

Annual and Sustainability Report

eO's

24
23

Strong performance in challenging times

In June 2024 the EOS Group celebrated its **50th anniversary**. We began doing business in Germany in 1974 and have since become one of the top three receivables management experts in Europe. This report tells you what distinguishes us as EOS.

The EOS Group looks back on a demanding and successful financial year 2023/24. Despite the challenges in a difficult macroeconomic environment, the EOS Group achieved excellent earnings.

- Thanks to investments in receivables portfolios from previous years, we managed to keep revenue at a high level of EUR 997.3 million.
- The EOS Group is in good financial condition. Although EBITDA was lower in fiscal 2023/24 than in the remarkably good previous year, it is still high.
- At EUR 583.5 million, investments in Non-Performing Loans (NPLs) were significantly below those in the exceptional year 2022/23.



Credit: Andreas Sibling

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We owe our success to the more than 6,000 people who work with us. All of them contributed their part to our story.



Marwin Ramcke
CEO of the EOS Group

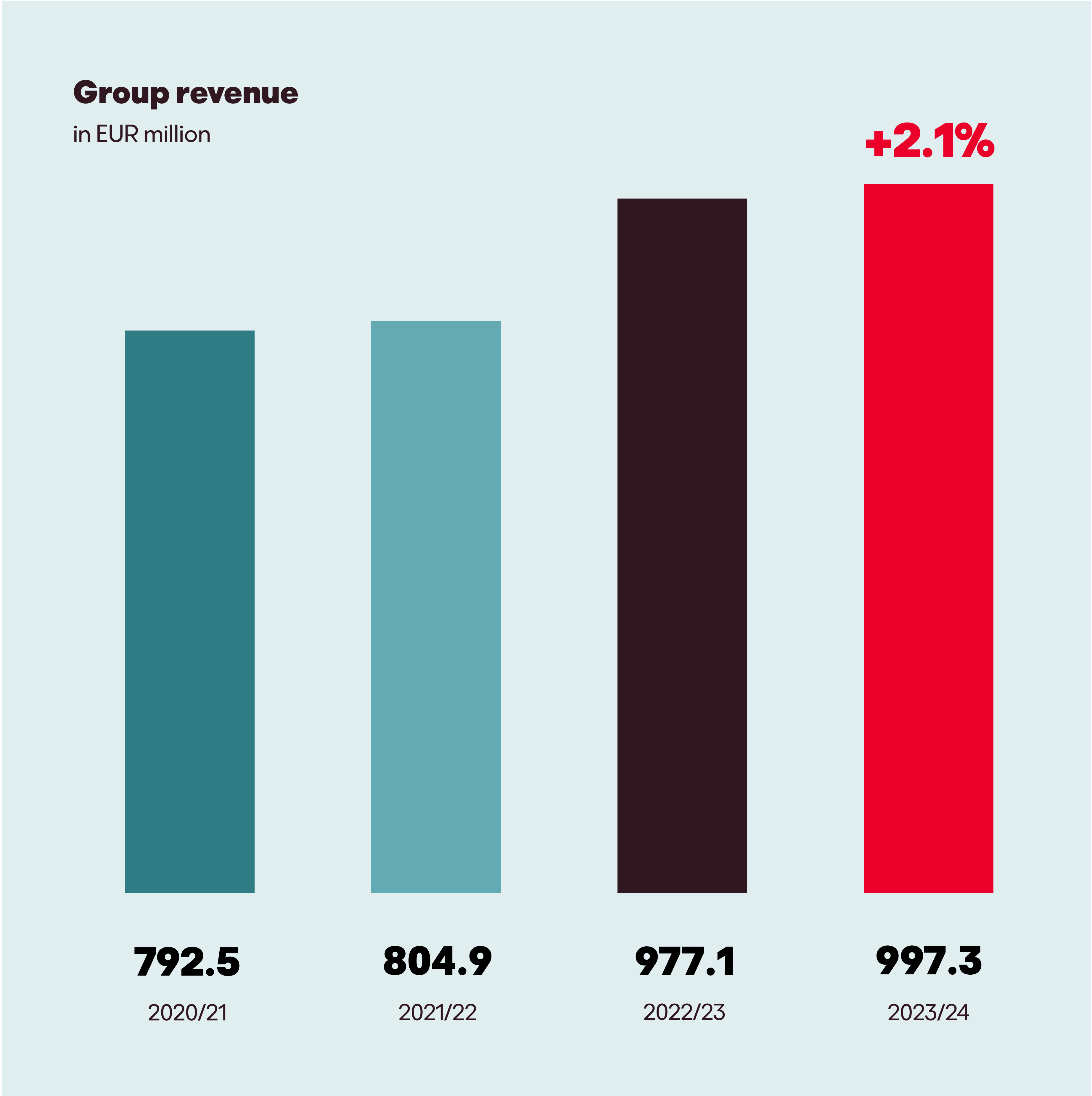


50 years of EOS: Growing together since 1974

We look back on half a century during which we have continuously developed ourselves and our business. Our success story has been written jointly by our many different employees.

[To the 50th anniversary video →](#)

Our financial year in brief



Our mission: **Changing finances for the better**

The EOS Group is a leading technology-based investor in receivables and real estate portfolios and an expert in processing outstanding receivables. With more than **50 years of experience** and locations in more than 20 countries, EOS offers smart services related to receivables management. We embrace progress because we know that digital and automated processes make us better and more efficient. Every day we work with passion and dedication to our mission of changing the finances of customers and consumers for the better. Find out more about our values. [GRI 2-6](#)



Expertise

We invest in NPLs

We purchase, analyze, and process receivables portfolios. Reducing the number of Non-Performing Loans (NPLs) is essential for a stable economy and selling them to specialists such as EOS fosters growth. Banks and companies can concentrate on their core business, and capital is freed for new loans and investments.



Internationality

We overcome borders

The strength of the EOS Group lies in its widespread presence in Europe, with companies in more than 20 countries. With international projects and by sharing best practices we continuously learn from one another and benefit from our Group’s diversity. Hereby we generate synergies and increase our innovative power.



Responsibility

The way we work is transparent and fair

For us, debt collection means assuming responsibility. Our commitment to operating ethically and sustainably has been embedded in our corporate responsibility strategy. We help consumers to settle their outstanding payments. We show them respect and offer individual processing through smart debt collection. Transparency, fairness and the highest service standards are among our central values.

A new lineup: **Our Board of Directors**

More than **6,000 people** work at EOS and each one of them contributes to our success. The Board of Directors represents our values externally and inspires internally. In 2023/24 Dr. Stephan Ohlmeyer and Sebastian Pollmer were appointed as new members of the Board. We will have another new face in the current fiscal year as Dr. Eva Griewel assumes the post as CFO of the EOS Group as of August 1, 2024.

Credit: Andreas Sibler



From left to right: Sebastian Pollmer, Dr. Eva Griewel, Marwin Ramcke, Dr. Stephan Ohlmeyer, Carsten Tidow



Credit: Andreas Sibler

An interview with the EOS Board

The great analysis: Five members of our Board of Directors assess the results of the financial year, describe the highlights for the EOS Group and its regions and take a look at 2024/25. [GRI 2-9](#)

[Read the board interview →](#)

New in the crew:

Our new members of the Board

No progress without change. Therefore, we are happy to have no fewer than three new members on our management team. Welcome aboard! [GRI 2-9](#)

Credit: Andreas Sibler



“Emotional intelligence is very important, and that’s something you learn a lot interacting with your children.

Dr. Stephan Ohlmeyer

joined EOS in 2023 as part of the Board of Directors and assumed responsibility for the region Central Europe. He grew up in Hamburg, earned a Ph.D. in physics and moved to London early in his career, where he worked for renowned financial companies, such as Morgan Stanley and Goldman Sachs, for the past 25 years.

Credit: Andreas Sibler



“I’ve always been very curious about different cultures, different people and also about different perspectives.

Sebastian Pollmer

is 40 years old, which makes him the EOS Group’s youngest member of the Board. He is responsible for the region Western Europe. Born in Hamburg, he has been part of EOS since 2016 and has already put his mark on the Group in various roles, for instance, when he established the secured receivables business.



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As a board member, it's always important to remember that your actions speak louder than your words. Leading by example is therefore a fundamental principle for me. It all starts with my behavior.

Dr. Eva Griewel

is the first woman to join the EOS Board of Directors. She succeeds the longstanding CFO, Justus Hecking-Veltman. Neither her position nor our company are strangers to her: for the past few years she was the CFO at the Buss Group. She holds a Ph.D. in Economics and previously worked in the EOS Group for more than 10 years, including as Senior Vice President of the Division Management Western Europe.



Three questions for our new CFO

Dr. Eva Griewel, CFO of the EOS Group as of August 2024, on leading by example, her expectations for the current fiscal year and the anticipation of re-joining the dynamic EOS family.

[To the video →](#)

Success stories

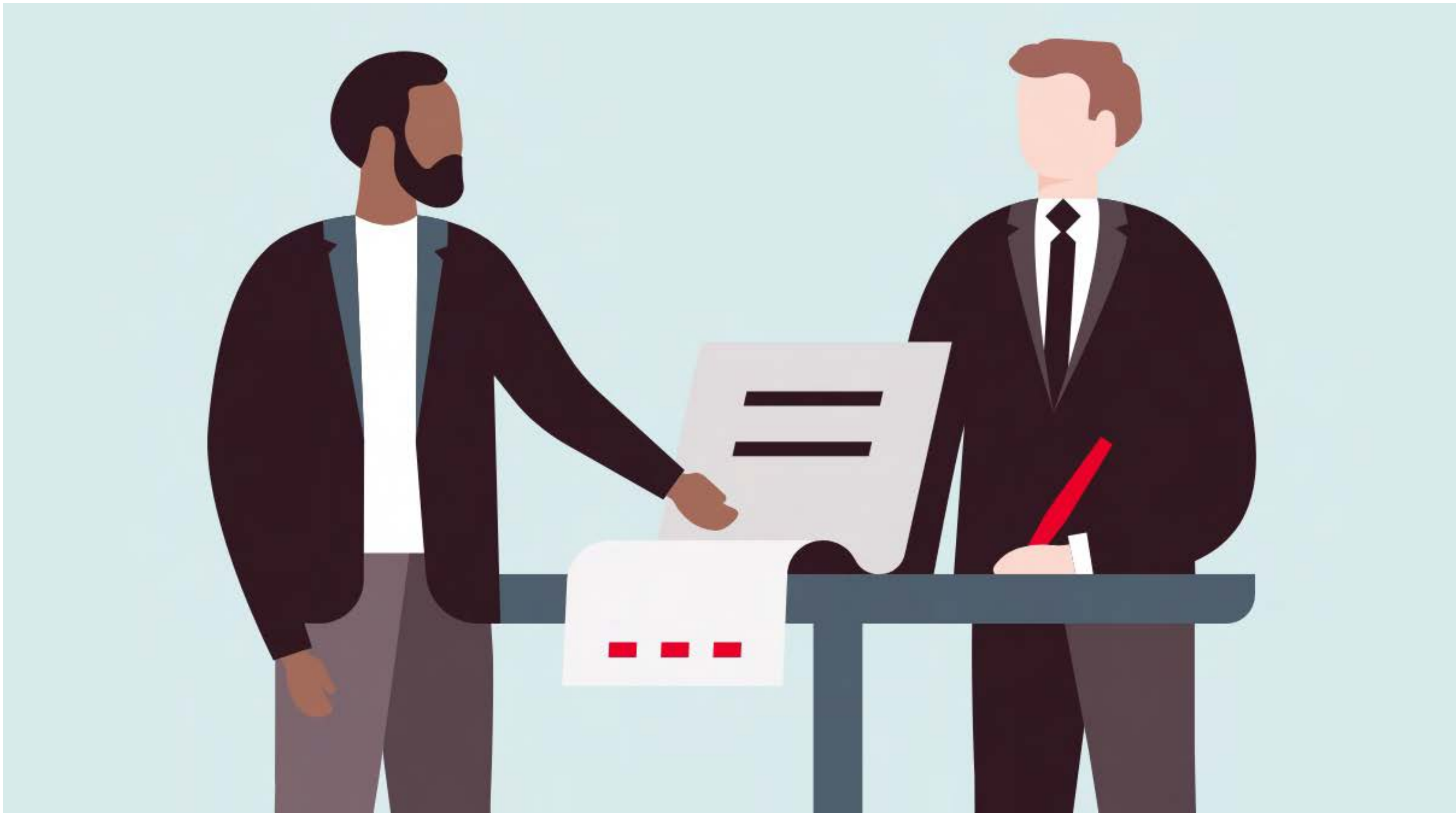
Whether it’s our digital debt collection system Kollecto+ or the purchase of non-performing receivables from companies in all industries, here are three examples of how we make things better for customers and consumers.



Digital debt collection system: **The success story of Kollecto+**

Almost half of EOS national subsidiaries work with Kollecto+. The digital collection system is making great strides and offers customers and consumers alike many benefits.

[To the article →](#)



Unsecured receivables: **How EOS stabilizes companies.**

For banks, energy utilities, telecoms or e-commerce companies, EOS helps businesses to reliably plan ahead by purchasing their unsecured receivables.

[To the article →](#)



Two decades of **successful collaboration**

For more than 20 years, the IT service provider Konica Minolta has transferred receivables to EOS in Germany, which allows the company to fully focus on its core business. This video shows us how EOS has helped Konica Minolta to optimize its receivables management.

[To the video →](#)

EOS news: **impressive progress** in digitalization and sustainability



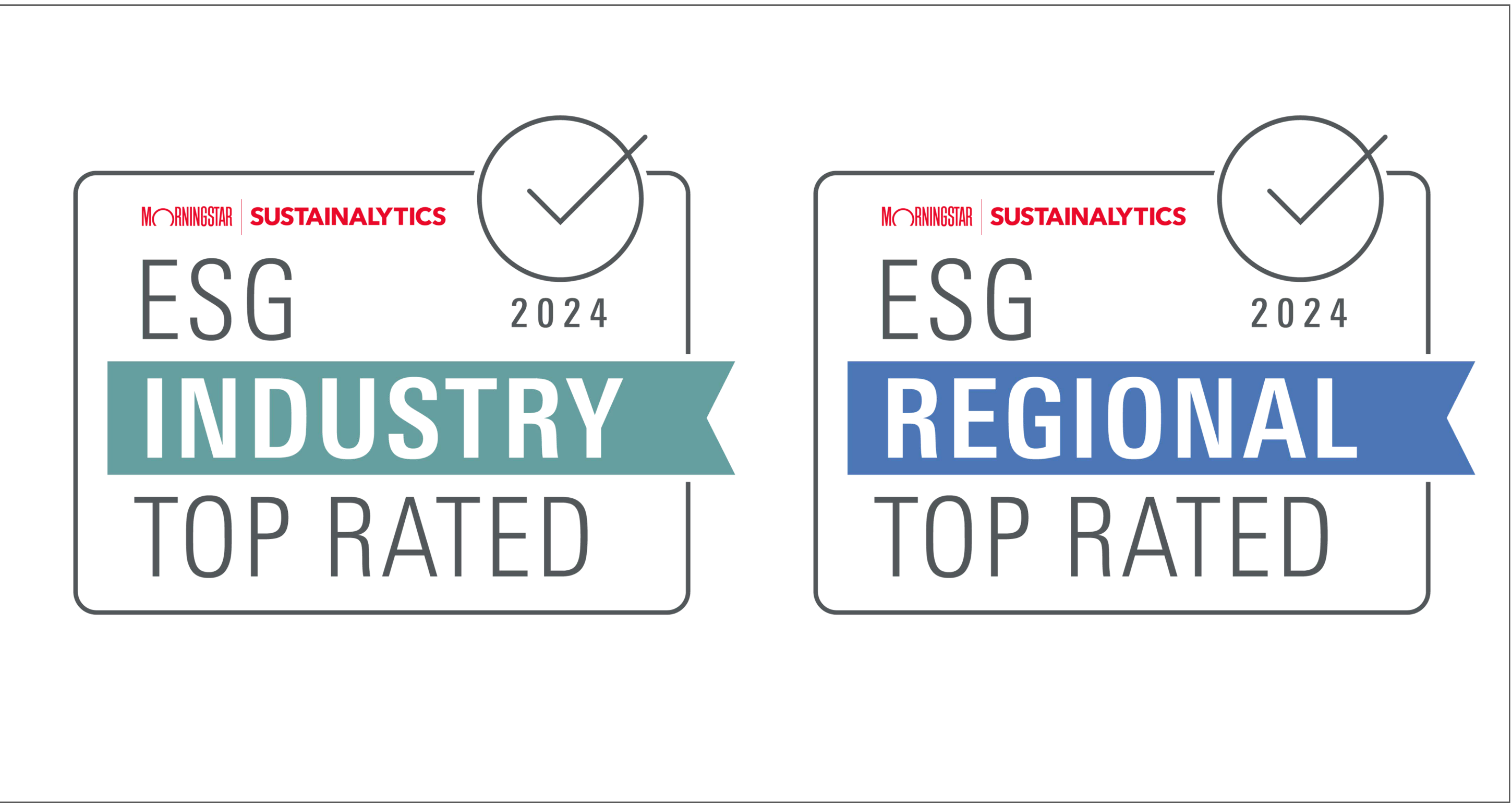
Sustainable investments in Poland

Collaboration with the International Finance Corporation (IFC) is expanding. Since fiscal year 2023/24, EOS and IFC have invested in Non-Performing Loans (NPLs) and real estate owned by financial institutes in Poland. When they help banks to settle NPLs, capital is freed up for granting new loans. “Poland is one of the largest and most active NPL markets in Eastern Europe. In addition to the positive contribution to the country’s economy, we consider environmental, social and governance aspects in selecting and processing NPLs,” says Carsten Tidow, Member of the Board of Directors of the EOS Group who is responsible for the Eastern European market. “The collaboration strengthens our position as one of the leading players in the Polish market,” adds Borys Drajczyk, Member of the Management Board and Chief Investment and Technology Officer at EOS Poland.



Faster and more precise with software robots

Reliably digital: EOS advances the use of Robotic Process Automation (RPA). RPA handles digital tasks, such as preparing statistics, checking court announcements, and filing correspondence in the central debt collection system. Automation boosts the quality and efficiency in receivables management and relieves employees of tiresome routine tasks. During a test phase in Poland, the software robot achieved a success rate of 99% error-free cases. At least 90 robot solutions are being used in the EOS Group (e.g., in Bulgaria, Croatia, and Spain)—and the number keeps climbing. “RPA demonstrates the digital strength of EOS. It allows our employees to focus on more complex tasks that require human judgment,” says Dobrin Mirevski, Chief Digital Officer and founder of RPA at EOS in Bulgaria.



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Excellent ESG Risk Rating

Top score right from the start: The EOS Group has received its first external ESG Risk Rating. The renowned rating agency Morningstar Sustainalytics checks how companies manage crucial industry-specific sustainability risks. It gave EOS an excellent 9.9 rating (“negligible risk”)—on a rating scale of 0 to 40+. The rating puts the company in the top three of all rated companies in the Consumer Finance sector. EOS was assessed in categories such as Human Capital, Corporate Governance and Business Ethics. The strong result validates the sustainability strategy of the EOS Group. “We are very well positioned in many areas. However, the rating is an incentive to become a little better every day,” says CEO Marwin Ramcke.

EOS news: **great achievements** in France and Denmark

Credit: Sebastian Vollmert



Record portfolio in France

Largest portfolio ever purchased by an EOS company: In 2023 EOS France and Veld Capital purchased a portfolio of regulated French consumer debt from BNP Paribas. The total amount of the receivables is EUR 364 million. “The success is the result of a long-standing partnership and trust between BNP Paribas and EOS,” says Nathalie Lameyre, Managing Director of EOS France. At EOS, more than 50 employees from the fields of statistics, risk assessment, law, IT, sales and customer relations participated. With the transaction, EOS and Veld have solidified their collaboration after earlier joint investments in many European countries and asset types.



Continuing on the road to success in Denmark

Impressive developments in the anniversary year: In 2023, EOS Danmark signed two major forward flow contracts with leading consumer credit banks. The timing coincided with the 10-year anniversary celebrated by EOS in Denmark that same year. EOS received the Gazelle Award for the third time after 2019 and 2020. The leading financial newspaper Borsen gives the award to the fastest growing, profitable companies. The main criterion for qualification is that the company must have doubled its net sales or gross profit over the past four years.



Successful international receivables management

Unlimited service: When cross-border receivables were involved, more than 1,620 companies, including 679 new customers, relied on the international debt collection of EOS in fiscal 2023/24. Our strong network of local partners saves customers time and effort, ensures compliance with relevant legal regulations and shows respect for regional mentalities. The numbers show how successful the strategy has been. Ninety-six percent of all successful cross-border collections could be settled out of court, a procedure that speeds up the process and lowers costs. In 2023/24, EOS took on 109,805 cross-border cases in 199 countries; an average of 143 days passed until the first payment of a cross-border receivable was made. Some 500 employees work for EOS in cross-border debt collection.

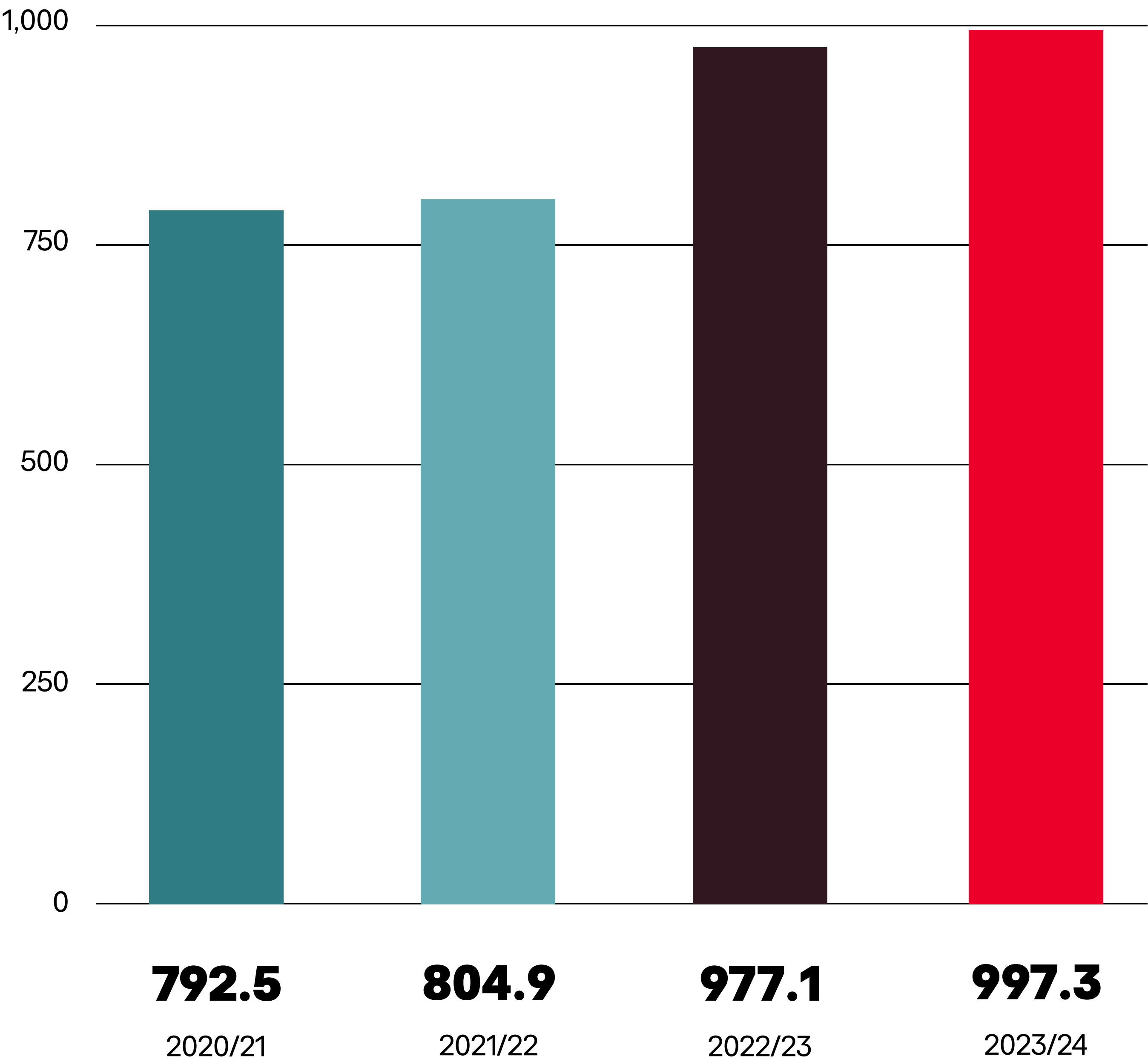
Insights into fiscal 2023/24

Comparison of revenue and earnings with those in previous years

Stable development: Despite a difficult market environment, EOS Consolidated achieved an excellent result in fiscal 2023/24, validating the previous year’s high revenue level.

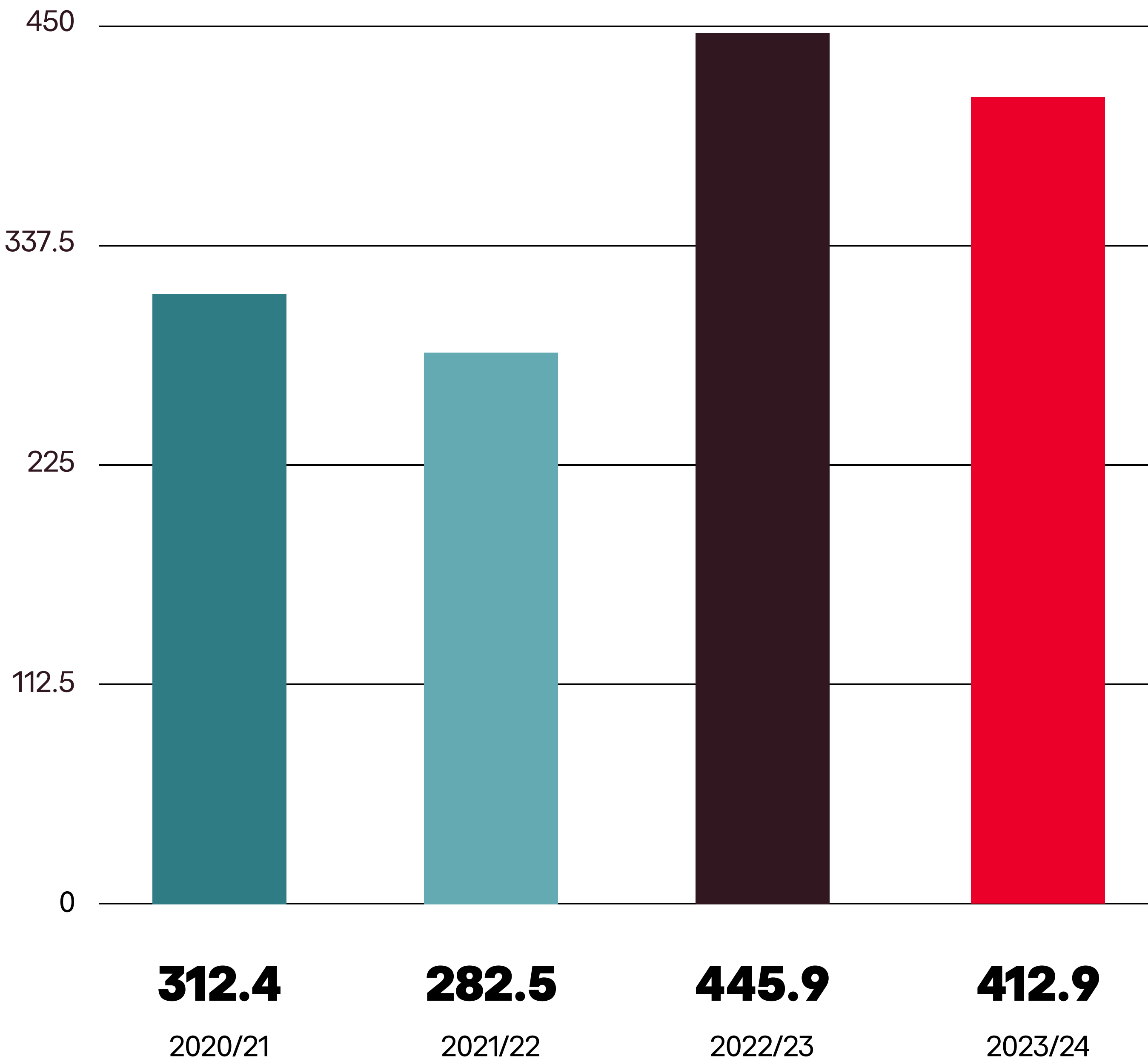
Revenue development

Figures in MEUR



Earnings development (EBITDA)

Figures in MEUR

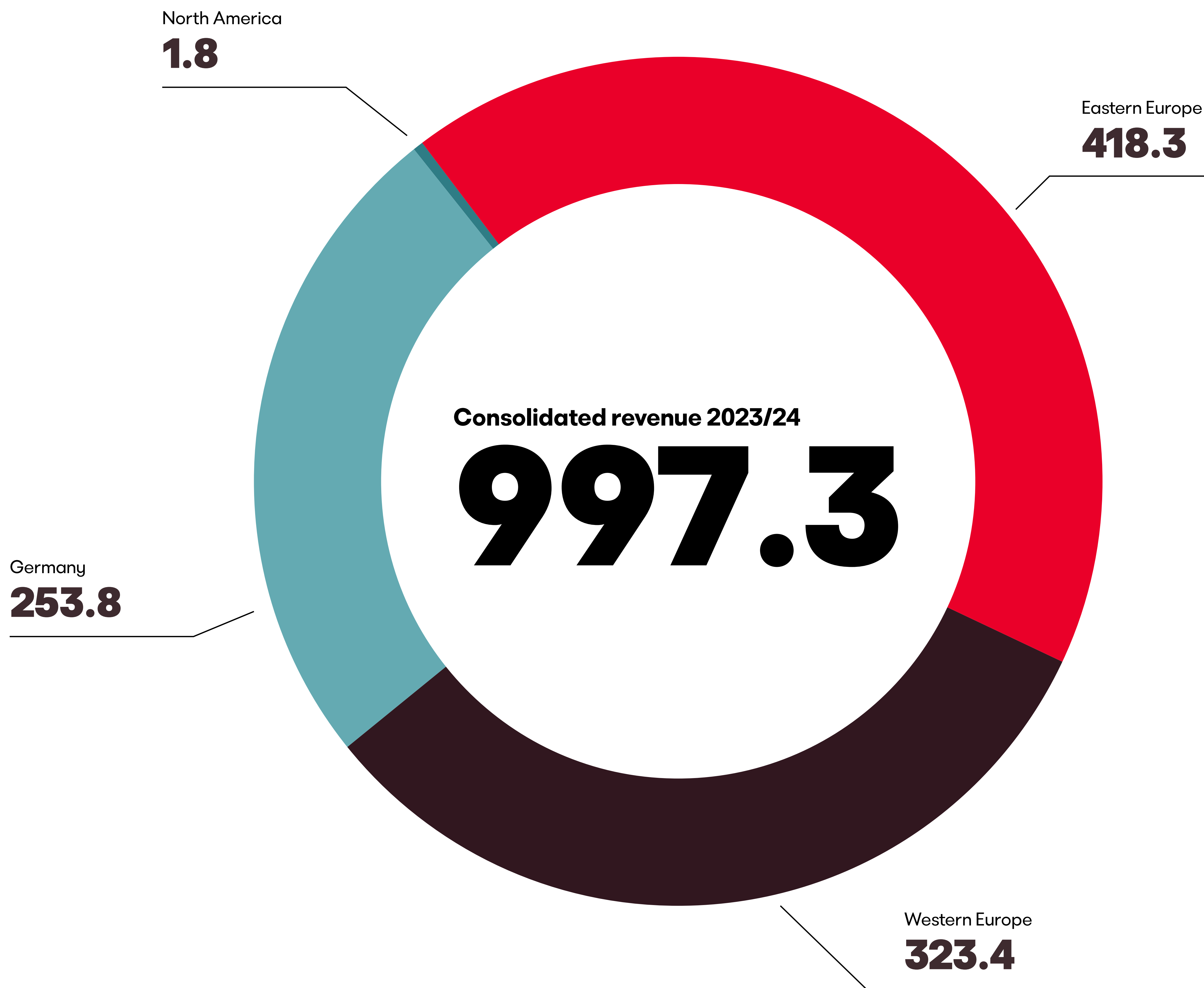


In fiscal 2023/24, the revenue of EOS Consolidated increased slightly by 2.1 percent, confirming the strong operational performance of the past few years. By successfully processing receivables portfolios purchased in previous years, EOS Consolidated managed to maintain its revenue level. Earnings (EBITDA) declined moderately (–7.4 percent) compared to the previous year. The decline can be attributed to negative one-time effects and to inflation-related operational expenses. [GRI 201-1](#)

Consolidated revenue by region

In fiscal 2023/24 EOS Consolidated achieved high revenue in all regions.

In EUR million



EOS Consolidated maintained or slightly increased the previous year’s high revenue level in all operational regions, largely owing to the strong performance of the EOS companies in the processing of receivables portfolios purchased in past years. With a share of 41.9 percent, Eastern Europe remains the strongest performing region within EOS Consolidated. Significant revenue increases were recorded especially by the companies in Bosnia and Herzegovina, Bulgaria, Greece, and Poland. Together, the Western European EOS companies achieved 32.4 percent of the total revenue in fiscal 2023/24. Here revenue climbed most significantly (+ 6.9 percent) compared to the other regions. One reason for the positive development was successful processing of existing receivables portfolios, especially in France. At 25.5 percent, the share of total revenue in Germany nearly matched the previous year’s level. Solid revenue was achieved in receivables processing, even though the competitive situation remained challenging, and the company purchased fewer receivables portfolios than in 2022/23.

How the **purchase of NPLs strengthens the economy** and **why EOS is the right partner**

When customers can no longer pay back their debts, lending banks too face serious difficulties. After all, too many Non-Performing Loans (NPLs) drive creditors into distress. Creditors solve this problem by selling their receivables to specialized loan buyers, such as the EOS Group. Banks thereby lower their NPL ratio while companies reduce their default risk and transform outstanding receivables into liquidity.

EOS has decades of experience and expertise in debt purchase, that is, in secured (backed by a material countervalue such as real estate) and unsecured debts (such as consumer loans). After purchasing NPLs, EOS strives to find an amicable solution with the borrowers. When successful, liquidity for banks and companies is ensured and capital for new investments is freed up so that the economic cycle can get going again. **GRI 2-6**

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Despite the tense macroeconomic environment, our investments in NPLs remain at a high level. As EOS Group, we benefit from the fact that we are not dependent on individual markets and have established an excellent reputation as investor over the years. Not least because we value long-term investments and base our calculations on realistic forecasts. This gives us and the sellers the security we need to succeed today and in the future.

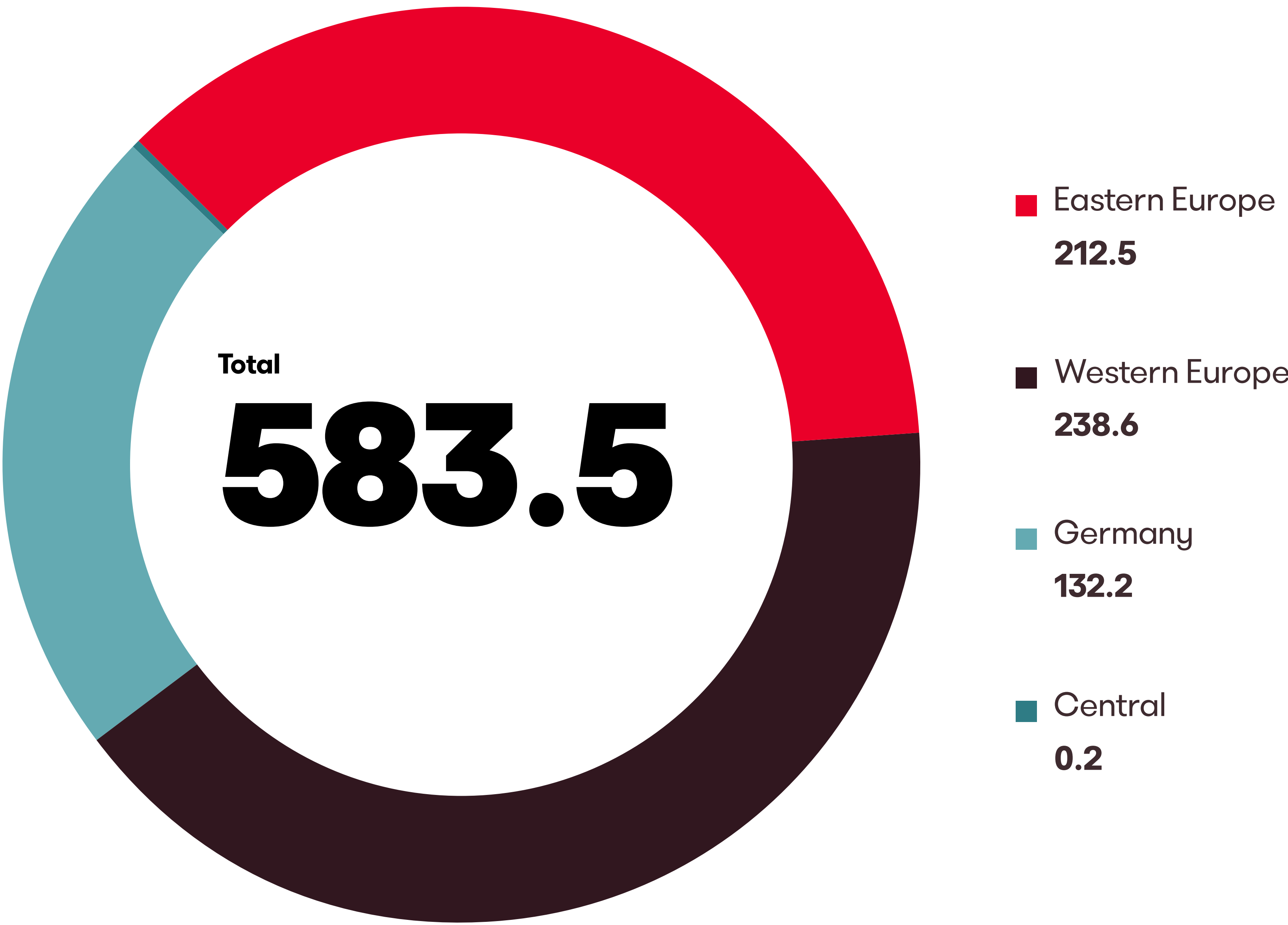
Marwin Ramcke,
CEO of the EOS Group



Credit: Andreas Sibler

Investments in debt purchases and real estate in 2023/24

Figures in MEUR

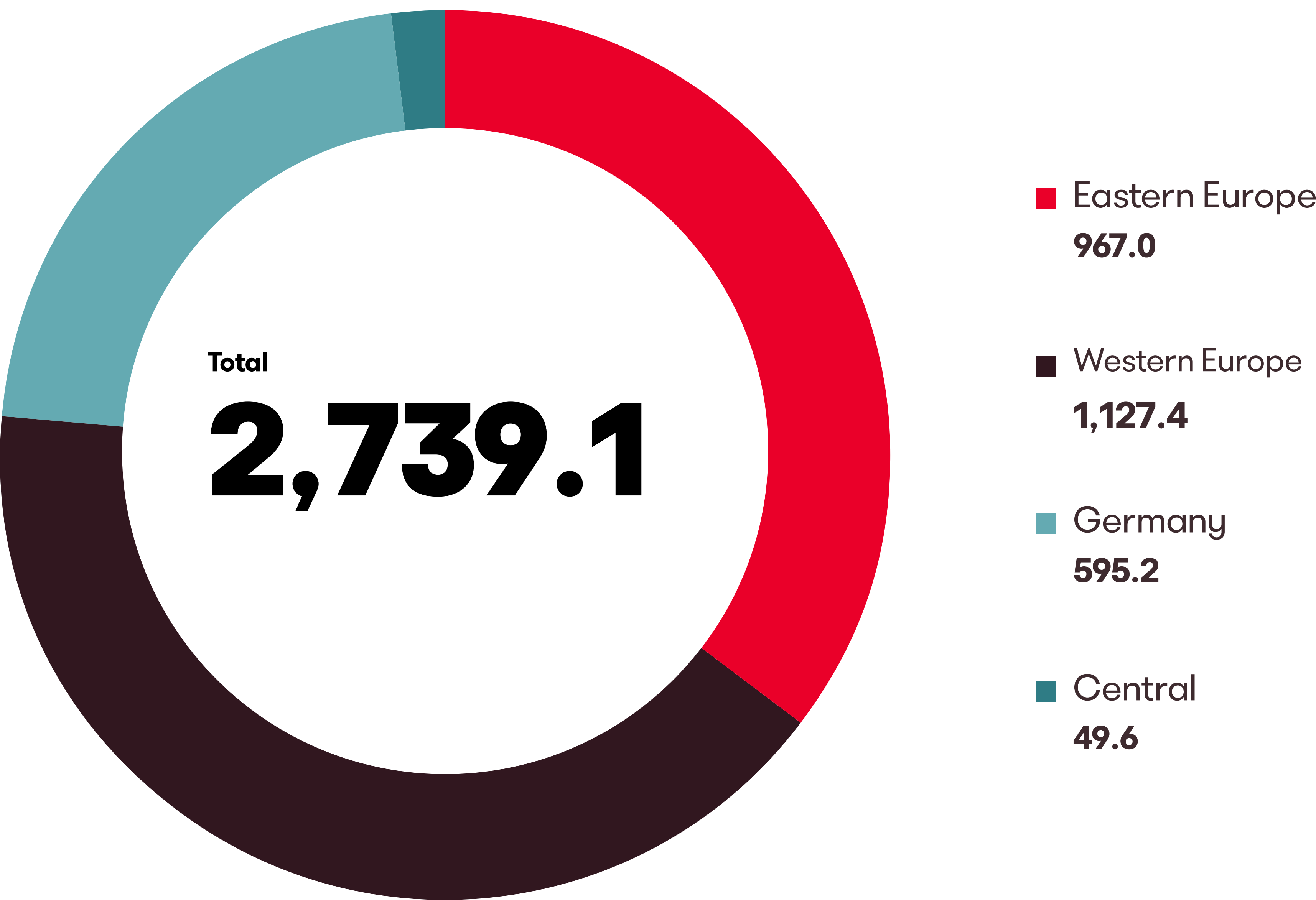


In fiscal 2023/24, EOS Consolidated invested a total of EUR 583.5 million in the purchase of unsecured and secured receivables and in real estate. This is a significant decline compared with the previous year’s extraordinarily high investments. EOS purchased most of the NPL portfolios on the Western European market in financial year 2023/24, when it invested EUR 238.6 million. Major transactions were conducted in France, Belgium and Portugal. In Eastern Europe, EOS Consolidated invested EUR 212.5 million in receivables portfolios, for the most part in the Polish, Greek, and Croatian markets. In Germany, the market remained challenging as a result of great competitive pressure. Here EOS Consolidated invested EUR 132.2 million in receivables and real estate.

For accounting reasons tables and text may contain rounding differences.

Purchased receivables in 2023/24

Figures in MEUR



The carrying value of the portfolios at the end of the financial year was EUR 2.7 billion, which is an increase of about EUR 69.0 million compared with the previous year. The value of unsecured receivables climbed by EUR 91.4 million compared to the previous year, while the value of secured portfolios and real estate declined slightly by EUR 22.4 million. The companies in Western Europe recorded the highest carrying value Group-wide, followed by Eastern Europe and Germany.

For accounting reasons tables and text may contain rounding differences.

50 Years of EOS: We share memories



Fifty years of EOS. That's 50 years of innovation, responsibility, and passion. In our review format we present people who have been part of our successful journey. They tell us what makes EOS special.

Credit: Julian Donovan



Credit: Retina Visual



Credit: EOS



The special EOS spirit

“More than 15 years ago I was looking for a vacation job for the summer, and a fellow student recommended EOS to me. I just wanted to work for three or four months, until the start of the next semester. But it **was a great atmosphere, my colleagues were super nice and the work was as interesting as it was challenging.** So I stayed and combined my studies with my job until I took the exams for my degree. Since then I have collected lots of valuable experience—both in operations and in sales and marketing. This enables me to evaluate projects from multiple angles.”

Our incentive: continuous improvement

“Always adapting to the needs of the market and preparing for the challenges of the future are absolutely necessary for any company. In Spain, EOS has mastered these changes extraordinarily well with a new operational direction and strategy, cultural change and advanced technology. All of this is based on joint growth—thanks to **international collaboration, mastering challenges together and sharing successes as a team.**”

International Collaboration with Kollecoto+

“Originally every EOS company had its own debt collection system. Then EOS Romania was asked to develop software that standardizes processes. The result was the web-based platform Kollecoto+. The new system **unifies processes, creates synergies and makes the debt collection process more efficient.** To date, Kollecoto+ has been implemented in 10 of the more than 20 EOS countries—more are being added at a steady rate. As a result, every country does not have to start from scratch with every new process—a prime example of cross-border collaboration. Kollecoto+ is developed continuously, creating the **basis for the further digitalization of processes.**”

“

From the start we made a commitment to ourselves to treat defaulting consumers with fairness and respect.

Dieter Plambeck

Until 2005 Managing Director of Deutscher Inkassodienst, from which EOS emerged



Our principle: looking for solutions by communicating

„Today's EOS Group emerged in 1974 from the Legal and Dunning Department of Otto Versand as “Deutscher Inkassodienst”, and I was part of it from day one. We soon switched from paper files to an innovative, fully automated EDP debt collection and booking system and established call centers and a field service. The most important change, however, was that instead of immediately going to court for commercially dunned claims, we as a debt **collection service focused on out-of-court settlements**. Many defaulting consumers needed support. Therefore, we always tried to communicate with them and offered solutions such as payments in installments or discounts for immediate payments in full. At the time, using EDP plus personal contact with defaulting consumers was a unique approach

that proved to be highly efficient. As early as the 1970s our approach made us the acknowledged industry leader in Germany. **Treating consumers with respect** was also the guiding principle for our field service: announce visits in advance and accept if contact is declined. Appropriate behavior was taught and monitored in-house. I am convinced that this approach of acting as a **mediator between our principals and defaulting consumers creates a win-win situation**. It was a key building block for the success of the EOS Group even back then.“



Valued partner of the industry

“Since FENCA was founded in 1993, **EOS** has formed a close connection with us and has **been an important voice in the industry**. As one of the largest debt collection and servicing companies, EOS has been active in many of FENCA's member associations at national level. As one of FENCA's first industry partners, EOS has regularly contributed to the debates on European regulation of our industry, and **we look forward to continuing this valuable dialog**. We would like to thank EOS very much for your wonderful support of FENCA.”

“

On behalf of the FENCA Board of Directors, I would like to congratulate the entire EOS team on the company's anniversary and wish you all the best for the next 50 years!

Claus Spedtsberg
President of FENCA*

* Federation of European National
Collection Associations



Our responsibility 2023/24



Tone from **the top**

Dear Readers,

The success we have achieved with the entire EOS Group makes me proud: Off the bat we received an excellent ESG Risk Rating in 2023. The renowned rating agency Morningstar Sustainalytics placed us among the top three in the Consumer Finance industry sector. We have no intention of resting on our laurels. Every day we want to change things for the better for our clients and employees, for consumers, our industry and society at large. For example, we initiated a gender pay gap analysis that allows us to compare the salaries of men and women. Moreover, wanting to do our part for climate protection, we collected data on our greenhouse gas emissions at EOS for the first time and report our Group's total Scope 1 and 2 emissions. We will continue these initiatives, expand the data volume and derive specific measures from them to reduce emissions. The four fields of action in our corporate responsibility (CR) strategy are Responsible Collection, Joint Progress, Financial Sustainability, and Environmental Protection. They integrate our material topics and the UN Sustainable Development Goals (SDGs). The fields of action structure this report, which follows the standards of the Global Reporting Initiative (GRI). I thank all our colleagues who contribute day after day to make our company more sustainable and to drive societal change.

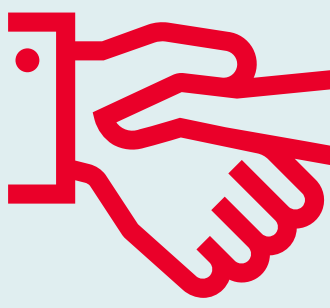
Marwin Ramcke
CEO of the EOS Group
GRI 2-22



Credit: Andreas Sibling

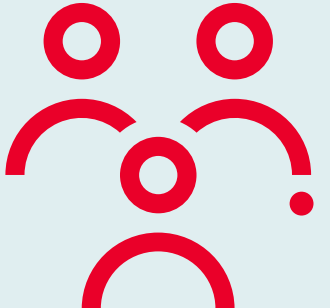
Receivables management means **taking responsibility**

We take responsibility in many different ways. The environment, social issues and corporate governance go hand in hand at EOS. As an international financial services provider, we have the greatest impact on society and corporate governance. We want to change things for the better. To achieve this goal, we have defined four fields of action in our corporate responsibility strategy:



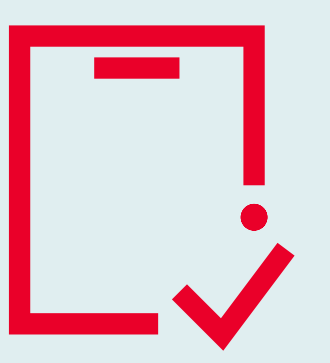
Responsible Collection

EOS stands for respectful and fair treatment of consumers and for solution-driven, sustained debt relief.



Joint Progress

We take on social responsibility within the EOS Group by promoting empowerment, diversity and inclusion, and in society through our education initiatives.



Financial Sustainability

EOS advocates strong, binding industry standards and responsibility guidelines. We apply strict criteria when we price portfolio purchases and make other investments.



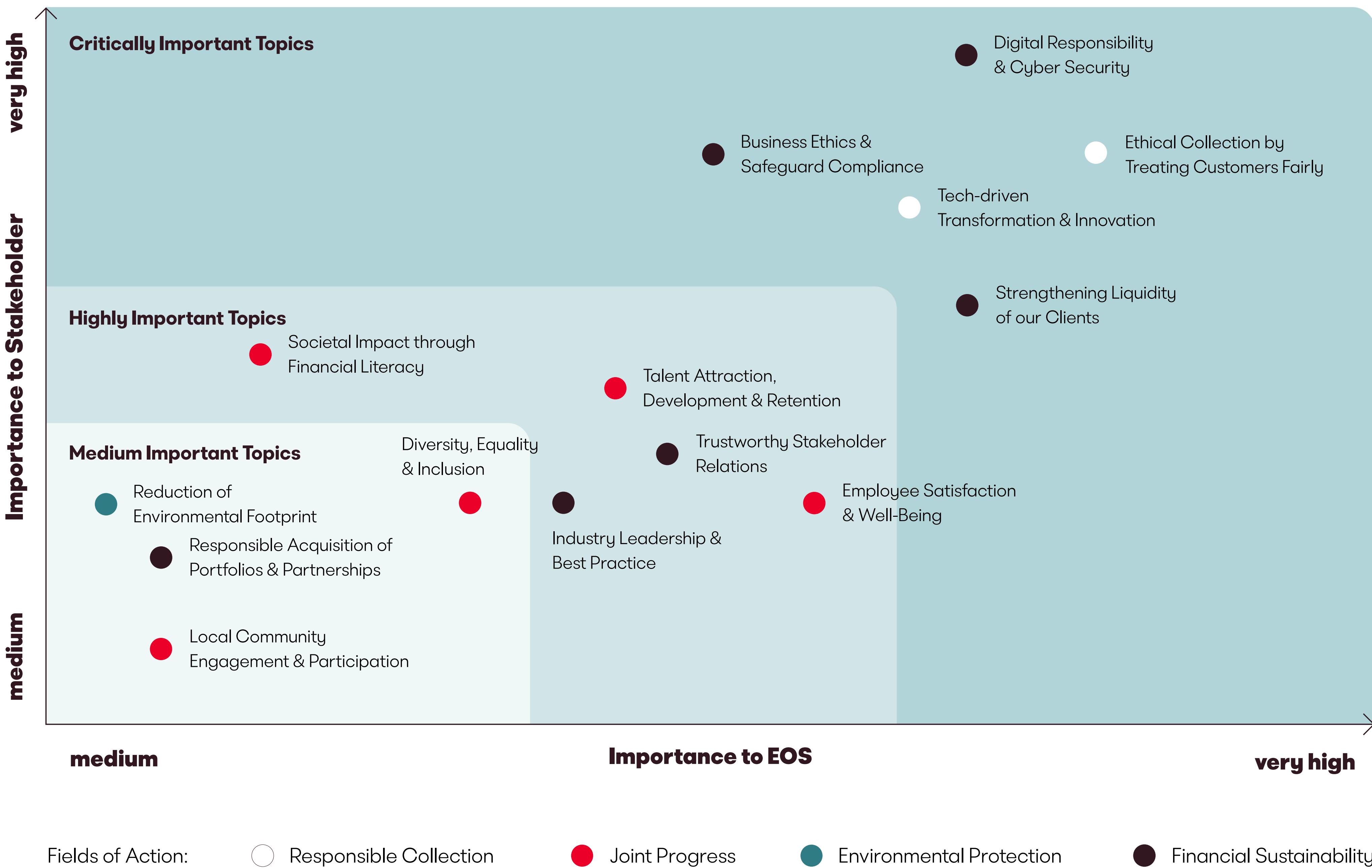
Environmental Protection

As a strong part of the Otto Group, EOS supports the Group's climate protection strategy that pursues the Paris Agreement goal of limiting global warming to 1.5 °C. Together we work on implementing targeted measures.

Materiality is the starting point of our sustainability strategy

The foundation of our sustainability strategy and sustainability activities is our materiality analysis. It was jointly developed with internal and external experts. The resulting materiality matrix shows the most relevant sustainability issues both from the point of view of EOS (x-axis) and that of our external stakeholders (y-axis).

Materiality matrix



About this chapter

In the sustainability section of the Annual Report, we show our stakeholders the most important environmental, social and governance activities for EOS Holding GmbH, which is headquartered in Hamburg. The content of the report is based on the fields of action and the material topics identified in the first materiality analysis. The Sustainability Report covers the entire EOS Group* in the business year 2023/24 reaching from 1 March 2023 until 29 February 2024**. It was written with reference to the standards of the Global Reporting Initiative (GRI). [GRI 2-1](#) [GRI 2-2](#) [GRI 2-3](#)

*Unless stated otherwise.
**Without the figures of a German subsidiary.

Materiality analysis

The process of our materiality analysis

In our 2022 materiality analysis, we identified the sustainability topics that are most important for EOS. These material topics still build the basis of our sustainability reporting. To create a long list of potential material topics, we examined the status quo and did a benchmark analysis which included relevant international reporting standards, guidelines, rules and regulations (Global Reporting Initiative (GRI), Deutscher Nachhaltigkeitskodex (DNK), Sustainable Development Goals (SDG), Sustainability Accounting Standards Board (SASB), United Nations Global Compact (UNGC), European Sustainability Reporting Standards (ESRS*)). In a workshop with internal and external experts we then narrowed down, summarized and prioritized our material topics. We rated them according to their relevance for both EOS (x-axis) and our external stakeholders (y-axis). In assessing the material topics for EOS, we considered the inside-out and outside-in perspective, also known as “double materiality”. [GRI 2-29](#) [GRI 3-1](#)

* We used the ESRS standards dated April 2022 to create the long list.

Our material topics

GRI 3-2

Responsible Collection

- **Ethical Collection by Treating Customers Fairly**
We create individual solutions and use transparent and simple processes to help our defaulting payers pay back their debts. We always treat them fairly and respectfully.
- **Tech-driven Transformation & Innovation**
We use technological innovations and data-based success forecasts to optimize the debt reduction processes. For example, we offer client- and consumer-oriented digital services.

Joint Progress

- **Societal Impact through Financial Literacy**
With our numerous education initiatives, we advocate greater financial literacy in our society. For example, the non-profit finlit foundation, which was founded by EOS, educates children and adolescents in many European countries on the subject of finances. We thereby contribute to a sound economic system and help prevent excessive private debt.
- **Diversity, Equality & Inclusion**
At EOS, all employees are treated equally, regardless of e.g. their gender, religious orientation or background. In our everyday work we practice inclusion and integrity and observe a strict anti-discrimination policy.
- **Talent Attraction, Development & Retention**
To be able to offer excellent service, we need well-trained and motivated employees. We want to retain and promote talented

people in our company. We offer regular training opportunities in the form of courses and practice sessions, attractive employee benefits and flexible work models.

- **Local Community Engagement & Participation**
EOS wants to be part of the local communities and actively supports them. We back education initiatives and promote social engagement by our employees during working hours. We try to help strengthen the local community by way of specific measures.
- **Employee Satisfaction & Well-Being**
Employee satisfaction is our top priority. Through our appreciative working atmosphere, we increase employee satisfaction and support measures to promote our staff members' mental and physical health.

Financial Sustainability

- **Digital Responsibility & Cyber Security**
Because we work with sensitive data from our defaulting consumers and clients, we take digital responsibility seriously. Our top priority is ensuring the highest data privacy standards and cyber security.
- **Business Ethics & Safeguard Compliance**
Fair business practices are part of our DNA. We have defined our standards regarding integrity, ethical conduct and a respectful way of dealing with one another in our Code of Conduct.
- **Responsible Acquisition of Portfolios & Partnerships**
Our business decisions are determined not only by economic metrics but also by social and ecological criteria. When selecting portfolios and partners we apply specific exclusion criteria.

- **Strengthening Liquidity of our Clients**
We create financial added value for our clients by taking over their receivables while making our processes simple, digital and accessible to them. Our work makes it possible for our clients to focus on their core business. At the same time we boost their liquidity and return money to the economic cycle.
- **Trustworthy Stakeholder Relations**
Because our relations with stakeholders are crucially important to EOS, we maintain an ongoing dialog with them. Through satisfaction surveys, participation processes, dialog formats, round-tables and industry events, we regularly invite our stakeholders to become involved, express their opinions and discuss matters with us.
- **Industry Leadership & Best Practice**
As a role model within our sector, we advocate fair and transparent debt collection business. We use our membership in industry associations to engage in dialog and to advance our efforts to establish binding ethical industry standards.

Environmental Protection

- **Reduction of Environmental Footprint**
As part of the Otto Group, we contribute to achieving our parent company's Science-Based Target, specifically, the reduction of group-wide absolute greenhouse gas emissions by 42 percent by the end of fiscal year 2031/32*. By calculating our carbon footprint, we show our reduction potential and can take specific measures.

*Compared to fiscal 2021/22, according to the Science-Based Target (SBT) and to the 1.5 degree target of the Paris Agreement; the official wording of the target is shown on the SBTi website. <https://sciencebasedtargets.org/>

Our sustainability management

How we embed sustainability in our company

Sustainability is an issue of high priority for EOS. With the goal of firmly embedding and advancing sustainability within the company, our CEO assumes overall responsibility for all sustainability issues of the EOS Group. The Corporate Development (CD) department assumes operational responsibility, handles implementation and further strategic development of the sustainability issues, and reports all sustainability-related progress and activities to the Board on a regular basis. The CD department also serves as an interface within the company and works closely with numerous departments (such as Corporate Compliance and Group HR) and the national subsidiaries. One result of this collaboration is our materiality analysis, which forms the basis of our sustainability strategy. Pursuing our aim of getting better every day, we continuously collect data to monitor our progress and develop initiatives and measures which are subsequently approved by our Board. [GRI 2-9](#) [GRI 2-12](#) [GRI 2-13](#) [GRI 2-17](#)

UN Global Compact and SDGs

Worldwide responsibility: the UN Global Compact

In 2021, the EOS Group joined the UN Global Compact, the world’s largest and most important initiative for sustainable and responsible corporate governance. We thereby committed ourselves to complying with the core values in human rights, labor standards, environment and anti-corruption which make up the Ten Principles. Every new member derives its own goals from the Initiative’s principles. We did so, basing our goals on a selection of the 17 UN Sustainable Development Goals (SDGs) we can pursue most effectively. The SDGs we selected along with associated key figures and goals make up an important benchmark in our corporate responsibility strategy. We report on the progress we have made once a year as part of our “Communication on Progress” (COP). [GRI 2-23](#)

We focus on the following SDGs:

3

GOOD HEALTH AND WELL-BEING

8

DECENT WORK AND ECONOMIC GROWTH

16

PEACE, JUSTICE AND STRONG INSTITUTIONS

4

QUALITY EDUCATION

10

REDUCED INEQUALITIES

17

PARTNERSHIPS FOR THE GOALS

5

GENDER EQUALITY

13

CLIMATE ACTION

Individual initiatives and measures that partly promote other SDGs will be included in the reporting as appropriate.

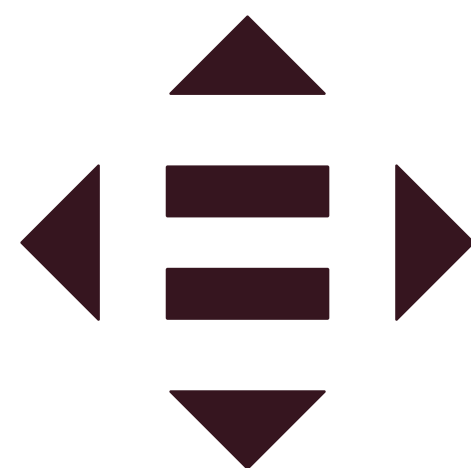
Responsible Collection

We aim to achieve lasting debt relief for defaulting consumers. Dealing with consumers in a fair manner (Ethical Collection by Treating Customers Fairly) and state-of-the-art technology (Tech-driven Transformation & Innovation) help us accomplish this.

8 DECENT WORK AND ECONOMIC GROWTH



10 REDUCED INEQUALITIES



Ethical Collection by Treating Customers Fairly

Respectful contact with defaulting consumers is essential in responsible debt collection. EOS stands for fair debt relief and treating consumers with respect. Our approach is described in the Group-wide binding, international Ethical Debtor Management Policy rolled out in 2023. It contains our commitment to easy-to-understand language, our sense of responsibility and tact. In addition, we offer digital means to help defaulting consumers with payments. They can make payments at any time via online service portals without having to contact EOS directly. For example, consumers in Germany can adjust the installment themselves via a scroll bar. Over the past two years, the EOS Group more than doubled the share of digitally created payment plans. Group-wide, 10 different payment methods are available to consumers, nine in Germany alone. [GRI 3-3](#)

Fair debt collection in figures

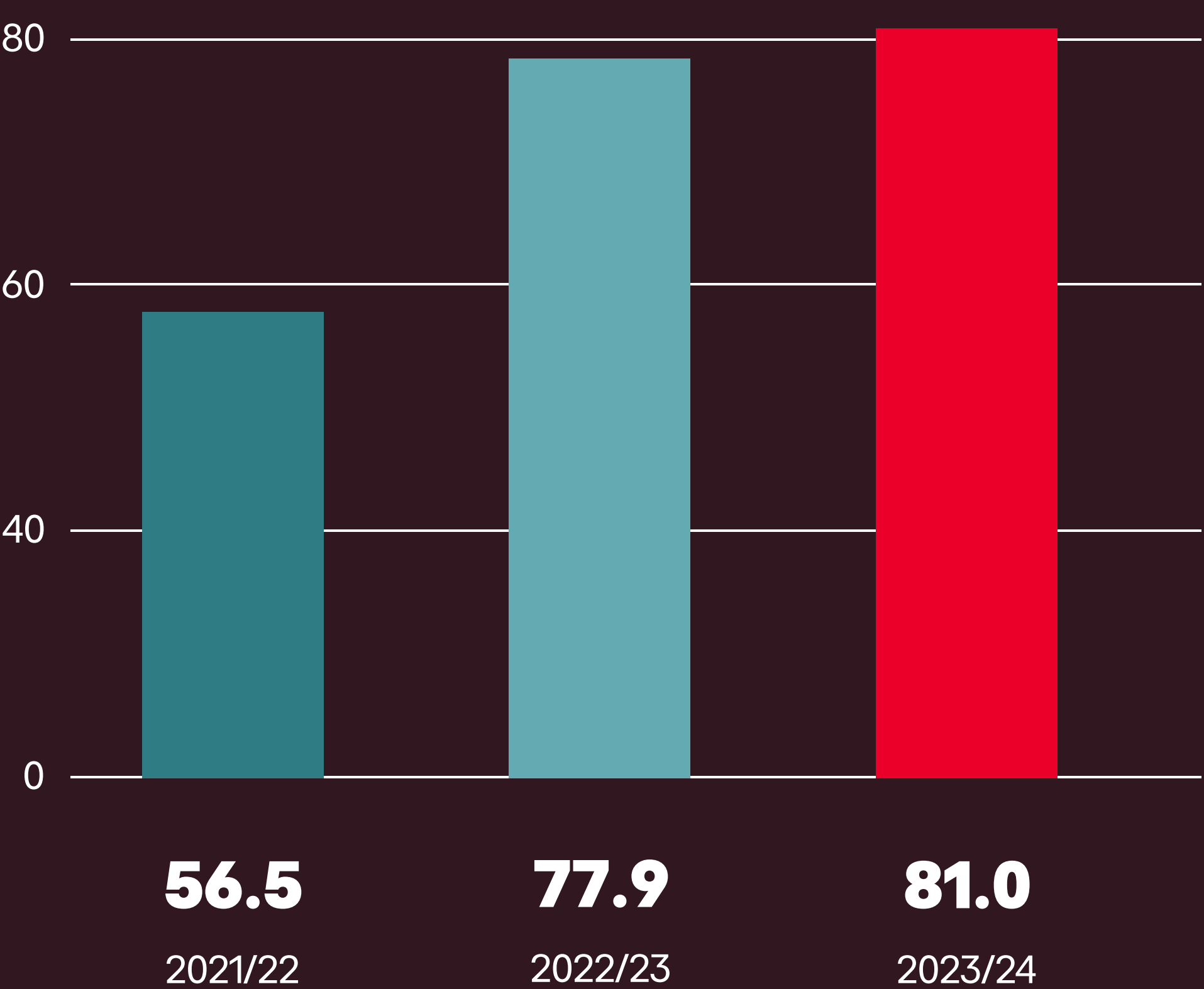
5 million

Settled debt cases
In financial year 2023/24, EOS successfully handled more than 5 million debt cases, thus helping defaulting consumers.

30 percent

Digitally created payment plans
EOS increased the number of payment plans created through digital channels from fiscal 2022/23 to fiscal 2023/24 by 30 percent.

Digital contact points
Group-wide, in million;



150,000 consumers

Identification of vulnerable consumers
In the reporting period, EOS identified more than 150,000 consumers in debtor management as vulnerable.

58 percent

Cases in service portals
A total of 58 percent of debt cases can be digitally managed by defaulting consumers in EOS service portals.

23 million

Debt cases under management
EOS handled a total of 23 million debt cases during the financial year.

Support where required

Moreover, many national initiatives by our national subsidiaries are in place which address the local needs of consumers who are in need of special protection. EOS in Switzerland, for instance, has been offering debt restructuring and debt counseling since 2024. Restructuring plans allow (partial) waivers for vulnerable consumers. As part of debt counselling, a personal meeting is held with the defaulted payers to draw up a summary of their debts and determine a manageable solution. This can be an instalment agreement or an amicable debt restructuring. In Spain, a special team identifies people in particular financial difficulties and focuses on an individualized approach. A program in Romania grants vulnerable consumers, such as those dealing with health problems, a reduction of the outstanding balance or a suspension of the debt collection process. EOS in Poland also offers special processes for particularly vulnerable payers. A project is set up for people in crisis situations which allows for psychological support where necessary.

[To the article on fair debt collection →](#)

Credit: Sven Wied



Tech-driven Transformation & Innovation

By offering consumers and clients smart, digital processes, we ensure simple and anonymous debt reduction. In Kolleto+ we have our own mature debt collection system that is continuously developed by our international experts. To change the finances of consumers and clients for the better, the software provides ways to make simple payments and process receivables. Consumers can pay anonymously via the service portal MyEOS, which is linked to Kolleto+. Users who create an account receive an overview of debts and payments and can submit proposals for the payment plan of their choice. Kolleto+ is now used in 10 countries and is being launched in three more.

EOS is increasing the use of software robots to ensure smooth digital processes. Robotic Process Automation (RPA) performs routine tasks by monitoring compliance with regulations or reading data in PDF documents. More than 90 robotic solutions are being used within the EOS Group. They boost the quality and efficiency of our processes and make sure our staff can focus on complex tasks that require their assessments. [GRI 3-3](#)

[To the article on software robots →](#)

[To the article on our debt collection system →](#)

Joint Progress

We assume social responsibility—inside and outside EOS. With our education initiatives we make financial knowledge accessible to everyone (Societal Impact through Financial Literacy); with numerous training programs we ensure long-term employee retention and further growth for talented staff members (Talent Attraction, Development & Retention); we provide a work atmosphere where everyone feels comfortable (Diversity, Equality & Inclusion); and we promote our employees’ social engagement (Local Community Engagement & Participation).



Societal Impact through Financial Literacy

To counteract excessive private debt in the long term, we advocate financial competence in everyday life. In this case, education is key. We show young people even in primary school how to avoid financial traps and prevent excessive debt. Here, the finlit foundation, the first non-profit organization of the EOS Group, gets to work. In 2020 it launched the education initiative ManoMoneta, which is designed for children between the ages of 9 and 13. Seven international EOS companies already have

more than 50 finlit financial education ambassadors who take ManoMoneta into Europe’s classrooms. “Finanzsicher durchstarten” (Getting off to a good financial start) is the motto of the second education initiative OhMoney, which was launched in Germany in 2023 and directed at young people between the ages of 13 and 17. The goal of the interactive learning program is to support teachers in explaining important financial topics that directly relate to the students’ everyday life. [GRI 3-3 GRI 413-1](#)

Knowledge about money and finances in podcasts

The EOS Group has numerous additional innovative offerings, such as educational podcasts that make financial competence easily accessible. Our colleagues in Slovakia produce the podcast “Open about Debts” (Otvorene o dlhoch), which is directed at adults. It deals, for instance, with the advantages and risks of using bank cards or debts arising from an unwanted inheritance. In another podcast, the Managing Director of EOS in Bulgaria, Reny Mitkova, shares her expert knowledge concerning finances. The program called “The Pocket” is mainly aimed at families, featuring discussions about the dangers of gambling and appropriate amounts for children’s pocket money.

Financial education in figures

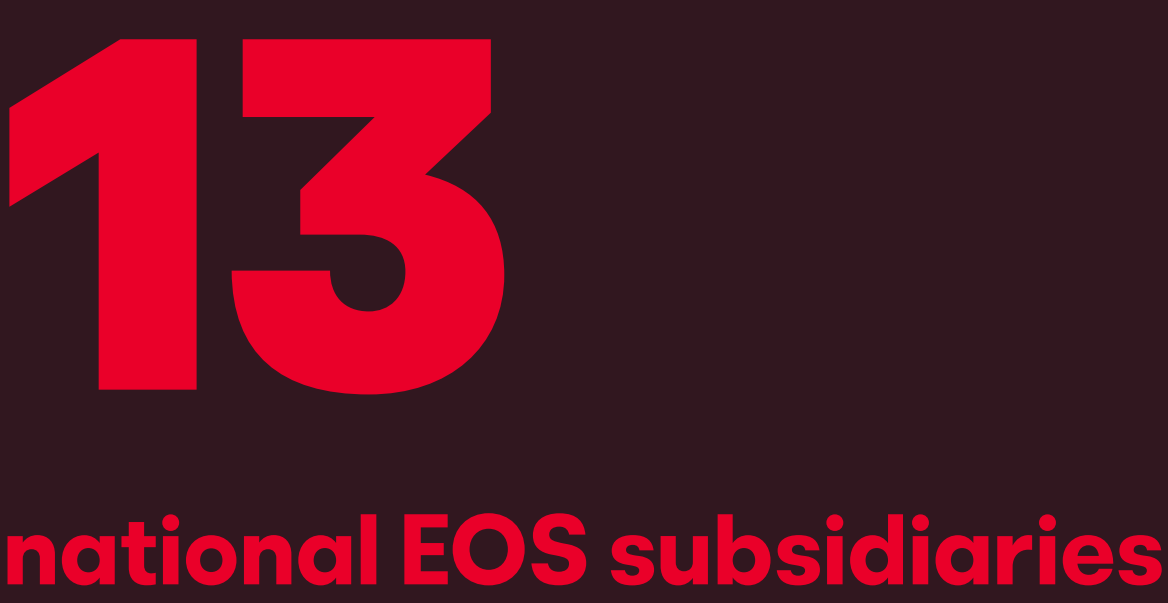
Learning how to handle money
A total of 131,406 children have already learned how to handle money with ManoMoneta and Oh Money.



Schools in Europe
Since the launch, 2,024 schools in Europe have used ManoMoneta and OhMoney in their lesson plans.



Financial education at EOS
13 national EOS subsidiaries have implemented initiatives about the financial education of children and adults. [GRI 413-1](#)



Diversity, Equality & Inclusion

As an internationally operating business, EOS wants all employees to feel noticed, heard and appreciated in their working environment. To emphasize our ambition, we developed a Diversity & Inclusion Policy at the beginning of 2024 that serves as a guideline for the way we act and deal with one another every day. To boost the effectiveness of the policy and its integration in our everyday life, EOS provides training materials—for instance, on unconscious biases—on the digital learning platform Masterplan and on the intranet. All the materials are easily available to all employees at a mouse click. [GRI 3-3](#)

Together for diversity

As an integral part of the HR Department, Diversity Management, in collaboration with the in-house communities and the Diversity & Inclusion Board (D&I Board), is responsible for the development and design of the EOS Group’s diversity strategy. Diversity Management develops and implements training programs that are intended to raise awareness of diversity and inclusion and boost employees’ skills in this area. With the D&I Board we have created a structural framework for coordinating initiatives and giving diversity a strategic direction. The D&I Board is made up of members from the Board, HR Department, Diversity Management and representatives of the communities. It meets every three months. Currently, EOS has two communities established by employees. The women’s network W:isible advocates gender equality at EOS,

and QueerPoint encourages LGBTIQ+ people to move self-confidently and safely in a non-discriminating space at EOS. To promote active participation and engagement, our employees may spend up to 10 percent of their working hours for network-related tasks. A manual defines the purpose, structure and available resources of the communities and serves as a guideline for making them effective. [GRI 3-3](#)

A close look at salaries: The gender pay gap analysis

In early 2024, EOS conducted a gender pay gap analysis for the first time for the largest occupational group within the entire company, that is, the call center and collection agents, and determined the non-adjusted* gender pay gap. In this occupational group, the average salary of women is 98.9 percent of that of their male colleagues. Further in-depth analyses for the different national EOS subsidiaries are in the works. The goal of the analyses is to examine how we fulfill our commitment and activities regarding equal pay in detail. Statistical methods are employed in the different national EOS subsidiaries to determine whether gender has a significant impact on a person’s salary. These gender pay gap analyses are a central pillar of our Diversity & Inclusion strategy to ensure, in combination with the existing activities and measures that are already in place, a fair and diverse EOS Group. [GRI 405-2](#)

*In the non-adjusted gender pay gap, the average hourly wages of women and men are compared with each other without any adjustments.

Diversity in figures

Learning path Diversity and Inclusion

A total of 980 employees successfully completed the learning path Diversity and Inclusion on the Group-wide Masterplan learning platform. It was obligatory for HR staff and managers. [GRI 404-2](#)

980
employees

Diversity workshops

4 EOS subsidiaries have participated in the workshop on diversity and inclusion. More companies are to follow throughout the year.

4
national EOS subsidiaries

Salaries of men and women

In the occupational group Call Center and Collection Agents, the average salary of females is 98.9 percent of that of their male colleagues. [GRI 405-2](#)

98.9
percent

Talent Attraction, Development & Retention

Motivated and well-trained employees make a crucial contribution to the company’s lasting success. The EOS Group therefore has set itself the goal of recruiting, retaining and developing the best employees. The People & Culture Policy, designed in the past financial year and implemented in March 2024, is aimed at ensuring a positive, integrative and productive working environment. The policy sets a standard for the essential people & culture topics (including talent management, employee development and development & training) while promoting learning across borders in order to advance international collaboration. In this way it helps to create a positive, inclusive, and productive working environment. [GRI 3-3](#)

Developing talents at an international level

In the area of employee development, promoting talents within the EOS Group is an important pillar. In the NXT program the talents are advanced in their current role, their next career steps are developed together with them, and they are given greater visibility. In fiscal 2023/24, 85 selected employees completed the international Group-wide program. Their success can be seen in numbers. At the start, about 33 percent of participants were in a management role and at the end that figure had increased to approximately 50 percent. [GRI 404-2](#)

Individual and flexible: Advanced training at EOS

The company’s own EOS Group Academy offers all employees a learning portfolio that offers both personal and professional development opportunities and promotes international collaboration. For example, employees can register for English classes or other in-house events that convey important skills and knowledge for everyday business at EOS. [GRI 404-2](#)



Credit: Sebastian Vollmert

The EOS learning culture in figures

Advanced training

In financial year 2023/24, every EOS employee completed 35.3 hours of advanced training on average (including the digital, Group-wide learning platform Masterplan). [GRI 404-1](#)

35.3

hours

Learning platform Masterplan

On Masterplan, employees have access to a large selection of training materials, which they can put together according to their personal preferences and learn on their own. A total of 3,311 employees are registered on the Group-wide digital learning platform. [GRI 404-2](#)

3,311

employees

Diverse learning content

Masterplan offers employees 42 topics, referred to as “learning paths”, on AI or management culture. [GRI 404-2](#)

42

learning paths

Local Community Engagement & Participation

Our contribution to society goes beyond collection management. In our social engagement activities, we focus on local initiatives and targeted measures that have a lasting impact in our environment. In the past year, colleagues from our national subsidiaries again did volunteer work. Colleagues in Romania provide schools with materials to improve educational opportunities and offer children a solid foundation for their future. In Croatia, 250 colleagues from EOS Matrix joined together to form the EOS Club of Volunteers, creating a circle of colleagues that meets for various charitable projects on a regular basis. In France, colleagues are actively involved in spreading information about and fighting breast cancer by collecting money for research and increasing awareness of breast cancer by wearing pink clothing. EOS Slovenia initiated „Minutes for Sustainability“ to educate its employees on environmental issues. In Hungary, a partnership with the animal shelter Ürömi was established to help generate donations for orphaned animals and to host family days at the animal shelter. [GRI 3-3](#) [GRI 413-1](#)

Table of HR KPIs

GRI		2021/22	2022/23	2023/24
2-7	Total workforce			
	FTE	5,918	5,908	5,765
	Headcount	6,422	6,411	6,160
2-7	Headcount by region			
	Central Entities	548	675	393
	Central Europe	2,130	1,925	2,020
	Western Europe	922	1,023	1,080
	Eastern Europe	2,822	2,788	2,667
405-1	Headcount by gender ¹⁾			
	Male	32%	33%	33%
	Female	68%	67%	67%
405-1	Headcount by category & gender ¹⁾²⁾			
	Employees	5,588	5,525	5,259
	thereof female	70%	70%	69%
	Management	834	886	901
	thereof female	52%	52%	51%
2-7	Headcount by contract type			
	Permanent	6,086	6,128	5,958
	Temporary	336	283	202
2-7	Headcount by contract type & gender ¹⁾			
	Full time	5,376	5,371	5,174
	thereof female	65%	64%	64%
	Part time	1,046	1,040	986
	thereof female	83%	81 %	82%
405-1	Headcount by age (total)			
	age <30	1,491	1,377	1,198
	age 30-50	3,857	3,922	3,856
	age >50	1,074	1,112	1,106
405-1	Headcount by age (employees)			
	age <30	1,452	1,337	1,162
	age 30-50	3,203	3,218	3,158
	age >50	933	970	939
405-1	Headcount by age (management)			
	age <30	39	40	36
	age 30-50	654	704	698
	age >50	141	142	167
401-3	Employees that were on parental leave during the reporting period ¹⁾³⁾			
	Total employees	338	366	438
	thereof female	87%	87%	85%

GRI		2021/22	2022/23	2023/24
2-30	Share of employees covered by collective bargaining agreements ⁴⁾			
	Total number	39%	40%	39%
2-8	Workers who are not employees ⁵⁾			
	Total number	144	147	183
401-1	New employee hires ¹⁾			
	Total hirings	1,274	1,258	947
	thereof female	63%	62%	61%
401-1	Employee turnover ⁶⁾			
	Turnover rate	18.2%	19.6%	16.0%
404-1	Average hours of training per year per employee (headcount) ⁷⁾			
	Average training hours per employee	25.5	31.2	35.3
405-2	Ratio of salary and remuneration of women to men ⁸⁾			
	Ratio of average salary of women to men for Call Agents & Collection Agents			98.9%
403-10	Sick leave days per (average) headcount ⁹⁾			
	Sick leave days per employee (headcount)			12.6

- 1) Gender as indicated by the employees themselves. In the reported years, fewer than 5 employees did not assign themselves to either of the two binary genders and are therefore not shown for data protection reasons.
- 2) Management is defined as staff with responsibility for leading people (including call center supervisor, team leads, line managers, etc.)
- 3) May contain multiple entries for absences spanning more than one fiscal year.
- 4) Refers to agreements between employee representatives and EOS. For all other employees, there are individual agreements with the employer.
- 5) Common types of work performed by these workers include administrative tasks, IT support and marketing services.
- 6) Change in calculation methodology as per 2023/24: In accordance with the GRI standard, the termination of fixed-term contracts is excluded.
- 7) Since 2023/24, e-learning training via Masterplan is included.
- 8) May include performance-related compensation.
- 9) Including long-term illness.

The figures are presented in headcount and compiled as of the end of the business year (29 February) unless otherwise stated.

Financial Sustainability

Ethical behavior and sustainable business practices are not just buzzwords for us. We place special focus on data privacy and data security (Digital Responsibility & Cyber Security) and on strong partnerships (Responsible Acquisition of Portfolios & Partnerships, Strengthening Liquidity of our Clients, Industry Leadership & Best Practice). Moreover, we are committed to high binding standards in our own company and the entire debt collection industry (Business Ethics & Safeguard Compliance).

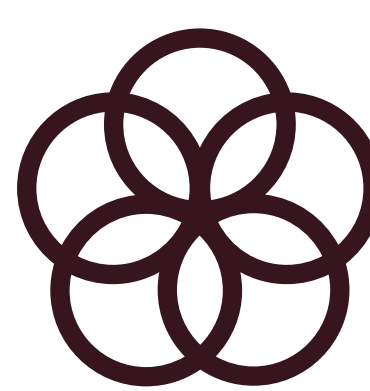
8 DECENT WORK AND ECONOMIC GROWTH



16 PEACE, JUSTICE AND STRONG INSTITUTIONS



17 PARTNERSHIPS FOR THE GOALS



Digital Responsibility & Cyber Security

EOS takes data protection seriously. We comply with data protection laws, including the EU General Data Protection Regulation, and meet high standards for information security. About 120 employees work in this area Group-wide. Ten national EOS subsidiaries have received the information security certification ISO 27001. At other companies, certification projects have begun. The entire Group follows the guidelines of its parent company, the Otto Group. They conform to a large extent to ISO 27001.

With the launch of a global vendor risk management program, EOS responds to the risks of the supply chain and continues to improve data security in an interconnected world. The group-wide Corporate Policy Cyber Security will go into effect in the course of this year. [GRI 3-3](#)

Data security in figures

Data protection training

A total of 83 percent of EOS employees received training in data protection and information security during the reporting period. [GRI 205-2](#)

83

percent

Information security certifications

Number of EOS companies with ISO 27001 certification



Cybersecurity performance

According to the IT security rating of Bitsight, which is well known for its risk analysis and security ratings, EOS has a cybersecurity performance of 710 (as of May 2024. The Bitsight rating currently ranges from 300 to the best rating of 820).

710

points

Industry Leadership & Best Practice Strengthening Liquidity of our Clients

Debt collection is important for a stable economic cycle. When invoices are not paid or loans are not paid back, companies and banks run into problems. EOS mediates between defaulting payers and creditors and finds solutions. We kick-start the economic cycle where it has faltered.

As an investor, EOS purchases Non-Performing Loans (NPLs) and distressed debts from banks and other companies. This promotes growth, as it frees up capital for new loans and investments. In North Macedonia, Uni Banka, for instance, decided on the revolving debt sale concept. Every three months it sells NPLs to EOS at a fixed percentage of the nominal value and reduces the bank's risks in economically challenging times.

[To the article on the cooperation with Uni Banka](#) →

Commerzbank, too, profits from the long-term collaboration with EOS that began in the 1980s. Selected cross-border loans are passed on to EOS. The EOS global network in 180 countries assists banks and companies in recovering debts abroad.

To the article on international debt collection →

The car rental agency Hertz also relies on the international expertise of EOS. In the past two years, the debt collection service provider processed 39,000 cases worth EUR 10 million in more than 80 countries for Hertz.

To the article on the cooperation with Hertz →

How EOS assists Konica Minolta

Thanks to EOS, Konica Minolta in Germany, a client of long standing, can focus on its core business.

To the video →

Our economic contribution in figures

Recovered liquidity

During the reporting period, EOS returned approximately EUR 1.9 billion to the economic cycle. [GRI 201-1](#)

1.9
EUR billion

Countries in the global network

The EOS global network in 180 countries assists banks and companies in recovering debts abroad.

180
countries

Out-of-court settlements

In EOS international cross-border debt collection, 96 percent of paid cases were settled out of court—a more rapid process that reduces expenses for everyone involved.

96
percent

Business Ethics & Safeguard Compliance

As a company, we share responsibility for the rules and values that apply to our industry. Therefore, we advocate high binding standards for business practices and responsible guidelines for the debt collection industry. To help shape these standards, we are actively involved in Europe’s debt collection associations and in various initiatives. We do not make donations to political parties. [GRI 415-1](#)

To the article on our activities in associations →

To the overview of the associations in which we are actively involved →

To counter violations or undesirable developments, the Otto Group, to which EOS belongs, operates a digital platform called **SpeakUp**, which offers whistleblowers a protected space. Integrated in the parent company’s operations, the system ensures maximum data protection and allows employees, suppliers, service providers, clients and consumers to report potential compliance violations at EOS and the Otto Group at any time of day and wherever they are. This helps us to achieve improvements and eliminate grievances. [GRI 2-25](#) [GRI 2-26](#) [GRI 3-3](#)

Our Code of Conduct: Clear rules for treating each other fairly

Our Code of Conduct defines binding obligations concerning our daily actions. The established principles of conduct are a reliable point of reference for our employees, clients and partners. They are accessible to all stakeholders on the websites of the EOS companies. Since our business and our corporate culture are subject to constant change, we have designed our Code of Conduct as a dynamic and living document. Consequently, our Code of Conduct is continuously examined and adjusted where necessary. It describes concrete situations, explains what to do and what not to do, points out where extra caution is called for and provides typical company-related examples. In addition to the document, we offer learning units for our employees that go into greater depth.

GRI 2-15 GRI 2-23 GRI 2-24

[Download Code of Conduct](#) ↓

Compliance in figures

Associations

EOS has joined 23 associations to help shape the industry.

GRI 2-28

23
associations

Whistleblower platform

Five relevant cases were reported via the EOS whistleblower platform during the past financial year. Two of the cases did refer to non-systematic compliance violations and respective corrective measures were taken.

GRI 2-25 GRI 2-26

5
relevant cases

Access to the Code of Conduct

In the EOS Group, 100 percent of employees have access to the Code of Conduct and the Anti-Corruption Guidelines.

GRI 205-2

100
percent

Training on the Code of Conduct

A total of 78 percent of employees participated in training on the Code of Conduct or the Anti-Corruptions Guidelines. A total of 94 percent of employees actively acknowledged the Code of Conduct or the Anti-Corruption Guidelines.

GRI 205-2

78
percent

Check for corruption risks

One hundred percent of our national EOS subsidiaries were assessed for risk related to corruption.

GRI 205-1

100
percent

Confirmed cases of corruption

There were no cases of corruption at EOS in the past financial year.

GRI 205-3

0
cases

Responsible Acquisition of Portfolios & Partnerships

Fair solutions for sustainable debt reduction have always been at the heart of our business. Therefore, the next natural step was the integration of sustainable investments. In 2022 the EOS Group and the International Finance Cooperation (IFC), a member of the World Bank Group, formed a joint venture with the goal of improving the liquidity of companies and the debt situation of consumers in Croatia, Serbia, Romania, and Bosnia and Herzegovina through the responsible purchase of Non-Performing Loans (NPLs) in these countries. The investment volume was EUR 129 million over three years.

In March 2024 the two partners started a project in Poland. The new investment platform with a target volume of EUR 275 million is intended for the purchase of NPLs of private customers, small and medium-sized companies and of real estate owned by financial institutions in Poland. The initiative is meant to help consumers and financial institutions restore their good credit rating and strengthen the country’s banking sector. Environmental, social and governance aspects are considered when selecting and processing the NPLs.

Ethical standards as a basis of business operations

As part of the family-owned Otto Group, we think in the long term and assess the risk of our actions. We price portfolios sustainably and make sure the prices are in line with the business interests and ethical standards of all parties.

We consult an industry blacklist before selecting our business partners and do not work, for instance, with companies dealing in pornography and prostitution, providers of online gambling and subscription traps or disreputable microloan companies.

Moreover, we look at how our partners handle issues such as money laundering, corruption, human rights and other criminal acts, and check compliance with all applicable sanction lists.

We select our partners in the international cross-border business according to strict criteria. To make sure we all adhere to the same standards, we offer training at the beginning of the collaboration and make on-site visits during the onboarding process to get an accurate picture.

To ensure that dealings with suppliers are mutually fair, we implemented a Supplier Code of Conduct during the last financial year that follows the principles of the United Nations Global Compact and contains aspects from the Supply Chain Due Diligence Act. GRI 2-23 GRI 2-24 GRI 3-3

Strong investments in figures

Investment collaboration in Poland

The investment volume for the purchase and processing of NPLs in the context of an investment collaboration between IFC and EOS in Poland is EUR 275 million.

275
EUR million

Investment volume of EOS Consolidated

In fiscal 2023/24, the investment volume of EOS Consolidated in receivables portfolios was EUR 583.5 million.

583.5
EUR million

Back into the economic cycle

The amount that was returned to the economic cycle thanks to EOS was about EUR 1.9 billion.

GRI 201-1

1.9
EUR billion

Environmental Protection

EOS wants to contribute to climate protection. We collect data on greenhouse gas emissions and implement the Otto Group's climate protection strategy. Together we work on targeted measures



aiming at a 42 percent reduction of absolute greenhouse gas emissions by the end of fiscal 2031/32 compared to fiscal 2021/22 (Reduction of Environmental Footprint).

Reduction of Environmental Footprint

Together with its parent company, the Otto Group, EOS has set ambitious goals in the fight against climate change. By the end of fiscal 2031/32, the Otto Group wants to reduce its absolute greenhouse gas emissions by 42 percent compared to fiscal 2021/22*. At the end of February 2024, the company reached a milestone when the Science-Based Targets Initiative (SBTi) officially validated the new reduction target. It confirmed that the goal has a scientific basis, in agreement with the 1.5-degree target of the Paris Agreement, and that it meets the highest standards. [GRI 3-3](#)

*The official definition of the target is posted on the [SBTi website](#)

Knowing the emissions, reducing the emissions

In order to make its carbon footprint transparent, the EOS Group has for the first time measured its greenhouse gas emissions (Scope 1 and 2) using the Greenhouse Gas Protocol methodology. The data collected contain fleet emissions of the entire EOS Group and emissions resulting from heating and electricity consumption for the large EOS office sites (>1,500 m2), which make up over 60 percent of the total office space. The building emissions were calculated by applying country-specific emission factors of the International Energy Agency (IEA) from 2023 (<https://www.iea.org/>). The emissions calculated were then extrapolated to the entire EOS Group. Building and fleet emissions are the main emission drivers at EOS. We plan to expand the scope of our reported emissions in the future.

[GRI 305-1](#) [GRI 305-2](#)

Since 2021, the carbon emissions of all business trips have been offset in cooperation with atmosfair. In return, the climate protection project Small Biogas Plants in Nepal was supported. Our efforts are focused on avoiding carbon emissions, so we want to use carbon offsetting only for travel that cannot be avoided. In yet another contribution toward stabilizing our natural resources, the EOS Group planted 500 native trees in cooperation with Bergwaldprojekt e.V. in the past year. EOS in France planted an additional 400 trees in a reforestation project.

Environmental protection in figures

Direct greenhouse gas emissions

The EOS Group causes direct greenhouse gas emissions of 1,909 t CO₂e (Scope 1). [GRI 305-1](#)

1,909
t CO₂e

Indirect greenhouse gas emissions

The EOS Group causes indirect greenhouse gas emissions of 1,489 t CO₂e (Scope 2). [GRI 305-2](#)

1,489
t CO₂e

Carbon footprint (Scopes 1 & 2)

The carbon footprint (Scopes 1 & 2) of the EOS Group is 3,398 t CO₂e. The collected data form the basis for reducing emissions in the future. [GRI 305-1](#) [GRI 305-2](#)

3,398
t CO₂e

Intensity of the greenhouse gas emissions

The greenhouse gas emissions intensity at EOS is 0.55 t CO₂e (Scopes 1 and 2 emissions per employee, headcount). [GRI 305-4](#)

0.55
t CO₂e

42
percent

Reducing greenhouse gas emissions

The Otto Group wants to reduce its absolute greenhouse gas emissions by 42 percent by the end of fiscal 2031/32 (compared to fiscal 2021/22). (Planned figure according to the Otto Group's SBT)

GRI Content Index Sustainability Report 2023/24

Statement of use
EOS has reported the information cited in this GRI content index for the period 1 March 2023 to 29 February 2024, with reference to the GRI Standards.
GRI 1 used
GRI 1: Foundation 2021

GRI	Content
2-1 Organizational details	EOS Holding GmbH is a 100% subsidiary of the Otto GmbH & Co. KG with headquarters in Hamburg, Germany. More information: About this chapter More information: Insights into fiscal 2023/24
2-2 Entities included in the organization’s sustainability reporting	Please see: About this chapter
2-3 Reporting period, frequency and contact point	The combined Annual & Sustainability Report of the EOS Group covers the fiscal year 2023/24 from 1 March 2023 to 29 February 2024 and is published annually. This report was published in August 2024. More information: About this chapter More information: Our mission: Changing finances for the better For contact details, please see our CR section on the company website
2-6 Activities, value chain and other business relationships	The EOS Group is a leading investor in receivables and real estate portfolios and an expert in the processing of outstanding receivables. Our more than 6,000 employees in more than 20 countries practice data-driven receivables management and provide intelligent services for the benefit of our clients, partners and consumers. For more than 50 years, we have secured the cash

GRI	Content
	flow of companies so they can focus on their core business. More information: How the purchase of NPLs strengthens the economy and why EOS is the right partner
2-7 Employees	Please see: HR-Table in the sustainability report
2-8 Workers who are not employees	Please see: HR-Table in the sustainability report
2-9 Governance structure and composition	EOS is managed by a Board of five directors that is responsible for decision-making and overseeing the management of the organization’s impacts on the economy, the people and the environment. The EOS Group’s Board of Directors:  in Marwin Ramcke, Chairman of the EOS Group’s Board of Directors As CEO of EOS, Marwin Ramcke is the main person responsible for the topic of ESG  in Justus Hecking-Veltman¹⁾, Member of the EOS Group’s Board of Directors and Chief Financial Officer  in Carsten Tidow, Member of the EOS Group’s Board of Directors and responsible for the Eastern European market  in Dr. Stephan Ohlmeyer, Member of the EOS Group’s Board of Directors and responsible for the Central Europe market  in Sebastian Pollmer, Member of the EOS Group’s Board of Directors and responsible for the Western European market

Credit: Andreas Sibling

GRI	Content
2-9 Governance structure and composition	EOS is part of the family-owned Otto Group. The supervisory board of the EOS Group comprises of two Otto Group representatives with biannual meetings being held. More information: An interview with the EOS Board 1) Justus Hecking-Veltman will leave EOS and will be succeeded by Dr Eva Griewel. From 1 August 2024, the new Board will therefore consist of one female and four male members. (Otto Group: Change in the Board of Directors of the EOS Group)
2-12 Role of the highest governance body in overseeing the management of impacts	Please see: Our sustainability management
2-13 Delegation of responsibility for managing impacts	Please see: Our sustainability management
2-14 Role of the highest governance body in sustainability reporting	The Board of Directors has reviewed and approved the information in this report, including the material issues identified in the materiality assessment. More information: Our sustainability management
2-15 Conflicts of interest	The issue of conflicts of interests is addressed in the Code of Conduct, which is publicly available on the company website and within this report. To our Code of Conduct: Our Code of Conduct: Clear rules for treating each other fairly
2-16 Communication of critical concerns	All compliance-relevant concerns are communicated to the Board of Directors. In the case of serious allegations, an ad-hoc report is sent to the CEO and the EOS Group board member responsible for the national company. Specific requirements may trigger reporting to the Otto Group. In the case of minor

GRI	Content
	offenses, the cases are handled by the Compliance Organization. The Board of Directors is informed as part of the consolidated regular reporting. There is an internal process regarding whistleblower protection.
2-17 Collective knowledge of the highest governance body	Please see: Our sustainability management
2-22 Statement on sustainability development strategy	Please see: Foreword from our CEO
2-23 Policy commitments	At EOS we have multiple policies regarding responsible business conduct, including our Code of Conduct and our policy on Ethical Debtor Management, all of which are approved by our board of directors. EOS is a signatory to the UN Global Compact (UNGC). We follow the framework for implementation to monitor and enforce universal principles in the areas of human rights, labor, the environment, and anti-corruption as laid out in our public Code of Conduct. Our conduct is based on integrity and compliance with laws, regulations and the Universal Declaration of Human Rights. In following the tradition of our parent company, the Otto Group, we are committed to take action against any kind of human rights violations. This includes our self-imposed requirement to work only with partners and clients who pass our business partner screenings and where no indications of human rights violations are present. Furthermore, we are committed to fair treatment of all our stakeholders, especially defaulted payers. Our policy commitments cover all relevant internationally recognized human rights and responsible business conduct requirements. They apply to all of EOS activities and business relationships equally. Amongst others, our group-wide binding policies and guidelines cover the following topics:

GRI	Content	GRI	Content
2-23 Policy commitments	• People, Culture, Diversity & Inclusion • Ethical Debtor Management • Anti-Corruption & Gifts • Sustainable Conduct & Responsible Purchasing • Supplier Code of Conduct • Anti Money Laundering & Business Partner Screening In addition, please see Our Code of Conduct: Clear rules for treating each other fairly and Worldwide responsibility: the UN Global Compact and Creating values together (Business Ethics & Safeguard Compliance) and Responsible partnerships, sustainable investments (Responsible Acquisition of Portfolios & Partnerships)	2-25 & 2-26 Processes to remediate negative impacts & Mechanisms for seeking advice and raising concerns	We at EOS have formulated a clear commitment in the Code of Conduct to ensure compliance and to address all grievances we receive through numerous channels, including our own Group-wide whistleblowing hotline. Grievance mechanisms and mechanisms for seeking advice and raising concerns about responsible business conduct can both be addressed through the whistleblowing hotline. We continuously work on the remediation of negative impacts by taking action wherever necessary. Therefore, we have developed a structured process to handle grievances and any report received. We take confidentiality seriously by treating the reports received and the identity of persons providing information with the highest discretion. In every case, we document the correct processing of all reports received. Our whistleblowing portal is publicly available through every local company website. We encourage not only employees, but also business partners and customers to report any violations regarding to our business conduct. When submitting a report, whistleblowers can decide whether to provide their name and whether the report should be submitted to EOS and the Otto Group jointly or to the Otto Group only. The whistleblower is able to set-up a PostBox on the platform so we can provide prompt feedback and interact with the person while ensuring anonymity. If no PostBox is set up, no feedback and inquiry can be made directly. After receiving the report, we apply clear criteria (severity, complexity, functional level) and determine the compliance relevance on a case-by-case basis. Further, we decide whether a report can be processed by the local compliance organization and whether local clarification work must be carried out directly by the central compliance organization. We ensure that compliant-relevant issues are handled carefully and result in the implementation of remediation plans as needed. In the case of serious allegations, an ad-hoc report is sent to the CEO and the EOS Group management member responsible for the national company and to the Otto Group. In the case of minor offenses, the cases are handled by the Compliance Organization. The Executive Board is informed as part of the consolidated regular reporting.
2-24 Embedding policy commitments	In order to ensure coordinated and targeted action within the EOS Group, we have issued guidelines for all employees. The guidelines contain binding framework requirements for a defined scope. They are based on applicable laws, corporate principles and strategic objectives. Group-wide guidelines are drawn up by departments with functional responsibility. Adherence to the guidelines and group requirements is monitored by the Compliance Department. Each group guideline must be approved and signed by the EOS Board. In addition, acknowledgement of all managing directors within the EOS Group must be obtained and documented. The group-wide compliance network communicates the policy throughout the organization and provides training on its application. The group-wide guidelines of our parent company Otto Group also apply to the EOS Group. These guidelines are directly applicable and require only acknowledgement of the managing directors before they are communicated to the organization. In addition, please refer to Our Code of Conduct: Clear rules for treating each other fairly		

GRI	Content	GRI	Content
	Furthermore, we enable our business partners to implement our organizational policies and practices for responsible business conduct by publishing our own Code of Conduct on our company website, by implementing a Supplier Code of Conduct, and providing additional guidance. By establishing business relations with EOS, our suppliers commit themselves to compliance with laws and our standards. In addition, please refer to Creating values together (Business Ethics & Safeguard Compliance)	2-30 Collective bargaining agreements	Please see: HR-Table in the sustainability report
		3-1 Process to determine material topics	Please see: Materiality analysis
		3-2 List of material topics	Please see: Our material topics
2-27 Compliance with laws and regulations	In June 2023, the Hanseatic Higher Regional Court of Hamburg (Hanseatischer Oberlandesgericht Hamburg) upheld a model declaratory action (Musterfeststellungsklage) brought by the Federation of German Consumer Organizations (Bundesverband der Verbraucherzentralen) against the EOS Investment GmbH. The judgment is not final. EOS considers the decision to be wrong and has lodged an appeal with the Federal Court of Justice (Bundesgerichtshof - BGH). The hearing date has not yet been set. In October 2023, our subsidiary EOS Matrix in Croatia received a fine from the Croatian Data Protection Agency based on alleged breaches of data protection laws. We have appealed this decision and are now advocating for our rights before the Administrative Court in Zagreb. It is important to us to emphasize that there is no evidence of data leaks at EOS and that no confidential information of our clients or debtors has been compromised by unauthorized access to our IT systems.	3-3 Management of material topics	Please see: • Sustainable debt relief (Ethical Collection by Treating Customers Fairly) • Simple, fast, and anonymous: Digital ways to reduce debt (Tech-driven Transformation & Innovation) • How EOS promotes financial education (Societal Impact through Financial Literacy) • How diversity improves working life (Diversity, Equality & Inclusion) • International collaboration meets a modern learning culture: How we promote employees (Talent Attraction, Development & Retention) • Acting jointly, winning together (Local Community Engagement & Participation) • Data protection and data security are a priority (Digital Responsibility & Cyber Security) • Creating values together (Business Ethics & Safeguard Compliance) • Responsible partnerships, sustainable investments (Responsible Acquisition of Portfolios & Partnerships) • Debt collection for a healthy economy (Industry Leadership & Best Practice // Strengthening Liquidity of our Clients) • How we protect the climate (Environmental Protection)
2-28 Membership associations	Please see: Association work for high standards		
2-29 Approach to stakeholder engagement	Please see: Materiality analysis		

GRI	Content
201-1 Direct economic value generated and distributed	Please see: Our economic contribution in figures See more figures here: Insights into fiscal 2023/24
205-1 Operations assessed for risks related to corruption	Please see: Compliance in figures
205-2 Communication and training about anti-corruption policies and procedures	Please see: Compliance in figures
205-3 Confirmed incidents of corruption and actions taken	Confirmed incidents of corruption: 2021/22: 0; 2022/23: 0; 2023/24: 0. Please see: Compliance in figures
305-1 Direct (Scope 1) GHG emissions	Please see: Environmental Protection in figures
305-2 Energy indirect (Scope 2) GHG emissions	Please see: Environmental Protection in figures
305-4 GHG emissions intensity	Please see: Environmental Protection in figures

GRI	Content
401-1 New employee hires and employee turnover	Please see: HR-Table in the sustainability report
401-3 Parental leave	Please see: HR-Table in the sustainability report
403-10 Work-related ill health	Please see: HR-Table in the sustainability report
404-1 Average hours of training per year per employee	Please see: HR-Table in the sustainability report and The EOS learning culture in figures
404-2 Programs for upgrading employee skills and transition assistance programs	Please see: International collaboration meets a modern learning culture: How we promote employees
405-1 Diversity of governance bodies and employees	Please see: HR-Table in the sustainability report
405-2 Ratio of basic salary and remuneration of women to men	Please see: A close look on salaries: The gender pay gap analysis
413-1 Operations with local community engagement, impact assessments, and development programs	Please see: Financial education in figures

GRI	Content
415-1 Political contributions	There are no party-political contributions. At EOS, all party-political donations are forbidden. Any other kind of potentially political donation (lobbying, political organizations, non-partisan events etc.) are subject to a strict approval process and are clearly limited in scope and amount. The lobbying expenses can be found within the respective Lobby registers of the EU and Germany. More information: Creating values together (Business Ethics & Safeguard Compliance)
418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	During the reporting period 2023/24, 75 requests were received by data protection supervisory authorities following debtor complaints, with seven of them being substantiated and helping us to improve our processes.



As a financially strong partner for banks and businesses, EOS is very well positioned. We act responsibly, embrace innovation and change the finances of customers and consumers for the better.

Marwin Ramcke,
CEO of the EOS Group

Disclaimer

This report contains forward-looking statements. These statements are based on current plans, assumptions, and estimates by the company's Board of Directors and on the information that was available to it until and including the date this Annual Report was prepared.

Even though the Board of Directors assumes that the expectations expressed in these statements are realistic, it cannot guarantee that its expectations will in fact turn out to be true and will be met. Statements concerning the future are subject to a number of risks and insecurities which are difficult to gauge and generally are outside the sphere of influence of EOS Holding GmbH. If such risks or uncertainties were to materialize, or if the assumptions underlying any of the statements should prove incorrect, actual results may substantially differ from those expressed or implied by the statements.

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If the Report contains editorial errors or some aspects are incomplete, EOS Holding GmbH does not assume any liability or warranty for this.

In case of inconsistencies between the German and the English version of the Annual Report, the German version shall take precedence.

Some figures in this Annual Report were rounded off in accordance with commercial practice. As a result, there may be discrepancies between the total of some figures and the total stated in the Report.

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Changing finances for the better.

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