



SUSTAINABILITY REPORT 2021

pepper motion GmbH

Reporting Disclosure

GRI 102-48, GRI 102-49, GRI 102-50, GRI 102-51, GRI 102-52, GRI 102-54, GRI 102-56

This report is the first annual sustainability report produced by pepper motion GmbH, which covers the period 1 January 2021 to 31 December 2021. The editorial deadline for this report was 30 June 2022. A half-year sustainability report for the period 1 January 2021 to 30 June 2021 was also produced in September 2021. Subsequent sustainability reports will only be published on an annual basis. The material topics in the half-year and annual sustainability report have remained the same. This report has been prepared in accordance with the GRI Standards: Core option. The GRI Content Index is available in the Appendix of the report. External Assurance has not been sought for this report.

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Sustainability Manager, pepper motion GmbH

(GRI 102-53)

Statement from the CEO

GRI 102-14



Andreas Hager, CEO
pepper motion GmbH

Dear Readers,

The coronavirus pandemic significantly impacted business operations throughout the world and presented us with exceptional challenges. The safety of everyone at pepper motion GmbH has been a top priority for us, and the team spirit we have witnessed has been instrumental for us in forging ahead in these difficult times. We managed to steadily navigate through the crisis and focused on our targets. At the same time, we secured our costs and liquidity – without compromising on the quality of our product or its sustainability.

Added to that, the Ukraine crisis touched our entire team profoundly. We were deeply shocked by the events and in no uncertain terms stand with the people of Ukraine. This crisis will have wide-ranging political, economic, social and humanitarian ramifications. The growing shortage of raw materials and energy supplies is one such consequence and brings to light the urgency with which we need to change the way we use resources. We firmly believe we can contribute to the energy revolution by accelerating the world's transition to zero-emission electric mobility through our innovative solutions. We are committed to becoming a market leader in this field.

We want to sustainably shape the future of mobility while operating as a responsible business without harming the environment or society. As we improve this process, we wish to remain transparent and are therefore publishing our first full-year sustainability report for 2021 using measurable ESG – Environmental, Social and Governance – criteria. We will continue to enhance our report as we grow. At pepper motion GmbH, innovation, digitalisation, and sustainability will determine our future path. Strategically, we remain firmly on course.

Yours Sincerely,
Andreas Hager

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1. Sustainability Philosophy

1.1 Our Approach

GRI 102-1, GRI 102-2, GRI 102-6

Sustainability is at the core of our mission. At pepper motion GmbH, we want to accelerate the world's transition to electric mobility. [Transport](#) represents almost one-fifth of the world's greenhouse gas (GHG) emissions, of which road transport is the biggest contributor at about 75 percent. Moreover, air pollutants – including those from [road transport](#) – are now considered the world's largest environmental health risk and are a major cause of premature death and disease. The world needs rapid action on reducing harmful emissions to limit global warming and to lower the threats posed to health. This, however, cannot be achieved unless we first address the enormous sunk costs in traditional fossil-fuel powered vehicles.

The average lifespan of diesel buses is between [20 – 30 years](#), with huge upfront costs. Moreover, changing the engine, gearbox, or axle (new or refurbished) can entail additional costs. For companies to replace their entire fleet with brand-new electric vehicles (EVs) would not only involve large capital costs, but it would also be environmentally damaging. That is why we designed a product that allows anyone – especially municipalities, public transport operators, and bus/truck manufacturing companies – to change their existing fleet without incurring the financial or environmental costs of complete fleet replacement. We made it economically rational to be environmentally friendly.

1.2 Our Innovation

GRI 102-2, GRI 102-7

pepper motion GmbH's core product is a retrofitting kit that enables the conversion of diesel buses and trucks to electric vehicles. The retrofitting kit consists of two parts – a modular powertrain system and a vehicle integration kit. The modular powertrain system includes an electric drivetrain, a battery management system (BMS), a heating, ventilation and air-conditioning (HVAC) system, a Vehicle Control Unit (VCU) and other auxiliary units such as a compressor, a servo motor pump and a DC/DC converter amongst others. The vehicle integration kit enables the modular powertrain system to fit into a specific bus or truck model. For a new bus or truck model, a partial redevelopment of the kit is typically required. However, occasionally, a full development of the kit might also be necessary.

The chief innovation of our retrofitting kit is the VCU software architecture, which was developed in-house and controls all other components inside the vehicle. The VCU not only connects the newly installed components such as the electric powertrain, the HVAC system, and the auxiliary units with one another, but also communicates with the older components such as the braking system, the air

suspension system, and the automatic door system. We use the retrofitting kit to modify diesel buses – either a client’s fleet or second-hand buses procured by us – into electric vehicles for our customers.

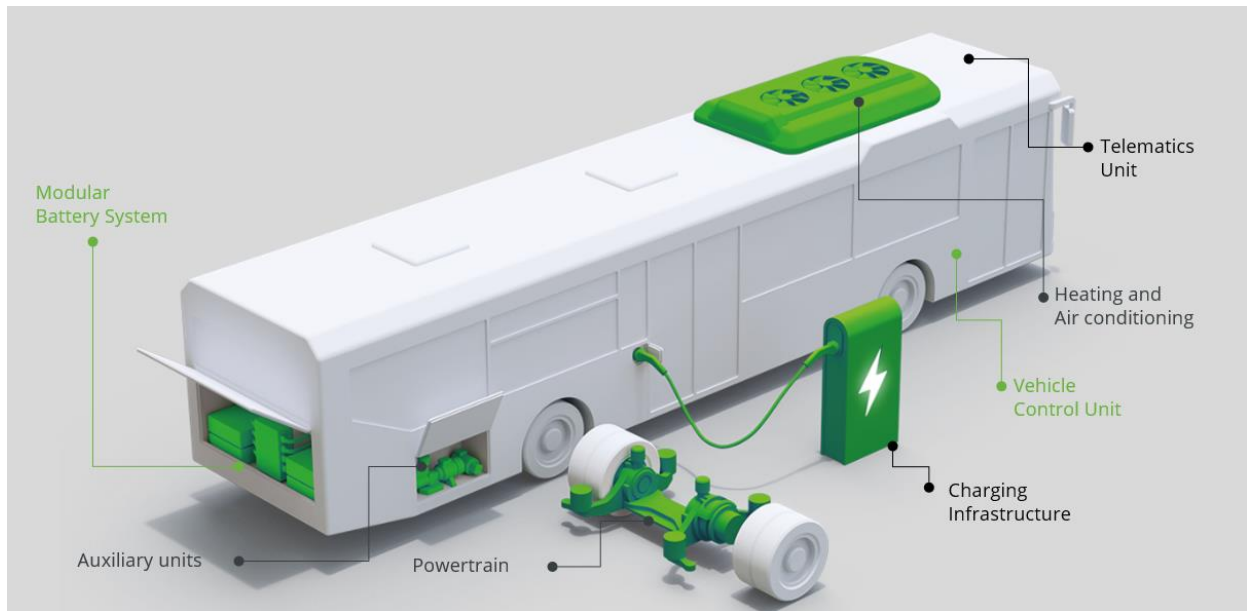


Figure 1: Graphical depiction of the electrification kit (pepper motion GmbH, December 2021)

In addition to our retrofitting service where we sell modified EVs, we offer another service through our Tier 1 kit. With the help of our Tier 1 kit, which includes the modular powertrain system and a Tier 1 integration kit, our customers can manage the retrofitting process themselves.

We are pleased to report that our retrofitting kit for buses successfully passed a process audit and assessment on functional safety according to the [ISO 26262-1:2018](#) standards. This audit was conducted by TÜV Nord – an independent third-party certification agency. This standard specifies processes and methods that need to be followed to achieve functional safety for the serial production of road vehicles, including commercial vehicles. These specifications range through all stages of product development beginning with initial product definition, risk assessment, system development, hardware, and software development till final production.

Our retrofitting solution has been widely recognised and accredited in Germany and the European Union (EU). We are proud to be the recipient of several accolades, as seen below:

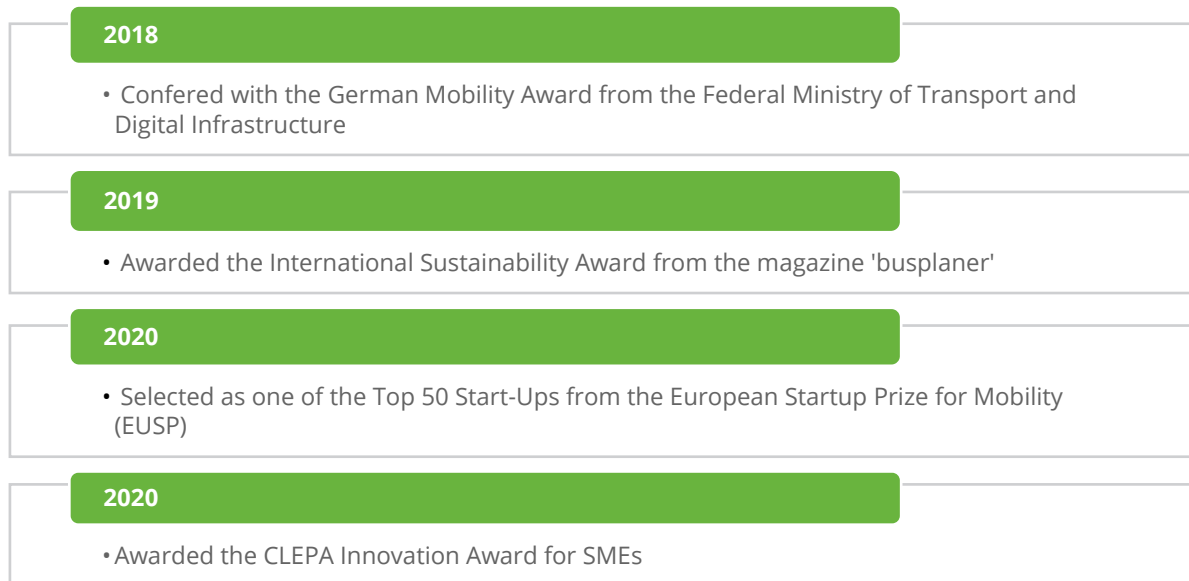


Figure 2: Awards and Accolades received by pepper motion GmbH, 2018-2020

1.3 Our Foundation

GRI 102-3, GRI 102-4, GRI 102-6, GRI 102-10

pepper motion GmbH was launched as a pilot project in 2017, under the joint leadership of Andreas Hager – who spent more than 20 years concretising business strategies in his previous roles – and Dr. Matthias Kerler – who has several years of experience working with battery systems in EVs. In 2019, pepper motion GmbH, which was originally called e-troFit GmbH until July 2021, was set up as an independent company in Ingolstadt to launch serial production of electric buses and trucks. Our team began with several technical specialists in the field of electric mobility ranging from system engineers to software developers and has since expanded to include quality assurance experts, product managers, sales executives, and an after-sales service team amongst other departments. Our company also holds a [ISO 9001:2015](#) certification on quality management systems based on an audit conducted by Dekra – another independent third-party certification agency¹.

We are proud to be fully based in Europe and are subject to some of the strictest laws and regulations pertaining to the automotive sector. Since March 2021, our head office has been based in Denkendorf (close to Ingolstadt). Next to our head office is the research and development workshop – a complete factory site fully equipped with work platforms to develop and test prototype electric buses and trucks. Since November 2020, our administrative centre has been located in Garching (close to Munich).

¹ Certificate in Appendix

In terms of our clientele, we are delighted to have served customers in the European market in 2021 – specifically in Germany, Italy, Austria, and Switzerland. By the end of 2022, we intend on widening our market base to include clients in France, Spain, and Poland.

1.4 Our Expansion

GRI 102-2, GRI 102-4, GRI 102-10

We are very excited to announce the establishment of a subsidiary in Vienna, Austria. Since August 2021, our team in Austria has been responsible for software development – both for our kit and for the charging infrastructure.

Added to that, we are proud to launch a battery development department in Paderborn. By developing batteries in-house, we are not only trying to mitigate supply chain risk but are also endeavouring to design new battery management systems (BMS). Our battery systems are modular in design as well as easily scalable, which is a tremendous advantage for our clients, since we have the ability to cater to different capacity and performance requirements.

Furthermore, we intend on equipping our buses and trucks with telematics units for fleet monitoring purposes in the near future. Through this unit, information such as location, speed, idling time, fuel consumption and battery information amongst other factors can be collected allowing customers access to unique analytics. Moreover, we would be able to send software updates to our vehicles over-the-air, which would allow the wireless transfer of new software, new firmware, and configuration settings. This is a far more efficient way of distributing software updates, generating additional time and revenue savings for our customers. The vehicles can remain operational in the customer's hands without needing to be called back to our workshop. Moreover, new features can be added to the vehicles throughout their lifecycle.

1.5 Our Value

GRI 102-2

Our product portfolio is aligned with the [EU's Conference of Parties \(COP\) commitment](#), first made in Paris in 2015 and then amended in December 2020, to reduce the bloc's greenhouse gas (GHG) emissions by at least 55 percent by 2030 compared to 1990 levels. In order to meet this commitment, the EU deemed it necessary to accelerate the decarbonization of the transport sector through an array of policy initiatives.

One of these initiatives was the [EU Clean Vehicles Directive](#), passed in June 2019, which required public service sectors such as transport, civil engineering and postal services to take into account the lifetime environmental impact of road transport vehicles before procuring them. Our vehicles fall under the category 'clean zero-emission heavy-duty vehicles', as they utilize an EU-approved alternative fuel – battery-electric. Another measure passed in July 2019 was to reduce the [CO₂-emission limits](#) for new heavy-duty vehicles by 15 percent starting from 2025 onwards and by 30 percent from 2030 onwards. Added to that, the European Commission is in the process of amending the [Eurovignette Directive](#), which applies to the charging of heavy-duty vehicles. Because of this regulatory support, we see huge potential in market growth across the EU for the deployment of our low- and zero-emission vehicles.

In addition to the EU, we are in line with the German government's goal of increasing the use of clean road-transport vehicles. In November 2016, the German government adopted the [Climate Action Plan 2050](#), where GHG emissions targets for different sectors were set. The reduction target for the transport sector was set at 40 to 42 percent by 2030 compared to 1990 levels. To achieve the climate goals set for 2030, in October 2019, the Federal Ministry for Environment, Nature Conservation and Nuclear Safety (BMU) released its [Climate Action Programme 2030](#). One objective under this Programme was to enable Germany's transition to electric mobility, whereby one-third of all heavy-duty vehicles would be powered by electricity or electricity-based fuels such as battery-electric by 2030. Following that, the German government passed the [Federal Climate Change Act of Germany](#) in 2019, which was amended in August 2021, where national annual emission budgets were defined for different sectors. For the [transport sector](#), the emission budget for 2030 was set at 85 million tonnes CO₂ equivalent (mtCO₂e), nearly 48 percent lower compared to 2019.

To enable this ambitious vision, amongst other measures, the German Ministry of Transport and Digital Infrastructure (BMVI) released a concept paper titled '[An Overall Approach to Climate-friendly Commercial Vehicles](#)', which outlined a strategy to decarbonise the road freight transport sector by means of alternative powertrains including battery-electric. Added to that, in April 2021, the BMVI Task Force released [guidelines](#) on the minimum requirements for retrofitting light- and heavy-duty commercial vehicles. As a leader in retrofitting technology, pepper motion GmbH was actively engaged in regular dialogue with this Task Force. Lastly, in August 2021, the German government launched a [funding program](#) aimed at climate-friendly light- and heavy-duty vehicles and their corresponding charging infrastructure. These guidelines are an important signal to the market on the commitment of the German government in supporting the growth of e-mobility market. As such, we see huge prospects for our technology to advance locally in the German market too.

1.6 Our External Memberships²

GRI 102-12, GRI 102-13

We are working with a variety of associations and forums to promote electric mobility and alternative innovative technologies. pepper motion GmbH is a member of the Bundesverband eMobilität e.V. (BEM) – an association committed to advancing the regulatory environment for electric vehicles. Additionally, we are part of the European Association for Electromobility (AVERE), whose main objective is to advance the use of EVs across Europe. Through these organisations, we contribute our opinion at the highest levels of the policy-making world in Germany and the EU. We are also members of the Verband Nordrhein-Westfälischer Omnibusunternehmen e.V. (NWO) – an organisation dedicated to furthering the interests of private bus operators. Lastly, given the latest developments in our business model, we partnered with Hydrogen Alliance Bavaria to contribute to the field of innovative hydrogen technologies. We will continue expanding our membership and alliance with similar organisations to further our vision on sustainable business solutions.

² Selected certificates in the Appendix



2. MATERIALITY ASSESSMENT AND RISK MANAGEMENT

2. Materiality Assessment and Risk Management

2.1 Materiality Assessment

GRI 102-40, GRI 102-42, GRI 102-43, GRI 102-44, GRI 102-46, GRI 102-47

We chose our material topics from within the Sustainability Accounting Standards Board (SASB) Industry Standards for the automotive sector. After comprehensive discussions with the executive management team, the following material topics were selected based on their ESG vision and their significant economic and/or ESG impact:

1. Energy Management
2. Supply Chain Management
3. Data Security and Privacy
4. Product Quality and Safety
5. Employee Health and Safety
6. Employee Engagement, Diversity, and Inclusion
7. Business Ethics

SASB Sustainability Dimensions	General Issue Category	Material Topics for pepper motion GmbH
 Environment	GHG Emissions	
	Air Quality	
	Energy Management	✓
	Water & Wastewater Management	
	Waste & Hazardous Materials Management	
	Ecological Impacts	
 Business Model & Innovation	Product Design & Lifecycle Management	
	Business Model Resilience	
	Supply Chain Management	✓
	Materials Sourcing & Efficiency	
	Physical Impacts of Climate Change	
 Social Capital	Human Rights & Community Relations	
	Customer Privacy	
	Data Security and Privacy	✓
	Access & Affordability	
	Product Quality & Safety	✓
	Customer Welfare	
 Human Capital	Selling Practices & Product Labeling	
	Labor Practices	
	Employee Health & Safety	✓
 Leadership & Governance	Employee Engagement, Diversity & Inclusion	✓
	Business Ethics	✓
	Competitive Behavior	
	Management of the Legal & Regulatory Environment	
	Critical Incident Risk Management	
	Systemic Risk Management	

Figure 3: Material Topics for pepper motion GmbH (SASB Industry Standards - Automotive, pepper motion GmbH; June 2022)

The reporting metrics for the material topics are grounded in the GRI Standards. We are aware that our business operations impact the interests of many different stakeholder groups. We also recognise that the expectations of our stakeholders must be incorporated into our overall sustainability strategy. Therefore, we intend on conducting stakeholder surveys with our customers, suppliers, employees, and the local community by Q3 2022 and incorporating the results into our sustainability report for 2022. Moreover, we plan on engaging with stakeholders through various communication channels ranging from reports, press releases, social media, forums, and partnerships.

2.2 Risk Management

GRI 102-11

pepper motion GmbH is exposed to internal risks linked with its business activities as well as those which result from external influences. We understand that ESG risk management system is essential to identify, assess and actively mitigate any risks that might threaten our ability to fulfil our sustainability strategy. At the same time, it is important to identify ESG opportunities in order to secure our sustained success. We are currently in the process of conducting a comprehensive ESG risk assessment, which will be incorporated into our company-wide risk assessment process and be refined further as our company grows.



3. OUR GOVERNANCE

3. Our Governance

Under this action area, our corporate ethics take centre stage. We will specifically focus on our governance principles and the processes we have implemented in this regard.

3.1 Ownership and Governance Structure

3.1.1 Our Shareholders

GRI 102-5, GRI 102-10, GRI 102-18

pepper motion GmbH is a privately-owned company. In terms of our shareholding, in-tech GmbH owned a 100 percent of pepper motion GmbH since the company's founding in 2019, but in February 2020, Friedrich Wagner Holding GmbH acquired our company. Our shareholder is informed of all major decisions made by executive management on a regular basis through calls and in-person meetings. The management meeting minutes are available to them at any time upon request. Specifically, once a week, our CEO discusses the business operations with them. In addition, at bi-weekly meetings, where our CFO also takes part, new developments pertaining to the business plan and strategy are reviewed. Outside of this schedule, our shareholder can call special meetings at any time.

New shareholders Lennertz & Co. and the Würth Group amongst others acquired a minority stake in our company in March 2022. This Series A funding will provide us with a fresh injection of capital and represents a milestone in our financing cycle. We have and will keep our shareholders abreast of any pertinent developments related to the company's strategy and business operations in a timely manner.

3.1.2 Our Executive Team

GRI 102-18

Our executive management team is responsible for our business plan, strategy, and the operation of our company, including decision-making on ESG topics. Every two weeks, there is a meeting between the members of the executive team, where the aforementioned topics are reviewed. Our CEO, Andreas Hager has the casting vote as the sole managing director of the company. The members of the executive management team for the year 2021 are as follows:



Andreas Hager, CEO

The idea for pepper motion GmbH originated from Andreas Hager, and he has been the driving force behind the company. Prior to this, Andreas held executive managerial positions at several firms over a period of 20 years.



Dr. Vera-Maria Graubner, COO

Vera oversees the day-to-day operations of the company, with a focus on operationalizing our business strategy. Since 2005, Vera has held positions as an Associate Partner, Vice President and COO at both medium- and large-sized firms.



Dr.-Ing. Matthias Kerler, CTO

Matthias is responsible for the creation and development of our retrofitting kit. Matthias has several years of experience with battery systems in electric vehicles working at in-tech and heading a research group at the Technical University of Munich.



Robert Reisenauer, CSO

Robert is in charge of driving our global sales and business development strategy. Previously, Robert has held positions of increasing responsibility from Account Manager to the Director of Sales at in-tech GmbH.



Christof Sanger, CFO

Christof's focus is on finance and capital acquisition. Over the past 24 years, Christof has held positions as a Managing Partner, Board Member as well as a Chief Financial Officer for a number of medium-sized and privately-held companies.

In May 2022, our executive team at pepper motion was strengthened with Hendrike Dreier taking on the role of CFO.



Hendrike Dreier, new CFO

Hendrike is a seasoned financial executive with 21 years of prior experience, and has not only managed specific divisional growth initiatives, but has also successfully led finance and accounting divisions in several companies. Our sustainability team is led by Hendrike.

Christof will continue to stay with us and steer the teams on commercial business management.

3.1.3 Our Employees³

GRI 102-7, GRI 102-8, GRI 401-1

The success of our company is based on the personal commitment and technical expertise of our employees. The dedication and skills of our employees are invaluable in making improvements to our products and furthering innovation. We will continue promoting the potential of our employees in the best way possible to ensure long-term employability.

As of December 2021, pepper motion GmbH employed a total of 102 people, a growth of nearly 50 percent from January 2021. Of these, 96 are permanent full-time employees, and only 6 staff members are on short-term or temporary contracts. Our employee attrition rate for the reporting period was 16 percent, in keeping with the declining trend in the EU labour market⁴. A breakdown of new employee hires or the attrition by age, gender or region is not currently tracked in our system.

3.2 Business Ethics

GRI 103-1 (401)

At pepper motion GmbH, ethical and responsible business conduct is at the core of our values and forms the basis of all our working relationships.

³ Please refer to the Appendix for employee data

⁴ Anderton, Robert, et al (2021). *The Impact of the COVID-19 pandemic on the Euro Area Labour Market*. Economic Bulletin Articles 8. Available at: https://www.ecb.europa.eu/pub/economic-bulletin/articles/2021/html/ecb.ebart202008_02-bc749d90e7.en.html.

What does ethical and responsible business conduct mean to us?

- We are committed to managing our operations responsibly, in compliance with the relevant statutory and regulations requirements.
- Ethical business conduct goes beyond just the legal requirements, and involves establishing a corporate culture in accordance with shared values.

3.2.1 Responsible Business

GRI 102-16, GRI 103-2 (401)

We laid down an internal code of conduct to encourage and enable our employees to consistently uphold our values and to foster a culture of integrity, transparency, and respect.

We have embedded key principles in our code of conduct based on the 'United Nations' Declaration of Human Rights' and the 'International Labour Organisation's Declaration of the Fundamental Principles and Rights to Work' including:

- No forced labour
- No child labour
- Safe working conditions compliant with national and local legal regulations
- Adequate remuneration corresponding to national and local legal regulations
- Tolerance towards different – ideological and religious – opinions and the respectful expression of them
- No discrimination, regardless of gender, age, skin colour, culture, ethnic origin, sexual identity or disability

In addition to these principles, our employees are provided with clear directives on the behaviour expected of them with regard to key issues such as:

- Corruption and bribery
- Money laundering and fraud
- Conflict of interest
- Compliance with anti-trust regulations

New employees are provided with virtual training on our code of conduct, as well as in-person training on occupational safety, data security, data privacy and quality management immediately upon joining the firm. Internal media and communication materials on these issues are always

available for our staff. Moreover, should our employees wish to bring forth any suggestions or concerns, our managers and executives can be contacted directly. However, if an employee wishes to remain anonymous, they have access to a suggestion box, where they can flag these issues to the relevant parties. To increase engagement with our employees, we also conducted a survey on our remuneration system and implemented changes within nine months that structured the pay scale within a standardised salary framework.

3.2.2 Our Future Approach

GRI 103-3 (401)

We will be conducting more employee surveys in 2022, specifically on employee satisfaction to better address the needs of our employees. Acting resolutely and responsibly in accordance with ethical principles forms the basis of the culture at our company and we are working to consistently improve our responsibility towards our employees.



4. OUR SOCIAL CAPITAL

4. Our Social Capital

Under this action area, we will delve into our commitment towards our employees, as well as describe our philosophy and the processes behind providing high-quality, secure products for our customers.

4.1 Employee Welfare and Engagement

GRI 103-1 (401)

At pepper motion GmbH, we design our work environment keeping the safety, health and well-being of our employees in mind.

**What does
employee
welfare mean to
us?**

- We firmly believe that a healthy and motivated workforce plays a key role in the development of our company.
- Through a comprehensive safety and health management, we seek to minimize work-related accidents and risks to health.
- We are striving to ensure our workforce can achieve a work-life balance through various measures ranging from flexible working options to team-building activities.

4.1.1 Occupational Safety and Health (OSH)

GRI 401-2, GRI 103-2 (401)

At present, our employees' health insurance, disability coverage and pension are covered by the [German Social Code](#), irrespective of whether they are full-time or part-time. Similarly, the safety and health of our employees at the workplace is governed by specific German regulations such as the [Workplace Ordinance](#) (Arbeitsstättenverordnung), [Health and Safety at Work Act](#) (Arbeitsschutzgesetz), [Occupational Safety Specialists Act](#) (Arbeitssicherheitsgesetz), [Working Hours Act](#) (Arbeitszeitgesetz), [Hazardous Substances Ordinance](#) (Gefahrstoffverordnung), [Maternity Protection Act](#) (Mutterschutzgesetz) and the [Youth Employment Protection Act](#) (Jugendarbeitsschutzgesetz) amongst others.

With the onset of the COVID-19 pandemic in 2020, the exceptional challenges posed by this crisis needed to be addressed. Our primary aim was to protect the health of our workforce, for which purpose our quality management team conceptualised and implemented several COVID-protection and hygiene guidelines. Our employees were provided with free COVID-19 self-tests as well as FFP2 masks. Employees and visitors alike needed to conduct self-tests before entering the offices and

check-in via the Corona-Warn app. Wearing masks within the offices other than at the individual workstation was made obligatory. The number of employees in closed spaces such as meeting rooms was restricted based on the infection rate. Moreover, in the case of an infection, clearly-defined steps such as self-monitoring and quarantine were laid out for employees to ensure the safety and protection of everyone around them. Such measures are regularly re-evaluated and revised.

In addition to occupational health, occupational safety is of importance to us. We routinely conduct hazard risk assessments based on the requirements of [Health and Safety at Work Act](#). We have certified fire safety personnel and first responders capable of providing emergency medical aid at all our office locations. Access to the workshop floor in Denkendorf is restricted to employees who have completed specific technical requirements of the [DIN VDE 0105-100](#) – a European market standard on the operation of electrical systems. Moreover, all employees in the workshop are required to wear personal protective equipment. Operation manuals on machinery and/or hazardous materials along with safety data sheets (SDS) on chemical substances are readily available and easily accessible to our employees. Our dangerous goods advisor ensures compliance with the [Agreement concerning the International Carriage of Dangerous Goods by Road](#). Our electrical equipment and installations at our workshop are tested once per year, and at our office locations once in two years, based on the requirements of the [German Social Accident Insurance Regulation 3](#).

In 2021, we had one case of a work-related injury, where three working days were lost, and one case of a work-related accident, where no working days were lost. Our occupational safety committee – which includes an occupational safety specialist, a safety officer, an electrical specialist, a company physician, and a member of executive team – meets once every quarter to discuss relevant occupational safety issues.

4.1.2 Our Future Approach

GRI 103-3 (401)

We will be incorporating the use of an analytics software by Q3 2022, where different occupational safety and health-related components such as hazard risk assessment requirements, operation manuals, SDS templates, incident logging guides and training courses are built-in. This will enable us to monitor, assess and improve our OSH procedures. Our offices in Garching, Denkendorf and Paderborn will undergo an audit on electric equipment and installations by Q2 2022. Moreover, the [statutory accident insurance provider](#) in Germany plans on conducting an audit by the end of 2022 to assess our processes on occupational safety and health. Safeguarding the occupational safety and health of our employees is the highest priority for us and we will continue to promote such an environment.

4.1.3 Work-Life Balance and Human Capital Development

GRI 401-3, GRI 103-2 (401)

We are aware that our employees have varied needs depending on their personal path in life. We are therefore determined to cultivate a positive work environment and aid our workforce when it comes to managing their work-life balance. We offer flexible working hours, remote working, and rotating the days of in-office presence. In the wake of the current pandemic which has enforced various restrictions on public life, these measures were made even more accommodating. Added to that, we support new parents by offering them paid parental leave, including men. Only one employee was on parental leave in the reporting period. The 12-month return to work rate after parental leave, or the retention rate are not currently tracked in our system. Nonetheless, we have measures to ensure opportunities for professional development for employees returning from parental leave, and for our wider workforce as well. All our employees can avail of training and skills development opportunities based on their needs. Added to that, our management team has workshops twice a year on talent development, company strategy and employee engagement-related issues. Moreover, we encourage graduates and trainees to join our company. In the reporting period, 6 percent of our workforce comprised of interns, student assistants as well as graduates gaining practical experience.

Additionally, we have measures in place to ensure our workforce's welfare and foster our spirit of teamwork. At our offices, employees have access to ergonomic workstations and to fully functional kitchens, where complementary refreshments and snacks are provided. Group events are allowed in keeping with the local COVID-19 rules. These include team events as well company-wide events, ranging from employees having after-work meals together to participating in group sports activities.

4.1.4 Our Future Approach

GRI 103-3 (401)

We want to continue fostering a strong team culture. To this end, depending on the COVID-19 incidence rate, we intend on recommencing with in-person staff townhalls, so our employees can ask us questions and we can share our vision and goals. We are also seeking to reinstitute group events such as an open-house day, where employees can invite family and close friends to our offices.

Further, to build our talent, we will make discussions on employee training and professional development an institutionalised part of annual performance reviews by the end of 2022. We recognise and value the skills, expertise and commitment of our employees and will continue to provide support to our workforce.

4.1.5 Collective Bargaining

GRI 102-41

We respect the rights of our employees to engage in collective bargaining. As a small and medium-sized enterprise, pepper motion GmbH does not have collective bargaining agreements in place, either in the form of a Tarifvertrag (negotiated through a trade union) or a Betriebsverfassung (negotiated through a works council). Nonetheless, we respect our employees' rights to freely join worker's organisations of their choosing.

4.2 Employee Diversity

GRI 103-1 (405)

At pepper motion GmbH, we place great emphasis on an unprejudiced and inclusive working environment for all our employees.

What does employee diversity mean to us?

- We firmly believe that diversity enhances our performance. Diverse teams are more innovative, with everyone bringing forth a unique perspective.
- We are strongly committed to create teams with a mix of different cultural backgrounds, skills, and knowledge.

4.2.1 Equal Opportunity

GRI 405-1, GRI 405-2, GRI 103-2 (405)

Employees from seven different countries work together at our company. This multicultural environment not only organically cultivates inventiveness, but also allows us to gain local market knowledge and serve our global customers better. Equally important is our demographic diversity. We believe there is great merit in a multi-generation team – with both younger and older employees working together and benefiting from mutual learning, mentoring, and acquiring new competencies. In the reporting period, 26 percent of our workforce was composed of women, 12 percent were in management functions and 20 percent were in executive management functions. A breakdown of these figures by age group is not currently tracked in our system. There are no significant differences in the total remuneration packages offered to women and men at our company. The specific ratio will not be published due to reasons of confidentiality.

4.2.2 Our Future Approach

GRI 103-3 (405)

We are continually striving to extend and promote our diversity concept at all levels, including at the beginning with our recruiting process. For this purpose, we will explicitly state our commitment to being an equal opportunity employer on our homepage, career portals and within individual job advertisements by the end of 2022. We see strength in diversity and will continue building an inclusive corporate culture.

4.3 Product Responsibility

GRI 103-1 (416)

At pepper motion GmbH, product responsibility is a top priority for us. We combine performance with design, while abiding by the highest safety standards.

What does product responsibility mean to us?

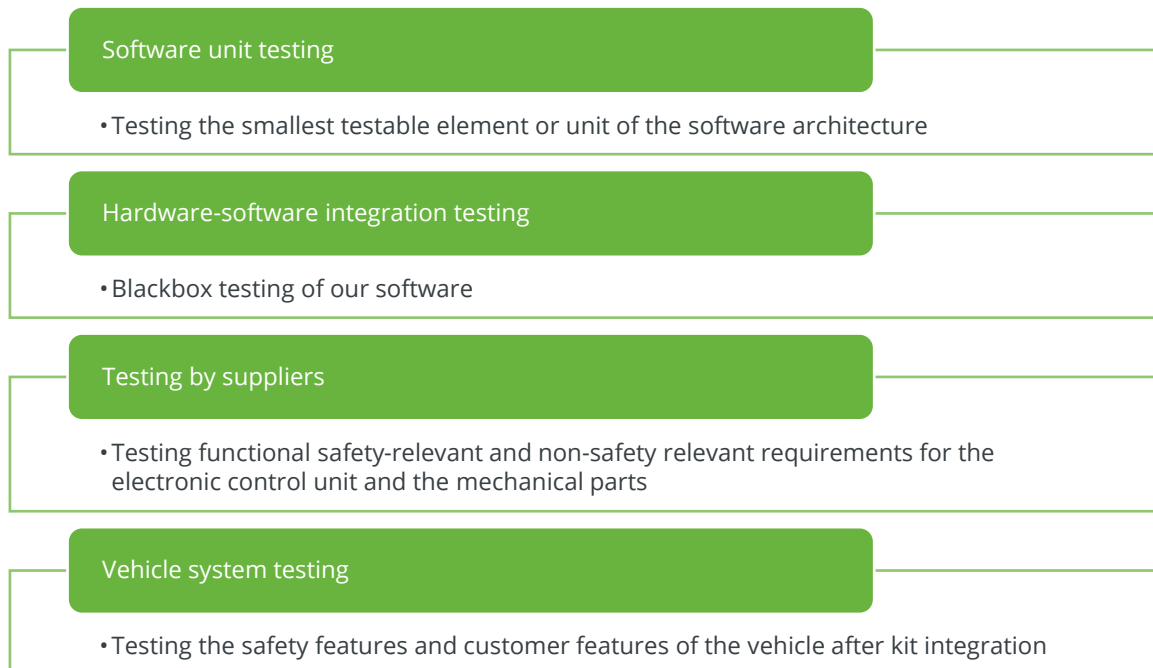
- We firmly believe that product safety and quality are essential to fulfilling our responsibility towards customers.
- Active and passive safety systems as well as stringent testing procedures ensure the highest safety of our EVs on the road.
- We remain available to our customer even after our vehicles have left the factory gate.

4.3.1 Product Safety and Customer Service

GRI 416-1, GRI 416-2, GRI 103-2 (416)

We take product safety into account during all stages of product development. Before retrofitting, the bus undergoes a strict systems check including TÜV-relevant safety protocols. Retrofitting itself is a multi-step process including refurbishment of the chassis, disassembly and removal of the diesel parts, assembly of electric parts and ultimately a revamp of the interior and exterior of the bus. We provide our production partners with comprehensive protocol sheets and instruction manuals to ensure the retrofitting process is carried out to the highest standards. Specifications such as these are not only operationally essential but are also absolutely crucial in ensuring the safety of the bus, its occupants and other road users. Moreover, the retrofitted bus includes a range of safety features, notably an electronic braking system, an anti-lock braking system, an automatic bus stop-brake system and a fire detection system.

Before product development, we always update our Hazard Analysis and Risk Assessment (HARA) and perform a new one for newly added features. We conduct numerous safety tests in-house as well as in conjunction with our suppliers based on relevant international, EU and German standards. The categories of tests conducted are listed below:



During the testing process, our specialists thoroughly evaluate the functionality of all systems in response to different inputs including operator errors, hardware failures and environmental changes.

Our responsibility, however, does not end with safety testing alone, and we provide our customers with comprehensive safety information on the correct use of our vehicle. This includes an operation manual for the bus along with supplementary manuals for different components. Moreover, a maintenance guide and guides on safety-related application conditions (SRAC's) are also provided to them to ensure regular servicing and correct operation of the vehicle takes place. We provide bus operators with instructions on evacuation measures to be followed, in case of an emergency. This document is a supplement to pre-existing evacuation measures and specifies additional requirements owing to the electrification process. In addition, all buses have safety cards with vehicle-specific diagrams and emergency-relevant information. We have not had any incidents of non-compliance concerning the health and safety impacts of our products and services within the reporting period.

In addition to product safety, product quality and high levels of customer satisfaction are important to us at pepper motion GmbH. We follow a customer feedback process through a ticketing system, where a customer concern is raised through our service team and then logged with our quality management (QM) team. Our QM team then examines the complaint along with our component expert, production expert, purchasing expert and other relevant technical experts. In the case of a component requiring repair or replacement, we address the issue with our suppliers. In case of problems with the software, the matter is promptly addressed internally with our software experts. Once the issue is satisfactorily resolved, the respective customer service manager duly informs the client. Our kit has a statutory warranty of 24 months on the components and the retrofitting services, excluding any wear-and-tear.

4.3.2 Our Future Approach

GRI 103-3 (416)

We are currently improving our protocol sheets and instruction manuals on all aspects of our retrofitting process to have a more streamlined version of these documents ready by the end of 2022. Moreover, we are continually refining the safety-relevant documents we send to our clients to make them more comprehensive.

We endeavour to offer our clients a fluid customer service experience. To this end, we will be implementing a customer relationship management system by the end of 2022, where we will be able to nurture our client relationships through a more personalised experience and relevant service-oriented KPIs. Moreover, we will establish a robust Know-Your-Customer process by the end of 2022 as part of standard due diligence.

We take product responsibility seriously and will strive to keep developing solutions that enhance the safety and quality of our vehicles.

4.4 Data Protection

GRI 103-1 (418)

At pepper motion GmbH, protecting the confidentiality, integrity, and availability of information from unauthorised access or misuse, whether related to our own business, our employees or our customers is extremely important to us.

What does data protection mean to us?

- We are aware of the consequences of data breaches, which can include revenue losses, intellectual property theft, disruption in the production cycle, system failures and the misappropriation of private and confidential information.
- We keep the data of our company, customers and employees strictly confidential and safe, based on stringent laws and regulations.

4.4.1 Data Privacy and Security

GRI 418-1, GRI 103-2 (418)

Data privacy is an integral part of our business. We process the data of our clients and customers only to the extent legally permitted by the [EU General Data Protection Regulation \(EU\) 2016/679 \(GDPR\)](#) and the [Federal Data Protection Act](#). Our workforce is required to treat confidential information with the utmost care, use information systems securely and handle risks in a transparent manner. As required by law, we have a data privacy officer, who implements and monitors compliance with the relevant regulations. Within the reporting period, we have had no cases of personal data breaches or losses.

Along with data privacy, securing the integrity of data is important to us. There is a system of checks and balances in place to ensure no authorised installation, modification and deletion of software or applications is permitted. We also have service level agreements with our internet service providers and external IT partners to guarantee the scope, nature, and quality of their service. Our business continuity plans include measures such as backup strategies, disaster recovery and failover management. Moreover, we obtained cybersecurity insurance for our company in Q4 2021, where data recovery losses and privacy liability costs are covered.

4.4.2 Our Future Approach

GRI 103-3 (418)

We will offer online training on data privacy, instead of an in-person training to all new employees as a part of their onboarding and to all old employees as a refresher course in 2022. Moreover, we will undergo an audit on data privacy through a certified auditing company by the end of 2022 in order to fulfil our compliance requirements.

Moreover, we will set up a data exchange platform for data transfers with external parties in order to bolster data security. Their systems and software are certified with the highest standards including

[ISO/IEC 27001:2018](#) on information security management. Data encryption and secure file transfer are combined with multifactor authentication to strengthen data integrity. Moreover, the standards of the [GDPR](#) and [Federal Data Protection Act](#) are complied with, since all their cloud systems are hosted in Germany.

Even while introducing new features for our vehicles, we keep data privacy and security at the forefront. For over-the-air updates, we are aware of the responsibility that comes with this feature and are working towards our compliance with the [ISO/IEC 21434:2001](#) standards on road vehicles – cybersecurity engineering. We respect the privacy and security of our customers and employees and will continue to manage their data with the highest integrity.



5. OUR ENVIRONMENTAL RESPONSIBILITY

5. Our Environmental Responsibility

Under this action area, we will delve deeper into the environmental impact of our operations and product. We will outline our ideology and the processes undertaken to reduce the ecological impact of our operations. Our focus will be on the supply chain and on energy management.

5.1 Supply Chain Management

GRI 102-9, GRI 103-1 (204), GRI 103-1 (308)

At pepper motion GmbH, we endeavour to follow a sustainable process throughout our supply chain, beginning from procurement until disposal.

What does a responsible supply chain mean to us?

- We are aware that the environmental effects of our product's life cycle emissions need to be accounted for, even though EVs produce zero direct emissions.
- We firmly believe that the responsible use of natural resources and the protection of human rights need to be embedded in our entire supply chain.

5.1.1 Procurement Practices and Supplier Assessment

GRI 102-9, GRI 204-1, GRI 103-2 (204), GRI 308-1, GRI 103-2 (308)

The suppliers of the components for our electrification kit and the charging stations are required to adhere to our Business Partner Code of Conduct – be it a single purchase order or a long-term supply contract. The Code of Conduct contains clauses ranging from compliance with legal provisions to respecting labour rights to responsibly using natural resources.

We are proud that 70 percent of our key suppliers – suppliers most relevant to the production of our electrification kit and suppliers of our charging stations – are local i.e., located within Germany. The remaining 30 percent of the key suppliers are located within the EU. We will continue to keep our supply chain short while focusing on sourcing high-quality materials from within the EU. Specific budgetary information on purchasing volumes from local suppliers cannot be provided by the current database.

100 percent of our key suppliers are compliant with the [ISO 9001:2015](#) standard on quality management systems and 67 percent meet the requirements of the [ISO 14001:2015](#) on environmental management systems. Moreover, 100 percent of our key suppliers are compliant with the [EU Regulation \(EC\) No. 1907/2006 \(REACH\)](#) on the use of chemicals as well as with [EU Directive 2011/65/EU \(RoHS\)](#) on the use of hazardous substances in electrical equipment. Our production partners who retrofit our vehicles are also fully compliant with ISO 9001:2015 standard, and are located in Germany, thus ensuring a short supply chain. Nonetheless, due to the complexity and in some cases, the lack of transparency in the entire supply chain, we are currently unable to provide percentage data regarding actual or potential negative environmental impacts by our suppliers.

5.1.2 Our Future Approach

GRI 103-3 (204)

We are also aware that our direct influence is limited to our Tier 1 suppliers. In order to strengthen our impact further up as well as down the supply chain, we developed a new Code of Conduct for Suppliers with a strong focus on two specific issues: (i) compliance with environmental regulations and standards and (ii) conformity with market-based social standards relevant to the supply chain. With regard to the environment, clauses on raw material procurement and disposal, treatment of chemicals and hazardous materials and the transport of dangerous goods were emphasised upon, while the section on social standards highlighted the importance of equal rights and non-discrimination, collective bargaining rights and employee health and safety. Our suppliers will also have access to a grievance mechanism at our end. This new Code of Conduct for Suppliers will be ready for distribution by Q2 2022. Our production partners, too, will be required to adhere to this new Code of Conduct by the end of 2022.

We also recognise that we need to widen our efforts in ensuring supplier due diligence with the relevant environmental and social standards. To this end, beginning in 2022, we will require all future key suppliers and production partners to at least have an ISO 9001:2015 certification. As we grow in size, we will be expanding this requirement.

5.1.3 Impact of the Supply Chain

GRI 308-2, GRI 103-2 (308)

We are aware that both our upstream and downstream supply chain operations have an impact on the environment. To mitigate a part of this impact in our upstream processes, we are researching the use of refurbished as well as environmentally-friendlier materials. To this end, we established a comprehensive roadmap for the use of reconditioned rims on our electric buses. The rims from the

second-hand buses will first go through a stringent quality-control process before they are approved for refurbishment. They will then undergo further inspection during refurbishment and will only be installed if they successfully pass this appraisal process. Rims with any kind of damage such as dents, fractures or stress cracks will not be installed on our electric buses. Further, we are exploring the use of ecologically-friendlier materials, such as recycled PET (polyethylene terephthalate) – a polymer used as yarn – as upholstery fabric in our EVs. Production of recycled PET causes 79 percent less GHG emissions compared to the production of virgin polyester⁵. Another project involves the potential replacement of hydrofluorocarbons (HFCs) as a refrigerant fluid, since the HFC we use has a global warming potential (GWP) roughly 1500 times more than CO₂ over a 100-year time scale⁶. We believe using such materials will not only cause less harm to the environment but will also help reduce our carbon footprint.

In terms of our downstream operations, we recognise that the retrofitting process generates waste, which needs to either be disposed of in accordance with relevant regulations or be transformed into resources. Our production partners dispose of waste oils, fluids and plastics in compliance with the [Waste Framework Directive \(Directive 2008/98/EC\)](#). For other components such as the metal parts and lithium-ion electric batteries, we analysed the viability of an extended lifecycle. We found the CO₂ footprint of metal parts using this model to be too high, due to which we decided to have these parts scrapped. However, for the electric batteries, we found value in establishing an end-of-life model instead of disposing them according to the [Battery Directive \(Directive 2006/66/EC\)](#). For instance, once our electric batteries are no longer able to meet heavy-duty EV-performance standards, a potential second-life can be found for them in mobile uses such as in forklifts, tractors or airport transport vehicles (ATVs). Following that, a much-less demanding application in stationary energy-storage services is possible.

A SWOT analysis of this model is presented below:

Strengths	Weaknesses
Profit generation/cost reduction: Selling our electric batteries for a second- or third-life use will result in additional profit generation for the company, which can be	Limited usage potential in certain projects: Our battery suppliers specially manufacture the battery to fit our product, therefore, it would be incompatible for use in projects that

⁵ PET Recycling Team GmbH (2017). *Excellent CO₂ Balance for rPET made by PET Recycling Team*. Available at: <https://petrecyclingteam.com/en/excellent-co2-balance>.

⁶ Becken, K. et al. (2011). *Avoiding Fluorinated Gases: Prospects of Phasing Out*. Climate Change (8), pp.1-266. Available at: <https://www.umweltbundesamt.de/publikationen/avoiding-fluorinated-greenhouse-gases>.

further translated into cost reduction for clients.

Flexible applications:

Since the battery system installed in each bus is composed of 4 master-slave containers or 4 strings, buyers can either purchase the entire BMS or a single string, depending on their capacity requirements.

Market pioneer:

Not many firms are implementing a comprehensive business model on extending the lifecycle of lithium-ion batteries, which gives us a competitive advantage.

require a cell chemistry other than nickel-manganese-cobalt (NMC).

Limited ability to offer high volumes:

We are currently limited in our ability to serve clients with high-capacity kWh requirements, since we do not have a large fleet of EVs at the moment.

Refurbishments costs:

Since the electric batteries need to be refurbished before re-use, these costs should be lower than the estimated revenue, else the model is not financially viable.

Opportunities

Growing market for EVs:

Due to a growing market for EVs and the adoption of new business models such as 'Mobility as a Service', there is a large market for second- and third life battery applications.

Increase in research on second- and third-life applications:

Research on the second- and third-life applications of electric batteries is dynamic, with continual progress being made, which could help reduce technical uncertainties and increase investor confidence.

Advantages of NMC batteries:

NMC batteries, such as ours, have a higher energy density and a lower weight compared

Threats

Limited regulatory support:

Although the new [Batteries Regulation](#) from the EU includes guidance on the lifecycle of new electric batteries, regulation on used batteries is lacking, which could dampen market growth.

Limited future funding:

Since the market for second- and third-life applications is very new, there is limited data on the performance of these batteries, which could hinder future funding for projects.

Potential competition from LFP batteries:

As manufacturers start producing higher energy density lithium-iron-phosphate (LFP) batteries, these could be used more widely than NMC, as they are already cheaper.

to other cell chemistries, which could convert into higher potential sales.

Developments in battery analytics software:

Growth in the cloud-based, predictive battery analytics software industry will allow us to extract metadata on the batteries and predict battery performance and health.

Limited disclosure of technical requirements by downstream firms:

Downstream firms operating forklifts, ATVs or energy storage systems do not always disclose information on their batteries such as dimensions, voltage and so on, hindering our ability to generate sales estimates.

5.1.4 Our Future Approach

GRI 103-3 (308)

We will continue to research the use of refurbished materials as well as eco-friendlier materials to mitigate the upstream impact of our product. To this end, we will aim to fit our test electric buses with reconditioned rims and PET fabric by the end of 2022. As such, we are going beyond our contractual agreements to achieve our sustainability goals related to the supply chain. We will keep working towards creating and implementing processes to lessen the environmental impact of our supply chain.

5.2 Energy Management

The reduction of GHG emissions and the responsible use of resources are important cornerstones of our environmental strategy at pepper motion GmbH. Our office in Paderborn has been sourcing 100 percent renewable energy (RE) for electricity-use since the time of its establishment. Our offices in Garching and Paderborn, too, have been sourcing 100 percent RE for electricity-use, but through the landlord. While this has been the case for Garching since the office was set-up, Denkendorf switched to RE in November 2021. Moreover, 82 percent of our company vehicle fleet is either electric or powered by hydrogen, while the rest of the fleet is either hybrid or runs on diesel or petrol.

We are aware that our product supply chain contributes to the largest part of our emissions. We are therefore in the process of collecting data to calculate our Scope 1 and Scope 2 emissions at the corporate level – emissions categories defined by the [Greenhouse Gas Protocol](#) for 2022. We will complete calculating our Scope 1 and 2 emissions by 2022. Added to that, we are working on

completing a product life-cycle analysis (LCA) for our batteries by the end of 2022, which will be gradually expanded to include other components and our EVs. We are committed to understanding and reducing our carbon footprint at both the corporate- and product-level.

6. APPENDIX

6. Appendix

6.1 Key Figures

6.1.1 Financial Statements

GRI 102-7, GRI 102-45



The unaudited income statement and balance sheet for pepper motion GmbH for the financial years 2020 and 2021 are provided below:

Income Statement	2021 (k€)	2020 (k€)
Sales Revenue	1,848	457
Increase in inventories of finished and unfinished goods	0	-458
Changes in inventories of work in progress	-734	1,398
Own work capitalized	2,343	2,891
Other operating income	131	851
Cost of materials	-1,369	-1,626
Labour expenses	-5,310	-2,773
Depreciation and amortisation	-523	-317
Other operating expenses	-5,245	-2,235
Interest and similar expenses	-71	-36
Other taxes	-1	0
Net profit/loss	-8,931	-1,848

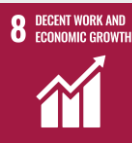

Balance Sheet	2021 (k€)	2020 (k€)
Assets		
Fixed Assets		
Internally-generated intangible assets	6,729	4,386
Other intangible assets	21	26
Goodwill	320	444
Property, plant and equipment	1,208	1,030
Shares in affiliated companies	38	0
Current assets		
Inventory	2,515	1,832
Accounts receivables	23	0
Other receivables	262	218






Cash and cash equivalents	494	248
Deferred expenses		
Deferred expenses	450	108
Total balance sheet	12,060	8,292
Liabilities		
Equity capital		
Subscribed capital	1,000	1,000
Capital reserves	15,924	2,201
Retained earnings	362	2,214
Net profit/loss	-8,931	-1,852
Accrued expenses	534	281
Accounts payable	3,171	4,448
Total balance sheet	12,060	8,292

6.1.2 Environmental Statistics and KPIs

KPI	Metric for FY 2021	Target for FY 2022
Environment		
Supply Chain Management		
 		
% of key suppliers with an ISO 9001: 2015 certification*	100%	Maintain
% of key suppliers with an ISO 14001: 2015 certification*	69%	Maintain
% of key suppliers compliant with the EU RoHS Directive*	100%	Maintain
% of key suppliers compliant with the EU REACH Regulation*	100%	Maintain
% of key suppliers within the EU*	100%	Maintain
*Key suppliers are those relevant to the production of our electrification kit and the suppliers of our charging stations		

6.1.3 Social Statistics and KPIs

KPI	Metric for FY 2021	Target for FY 2022
Social		
Employee Welfare		
 		
Injury rate per 100 employees	1%	Improve
Accident rate per 100 employees	1%	Improve
Fatality rate per 100 employees	0%	Maintain

Employee Diversity		
<div>   </div>		
% of full-time female employees	26%	Maintain
% of full-time female employees in managerial positions	12%	Improve
% of female employees in executive management	20%	Improve
% of full-time foreign employees	8%	Improve
% of student assistants and interns	6%	Improve
Product Responsibility		
<div>  </div>		
Number of third-party certifications for our core product	1	Maintain
Data Protection		
<div>   </div>		
Number of personal data privacy breaches	0	Maintain

6.1.4 Governance Statistics and KPIs

GRI 102-7, GRI 102-8, GRI 401-1, GRI 405-1

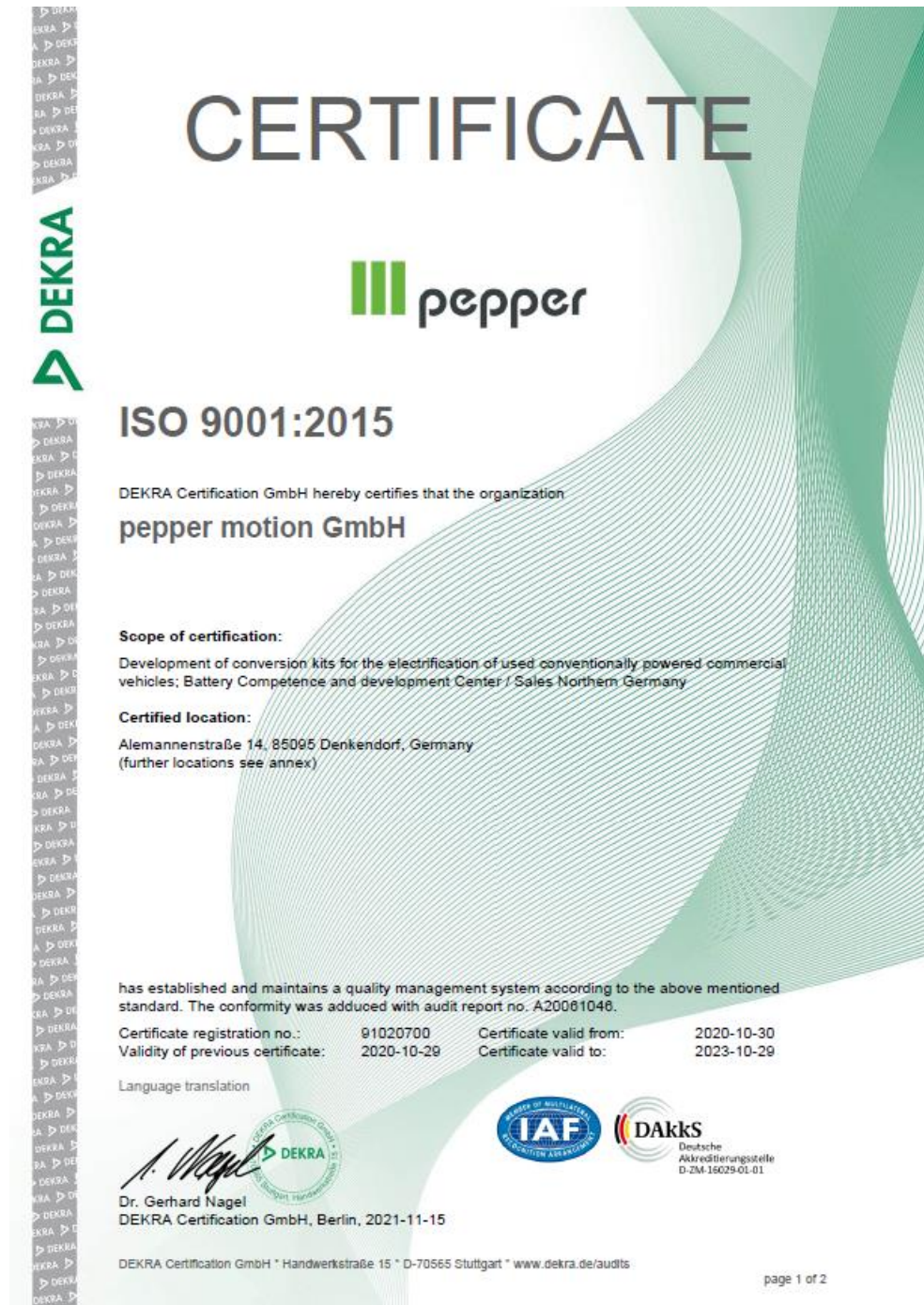
KPI	Metric for FY 2021	Target for FY 2022
Governance		
Business Ethics		
<div>  </div>		
Employee attrition rate	16%	Improve
% of employees trained on data privacy	97%	Improve

% of employees trained on data security	92%	Improve
% of employees trained on occupational safety	97%	Improve
% of employees trained on quality management	77%	Improve

Employee Statistics (December 2021)		Denkendorf	Garching	Paderborn	Other	Total
Number of employees		44	45	9	4	102
Number of permanent employees		40	43	9	4	96
Number of temporary employees		4	2	0	0	6
Age structure	<30	11	10	0	0	21
	30-49	26	28	8	2	64
	50-59	6	5	1	2	14
	60+	1	2	0	0	3
Number of female employees		15	11	1	0	27
Number of domestic nationals		40	36	9	4	89
Number of foreign nationals		1	7	0	0	8
Number of employees with disabilities		0	1	0	1	2
Number of employees on parental leave		1	0	0	0	1

6.2 Certifications and External Memberships

6.2.1 ISO 9001:2015



6.2.2 Bundesverband eMobilität e.V. (BEM) Membership



Bundesverband eMobilität

Bundesverband eMobilität e.V. • Oranienplatz 5 • 10999 Berlin

e-troFit GmbH

Alemannenstraße 14

85095 Denkendorf

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Eingetragen in Berlin beim
Amtsgericht Charlottenburg
Vereinsregister VR 28910 B

Steuernummer: 27/657/52913

Mitgliedsnummer: 10696

25.05.2021

Sehr geehrte Damen und Herren,

hiermit bestätigen wir die ordentliche Firmenmitgliedschaft der e-troFit GmbH im Bundesverband eMobilität e.V.

Mit freundlichen Grüßen,



Kurt Sigl
Präsident Bundesverband eMobilität e.V.

6.2.3 European Association For Electromobility (AVERE) Membership



CERTIFICATE of MEMBERSHIP

This certifies that e-troFit, represented by Andreas Hager, is a recognized member of AVERE for the year of 2021.



Secretary General – AVERE



Mr. Espen Hauge
President

6.2.4 Verband Nordrhein-Westfälischer Omnibusunternehmen e.V. (NWO) Membership

NWO

Verband Nordrhein-Westfälischer Omnibusunternehmen e. V.

NWO • Postfach 400 427 • D-40244 Langenfeld

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85095 Denkendorf

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www.nwo-online.de

30.03.2022 cg/pz

Bestätigung Ihrer Mitgliedschaft im NWO-Sponsorenkreis

Sehr geehrter Herr Galster,

gerne bestätigen wir, dass die Firma pepper motion GmbH Mitglied im Sponsorenkreis des Verbandes Nordrhein-Westfälischer Omnibusunternehmen e. V. (NWO) ist.

Mit freundlichen Grüßen

Verband Nordrhein-Westfälischer
Omnibusunternehmen e.V. (NWO)



RA Christian M. Gladasch
Geschäftsführer

6.2.5 Hydrogen Alliance Bavaria Membership

Zentrum Wasserstoff.Bayern (H2.B) | Fürther Str. 250 | 90429 Nürnberg

pepper motion GmbH
z. Hd. Patrick Galster
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Telefon +49 911 56854-99221
elisabeth.gruber@h2.bayern
www.h2.bayern

Nürnberg, 16. März 2022

Bestätigung

Sehr geehrter Herr Galster,

hiermit bestätigen wir, dass pepper motion GmbH Partner im Wasserstoffbündnis Bayern ist, das vom Zentrum Wasserstoff.Bayern (H2.B) koordiniert wird.

Mit freundlichen Grüßen

Elisabeth Gruber

6.3 GRI Content Index

GRI 102-55

	<p>For the Content Index Service, GRI Services reviewed that the GRI content index is clearly presented and the references for all disclosures included align with the appropriate sections in the body of the report.</p>
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