

COR



Sustainability Report 2024/25

What moves us. What we do. What lies ahead of us.

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No economic activity without ecological thinking.



DEAR READERS,

I can that imagine you feel the same way: we are living in turbulent times! The geopolitical situation, political tensions, social changes and the escalating climate crisis are making many people feel uncertain about the future. These developments are leading to a reluctance to invest, both in business and in people's personal lives. We are noticing this, too.

Particularly in times like these, it is all the more important that we remain true to ourselves. That we stand our ground. For us, this is just as much a matter of course as the fact that our furniture does not follow trends or fashions. My father, Helmut Lübke, founded COR in 1954, committing himself to quality, continuity and a long-term strategy. We are continuing this legacy with unwavering conviction.

We are also steadfastly pursuing our own path when it comes to sustainability – regardless of how external conditions may change. Although it would be easier to rest on our laurels, we remain committed to our sustainability strategy. We have already successfully implemented or set in motion many of the measures we set out to achieve over the last three years. You can find full details here in our third sustainability report. But that's not all. Through our new membership in the Furniture Industry Climate

Pact, organised by the German Furniture Quality Association (DGM), as well as the Climate Initiative of the Chambers of Industry and Commerce for Lippe and East Westphalia (OWL), we have committed to specific climate targets. Our goal is to reduce our Scope 1 and Scope 2 emissions to zero and become climate-neutral by 2030.

We therefore view sustainability as an ongoing process that we are constantly refining. We scrutinise our approach and strive to improve. Further measures are planned for 2026, enabling us to be held accountable for our strategy and ensuring we do not lose sight of our goals.

It is already evident today that this effort is paying off. Through investment in solar power, switching to green electricity and green gas, and expanding our electric vehicle fleet, we have reduced our emissions by 26 per cent. These measures ensure a high degree of resilience, reducing our dependence on external factors. At the same time, we collaborate closely with our business partners to promote greater transparency and accountability throughout the supply chain.

By signing up to a voluntary supply chain due diligence framework, our partners demonstrate their commitment to environmental protection and human rights. Many of these partnerships have been in place for years and are characterised by trust and mutual respect.

A project that is particularly close to our hearts is COREver. Through this initiative, we give our furniture a new lease of life – furniture that would otherwise simply have been thrown away. Over the past two years, we have taken back, refurbished and repaired around 150 pieces of furniture in order to resell them. While this brings new challenges – such as storage and distribution – above all it fills us with pride and motivates us to continue along this path.

I would like to thank our staff in particular for everything we have achieved together. They are what give COR its heart.

The foundation of this is appreciation, respect and treating one another as equals, which we put into practice every day and will continue to do so in the future. Because that is who we are. That is COR.

Yours, Leo Lübke

Owner and Managing Partner

COR Sitzmöbel

SUSTAINABILITY STRATEGY

In November 2022, we defined our sustainability strategy for the next three years in a workshop attended by senior management, representatives from various relevant specialist departments, our sustainability officer and the sustainability consultancy Focus Zukunft. Our key objectives were to reduce our resource consumption in production, extend the lifespan of our products and achieve full carbon neutrality at our company site by 2030. We set out nine sub-objectives and 24 specific projects across six key areas.

Since then, we have been working intensively on these projects and have already implemented almost all of them. We have summarised the details below to provide a clear overview of our progress. According to our annual environmental report, our emissions were reduced by 26 per cent between 2020 and 2024.

We have a new sustainability officer, Robert Wilm, who acts as the central point of contact. A steering committee meets regularly to discuss measures, processes and implementation, and to take the necessary decisions which are then put into practice in the individual departments. The representative bodies work together to raise awareness of all sustainability issues among the various business units and ensure that the necessary measures are

implemented. This is how we put our company-wide, holistic sustainability strategy into practice.

In order to refine and further develop our sustainability strategy, we have joined the Climate Initiative of the Chambers of Industry and Commerce of Lippe and East Westphalia (OWL), as well as the German Furniture Quality Association (DGM). As members, we have committed to specific reduction targets for our greenhouse gas emissions, with the aim of achieving climate neutrality in Scopes 1 and 2 by 2030.

Key measures for reducing our direct greenhouse gas emissions include switching to renewable energy sources and operating an all-electric vehicle fleet. We have already made significant progress in recent years by expanding our solar power systems and switching entirely to green electricity and gas. Mobility is another key factor within our company. This relates to our company-owned vehicles, the transport and business travel they facilitate, our employees' commutes, and the transport of our products by an external logistics provider. The majority of our emissions are generated here, both internally and externally, and we are constantly working to avoid and reduce them as much as possible.

Investing in new machinery and digitalisation will also contribute to our future. Modern machinery is more efficient and uses less energy. Optimised production planning ensures lower resource consumption. Real-time monitoring allows us to continuously improve our processes.

All of this is made possible by COR providing its staff with a good, pleasant working environment as an employer. This applies to both the administration and production areas, which have different requirements that we respond to as best we can. Staff satisfaction is very important to us, which is why we invest in our employees – it is the only way we can ensure our company's future sustainability.

We focus on the following areas:

- **Climate protection**
- **Energy management**
- **Consumables**
- **Packaging**
- **Environmentally friendly materials**
- **Product longevity**

STRATEGIC AREAS OF FOCUS

6 key areas



9 sub-objectives



24 projects





Focus #1 CLIMATE PROTECTION



COR's site is set to be carbon neutral by 2030 – without offsetting Scope 1 and 2 emissions



1 Development & implementation of a car policy

The proportion of electric vehicles rose from 29 per cent in 2024 to 56 per cent in 2025 as a result of the gradual transition from internal combustion engine vehicles.

2 Implementation of a home office policy

Staff working at computer workstations have the option of spending up to 20 per cent of their monthly working hours working remotely.

3 Additional charging points

There are now six charging points available at the head office and in the COR Haus. E-bikes can be charged for free.

4 Bicycle discount for staff

Unfortunately, a bicycle discount was not feasible for tax reasons. However, we are once again exploring alternative options, such as bicycle leasing.

5 Discussions with suppliers and freight forwarders regarding alternative fuels

Following consultation and initial test runs, the feasibility has not yet been established. However, the matter is being pursued further. Further details can be found under 'Logistics' on page 39.



Focus #2 ENERGY MANAGEMENT



By 2026, 75 per cent of the required energy is to be generated in-house from renewable sources. This target includes sub-targets for improving energy efficiency and increasing renewable energy generation.



6 Energy audit & advice from external experts

Following a heat demand assessment, the new warehouse will be heated using heat pumps, whilst production will continue to use the existing wood waste combustion system in combination with an oil-fired heating system, which will, however, only be used in emergencies.

7 Expansion of photovoltaic (PV) systems

Since installing the solar panel system on the new warehouse, we have been generating over 500 kWp of electricity. However, no further roof space is available, as the polystyrene insulation in these areas means they do not meet the fire safety requirements for solar panel systems.

8 (Re-)establishing the staff suggestion scheme

A suggestion box is available to all staff members, both in paper form and on the intranet.

9 Raising staff awareness

We aim to ensure maximum transparency and facilitate easy communication with our staff by providing regular updates, including via our intranet..

10 Conversion of the individual room control (KNX) system for the heating control at the Hauptstraße site to a user-friendly system

A new control system has been installed to facilitate the operation and monitoring of the building services.

11 Implementation of energy efficiency measures in the COR Haus (lighting and heating)

The new KNX control system simplifies operation and thereby enables efficient energy-saving measures.

12 Checking for and repairing compressed air leaks

Repairs are carried out regularly as part of an ongoing process during the company's annual holidays.

13 Switching off the façade lighting

The façade on the main road is no longer illuminated.

14 Switch off the waste cooler used for the temporary storage of food waste in the canteen during the winter

This is controlled efficiently via the automatic outdoor temperature sensor.

15 Gradual switch to LED lighting

Energy-saving LED lighting is used in all buildings and production facilities.



Focus #3 CONSUMABLES



COR production is set to be converted to a paperless factory by 2025.



16 Implementation of the "Paperless Factory" project
Implementation will take place with the roll-out of the new ERP system in 2026.



Focus #4 PACKAGING



Customer interface:
A reduction of 30 per cent in the amount of film used compared to the 2022 baseline.



17 Film in boxes: Reducing film thickness and finding and using alternatives
The film thickness was reduced by 75 per cent, from 60 microns to 45 microns.



Supplier interface:
The proportion of reusable packaging is set to reach 85 per cent by 2026.



18 Reusable packaging in aluminium casting
One of our direct suppliers has switched to reusable packaging for the transport of mesh box containers.

19 Alternative cushion packaging
Cordia Lounge cushion sets are now packaged in reusable zip-lock bags. Other plastic bags are made from 60 per cent recycled material.



Focus #5 ENVIRONMENTALLY FRIENDLY MATERIALS



The definition of a sustainable piece of furniture at and by COR is to be established by 2025.



- 20 Definition of parameters and weighting (from a sustainability perspective)**
Ongoing reviews and consultations take place between the purchasing and development departments to this end. Items that have already been reviewed are listed alongside the relevant criteria in the purchasing department.



Creating a database to serve as a knowledge base for decision-making and a set of criteria for environmentally friendly materials by 2026.



- 21 Setting up a database**
EPDs containing bills of materials, i.e. lists of all a product's components with their specific details, are stored in the Product Information Management (PIM) system so they can be accessed directly. The ERP system does not provide this information.



Focus #6 PRODUCT LONGEVITY



Implementation of a successful spare parts management system in 2026.



- 22 Definition of the spare parts management strategy**
A strategy for sustainable spare parts management is being drawn up, but has not yet been finalised.
- 23 Implementation of the strategy for spare parts management, model selection and warehouse concept**
The implementation of the strategy for sustainable spare parts management has been initiated; however, due to the complexity of the requirements, it has not yet been completed. In particular, ensuring the long-term supply of spare parts for both current and discontinued models requires further assessment and a phased approach.



Implementation of CORever by 2024.



- 24 (HR) decision: Make of buy (in-house vs. external)?**
Evaluation at the start of CORever to determine whether the overhaul can be carried out in-house in terms of the effort involved, or whether external service providers need to be brought in. So far, all work has been carried out in-house. Further details on page 30.

DGM CLIMATE PACT FOR THE FURNITURE INDUSTRY

COR has been a member of the Furniture Industry Climate Pact, run by the German Furniture Quality Association (DGM), since summer 2025. The initiative's goal, and ours, is to achieve climate-neutral furniture production.

A CO₂e reduction plan is drawn up on the basis of a CO₂e assessment prepared in accordance with internationally recognised standards such as the Greenhouse Gas Protocol (GHG). The specific package of measures sets out the processes for reducing both direct and indirect CO₂e emissions.

Companies inevitably generate CO₂e emissions as a result of their business activities. Manufacturing industries, in particular, contribute to greenhouse gas emissions through the operation of their facilities, the consumption of resources and transport.

To reduce emissions, it is possible to offset them, for example by investing in renewable energy, energy efficiency or other clean and low-carbon technologies. Changing or modifying production stages and manufacturing methods may also prevent or reduce emissions.

Any emissions that cannot be avoided through the implementation of the reduction plan can be offset in terms of their climate impact by investing in high-quality, certified climate protection projects. Only then is a company authorised to use the RAL quality mark "Climate-neutral furniture production".

This, in turn, relates exclusively to the company and not to its products, which are assessed separately.



<https://www.das-goldene-m.de/de/klimapakt>

OWL CLIMATE INITIATIVE

The Lippe and East Westphalia (OWL) Chambers of Industry and Commerce are sending a strong message in support of climate protection with the OWL Climate Initiative. The initiative aims to bring together regional companies that are committed to greater sustainability and climate neutrality. The initiative raises the profile of this commitment and encourages other companies to join the movement.

By joining the OWL Climate Initiative in April 2022, COR entered into a voluntary commitment. This stipulates that we will operate in a climate-neutral manner at our Rheda-Wiedenbrück site by the end of 2030 at the latest, at least in relation to Scopes 1 and 2 as defined by the Greenhouse Gas Protocol (GHG). Members are free to extend this commitment to include Scope 3, although the policy target for this is 2045.

On the path to climate neutrality, companies should focus primarily on measures to improve energy and resource efficiency, as well as on a climate-neutral energy supply. Ideally, offsetting measures should play a minimal role up to 2030.

<https://www.ihk.de/ostwestfalen/nachhaltigkeit-und-energie/klimainitiative-owl>

EUROPEAN DEFORESTATION REGULATION (EUDR)

Since the beginning of 2024, COR has been working intensively on implementing the European Deforestation Regulation (EUDR), maintaining close contact with its suppliers to ensure that the requirements are met responsibly and efficiently at every stage of the supply chain.

An interdisciplinary, cross-departmental project team is working on this topic and driving its implementation forward.

DIGITAL PRODUCT PASSPORT (DPP)

We are already working today on solutions for tomorrow. In collaboration with Narravero's software experts, we have initiated a project to develop and implement the Digital Product Passport for our furniture. From 2030, the Digital Product Passport will be mandatory in the European Union. Its purpose is to ensure transparency throughout a product's entire life cycle, from the origin of the materials and manufacturing, as well as repair and recycling options.

However, we do not want to wait until this step is required by law before taking it. As a responsible, long-term-thinking company, we are actively shaping the future. By introducing the Digital Product Passport at an early stage, we are adding value for our customers by providing them with clear, transparent information about the materials used, where they come from, and their environmental impact. This approach fosters a new awareness of sustainability, durability and the circular economy, which is entirely in line with our corporate philosophy of creating furniture that stands the test of time.

As a first step, the first DPP for the Drop stool will be published at the end of 2026. This pilot project will serve as a basis for learning from the experience gained and the external feedback received. DPPs for other items of furniture will then follow.



1

THE COMPANY

Since our foundation in 1954, COR has been a premium brand for seating and upholstered furniture, characterised by extremely high quality and timeless design. We remain based in Germany, in Rheda-Wiedenbrück, where it all began. As an owner-managed family business, we are committed to responsible business practices. We plan for the long term and with an eye to the future, looking beyond quarterly figures and contract terms.

1.1 COMPANY STRUCTURE

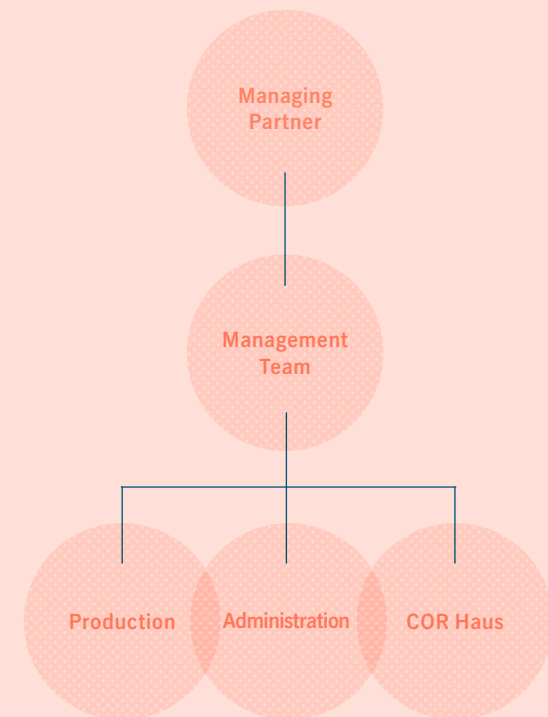
One hundred per cent of the shares in COR Sitzmöbel Helmut Lübke GmbH & Co. KG are held by the Lübke family. Founded by Helmut Lübke in 1954, the company has been managed by his son Leo as Managing Partner since 1994.

He is supported by a management team comprising senior executives representing the production, administration and COR Haus divisions, who define the company's strategy.

The management team currently includes:

- **Leo Lübke**, Managing Partner
- **Andreas Mast**, Commercial Director, TÜV Sustainability Manager (p.p.)
- **Thomas Fründ**, Head of Sales (p.p.)
- **Kai Horstmann**, Head of Operations
- **Berthold Strüve**, Head of Marketing (p.p.)
- **Claude Ampßler**, Head of Human Resources (p.p.)
- **Tobias Janorschke**, Head of Digitalisation and Process Management (p.p.)

COR ORGANIGRAM



To ensure cross-departmental transparency, members keep each other informed about their respective activities and developments. Important upcoming decisions, both company-wide and department-specific, are discussed, as are measures, processes and investments. This is underpinned by the analysis of key performance indicators, which enables us to assess how actual figures compare with set targets.

Our in-house Compliance Officer works across departments to ensure that our business operations comply with the law. This also covers the integrity, honesty and business ethics of our employees. To date, all of the reports we have received have concerned competition law issues relating to influencing our dealers' prices. Should we reject any enquiries on principle, the external service involves the Compliance Officer to document compliance with price-fixing laws. There were four such reports in each of the years 2024 and 2025.

In his capacity as Managing Partner, Leo Lübke, as the representative of the family that owns the business, bears ultimate responsibility for every decision and keeps a close eye on the company's long-term development.

1.2 ECONOMIC BALANCE SHEET

Following the boom during the coronavirus pandemic, the market – and consequently our sales performance – has returned to normal. We attribute this to stagnation in the construction sector and broader economic trends, both of which directly impact demand for furniture, as well as to subdued consumer spending in the private sector.

Following the significant investment in our new warehouse in 2023, investments in 2024 and 2025 will primarily involve replacing equipment such as sewing machines, technical machinery and LED lighting.

KEY FIGURES (IN € millions)

	2020	2021	2022	2023	2024	2025*
Sales	40,5	45,4	48,3	46,4	43,1	39,1
Sales performance compared to prior year	1 %	12 %	6 %	– 4 %	– 7 %	– 9 %
Investments	0,4	1,2	0,9	7,3	0,9	0,7
Export ratio	21 %	23 %	24 %	24 %	24 %	24 %
Equity	8,3	10,1	10,4	11,0	11,0	11,2
Equity ratio	40 %	42 %	43 %	40 %	37 %	38 %
Total assets	20,7	24,0	24,4	27,6	29,6	29,8

*Preliminary figures, as they have not yet been verified by the auditors.

INVESTMENTS IN 2023

Our largest investment in recent years was made in 2023 when we built a new, energy-efficient materials warehouse fitted with heat pumps and a solar panel system

INVESTMENTS IN 2024

Manufacturing Execution System (MES) A suitable manufacturing execution system (MES) is required to monitor, control, document and optimise production processes in real time, ensuring smooth and comprehensive order-based supply to workstations. Implementation is scheduled for completion by 2027.

Special Sales Following the move to a new warehouse, CORever and B-grade goods, such as items returned from trade fairs, now have a home of their own. In addition to the exhibition space, the on-site facilities include a small photo studio, a till counter and a packing area. A special sale is held here four times a year. The aim is to establish a system for reusing second-hand and refurbished furniture instead of disposing of it.

Modernisation of Machinery In order to improve quality and efficiency, we have invested in two new dry painting booths and a powder coating booth. We have also purchased new sewing machines and upgraded the extraction system for the fabric cutter. The Kardex Shuttle system enables the efficient, automated storage of small parts.

INVESTMENTS IN 2025

Technical Equipment Laptops, PCs and smartphones are replaced as and when necessary with new models.

Sewing Machines To ensure that our upholstery fabrics are processed to a high standard, we constantly upgrade our sewing machines.

OUTLOOK FOR 2026

Our current ERP (Enterprise Resource Planning) system licence expires at the end of 2026, by which time we will have migrated to new software.

This transition will enable us to make various significant improvements, including the digitalisation of production processes, the introduction of a modern production control system, greater efficiency in logistics and packaging, and optimised master data management.

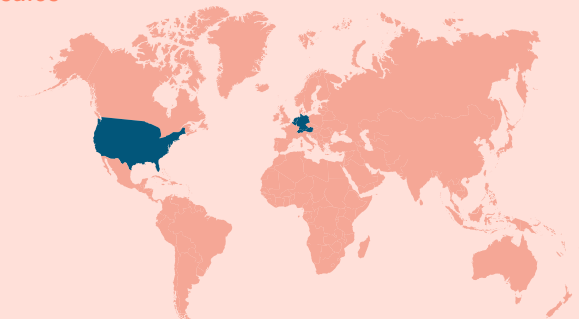
1.3 LOCATIONS AND CUSTOMERS

The heart of COR beats in Rheda-Wiedenbrück. Germany's furniture industry has established itself here in East Westphalia. This is where we bring together all stages of production under one roof at our head office. Consequently, we have a clear overview of all processes at all times, right down to each individual step. This enables us to fulfil individual customer wishes and requirements. We greatly value this flexibility. It gives us the opportunity to try out new ideas and create bespoke pieces. For our customers, it means having a partner who can make the (almost) impossible possible. At our COR Haus in Rheda-Wiedenbrück, we advise our customers in our own showroom. Our COR Studios in Berlin, Munich and Vienna are run by exclusive franchise partners. Through the COR Spaces shop-in-shop concept, we also have a presence in other cities across the German-speaking DACH region and the Netherlands.

Our aim is to provide the best possible service, which is why our sales team is out and about in the stores every day. COR products are sold through upmarket homeware and contract retailers in 41 countries. Germany remains our main market.

OUR SALES MARKETS

Percentage shares of sales



	2022	2023	2024	2025
Germany	79	76	76	76
Switzerland	5	5	7	5
Austria	3	4	4	4
USA	3	4	3	4
Netherlands	3	4	5	5
Belgium	3	2	2	3
Other countries	4	5	3	3

100 % made in Germany.

1.4 SUPPLIERS

Supplier relationships are more important than ever for businesses. Years of collaboration have forged trusting partnerships, enabling us to guarantee high-quality products, favourable terms and fair manufacturing conditions. We greatly value our close working relationships with many of our suppliers.

Nowadays, it is not just direct suppliers that play a key role. Only by examining the entire value chain can we assess and evaluate raw materials against various criteria. Our aim is to eliminate negative environmental impacts and ensure that production methods are socially and ethically sound. This approach is consistent with our values regarding people and the environment.

SELECTION OF OUR SUPPLIERS

In total, we work with around 400 suppliers and service providers. Based on purchasing volume, two-thirds of our direct suppliers are based in Germany, and one-third in other European countries.

Back in 2008, we introduced a supplier assessment system that all our suppliers are committed to.

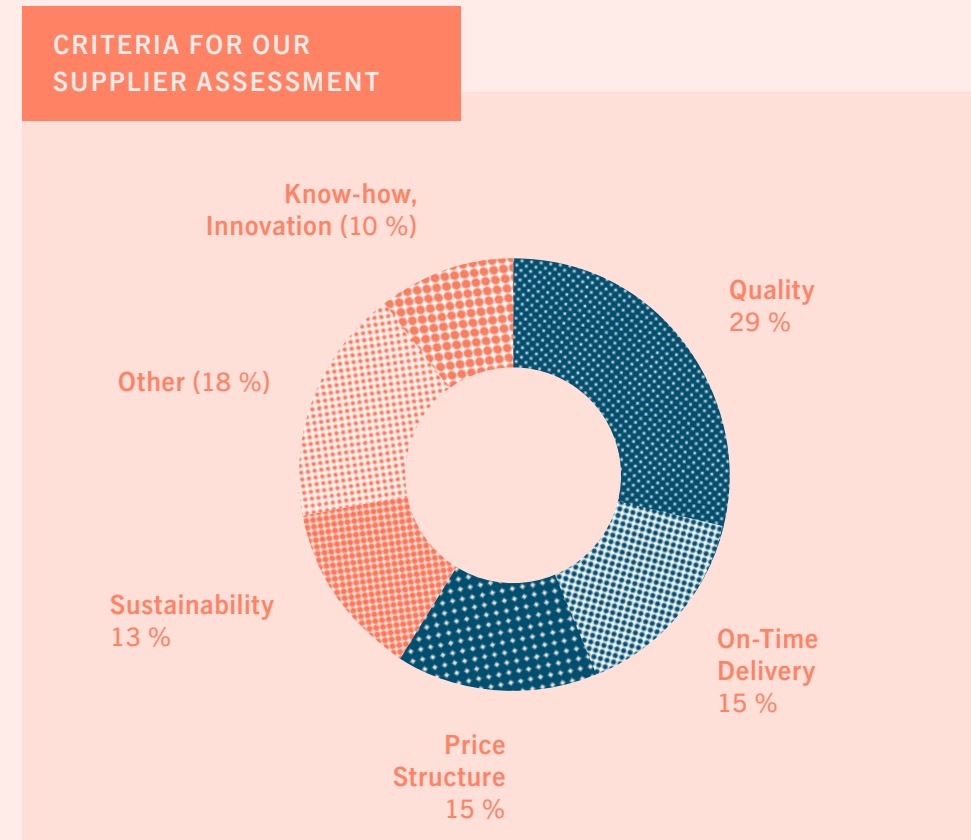
In 2024, we introduced a new certification scheme for supply chain due diligence, which was previously voluntary, in order to achieve greater transparency across the entire value chain. Key elements include compliance with human rights and environmental standards.

We carry out internal assessments of our A and B suppliers every year. This means that around 90 per cent of all our suppliers are reviewed and assessed against our criteria on an ongoing basis. In addition, face-to-face audits of suppliers are conducted every year to evaluate production conditions on site.

By monitoring existing suppliers continuously, we can ensure that they meet our requirements. We also maintain regular dialogue with them to strengthen our business relationships and implement any necessary improvements.

Quality (29 %): Only high-quality materials guarantee a long service life. **On-Time Delivery (15 %):** This criterion assesses how well the supplier adheres to delivery deadlines, i.e. how punctual and reliable their deliveries are. This is the only way to ensure that subsequent planned processes run **smoothly**. **Price Structure (15 %):** The price-performance ratio must be right. However, we do not base our decisions solely on the lowest price, but also on fair and trustworthy business **relationships**. **Sustainability (13 %):** Short supply chains directly impact CO₂e emissions from transport, which is why two-thirds of our suppliers are based in Germany and one-third in other European countries. All suppliers of product materials must meet the criteria of the Blue Angel eco-label and the REACH Regulation.

Know-how & Innovation (10 %): The technical expertise of our suppliers and their development of forward-looking innovations have a positive impact on our business operations. Maintaining a close relationship with our suppliers enables us to support and encourage improvements such as technical advances, alternative materials and social improvements within the supply chain. **Other (18 %):** This **category includes** service, flexibility, communication, storage and transport capacity, machinery, creditworthiness, financial strength, and location or distance from our head office. Individually, these factors account for less than 5 per cent of the overall assessment.



2

PRODUCTS AND MATERIALS

The use of circular design approaches and renewable, recyclable raw materials is key to creating sustainable furniture. We incorporate these principles right from the start of the design process to ensure that, at the end of the product's useful life, there are options available for repair, disassembly by material type, and ultimately, return to the material cycle. We have been applying these principles to our classic designs for decades, but we are constantly reviewing our processes to help drive the circular economy forward.

With CORever, we are taking the lifespan of our furniture to a whole new level. Using a structured process, we take back end-of-life COR furniture, refurbish it and resell it at attractive prices. This ensures that our products continue to be used for many more years while reducing the need for new raw materials. The Second Life programme presents us with new challenges. Unlike our usual practice, we cannot produce to order here, but must instead adapt to supply and demand. This means that storage space, resources and sales cannot be planned in the long term.

We are committed to further digitalisation in order to monitor, control, document and optimise manufacturing processes in real time. New software solutions allow us to improve processes and minimise material consumption, error rates and returns, while boosting efficiency.

Our products and how and from what they are produced reflect our company's ethos and commitment to sustainable business practices and maximum resilience.

2.1 DEVELOPMENT AND DESIGN

Designing beyond trends and fashions. In 1954, we started producing upholstered furniture based on the principle of “quality in its purest form”. Even then, we had no wish to cater to the “throwaway society”, so we designed our furniture to be both durable and timeless.

In this context, durability refers not only to the service life of our furniture, but also to the quality of the materials used to make it. Thanks to the quality of our products and the craftsmanship that goes into making them, they are built to last. At the end of their life cycle, they can be returned to the material cycle and ideally recycled without any loss of quality or quantity.

To meet all these requirements, our development and design department pursues several sustainability-related objectives when designing new models and optimising our existing product range:
Ensuring the long life of the furniture.

Using materials of the very highest quality means sourcing them locally and adhering to high standards of animal welfare and fair working conditions. Only the finest raw materials, such as certified German beech wood, hard-wearing woollen fabrics and European leather, ensure longevity – because the quality of the materials has a direct impact on the durability of a piece of furniture.

The expertise and skills of our specialist staff also play a key role in ensuring exceptionally long service life.

Designing our collection more ecologically. Many of our models have been on the market for years – some even for decades. This is why we continually review them to identify opportunities for improvement!

However, even the highest-quality components will eventually age and need replacing. That's why we design our furniture to be as easy to repair as possible.

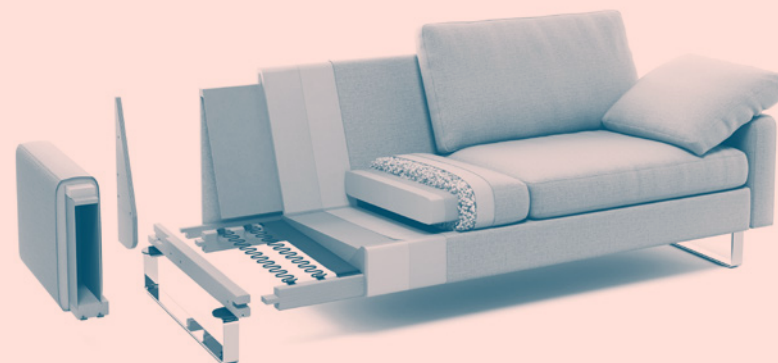
Both our classic Conseta and the Jalis sofa, for example, are modular pieces of furniture. Each has a solid beech wood frame with mortised and dowelled joints rather than screwed joints to ensure maximum stability. The seat springs are made of specially tempered steel sinuous springs that can be replaced individually. Thanks to a channel bead, the upholstery fabric can easily be removed for cleaning or reupholstering.

The design of the Farmer chair and table is based on a minimalist approach. They are made entirely from solid ash and do not contain any foam.

DESIGN QUALITIES

COR USP: Seating furniture that still has a sound frame can be reupholstered and given a new cover. This extends its lifespan.

- The frame is made from solid beech beams. The solid wood used for this is sourced from sustainably managed forests in Germany.
- Our foam materials are supplied by manufacturers based in Germany, Poland and northern Italy.
- The frame joints are mortised and dowelled. Why? Because a mortise and tenon joint is stronger than a screw.
- The wool used for our upholstery fabrics is sourced from mulesing-free livestock farms.
- The specially tempered steel sinuous springs are sourced from Italy.
- Removable cover with channel beading.



2.2 CORever

A lot of upholstered furniture ends up in landfill far too soon, even though it's often just the cover that's worn out or the upholstery that's sagged. This is why we've always offered a service where we reupholster, refresh or repair ageing COR furniture at the customer's request, returning it "as good as new".

NOW CORever! Now let's take it a step further! We want to play an active role in reducing furniture waste while championing the circular economy. We're therefore taking even greater responsibility for our furniture, which we regard as a cultural asset. We take back COR furniture that would otherwise be thrown away or end up as bulky waste. Our team of experts then decides how to refurbish the furniture for resale. If nothing can be salvaged, the materials are sorted by type and disposed of.

This pre-loved furniture not only extends its useful life and keeps valuable materials in circulation, but it is also more affordable than new goods, making it accessible to a wider range of customers.

How do we do this? Our COR specialist retail partners collect furniture directly from customers' premises following our prior registration and assessment. The furniture is then transported to our factory on the carrier's return journeys without generating any additional CO₂e emissions, where it is received by our experts.

We currently offer CORever in Germany, Austria, Liechtenstein, Switzerland and the Benelux countries.

1 **RE FRESH** Clean and refurbish

If the returned furniture is in good condition, it is professionally cleaned: dirt that has built up over the years is removed. Surfaces are repaired, colours are refreshed, and leather is resealed and waterproofed.

2 **RE COVER** Recover and reupholster

Furniture with worn upholstery is reupholstered. We use fabrics and leather from our stock for this purpose. Any faulty fillings are also replaced, and seat cushions are renewed.

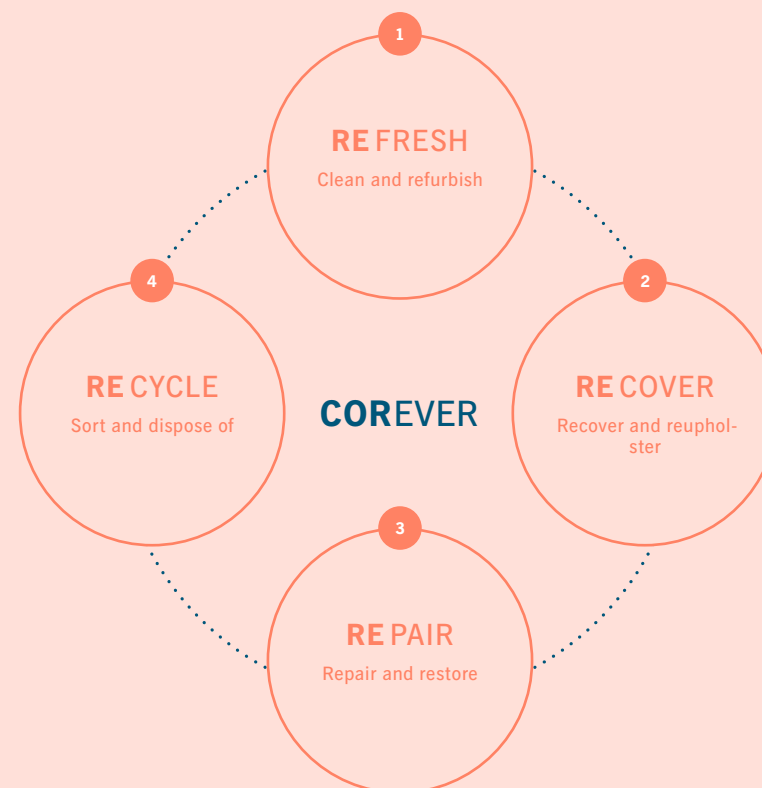
3 **RE PAIR** Repair and restore

If a technical fault is found in a piece of furniture, we identify the cause and repair the mechanism or function. For example, we repair faulty folding armrests or adjustable backrests.

4 **RE CYCLE** Separation and disposal

If furniture is no longer suitable for reuse, it is dismantled by material type and disposed of. This ensures that the materials are separated as thoroughly as possible, guaranteeing that they are sent to the appropriate waste management companies in the correct manner.

THE COREVER BUILDING BLOCKS



THE STORY SO FAR

In total, we took back 146 items of furniture via COREver in 2024 and 2025. So far, 63 per cent have been refurbished. Before reselling them, we reupholstered half of them and simply gave the other half a thorough clean. A refurbished Quinta sofa from the 1950s has found its way into our historical collection at the COR Haus. Twenty per cent could not be salvaged – these were sorted by type and disposed of. The remaining 17 per cent are currently being refurbished before being returned to the cycle of use.

The storage of returned and refurbished products is now taking up an ever-increasing amount of warehouse space. It is not yet widely known that COREver vintage classics are available to buy, even though they are affordable for a wider range of customers.

We are therefore planning to step up our sales, marketing and communications activities for COREver. In addition to our quarterly in-store special sales, we are considering expanding our marketing activities to include an online platform. The Digital Product Passport (DPP) could facilitate the necessary digitisation of refurbished COREver products. However, there are no concrete plans in this regard yet.

RETURNS

For the years 2024 and 2025

Disposed of	31
Sold	48
Ready in stock for sale	38
Work in progress at the factory	25
Scheduled for collection	3
In the museum	1

146 returns in total

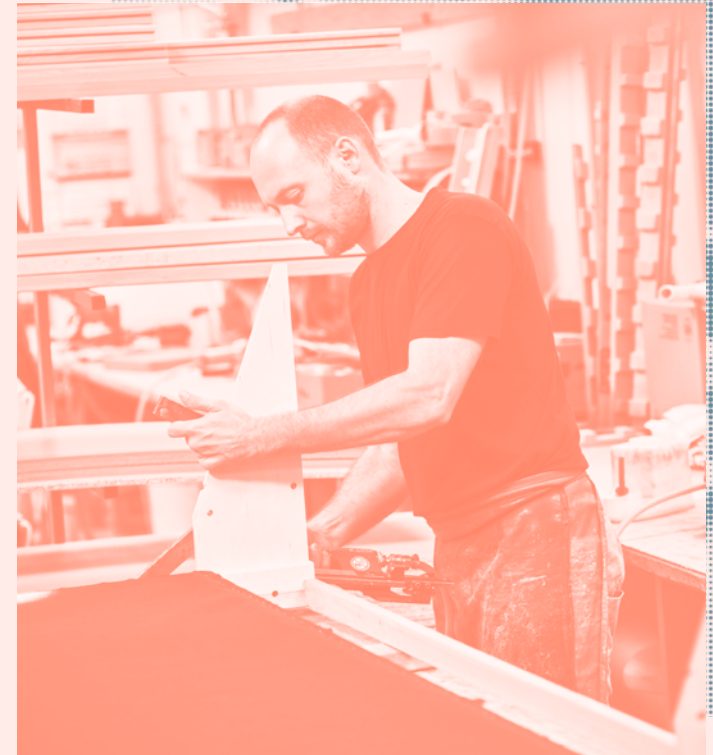
2.3 PRODUCTION

In 2024, our new warehouse was completed and brought into operation. The central warehouse now consolidates materials from various production areas and the procurement department. Following order picking tailored to demand, the materials are then transported to the relevant work areas.

However, ensuring a smooth and comprehensive order-based supply to workstations requires an appropriate manufacturing execution system, or MES for short. This is software used in production to monitor, control, document and optimise manufacturing processes in real time. MES acts as an interface between enterprise resource planning (ERP) and production. This enables improvements in quality, efficiency and cost control. Implementation is currently underway.

Detailed traceability also supports our COR LEAN production system, which has been optimising our processes since 2015 and helps us to avoid errors and thus conserve resources.

We only manufacture each piece of our furniture once an order has been received. This enables us to keep stock levels to a minimum and offer maximum flexibility when it comes to customisation.



Thanks to the quality of our materials and the expertise of our staff, our furniture has an exceptionally long lifespan.

2.4 MATERIALS

WOOD

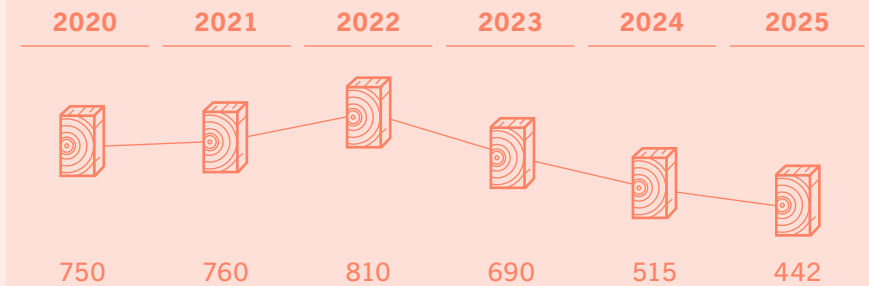
Frames, armrests and backrests made from solid beech wood provide a sturdy foundation for many of our seating items. All of the beech wood we use comes from sustainably managed forests in Germany. One of Central Europe's largest forest areas lies right on our doorstep in the Sauerland region. Characterised by mild winters and moist clay soils, it provides the ideal growing conditions for beech trees. We have traditionally sourced our wood from this area. The combination of sustainable forestry and short transport routes makes this renewable raw material a sustainable choice for furniture production.

We also use plywood panels made from wood sourced from European forests, primarily in Spain and Portugal.

Every year, our joiners process several hundred cubic metres of wood-based materials, which sequester significant amounts of CO₂e – as long as they are used and reused. In the case of COR furniture, this often spans several decades.

We use the offcuts from our wood processing to heat our Nonenstraße premises. The amount of CO₂e released when they are burnt is equivalent to the amount of greenhouse gas they absorbed while they were growing.

SOLID BEECH WOOD USED (IN m³)



We use only 100 per cent FSC- or PEFC-certified beech wood from sustainably managed German forests in our furniture.

We source all our paper products, such as photocopying paper, printer paper, toilet paper and paper towels, from recycled waste paper. This helps us to conserve as many virgin resources as possible and support material cycles.

FOAMS

The upholstery plays a key role in determining how comfortable a piece of seating furniture is. Each COR model features its own unique upholstery composition, created from a selection of around 80 different types of foam.

We always use high-quality foams to ensure the longest possible service or cycle life. The most important raw material for foams is still mineral oil. However, this fossil-based material, combined with the fact that foams are often not recyclable at the end of their useful life and are instead incinerated for thermal recovery, is not in line with our understanding of sustainability.

Our development department is therefore actively seeking natural materials that can be used to replace mineral oil-based foams as upholstery material. Spring cores, down, feathers, natural latex, coconut fibres, cotton, wool and newly developed materials have all been subjected to rigorous testing.



Example: Conseta cushion filling, a combination of elastic, dimensionally stable cold foam with a visco-foam outer layer.

80 Different grades of foam are used by COR for its bespoke upholstery compositions

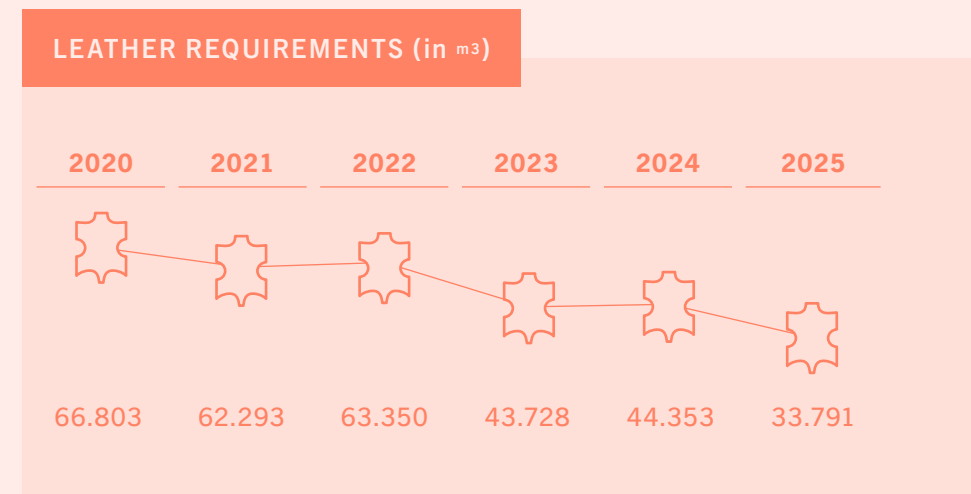
However, none of the materials examined so far has met the high standards required for seating comfort and durability.

DOWN

When sourcing down, such as for sofa cushions, we work with two suppliers from Germany and Italy who guarantee that the down is either recycled or sourced from animals that have already been slaughtered. COR does not use down obtained through live plucking, a process which causes the animals extreme pain.

LEATHER

The hides we use for our upholstery are sourced exclusively from European cattle and are a by-product of the food industry. We only use leather from Germany and Italy that has been tanned using a mineral-based chromium(III) process, which poses no health risks. All our leather is certified with the 'Blue Angel' eco-label. The 'Blue Angel' label for low-emission leather indicates that the environmental and health impact of the products bearing this label is minimised throughout their entire life cycle, from production to use and recycling or disposal.



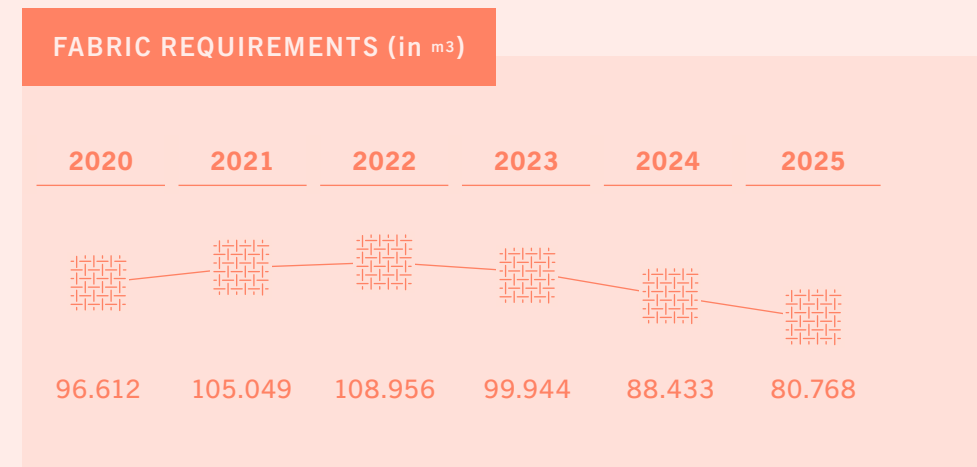
We sell offcuts from our leather processing to the leather industry, where they are used to make accessories such as belts and wallets. Our aim is to use all the leather and avoid waste.

FABRICS

All the upholstery fabrics in the COR collection are manufactured in Europe and bear the Blue Angel eco-label. This certifies that substances harmful to health and the environment have been avoided, strict emission limits have been adhered to and high environmental and social standards have been met throughout the manufacturing process.

The wool used for our upholstery fabrics comes from mulesing-free* sheep farming. Our suppliers guarantee this, as well as ensuring the welfare of the animals throughout the manufacturing process.

*Mulesing is a cruel practice mainly used in Australia in which the skin on the hindquarters of sheep is cut away. Although this protects the animals from pest infestations, it is extremely painful for them.



2.5 PACKAGING AND LOGISTICS

Packaging is crucial for us to protect our furniture during transport and prevent it from getting dirty. We conduct a thorough review of any changes to our packaging beforehand in order to optimise materials, use less of them, and still ensure that our furniture reaches its destination safely.

Film During the previous reporting period, we had already reduced the film thickness from 60 µm to 45 µm. This equates to a 25 per cent reduction in the use of fossil-based raw materials.

Adhesive tape Since 2020, the use of adhesive tape has roughly halved. This significant reduction has been achieved thanks to improvements in adhesive tape quality. Less tape now provides greater bonding strength. Furthermore, trials to replace adhesive tape with hot melt adhesive have yielded excellent results, even improving bonding strength. For simple applications, this can be implemented without any loss of time. Implementation at the packaging workstation is currently underway, although optimisation from an ergonomic perspective is still required for large items of furniture.

PACKAGING MATERIALS USED	REDUCTION OF Fossil-based raw materials					
	2020	2021	2022	2023	2024	2025
Film pcs (bags in various sizes)	44.509	67.020	64.237	53.395	41.185	43.025
Adhesive tape pcs (rolls in various widths)	17.668	9.912	8.830	9.090	9.329	8.534
Cardboard boxes pcs (in various sizes)	1.287	5.906	12.820	10.822	8.877	9.344
Continuous cardboard sheets rm (in various widths)	51.491	54.428	33.110	37.530	31.194	33.841

Cardboard boxes Consumption depends on the models sold and, in particular, on the proportion of exports, which are almost exclusively packaged in cardboard boxes. Unlike continuous cardboard sheets, these boxes offer significantly greater stability, ensuring the products are well protected, particularly during overseas and air freight transport. As a result of these factors, the use of cardboard boxes fluctuates from year to year. The cardboard boxes are made from FSC-certified cardboard.

Continuous cardboard sheets Since introducing our packaging machine in 2020, we have reduced our use of continuous cardboard sheets by around 40 per cent. Based on this experience, we have reverted to using more cardboard boxes to protect the products, since the continuous cardboard sheets are thinner and therefore less sturdy. While this saves on cardboard, it often does not provide the necessary strength to ensure the products survive transport undamaged.

We register all sales and transport packaging with the environmental services provider Interseroh, which means that we contribute towards the cost of its disposal.

LOGISTICS

In 2016, we transferred almost all of our logistics operations from COR's own fleet to an external logistics provider. Since then, we have been using a smart route-planning programme to plan our furniture deliveries, and we avoid special journeys and empty runs wherever possible. Optimising transport routes and fleet utilisation not only reduces greenhouse gas emissions, but also enables us to offer short delivery times.

The logistics company has already conducted initial trials with electric trucks, which proved highly successful for short journeys. However, the company believes that they are currently only suitable for routes that are always the same and can be planned in advance, so they are not yet suitable for COR transport. Another option would be to use climate-neutral biodiesel, but this is not yet being used due to a lack of availability and suitable applications within the fleet of trucks.

Transport using our own vehicles is kept to a minimum and is the absolute exception, as reflected in our extremely low CO₂e emissions.

2.7 CERTIFICATES AND RANKINGS

Blue Angel Since 2017, all COR upholstered furniture for the home has been awarded the Blue Angel eco-label (UZ117), which recognises its environmental friendliness. This means, among other things, that the furniture has been tested for harmful substances such as formaldehyde, solvents and plasticisers. In 2023, our DELTA solid wood table was also awarded the Blue Angel label. Due to their material composition, none of our other tables are certified.



On the other hand, furniture for the contract sector often has to be treated to make it flame-retardant, in accordance with fire safety tests such as BS 5852. However, the flame retardants and techniques used do not permit certification under the Blue Angel standard. Unfortunately, in this respect, fire safety and environmental protection are at odds with one another.

FSC and PEFC All solid woods used by COR are FSC- or PEFC-certified and come from sustainably managed forests in Germany.

www.blauer-engel.de/uz117



GREENGUARD The GREENGUARD Gold certificate demonstrates that we minimise volatile organic compound emissions into indoor air to the greatest possible extent. UL GREENGUARD Gold certification is recognised internationally in many green building rating systems, such as LEED, WELL and BREEAM, and is in some cases a prerequisite for obtaining such certification.

TESTED SAFETY The GS mark confirms that our furniture meets the quality and safety standards of the German Product Safety Act (ProdSG). The following furniture ranges have successfully passed this voluntary test: Alvo, Cordia easy chairs, Cordia chairs, Cordia Lounge chairs, Drop, Flint easy chairs, Floater electric desks, Jalis chairs, Jalis Lounge chairs, Jalis club chairs, Noto and Roc easy chairs.





3

RESOURCES

To live up to our standards and contribute to the climate targets set, we must reduce our greenhouse gas emissions as much as possible. Substantial investments and changes to our processes have helped us to achieve this in recent years. By analysing the impact of our actions, assessing the current situation and scrutinising existing structures, we can make informed decisions and implement effective measures. The annual life cycle assessment provides a transparent overview of these developments.

The systematic switch to renewable energy sources is ensuring a gradual reduction in our emissions. Our roof-mounted solar panels have been expanded to full capacity to generate our own climate-neutral electricity. We have completely transitioned our external demand for natural gas and electricity, now sourcing these exclusively from renewable sources.

Our aim is to reduce our emissions, particularly [Scope 1](#) and [Scope 2](#), consistently by 2030, in order to achieve climate neutrality. Until then, we will offset any remaining emissions, as well as [Scope 3](#) emissions, through certified climate protection projects. Between 2020 and 2024, we reduced our total greenhouse gas emissions by 26 per cent. However, we are not resting on our laurels and will continue to work towards achieving our targets.

3.1 ENERGY

Generally speaking, the buildings at our head office are very diverse. Some of them, constructed in 1954, have been adapted over the years to meet new energy efficiency standards. Others, such as our foam production hall built in 2001, were constructed in accordance with the standards in force at the time. For this reason, the insulation in all the hall roofs has gradually been replaced to ensure that they meet current standards and do not waste energy unnecessarily.

GREEN GAS

The COR building is housed in a former paper bag factory dating from the 1930s which underwent full refurbishment in 2008. Since 2022, the building has been heated exclusively with green gas. Our new sales areas for CORever and B-grade goods in the Interlübke warehouse required higher room temperatures, leading to an increase in green gas consumption.

We source our green gas from Stadtwerke Lemgo in cooperation with Klimainvest Green Concepts GmbH.

ENERGY DEMAND (in kWh)

	2022	2023	2024	2025
Green gas	209.487	137.000	216.853	315.891
Wood waste incineration	1.123.263	1.250.010	1.074.371	1.107.700
Heating oil	26.050	35.200	33.900	111.910
Green electricity	1.069.039	1.010.488	978.676	1.158.600
Total	2.427.839	2.432.698	2.303.800	2.694.101

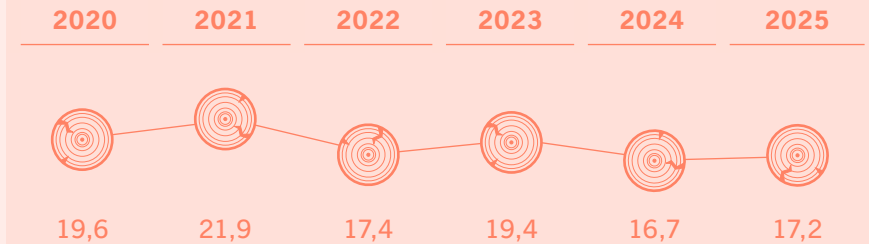
The CO₂e reduction credits used to make the natural gas supply to COR climate-neutral originate from various projects in Germany and abroad. The TÜV audits the retirement process on behalf of the climate partner Klimainvest. All CO₂e reduction credits have been retired in accordance with the Kyoto Protocol's relevant standards.

WOOD WASTE INCINERATION AND HEATING OIL

In contrast, we use our own wood waste to heat our production site. At our wood chip plant, we convert all the wood waste from our joinery workshop into energy. The wood is shredded into chips and blown into the furnace.

The redundant oil-fired heating system only operates to cover peak demand in the event of extreme weather conditions or technical faults. This occurred in 2025 when the wood waste incineration system was out of action due to an extended maintenance period.

CO₂e EMISSIONS FROM WOOD WASTE INCINERATION (in t)



GREEN ELECTRICITY

We operate four photovoltaic systems on the roofs of the COR Haus, production hall and warehouse, which cover a large proportion of our electricity consumption. In 2024, we commissioned our fourth PV system with a capacity of just under 400 kWp as part of the construction of the new warehouse. The hall is heated by heat pumps, which has increased our electricity consumption. The roofs of the upholstery workshop, cutting hall and dispatch hall are insulated with polystyrene. From a fire insurance perspective, combining this with PV panels would pose too great a risk, so no further areas are currently available for photovoltaic system installation.

Stadtwerke Lemgo supplies the additional green electricity we require, providing us with a residual mix comprising 100 per cent renewable energy sources.

However, we primarily use electricity for lighting and to power our properties, machinery and IT systems. We use energy-saving LED light bulbs in all our buildings and production facilities. A further portion of the electricity is used to power the six electric vehicle charging points that have been installed for guests and staff at the COR Haus on Hauptstraße and at our main site on Nonenstraße.

ENERGY GENERATION IN OUR PHOTOVOLTAIC SYSTEMS

	Commissioning	Installed capacity (kWp*)	Use
1	2005	49	Feed-in
2	2011	29	Feed-in
3	2011	31	Self-consumption & feed-in
4	2024	397	Self-consumption & feed-in

*Kilowatt-peak (kWp) is a specific unit of measurement used exclusively to measure the power output of photovoltaic systems.

ELECTRICITY GENERATION AND CONSUMPTION (in kWh)

	2022	2023	2024	2025
Electricity generation	115.621	92.148	91.652	440.490
Feed-in	83.937	64.115	65.227	192.828
Self-consumption	31.684	28.033	25.425	247.662

This corresponds to a breakdown of approximately 70 per cent feed-in and 30 per cent self-consumption.

In other words:

COR in Rheda-Wiedenbrück is powered 100 % by renewable energy.

3.2 EMISSIONS

We have been compiling our annual life cycle assessment since the 2020 financial year. We use the ecocockpit tool for this purpose. The data forms the basis for specific projects aimed at reducing our direct and indirect greenhouse gas emissions.

Scope 1 Since then, we have been able to reduce our Scope 1 direct emissions by 8 per cent. Two factors were key to this: first, the use of electric vehicles for business travel and transport using company-owned vehicles; and second, the switch to 100 per cent

–7%

Significant reduction in direct Scope 1 emissions

CO₂e SITE CARBON FOOTPRINT SCOPE 1, DIRECT EMISSIONS

Absolute figures in kg CO₂e

	2020	2021	2022	2023	2024	2025
Direct emissions	185.027	200.376	177.041	157.236	169.796	172.066
Business trips using company vehicles	100.383	112.428	107.161	91.242	88.900	60.071
Haulage using company vehicles	2.466	2.762	2.139	3.037	2.138	2.121
Use of energy sources for internal combustion	82.178	85.186	67.741	62.957	78.758	109.874
natural gas	42.747	41.023	42.107	32.490	51.427	57.527
wood waste incineration	19.584	21.934	17.444	19.413	16.685	17.203
heating oil	19.847	22.229	8.190	11.054	10.646	35.144

green gas (since 2023), which is offset by our gas supplier through emissions allowances.

However, as these emissions are generated on our premises, they are listed under Scope 1 and only deducted in the life cycle assessment. The increase in green gas consumption in 2024 is due to poor weather conditions, which meant the COR building's heating system was used more frequently.

Our paint shop generates process-related emissions. The phased switch to water-based paints, due to be completed by 2026, will

result in lower VOC levels and a more resource-efficient production process, since no petroleum-based raw materials are used. These two factors contribute to reducing emissions and have a positive effect on health.

Scope 2 We source our green electricity exclusively from Stadtwerke Lemgo, which supplies a residual mix comprising 100 per cent renewable energy sources. As the electricity supplied has already been made carbon-neutral by them, the quantity supplied is no longer taken into account in our life cycle assessment.

–100 %

Through renewable energy sources in Scope 2

CO₂e SITE CARBON FOOTPRINT SCOPE 2, INDIRECT EMISSIONS

Absolute figures in kg CO₂e (based on electricity consumption)

	2020	2021	2022	2023	2024	2025
Indirect emissions	1.706	1.910	0	0	0	0
Supply of renewable energy from external sources*	1.706	1.910	0	0	0	0

*Green electricity is offset by the electricity supplier.

Scope 3 When it comes to our indirect emissions, transport carried out by external service providers accounts for the largest proportion. As described in the Logistics chapter, we have used an external transport company for our furniture deliveries since 2016, which has led to a reduction in CO₂e emissions. The logistics provider has also conducted initial trials with electric trucks, which

proved very successful over short distances.

However, the logistics provider believes that it is currently only suitable for routes that are always the same and can be planned in advance, so it is not yet appropriate for COR transport. Another option would be to use climate-neutral biodiesel, but this is not yet being employed due to a lack of availability and opportunities to use it in the truck fleet.

–36 %

Emissions from vehicles in Scope 3

CO₂e SITE CARBON FOOTPRINT SCOPE 3, INDIRECT EMISSIONS

Absolute figures in kg CO₂e

	2020	2021	2022	2023	2024	2025
Indirect emissions	410.430	497.401	428.468	352.509	325.918	262.423
Business travel using external means of transport	23.481	21.506	21.711	23.465	22.209	24.225
Haulage using external service providers/vehicles	206.964	231.799	198.193	132.941	129.271	110.013
Wood, paper, cardboard	48.198	53.755	66.032	55.687	37.869	37.531
Waste disposal	14.422	16.153	15.368	24.651	16.543	17.273
Water	319	320	367	287	516	548
Commuting by staff	117.046	173.868	126.797	115.478	119.510	77.832

Another major factor in this area is staff commuting. We are taking various measures to address this issue. We are switching our company fleet to electric vehicles and will be expanding this further.

In 2024, only six of the 21 vehicles were electric. By 2025, this figure had risen to ten, accounting for 56 per cent of the fleet. There are six electric charging points which can also be used by

private vehicles. In addition, e-bikes can be charged free of charge at the existing sockets. To reduce commuting distances, staff will continue to be able to work from home one day a week. Given the rural nature of the area surrounding our head office, travelling by public transport is impractical, so promoting public transport is not a viable option.

-30 % Reduction in total CO₂e emissions since 2020

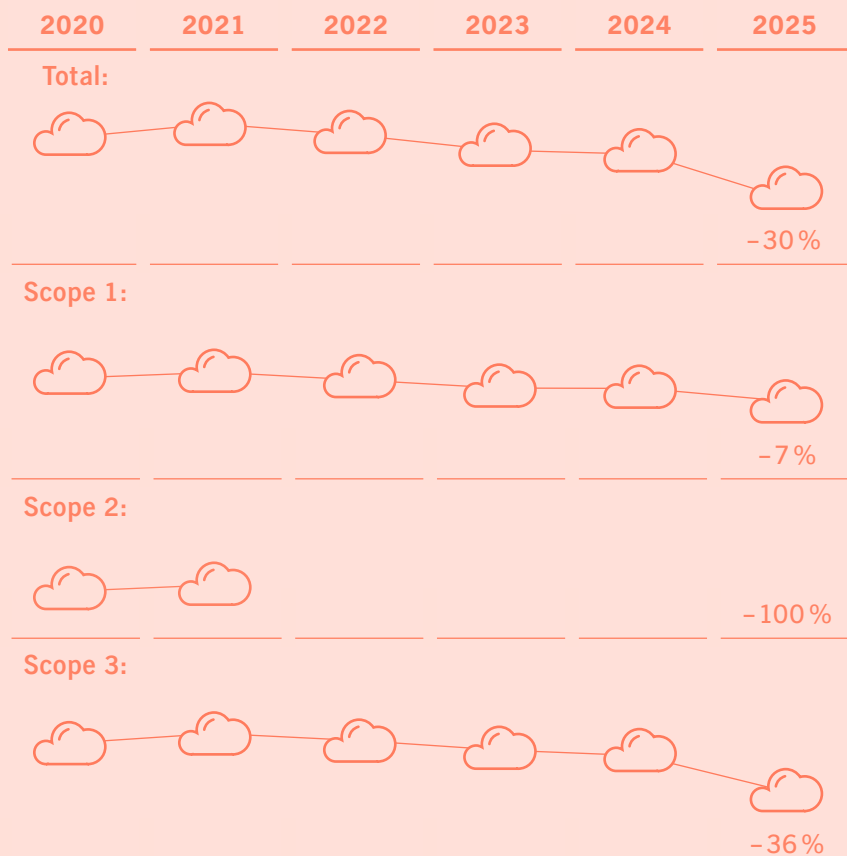
CO₂e- SITE CARBON FOOTPRINT **TOTAL**

Absolute figures in kg CO₂e

	2020	2021	2022	2023	2024	2025
Total emissions	597.163	699.687	605.509	509.745	495.714	434.488
Natural gas*	0	0	0	32.490	51.427	57.527
Total emissions minus natural gas	597.163	699.687	605.509	477.255	444.287	376.961
Total emissions including 10 % safety margin	656.878	769.656	666.060	524.981	488.716	414.657

*Natural gas: The green gas we purchase is offset by the supplier. However, the emissions from consumption are incurred by us and are included in the CO₂e footprint, but are then deducted from the total emissions.

REDUCTION OF GREENHOUSE GAS EMISSIONS 2020 – 2025



Our aim is to achieve climate neutrality for Scope 1 and Scope 2 emissions by 2030.

REFERENCE VALUES

	2022	2023	2024	2025
kg CO ₂ e / employee	3.027	2.245	2.036	1.859
kg CO ₂ e / seating unit	13	11	13	12
t CO ₂ e / € million in sales	13,32	11	11	10
€ sales / kg CO ₂ e	75,11	91	88	104
CO ₂ e emissions vs. prior year	-13 %	-21 %	-7 %	-15 %

OFFSETTING GREENHOUSE GASES

As the measures we have taken to date have not yet succeeded in eliminating all site-related greenhouse gas emissions, we have offset the remaining emissions in accordance with the DGM (German Furniture Quality Association) Climate Pact guidelines.

The carbon offset project we have selected aims to generate electricity using solar power systems. New grid-connected solar power systems are being developed in the Indian states of Uttar Pradesh, Telangana, Andhra Pradesh and Gujarat, which will feed the energy they generate into India's regional or national electricity grid.

In total, we have offset 495 tonnes of CO₂e for 2024.

At the time of writing, we were still in the process of selecting a suitable climate protection project to offset our CO₂e emissions for 2025.

FACTSHEET CLIMATE PROTECTION THROUGH SOLAR ENERGY

Energising India Using Solar Energy Projects Project ID 1931

What	The aim of the projects is to generate electricity using solar energy.
Where	States of Uttar Pradesh, Telangana, Andhra Pradesh and Gujarat (India)
When	The project period runs from 19 September 2017 to 18 September 2027
How	The project activities support the development of new grid-connected solar power plants in India. The aim is to encourage investment in large-scale plants that connect to the grid and feed the electricity they generate into India's regional or national electricity grid. This electricity is intended to replace fossil fuels and reduce greenhouse gas emissions.

684.229 tonnes of CO₂e reduced annually

[Link to project](#)

CERTIFICATION

The 'Energising India Using Solar Energy' projects are certified to specified standards.

VERIFICATION AND VALIDATION

- **Verification** by VKU Certification Pvt. Ltd.
- Last verification report: February 2023
- **Validation** by LGAI Technological Center, S. A. (Applus+)
- **Methodology used** to determine emission reduction: ACM0002

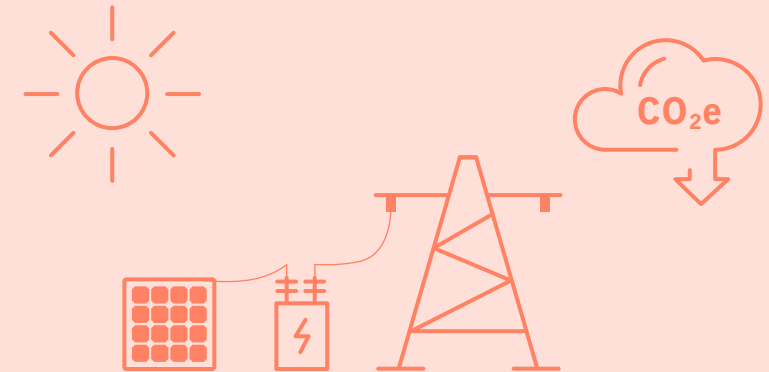
CONTRIBUTES TO THE FOLLOWING UN-SUSTAINABILITY GOALS

Affordable and renewable energy Generating renewable electricity from wind power helps to reduce the use of fossil fuels.

Measures to combat climate change Feeding renewable electricity into the national grid helps reduce emissions.

CARBON OFFSETTING

Avoiding, reducing and offsetting CO₂e



495 tonnes of CO₂e offset in 2024

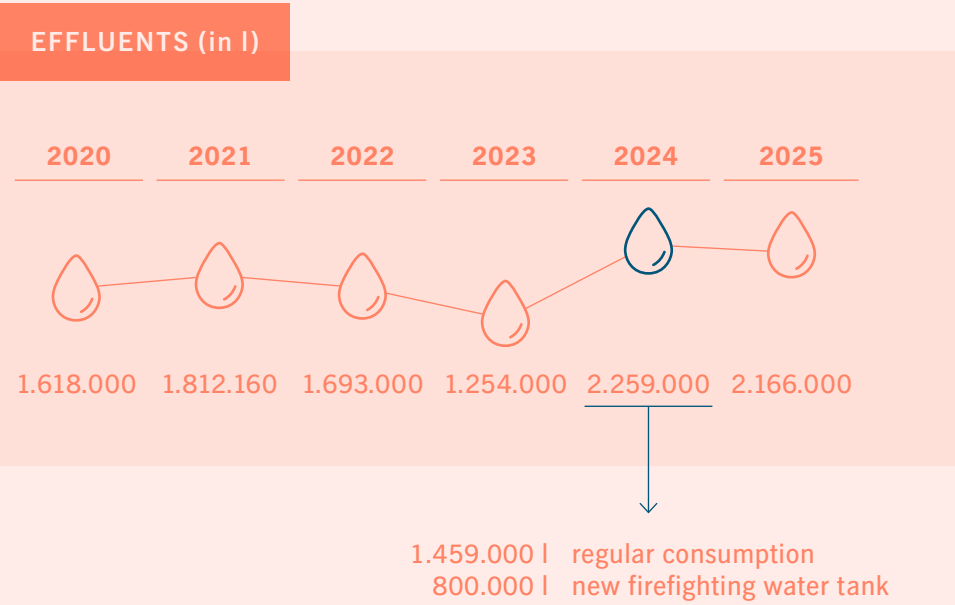
415 tonnes of CO₂e offset in 2025

3.3 EFFLUENTS

At COR, effluents are not generated during production, but almost exclusively in the kitchens and toilet facilities.

The largest proportion of water is used for regularly topping up the fire-extinguishing system, testing the sprinkler systems, and watering our green spaces.

In 2024, in addition to the usual consumption of fresh water, a further 800,000 litres were used to fill the new firefighting water tank for the first time. This tank provides fire protection for the newly built warehouse. In 2025, the water had to be drained and refilled due to maintenance work on the sprinkler system, which is why there was a significant increase in consumption.



3.4 WASTE

We remain committed to minimising waste as much as possible. We are switching to renewable, recyclable raw materials wherever possible, regardless of the quantity. By continuously improving our work processes and the materials we use, we are reducing the volume and types of waste produced. Our goal is to return as many of the raw materials contained in waste as possible to the production cycle, rather than destroying them through incineration.

We collect plastic film, paper, metal, organic waste and batteries separately. These are processed by local, certified specialist waste management companies, who return them to the material cycle where possible. As explained in the chapter on packaging, switching to thinner film has reduced consumption and consequently the volume of waste.

In 2025, we commissioned a new paint shop. Rather than using a water wall, a dry wall now collects the paint particles from the air. In future, paint and varnish sludge can simply be disposed of as waste paper.

Around 45 per cent of the raw material, in the form of leather offcuts, is sold to manufacturers who use it to produce belts, shoes and leather accessories. We also sell or donate the fabric offcuts left over from cutting.

WASTE (in kg)

	2020	2021	2022	2023	2024	2025
Film	6.600	7.400	5.175	3.265	2.969	2.250
Waste paper	56.000	62.400	58.080	59.940	52.860	45.820
Waste for recycling	38.080	42.650	40.830	67.020	43.430	38.180
Paint and varnish sludge	2.300	800	1.540	1.598	2.058	0
Aqueous sludges	4.300	2.500	1.960	1.960	3.720	1.000
Rust and boiler ash	1.600	2.500	1.295	1.586	1.632	1.527
Total	108.880	118.250	108.880	135.369	106.669	88.777



4

STAFF AND SOCIAL AFFAIRS

COR has a fantastic team of staff who all work together to create fantastic furniture. As a company, we provide the framework and support to enable our staff to fulfil their roles to the best of their ability, to feel at home and continue to develop, Ideally resulting in them loving what they do every day. It is their diverse specialist expertise, commitment and dedication that make COR what it is: a company with a heart.

We provide training. We also offer further professional development. We ensure a pleasant working environment. Our employees' average length of service of 17 years is also an indication of their high level of satisfaction. Nevertheless, we continue to invest in modern workplaces, the best medical support, and a respectful working atmosphere. Treating one another as equals is a sign of mutual respect, and it is something we aim to put into practice every day, at every level of the organisation.

4.1 OUR TEAM

Over the last six years, there has been only a slight change in the numbers and composition of our workforce.

This stability is a hallmark of COR, and we are dedicated to being a reliable and responsible employer. The fact that the average length of service is 17 years speaks for itself.

STAFF OVERVIEW

	31.12.2020	31.12.2021	31.12. 2022	31.12. 2023	31.12. 2024	31.12. 2025
Employees	223	216	220	234	231	223
Women	90 (40 %)	85 (39 %)	90 (41 %)	92 (39 %)	88 (38 %)	85 (38 %)
Men	133 (60 %)	131 (61 %)	130 (59 %)	142 (61 %)	143 (62 %)	138 (62 %)
Trainees	9	7	9	10	12	10
People with disabilities	8	10	9	7	8	10
Full-time	186 (83 %)	179 (81 %)	179 (81 %)	192 (82 %)	186 (81 %)	180 (81 %)
Part-time	37 (17 %)	37 (19 %)	41 (19 %)	42 (18 %)	45 (19 %)	43 (19 %)
Length of service (in years)	15	16	16	16	17	17
Average age (in years)	45	46	47	47	48	50
Annual leave (in days)	30	30	30	30	30	30
Parental leave	5	6	4	2	6	4
New hires	13	13	14	26	9	12
Departures	11	20	9	12	12	20

4.2 WORKING ENVIRONMENT

We offer our staff a wide range of benefits to ensure an attractive and healthy working environment. These include flexible working hours, remote working, part-time work, return-to-work schemes, flexitime and contributions to the company pension scheme. A profit-sharing scheme is calculated as a proportion of the profit generated (EBIT) and depends on the agreed weekly working hours.

Food Every day, our in-house canteen offers two or three freshly prepared dishes every day, including a vegetarian option.

Health The best thing we can do for our health is to take care of it and prevent illness in the first place. Our staff have a wealth of knowledge and specialist expertise. Experience comes with age. With an average age of 49, we see it as our duty to provide our staff with the best possible support to help them stay fit and healthy. To this end, we have developed a range of offerings and services.

Every month, our workplace health management programme offers two training sessions led by qualified physiotherapists. Additionally, COR provides grants to support health training programmes run by selected external partners, with the aim of proactively supporting and promoting the health of our staff.

The company medical officer advises the COR on matters relating to occupational health and also provides medical advice and flu vaccinations. We have established a sound first-aid framework within the company through first-aid training courses held every two years.

PhysioPlus GmbH Meyer & Meloh provides ergometric training for desk-based workstations and the wide variety of work requirements in production. Exoskeletons are used to support staff carrying out heavy physical work in furniture loading operations.

Work In keeping with our commitment to providing high-quality products, we also ensure that our employees' working environment meets the highest standards of aesthetics and design. While this is naturally easier to achieve in office spaces than on the production floor, it is nevertheless important to us that everyone feels comfortable in the workplace and that the available space is utilised effectively.

Noise While we're on the subject of the differences between the office and production areas, as the saying goes: You can't make an omelette without breaking eggs, and things can get noisy at times.

Although we now only use machinery and equipment with enhanced noise protection, noise emissions at our site mainly originate in the machine room. Nevertheless, if noise levels in the workplace or work area are too high to be reduced through structural or design measures, staff must wear noise protection equipment. This may take the form of earplugs or earmuffs.

The affected area is then designated a noise control zone, where wearing hearing protection, provided to staff free of charge, is compulsory.

In terms of external noise pollution, our premises are ideally situated as they are shielded from the residential area to the south by the Hanover-Ruhr railway embankment. Consequently, noise pollution is barely noticeable to local residents. To the east, north and west, the site is surrounded by industrial and commercial premises.

Health and Safety To ensure the highest health and safety standards in our offices and production facilities, our Health and Safety Committee continuously reviews and optimises workplace and process safety.

The Committee identifies hazards and analyses and assesses risks and incidents, and documents them. Where necessary, measures are implemented immediately.

Whistleblower Guideline In order to handle reports of misconduct or breaches confidentially and appropriately, we have set up a reporting channel in accordance with the Whistleblower Protection Act, which can be accessed via the data protection page on our website <https://www.cor.de/datenschutz>. The appointed firm, Audit-NRW GmbH, guarantees anonymity and ensures that reports are investigated by an external body. This means that Audit-NRW immediately follows up on all reports, contacts the person concerned and assesses whether the matter can be resolved through discussion or whether further action is required, including, where appropriate, criminal prosecution. By having reports handled externally, we aim to ensure that there is no internal influence on the reporting process. The reporting office can be contacted via the email address cor@hinweisgeberportal.nrw. To date, no reports have been received concerning our company.

4.3 TRAINING AND FURTHER PROFESSIONAL DEVELOPMENT

Our high-quality craftsmanship has been at the heart of the company for over 70 years, and this requires a skilled workforce. That is why COR has been providing training for many years in the trades of upholsterer, upholstery and decorative sewer, and industrial clerk. This enables us to pass on our expertise to talented young professionals.

“Our staff are our most important resource, and we place particular emphasis on the skilled trades,” says Leo Lübke, Managing Partner of COR.

The trainee quota, which has stood at four per cent in recent years, rose to 4.5 per cent in 2024.

During their training, commercial trainees gain experience in all areas of the company, spending six weeks in production and production-related departments. Not every company provides such a comprehensive insight into work processes. COR does. There is a training workshop equipped with several sewing machines for the trainee sewers.

Similarly, trainees in the upholstery department have their own training workshop with six workstations, which enables them to receive an excellent education and provides personalised support for these young talents.

A team of trainers, comprising staff from the commercial department, the upholstery workshop and the sewing workshop, is on hand to offer advice and practical support. Two members of staff from each department have been specifically assigned to this role. This ensures professional, well-structured training and personalised support for those starting their careers. The results of the Chamber of Industry and Commerce (IHK) examinations speak for themselves: our trainees consistently perform exceptionally well in their year group, both regionally and nationally.

The training programme at COR is supplemented by regular in-house training sessions and opportunities for further professional development. Once a year, Leo Lübke takes the trainees on an excursion. Besides the thorough training, the young people particularly value the flat hierarchies and friendly working atmosphere.

Upon completing their training, they are guaranteed a one-year contract.

ERASMUS+ Exchange Programme. After a year and a half of preparation, the trainees set off for Spain in April 2024. As part of the Erasmus+ Exchange Programme, they spent two weeks in Valencia observing their Spanish colleagues at work. They also took part in the programme again in 2025.

FURTHER PROFESSIONAL DEVELOPMENT

We place great importance on the ongoing training of our staff. This ensures that their specialist expertise always aligns with the latest developments. We also give them the opportunity to develop beyond their day-to-day work, building on and refining their skills or exploring entirely new areas. This not only benefits COR, but also motivates staff and creates new opportunities in the workplace.

In most cases, discussions regarding further training opportunities take place directly with the line manager. There is no central record of the hours spent on further training, nor is there a prescribed minimum number of hours. Our staff actively make use of the options available to them.

Online training courses are held on the topics of data protection (GDPR) and IT security. All staff members who process personal data must undergo annual training. As AI (artificial intelligence) is becoming increasingly relevant in the context of data processing, the 2025 training programme also covered this topic. Furthermore, the publication of a dedicated AI policy is planned for 2026.

The cross-departmental groups of participants enable centralised organisation across all areas.

4.4 SOCIAL ENGAGEMENT

We support the Richard-von-Weizsäcker Comprehensive School in Rietberg with its career guidance programme for Year EF (introductory phase) students. As part of a workshop, the young people are helped to analyse their educational and career paths to date, set individual priorities and learn to plan their future careers more effectively. The workshop is organised by the school in collaboration with Dimension21 from Bielefeld.

We are also a long-standing partner of the Moritz-Fontaine Comprehensive School in Rheda-Wiedenbrück. We support the school's career guidance events by offering work experience placements and opportunities for career guidance to individual students, providing on-site activities, and welcoming interested school groups to inform them about the opportunities for in-company apprenticeships. We have also previously provided interested parents and groups of teachers with information at COR about the day-to-day operations of an industrial company and, of course, our apprenticeship programmes.

5

ANHANG

The COR Sustainability Report 2024/25 is based on the criteria of the Global Reporting Initiative (GRI). It contains data relating to the Rheda-Wiedenbrück site (production, administration and exhibition space) for the period from 01.01.2024 to 31.12.2025 (two financial years). The report is published every two years.

Where possible and available, the relevant measures, data and information have been presented for the two financial years covered by the report and compared with previous years (where possible).

The report was designed, compiled and validated by COR staff and InteriorPark, a strategy consultancy based in Stuttgart. No external audit was carried out.

GRI CONTENT INDEX

GRI 3: MATERIAL TOPICS 2021

DISCLOSURE NO.	DISCLOSURE	REFERENCE	EXPLANATIONS
3-1	Process to determine material topics	6	In November 2022, we defined our sustainability strategy for the next three years (2022–2025) during a workshop attended by senior management, representatives from various relevant specialist departments, our sustainability officer and the sustainability consultancy Focus Zukunft. Our key objectives are to reduce our resource consumption in production, extend the lifespan of our products, and achieve climate neutrality for Scope 1 and 2 emissions at our company site by 2030.
3-2	List of material topics	7	We have defined nine sub-objectives and 24 specific projects spanning six thematic areas. Environment-related topics include climate protection, energy management, and consumables. Product-related topics include packaging, environmentally friendly materials, and product longevity. The measures taken to date are set out transparently in the 'Sustainability Strategy' chapter.
GRI 201	Economic Performance 2016		
201-1	Direct economic value generated and distributed	19	Sales in the 2024 financial year amounted to €43.1 million. In the following financial year, 2025, sales amounted to €39.1 million. Capital expenditure decreased from €0.9 million in 2024 to €0.7 million in 2025.
201-3	Defined benefit plan obligations and other retirement plans		Pension provision is governed by statutory requirements. There are currently no additional defined-benefit pension schemes or other supplementary pension schemes. However, we do offer contributions towards the company pension scheme.
201-4	Financial assistance received from government		There was no public funding during the reporting period in question.
204	Procurement Practices 2016		
204-1	Proportion of spending on local suppliers	23	Two-thirds of our suppliers are based in Germany. The remaining third are based in other European countries.
GRI 301	Materials 2016		
301-1	Materials used by weight or volume	34 36 37	Wood is one of our most important materials for furniture production and a renewable raw material. The solid beech timber we used was sourced from FSC- or PEFC-certified, sustainably managed forests in Germany. The volume of timber used was 515 m³ in 2024 and 442 m³ in 2025. Our leather consumption was 44,353 m² in 2024 and 33,791 m² in 2025. We used 88,433 m of fabric in 2024 and 80,768 m in 2025.

301-2	Recycled input materials used		Our main material is wood, which is a renewable resource. Some of the materials we use for upholstery are blended and contain recycled content. The proportion of recycled raw materials has not yet been quantified. Thanks to their modular construction, the materials we work with can be separated by type at the end of their life cycle, and then refurbished, reused or recycled.
301-3	Reclaimed products and their packaging materials	28	Our products are developed and manufactured with the aim of achieving the most comprehensive material recycling possible at the end of their service life. The use of high-quality materials ensures that our products have an exceptionally long service life. Thanks to their modular design and craftsmanship, individual components can be replaced or repaired at any time, saving resources and significantly extending the product's life cycle.
		30	With CORever, we have developed a business model whereby we take back used COR products – which would normally end up in landfill – refurbish and repair them, and resell them at affordable prices. If refurbishment is no longer possible due to the condition of the items, the furniture is dismantled into its individual parts and recycled by material type.
		38	The packaging materials used are listed by type and quantity. Where possible, we reuse packaging materials from our B2B customers. We are in discussion with our material suppliers with a view to introducing reusable packaging. In some cases, we have already switched to reusable zip-lock bags for cushions.
GRI 302	Energy 2016		
302-1	Energy consumption within the organisation	47	COR operates entirely on electricity from renewable energy sources. In addition to our own photovoltaic systems on the COR building and the production and storage hall, we source green electricity from Stadtwerke Lemgo. We source the green gas used to heat our COR building via Klima-Invest Green Concepts GmbH in cooperation with Stadtwerke Lemgo. The site on Nonenstraße is heated using wood waste from our own joinery workshop and, in an emergency, with heating oil.
		45	
		46	
302-3	Energy intensity		The ratio of energy consumption to total sales was 54 kWh per €1,000 in 2024 and 69 kWh per €1,000 in 2025.
302-4	Reduction of energy consumption	45	The report sets out the measures we have implemented to reduce our energy consumption and to switch to renewable energy sources. We are continuously pursuing further optimisations.
302-5	Reductions in energy requirements of products and services	52	With the construction of the new warehouse in 2024, a fourth solar panel system with a capacity of ~400 kWp was commissioned. In total, our solar panel systems generate just over 500 kWp.

GRI 303	Water and Effluents 2018		
303-1	Interactions with water as a shared resource	55	Significant demand for water was recorded during the reporting period. In 2024, the new fire-fighting water tank at the warehouse was filled with 800,000 litres. In 2025, maintenance work on the sprinkler system resulted in high water consumption. Otherwise, the greatest water consumption stems from regularly topping up the fire-extinguishing system, test runs of the sprinkler systems, and water used for landscaping. Drinking water for these purposes is sourced from the local water supplier. At COR, effluents are not generated during production, but almost exclusively in the kitchen and toilet facilities. These effluents are discharged via the public sewerage system for treatment at sewage treatment works.
GRI 305	Emissions 2016		
305-1	Direct (Scope 1) GHG emissions)	48	CO ₂ e footprints
305-2	Energy indirect (Scope 2) GHG emissions)	49	CO ₂ e footprints
305-3	Other indirect (Scope 3) GHG emissions	50	CO ₂ e footprints
305-5	Reduction of GHG emissions	53	We have offset all site-specific carbon dioxide emissions from the reporting period that we have not yet been able to prevent or reduce by investing in a solar energy project in India. This has enabled us to achieve virtual carbon neutrality.
GRI 306	Waste 2020		
306-1	Waste generation and significant waste-related impacts	56-57	We separate and pass on plastic film, paper, metal, organic waste and batteries to professional waste management companies. Thanks to a new paint shop, we have been able to dispose of paint and varnish sludge as waste paper since 2025. Local, certified specialist waste management companies process aqueous sludges, as well as rust and boiler ash. Approximately 45% of leather offcuts are sold to processing companies for use in manufacturing leather products and accessories.
306-2	Management of significant waste-related impacts	56	Wherever possible, all waste is sorted by type and handed over to professional waste management companies so that it can be channelled into the most appropriate recycling processes. Recyclable materials are returned to the value chain. Our aim is to generate as little waste as possible, use materials for as long as possible and dispose of them in such a way that they can be reused as raw materials at the end of their life cycle.
306-3	Waste generated	57	The quantities of waste generated are shown in kg per waste category.
GRI 401	Employment 2016		
401-1	New employee hires and employee turnover	60	In 2024, there were 9 new hires and 12 employees left the company. In 2025, there were 12 new hires and 20 employees left the company.
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	61	We offer a wide range of benefits to both full-time and part-time staff, ensuring attractive and healthy working environments. These include flexible working hours, remote working, part-time work, support for returning to work and flexitime. We also make contributions to the company pension scheme and operate a profit-sharing scheme. Holiday pay and a Christmas bonus are also provided.

401-3	Parental leave		Parental leave is offered and regulated in accordance with statutory provisions.
GRI 402	Labour/Management Relations 2016		
402-1	Minimum notice periods regarding operational changes		Management informs staff of operational changes and decisions as early as possible, whilst complying with the statutory notice periods. COR is not bound by any collective agreements and therefore operates independently of any notice periods that may have been agreed in collective bargaining.
GRI 403	Occupational Health and Safety 2018		
403-1	Occupational health and safety management system	61	Our Health and Safety Committee continuously reviews and improves the safety of workplaces and work processes. Our occupational health management programme offers physiotherapy twice a month. COR subsidises external health and fitness courses run by selected partner organisations.
403-2	Hazard identification, risk assessment and incident investigation		The Health and Safety Committee identifies hazards, analyses and assesses risks and incidents, and documents them.
403-3	Occupational health services	61	The company medical officer advises COR on occupational health matters and offers flu vaccinations. The company has a first-aid facility in place.
403-5	Worker training on occupational health and safety	61	First-aid training courses take place every two years. Ergometric training courses are organised in collaboration with PhysioPlus GmbH Meyer & Meloh.
403-6	Promotion of worker health	61	Our workplace health management programme provides employees with training sessions led by qualified physiotherapists twice a month. We support health training sessions with selected partner organisations through subsidies.
403-9	Work-related injuries		In 2024, there were 30 workplace accidents. In 2025, there were 41 workplace accidents. The figures are taken from the association's register, in which all workplace accidents are recorded, including minor injuries that did not result in any illness.
403-10	Work-related ill health		There were no work-related illnesses during the reporting period.
GRI 404	Training and Education 2016		
404-1	Average hours of training per year per employee	64	We invest continuously in the skills development and further training of our staff. As all training courses are arranged in consultation with the relevant line manager, there is currently no central record of the average number of hours spent on training.
404-2	Programs for upgrading employee skills and transition assistance programs	64	Online training courses are held on the topics of data protection (GDPR) and IT security. All staff members who process personal data must undergo annual training. For staff members who are approaching retirement, we offer a partial retirement scheme to make the transition from working life to retirement as smooth as possible.
404-3	Percentage of employees receiving regular performance and career development reviews		Every year, face-to-face meetings are held with all staff members to ensure that their performance is regularly assessed and to offer them (long-term) career prospects.

LEGAL NOTICE

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COR Sitzmöbel Helmut Lübke GmbH & Co. KG
Nonenstraße 12
33378 Rheda-Wiedenbrück
Germany
Tel. +49 (0)5242 4102-0
info@cor.de
www.cor.de

Position as at April 2026

Contact Anna Thiessen, Corporate Communications, a.thiessen@cor.de

Robert Wilm, Sustainability Officer, r.wilm@cor.de

Concept, text and strategic consultancy Andrea Herold, InteriorPark., Stuttgart

Graphics & design factor.partners

Photographs Rudi Schmutz, Anna Thiessen, URban Zintel

The COR Sustainability Report is available on our Website www.cor.de
as a PDF download. To conserve resources, we have decided not to print it.