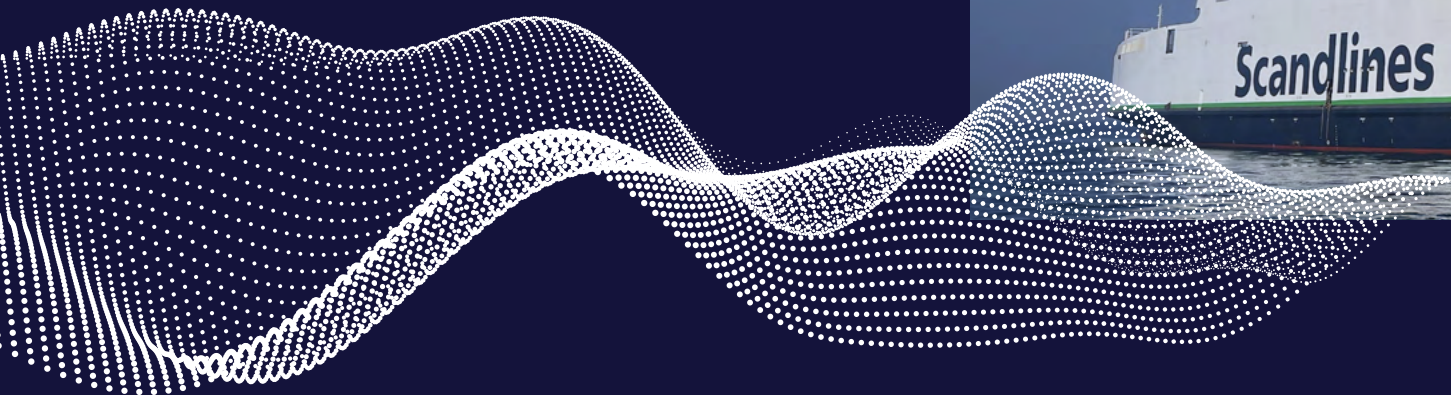


# Sustainability report 2025



## A moving stop

Traffic volumes remained solid in 2025, and we delivered good performance and continued to invest in our fleet and commercial initiatives to improve the customer experience.

# Table of contents

## 01 Overview

- 4 Scandlines at a glance
- 5 Our moving stop
- 6 Snapshot of 2025
- 7 CEO letter

## 02 Focus

- 10 Materiality assessment
- 13 Environment
- 25 Social
- 34 Governance

## 03 ESG KPIs and performance

- 40 ESG KPIs and performance

## 04 Indexes and definitions

- 43 TCFD index
- 44 GRI index
- 58 KPI definitions

### Recommended reading



➤ **CEO letter**  
Important milestones on our sustainability journey achieved. **page 7**

➤ **Our sustainability focus**  
Learn about our materiality assessment and sustainability efforts. **page 10**



### About the sustainability report

This report covers the activities and results of Scandlines Infrastructure ApS (the "Company") for the period 1 January 2025 - 31 December 2025, and was prepared in accordance with the GRI standards.

Our approach based on the GRI Standards, is focusing on identifying and reporting on relevant stakeholder concerns and the context and materiality of our efforts as well as presenting a comprehensive overview of Scandlines' sustainability work.

The information in the report has been sourced and presented with a view to ensure quality in terms of accuracy, balance, clarity, comparability, reliability and timeliness.

The report also represents our statutory statement on social responsibility in accordance with section 99b of the Danish Financial Statements Act, as well as on data ethics in accordance with section 99d of the Danish Financial Statements Act.

We look forward to continuously evolving and improving our approach, welcoming any feedback from our stakeholders.



# Overview

- 4 — Scandlines at a glance
- 5 — Our moving stop
- 6 — Snapshot of 2025
- 7 — CEO letter

# Scandlines at a glance

Scandlines operates two short-distance ferry routes between Germany and Denmark with high frequency and large capacity. Our ports and ferry routes constitute a crucial piece of infrastructure that connects motorways E47 and E55 between Europe and Scandinavia. Our moving stop offers shorter driving times, an opportunity to rest while sailing and a more efficient alternative to the Great Belt Bridge as well as airline travel and direct routes between Germany and Sweden.

**Fleet**  
**7 ferries**

Our six hybrid ferries are supplemented by our freight ferry, which can operate without direct emissions, commissioned in early 2026.

**Landings**  
**4 ports**

We own the three ports in Puttgarden, Rødby and Gedser and rent the port in Rostock. Our terminals are directly connected to the European motorway network, providing seamless and swift access, loading and exit for business and private passengers.

**Departures**  
**37 thousand**

Our infrastructure and ferries provide a direct connection between Continental Europe and Scandinavia with regular departures throughout the day.

**Cars**  
**1.6 million**

Scandlines connects the European motorway network with frequent departures around the clock and an average waiting time of 10 minutes on the Puttgarden-Rødby route.

**Passengers**  
**6.3 million**

Our ferries, infrastructure and staff create value for professionals, leisure travellers and shoppers looking for efficiency, convenience or a good deal on board.

**Lorries**  
**686 thousand**

The efficiency and reliability of our moving stop is valued by freight customers who take the opportunity to comply with resting time regulation while sailing.

## Puttgarden-Rødby

Four hybrid ferries with a crossing time of only 45 minutes and up to 96 departures per day. The route enables cars to travel from Hamburg to Copenhagen in 4 hours and 15 minutes at competitive prices. One new freight ferry, which can operate without direct emissions, has been commissioned in early 2026 to meet freight customer demand.

## Rostock-Gedser

Two hybrid ferries with a maximum crossing time of 2 hours and up to 20 departures per day. The route enables cars to travel from Berlin to Copenhagen in less than 6 hours at competitive prices.

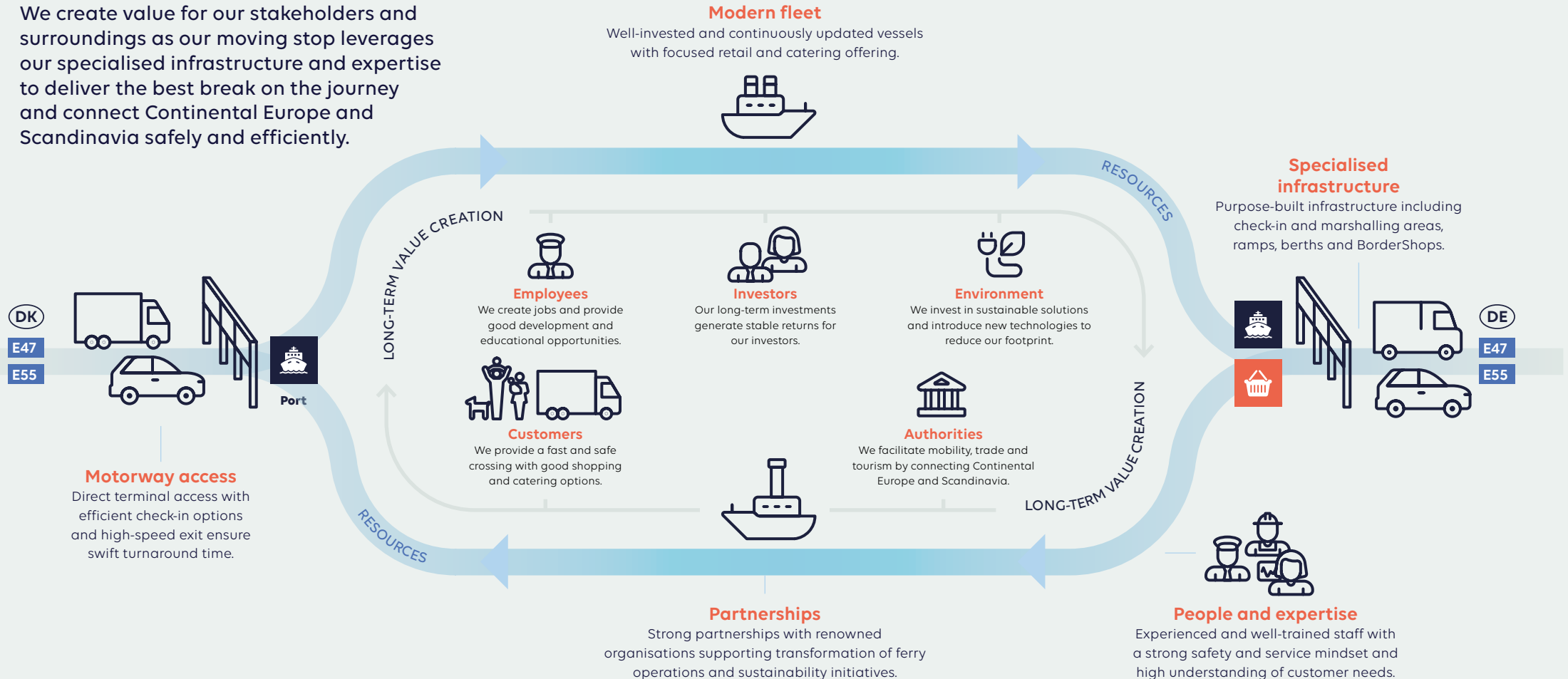
## Border shopping

Customers enjoy unparalleled shopping opportunities and online pre-ordering at two BorderShops located in the ports of Puttgarden and Rostock, respectively.



# Our moving stop

We create value for our stakeholders and surroundings as our moving stop leverages our specialised infrastructure and expertise to deliver the best break on the journey and connect Continental Europe and Scandinavia safely and efficiently.



# Snapshot of 2025

**52** MEUR

We continued our investments to transform our ferry operations with for example the construction of the new freight ferry as well as getting our ports and charging infrastructure ready to accommodate this new ferry.

**1/2**

One of the two planned conversions of hybrid ferries into plug-in hybrids has been finalised.

## SDG indicators relevant for Scandlines



**-75%**

Thanks to our efforts in the Health and Safety department, we were able to reduce lost days due to injuries from 364 to 91.

**46 000**

Training hours for Scandlines colleagues were facilitated by the company.



Since 2021 Scandlines Infrastructure ApS has been committed to the UN Global Compact corporate responsibility initiative and its principles in the areas of human rights, labour, the environment and anti-corruption.



## CEO letter

# Important milestones on our sustainability journey achieved

In 2025, our sustainability agenda entered a phase of consolidation and maturity after building a strong and credible foundation over recent years. Sustainability is no longer a parallel track; it is firmly embedded in how we operate and create value across our business. Central to our strategy is our commitment to the Baltic Region — a commitment that shapes our environmental, social, and governance priorities and positions sustainability at the heart of our business.

We revisited our sustainability approach to ensure full alignment with our business strategy and our updated Double Materiality Assessment. By embedding our commitment to the Baltic Region, we ensure that environmental stewardship, social responsibility, and regional well-being guide decision-making at every level. An important external validation of this progress came through our first EcoVadis assessment, where we achieved a Bronze Medal at our initial attempt. While we are

proud of this result, we view it as a baseline from which we will continue to improve our sustainability performance and ratings over time.

Our environmental progress demonstrates our pledge to tangible action. In 2025, we took delivery of The Baltic Whale, our newest ferry and our first vessel capable of operating with zero direct emissions when powered by electricity while increasing our freight capacity. Supported





**I am very pleased to see that our investments into innovative technologies are coming to fruition now and we are continuously developing an even better workplace while remaining focused on relentless improvement of the health and safety conditions of our people and our customers.**

**Eric Grégoire**  
CEO

by new onshore charging infrastructure in Rødby and Puttgarden, this vessel showcases next-generation efficiency and environmental performance and represents a significant milestone in our decarbonisation journey and reduces the ecological impact on the Baltic Sea. In parallel, we are converting two German ferries into plug-in hybrids and have submitted a near-term emission reduction target for validation to the Science Based Targets initiative, which provides a robust framework for validated and science-aligned emission reduction targets. We further extended our long-lasting collaboration with the German environmental non-profit organization Naturschutzbund e.V. (NABU).

Our focus on people and governance strengthens our role as a responsible regional operator. We achieved the lowest Lost Time Injury frequency since measurements began, reflecting sustained investment in safety culture and operational discipline. We also continued and strengthened our community engagement, reinforcing our role as a responsible operator in the regions we serve. On the governance side, we have conducted our first comprehensive human rights assessment and introduced both a new human rights policy as well as a sustainable procurement policy to strengthen accountability across our value chain.

These achievements set a solid fundament for the next phase of our sustainability journey. We are now steering forward — from foundation to acceleration. With clear priorities, an integrated sustainability strategy, and a proven ability to deliver, we are ready to move from framework building to measurable impact and continuous improvement. Sustainability is how we future-proof our business, strengthen our brand, and create long-term value for our customers, employees, investors, and society.

Looking ahead to 2026, we will continue the electrification and decarbonisation of our fleet and implement our Nature Transition Plan. We will also continue to enhance transparency and fairness across our workforce through improved pay transparency, structured salary reviews, and a clearer job architecture. This is particularly relevant as we are entering a new exciting partnership with Gebr. Heinemann who will be taking over our retail business. These steps reflect our conviction that strong environmental performance, responsible social practices, and sound governance are essential not only to the long-term success of our company, but also to the protection and stewardship of the Baltic Region we call home.

**Eric Grégoire**  
CEO



# Focus

- 10 — Materiality assessment
- 13 — Environment
- 25 — Social
- 34 — Governance

# Materiality assessment

We updated our materiality assessment confirming our material sustainability topics with a particular focus on environmental protection and health & safety.

In 2025, Scandlines maintained its focus on the ten principles of the UN Global Compact and updated its double materiality assessment while also addressing the requirements of the Global Reporting Initiative (GRI). The focus on the company's positive and negative economic, environmental and social impacts includes the assessment of impacts, risks, and opportunities (IROs) for a wide range of sustainability matters as part of a double materiality assessment covering our own operations as well as our direct value chain. The assessment encompassed short- medium- and long-term considerations as well as IROs based on the sectors we operate in, the products and the geographic regions. This assessment also considered our external and internal stakeholders. The assessment involves many internal and external experts and management, with executive management being ultimately responsible.

We have further strengthened the foundations of our sustainability work by revisiting our approach to sustainability in line with our business strategy and updated double materiality assessment, ensuring that environmental and social

responsibility guide decision-making at every level. We remain confident that we can deliver improvements in each of these areas. We report the most material topics under each of the three categories Environment, Social, and Governance of this report.

The identification and assessment of sustainability risks, including climate-related risks, are integrated in the materiality assessment. They are further considered in Scandlines' overall enterprise risk management approach including report to the board. For an overview of Scandlines' risks, please refer to the annual report.

In our sustainability work we place particular emphasis on environmental protection and health & safety of all parties. Based on our operations of high-frequency ferry routes in the Baltic Sea, these areas entail the highest impact and offer the most potential for making a positive contribution to our surroundings. An overview of our material sustainability topics can be found on page 11. The GRI reference index table is presented at the end of this report.

## Stakeholders

We value our stakeholders' opinion and engage with them on a regular basis to discuss concerns, share knowledge, build stronger relations, and strengthen our sustainability efforts. Our key stakeholders were identified by assessing their direct impact on our business as well as their exposure to any direct impact from our operations. We have also identified key stakeholders with whom we share specific sustainability objectives.

### Employees and workers

We have established safety committees and conduct work environment seminars for employees, and we cooperate with workers' councils and workers' unions on an ongoing basis to maintain and strengthen relations.

### Customers

We conduct surveys to obtain feedback from our passengers, and we engage with our freight customers at meetings and when attending conferences and congresses. We further use the Net Promoter Score to measure customer satisfaction. Our freight customers express an increasing interest in understanding the impact of CO<sub>2</sub>e emissions using Scandlines' operations.

### Investors

We engage with our investors and cover sustainability topics at scheduled and ad hoc meetings as well as through ongoing informal dialogue. Our Safety and Sustainability Committee was created on the back of such dialogues.

### Vendors and workers in the value chain

We have around 1,300 vendors and stay in close contact with a wide range of them daily and conduct vendor audits annually.

### Authorities and political decision makers

We meet with authorities and political decision makers to discuss and demonstrate climate investments and a range of other topics.

### Associations/NGOs

We are long-standing members of Green Ship of The Future, a Public Private Partnership for innovation and demonstration of technologies and methods to lower climate impact from shipping. We also work with associations such as the German environmental non-profit organisation "NABU" (Naturschutzbund) to further strengthen our profile by developing sustainability initiatives.

### Communities

We support the communities close to our harbours through sponsorships of local sports clubs and school projects etc. We also collaborate with local job centres on the Danish islands of Lolland and Falster and work with German schools on and around the island of Fehmarn to recruit staff. Together with three partners we develop the port area in Gedser to attract businesses and tourism.

### Natural environment

We specifically consider the natural environment as a silent stakeholder in our materiality assessment by using publicly available reports. from recognised institutions

# Our ESG focus

## Environment

Scandlines impacts the environment through its own operations and those of its business partners and customers. The emissions produced impact climate change, and the wrong use of chemicals can negatively impact the environment or health of employees and others. Spills and pollution can potentially occur onshore and at sea. Large amounts of (hazardous) waste are generated through products and services. Further, our operations and those of our business partners impact biodiversity, for example in the areas where we operate.

We are therefore committed to protecting the environment, particularly in relation to the preservation of our marine environment, the Baltic Sea. We have defined a vision of converting the group's vessels to zero direct emissions ferries and claim a position as an industry leader with a clear impact on the sector's sustainable future. We calculate our emissions and strive to find ways of reducing them. We further aim to reduce our environmental impact in other areas, such as pollution, biodiversity, and other emissions. We also focus on ensuring that resources are used responsibly by recycling and reducing waste as much as possible, as well as responsibly processing hazardous waste onshore for safe removal and disposal. We collaborate with nature protection organisations to identify ways of reducing our impact on the biodiversity of the territories we operate, by carefully analysing our impact on all realms of nature.



**Zero**  
direct emissions vision

## Social

Due to the nature of our industry, accidents impacting our employees, customers, and other related parties may potentially occur any time if precautions are not taken. Being the principal employer in some of the regions where we operate, we have a high responsibility towards our employees and workers in providing stable employment, decent work environment including equal treatment and providing relevant education and development opportunities. We recognise our impact on and responsibility for the communities we work and live in, as well as on the working conditions of our workers in the value chain.

The safety and well-being of our employees, workers, customers, vendors, and other stakeholders are of paramount importance to us, and we are committed to do everything possible to ensure this – not just physically but also mentally and emotionally. We comply with applicable regulation and internationally recognised standards for maritime workplaces and strive to avoid all incidents. We want our employees to become the best version of themselves and ensure high employee satisfaction levels by providing a great and inclusive working environment in terms of career development opportunities, diversity, and integration.



**Zero**  
incidents journey

**High**  
employee satisfaction

## Governance

With millions of customers and approximately 1,300 vendors, Scandlines has a responsibility to ensure fair and transparent business, and contracts which consider environmental principles, ensure the health and safety of workers and employees of vendors, and ensure that human rights principles are adhered to. This responsibility extends to providing a good corporate culture, compliance with laws and regulations, as well as external engagement to improve business conditions.

We never compromise on our commitment to honest and ethical behaviour, and we comply with all relevant laws in all jurisdictions in which we do business. We maintain a comprehensive compliance program, conduct regular compliance risk assessments and training of relevant employees, and we have a whistleblower hotline accessible to internal and external parties, which can be used anonymously.

We treat all vendors with respect and adhere to principles of diversity and anti-discrimination, and we strive to properly manage potential conflicts of interest, and protect human rights. We have high requirements for our vendors and expect them to sign our Vendor Code of Conduct, which includes the principles set out in the UN Global Compact. On a regular basis, we conduct reviews and audits considering, among other things, modern slavery.



**Zero**  
tolerance of compliance violations

**Respect**  
for all vendors



# EcoVadis Bronze Medal for Sustainability Performance

In 2025, Scandlines was awarded a Bronze Medal by EcoVadis, placing the company among the top 35 percent of organisations assessed globally for sustainability performance. This recognition reflects Scandlines' long-standing commitment to reducing environmental impact, enhancing social responsibility, and ensuring strong corporate governance, including compliance and risk management.

EcoVadis was chosen as an internationally recognised assessment platform that promotes transparency and comparability in sustainability performance. The Bronze rating acknowledges Scandlines' established sustainability management system and its integration of key topics – environment, labor and human rights, ethics, and sustainable procurement – into business practices through policies, measures, and performance indicators.

Our initiatives to transform ferry operations and our support for the UN Global Compact's 10 Principles

have been positively recognised, demonstrating that sustainability is now embedded at the core of Scandlines' corporate strategy.

The EcoVadis process also highlighted certain helpful areas for improvement. Looking ahead, Scandlines aims to strengthen its sustainability management and improve its EcoVadis score by enhancing policies, expanding training, improving reporting, and refining vendor screening processes.





# Environment

When operating ships across the Baltic Sea, environmental protection remains at the heart of our attention where we recognise our impacts, as well as the risks and opportunities related to climate change, biodiversity, pollution, and waste.

## Climate change

### Activities and results

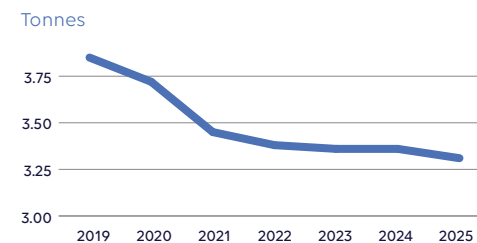
#### Transforming ferry operations

We are charting a clear course on our emissions reduction journey. We aim to align with the ambitions of the Paris Agreement to fight global warming and lead the transformation through trans-

forming our ferry operations and infrastructure to enable a transport corridor across the Baltic Sea without direct emissions. As a testament to this, we have already invested around EUR 430 million between 2013-2025 in further removing direct (scope 1) emissions and in driving technological advances to future-proof our position as a pioneer in low emission and state-of-the-art ferry operations. See further information on page 16.

Our new freight ferry which can sail without direct emissions was delivered from the shipyard in October 2025 and put into operations in March 2026. See further information on page 17.

#### CO<sub>2</sub>e emissions per trip



The transition of our existing fleet toward zero direct emissions continued in 2025, building on our expertise as pioneers in hybrid ferry technology and operators of one of the world's largest hybrid fleet. In late 2023, we committed to further electrifying two hybrid ferries on the Puttgarden-Rødby route. Once converted to plug-in ferries, these ves-

- 13 Climate change
- 19 Biodiversity
- 21 Pollution
- 23 Waste



sels will be able to recharge more than half of the energy required for each crossing while docked in port. The first vessel, M/V Deutschland, successfully completed its transformation at the beginning of 2026. For more details, see page 18.

During the yard stay of M/V Schleswig-Holstein the propellers were renewed which is meant to improve power transmission and overall performance to reduce fuel consumption and thereby also emissions.

Our operations teams continued to exchange knowledge and develop best practices to ensure ferries are maneuvered and navigated as efficiently as possible. We also focused on optimizing port operations, aiming for efficient loading and unloading to minimise port stays. Shorter port times allow for more time at sea, enabling energy savings through slow steaming while maintaining schedules. Additionally, our Energy Management System collects data from onboard energy users and instruments, providing real-time insights via our reporting tool to further optimise sailing efficiency.

### Emissions overview and accuracy

Overall direct emissions (scope 1) from bunker fuel were 2.7 percent lower compared to 2024. The effect was mainly due to less trips sailed with one of the vessels being in the yard for an extended period.

We have reduced our direct emissions (scope 1) by 13.9 percent per trip compared to our baseline

year 2019, saving 19,722 tonnes of CO<sub>2</sub>e, had we sailed the same number of trips. This was due to all prior initiatives on our decarbonisation journey. As no major new project was implemented in the course of 2025, the reduction within that year was limited but emissions will decrease significantly once the new freight ferry is in full operation and the further electrification of two vessels is finalised.

We continuously work on improving transparency of our operations through our greenhouse gas emission calculations. Since 2024, our greenhouse gas emissions calculations are being validated by an external party. We regularly update our data sources and calculation methods to accurately track our progress.

We reinforced our commitment to our decarbonization journey by submitting a near-term target for

validation to the Science Based Target Initiative in December 2025.

### Electric cars

The electrification of our car fleet continued, and we increased the share of electric and hybrid cars of our total car fleet of around 80 vehicles to 55 percent (2024: 49 percent). They use 100 percent renewable electricity when they charge at our facilities.

PHOTO: PATRICK KIRKEBY





## Climate risk assessment

As part of the updated double materiality assessment, we conducted a comprehensive review of our impacts, risks, and opportunities related to climate change adaptation, climate change mitigation, and energy management. This evaluation ensures that our approach remains aligned with evolving environmental challenges and supports informed decision-making for long-term resilience.

### Physical risks

The assessment of our exposure to physical chronic and acute climate risks is based on external expert reports summarising the exposures for each Scandlines location under a low (IPCC RCP2.6 scenario with an expected 2 °C increase at the end of the century) and a high (IPCC RCP8.5 scenario with an expected 4-5 °C increase at the end of the century) carbon climate scenario, as well as different short- (2021-2040), medium- (2040-2060), and long-term (2060-2100) time frames.

In 2024, we identified and assessed the most relevant climate risks, combined with possible transition risks. Based on our business activities and the geographical regions we operate in non-relevant climate risks were deselected. It was also concluded that exposure to physical risks is considered of greater relevance in the medium- to long-term. In 2025, we revisited the

results of the assessment and identified no necessary changes or updates to the assessment. The assessment of climate and transition risks as well as potential preventative and mitigating measures are regularly reviewed and updated.

Based on the assessment the acute climate risks of storms and changing precipitation patterns for all our ports are most relevant to Scandlines due to the possible damage to our assets which can also impact the actual operation of our ferries with a potential impact on departures. Following a significant storm surge in 2023, which pushed Bordershop Puttgarden into the quay leading to significant damage, the fendering was strengthened to better withstand future storms from the easterly directions in addition to the existing safeguards from westerly winds providing a compromise between timely repair and economic considerations. Whilst an increase of storms was identified as relevant already in low emissions and short-term scenarios, the risk of heavy precipitation only becomes relevant in the high carbon medium-term exposure scenario.

Higher increases of the global mean temperature result in a higher overall risk impact on Scandlines' operations and its supply chains (e.g. availability of certain spare parts). More frequent

and severe occurrences of our identified acute physical risks may cause temporary stops in operations and lost revenue. We monitor the frequency of these occurrences and assess the need for adaptive measures on the vessels and in the ports. Higher global temperatures with more frequent and longer heat periods may also change travel patterns of leisure customers in the future, as travelling south may become unattractive and leisure travel towards Northern Europe may increase. These changes in customer behaviour cannot be fully assessed at this stage but might require adjustments to Scandlines' operations.

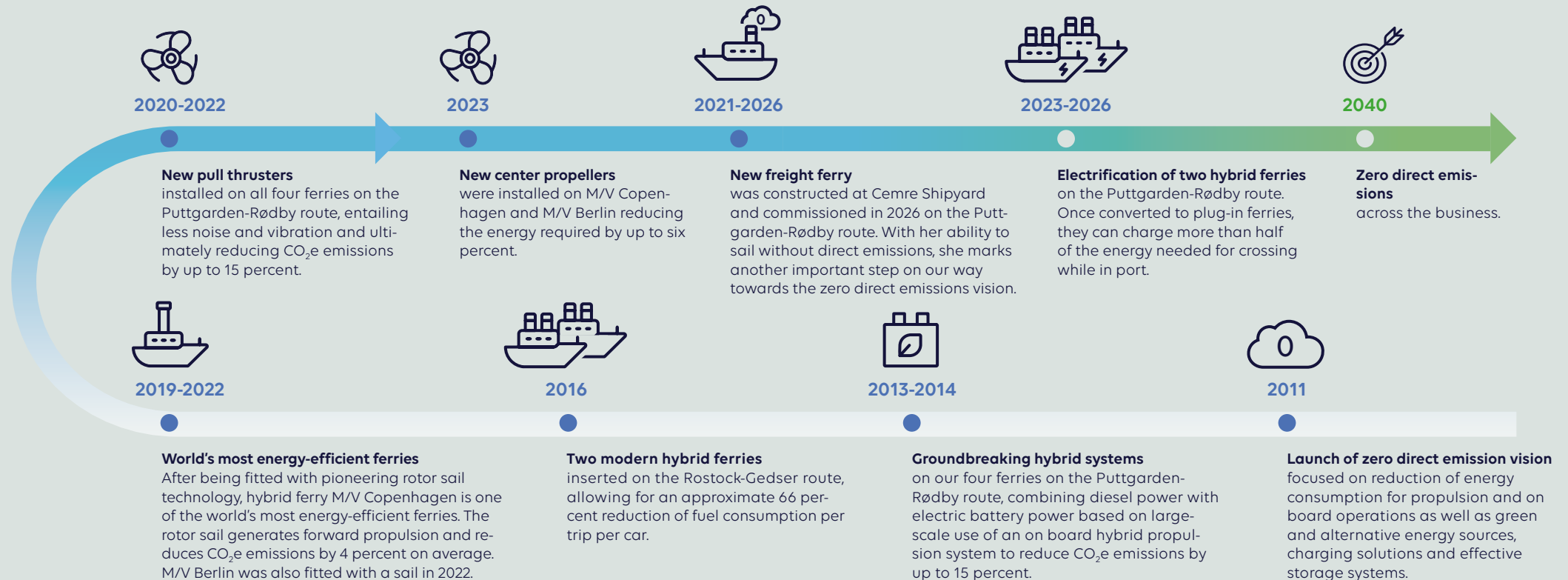
### Transition risks

Transition to a low carbon economy represents, in addition to possible risks, also the opportunity to pursue Scandlines' zero direct emissions vision. The most relevant risks relate to regulatory changes which, on the one hand, significantly increase the time spent required and necessary investments to ensure continued compliance, but on the other hand also provide opportunities for additional revenues and funding, as well as cost reductions. Failing to adequately invest in the pursuit of our vision entails a risk of losing business customers to competitors also focussing on transitioning to a lower carbon economy.

Rapid changes in the regulatory landscape make an assessment on potential future costs like carbon pricing, more difficult. Further, capital expenses are necessary to continue the transformation of the fleet to zero direct emissions, a transfer that also entails risks using new technologies. Expenditure will also increase on the back of increasing raw material and commodities prices.

# Transforming ferry operations

We are committed to transforming our ferry operations. Using latest technologies, we aim to reduce our carbon footprint in line with our vision of sailing without direct emissions by 2040 while creating an outstanding customer experience and increasing our capacity. Our investments of around EUR 430 million between 2013-2025 not only increased capacity but removed direct emissions (scope 1) and drove technological advances to future-proof our position as a true pioneer in fossil fuel free ferry operations.





# The Baltic Whale arrived

On 7 January 2026, we held the name giving ceremony for our new freight ferry, which can sail without direct emissions. The construction of the ferry was completed at Cemre Shipyard in Turkey two years after the keel laying, and the ferry took the long journey to Rødbyhavn in Denmark in October 2025. Following final work and tests, it was commissioned in March 2026.

The ferry is one of the world's largest battery-powered ferries with energy-efficient design and a capacity to transport 66 freight units and 140 passengers across the Fehmarn Belt. The ferry reached its home port in October 2025 after some delays in the shipyard. The Baltic Whale covers the distance of 18.5 kilometers in approx. 45 minutes. Due to the investment in a highly modern charging infrastructure in the ports, the charging time is only 12 minutes for a crossing. The intelligent charging infrastructure can be activated in less than 15 seconds independently of water levels and movements.

With the region's future in mind, we have chosen a name that pays homage to the Baltic Sea's marine life and specifically the porpoise – the small whale, which lives in these waters. Operating in the Baltic Sea comes with a natural responsibility to care for the environment we are part of. Her name is a reminder of that responsibility.

In November 2024, the ferry was named Short-Sea Ferry of the Year at the Ferry Shipping Summit Award, which supports ferry companies and ports that lead the way with ideas and possible solutions promoting sustainable development across strategic, operational and tactical levels.



PHOTO: PATRICK KIRKEBY



# Electrifying the Fehmarn Belt Link: Hybrid conversion in full swing

Scandlines converted the first of two ferries on the Puttgarden–Rødby route into a plug-in hybrid vessel, reducing reliance on fossil fuels and cutting direct emissions during crossings.

The vessel will be able to source more than half of its propulsion energy from 5 MWh battery systems, which are recharged in port using an ultrafast charging solution capable of full recharge with renewable electricity.<sup>1</sup>

This conversion is part of Scandlines' vision to achieve zero direct emissions by 2040, supported by annual progress reporting. The first upgraded ferry, M/V Deutschland, returned to service in February 2026 after successful testing. Its sister vessel, M/V Schleswig-Holstein, will undergo the same transformation in 2026. Both conversions are implemented in partnership with a globally recognized marine technology provider responsible for electrical systems, installation supervision, and commissioning.

The project, announced in late 2023, has been externally validated through industry recognition:

- DVWG Innovation Prize (2024) for the charging technology
- Financial support from the German Ministry of Transport, as part of a funding programme covering sustainable modernisation of coastal vessels to reduce emissions (NamKü)

At the time of the publication of the report, we are optimising the technology and its application. The experience will be applied to the conversion of the next ferry, planned for autumn 2026.

<sup>1</sup> This figure is based on operational energy demand per crossing under standard conditions.



## Biodiversity

### Activities and results

We take our responsibility to protect and limit our impact on nature seriously, with a strong focus on our local environment. To prevent spills and pollution, we maintain an extensive maintenance program. In the event of accidental pollution, established processes ensure immediate action to minimise damage and mitigate negative impacts. Our ongoing initiatives to reduce waste and replace harmful chemicals with safer alternatives benefit both people and the ecosystems around Scandlines.

We reviewed our impact and dependency assessment that we conducted for the first time in 2024. Several impacts and dependencies on nature and biodiversity were identified in the first assessment and confirmed in 2025's review. Material impacts include light pollution through our ports, underwater noise as well as pollution through greenhouse gas emissions and particulate matter through the operations of our vessels. Other sources of pollution that were identified as material impacts are microplastics, for example through vessel coatings, customer car tires or other plastic waste sources that accidentally spill out into natural spaces. A significant material impact on the quality and impact of the Baltic Sea ecosystem was identified in the dredging of natural seabeds which is occasionally necessary in front of the port of Gedser to ensure operations

can continue but, of course, always performed under valid environmental permits.

Based on the assessment we are currently working on setting up a corporate nature transition plan that will allow us to plan more targeted actions to limit our negative impact on nature. For this, we have joined INAT, the Initiative for Nature-Aligned Transition as a pioneer group participant. This multi-stakeholder-initiative with participants from the private sector, civil society and academia explores how companies can best approach nature transition on a strategic level. Through the initiative we have received third-party confirmation on the results of our impact and dependency assessment as well as previous actions taken for the benefit of nature and environment, for example the installation of rotor sails or new propellers.

In 2025, we extended our collaboration with the German environmental non-profit organization Naturschutzbund e.V. (NABU) by another three years. It first started in 2014 and we have since worked together on various projects to transform our ferry operations and other sustainability initiatives.

In 2024, we decided to change the land management in our ports and add more green structures to make our ports more biodiversity friendly. In 2025, we put our plans into action together with NABU and planned new green structures in the port of Puttgarden to be built in 2026 and started to train our responsible employees in the port on changed land management practices.



Another joined project with NABU was the planning and opening of the first Baltic Sea Life exhibition on our vessel M/V Deutschland (please refer to page 20 for further information).



# Experience the Baltic Sea

In 2025, we opened the Baltic Sea Life, a Virtual-Reality exhibition on board of our vessel M/V Deutschland.

Through this exhibition our customers can experience underwater life in the Baltic Sea from a unique point of view through virtual reality glasses accompanied by video screens and educational texts.

As part of our strategy at Scandlines, we commit to the Baltic Region. With this exhibition we want to bring the special and fragile ecosystem of the Baltic Sea closer to the many customers we transport across this sea, both children and adults, to provide education and awareness on why it is important to protect it.

This project was made possible through the collaboration with our long-term cooperation partner Naturschutzbund Deutschland e.V. (NABU), the German environmental non-profit organization.

**“As part of our sustainability strategy, through which we are clearly committed to the Baltic Sea region, it is important to us to also contribute to environmental awareness and to take the opportunity to address as many people as possible on this important issue.”**

**Heiko Kähler**  
Managing Director Scandlines  
Deutschland GmbH



## Pollution

### Activities and results

We continue to comply with all applicable regulations to prevent pollution both onshore and offshore and maintain a strict policy of not discharging any waste into the Baltic Sea. This includes the use of closed-loop scrubbers, with all resulting waste managed onshore. Additionally, we operate our own sewage treatment plant in Puttgarden to ensure proper cleaning of discharged water from the Puttgarden–Rødby route.

Should a spill or pollution happen, processes are in place to immediately limit any damage and to alleviate the negative impacts; if required, in close liaison with local authorities.

Chemical substances are used with close attention to their safe handling – for our environment but also people. We have initiated a regime of chemical checks in all business units to ensure that chemicals stored and used conform to our list of approved chemicals. In 2025, a pilot project was conducted to replace chemicals with less harmful alternatives demonstrating our proactive approach to safe and sustainable operations (refer to page 22 for further information). Another pilot project focused on the automated dosing of cleaning chemicals. The results so far indicate a significant saving on the amounts of cleaning chemicals used in addition to improved ergonomics.

## 0

We had no reportable environmental incident related to pollution in 2025.





# Substituting chemicals with less harmful alternatives

As part of Scandlines’ sustainability strategy, we intensified our efforts to reduce our environmental impact and improve the working environment through less harmful chemical solutions in 2025.

Chemical products play a central role in our operations, but they can also pose risks – both to the environment and to the health of our employees. That is why we have a clear goal: to replace hazardous chemicals with less harmful alternatives without compromising functionality.

## Overview, dialogue and substitution

In a first step we created a complete overview of all chemical products in use and in stock. We regularly review our inventory to ensure that only approved and risk-assessed products are used. Whenever possible, identified hazardous products are removed and replaced with the least harmful alternatives with the same function. This process requires close cooperation and dialogue across the entire organisation, with active contribution from a number of employees..

## Collaboration on more environmentally friendly chemicals

Scandlines collaborates with the Swedish supplier Veidec, which specialises in environmentally friendly chemical engineering products. Veidec’s range includes PFAS-free and health-friendly alternatives that meet relevant environmental standards – without compromising on effectiveness.

In the first phase, we tested eleven products on-shore, which have proven to be both effective and more environmentally friendly than previously used chemicals. The next step is to test selected products on board, with a focus on replacing the most harmful substances.

**The work on substitution with less harmful alternatives will continue into 2026, with the same intense focus!**



# Waste

## Activities and results

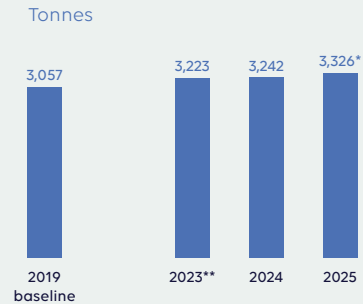
The operation of our vessels and ports generates various types of waste, including materials from spare part replacements, green area maintenance, construction activities, and sewage processing. Additional waste is produced by customers in ports and on board our ferries. Retail operations primarily generate packaging waste, while restaurants contribute mainly food waste. Administrative areas also produce a smaller amount of office-related waste. We maintain our focus on appropriate waste management ensuring that no waste is discharged in the Baltic Sea but is disposed of by certified third parties or treated by us. The amount of waste generated and recycled stayed approximately on the same levels in 2025 as in the prior year. We continued our projects onshore to reduce and better segregate waste. In one of the projects, we reduced the plastic foil needed to pack palletes in the warehouse for delivery on board. The new process saves 864 meters of foil per week, corresponding to 45 kilometres or 450 kilograms of foil per year. We are also exploring new ways to increase the rate of recycling of the waste generated by our passengers by providing more opportunities to separately dispose waste fractions. In 2024, we introduced a waste compactor with an automated sensor system in Denmark. In 2025, we saw the positive results of the initiative. Through the full load indicators, we reduced the number of collections to 109 from 317 in 2023. Next to the saved financial

costs, fewer collections also mean less kilometers driven with large trucks picking up the waste and ultimately the reduction of CO<sub>2</sub>e emissions through fuel consumption.

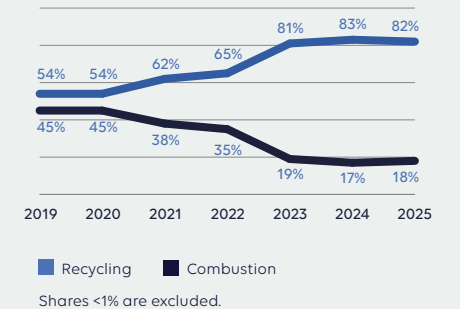
Since 2020, we have worked to reduce food waste in our restaurants and will continue to do so. In 2025, we started to implement food waste on our LEAN Boards. An initiative was launched to reduce waste on specific products with a LEAN Green Belt project.



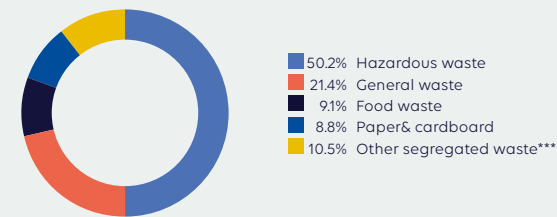
### Waste volumes



### Waste treatment



### Waste fractions



The above values exclude waste from construction/disposal of ferries.  
 \* Three more waste contractors for hazardous waste and data-sensitive paper waste on the German side were included this year, largely explaining the increase  
 \*\* Waste oil from the vessels was newly included as a waste type in 2023 as we were previously unable to calculate the amount. Waste oil (1,325 metric tonnes) makes up 97.6 percent of the hazardous waste and is recycled in its entirety. It makes up 51 percent of all recycled waste.  
 \*\*\* each < 5%

## Outlook



PHOTO: PATRICK KIRKEBY

The conversion of the two hybrid-ferries on the Puttgarden-Rødby route into plug-in hybrids will be finalised in 2026. Our new ferry, The Baltic Whale, will officially enter into operation.

We will continue investigating zero emission solutions for the Rostock-Gedser ferries as well as new energy storage solutions, including alternative fuel usage.

We aim to get our near-term emission reduction target approved that we have already submitted to SBTi.

In 2026, we will make sure our preventative and monitoring measures to protect nature continue functioning. We will continue our participation in INAT and finalise our nature transition plan. We will implement our first new green structures in the port of Puttgarden and will work on transferring the lessons to our other ports' land management. We show our commitment to the Baltic Region and the protection of the environment in general through a donation to our partner NABU as part of the naming giving ceremony of The Baltic Whale.

Senior management decided to take the first steps towards an ISO 14001 certification in 2029.

This will ensure alignment of our initiatives in all parts of Scandlines and will guide our environmental efforts over the years to come.

We plan to explore further utilization of automated chemical dosing systems across our fleet, improving ergonomics and lowering chemical use across Scandlines.

### → KPIs

- Direct and indirect CO<sub>2</sub>e emissions (Scope 1, 2 & 3)
- CO<sub>2</sub>e emissions per trip (t/trip)
- Total energy consumption (MWh)
- Purchased electricity (MWh)
- Share of renewable energy onshore (%)
- Share of electric/hybrid cars in fleet (%)
- Number of charging stations for electric cars (#)
- Environmental accidents/violations (#)
- Waste volumes (tonnes)
- Share of non-segregated waste on overall waste (%)



## Policy

Our Code of Ethics, Code of Conduct and the ESG policy specify Scandlines' commitment to protecting the environment, particularly relating to preserving our marine environment.

Our ESG policy presents our strategic goal of leading the environmental change in the Baltic Sea by reducing emissions and realising our vision of zero direct emissions ferries. We are furthermore focussed on reducing energy consumption, our impact on the biodiversity in the region where we operate, and the use of chemicals. We continuously work on reducing our waste generation, while simultaneously improving our waste segregation. Our Code of Ethics, Code of Conduct and the ESG policy are available to all employees.



# Social

We are committed to providing a healthy and safe working environment for our colleagues and for workers across our value chain. This commitment is supported by robust health and safety standards, as well as continuous training and development to ensure our people have the skills and capabilities needed to perform their roles safely and effectively.

## Health and Safety

### Activities and results

Beyond physical safety, we strive to foster an inclusive and supportive workplace where colleagues can thrive, balance professional and personal responsibilities, feel secure, develop their potential, and be treated equally and fairly. In parallel, we recognise our responsibility to manage our impacts on the communities in which we operate and to contribute positively to their well-being.

We finished 2025 with the lowest number of significant safety injuries ever. This is testament to our continued focus on preventive health and safety efforts.

### Fleet compliance

In 2025, our fleet passed all audits conducted by the maritime authorities, and it was compliant with the demands of national and international maritime regulations, including the International Safety Management Code (SMS). Our regular Document of Compliance (DOC) review in Denmark was completed with the best result yet. Our classification society, Lloyd's Register, continuously maintains oversight of our ferries to ensure that all statutory rules and regulations are observed and that maintenance procedures are performed and documented accurately.

25 Health and Safety

29 People

33 Communities

Scandlines Corporate Health, Safety, and Environment (HSE) department has initiated early stage HSE considerations as part of Scandlines' refurbishment of the German ferries on Puttgarden-Rødby, to ensure safety and environmental improvements as part of the new design.

### Injury frequencies

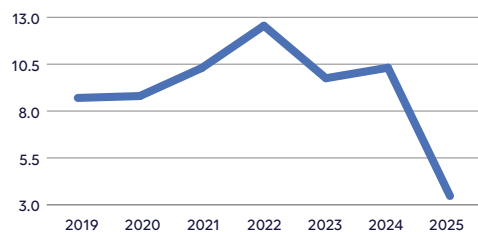
Overall, during 2025, the Lost Time Incident frequency (LTI-f) decreased significantly compared to previous years with a final value of 3.47 (2024: 10.31). As a positive effect also the number of lost days decreased to 91, representing a reduction of 75 percent (2024: 364 lost days). This indicates that not only did the number of injuries become less, but also the severity reduced.

### New safety initiatives

We introduced 8 Cardinal Safety Rules which emphasize key safe behaviors in association with selected high hazard operations that everyone in

### Lost Time Injury frequency (LTI-f)

Incidents / million exposure hours



Scandlines must follow to stay safe. They cover, for example, Danger Zones and Working Aloft and come with a training regime for all employees.

Furthermore, we introduced a quarterly "Safe Team" bonus which is designed to highlight the team's interdependence when comes to safety among colleagues. All teams managed to get at least one bonus payment during 2025.

Next to the already existing root cause analysis, we continued the process of defining and mitigating the most frequent hazards, which has resulted in a strategic assessment of where to focus our safety efforts. Various projects were launched during the year to address key focus areas.

### Continued strengthening of safety onboard

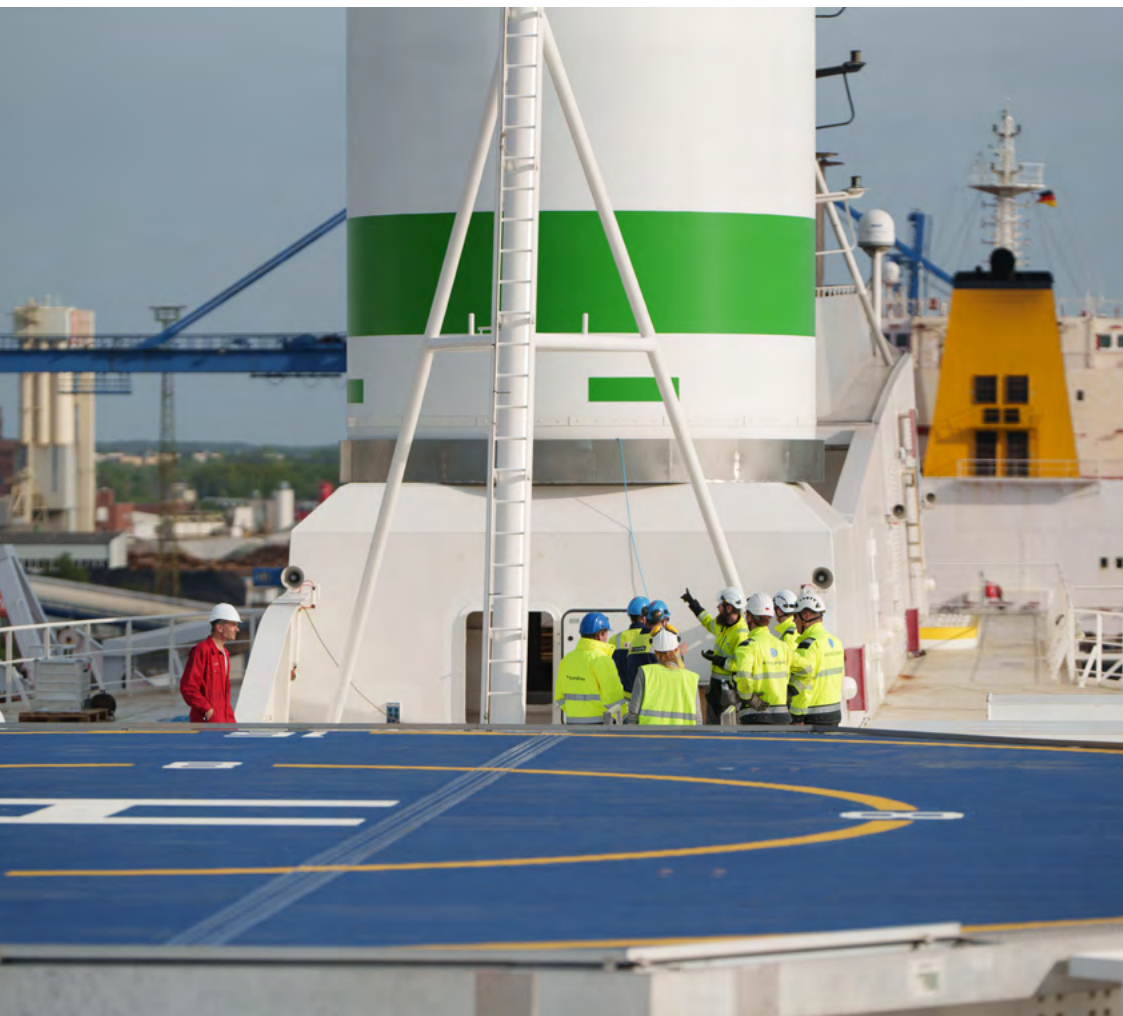
In addition to legal requirements, we continued to build awareness of safety issues and culture among our officers by performing Maritime Crew Resource Management (MCRM) training.

As the construction of the Fehmarn Belt tunnel progresses, traffic on the Puttgarden-Rødby route will grow. Scandlines continues to participate in operational and maritime committees with all parties involved to ensure an unchanged high level of safety for our customers and employees.

Our crew members conducted weekly and monthly safety drills and tested equipment in accordance with requirements and our crisis management plan.

## Scandlines "Cardinal safety rules"

<b>Hot Work</b> Control flammables and ignition sources 	<b>Enclosed Spaces</b> Obtain authorization before entering enclosed spaces 	<b>Energy Isolation</b> Verify isolation and zero energy before beginning a task 	<b>Machine Guarding</b> Do not tamper with safety devices 
<b>SAFETY CARDINAL RULES</b>			
<b>Working Aloft</b> Protect yourself from falling when working at heights 	<b>Pressurized Systems</b> Verify zero pressure before beginning a task 	<b>Danger Zones</b> Keep yourself and others out of danger zones 	<b>Safe Work Methods</b> Always think and act "safety first" 



A general update on our crisis management procedures took place in close cooperation with the local authorities.

### **Safety is our first priority**

As part of our LEAN transformation, SQDCC boards are in the process of being introduced across the Scandlines organization. The S relates to Safety and emphasizes our focus on safe processes and operations to help us to visualize and prioritize our efforts.

During 2025 we introduced a companywide Safety Notice reporting system to ensure uniform reporting and sharing of safety related incidents and observations. This has significantly increased our reporting and actions on HSE hazards and risks before they become actual incidents.

### **Safety alignment**

On a practical level several trials of Personal Protective Equipment (PPE) have been conducted across Scandlines to find the most suitable PPE for specific tasks.

### **Collaboration with authorities**

During 2025 we had several visits from the authorities regarding Health and Safety in our ports. The inspections confirmed that we comply to legislation, and in one instance we were re-

quested by the Danish Health & Safety Executive to minimize the risk associated with provisioning the vessels in the port of Gedser. The request was met by building a wind breaker wall at the provisioning tower. This improvement has made work even safer.

### **Harbor safety**

We have increased our focus on preventive measures such as firefighting training and first aid training in our ports.

### **Health day**

We continued to provide our well-established health day in Germany which gives employees the opportunity to learn more about health and well-being in their everyday lives.

## Outlook

Our focus on making Scandlines safer will continue in the years to come.

We will ensure continued compliance with all national and international regulations in our maritime and land-based activities, expecting to pass all audits and spot checks conducted by authorities in 2026.

As part of our process of updating our safety strategy, we will continue developing systems and training to underpin the Cardinal Safety Rules. We will also review the rules and associat-

ed policy to ensure they continuously reflect the needs of Scandlines in the best way possible and we are also working on aligning our approach to assessment of risk across the company.

A decision was taken by senior management to pursue a companywide ISO 45001 certification in 2029. This will ensure alignment of our initiatives in all parts of Scandlines and will guide our HSE efforts over the years to come.

Another focus area in 2026 is the HSE work around our new freight ferry, The Baltic Whale.

A series of risk assessments will have to be completed to ensure the safety of the staff once the ferry enters operation. Alongside HSE training, hazardous chemicals and waste management.

### → KPIs

- Lost Time Incident frequency (LTI-f) (incidents / million exposure hours)
- Recordable work-related accidents (#)
- Days lost to work-related injuries, fatalities and ill health (#)
- Safety dialogues (average completion by manager/year)
- Passenger injuries (per million pax)
- Fatalities (#)



## Policy

### Health & Safety

Our commitment to ensuring the safety and well-being of our employees, customers, contractors, and other stakeholders is laid down in our Code of Ethics, Code of Conduct, ESG policy, Health & Safety policy, and safety cardinal rules policy. We comply with all applicable regulations and internationally recognized standards for maritime and land-based workplaces and actively strive to prevent incidents and handle HSE hazards proactively.

Our Code of Ethics, Code of Conduct and policies cover physical safety and well-being as well as mental and emotional aspects. We encourage employees to balance work and private life with a view to providing a healthy work environment for all.

The Code of Ethics, Code of Conduct, ESG policy, well-being and mental health policy, the health & safety policy and safety cardinal rules policy are available to all employees.

## People

Our people are the foundation of our performance. We care for them by promoting a culture of safety, development, and respect.

### Activities and results

In 2025, we conducted our employee engagement survey for the fourth consecutive year. With a participation rate of 81 percent (2024: 76 percent), the survey showed engagement from colleagues across Scandlines, marking a notable improvement in involvement. The overall engagement score increased to 3.87 out of 5, reflecting a 0.23-point increase compared to the previous year.

This positive development highlights the dedicated efforts at all levels of the organisation to foster engagement and strengthen their sense of belonging at Scandlines.

The survey explored key topics, including engagement and motivation, development opportunities, management support, recognition, workplace safety, and communication. These insights have enabled all departments to identify their primary areas for improvement, ensuring targeted actions that address employee concerns and aspirations, ensuring that employee feedback directly informs meaningful change.

This year, 94.3 percent of employees participated in a Personal Performance Development (PPD) conversation, a significant rise from 78 percent last year, underscoring our commitment to structured dialogue and continuous development.

By continuing to prioritise open dialogue, recognise contributions, and invest in leadership capability, Scandlines aims to sustain and further enhance employee engagement in the years ahead.

We further performed our first comprehensive human rights assessment which led to our first human rights policy being developed and published. The human rights policy covers all stakeholders, from our supply chain to our surrounding communities to of course our workforce.

### Scandlines Academy

In 2025, we launched the Scandlines Academy to create a unified, strategic framework for learning and development across the organisation. The Academy supports our ambition to strengthen competencies, ensure compliance with manda-



PHOTO: PATRICK KIRKEBY

tory training, and provide clear development opportunities for employees.

The first phase focused on mapping all existing training and creating an overview of current development activities. By the end of 2025, 46,000 training hours had been registered across Scandlines, offering a solid insight into current learning patterns, which supports planning of the next phases of the Academy.

As part of the Academy's development, we introduced a range of new learning opportunities tailored to different roles and needs. A key initiative was the launch of our People Manager Training, designed to equip leaders with a shared understanding of effective leadership and the skills needed to support performance, well-being, and team engagement. This provides leaders with practical tools and a common language for leadership across Scandlines.



In addition to leadership development, employees gained access to LEAN leadership training and specialised programmes delivered by internal and external partners. These offerings ensure that employees are supported in developing the capabilities required in their roles.

Through Scandlines Academy, we are laying the foundation for a more skilled, engaged, and future-ready workforce.

### **Integrating the LEAN Principle in Scandlines**

Last year, we introduced the concept of LEAN in the company with the aim of improving our efficiency and customer value. In 2025, we continued our efforts by rolling out the LEAN principle on all levels of the organization. Approximately half of our employees have received training on LEAN principles in the reporting period.

### **Succession Planning**

We initiated a structured succession planning process to strengthen organisational continuity and reduce risks associated with critical roles. The first step focused on identifying key positions across Scandlines and assessing potential internal and external successors. This provides a clearer overview of our leadership pipeline and enables more proactive workforce planning.

### **Talent Management**

In 2025, we introduced a new talent management process to strengthen Scandlines' ability to identify, develop, and retain employees with strong performance and growth potential. Using

a structured assessment framework, managers completed the first talent review cycle, creating a consolidated overview of our internal talent landscape.

### **Diversity, Equity, Inclusion & Belonging (DEIB)**

We continue showing our commitment to creating a workplace where diversity is seen as a strength and all employees can thrive, for example through our DEIB policy and Diversity Dashboard.

The representation of women in managerial roles remained relatively constant at 31.3 percent (2024: 31.1 percent). We remain committed to improving gender diversity and fostering an environment that supports women in pursuing leadership opportunities.

In 2025, we introduced the Sunflower Program across Scandlines to strengthen awareness and understanding of invisible disabilities. The initiative supports both colleagues and passengers who may need additional time, patience, or assistance, even when their needs are not immediately visible (see also page 31).

The training was rolled out to all employees, and a large share of our workforce has already completed it. The training equips employees with practical guidance on recognising invisible needs, responding with empathy, and creating a safe and respectful experience for everyone.

The implementation of the Sunflower Program marks an important step in fostering a more inclusive culture at Scandlines - one where all individuals feel seen, understood, and met with dignity.

### **New reward schemes**

In 2025, Scandlines introduced several reward schemes. Next to the Team Safety Reward (see also page 26), an Extraordinary Customer Service Reward was introduced, as well as a Thank You Reward. The latter is dedicated to employees who are recognised for their exceptional commitment.



# Scandlines makes the invisible visible through the Sunflower

At Scandlines, we want to raise awareness of hidden disabilities – and help make the invisible visible. That’s why we actively support the [Sunflower program](#), which aims to create greater understanding and inclusion for both our colleagues and our customers.

Through this initiative, we want to increase awareness of hidden disabilities and establish a clear framework for how we meet people with additional needs. Our goal is to make travelling with Scandlines as safe and comfortable as possible, ensuring that both passengers and customers are met with the care and understanding they need and deserve.

All colleagues across our organisation are trained to recognise the Sunflower symbol, understand what a hidden disability may involve, and know how to offer support when a passenger is wearing the Sunflower lanyard.

For our colleagues, the programme strengthens the focus on creating a working environment where

everyone feels seen and supported. A place where we recognise that some colleagues live with challenges that may not be immediately visible – and where we meet each other with patience, understanding and respect.

**“The Sunflower Programme is a natural step in building a workplace and service culture where there is room for everyone, and it supports Scandlines’ ambition to be an inclusive and welcoming employer,”**

**Jakob de la Cour**  
SVP, Head of HR & Internal Communications.





## Outlook

We will continue to develop our Scandlines Academy to invest in our future leadership. As part of this, we will roll out the second module of our People Manager Training, focusing on more advanced topics and building further on the foundational training already completed.

We want to train the rest of the organisation on the LEAN principles to complete the foundation and are continually implementing working with SQDCC boards and Value Stream Mapping across the organization.

The work on our Succession Planning continues into 2026, where the focus will shift to development actions that prepare identified successors for future responsibilities.

The insights from our talent management work will guide individual development plans and inform future learning initiatives under Scandlines Academy, ensuring that development opportunities align with employees' needs and the organisation's long-term ambitions. Establishing this process marks an important step in building a more systematic approach to developing talent across Scandlines.

We will also continue our DEIB initiatives and awareness efforts, as well as engagement follow-up activities. Based on this year's engagement results, we will focus on the areas

that scored lower to further improve our overall engagement score.

EU pay transparency is an area we will primarily be working on in 2026. We have already initiated the process, but it will require significantly more focus in 2026.

### → KPIs

- Total number of employees (FTE)
- Total number of employees:
  - by work location (FTE)
  - by employment contract (headcount)
  - by region (headcount)
  - by gender (headcount)
- Share of female staff (%)
- Share of female managers (%)
- Share of female top managers (%)
- Share of female shareholder-elected Supervisory Board members (%)
- PPD completion rate (%)
- Training hours per employee (#)
- Retention rate, voluntary (%)



## Policy

### People

We believe that a diverse workforce makes our business and our community more vibrant and successful. This is why we are committed to providing a good working environment where we show mutual respect and adhere to principles of diversity and anti-discrimination as specified in our Code of Ethics, Code of Conduct, the ESG policy, the human rights policy, our well-being and mental health policy, our policy on gender, and our DEIB policy. In line with our policies, we adhere to all human rights and relevant labour laws. We take a zero-tolerance approach to bullying, harassment, discriminatory practices and any behaviour that threatens or intimidates a person based on their ethnicity, religion, gender, beliefs or sexuality. All employees are compensated and offered development opportunities based on qualifications, performance and ethical conduct to ensure a fair and transparent working environment.

The Code of Ethics, Code of Conduct, ESG policy, the human rights policy, the well-being and mental health policy, the policy on gender equality, and the DEIB policy are available to all employees.

## Communities

As part of our responsibility towards the Baltic region, we want the communities where we operate to thrive. For our employees, for local businesses, and for the environment.

### Activities and results

#### Community engagement

We want to support the local areas where we operate through different approaches.

Whilst Scandlines continues to support the NFH, a Danish handball team, we also supported for the first time the Mini Belt Cup, a tournament to bring German and Danish young football players together from the regions of Lolland-Falster and the north of Germany.

Scandlines also launched an internal program around community projects where employees can propose projects and their own capabilities in support of such projects. As a first project, we helped the primary school on the island of Fehmarn in organising a boat as a place for children to learn how to resolve conflicts.

As a first, employees of Scandlines participated in the World Clean-up Day. Whilst Scandlines provided a donation to the co-organisers of the

event organised in Rostock, employees at several locations in Germany and Denmark joined local initiatives to collect waste from the beaches and streets.

In addition, we continued our tradition to bring employees together in a relaxed atmosphere during our annual family day which was visited by 350 employees and their families in 2025. In a more sportive setting employees continue to get together at relay and walking races in Copenhagen, Maribo, and Rostock.

We continued our collaboration with local job centres on the Danish islands of Lolland and Falster and work with German schools on and around the island of Fehmarn to recruit temporary staff, in particular.

Further, we provide sponsorships of local sports clubs and school projects, among other things. In 2025, we developed a dedicated sponsoring and donation policy to determine a centralised process for submitting and treating sponsoring and

donation requests. Scandlines further created a website to centralise all external requests for free ferry tickets in support of non-profit associations supporting areas important to Scandlines.

Reducing the footprint of traveling is becoming more relevant. In 2025, we have demonstrated our support of improving sustainable tourism by becoming a business partner of the 'Sustainable destination Rostock & Warnemünde' via [TourCert](#).

Together with three partners, we want to develop the port area in Gedser not used for transportation purposes to attract businesses and tourism. In 2025 these plans were formalised. On Scandlines' grounds in Gedser, the municipality of Guldborgssund will establish a walking path between the yacht and fisheries ports. The track will also connect people to the newly planned "Køstperlen" (Pearl of the Coast) - a place where people can meet and enjoy nature and communal activities, build into the landscape with locally sourced materials. The design of the "Køstperlen" was done by the Danish architect firm Henning Larsen. Furthermore, the existing rescue station will be expanded by the Ministry of Defense together with the municipality of Guldborgssund.

## Outlook

We intend to continue and further develop our engagement for the local communities through sponsorships, donations, and joined initiatives.

The plans of the municipality of Guldborgssund to make the area around the port of Gedser more appealing for tourism and the local community will be further developed with Scandlines' full support.

### → KPIs

- Contribution to community projects and associations (tEUR)



## Policy

### Communities

We are aware of our impact on local communities in being one of the largest employers in certain regions and our environmental responsibility. This responsibility is reflected in our Code of Ethics, Code of Conduct, the ESG policy, and the sponsoring and donation policy.

The Code of Ethics, Code of Conduct, ESG policy, the sponsoring and donations policy are available to all employees.



# Governance

Our governance framework, with sustainability and safety firmly embedded in our business strategy and organisational structures, remains unchanged. It underpins a strong corporate culture, ensures compliance with applicable laws and regulations, and promotes ethical conduct across our operations and supply chains. In addition, it provides clear oversight and accountability for working conditions and labour practices throughout the value chain.

## Governance setup

Our investors and management are committed to continuously improving Scandlines' sustainability efforts to build a stronger business and to minimise impact on our surroundings.

### Ownership and governance

Scandlines operates a two-tier management structure comprising a Supervisory Board and Management Board, which is responsible for the overall strategy as well as daily operations as per requirements given under the Danish Companies Act.

The Supervisory Board comprises 11 members – 7 shareholder representatives and 4 employee elected members – none holding executive

director positions in Scandlines. Shareholder representative members of the Supervisory Board are elected for one year at a time by the company's general meeting, which comprises members of a consortium of long-term infrastructure investors including Igneo Infrastructure Partners (50.1 percent), Federated Hermes (14.9 percent) and 3i Group plc (35 percent). The chair of the Supervisory Board is not a senior executive in the organisation.

Two out of the seven current shareholder representatives, including the Chair, are considered independent. The Supervisory Board holds profound understanding of the sector, our geography, and main products. Additional special

- 34 Governance setup
- 36 Compliance & ethics
- 37 Our supply chain

competencies are held within health and safety, sustainability, and the financial sector.

Our investors are further represented in the two Supervisory Board Committees related to Audit and Risk, as well as Safety and Sustainability. In addition to the statutory corporate setup, a Remuneration Committee is established, as well as an Investor Committee for the purpose of providing input in respect of the overall direction and management of the Scandlines group.

Ultimately, the responsibility for decision-making lays with the Management Board, which is supervised by the Supervisory Board.

Responsibility for sustainability resides with the Chief Operating Officer as member of the Management Board and ultimately with the whole Management Board more largely, who report directly to the Supervisory Board and the relevant committees. At least once a year, the Supervisory Board reviews and approves our sustainability

topics (including climate-related issues), related risk management and our sustainability reporting, ensuring that all relevant topics are covered.

**Diversity**

At Supervisory Board level, we had a 29 percent share of women among shareholder-elected members. The current target is to increase this share to 30 percent by 2026. We do not measure further characteristics of underrepresented social groups.



**Sustainability governance structure structure**



## Compliance & ethics

In 2025, we improved our compliance processes and documentation, continued focussing on compliance and ethical business behaviour, training our employees, and raising awareness across the organisation.

### Activities and results

In 2025, we upheld our comprehensive compliance program, as potential non-compliance with relevant rules and regulations may have a significant detrimental impact on our business, financial performance, reputation, employees, and customers. We upheld a zero-tolerance approach to any compliance violation, including violations of anti-bribery and corruption legislation. We conducted regular compliance risk assessments across the organisation to address relevant compliance risks, including risks related to corruption, and to ensure awareness of any regulatory changes.

#### Compliance documents and procedures

In 2025, in addition to our Code of Conduct focusing on compliant actions, we issued a Code of Ethics to document and communicate the values by which we want to operate. Also, we formalised policies around competition and anti-trust, anti-tax evasion, and sanction compliance to fully address also these compliance-relevant risks. All compliance-related policies and procedures are communicated to all relevant parties, comprising the governance body members, employees, and business partners, where applicable. As

described below, we have mechanisms in place to allow any stakeholder to seek advice on implementing our policies and practices for responsible business conduct and to raise concerns about Scandlines' business conduct. In 2025, there were no instances of non-compliance with laws and regulations reportable to authorities.

Invitations were sent to all relevant employees for regular training sessions on compliance, data protection, IT security, and other topics, via e-learning. The completion rate for the compliance e-learning was at 96.2 percent (2024: 95.1 percent) which is in line with our expectations.

External representatives of the Supervisory Board and the two independent directors confirm either their own training programs to us or conduct our own compliance training.

We continued conducting compliance controls and reviews to ensure our compliance with rules, regulations, and internal instructions.

#### Procedures for critical concerns

Critical concerns can be raised through various processes and communicated to the Supervisory Board. Managers can report concerns through an enterprise risk management process shared with the Management and Supervisory Boards, including sub-committees. Additionally, a whistleblower system is in place for internal and external stakeholders to report serious misconduct or unethical behavior. Reports can be made anonymously to an external law firm or via email to the compliance function.

We strive to minimise negative impacts, especially on the environment, by collaborating with local organisations and supporting initiatives. If any negative impact is identified, we adhere to local statutory grievance mechanisms, including customer complaints systems, data protection authorities, mechanisms for employees, and courts. A dedicated customer service center handles complaints, and relevant grievance mechanism information is provided on our website. Grievances are addressed according to severity and reported to the relevant board or compliance function. We are analysing the received

customer complaints to learn from them, discuss possible solutions and take actions to improve. We updated our Modern Slavery Act statement in 2025, enforced throughout the value chain via our Vendor Code of Conduct.

#### Data ethics policy

Our data ethics policy is evaluated annually and the most recent is available [here](#). No significant updates were needed in 2025. This policy complements our data protection policies and provides ethical guidance in scenarios where existing laws may not apply. It covers the handling of data and security measures, ensuring compliance with legislation and authority decisions. We use artificial intelligence, machine learning, and algorithms to improve customer services and promote transparency. An internal team ensures implementation and employee training, with mechanisms for reporting non-compliance, under the oversight of the Data Protection Committee.

## Our supply chain

We undertook further steps towards sustainable procurement by establishing a dedicated policy and improved training while continuing to ensure compliance and promote sound business conduct throughout our supply chain by actively engaging with our vendors.

### Activities and results

Scandlines works with a wide range of vendors, including manufactures (primarily Retail and Catering), contractors, shipyards, wholesalers, brokers etc. In total Scandlines has a supplier base of approx. 1,300 vendors providing goods and services to the company with the top 30 vendors accounting for 61 percent of our annual spend and the top 100 vendors for 81 percent. The majority of Scandlines' main vendors are contracted through long-term frame agreements or yearly supply agreements. The majority of vendors are local, meaning Danish or German.

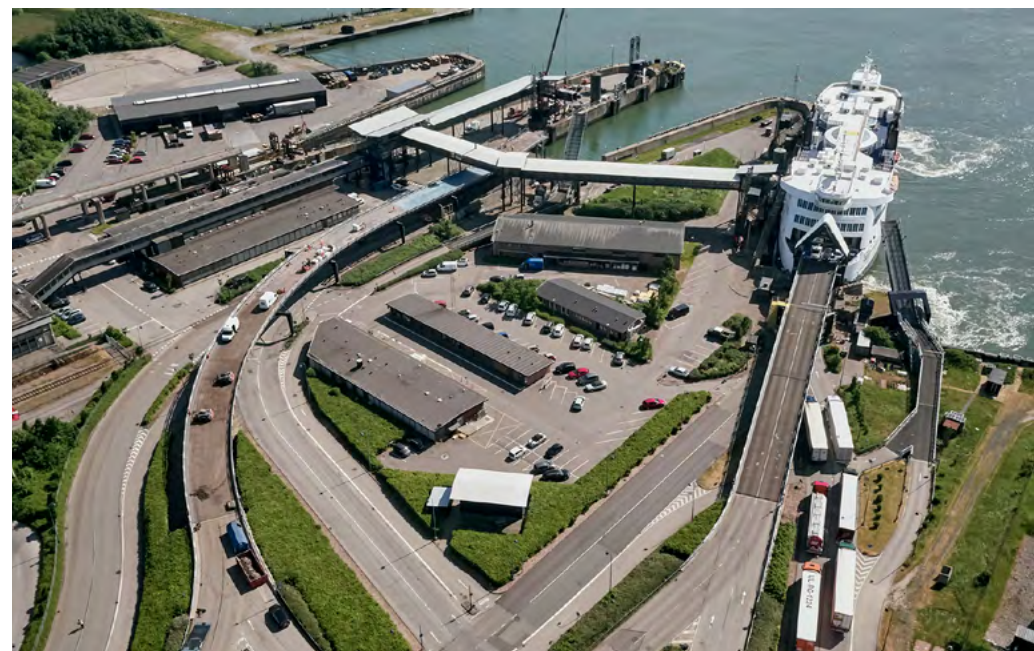
Our Vendor Code of Conduct includes emphasis on compliance with laws and regulations, ethical and legal behaviour, working conditions, health & safety as well as environmental protection. In 2025, 96 percent of vendors within retail signed the Vendor Code of Conduct or similar agreement (2024: 98 percent). For all other vendors with an annual spend above EUR 20,000 the signature rate was 97 percent in 2025 (2024: 94

percent). In addition, in 2025 we developed and communicated our first sustainable procurement policy, outlining the ESG principles to be taken into consideration in purchasing decisions and vendor selection.

We performed our first comprehensive human rights assessment which led to our human rights policy being developed and published in addition to our annually updated voluntary Modern Slavery Act statement which we have been publishing for several years already. As a result, we have developed and are implementing activities to ensure compliance with human rights in our own operations and value chain.

### Local procurement

Where possible, we aim to procure from suppliers located in Germany and Denmark. In 2025, 69.6 percent of our total spend was allocated to local suppliers (2024: 80.7 percent), with a further 4.4 percent being procured in Sweden (2024: 5.2 per-



cent). Local spent decreased in 2025 due to high payments to vendors in Turkey and Norway for The Baltic Whale construction and the conversion of the two vessels into plug-in hybrids (page 17 and 18). This development in local spend is not expected to continue next year.

### Vendor screening

Due to the nature of our business, vendors can be based in higher risk countries and sectors for ESG topics such as working conditions. Vendor

screening is therefore an area of focus. In 2022, we implemented a dedicated tool for screening and monitoring our (potential) main vendors in Procurement against environmental and social criteria, economic and reputational criteria. We adjust our criteria to serve our purposes better. Today we screen all potential vendors for Strategic Procurement with a spent above 20 KEUR. Actual vendors undergo an enhanced screening and are reassessed regularly during our partnership.

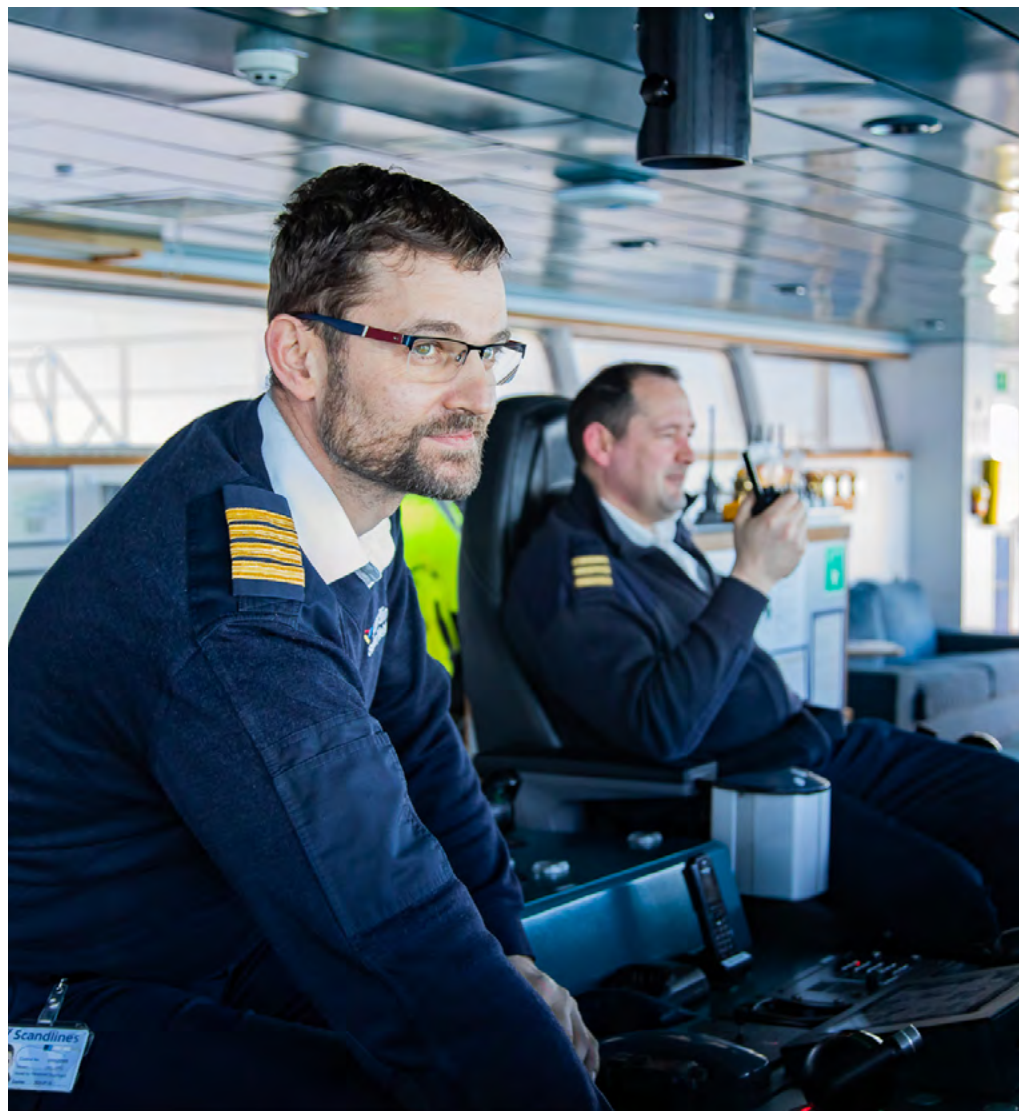
# Outlook

We will continue all compliance and ethics initiatives and maintain the whistleblower hotline. We strive to maintain the compliance e-learning completion rate next year.

We will ensure a smooth handover for the Retail vendors as part of our cooperation with Heinemann, and subsequently thoroughly review the process of our third-party due diligence procedures for the remaining vendors.

## → KPIs

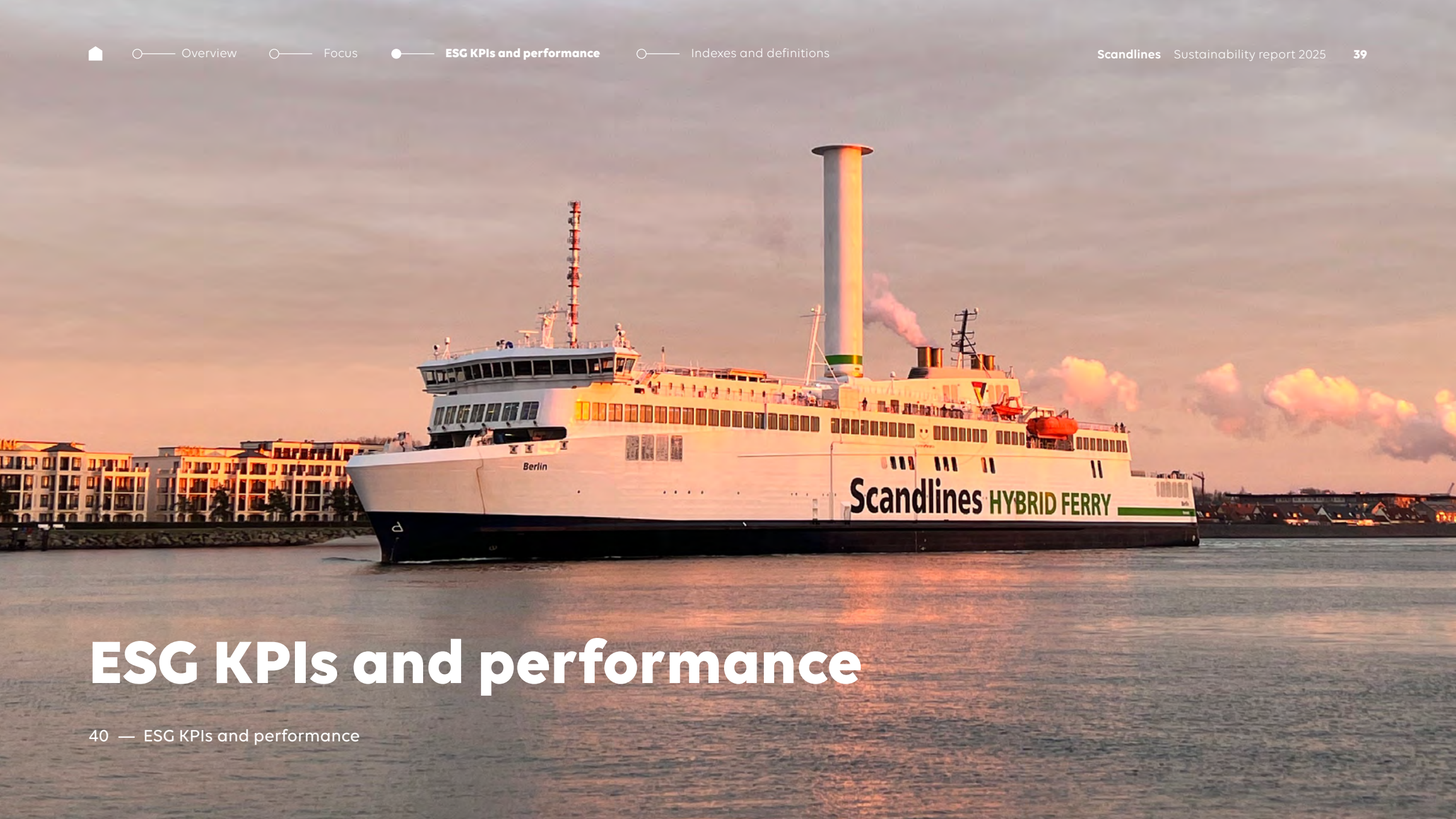
- Share of employees completing compliance e-learning (%)
- Share of vendors having signed Vendor Code of Conduct (Procurement & Catering) (%)
- Share of vendors having signed Vendor Code of Conduct (Retail) (%)
- Share of local procurement (%)
- Buyers trained (%)
- Vendors screened (%)



## Policy

Our Code of Ethics, Code of Conduct, ESG policy, Human rights policy, Sustainable Procurement policy, Gifts, Business Invitations, Reimbursement of Expenses and Hospitality policy, as well as all other compliance policies outline our commitment to ensuring ethical and honest behaviour, showing mutual respect and adhering to principles of diversity and anti-discrimination as well as properly managing potential conflicts of interest, and conducting our contracting and procurement practices in a fair and transparent manner. This commitment extends to our vendors as it is integrated in our Vendor Code of Conduct, which is also based on the principles set out in the UN Global Compact; including for example our expectation that business partners respect human rights, refrain from using child or forced labour and respect national laws and regulations.

The Code of Ethics, the Code of Conduct, the ESG policy, the Human rights policy, the Sustainable Procurement policy, the Gifts, Business Invitations, Reimbursement of Expenses and Hospitality policy, as well as all other compliance policies and policies around data protection are available to all employees. The Vendor Code of Conduct is distributed to all vendors.



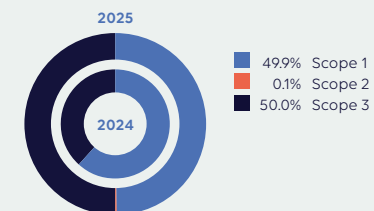
# ESG KPIs and performance

# ESG KPIs and performance

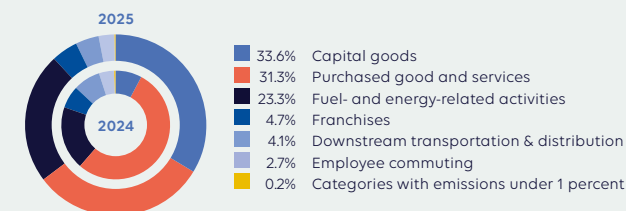
	2025	2024	2023	baseline year 2019
<b>Environment</b>				
Direct CO <sub>2</sub> e emissions scope 1 (t-CO <sub>2</sub> e)	123,271	126,916	131,127	158,139
Indirect CO <sub>2</sub> e emissions scope 2 market-based (t-CO <sub>2</sub> e)	129	129	353	2,532
Indirect CO <sub>2</sub> e emissions scope 2 location-based (t-CO <sub>2</sub> e)	1,558	1,767	2,358	-
Indirect CO <sub>2</sub> e emissions scope 3 (t-CO <sub>2</sub> e)	123,572	78,633	81,436	-
CO <sub>2</sub> e per trip overall (t-CO <sub>2</sub> e)	3.31	3.36	3.36	3.85
Total energy consumption (MWh)	453,453	-	-	-
Purchased electricity (MWh)	6,861	6,568	6,651	7,756
Share of renewable electricity purchased (%)	100	100	100	37
Share of electric/hybrid cars in the car fleet (%)	55	49	39	-
Number of charging stations for electric cars (#)	47	41	41	4
Environmental accidents/violations (#)	0	0	0	0
Waste volumes (tonnes)	3,326	3,242	3,223	3,057
Share of non-segregated waste on overall waste (%)*	21.4	22.2	24.7	57.8

\* The large drop in 2023 compared to the baseline year is mainly due to the first time inclusion of segregated waste oil in the waste statistic

## CO<sub>2</sub>e emission contributions



## Composition of scope 3 CO<sub>2</sub>e emissions



The overall split of emissions changed this year with Scope 3 emissions responsible for a higher share as well as an overall increase than in previous years.

This change can also be observed in the different categories within scope 3. Capital goods emissions, now the largest scope 3 emissions category, increased due to the inclusion of The Baltic Whale's building phase emissions calculated through an LCA. This development is expected to be a one-time occurrence. Emissions for fuel and energy-related activities not included in Scope 1 also increased in 2025 due to updated higher emission factors from the same source as in previous years as well as the new use of biofuel for the vessels.

# ESG KPIs and performance

	2025	2024	2023	baseline year 2019
<b>Social</b>				
Lost Time Injury frequency (LTI-f) (incidents / million exposure hours)	3.47	10.31	9.75	8.7
Recordable work-related accidents (#)	10	29	-	-
Days lost to work-related injuries, fatalities and ill health (#)	91	364	-	-
Safety dialogues (average completion by manager/year)	47	29	20	-
Passenger injuries (per million pax)	2.4	4.4	3.6	2.2
Fatalities (#)	0	0	0	0
Total number of employees (average FTEs)	1,404	1,377	1,453	1,533
– by work location (shore / sea, average FTEs)	578 / 826	578 / 799	623 / 830	668 / 865
– by employment contract (permanent / temporary, headcount)	1,320 / 325	1,290 / 289	1,344 / 249	-
– by region (Germany / Denmark, headcount)	826 / 819	801 / 778	810 / 783	-
– by gender (female / male, headcount*)	594 / 1,051	564 / 1,015	574 / 1,019	572 / 961
Share of female staff (headcount %)	36	36	36	37
Share of female managers (headcount %)	31	31	29	-
Share of female top managers (headcount %)	15	21	-	-
Share of female shareholder-elected Supervisory Board members (headcount %)	27	27	25	-
Retention rate, voluntary (%)	95	94	-	-
Employee engagement survey result (x out of 5)	3.87	3.64	3.52	-
Number of training hours per average FTE (#)	33	-	-	-
Personal Performance Development (PPD) conversation completion rate (%)	94	78	-	-
Contributions to community projects & associations (tEUR)	288	227	247	466
* Figures provided for 2019 represent average FTEs, whereas figures from the following years represent headcount.				
<b>Governance</b>				
Share of employees completing compliance e-learning (%)	96	95	87	70
Share of vendors having signed Vendor Code of Conduct (Procurement & Catering) (%)	97	94	97	-
Share of vendors having signed Vendor Code of Conduct (Retail) (%)	96	98	90	94
Buyers trained (%)	100	-	-	-
Vendors screened (%)	50	-	-	-





# Indexes and definitions

43 — TCFD index

44 — GRI index

58 — KPI definitions



# TCFD index

We implemented the recommendations of the TCFD as highlighted in the overview of disclosures presented below.

Recommended TCFD disclosures		Page
<b>Governance</b>	<b>Governance around climate-related risks and opportunities</b>	
<b>a</b>	The board's oversight of climate-related risks and opportunities	10
<b>b</b>	Management's role in assessing and managing climate-related risks and opportunities	10, 15
<b>Strategy</b>	<b>Actual and potential impacts of climate-related risks and opportunities on businesses, strategy, and financial planning where such information is material</b>	
<b>a</b>	Climate-related risks and opportunities identified over the short, medium, and long term	15
<b>b</b>	Impact of climate-related risks and opportunities on businesses, strategy, and financial planning	15
<b>c</b>	Resilience of the strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	15
<b>Risk management</b>	<b>Identification, assessment and management of climate-related risks</b>	
<b>a</b>	Processes for identifying and assessing climate-related risks	10, 15
<b>b</b>	Processes for managing climate-related risks	10-11, 15
<b>c</b>	Integration of processes for identifying, assessing, and managing climate-related risks into overall risk management	10-11, 15
<b>Metrics and targets</b>	<b>Metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material</b>	
<b>a</b>	Metrics used to assess climate-related risks and opportunities in line with strategy and risk management process	15, 40
<b>b</b>	Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks	40
<b>c</b>	Targets used by the organization to manage climate-related risks and opportunities and performance against targets	15-16, 40

# GRI index

We have prepared the sustainability report 2025 in accordance with the GRI Standards. This GRI index provides an overview of GRI disclosures presented in various sections of the report and a number of additional disclosures ensuring adherence to the GRI Standards as well as a high level of transparency and accountability.

## General indicators

Disclosure	Name of disclosure	Page or comment
3-1	Process to determine material topics	Pages 10-11, 35
3-2	List of material topics	Page 11
3-3	Management of material topics	Pages 10-41
2-1	Organisational details	Pages 2, 4, 36, 61  Additional information: Scandlines Infrastructure ApS is a Danish limited liability company.
2-2	Entities included in the organisation's sustainability reporting	All entities included in the consolidated financial statements are presented in the annual report note 26 and covered by this report. The annual report describes the approach for consolidating information.
2-3	Reporting period, frequency and contact point	The sustainability report is published annually in line with the annual report and covers the period 1 January 2025 to 31 December 2025. Both reports are published on the same day. The contact point for questions about the report or reported information is: Jenny Schmigale, Head of Sustainability & ESG Compliance, Jenny.Schmigale@scandlines.com.

Disclosure	Name of disclosure	Page or comment
2-4	Restatements of information	No restatements for prior periods.
2-5	External assurance	The greenhouse gas inventory for 2025 was prepared in accordance with ISO 14064-1 and verified by TÜV NORD CERT in compliance with the requirements of ISO 14064-3. Scope 1 emissions relating to bunker are certified in line with the requirements of the Regulation (EU) 2015/757 on the monitoring, reporting and verification of carbon dioxide emissions from maritime transport.  The overall report is not subject to external assurance.
2-6	Activities, value chain and other business relationships	Page 4, 5, 37.  Additional information: There were no significant changes to the organisation or the supply chain in 2025.



Disclosure	Name of disclosure	Page or comment																					
2-7	Employees	Pages 29-32, 41																					
		<table border="1"> <thead> <tr> <th>Head count</th> <th>Female/Male</th> <th>Denmark/ Germany</th> </tr> </thead> <tbody> <tr> <td>Total employees</td> <td>594 / 1,051</td> <td>819 / 826</td> </tr> <tr> <td>Permanent employees</td> <td>466 / 854</td> <td>607 / 713</td> </tr> <tr> <td>Temporary employees</td> <td>128 / 197</td> <td>212 / 113</td> </tr> <tr> <td>Full-time employees</td> <td>384 / 810</td> <td>574 / 620</td> </tr> <tr> <td>Part-time employees</td> <td>108 / 111</td> <td>79 / 140</td> </tr> <tr> <td>Non-guaranteed hours employees</td> <td>102 / 130</td> <td>166 / 66</td> </tr> </tbody> </table>	Head count	Female/Male	Denmark/ Germany	Total employees	594 / 1,051	819 / 826	Permanent employees	466 / 854	607 / 713	Temporary employees	128 / 197	212 / 113	Full-time employees	384 / 810	574 / 620	Part-time employees	108 / 111	79 / 140	Non-guaranteed hours employees	102 / 130	166 / 66
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		Part-time employees	108 / 111	79 / 140																			
Non-guaranteed hours employees	102 / 130	166 / 66																					
Additional information: The numbers are presented as headcounts at the end of the reporting period. Seasonal variations can occur due to the nature of the business. Data has been compiled from TalentSoft, Scandlines' HR system.																							
2-8	Workers who are not employees	Information not available as this data is not tracked.																					
2-9	Governance structure and composition	Page 34-35																					
		<p>Additional information:</p> <ul style="list-style-type: none"> <li>Shareholder-elected members are elected for one year with the possibility of re-election.</li> <li>Shareholder-elected members do not hold other significant positions and commitments which would compromise their ability to perform their duties within the organisation.</li> <li>Stakeholder representation is ensured through employee representation (as per mandatory law). And so is Investor representation (as per shareholder agreement).</li> </ul>																					

Disclosure	Name of disclosure	Page or comment
2-10	Nomination and selection of the highest governance body	Nomination and selection processes for the highest governance body and its committees: Shareholder representatives are elected by the general meeting, employee representatives are elected by the workforce in a democratic vote. Committees and their members are nominated by the Investor Committee and, where applicable, jointly with the Supervisory Board, in accordance with their proper nomination criteria. Participation of female members is a special focus area and the percentage of membership has increased throughout the years.
2-11	Chair of the highest governance body	Page 34
2-12	Role of the highest governance body in overseeing the management of impacts	Pages 10, 34-35
2-13	Delegation of responsibility for managing impacts	Page 35
2-14	Role of the highest governance body in sustainability reporting	Page 35



Disclosure	Name of disclosure	Page or comment
2-15	Conflicts of interest	The rules of procedure describe the processes for the Supervisory Board to ensure that conflicts of interest relating to transactions or arrangements involving the represented companies or board members are prevented and mitigated. Any such conflict is to be declared to the other Board members.
2-16	Communication of critical concerns	Pages 36
2-17	Collective knowledge of the highest governance body	Shareholder-elected members of the Supervisory Board obtain training through their respective employers, or take the same training as Scandlines' employees. Employee-elected members obtain the same information as all employees. The members of the Safety & Sustainability Committee are the specialists on this matter and report to the Supervisory Board on latest developments, etc. Should the need occur, dedicated training sessions would be organised.
2-18	Evaluation of the performance of the highest governance body	Not applicable

Disclosure	Name of disclosure	Page or comment
2-19	Remuneration policies	<p>Remuneration policies for members of the highest governance body and senior executives:</p> <ul style="list-style-type: none"> <li>• A Remuneration Committee is appointed to lead the process and decide on Management Board members remuneration.</li> <li>• When settling remuneration for Management Board members it may be decided, that a member of the Management Board is eligible to receive an extraordinary, deferred amount in compensation for forfeited incentives in the member's former position or other kinds of sign-on bonuses.</li> <li>• The Service Agreements of Management Board members may be terminated by a member or by Scandlines in accordance with the contractual notice-periods set forth in the Management Board members' Service Agreements.</li> <li>• During the employment and for a period after the end of the employment, the Management Board members are covered by a non-competition clause. In case of non-compliance with a restrictive covenant in the clause, the member shall pay liquidated damages in accordance with the conditions set forth in the Service Agreements.</li> <li>• Management Board members are covered by a mandatory pension scheme, which accounts for a percentage of the annual base salary. The pension contribution is paid by Scandlines in addition to the annual base salary.</li> </ul>

The Management Board members' eligibility to receive the STIP and LTIP bonuses are based on both financial and operational metrics to be determined each year.



Disclosure	Name of disclosure	Page or comment
2-20	Process to determine remuneration	<ul style="list-style-type: none"> <li>A Remuneration Committee is appointed to lead the process for Management Board members' remuneration, and to make recommendations to the shareholders to secure a formal and transparent procedure.</li> <li>The Remuneration Committee shall make a report to its shareholders after each meeting and on all matters within its duties and responsibilities. When setting remuneration for Executive Directors, the Remuneration Committee has regards to remuneration trends across the company.</li> <li>The Committee may obtain independent professional advice by appointment of external consultants to advice the Committee on issues within its terms of reference.</li> </ul>
2-21	Annual total compensation ratio	<p>Ratio of the annual total compensation for the organisation's highest-paid individual to the median annual total compensation for all employees (excluding the highest-paid individual): 1:34.</p> <p>Ratio of the percentage increase in annual total compensation for the organisation's highest-paid individual to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual): 2.7:1.</p> <p>The calculation includes all employees present in the organisation as of 31 December 2025.</p>
2-22	Statement on sustainable development strategy	Page 7-8

Disclosure	Name of disclosure	Page or comment
2-23	Policy commitments	<p>Scandlines is signatory of the UN Global Compact. These principles were used to develop our Code of Conduct and our Vendor Code of Conduct. Further, we comply with the Modern Slavery Act on a voluntary basis. Both consider human rights, due diligence, etc. The policy commitments – and particularly those to human rights – apply to all of our activities, to our vendors and sub-suppliers. Our commitments are approved by members of the Management Board, and where applicable also the Supervisory Board. They are available on the website and as part of contractual agreements. On our website, they can be found here:  Modern Slavery Act statement: <a href="https://www.scandlines.com/about-us/transparency/">https://www.scandlines.com/about-us/transparency/</a>  Code of Conduct: <a href="https://www.scandlines.com/about-us/compliance/">https://www.scandlines.com/about-us/compliance/</a>  Vendor Code of Conduct: <a href="https://www.scandlines.com/about-us/vendor/">https://www.scandlines.com/about-us/vendor/</a>  Commitment to the UN Global Compact: <a href="https://www.scandlines.com/about-us/our-green-ambition/protecting-the-baltic-region/">https://www.scandlines.com/about-us/our-green-ambition/protecting-the-baltic-region/</a></p>
2-24	Embedding policy commitments	Pages 24, 28, 32, 33, 38
2-25	Processes to remediate negative impacts	Pages 36
2-26	Mechanisms for seeking advice and raising concerns	Pages 36
2-27	Compliance with laws and regulations	Pages 36



Disclosure	Name of disclosure	Page or comment
2-28	Membership associations	Pages 6, 61
2-29	Approach to stakeholder engagement	Pages 10
2-30	Collective bargaining agreements	85 percent of the employees on the payroll of Scandlines Infrastructure ApS and its subsidiaries are covered by collective bargaining agreements. Employees not covered by collective bargaining agreements are not disadvantaged compared to those covered by collective bargaining agreements.



## Topic-specific disclosures

### Environment

Disclosure	Name of disclosure	Page or comment
<b>Biodiversity</b>		
101-1	Policies to halt and reverse biodiversity loss	<p>Scandlines states in its ESG policy that it aims to limit potential negative impacts of its operations on the biodiversity of the regions where it operates in. We collaborate with nature protection organisations to identify ways of reducing our impact on the biodiversity of the territories we operate in, by carefully analysing our impact on all realms of nature. In addition to objectives stated in the other sections of our ESG policy, we commit to protect, restore, and promote the sustainable use of terrestrial ecosystems with our initiatives around managing green spaces in our ports in a nature-friendly manner. We further aim to reduce underwater noise and light pollution. We are also currently in the process to develop a Nature Transition Plan in partnership with the Initiative for Nature-Aligned Transition (INAT). Although not explicitly stated, our policies are well in line with the targets and goals of Kunming-Montreal Global Biodiversity Framework, specifically Goal A – Protect and Restore and Goal B – Prosper with Nature.</p> <p>As part of our materiality assessment, we have identified how our activities can, potentially or in actuality, impact biodiversity as well as the ways on how our business model is dependent on biodiversity. Our ESG policy is based on this assessment. We have done a first assessment of biodiversity impacts and dependencies in our supply chain and with our business partners which we plan on developing further in the future.</p> <p>We are currently working on setting specific targets to halt and reverse biodiversity loss.</p>

Disclosure	Name of disclosure	Page or comment
101-2	Management of biodiversity impacts	<p>As part of the development of our Nature Transition Plan, we are currently working on aligning our measures to the mitigation hierarchy.</p> <p>An area size under restoration or rehabilitation can not be reported as it is currently not applicable to Scandlines.</p> <p>As we are currently still working on aligning our measures to the mitigation hierarchy we are currently not undertaking any off-set measures.</p> <p>The area around the Port of Gedser has a biodiversity management plan due to its situation near/in a Natura 2000 area. As no other site is located near a protected area, no other biodiversity management plans are in place.</p> <p>A description of synergies and trade-offs of actions to manage biodiversity and climate change impacts are not yet available in our assessment.</p> <p>As our Nature Transition Plan is still under development, a description on how Scandlines ensures that the actions taken to manage its impacts on biodiversity avoid and minimize negative impacts and maximize positive impacts for stakeholders, is not yet available.</p>
101-3	Access and benefit-sharing	Does not apply to the Scandlines business model.



Disclosure	Name of disclosure	Page or comment
101-4	Identification of biodiversity impacts	<p>As Scandlines operates in a limited geographical area with a limited number of locations, where similar services and operations are conducted, all locations and operations were assessed for significant actual and potential impacts at the same time as part of our Double Materiality Assessment which is revised every year.</p> <p>The identification of the most significant biodiversity impacts in our value chain is also conducted through our Double Materiality Assessment but will be further developed in the future.</p>
101-5	Locations with biodiversity impacts	<p>Scandlines owns three locations, all located in the Baltic Sea Region: Puttgarden port (38.3 ha) on Fehmarn Island in Northern Germany, Rodby port (49.1 ha) on the island Lolland in southern Denmark, and Gedser port (20 ha) in the municipality Guldborgsund on the island Falster at the southernmost point of Denmark.</p> <p>All locations owned by Scandlines have similar impacts on biodiversity due to the nature of the business (the operation of two ferry lines between Puttgarden and Rodby, and Rostock and Gedser as well as the ownership of three of the four ports Scandlines uses (the port of Puttgarden, Rodby, and Gedser).</p> <p>All ports owned by Scandlines as well as the ferry lines are situated near areas of biodiversity importance (the Baltic Sea), characterized by diverse habitat types and a strong presence of functionally important species.</p> <p>In a 25km radius of the ferry line Rostock-Gedser, intact seagrass areas were identified that provide critical habitat for regionally important species and serve as key biodiversity corridors. Similar areas are also possible near other Scandlines locations which</p>

Disclosure	Name of disclosure	Page or comment
101-5 (continued)	Locations with biodiversity impacts (continued)	<p>were not yet analysed in the same detail as the Rostock-Gedser ferry line.</p> <p>We are unaware of any areas of rapid decline in ecosystem integrity close to our locations. We do not operate in areas of high physical water risk.</p> <p>The screening of potential impacts on areas important for the delivery of ecosystem service benefits to indigenous peoples, local communities and other stakeholders does not apply to Scandlines' activities and locations.</p> <p>Scandlines operates two short-distance ferry routes between Germany and Denmark with high frequency and large capacity. Our ports and ferry routes constitute a crucial piece of infrastructure that connects motorways E47 and E55 between Europe and Scandinavia. In the port of Puttgarden and Rostock as well as on 6 ferries we have retail businesses for beverages, snacks and other products as well as catering offerings on the ferry. Our ferry operations as well as port activities cause significant biodiversity impacts.</p> <p>We have done a first analysis of biodiversity impacts in our supply chain but have not identified significant biodiversity impacts.</p> <p>Scandlines' activities do currently not lead to any land and sea use change. Scandlines' activities do not involve any harvesting of wild species.</p> <p>Scandlines withdraws 60 ML freshwater. In addition, 75 ML seawater from the Baltic Sea for osmosis treatment on the vessels, of which, 65 ML are returned to the Baltic Sea immediately after the osmosis treatment. Water consumption is not yet available.</p>



Disclosure	Name of disclosure	Page or comment
101-6 (continued)	Direct drivers of biodiversity loss (continued)	<p>The amount of pollution and types of pollutants are not yet available for the Scandlines' locations or ferries.</p> <p>An introduction of invasive alien species is unlikely as Scandlines only operates in one ecosystem under normal circumstances.</p> <p>Trips from and to shipyards (e.g. in Turkey) may have the potential to accidentally introduce invasive alien species through the ballast water tanks or hulls. To prevent this, all vessels are equipped with a ballast water treatment system (BWTS) fully compliant with IMO Ballast Water Management Convention – Regulation D-2. Annual sampling and analysis confirm proper operation and compliance with the D-2 discharge standard. Hulls are cleaned regularly.</p> <p>Information on direct drivers of biodiversity loss from products and services in Scandlines' supply chain is not yet available.</p> <p>Direct drivers of biodiversity loss connected to the company's operations (and supply chain) are identified and analysed through Scandlines' materiality assessment based on ESRS. For the assessment, internal stakeholders are consulted as well as scientific studies, risk analysis tools and reports on biodiversity impacts of the maritime industry as well as other activities connected to Scandlines.</p>
101-7	Changes to the state of biodiversity	Not yet available
101-8	Ecosystem services	No ecosystem services were identified that are significantly affected by Scandlines activities.

Disclosure	Name of disclosure	Page or comment
<b>Emissions</b>		
305-1	Direct (Scope 1) GHG emissions	Pages 40, 58
305-2	Energy indirect (Scope 2) GHG emissions	Pages 40, 58
305-3	Other indirect (Scope 3) GHG emissions	Pages 40, 58
305-4	GHG emissions intensity	Pages 13, 40, 58
305-5	Reduction of GHG emissions	Compared to 2019, the last year of normal business activity pre-Covid, Scandlines reduced scope 1 bunker emissions by 35,688 tonnes CO <sub>2</sub> e (CO <sub>2</sub> , CH <sub>4</sub> , NO <sub>x</sub> ) in 2025.
305-6	Emissions of ozone-depleting substances (ODS)	Not applicable due to the type of business.
305-7	Nitrogen oxides (NO <sub>x</sub> ), sulfur oxides (SO <sub>x</sub> ), and other significant air emissions	Information incomplete / not available.
306-1	Waste generation and significant waste-related impacts	Pages 23
306-2	Management of significant waste-related impacts	Pages 23



Disclosure	Name of disclosure	Page or comment
306-3	Waste generated	Page 23  Additional information: Data on waste volumes and waste fractions is provided by certified waste disposal companies.
306-4	Waste diverted from disposal	Page 20  Additional information: a. All waste which is not sent to disposal, is recycled (2,728 tonnes). b. All hazardous waste not sent to disposal is recycled (1,597 tonnes). c. All non-hazardous waste not sent to disposal is recycled (1,131 tonnes). d. All hazardous and non-hazardous waste is diverted from disposal offsite.
306-5	Waste directed to disposal	Page 20  Additional information: a. All waste, which is not recycled, is directed to disposal for combustion (596 tonnes of waste) or landfilling (2 tonnes). b. Hazardous waste directed to disposal is incinerated with energy recuperation (70 tonnes) or landfilled (2 tonnes). c. Non-hazardous waste directed to disposal is incinerated with energy recuperation (526 tonnes). d. All hazardous and non-hazardous waste is directed to disposal offsite.

**Social**

Disclosure	Name of disclosure	Page or comment
Occupational health and safety		
403-1	Occupational health and safety management system	Scandlines has implemented an occupational health and safety management system based on applicable Danish, German, and international maritime regulations, and the risk management included in these regulations. Scandlines' Corporate Health, Safety, and Environment (HSE) department is a dedicated department within the organization.  The occupational health and safety management system covers all workers and activities on Scandlines' premises as well as premises where they conduct tasks for Scandlines (i.e. shipyards etc.). In locations where other health and safety management systems are in place an agreement exists between Scandlines management and the management of the location.  There is a plan in place to obtain certification of Scandlines' management system to ISO 45001 standard ultimo 2029.



Disclosure	Name of disclosure	Page or comment
403-2	Hazard identification, risk assessment, and incident investigation	<p>Scandlines has implemented an occupational health and safety management system in line with applicable national and international legislation. This management system includes processes to identify work-related hazards and assess risks on a regular and ad-hoc basis. The identification and assessment are conducted by the Corporate HSE department in liaison with relevant technical experts and, if required, in consultation with worker representatives. The aim is to eliminate hazards and minimise risks under consideration of the hierarchy of controls, as well as ensure continual improvement of the health and safety management system.</p> <p>Work-related hazards and hazardous situations are to be reported immediately to either the manager, the Corporate HSE team, or any other appropriate place in the organisation. Employees and workers are actively encouraged to raise any concern immediately and to remove themselves from any hazardous situation without any concern of reprisals, as also documented in our Code of Conduct, the Vendor Code of Conduct, and the HSE policy.</p>
403-3	Occupational health services	<p>Scandlines' Corporate HSE department is responsible for defining, implementing, and continuously improving the occupational health and safety management system at Scandlines. In Germany, the legally required functions for health and safety are available and integrated into the setup. These functions ensure that all processes for the identification and elimination of hazards and minimization of risks are conducted. Continuous training, policies, work instructions, and a dedicated intranet page ensure access to the teams is communicated. All information received, especially health-related information, is protected in line with applicable data protection legislation, and anonymized where possible.</p>

Disclosure	Name of disclosure	Page or comment
403-4	Worker participation, consultation, and communication on occupational health and safety	<p>Workers' participation and consultation in the development, implementation, and evaluation of the occupational health and safety management system is provided through the involvement of union representatives and workers' councils, as well as providing every employee with the opportunity to provide feedback.</p> <p>Health and safety groups/committees are in place for onshore and ship-based locations with regular meetings. The meetings are an information exchange and discussion fora between management and elected workers representatives with regards to occupational health and safety in the workplace.</p>
403-5	Worker training on occupational health and safety	<p>People working at Scandlines receive health and safety training appropriate to their position. Some trainings, like the education on the company specific Safety Cardinal rules for work situation with high hazard risk, apply to every employee and worker, others are related to the position an employee holds. Workers also receive dedicated training based on the work they complete for Scandlines.</p> <p>Job-specific trainings include:</p> <ul style="list-style-type: none"> <li>• Company specific training matrix (i.e. IMDG Code)</li> <li>• Industry and Flag State certification, for example: <ul style="list-style-type: none"> <li>o Seafaring certificates of competency</li> <li>o Food handling and hygiene</li> </ul> </li> </ul> <p>Safety Training, for example</p> <ul style="list-style-type: none"> <li>o First aid</li> <li>o Emergency duties at sea</li> </ul>



Disclosure	Name of disclosure	Page or comment
403-6	Promotion of worker health	<p>All employees are covered by either the Danish or German health care system and services. Scandlines provides the legally required medical support locally. In addition, support is provided on certain vaccines, psychological support, annual health days, smoking cessation programs, and many other (voluntary) health related services.</p> <p>All programs underly the strict application of applicable data protection regulations to protect the employee's privacy.</p>
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	<p>During tender processes, occupational health and safety impacts are assessed. In addition, all vendors are required to sign the Vendor Code of Conduct including provisions for health and safety. For relevant business relationships, in-depth analysis is conducted. Further, all indirect vendors with a spend above 20 KEUR are monitored on adverse media regarding human rights issues.</p>
403-8	Workers covered by an occupational health and safety management system	<p>In line with applicable national and international regulations, the occupational health and safety management system implemented by Scandlines covers all employees. In addition, it covers all workers, whether employed by Scandlines directly or indirectly, when working on Scandlines' premises.</p> <p>Internal audits of the occupational health and safety management system take place regularly, especially offshore. In addition, Danish and German authorities conduct external audits.</p>

Disclosure	Name of disclosure	Page or comment
403-9	Work-related injuries	<p>For the number and rate of recordable work-related injuries as well as of resulting fatalities please see page 41. The number and rate of high-consequence work-related injuries are unavailable.</p> <p>The main types of incidents that lead to work-related injuries at Scandlines are recorded by country:  DK: 1. Hit by an object 2. Slip and fall 3. Ergonomics 4. Cut injuries 5. Crush injuries  DE: 1. Slip and fall 2. Commuting accidents 3. Cut injuries 4. Burn injuries 5. Ergonomics</p> <p>In 2025, the total hours worked were 2881565.</p> <p>We do not have reliable data on injuries of workers who are not Scandlines employees as we only record what contractors may report to us.</p> <p>HSE professionals work together with employees through safety boards, and job site risk assessments etc. to identify hazards and analyse the incidents, near-misses, and their root causes and conduct risk assessments.</p> <p>To eliminate the hazards and minimise risks a safety cardinal rule policy was put in place that emphasizes key safe behaviours in association with identified high hazard operations Please see page 25-28 for any further actions taken to eliminate work-related hazards and minimise risks and Page 59 for definitions of rates and other health and safety -related terms.</p>



Disclosure	Name of disclosure	Page or comment
403-10	Work-related ill health	Whenever reports of work related ill health are received by Scandlines these are investigated and measures are implemented similar to work related accidents. However, Scandlines might not receive reports of ill health until very late in the process due to the way such issues are reported and investigated by the German and Danish authorities.  For the reasons outlined above there is no accurate data available and we do not report any data.

Employment

401-1	New employee hires and employee turnover	Total number and rate of new employee hires during the reporting period, by age group, gender and region: 513 new employee hires, < 30: 52.4 percent, 30-50: 30.4 percent, > 50: 17.2 percent, 180 females/333 males, 288 Denmark/225 Germany.  Total number and rate of employee turnover during the reporting period, by age group, gender and region: 440 employees left, < 30: 46.4 percent, 30-50: 24.3 percent, > 50: 29.3 percent, 153 females/287 males, 248 Denmark/192 Germany.  These calculations include seasonal workers.
401-2	Benefits provided to full-time employees that are not provided to temporary or parttime employees	For employees in both countries, Germany and Denmark, the same rights to benefits apply. Differences might occur but would be related to the union agreement under application and the job category.
401-3	Parental leave	Information incomplete / not available as not consistently tracked.

Disclosure	Name of disclosure	Page or comment
402-1	Minimum notice periods regarding operational changes	In our countries of operations (Germany and Denmark), legal regulations are in place to ensure minimum notice periods and they are adhered to. In Germany, this happens in liaison with the workers' councils, in Denmark, with the unions. Local collective bargaining agreements cover such instances.

Training and education

404-1	Average hours of training per year per employee	Page 29  Average hours of training per gender: not yet available Average hours of training per country: 32.4 Denmark, 33.1 Germany
404-2	Programs for upgrading employee skills and transition assistance programs	Pages 29-32
404-3	Percentage of employees receiving regular performance and career development reviews	Page 41



Disclosure	Name of disclosure	Page or comment
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## Diversity and equal opportunity

405-1	Diversity of governance bodies and employees	Governance bodies*	Age bracket	Age bracket	Age bracket	Female	Male
			< 30	30-50	> 50		
		<b>Total (%)</b>	0%	21%	79%	21%	79%

\*Governance bodies are defined as: Supervisory Board and Management Board  
Note: we do not track other indicators of diversity at this stage.

Employees	Age bracket	Age bracket	Age bracket	Female	Male
	< 30	30-50	> 50		
<b>Total (%)</b>	18.5%	42.2%	39.3%	36%	64%

405-2	Ratio of basic salary and remuneration of women to men	By employment category:	
		By gender: women to men	offshore to onshore
	<b>Basic salary</b>	84%	69%
	<b>Remuneration</b>	77%	49%

Note: excluding one-off payments

## Non-discrimination

406-1	Incidents of discrimination and corrective actions taken	No incidents of discrimination were raised during the reporting period.
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## Governance

Disclosure	Name of disclosure	Page or comment
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## Anti-corruption

205-1	Operations assessed for risks related to corruption	Pages 36
205-2	Communication and training about anti-corruption policies and procedures	Pages 36, 41  Additional information: 9 out of the 11 supervisory board members have conducted training on anti-corruption (82 percent). All employees, excluding hourly employees and employees on longterm sickness or parental leave (1,509 representing 92 percent of all employees), had the possibility to conduct a dedicated compliance e-learning including anti-corruption, of which 96.2 percent completed it (96.8 percent in Denmark, 95.6 percent in Germany). This rate is above the prior year completion rates (e.g. 95.1 percent in 2024), however, in 2024 only administrative employees and employees with management responsibility were required to conduct the e-learning.
205-3	Confirmed incidents of corruption and actions taken	There were no confirmed incidents of corruption, neither with employees, nor business partners. There were no public legal cases regarding corruption brought against the organisation or its employees during the reporting period.

## Anti-competitive-behaviour

206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	There were no legal actions pending or completed during the reporting period regarding anti-competitive behaviour or violations of anti-trust or monopoly legislation in which the organisation has been identified as a participant.
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Disclosure	Name of disclosure	Page or comment
<b>Procurement practices</b>		
204-1	Proportion of spending on local suppliers	Page 37
<b>Freedom of association and collective bargaining</b>		
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	There is no identified risk to the right of freedom of association and collective bargaining in our operations. Through our Vendor Code of Conduct we set the expectation that we do not work with vendors where this may be the case.
<b>Child labour</b>		
408-1	Operations and suppliers at significant risk for incidents of child labour	There is no identified significant risk for incidents of child labour in our operations. Through our Vendor Code of Conduct we set the expectation that we do not work with vendors where this may be the case. As laid out in our Sustainable Procurement Policy, we make sure during the vendor selection process and regular screening afterwards that the respect for human rights along our value chain, including zero tolerance for child labor, is upheld.  see also page 37

Disclosure	Name of disclosure	Page or comment
<b>Forced or compulsory labour</b>		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	There is no identified significant risk for incidents of forced or compulsory labour in our operations. Through our Vendor Code of Conduct we set the expectation that we do not work with vendors where this may be the case. As laid out in our Sustainable Procurement Policy, we make sure during the vendor selection process and regular screening afterwards that the respect for human rights along our value chain, including zero tolerance for forced labor, is upheld.  see also page 37



# KPI definitions

## Environment

### Direct CO<sub>2</sub>e emissions scope 1

All direct emission sources where Scandlines Infrastructure ApS and its subsidiaries has operational control. This includes all use of fossil fuels for stationary combustion or transportation, in owned, leased or rented assets.

The emission factors represent the amount of CO<sub>2</sub>e produced when burning one ton of fuel. Therefore each fuel type produces a different amount of CO<sub>2</sub>e. For bunker, the emissions factor is based on the DIN EN 16258:2013-03. The CO<sub>2</sub>, CH<sub>4</sub>, and N<sub>2</sub>O emissions are certified by Lloyds Register. For car fuel, the emission factors are based on the GLEC Framework 2025, version 3.2, October 2025. For heating oil the emission factors are sourced from the Umweltbundesamt (2025). Emission factors for LPG as a heating source are based on DEFRA (2025).

### Indirect CO<sub>2</sub>e emissions scope 2

Indirect emissions related to purchased energy. The values for purchased electricity are based on the reporting of the energy providers regarding the energy mix provided under the contract in application. Location-based emission factors are provided by AIB (2025). As of 2022, indirect emissions from heating are included. The heating type

and consumption is based on the contracts in application. Emissions factors for market based emissions are derived from the city of Rostock and Hamburger Energiewerke, location based emissions from the Umweltbundesamt (2025) for Germany. CTR, HOFOR and VEKS (2025) factors are used for both location-based and market-based emissions for Denmark.

### Indirect CO<sub>2</sub>e emissions scope 3

A materiality assessment was conducted to determine the scope of indirect emissions to be included. The data reflect the categories that are relevant to Scandlines Infrastructure ApS and its subsidiaries applying up-to-date emission factors where appropriate.

### CO<sub>2</sub>e emissions per trip

Total CO<sub>2</sub>e emissions from bunker consumption divided by total number of trips sailed.

### Total energy consumption

All energy purchased and consumed by Scandlines Infrastructure ApS and its subsidiaries including fuels, heat and electricity.

### Purchased electricity consumption onshore

Total amount of electricity purchased as reported by the energy providers.

### Share of renewable electricity onshore

Share of renewable energy in the energy mix. The values are based on the reporting of the energy providers regarding the energy mix provided under the contract in application.

### Share of electric/hybrid cars in the car fleet

Share of electric and hybrid cars for cars owned or leased by Scandlines Infrastructure ApS and its subsidiaries.

### Number of charging stations for electric cars

Number of charging stations for electric or hybrid vehicles operated by Scandlines Infrastructure ApS and its subsidiaries for the use by employees and customers.

### Environmental accidents/violations

Significant fines and non-monetary sanctions for non-compliance with environmental laws and/or regulations.

### Waste volumes

Waste volumes are derived from the annual waste statistics provided by the waste disposal companies and excluding sewage, waste from construction of the new ferry and disposal of a ferry.

### Waste fractions

Waste fractions are derived from the annual waste statistics provided by the waste disposal companies and excluding sewage, waste from construction of the new ferry and disposal of a ferry.

### Waste treatment

Waste treatments are derived from the annual waste statistics provided by the waste disposal companies and excluding sewage, waste from construction of the new ferry and disposal of a ferry.

### Non-segregated waste

Non-segregated waste encompasses mixed materials that are not sorted into the distinct waste fractions.

### Share of non-segregated waste on overall waste

Share of non-segregated waste on the overall waste volumes excluding sewage, waste from construction of the new ferry and waste from the disposal of a ferry. Waste volumes are derived from the annual waste statistics provided by the waste disposal companies.

# KPI definitions

## Social

### HEALTH AND SAFETY

#### Lost-time injury frequency (LTI-f)

A lost time injury (LTI) is a work-related injury which makes an employee unable to report to work for more than 24 continuous hours after the injury was sustained (note: this excludes the day the injury occurred). The LTI-f is calculated per one million exposure hours ( $LTI \times 1.000.000 / \text{Total actual exposure hours for the Company}$ ).

#### Recordable work-related accidents

All work-related accidents that resulted in the injured Scandlines employee not being able to attend their next scheduled shift.

#### Days lost to work-related injuries

Number of days counted from the day after a work-related accident where a Scandlines employee could not attend work due to the accident, added up for the fiscal year.

#### Safety dialogues

The number of safety dialogues conducted during the year divided by the number of people managers who are obligated to conduct the dialogues.

#### Passenger injuries

The number of reported passenger injuries irrespective of severity per one million passengers during the fiscal year.

#### Fatalities

A death directly resulting from a work related injury regardless of time between the injury and the death (where the injury is the root cause of the fatality) including employees and contractors.

### PEOPLE

#### Total number of employees

Full-time equivalent (FTE) number of employees on the payroll of Scandlines Infrastructure ApS and its subsidiaries based on a monthly average for the fiscal year.

#### Total number of employees by work location

Full-time equivalent (FTE) number of employees on the payroll of Scandlines Infrastructure ApS and its subsidiaries based on a monthly average for the fiscal year and split by working for a department on board a vessel (sea) or not (shore).

#### Total number of employees by employment contract

Number of employees (headcount) on the payroll of Scandlines Infrastructure ApS and its subsidiaries, working on either permanent or temporary

employment contracts as of 31 December of the fiscal year.

#### Total number of employees by region

Number of employees (headcount) on the payroll of Scandlines Infrastructure ApS and its subsidiaries, working either in the legal entities based in Germany or Denmark as of 31 December of the fiscal year.

#### Total number of employees by gender

Number of employees (headcount) on the payroll of Scandlines Infrastructure ApS and its subsidiaries, identified as female or male as of 31 December of the fiscal year.

#### Share of female staff

Share of women in the total workforce (based on headcount) as of 31 December of the fiscal year.

#### Share of female managers

Share of women in management positions which are defined as positions with direct reports (based on headcount) as of 31 December of the fiscal year.

#### Share of female top managers

As of 2024, share of female top managers are defined as women who are members of the Scandlines Senior Leadership Team or CEO office as of 31 December of the fiscal year. This KPI was newly introduced and replaces the KPI "Share of women in director positions" defined as Vice President level and above (based on headcount) as of 31 December of the fiscal year.

#### Share of female shareholder-elected Supervisory Board members

Share of women from the shareholder-elected members of the Supervisory Board of Scandlines Infrastructure ApS as of 31 December of the fiscal year.

#### Training hours

Total training hours divided by the full-time equivalent (FTE) number of employees on the payroll of Scandlines Infrastructure ApS and its subsidiaries based on a monthly average for the fiscal year. Training includes all mandatory, company initiated, or self-selected e-learning, seminars, and other training sessions registered with HR.

#### Retention rate, voluntary

The percentage of employees who were active one year ago and are still employed as of 31 December of the fiscal year, excluding those who left involuntarily.

#### Personal Performance Development (PPD)

Yearly scheduled conversations between an employee and their manager to discuss performance and development of the employee. Every employee is entitled to a PPD.

### COMMUNITIES

#### Contributions to community projects and associations (tEUR)

Sum of contributions to community projects (e.g. school projects) and associations in the fiscal year.



# KPI definitions

## Governance

### Share of employees completing compliance e-learning

Share of employees (excluding hourly employees, long-term sickness, parental leave) who have completed the Compliance e-learning during the fiscal year.

### Share of vendors having signed the Vendor Code of Conduct (Procurement & Catering)

Vendors for indirect procurement and Catering, having record in Scandlines' ERP system, who either signed Scandlines' Vendor Code of Conduct, or where the vendor and Scandlines have agreed on other safeguards (e.g. mutual acknowledgement of compliance programs). Considered vendors are those with a total spend of > 20KEUR in the prior calendar year. Signature takes place with signing of contract. The Vendors with longterm contracts are being asked to sign when the threshold is reached.

### Share of vendors having signed the Vendor Code of Conduct (Retail)

Vendors for direct procurement (Retail) having either signed Scandlines' Vendor Code of Conduct, or where the vendor and Scandlines have agreed on other safeguards (e.g. mutual acknowledge-

ment of compliance programs). Signature takes place with signing of contract.

### Share of local procurement

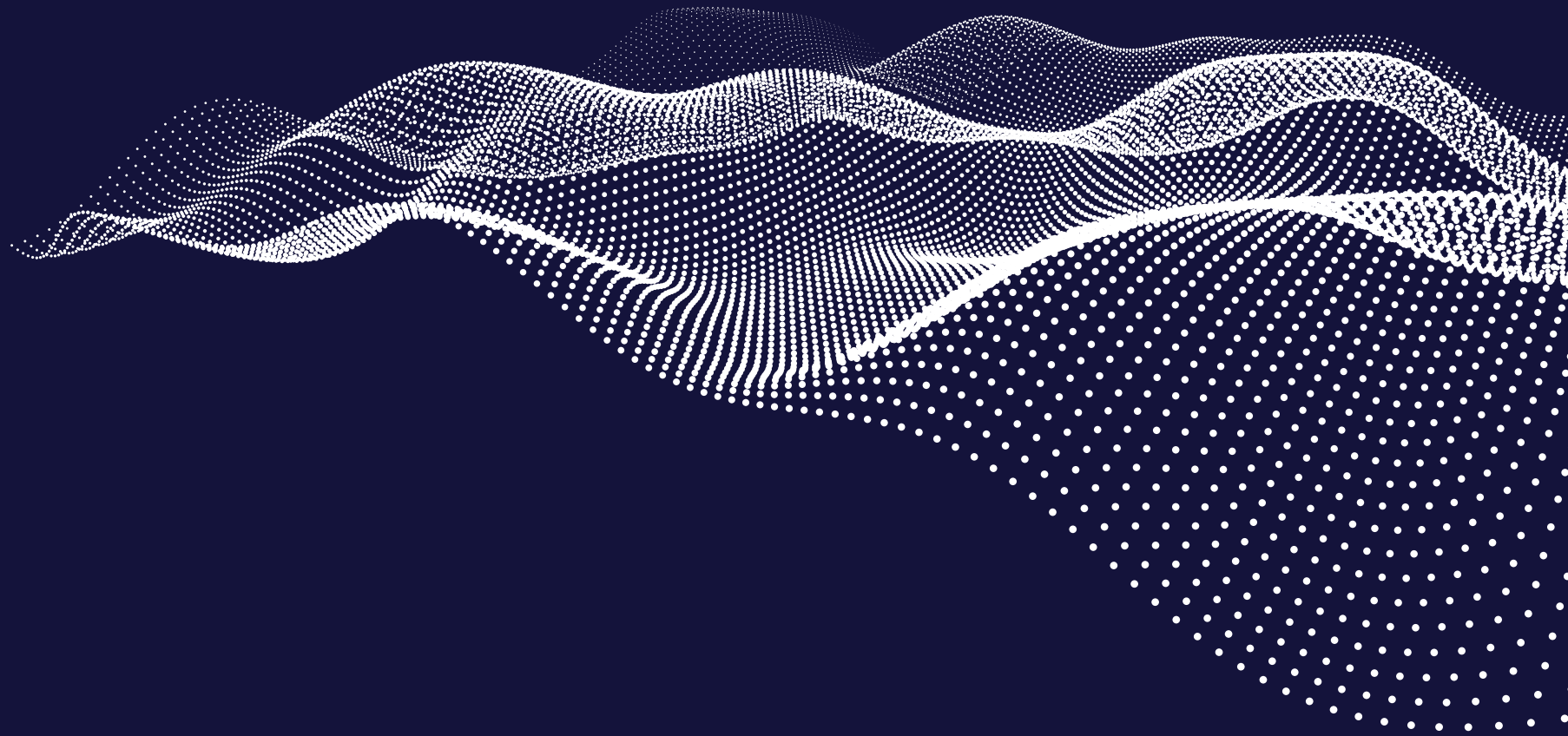
Share of spend with vendors based in Germany and Denmark compared to overall spend.

### Buyers trained

Training on ESG topics provided to employees from the Procurement function.

### Vendors screened

Share of vendors for indirect procurement with a spend > 20 KEUR fully screened on ESG criteria through a dedicated tool.



**Contact person concerning sustainability**

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**Memberships**

