteria.

Our mindset is likewise reflected in the gender-neutral language we use. We provide all employees with internal guidelines on gender-sensitive communications such as "Gender-Sensitive Language – Recommendations for the German-Speaking Region"

as well as the publication "Do You Speak LGBT*IQ?" by the PROUT@WORK foundation. Language is an expression of our way of thinking and a reflection of social change. That is why we consciously foster linguistic sensitivity in our everyday activities.

Diversity and equal opportunities are firmly enshrined in our HR processes. For example, the Group Works Agreement concerning the global executive selection process in the context of personnel development and succession planning for the GEA Group ensures a fair and equitable approach in making appointments to leadership roles and supports the goal defined in the corporate strategy of increasing the proportion of women in leadership positions. This goal aims to unlock the full spectrum of available potential and attract qualified talent for future tasks. Hiring, promoting, and development decisions are based solely on qualifications, skills, experience and performance. Moreover, the group-wide agreement on inclusion governs the participation in the workforce of people with special needs, affording protection against discrimination, avoiding social exclusion and creating genuine equal opportunities. GEA is committed to dismantling barriers and actively promoting equality – in line with our corporate principles and with the aim of attracting new talent.



Our D&I activities in 2025 at a glance



General D&I awareness offerings

- Membership of the Rhine-Ruhr Diversity Network as part of the German Diversity Charter
- Online training course “Safe Workplaces: Understanding and Preventing Sexual Harassment” for all employees and additional D&I content via GEA's Percipio learning platform
- Free diversity and inclusion training courses offered through the GEA Academy
- Mandatory training for all employees on human rights in the workplace, including D&I-relevant content
- Guide to gender-sensitive language for German-speaking countries still available
- Further technical updates in Workday, the global HCM (human capital management) system, to ensure representation of all genders
- Training on gender-neutral language: Talent Acquisition Partners trained in the use of inclusive language; tools such as the Gender Decoder help address the most diverse possible talent pool
- Inclusive recruitment policy encompassing a D&I statement for management positions to ensure that at least one female candidate is on the shortlist for vacancies.
- First Diversity & Inclusion Focus Month: implementation of an internal communications campaign with actions from all D&I streams
- Employee survey update: addition of a D&I question to measure satisfaction and progress in the diversity and inclusion area at GEA
- D&I communications calendar: regular and consistent internal updates on global D&I topics on the basis of a structured communications plan



Proportion of female specialists and managers at the company

- Growth of the Lean In Community: GEAs Lean In Community grew by 21.6 percent in 2025 and now has 518 members (2024: 426 members). Lean In Circles are self-organized women's networks within the Community, inspired by Sheryl Sandberg's book entitled “Lean In”. These foster women's career development through informal meetings that boost self-confidence and ambition. The participants share their experiences, discuss challenges and provide mutual support in achieving personal and professional targets as well as asserting themselves in leadership positions.
- Internal communications campaigns for International Women's Day and external initiatives to promote Female Engineering Day.
- Launch of the global Female Mentoring Program, open to employees who identify as women. Matching is performed via a platform that uses a questionnaire to bring together suitable mentoring pairs across divisions and countries. There were 21 mentoring pairs as of the reporting date (December 31, 2025).
- Pilot project for participation in an external female mentoring program provided by Female Resources
- Inspiring keynote sessions: “From Cockpit to Boardroom – Turning Setbacks into Takeoffs” with Nicola Winter (jet pilot and astronaut) and an “Ask me Anything” session with Stefanie Voss (circumnavigator and coach)
- Expansion of the Lean In Network and introduction of the Grow Together Circle for female interns and apprentices
- Expansion of the cultural coffee break as part of the Lean In Network



Cultural diversity

- Virtual cultural coffee breaks: 20-minute online meetings with employees from around the world, designed to foster cultural education, awareness and cross-organizational collaboration on a global level; self-registration is open to all GEA employees



Gender identity and sexual orientation

- Membership of PROUT@WORK: Since 2023, GEA has been a member of the PROUT@WORK foundation to support the concerns of queer* employees in the group. This German organization supports individuals, networks, companies and organizations with strategic advice on workplace culture, educational offerings and awareness training for employees and managers. GEAs own queer network currently has 42 members (2024: 30 members) and is now also open to allies.
- Internal communication: articles and video material on D&I topics such as the Diversity & Inclusion Focus Month, IDAHOBIT (International Day Against Homo-, Bi-, Inter- and Transphobia) and Coming Out Day, including raising awareness of coming out in the workplace
- Provision of learning content on the topic of inclusion via GEA's Percipio learning platform
- Commitment: active participation in PROUT@WORK conferences and deep-dive dialog formats
- Raising awareness: implementation of actions such as “SimpleShow Allyship” and “Awareness Interview” with the PROUT@WORK foundation
- Community growth: expansion of the cultural coffee break for the internal PROUT@WORK network



Unconscious bias

- Keynote speech in honor of Diversity & Inclusion Focus Month: talk by Roy Gluckman – “UB: The Hidden Force Shaping Our Decisions” – to raise awareness of fundamental issues
- Integration into the talent program: presentation and discussion of the topic of unconscious bias within the context of GEAs High Potential Development Initiative
- Internal resources: dedicated page on the employee platform offering training materials for individuals, teams and managers in addition to an Unconscious Bias Toolbox in the D&I SharePoint file for practical day-to-day use

*) “Queer” is used both as an umbrella term for “lesbian, bisexual, gay, trans*, inter* and more”, as well as being an independent self-designation that challenges the limiting categories of “homosexual/bisexual/heterosexual”, “male/female” and “cisgender/transgender”.

Performance management

To actively shape the future through sustainable technologies and innovative solutions, GEA relies on clear targets and a performance-driven culture. This lays the cornerstone for profitable, future-proof growth that not only ensures the company's long-term stability but also opens up a wide range of development opportunities for our employees. We believe that continuous learning strengthens individual capabilities while also driving our shared success as a company.

We have developed the GEA & You policy as part of our performance management processes. GEA & You aims to link the evolution of the company and corporate performance with that of its employees in order to foster shared growth and sustainable success. Our focus on performance and development is structured and guided by our People function. The process is based on fundamental principles: It promotes collaborative discussions between managers and employees, focuses on individual and collective growth, supports the development of skills for the future and builds trust through continuous dialog.

Employees play an active role by taking a focused, targeted approach to refining their skills. Managers play a key part by communicating expectations, setting and regularly reviewing shared goals, encouraging additional training for their teams and building capabilities for the future. They also reward outstanding performance, thereby creating an environment that enables continuous growth and sustainable success.

The introduction of the All Staff Incentive has paved the way for collective success by giving all employees a financial stake in the company's success. In addition, variable remuneration models ensure that both individual and organizational excellence are commensurately rewarded.

GEA's performance management system is built on several key components that together form a comprehensive framework for encouraging performance and development. These include the Perform & Grow process, which lays the groundwork for continuous feedback and growth; the All Staff Incentive, which lets all employees share in the company's success; and the Sales Incentive Plan (SIP), which incentivizes sales targets. The system is rounded out by the Unleash Business Performance (UBP) bonus plan. This aims to improve company-wide, division-level and BU-level performance as well as function-specific performance based on defined performance indicators.

Individual performance and corporate success

Based on our values and closely linked to our vision, GEA defines growth across three dimensions: the sustainable, profitable growth of the company itself, the alignment of personal career paths with the company's strategic goals as well as individual employees' active contribution to our shared progress.

Sustainable, profitable growth

GEA focuses on growth that is both sustainable and profitable. Our employees worldwide play a crucial role in this by helping to achieve the ambitious goals of GEA's growth plan on a daily basis. The All Staff Incentive rewards shared success and gives every employee a stake in the results achieved.

Career paths aligned with company targets

Another priority is linking individual development paths with our strategic objectives. As a leading machinery and plant engineering company, GEA draws its strength from the expertise, commitment and experience of its employees. Our Perform & Grow process supports them in shaping their own career paths while strengthening their contribution to the company's strategic and financial performance.

Individual contributions

GEA's technologies and solutions make a positive difference to the everyday lives of many people across the globe. Awareness of their contribution motivates our teams to give their best every day, thus creating a continuous process of development that drives both individual growth and GEA's overall success.



Performance management: recognizing and encouraging good work

We foster a workplace culture in which people can thrive and realize their potential to the fullest. Commitment and performance are central to this approach. Our GEA & You performance management framework links the company's success to the individual development of our employees. Clear structures, efficient processes and targeted initiatives ensure that performance is recognized and nurtured.

Attractive incentive programs

- The All Staff Incentive enables every employee to share directly in the company's success.
- Our standardized Unleash Business Performance (UBP) bonus plan rewards collaboration solely on the basis of company performance, as measured through the KPI performance of our organizational units (e.g. the divisions and business units).
- GEA offers above-average variable remuneration (at the 75th percentile in the market). This competitive positioning is based on systematic workplace assessments and comprehensive benchmarking.
- Excellence is rewarded: Our new sales incentive program not only attracts top sales talent but also motivates employees to exceed revenue targets and drive sales of strategic products.

Performance-based pay

- Salary decisions are increasingly founded on objective criteria in order to differentiate fairly and according to individual performance.
- Clear incentives contribute to a group-wide performance culture and collective action.

Fair pay and transparency

- Our salary structures and the underlying job architecture provide managers with a reliable framework for identifying comparable roles and ensuring fair compensation.
- Consistent performance criteria in our variable remuneration models – from the Executive Board across all levels – strengthen our common focus and foster mutual trust and transparency.
- Regular benchmark analyses, including an annual salary review process, ensure that salary structures are in line with market conditions.

Culture of recognition

- Our corporate values and our Employee Value Proposition (EVP) serve as guidelines for respectful interactions throughout the organization. We want all employees to feel seen, heard and valued. This increases our attractiveness as an employer and highlights the important contribution each individual makes to GEA's success.
- A top priority for GEA is to provide a safe and inclusive working environment characterized by genuine appreciation both for individuals and teams.
- Through our Perform & Grow process, we provide a structured framework for regular dialog, mutual feedback and recognition. Perform & Grow shows employees how their individual development paths line up with the company's objectives.

Suitable pay and attractive benefits

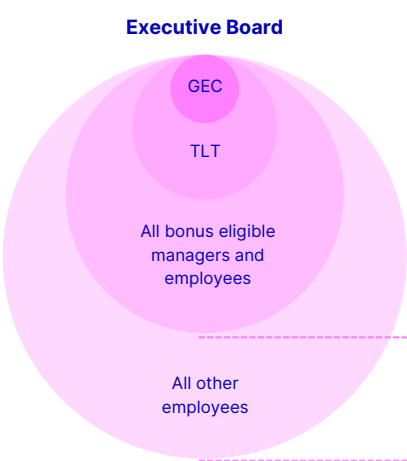
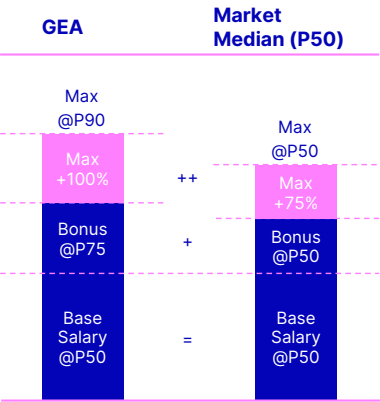
- We create a positive working environment and offer comprehensive benefits that support the financial, physical, mental and social well-being of our employees. Health and safety are top priorities at GEA. We are also fully committed to upholding human rights and the core labor standards promulgated by the International Labour Organization (ILO) as well as to ensuring a high standard of occupational health and safety. Our corporate culture prioritizes respect, honesty and loyalty as a fundamental pillar in our interactions with one another.
- GEA's Global Employee Benefits Guidance ensures that we offer competitive fringe benefits in all countries in which we operate. Retirement benefits, supplemented by local solutions, are a key component of this. In Germany, we are working to improve advisory services, support and administration with respect to deferred compensation arrangements. In this way, we are creating greater transparency by boosting process efficiency and making increased use of digital solutions.
- GEA offers leading employee benefits worldwide and promotes social engagement through a wide range of initiatives.
- All GEA employees are protected against loss of income due to major life events either through public assistance programs or through benefits provided by the company. Employees are covered in case of illness, workplace accidents, disability, parental leave and retirement. They are also eligible for unemployment benefits from day one of their employment with GEA. In addition, all employees may request leaves of absence for family reasons. This means that 100 percent of GEA employees are entitled to such leave.

Pay for Performance: rewarding success, shaping the future

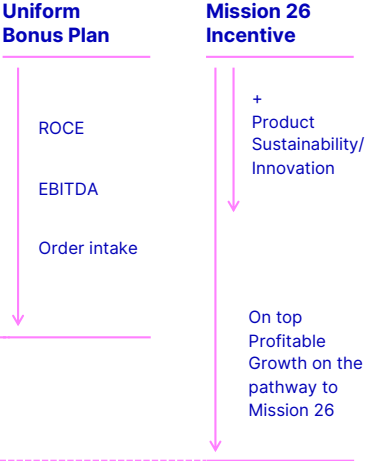
A key element of performance management at GEA is our pay-for-performance approach, which offers above-average rewards for strong business performance. Our bonus model is designed to enable above-market payouts when targets are met. GEA's focus on performance is reflected in the consistent use of KPIs across all remuneration models. Bonus payments are based on clearly defined, company-wide metrics applicable to every level of the organization. They are applied and remunerated uniformly across the group to ensure that targets are aligned from the Executive Board down and include all employee levels. We also link sustainability targets directly to the remuneration models applicable to the top leadership team. This underscores our commitment to firmly embedding environmental and social responsibility into our corporate governance while ensuring that business success and sustainable management go hand in hand.

GEA's Pay for Performance Approach 2025 rewards successful company performance stronger than the market

Our bonus approach targets the bonus payout above the market in case of success

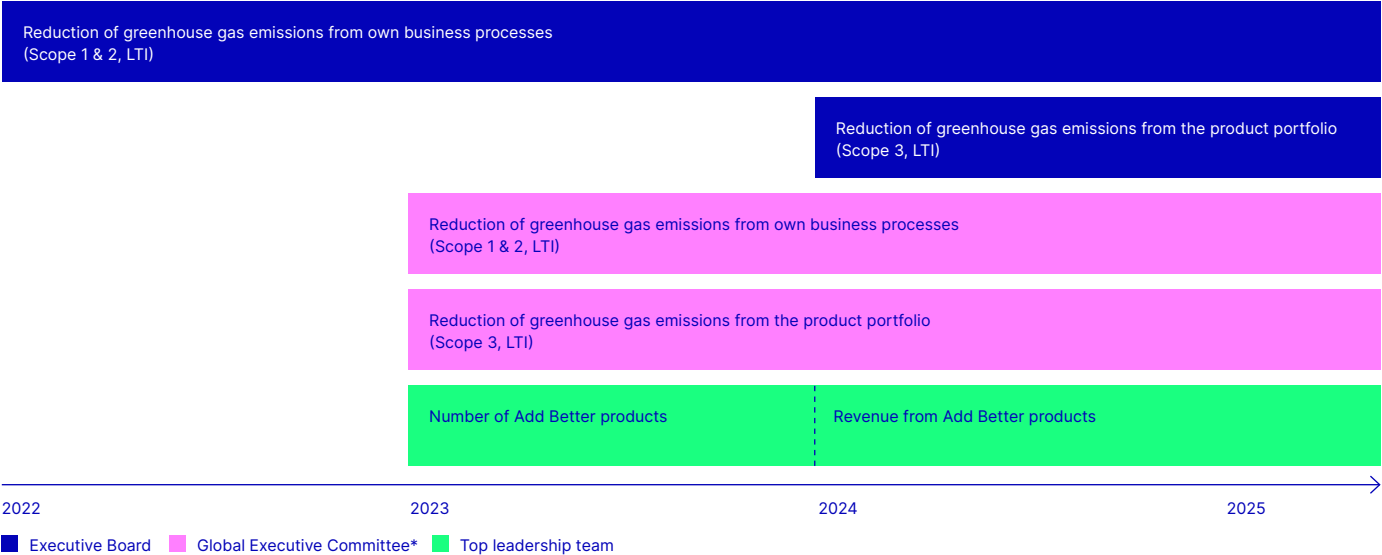


Our bonus payments are based on stringent company KPIs throughout the whole organization



In the 2025 fiscal year, under the bonus model, the Global Executive Committee – similar to the Executive Board – was measured against the same Board-level targets for the Long-Term Incentive (LTI), in particular the defined sustainability goals (Scopes 1–3). The top leadership team was compensated based on the share of revenue generated by Add Better products.

Sustainability-related performance in incentive systems



*) For the 2026 fiscal year, the previous 14-member Global Executive Committee will be dissolved, and the corresponding compensation models will be adjusted.



2025

GEA entered DAX 40 Index.

“GEA’s inclusion in the DAX, Germany’s most important stock index, marks a historic moment in the company’s history. Achieving this through our own efforts makes us particularly proud. Our focus on profitable growth, efficiency and sustainability has decisively advanced the company and, in 2025, paved the way into the top tier of the stock market. Above all, however, this distinction is a recognition of our employees, whose outstanding dedication makes GEA’s progress possible in the first place.”

Stefan Klebert, CEO

140 years of engineering expertise:
From metals trader to
global technology group

Established as a metals trader in 1881, GEA is now a successful global technology group generating revenues in over 150 countries. Each day, more than 18,000 talented and motivated people work to optimize our customers’ production processes and improve the quality of life for people worldwide. Together, we have already achieved great things – and are ready to make an even bigger impact.

Remuneration system

We place high priority on showing our appreciation for our employees – not only by paying them fairly but also by taking a holistic approach that combines attractive benefits with recognition. We offer competitive remuneration packages that reward performance while also supporting our sustainability goals. The components of our Total Rewards strategy are closely aligned with our group strategy, our People strategy and our corporate values.

Global remuneration standards, adapted to local conditions

Our remuneration approach combines adherence to global standards with meeting the requirements of local markets. GEA's remuneration structures are defined at a global level, and then adapted to reflect regional conditions. Regular benchmarking analyses give us a clear overview of market salaries and ensure that our remuneration packages remain competitive.

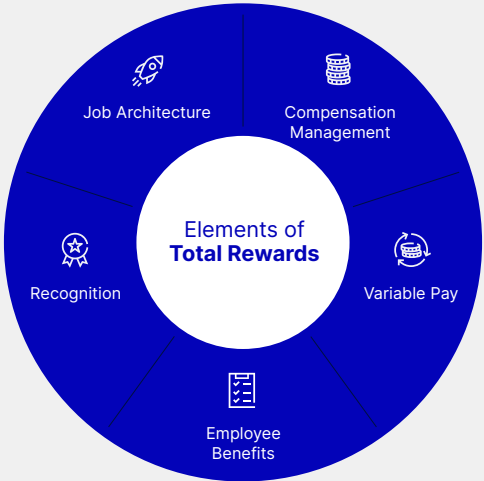
Our global job architecture provides a consistent framework while accounting for the specific characteristics of local markets. In this way, we ensure fair salary structures in line with market practice. In addition, our global Benefits Guidance warrants that additional benefits reflect the needs of the local workforce. Annual global salary reviews – together with variable remuneration plans and incentives for all employees – reward performance and provide motivation.

Collective and individual remuneration arrangements

Collective bargaining agreements or similar arrangements apply to 43.3 percent of our employees worldwide. For all other employees, remuneration arrangements are based on global or local policies and agreements. Remuneration is based on objective criteria such as the employee's role, their individual performance and corporate success and is independent of personal characteristics, in particular gender or gender identity. To ensure that remuneration reflects both market and country-specific conditions, we regularly conduct analyses pursuant to the reporting requirements of the Corporate Sustainability Reporting Directive (CSRD) and the corresponding European Sustainability Reporting Standards (ESRSs).

Minimum wage and living wage

For all employees, the annual base pay is at least equal to the statutory minimum wage, insofar as one has been defined, or to the living wage in countries with no minimum wage. While the minimum wage represents the lowest legal wage under the law, the living wage takes into account the cost of meeting basic needs as well as local differences in the cost of living.



Rewards & Performance Solutions

We manage global rewards structures and global rewards processes end-to-end

Global Job Architecture (Job Families, Grades & Levels) all employees	Global Salary Structures (Benchmarks, Bands, Compa-Ratio) all employees	Global Employee Benefits Guidance all countries
Global Annual Salary Budgets & Review approx. 12,000 employees	Global Variable Pay (UBP, SIP, Target Bonus) approx. 7,000 employees	Global M26 Incentive (all staff, TLT) all employees

Employee development

Learning and continuing education

For us, sustainable employee development means fostering the potential of our employees, including part-time employees, and providing them with opportunities for continuous learning and individual growth. We build skills systematically to support both personal career goals and the company's strategic objectives.

Our Workday Human Capital Management system – specifically the Learning section – paves the way for this. The platform brings together our global portfolio of continuing education and development offerings and serves as a central hub for training opportunities. Employees can access these self-directed learning resources at any time and develop their skills as needed.

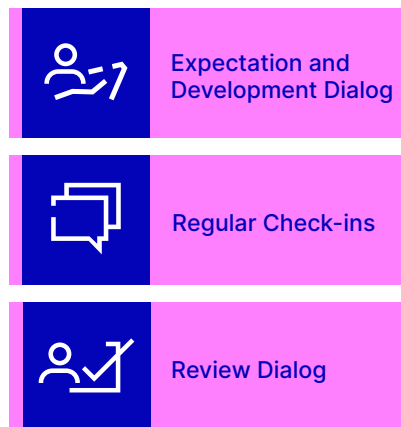
The importance of this approach is reinforced by our Perform & Grow process. To support the achievement of individual short- to medium-term goals, a development plan is created that takes career aspirations into account and supports progress toward those goals. This allows managers and employees to track progress transparently throughout the year.



Training at GEA in 2025

In 2025, a total of 17,929 employees took advantage of the learning and training opportunities. Participation in various learning formats can be broken down as follows:

- **1,063 attendances in a classroom training**, which allows for practice-based learning on site. 184 attendances in training initiatives that are integrated into everyday operations and thus combine learning and professional practice.
- **8,014 attendances in trainer-guided webinars** that enable flexible learning in digital formats.
- Moreover, a total of **17,922 e-learning**s were completed, which supports flexible and self-paced learning.



Perform & Grow

Managers and employees meet regularly throughout the year to discuss job-related topics, working conditions, performance and learning progress, health and safety as well as cooperation in general, while also providing mutual feedback.

First, short- to medium-term goals are defined in an individual development plan that also takes career prospects into account. At the end of the year, performance and learning outcomes are reviewed jointly. The manager evaluates each employee's performance, which also allows for a comprehensive overview of team performance.

Advantages for employees and managers alike

Employees take an active role in shaping their development, gain clarity about expectations and benefit from a focused learning approach. They can expand their skills, explore career opportunities and receive ongoing support from their supervisor.

Managers strengthen engagement and performance by communicating clear expectations, supporting progress and recognizing achievements. At the same time, they foster the type of skills that are critical for the company's future. Regular dialog builds trust and engagement, reduces risks and increases flexibility in day-to-day operations.

Digital support

The Workday Learning platform provides an overview of training courses completed, development activities as well as relevant learning and development metrics.

Focus on leadership culture: leadership reviews

As part of the process, leadership reviews are conducted annually. Reviews of managers across all disciplines worldwide afford transparency regarding performance and potential, help identify development and succession needs and highlight high-potential candidates. The primary aim is to foster a consistent leadership culture and ensure the best possible development of our managers.

New perspectives through job rotation



In 2025, marketing specialist Annalisa Corradi took on a new challenge, relocating from her home country of Italy to work in Singapore for three months. Her goal was to strengthen relationships with the sales and service teams in the Asia-Pacific region and to train representatives from the Homogenizer business unit.



How did the temporary move come about?

In my 2024 Perform & Grow interview, I suggested aligning our marketing activities for the Asia-Pacific business more strategically and working more closely with the local sales teams. The following year, the Homogenizer business unit under Separation & Flow Technologies launched a job rotation initiative designed to enable exactly this type of experience. As the unit has many representatives in APAC who are trained in GEA's brand guidelines, and because I saw the value in building closer relationships with them and the sales team, I proposed this as a business case – and it was approved. So I spent three months in Singapore from mid-February to mid-May 2025, supporting the teams on site and deepening our collaboration.

Did the experience meet your expectations?

It was even better than I expected. Especially valuable was that I achieved the goals we had set – building personal relationships with the sales reps, visiting local customers and analyzing a number of trade

shows. Business trips to Vietnam, India, China and Korea also gave me many new insights based on discussions with coworkers and clients as well as through direct exposure to the APAC market.

What was it like from a cultural point of view?

It was pretty overwhelming. I hadn't visited many Asian countries before, so a lot of things were new to me. I had to learn how to interact with people in different ways. The team in Singapore helped me a great deal with that. One of my key takeaways was that you really need to adapt your communication and your messaging to the target market, as each country in the Asia-Pacific region has its own particular characteristics.

What was the highlight of your trip?

I enjoyed talking about marketing and learning how our customers perceive GEA as a brand – also compared with our competitors. What's more, I found it interesting to discover that not everyone relies on the

Internet as a prime source of information but prefers to place greater trust in personal recommendations. Plus, I learned how important local trade shows and events are. Understanding which formats truly matter and which ones we can likely do without is extremely helpful for future planning.

Would you recommend a short-term job switch to your colleagues?

Absolutely! The experience was a real benefit, both professionally and personally. I would encourage everyone to discuss such an opportunity with their supervisor. In particular, sharing expertise and perspectives with the local sales team was incredibly valuable. This kind of cross-functional collaboration broadens your horizon in a lasting way.

68.8

percent of leadership positions in 2025 were filled with internal candidates.

87.5

percent of our employees received regular performance and career development reviews.

100

percent of our employees receive compensation that exceeds the applicable minimum wage or living wage* in their respective countries.

*) For this survey, market-based, country-specific remuneration is defined either as a statutory national minimum wage (where applicable) or as a living wage (in all other countries). A living wage ensures that the remuneration provides sufficient income to lead a decent way of life. The source for the statutory minimum wage per hour in local currency as well as the living wage per hour in local currency is data from the external "WageIndicator" provider, published in October 2025.



Leadership development

Our leadership development portfolio offers a wide range of training formats focused on leadership and management. These include established initiatives such as Learn to Lead, Conflict Management and Why Finance Matters. All offerings are based on GEA's Signature for Leadership model, which defines the mindset, skills and conduct expected of managers worldwide across six core dimensions.

The Learn to Lead and Master to Lead programs prepare participants for current and future leadership responsibilities by way of modules lasting several months and support them in performing their roles in line with GEA's culture. The programs are targeted at up-and-coming managers as well as first- and middle-level management. Each program is limited to 20 participants. In the 2025 reporting year, nearly 200 employees took part in the programs. All participants provided feedback and all rated the programs as helpful and said they would recommend them to others.

In addition, managers have access to individual development options, including tailored coaching, our 360° feedback tool, additional live, instructor-led online training such as Leading People Through Change as well as a broad selection of e-learning courses.



1/3

of the participants who started since 2022
have already been promoted internally.

High-potential pools

GEA makes a point of filling management positions from within the company by promoting employees who are prepared to take on new tasks and assume greater responsibility. Careful selection and development of suitable candidates strengthens the company's performance and aids the implementation of strategic goals. To prepare employees effectively, GEA offers a wide range of development programs. These convey a consistent global leadership approach and empower participants to lead effectively within the GEA culture, to deliver results as well as to inspire others.

In order to ensure sustainable succession planning, GEA has established cross-organizational high-potential pools. HiPo pools serve to identify and develop talent at an early stage for strategically important positions, creating a stable leadership pipeline. At the same time, the pools offer valuable development opportunities for employees already in leadership roles. Since 2025, the system has comprised three pools:

- **HiPo Pool 1:** senior managers with potential for top management positions
- **HiPo Pool 2:** mid-level managers with the potential to move into senior roles
- **HiPo Pool 3:** first-line managers with the potential to advance to middle management

Individuals are nominated based on outstanding performance in their current role along with the potential they demonstrate. Nominations are made through Leadership Reviews coupled with a demanding selection process that both confirms suitability and paves the way for individual development initiatives.

Once admitted to a HiPo pool, participants enter a two-year development phase involving tailored support measures and target group-specific learning formats such as training sessions, workshops on strategically relevant topics and internal forums for interacting with stakeholders. The aim is to prepare participants for more senior leadership roles, build networks and increase visibility within the company.

Talent brokers accompany participants throughout the process, providing active support for career planning and in filling vacant positions. The talent brokers take part in staffing calls and put forward suitable high-potential candidates for specific roles.

Around one-third of all participants who have joined the program since 2022 have already been promoted internally.



NextGen Leaders program

The NextGen Leaders program is GEA's development initiative for employees with outstanding potential, including those who have recently taken on leadership responsibilities. The program aims to identify in-house talent at an early stage, provide targeted development opportunities and prepare candidates for future key roles. Previously known as Talent Pipeline, the initiative was relaunched in 2025.

Interested candidates can nominate themselves up to a certain level or be nominated by their supervisors. In order to assess their potential, all candidates undergo a discerning selection process, which also serves as the launch pad for each candidate's individual development. The relaunched initiative with updated content was shortened from two years to 12 months and adapted to reflect current business requirements. It focuses on equipping talent with the necessary tools and skills to support their future career with GEA.

The program combines group modules with flexible components. Broken down into three core areas, the group modules give participants insight into the group (including the group's KPIs), helping them hone their leadership skills and teaching them how to empower themselves and others effectively. Flexible components round out this learning journey by way of individual, group or peer-to-peer coaching, along with measures to enhance visibility within the company, to deepen knowledge and to strengthen skills.

Throughout the program, participants are supported by dedicated People Partners in charge of regional talent pools in order to assist participants in achieving their individual career goals. In the current round, 100 talent pool members are taking part in the program in four regional cohorts.

Skills certification

In 2024, GEA launched a skills certification program as part of the group's Service Excellence initiative. The program is aimed at two key groups: Field Service and Service Sales. Its goal is to have more than 90 percent of employees in these areas certified by the end of 2026. The skills profiles and learning paths were broadly devised in 2024. No fewer than over 475 employees were awarded certifications in 2025, marking an increase of 20 percent on the prior year.

Certification provides transparency in skills profiles, bringing career paths into clear focus and lending structure to the learning process. This not only supports personal growth but also contributes to diversity and inclusion. The learning experience is intensified by the opportunity for participants to track their own progress and receive feedback from mentors, which supports their career development. At the same time, the program fosters knowledge sharing and strengthens social responsibility within the team.

The learning activities are based on a 70-20-10 model – 70 percent on-the-job training, 20 percent social skills and 10 percent formal training. This holistic approach combines practical experience with collaboration and structured training.

The skills certification program gives GEA a precise overview of existing capabilities, bridges qualification gaps and supports adaptation to shifting business and customer needs – a crucial factor when it comes to sustainable corporate success. Additionally, the program ensures equal development opportunities for all employees regardless of gender, age, religious affiliation, ethnicity, special needs, sexual orientation or other legally protected characteristics. It contributes not only to personal development but also to a more inclusive and fair working environment by specifically promoting underrepresented groups and targeting skills building.



8.8

percent of the group's female employees work in STEM professions.

"We are setting clear targets to achieve genuine diversity. We are driving initiatives that go beyond mere metrics to create an environment where equal opportunities are lived and breathed and where everyone can develop their full potential. This is how we nurture strong leaders and sustainably enhance diversity within the company."

Robin Schreiber, Vice President People Solutions

Diversity at the top: More women in management roles

To us, diversity and equal opportunity are more than just buzzwords – they are crucial to ensuring the group's continued success in the international competitive arena. The promotion of women is a key lever in achieving greater diversity. Our ambitious target by 2030: 25 percent female representation in the top five management levels and 30 percent in our junior staff development program.

GEA Academy

The GEA Academy has been restructured to meet the growing demand for strategic, group-wide learning. It now serves as a central function under People management. In organizational terms, the GEA Academy is a central unit that reports directly to the People function. In addition, there are five Division Academies embedded in the respective divisions to ensure close alignment with the operational business. Functionally, the Division Academies likewise report to People. All units operate jointly as an integrated GEA Academy.

The Academy's curriculum comprises five core modules: Strategic Initiatives, Leadership, Functional Academies, General Education and Divisions. Each module contains learning portfolios and content tailored to various target groups.





Strategic learning programs

In 2025, the GEA Academy launched several programs that directly feed into key corporate strategy topics, including the following:

- GEA Sustainability Essentials: Understanding and Taking Action (e-learning for all employees)
- New Food learning paths (learning program for sales staff, including content regarding cultured meat, precision fermentation and plant-based solutions)
- Selling digital solutions (e-learning for sales and service staff)
- Value-based selling (training for sales professionals)

These offerings foster a shared understanding of strategic initiatives and empower employees to actively help implement the group's Mission 30 goals.

Mandatory training

In addition to its strategic learning programs, the GEA Academy conducted numerous training sessions in 2025 to ensure that all employees complete the legally required training. The programs included:

- compliance training
- a basic course on information security
- training in categorizing and handling information

Besides ensuring compliance with legal requirements, these modules reinforce GEA's culture of integrity and safety.

Individual development and specialist training

Alongside mandatory and strategy-focused programs, the GEA Academy offers a broad portfolio geared to personal development and expanding professional skills. The functional academies include dedicated learning paths for sales, service and project management employees. All employees additionally have access to a wide range of e-learning courses covering soft skills and cross-functional topics.

Product and application training

With their focus on business-specific requirements, the Division Academies primarily provide technical, product and application training solutions for target groups directly involved in operational activities, such as sales, service and project management.

Closer integration with business operations

Cooperation between the GEA Academy and the functional areas was stepped up in 2025. Intensified collaboration improves the identification of needs, facilitates coordination and opens the way for faster responses to strategic initiatives.

Academy Operations & Excellence

The Academy Operations & Excellence department prepares the ground for all Academy areas and drives operational excellence. The Academy's work focuses on four pillars:

- People & Processes: efficient implementation of strategic initiatives through standardized processes
- Technology & Infrastructure: optimization of the learning infrastructure, provision of innovative learning tools and design of user-friendly learning environments
- Quality & Data Management: optimizing and ensuring governance, undertaking data-based measurement of Academy impact and complying both with internal and external audits
- Marketing & Communication: strengthening the Academy brand, enhancing communication channels and creatively marketing learning offerings

Training programs to foster an ethical and sustainable workplace culture



Addressing workplace harassment and bullying

GEA offers dedicated training for all employees on how to handle reports or incidents of bullying and harassment. Training is offered in two key areas:

Preventing sexual harassment

GEA is committed to ensuring a diverse, ethical and inclusive corporate culture and considers sexual harassment to be a serious violation of human rights. To safeguard the working environment, a training program called “Safe Workplaces: Understanding and Preventing Sexual Harassment” was introduced in January 2025. Available in 17 languages, the program is mandatory for all GEA employees.

Program content:

- GEA's policy regarding sexual harassment
- Types of sexual harassment
- Preventative measures
- Channels for reporting misconduct

Human rights in the workplace

GEA's “Human Rights at Work” training course conveys the fundamentals of human rights and their relevance to everyday working life. Launched in September 2023 in 19 languages, the program is mandatory for all employees. A refresher course will begin in the first quarter of 2026.

Program content:

- What are human rights?
- Companies' influence on human rights
- Corporate responsibility for respecting human rights
- Examples of risks in the world of business
- Human rights and the environment
- GEA's actions and employee contributions

Sustainability and climate change

GEA supports its employees in mitigating the adverse effects of industrial transformation and the impact of climate change. “GEA Sustainability Essentials: Understanding and Taking Action” is a training course covering the fundamentals of sustainability as well as practical approaches to environmentally responsible conduct. Launched in July 2025 in 18 languages, the course is mandatory for all office staff. Production employees with access to Workday Learning may participate on a voluntary basis.

Program content:

- What does sustainability mean?
- Environmental aspects: understanding and combating climate change
- Social sustainability: education for all, fair working conditions, equal opportunities, access to health care, food security
- What is economic sustainability?
- Sustainability in practice: Mission 30, net zero, examples of impactful GEA initiatives

Personal development

GEA offers a 360-degree feedback tool for all employees to foster learning and personal growth. The tool is not intended for performance evaluation but rather for self-reflection and individual development. It is suitable both for managers and for employees without supervisory responsibilities.

The 360-degree feedback tool is intended to:

- Improve self-awareness
- Identify strengths and weaknesses (blind spots)
- Build new skills



53,431

training courses successfully completed
in Workday Learning in 2025

"We are consciously strengthening digital skills so our teams can recognize technological trends at an early stage, translating them into innovations for our customers and making our in-house processes more efficient. This is how we support our employees on their journey while remaining agile, innovative and competitive as a company."

Roger Falk, Chairman of the Group Works Council

Building skills, shaping the future

In a rapidly changing working environment, we focus on continuous learning and building skills. Targeted upskilling enables our employees to acquire new capabilities and actively grow their roles. This benefits not only our employees but also the entire company.

Health and safety

HSE awareness session

This course teaches the fundamentals of occupational safety, health and environmental protection at GEA. Topics include gaining an understanding of GEA-specific standards and tools, reporting accidents and incidents, raising awareness of hazards and minimizing risk. The program was introduced in October 2024 in 22 languages and is mandatory for all employees. A refresher course will begin in the fourth quarter of 2026.

Empower, protect, succeed: HSE for managers

This course comprises six modules covering leadership responsibilities, HSE-related obligations, safety culture as well as GEA-specific programs and tools. Launched in November 2023 in 12 languages, the course is mandatory for all managers. A refresher cycle began in January 2026.

GEA AHEAD: Using AI responsibly and effectively

With the launch of GEA AHEAD in September 2025, GEA introduced a group-wide program designed to unlock the potential of AI in a strategic, practice-based way. Connecting people, knowledge and technologies, the program aims to accelerate the targeted deployment of AI solutions across all business units.

GEA AHEAD stands for "AI for Human Empowerment, Automation and Digitalization" and is structured around three core workstreams: AI for All, Specialized AI and AI Innovations.

The AI for All workstream focuses on enabling employees worldwide to harness AI in their daily work – regardless of their technical background or level of experience. Its goal is to strengthen each employee's skills in working with these technologies over the long term.

In 2025, all staff with a GEA-issued device were offered training in Microsoft Copilot Chat. The training sessions covered the core functions, potential applications and the limitations of Copilot Chat. Participants also received practical guidance on prompt engineering and on the principles of responsible AI usage.

Additionally, advanced courses were available to employees with a full Microsoft 365 license – including M365 Copilot Fundamentals, M365 Copilot – Art of the Possible; App Deep Dives in PowerPoint, Word, Excel, Outlook, Teams and Loop; as well as an introduction to Copilot Studio Agents.

Building on AI skills will continue to be a focus in 2026. The goal is to further promote the responsible and effective use of AI throughout the group. Alongside other Microsoft Copilot training courses, GEA is introducing general AI literacy training to provide basic knowledge about AI. The course explains key concepts, terminology and the way AI systems work, including their capabilities and limitations.

Supplemental learning opportunities will be offered throughout the year, including AI Knowledge Nuggets, Q&A sessions with in-house experts and selected content from external providers to underpin the continuous honing of skills.

Vocational training

GEA is committed to taking a responsible, proactive approach to vocational training that goes far beyond mere economic necessity. We create opportunities for young people, offer them support on their career journey and work together to build a sustainable future. This level of engagement makes us one of the most attractive vocational educators in the German manufacturing sector.

In 2025, we had a total of 380 apprentices in Germany. Our tried-and-trusted apprenticeship program, which was successfully expanded to include the United States and Poland as early as in 2024, was systematically pursued in the reporting year. Looking ahead, our focus remains clearly on sustainably nurturing early-career talent and securing qualified professionals worldwide.



93

apprentices were hired by
GEA in Germany in 2025

[Read more](#)



GEA provides training in the following professions (m/f/x):

Industrial professions:

- Plant Mechanic
- Electronics Technician for
 - Operating Technology
 - Automation Technology
- Warehouse Logistics Specialist
- Warehouse Specialist
- Industrial Mechanic
- Metal Fabricator
- Mechatronics Technician
- Mechatronics Technician for Refrigeration Technology
- Materials Tester
- Metal Cutting Mechanic

Commercial and technical professions:

- Industrial Management Assistant
- Technical Product Designer
- IT Specialist
- Office Management Assistant

In 2025, GEA offered 14 dual-study programs in the following specialist areas:

- Bachelor of Arts (training: Industrial Management Assistant, specializing in Business Administration)
- Bachelor of Arts in Business Informatics (practice-oriented course)
- Bachelor of Engineering (training: Industrial Mechanic, specializing in Mechanical Engineering)

- Bachelor of Engineering (training: Industrial Mechanic, specializing in Industrial Engineering)
- Bachelor of Engineering (training: Mechatronics Technician, specializing in Mechatronics)
- Bachelor of Engineering (practice-oriented course of studies, specializing in Electrical Engineering)
- Bachelor of Engineering (practice-oriented course of studies, specializing in Mechanical Engineering)
- Bachelor of Engineering (practice-oriented course of studies, specializing in Mechanical Process Engineering)

- Bachelor of Engineering (practice-oriented course of studies, specializing in Digital Technologies)
- Bachelor of Science (training: Electronics Technician, specializing in Electrical Engineering)
- Bachelor of Science (training: Computer Science Expert, specializing in Computer Science)
- Bachelor of Science (practice-oriented degree course, specializing in Process Engineering)
- Bachelor of Science (practice-oriented degree course, specializing in Industrial Engineering)
- Bachelor of Science (practice-oriented degree course, specializing in Software Technology)

Dual vocational training programs in the United States based on the German model

In 2024, GEA introduced a dual vocational training program in the United States based on the German model to address the lack of skilled technicians at one of the group's largest repair facilities. Combining structured classroom learning with hands-on experience, the dual training approach follows a proven framework that imparts both technical knowledge and practical skills. By giving apprentices early insights into GEA's internal processes and working with GEA products, the program specifically prepares them for future roles within the group.

The project was launched in late 2023 in cooperation with the Industry Consortium for Advanced Technical Training (ICATT). Supplementary modules have been added to the curricula of the technical colleges involved to enable training as an industrial mechanic in line with German Chamber of Industry and Commerce (IHK) standards. Local outreach campaigns informed young people about this still little-known training pathway and the long-term career prospects at GEA.

This practice-focused program closely follows the German model. Equivalent to the IHK examinations in Germany, the final examinations confer the same status. Practical exercises draw on the curriculum used by GEA's training department in Oelde, Germany. GEA representatives serve on the exam committee and are present during the final examinations.

GEA began training its very first apprentice in the USA in August 2024. In 2025, a second cohort comprising two additional participants started the program.



Vocational training in the “factory of the future”: CNC operator program in Poland



With the opening of its state-of-the-art pump production facility in Koszalin, Poland, GEA is pursuing its vision of “factories of the future” – low-emission, automated and digital. GEA launched its own vocational training program at the facility in 2024 to meet demand for skilled workers.

The goal was to introduce standardized, practical vocational training on a permanent basis to enable participants to become CNC operators. Eight students are currently finishing up the second year of their three-year training program, which combines classroom instruction with hands-on work on the factory floor. Besides theoretical fundamentals such as writing CNC programs, the apprentices have the opportunity to work directly on cutting-edge machines.

GEA has set up a dedicated training room equipped with professional computer workstations for the classroom component and provides specialized CNC machines on the production floor for hands-on training. The program is successfully implemented in close cooperation with participating schools (general secondary schools, vocational schools and technical secondary schools), whose students take part in monthly internships.



Exploring technology through play: Bring Your Child To Work Day in Kitzingen and Wallau

In 2025, we once again opened our doors for the popular Bring Your Child To Work Day at our Kitzingen and Wallau locations in Germany. This offered our employees' children the perfect opportunity to learn first-hand how fascinating their parents' workday can be.

In Wallau, 30 children – each accompanied by a parent – explored how products are packaged and what a Logimat can do (far more than just dispensing candy!). They were able to try things out for themselves, guesstimate quantities and experiment at interactive stations.

In Kitzingen, 22 children took advantage of a regional school holiday to delve into the world of metalworking under the theme of “Discover the workplace, experience technology”. They designed stainless steel cups, programmed their own tic-tac-toe games and then manufactured them using 3D printers. The realistic simulation at the welding skills center was a special highlight. To round out the day, the children visited their parents right at their workstations. The works council had consciously scheduled the event on a school holiday to lighten the load on families, promote work-life balance and strengthen team spirit.

Appendix

FACTS AND FIGURES FROM HUMAN RESOURCES



Employees

Employees by type of contract, broken down by gender¹

	Number of employees (head count)									
	2025					2024				
	Male	Female	Other	Not specified	Total	Male	Female	Other	Not specified	Total
Number of employees (head count)				116	18,970				46	18,720
Number of permanent employees (head count)	14,257	3,766	0	88	18,111	14,129	3,650	0	37	17,816
Number of temporary employees (head count)	643	188	0	28	859	724	171	0	9	904
Number of non-guaranteed hours employees (head count) ²	0	0	0	0	0	0	0	0	0	0

1) Number of employees as of the respective reporting date (December 31), excluding apprentices and employees in inactive employment relationships.
2) GEA does not offer or utilize contracts for non-guaranteed hours employees. Therefore, no employees are reported under this category.

Employees by type of contract, broken down by region¹

	Number of employees (head count)															
	Germany, Austria, Switzerland		Eastern Europe		Western Europe, Middle East & Africa		Northern and Central Europe		Asia Pacific		North America		Latin America		Total employees	
	Number	in %	Number	in %	Number	in %	Number	in %	Number	in %	Number	in %	Number	in %	Number	in %
2025																
Number of employees (head count)	6,455	34	825	4.3	2,700	14.2	3,362	17.7	3,164	16.7	1,706	9	758	4	18,970	100
Number of permanent employees (head count)	6,288	34.7	738	4.1	2,675	14.8	3,253	18	2,699	14.9	1,701	9.4	757	4.2	18,111	96
Number of temporary employees (head count)	167	19.4	87	10.1	25	2.9	109	12.7	465	54.1	5	0.6	1	0.1	859	4.5
Number of non-guaranteed hours employees (head count) ²	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Number of full-time employees (head count)	5,942	33.3	813	4.6	2,615	14.6	2,902	16.2	3,156	17.7	1,684	9.4	756	4.2	17,868	94
Number of part-time employees (head count)	513	46.6	12	1.1	85	7.7	460	41.7	8	0.7	22	2	2	0.2	1,102	6

1) Number of employees as of the respective reporting date (December 31), excluding apprentices and employees in inactive employment relationships. The regional allocation refers to the employees' place of work.
2) GEA does not offer contracts in connection with non-guaranteed hours work, so no employees are reported under this category.

Total workforce¹

Total workforce¹	2025	in %	2024	in %	Absolute change
Head count²					
GEA employees	18,970		18,720		250
Full-time equivalents³					
GEA employees	18,628	95.4	18,347	96,0	281
External workers	903	4.6	742	4,0	161
thereof contingent workers/temporary workers	843	93.4	682	90,8	161
thereof independent contractors	60	6.6	60	9,2	0
Total	19,531	100.0	19,089	100	442

1) Total workforce as of the respective reporting date (December 31), excluding apprentices and employees in inactive employment relationships.
2) The GEA employee head count reflects the total population, which serves as the reference for all key figures reported in the Sustainability Report.
3) Figures are based on FTEs as the reference metric for the consolidated financial statements (see ESRs S1-6 para. 50 et seq.); rounding differences of +/- 1 may occur.

Job functions¹

2025	Total		thereof employees without managerial responsibility		thereof managers	
	Number	%	Number	%	Number	%
Employees in revenue-generating functions	9,590	100	8,231	100	1,359	100
thereof male	8,198	85.5	7,025	85.3	1,173	86.9
thereof female	1,335	13.9	1,156	14	179	13
thereof other	0	0	0	0	0	0
thereof not specified	57	0.6	50	0.6	7	0.1
Employees in STEM functions	7,865	100	7,007	100	858	100
thereof male	7,128	90.6	6,327	90.3	801	93.5
thereof female	695	8.8	639	9.1	56	6.4
thereof other	0	0	0	0	0	0
thereof not specified	42	0.5	41	0.6	1	0.1
GEA employees – total	18,970	100	16,342	100	2,628	100
thereof male	14,900	78.5	12,716	77.8	2,184	83.1
thereof female	3,954	20.8	3,519	21.5	435	16.6
thereof other	0	0	0	0	0	0
thereof not specified	116	0.6	107	0.7	9	0.3

1) Number of employees as of the respective reporting date (December 31), excluding apprentices and employees in inactive employment relationships; “thereof employees” excluding managers.
Due to the functional allocation, employees can be assigned to both a revenuegenerating function and a STEM function simultaneously.

Distribution of nationalities by employees with and without managerial responsibility in 2025 – top 5

2025		Number of employees without managerial responsibility		Number of employees with managerial responsibility		Total	
Nationality*			in %		in %		in %
German		5,064	87.9	694	12.1	5,758	100
Italian		1287	86.1	208	13.9	1,495	100
Dutch		1,109	86.6	171	13.4	1,280	100
Chinese		1005	89.3	120	10.7	1,125	100
Indian		706	85.8	117	14.2	823	100

*) Nationality disclosure is voluntary. The number and percentage distribution are based on just under 87% of all active GEA employees as of the reporting date (December 31).

Performance and career development reviews

	2025					2024				
	Male	Female	Other	Not specified	Total	Male	Female	Other	Not specified	Total
Employees who participated in regular performance and career development reviews	13,085	3,434	0	79	16,598	12,181	3,388	0	10	15,579
Employees who participated in regular performance and career development reviews (in %)	87.8	86.8	0	68.1	87.5	82	88.7	0	22	83.2

Training hours

	2025					2024				
	Male	Female	Other	Not specified	Total	Male	Female	Other	Not specified	Total
Average number of training hours per employee*	10.3	9.6	0	8.8	10.2	8.6	7.4	0	10.8	8.4
Average training costs per employee (in EUR)	1,465.56					1,142.50				

*) Training hours refer to all GEA employees (full-time and part-time).

Training hours per training category

	Average training hours per employee* in 2025	Average training hours per employee* in 2024
Compliance, data protection, information security, human rights	3.7	1.3
Divisional products and technical training	3.1	2.8
Skills (leadership, personal and professional skills, project management, language skills, trainer competences)	1.3	1.1
Function-related training (finance, global operations, engineering and technology, IT, marketing, HR, QHSE (quality, health, safety and environment), legal, service, sales)	1.3	2.3
Other training	0.9	0.9

*) Based on full-time and part-time employees, excluding contingent workers. Small differences may arise due to the commercial rounding of percentages.

Average training hours¹ per management level

	2025	2024
Executive Board	5.3	3.7
Upper management level ² (reporting lines 1 to 3) ³	7.6	4.0
Middle management level (reporting lines 4 and 5) ³	11.1	9.3
Lower management level (reporting lines 6 and 7) ³	11.9	26.7
Total management (reporting lines 1 to 7) ³	11.0	10.6

- 1) Based on full-time and part-time employees, excluding contingent workers.
- 2) The "Upper management level" category corresponds to the company's internal classification for the most senior managers below Executive Board level. In the industry, this management level is also referred to as "Senior management."
- 3) Reporting line to the Executive Board.

Apprenticeships* in Germany

	2025	2024
Apprentices	380	381
Apprenticeship ratio (in %)	6.1	6.1

*) "Apprentices" are all employees in a training relationship with a German GEA company as of the reporting date. The apprenticeship ratio refers to the total number of all employees in an active employment relationship with a German GEA company as of the reporting date (December 31).

Pay ratio of annual total compensation*

	2025	2024
Ratio (highest-paid individual/median of all employees)	50.6	53.2

*) This represents the ratio of the highest-paid individual's total compensation to the median total compensation of all other employees, excluding the highest-paid individual, in the reporting period.

Members of governing bodies and employees by gender

	2025		2024	
	Number	in %	Number	in %
Supervisory Board	12	100	12	100
thereof male	8	66.7	7	58.3
thereof female	4	33.3	5	41.7
thereof other	0	0	0	0
thereof not specified	0	0	0	0
Executive Board	3	100	3	100
thereof male	3	100	3	100
thereof female	0	0	0	0
thereof other	0	0	0	0
thereof not specified	0	0	0	0
Upper management level ¹⁾ (reporting lines 1 to 3) ²⁾	628	100	610	100
thereof male	502	79.9	493	80.8
thereof female	123	19.6	117	19.2
thereof other	0	0	0	0
thereof not specified	3	0.5	0	0
Middle management level (reporting lines 4 and 5) ²⁾	1,646	100	1,621	100
thereof male	1,353	82.2	1,347	83.1
thereof female	287	17.4	272	16.8
thereof other	0	0	0	0
thereof not specified	6	0.4	2	0.1
Lower management level (reporting lines 6 and 7) ²⁾	348	100	339	100
thereof male	324	93.1	309	91.1
thereof female	24	6.9	30	8.9
thereof other	0	0	0	0
thereof not specified	0	0	0	0
Total management (reporting lines 1 to 7) ²⁾	2,622	100	2,570	100
thereof male	2,179	83.1	2,148	83.6
thereof female	434	16.6	420	16.3
thereof other	0	0	0	0
thereof not specified	9	0.3	2	0.1

1) The "Upper management level" category corresponds to the company's internal classification for the most senior managers below Executive Board level. In the industry, this management level is also referred to as "Senior management."

2) Number of employees as of the respective reporting date (December 31), excluding apprentices and employees in inactive employment relationships. The figures only include managers who head up an organizational unit. The management levels listed refer to the hierarchical levels of GEA's organizational structure, consisting of the Executive Board level and seven hierarchically subordinate levels and describing the reporting line to the Executive Board. The percentage distribution of genders relates to the respective management level.

New hires by management level, age group and gender

2025	Age < 30					Age 30 – 50					Age > 50					Age not specified					GEA Total				
	Men	Women	Other	Not specified	Total	Men	Women	Other	Not specified	Total	Men	Women	Other	Not specified	Total	Men	Women	Other	Not specified	Total	Men	Women	Other	Not specified	Total
Upper management level¹ (reporting lines 1 to 3)²																									
Number of new hires	0	0	0	0	0	14	3	0	0	17	9	1	0	0	10	0	0	0	0	0	23	4	0	0	27
Rate of new hires (in %)³	0.0	0.0	0.0	0.0	0.0	4.9	3.5	0.0	0.0	4.6	4.2	2.7	0.0	0.0	4	0.0	0.0	0.0	0.0	0.0	4.6	3.3	0	0	4.3
Middle management level (reporting lines 4 and 5)²																									
Number of new hires	4	1	0	0	5	30	11	0	0	41	8	0	0	0	8	3	1	0	1	5	45	13	0	1	59
Rate of new hires (in %)³	50.0	14.3	0.0	0.0	33.3	3.8	5.5	0.0	0.0	4.2	1.4	0.0	0.0	0.0	1.3	25.0	50.0	0.0	16.7	25.0	3.3	4.5	0.0	16.7	3.6
Lower management level (reporting lines 6 and 7)²																									
Number of new hires	0	0	0	0	0	5	1	0	0	6	1	0	0	0	1	0	0	0	0	0	6	1	0	0	7
Rate of new hires (in %)³	0.0	0.0	0.0	0.0	0.0	2.3	7.1	0.0	0.0	2.6	1.0	0.0	0.0	0.0	0.9	0.0	0.0	0.0	0.0	0.0	1.9	4.2	0.0	0.0	2.0
Non-managerial employees																									
Number of new hires	404	155	1	1	561	755	253	0	3	1011	130	36	0	0	166	38	12	0	66	116	1327	456	1	70	1854
Rate of new hires (in %)³	29.0	34.8	0.0	50.0	30.5	10.7	12.5	0.0	18.8	11.2	3.1	3.5	0.0	0.0	3.2	40.0	32.4	0.0	85.7	55.5	10.4	13.0	0.0	72.2	11.4

Employee departures by management level, age group and gender

2025	Age < 30					Age 30 – 50					Age > 50					Age not specified					GEA Total				
	Men	Women	Other	Not specified	Total	Men	Women	Other	Not specified	Total	Men	Women	Other	Not specified	Total	Men	Women	Other	Not specified	Total	Men	Women	Other	Not specified	Total
Upper management level¹ (reporting lines 1 to 3)²																									
Number of departures	1.00	0.00	0.00	0.00	1.00	13.00	10.00	0.00	0.00	23.00	23.00	3.00	0.00	0.00	26.00	0.00	0.00	0.00	0.00	0.00	37.00	13.00	0.00	0.00	50
Departure rate (in %)⁴	100.0	0.0	0.0	0.0	100.0	4.6	11.6	0.0	0.0	6.2	10.6	8.1	0.0	0.0	10.3	0.0	0.0	0.0	0.0	0.0	7.4	10.6	0.0	0.0	8.0
Middle management level (reporting lines 4 and 5)²																									
Number of departures	0	1	0	0	1	50	11	0	0	61	40	7	0	0	47	11	1	0	1	13	101	20	0	1	122
Departure rate (in %)⁴	0.0	14.3	0.0	0.0	6.7	6.4	5.5	0.0	0.0	6.2	7.2	9.1	0.0	0.0	7.5	91.7	50.0	0.0	16.7	65.0	7.5	7.0	0.0	16.7	7.4
Lower management level (reporting lines 6 and 7)²																									
Number of departures	3	1	0	0	4	10	1	0	0	11	6	1	0	0	7	0	0	0	0	0	19	3	0	0	22
Departure rate (in %)⁴	60.0	100.0	0.0	0.0	66.7	4.7	7.1	0.0	0.0	4.8	5.8	11.1	0.0	0.0	6.2	0.0	0.0	0.0	0.0	0.0	5.9	12.5	0.0	0.0	6.3
Non-managerial employees																									
Number of departures	167	48	0	0	215	526	171	0	1	698	506	107	0	1	614	105	33	0	31	169	1304	359	0	33	1696
Departure rate (in %)⁴	12.0	10.8	0.0	0.0	11.7	7.5	8.5	0.0	4.5	7.7	12.1	10.5	0.0	25.0	11.8	110.5	89.2	0.0	40.3	80.9	10.3	10.2	0.0	30.8	10.4

1) The "Upper management level" category corresponds to the company's internal classification for the most senior managers below Executive Board level. In the industry, this management level is also referred to as "Senior management."

2) Number of employees as of the respective reporting date (December 31), excluding apprentices and employees in inactive employment relationships. The figures only include managers who head up an organizational unit. The management levels listed refer to the hierarchical levels of GEA's organizational structure, consisting of the Executive Board level and seven hierarchically subordinate levels and describing the reporting line to the Executive Board. The percentage distribution of genders relates to the respective management lev

3) The new hire rate is calculated by dividing the number of new hires in the reporting year by the total number of employees as of December 31, 2025, broken down by age group and gender category, respectively.

4) The departure rate is calculated by dividing the number of employee departures in the reporting year by the total number of employees as of December 31, 2025, broken down by age group and gender category, respectively.

Employee departures and turnover rate

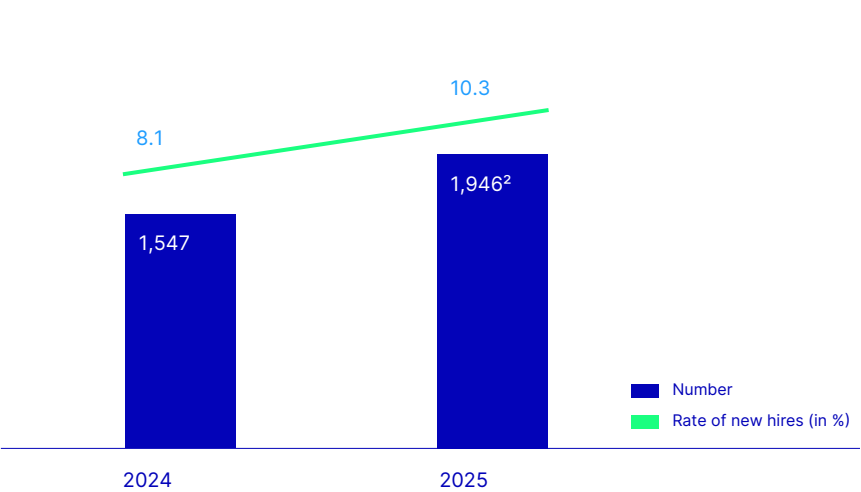
2025	Number	in %
Voluntary departures	934	4.9
Dismissal	708	3.7
Retirement	227	1.2
Death in service	22	0.1
Turnover rate*	1,891	10.0

*) Total number of employee departures during the financial year in relation to the head count at the reporting date (December 31), excluding departures related to divestments or the sale of parts of the company.

Internal vs. external hiring ratio for management positions

2025	Number of new hires	Hiring ratio in %
Management position hires	416	100.0
external	130	31.3
internal	286	68.8

Total number and rate of new hires¹



1) The metric takes into account all new hires made during the reporting year. The rate of new hires is calculated by dividing the number of new hires by the number of employees as of the reporting date (December 31).
2) The rate of new hires shown is based on an average investment amount of EUR 3,856.43 per new hire.

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Note on forward-looking statements:

This report contains forward-looking statements about GEA Group Aktiengesellschaft, its subsidiaries and affiliates as well as the economic and political conditions that may affect GEA's business performance. All these statements are based on assumptions made by the Executive Board using the information available to it. Should these assumptions prove to be wholly or partly incorrect or should further risks arise, actual business performance may differ from that expected. No assurance can therefore be accepted for the accuracy of the statements.

Rounding:

Small differences may arise due to the commercial rounding of figures and percentages.

Note on the translation:

This People & Culture Report is a translation of the German report. The German version applies in case of any discrepancies between the two.

