

A large group of JAKO employees, mostly wearing black t-shirts with the JAKO logo, posing for a group photo in a vineyard. Many are waving and holding glasses of wine. The background shows rows of grapevines under a clear sky.

Sustainability Report

2025





Our Company

Sustainability driven by conviction. JAKO stands for passion in team sports. What began in 1989 as a vision of Rudi Spruegel is now an internationally successful partner to more than 250,000 teams worldwide. As a second-generation family business, we combine sustainable growth with long-term responsibility. Since 2021, the company has been led by Nadine Spruegel (CEO) and Yvonne Spruegel (Deputy CEO). Together with their fellow board members Markus Frank and Tobias Roeschl, they shape the strategic development of JAKO AG. After more than three decades in operational leadership, founder Rudi Spruegel moved to the Supervisory Board and remains closely connected to the company.

As a team, we have a clear goal: to continue developing JAKO in a responsible and reliable way—with a strong focus on people and the region.

Our Approach to Sustainability

On the path to top performance: Responsibility is a team sport. For us, sustainability means sharing responsibility - with our teams, partners, and the **people** in the region. We create an environment based on trust and reliability that supports responsible action and strengthens collaboration. With our Strategy 2030 in mind, we focus our actions on future viability and achieving shared goals. In doing so, we follow a clear mission: to deliver reliably, improve, and win over fans—among customers, partners, and colleagues. Our goal is to operate from a position of strong competitiveness and to continue on our path with ambition and responsibility.

We want to become even stronger—as a brand, as a team, and as a responsible company. We want to design our **products to be sustainable** - with high performance, functionality, and durability. Right from the development stage, we rely on responsibly sourced materials and technological solutions. Through projects like “TheKey,” we promote textile-to-textile recycling to return used textiles to the cycle as a resource. Our “Performance for Teams” (P4T) certification strategy provides a binding framework for this: It evaluates social, environmental, and chemical criteria in Tier 1 and Tier 2 production stages and establishes clear, transparent requirements for existing and new suppliers. In this way, we strengthen control mechanisms throughout the supply chain and promote traceable quality.

Another key focus is **protecting our environment**. We carefully review our operations, ensure transparency in our processes, and work closely with global partners to promote fair conditions. P4T supports us in this effort by enabling a risk-based, standardized assessment, thereby raising continuous improvements in our supply chain processes. At the same time, we invest in solutions that conserve resources and make operations more efficient, such as our new logistics center at the Hollenbach site. As a company with deep regional roots, it is important to us to **generate regional value**. We engage in local initiatives, maintain long-standing partnerships, and invest in infrastructure. We view sustainability as a shared responsibility. It is renewed every day: through our decisions, through the way we develop and produce, and through our respectful treatment of the people and places around us.

Future in Family Hands

The second generation shapes the direction of our company.

Over 35 Years of Teamsports Experience

Born from an idea, grown through strong partnerships.

Rooted in our Hometown

Our location in Hohenlohe serves as a source of inspiration for many of our decisions.

Sharing Responsibility

We create solutions that have a lasting impact.

Our Approach to Sustainability





Focus on People

JAKO Teamspirit

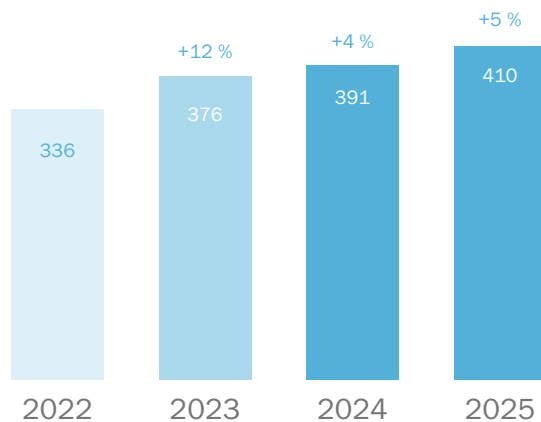
Our team is our strength: At JAKO, people come first

Our success is rooted in strong collaboration, team spirit, and continuous professional development—driven by our TEAMPOWER 2030 strategy, which serves as our shared roadmap for the future. Every day, our 410 employees shape our growth and embody a corporate culture that promotes personal strengths and strategically develops potential. Continuing education is an integral part of company culture and helps us to support individual growth and explore new career paths.

In 2025, we strengthened this commitment by launching the JAKO Academy and establishing a company-wide programme for targeted training and professional development. The aim is to embed learning in our corporate culture over the long term and to support employees in developing their professional, personal, and methodological skills. The JAKO Academy brings together role-specific training, programmes to strengthen social skills, and content related to new tools, methods, and digital developments. The training sessions take place both in person and digitally and are tailored to tasks, roles, and shared goals. From 2026 onwards, the programme will be further expanded to include digital learning formats to integrate learning even more flexibly into everyday work.

Our team is diverse: 57 % of our employees work in administration, and 43 % work in logistics. This diversity of roles and perspectives is a key factor in our success as a team. With a clear focus on sustainable development, diversity, and equal opportunities, we create a work environment that fosters collaboration, innovation, and long-term commitment. Trainees and dual-study students are an important part of our development. They contribute to our progress with new ideas and perspectives.

Number of employees at end of the year



+5 % Employees

Our team continues to grow, strengthening our sustainable progress.

12 % Young Talents

in our Germany Team. A targeted investment in our future.

Average Age:

40 years

Team in top form.

100 % TEAM

“JAKO Fit” brings people together through movement and shared moments.

More than 20 JAKO Fit Programs

Turning movement into collective team strength.

More than 55 JAKO Runners

Taking part in the Igersheimer company run.

We enjoyed 36.626 free lunches in 2025

Prepared by our canteen team using seasonal and regional ingredients.



Sports & Health

With JAKO Fit, we do more than just promote physical activity – we bring people together. Our wide variety of activities brings employees together who consciously take time for their own well-being, motivate each other, and enjoy being active together.

This team spirit is particularly evident during joint sporting events: At external sporting events, we were able to increase our participation rate by over 40 %. At the Igersheim company run, we even set a new JAKO participation record with 55 runners.

What sets our sports and health programmes apart is not only the variety of formats, but above all the feeling that arises when we are active together – whether in classes, workshops or team activities. It’s an atmosphere where you can really feel: **WE ARE TEAM.**

Club89

In 2025, our canteen Club89, served 36,626 free lunches to our employees. Our kitchen team uses fresh ingredients and prepares seasonal dishes every day. By working closely with local businesses, we support local producers and keep supply chains short.

Our kitchen team prepares meals with a strong sense of responsibility and creativity. Leftover ingredients are carefully incorporated into new dishes wherever possible, for example in fresh salads or additional dishes. This helps to minimise waste. At the same time, everyone benefits from a varied selection.

This approach demonstrates just how deeply quality, seasonality, and regional value creation are embedded in our everyday work.

JAKO Events – Encounters on equal terms

In 2025, a wide range of internal and external events took place, with over 1,500 participants. These included cultural activities, sports activities, and networking gatherings, such as a joint visit to the theatre, a weekend team outing to Mainz, the annual Dealer Days with over 300 customers, and a celebration honouring long-serving employees. The JAKO Fit Pass was also newly introduced, allowing employees to track their progress - with a bonus gift awarded once the pass is completed.

New event formats also enriched 2025: for the first time, a darts tournament featuring over 20 teams was held and became an immediate success. Five teams competed against each other at the first JAKO Grill

Battle - a day filled with enthusiasm, team spirit and good cheer, characterised by energy, passion and shared enjoyment.

All events are focused on bringing people together and encouraging exchange. The formats encourage collaboration in small groups as well as in larger ones. We continuously adapt and refine our offerings based on surveys and feedback. In this way, interaction at eye level sustainably strengthens cohesion and the JAKO community.



1.500

Sign-Ups

– a year full of experiences, events, and true team spirit.

100 %

Team Spirit

A strong sign of unity and genuine engagement throughout the company.

Our events are impactful experiences delivering

One Moment

of connection.

Suppliers & Supply Chain

Transparency in the supply chain

Our products are created in environments where trusted collaboration is standard practice. Many of our production partners have been with us for many years—this shared growth provides stability and shapes the quality of our products. As a result, a large share of our purchasing volume comes from partners with whom we have been working closely for more than five years.

Personal interaction is central to our approach. Employees from the relevant departments conduct regular site visits to understand production processes on site, identify potential improvements, and systematically develop our collaboration further. In addition, external auditors conduct audits according to defined cycles. These audits verify compliance with international standards and respect for fundamental human rights.

We use the “osapiens” platform to increase transparency in our supply chain. Together with our direct production partners and the second-tier suppliers we have identified, we are gaining an increasingly detailed understanding of where our products are made and under what conditions work takes place along the supply chain.

Data on locations, materials, certifications, audit results and selected indicators enable us to identify relevant risks at an early stage and further develop our partnerships in a targeted way. On this basis, we are gradually evolving our supply chain towards greater responsibility and resilience – driven by transparency, ongoing dialogue and trust-based collaboration.



100 %

Independently Verified

Our direct supply chain is fully covered by external social standards or a low-risk classification.

85 %

VERY GOOD or GOOD

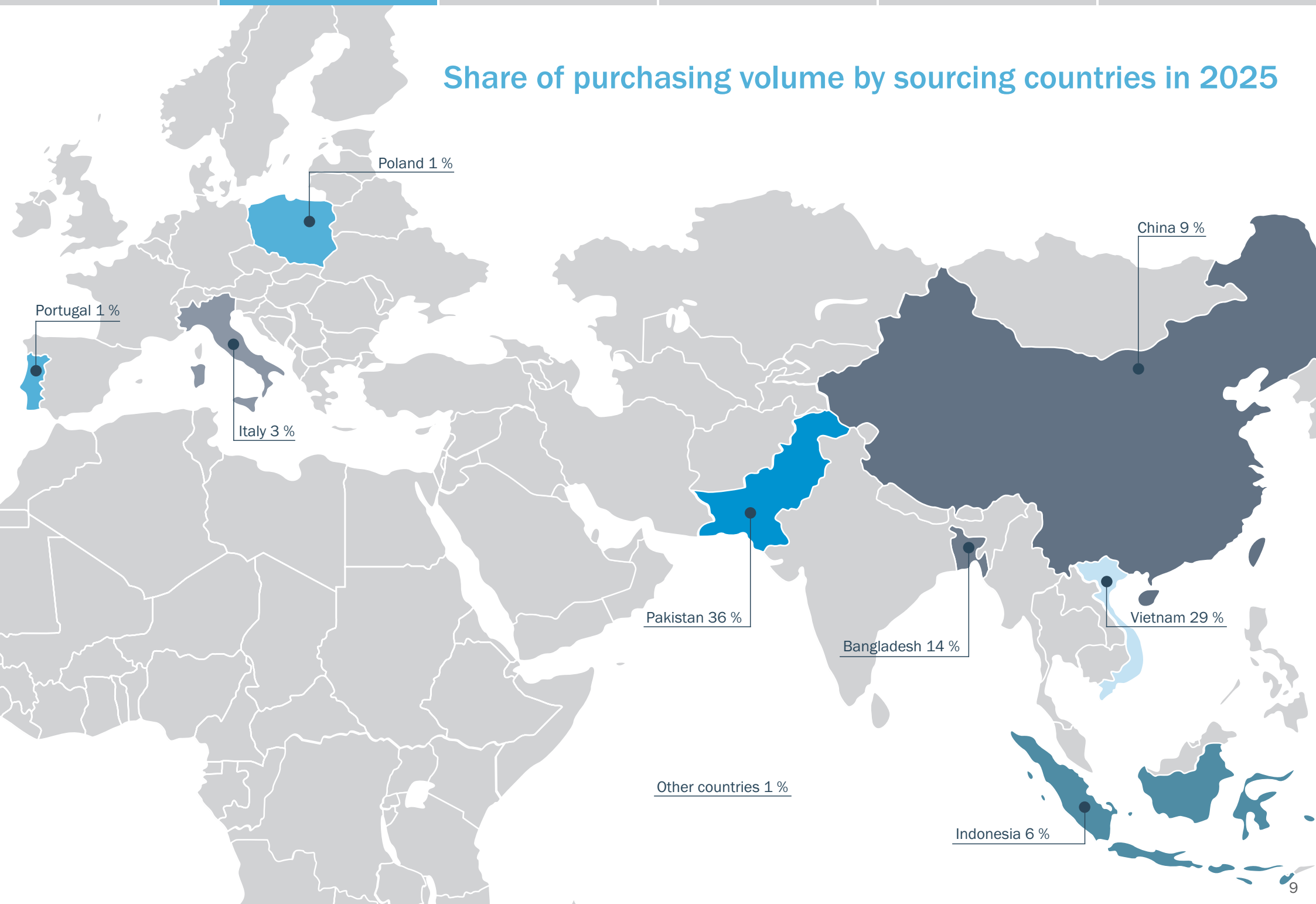
A large share of our sourced volume comes from factories with stable audit ratings that have been rated “VERY GOOD” or “GOOD*” according to recognized standards.

*Includes amfori BSCI with an A or B rating, STeP by OEKO-TEX and Fair Wear (both at the „Good“ level or higher), as well as SA8000- or GOTS- certified facilities.

More than 5 years

of established partnership. Long-term relationships ensuring reliability and quality.

Share of purchasing volume by sourcing countries in 2025





“Thank you very much for your continued trust. Your collaboration has been a tremendous support to our training initiatives.”

Qurat ul Ain
(SEWA Foundation)



„Thank you to JAKO for your continued support. This enables women in the region to gain new skills and ensures that the school and the neighbourhood have access to filtered water.“

Abid Azeem
(SEWA Foundation)

Our contribution to our partner's local initiatives

We work with suppliers worldwide who are committed to social and environmental causes in their regions. We support these independent initiatives where we can make clearly defined and transparent contributions, and in 2025 we once again donated over €18,000. Our contribution is focused: it does not aim to change the entire environment, but supports clearly defined measures that our partner organisations implement independently. In Pakistan, we support two projects of the SEWA Foundation, which was founded by a long-standing supplier and carries out local development programs. Our motivation is to strengthen partners who are already deeply rooted in the local community. Thanks to their proximity to the people, they can precisely identify needs and implement effective measures.

SEWA Drinking Water Project: Contribution to a water filtration system

Part of our donation helps provide people in Pakistan with access to clean drinking water. The construction of a water filtration system will supply a village near our production partner with filtered water. The SEWA Foundation is responsible for implementing, operating and monitoring the effectiveness of the project.

SEWA Women's Program: Supporting Skills Training

In addition, we support the “Women Skill Development Center” in Sialkot. The centre offers skills training opportunities to women in the region. The SEWA Foundation is exclusively responsible for the content and implementation of the programme. Our contribution helps ensure the programme's continuation without influencing selection processes or the design of the training.

More information about the SEWA Foundation is available at sewa.org.pk



Dealers & Partner Clubs

Dealer Days 2025 – Platform for New Products

In October 2025, the annual dealer days were held at the JAKO Teamcenter in Hollenbach. More than 700 partners and customers from across Europe attended and took advantage of the opportunity to exchange ideas in person. By holding the event at a single central location, we were able to organize it efficiently and in a resource-efficient manner.

The event offered insights into the new JAKO collections and product developments and allowed attendees to experience selected products first-hand. Workshops provided practical knowledge and strengthened dialogue and collaboration within the dealer network.

Approximately 130 employees organized and supported the event, which lasted over five days. The positive response confirms the added value of the Dealer Days as a platform for partnership-based exchange and sustainable development.

JAKO x 1. FSV Mainz 05 until 2031

Sustainability is also firmly embedded in our partnerships with numerous Pro Clubs and is based on a shared understanding of responsibility. The polyester used in the jerseys of all Pro Clubs outfitted by JAKO is therefore made from recycled polyester.

Another example of a sustainable partnership is the early extension of our collaboration with 1. FSV Mainz 05 until 2031. Together, JAKO and Mainz 05 aim to systematically integrate and further develop environmental aspects in professional football.

VfB Stuttgart won its

4th DFB Cup Title.

after 28 years in 2025.

Around 700 Participants

came to Mulfingen in 2025 and turned the “Dealers’ Days” into a true team success.

Approx. 4.000 JAKO Dealers

strengthen our network and play a key role in our success.

Footwear Live-Testing

The mobile testing area at the JAKO Dealer Days demonstrated just how valuable hands-on product experiences are for our partners.





Focus on People

Goals & Progress

Our Goals 2025

Our Progress

Goal Achievement

Review and potential expansion of our sustainability standards for suppliers and products.	We have begun aligning our existing social standards. Expansions in the areas of the environment and fibres are in progress.	75 %
Continuous review, evaluation, and updating of the “JAKO Sustainability Principles” based on recognised standards.	The review and revision have been completed; the principles will be published.	100 %
Regular sharing of information to the Purchasing and Product Development departments on current risks and challenges along the supply chain.	Training sessions have been conducted; risk identification is now carried out continuously with the aid of a system.	75 %
Expansion of the JAKO Academy’s training offer to include even more specialised and in-depth learning and training programmes.	The new professional learning and training concept has been developed and will be complemented by a digital learning management system. The roll-out will take place in 2026.	100 %
Regular communication of relevant risks and challenges along the supply chain to procurement and product development to support informed decision-making and risk-based management in these areas.	Training sessions for procurement and product development have been conducted. Risk-based assessments are now performed continuously throughout the supply chain using a specialized system.	75 %
Regular updates on sustainable projects via the intranet as well as through our platform www.ourteamforabetterworld.com .	Fixed deadlines have been established for content maintenance; this structure ensures that content is continuously updated.	60 %
Development of a cross-functional program to address sustainability issues in a targeted manner internally.	The development of this program has begun and will continue consistently through 2026.	100 %

Goals for the coming years

- Launch and implementation of the digital JAKO Academy from 2026.
- With „Performance for Teams“ (P4T), we are creating a unified framework for assessing social standards throughout the supply chain. Through clear criteria, transparent assessments, and shared development goals, we strengthen collaborative partnerships and enhance the social impact of our initiatives.
- Further development of POWER DAYS as a central platform for employee development, information, and wellbeing. POWER DAYS combine strategic guidance, personal development, and health and wellbeing programmes and are being gradually expanded into a permanent, holistic employee initiative.



Sustainable Product Design

Responsible Sourcing of Raw Materials

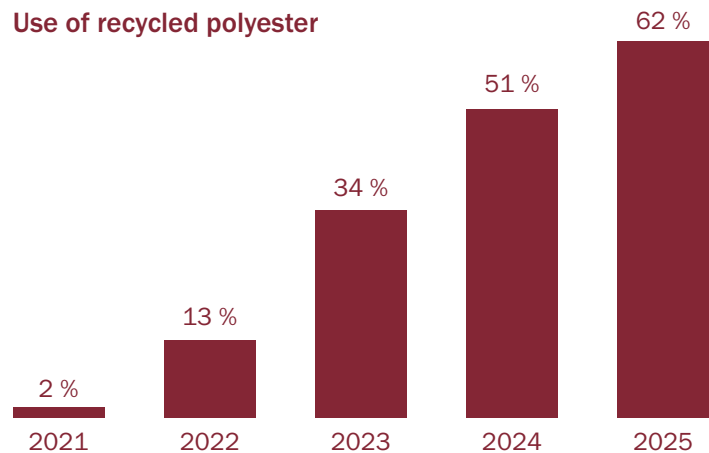
Recycled polyester

At JAKO, we combine athletic performance with responsible sourcing of raw materials. That is why we are increasingly turning to recycled polyester. As a GRS-certified company, we have been able to increase the proportion of recycled fibres in our existing collection to approximately 62 %.

Recycled polyester offers clear advantages: Compared to new polyester, it saves approximately 45 % – 70 % of energy*, thereby supporting the goals of the EU Strategy for Sustainable and Circular Textiles**. At the same time, it meets the high functional requirements that team sports place on materials. With the launch of the “Teamline One” line, in which the polyester content of the respective styles consists of recycled PES (rPES), as well as the development of bags made from recycled polyester, we are actively driving this transformation forward.

In this way, we make efficient use of existing resources and focus on quality and responsibility, linking our product-related measures with our “TheKey” circular economy project.

Use of recycled polyester



*The figures cited refer to the granulate production stage (“cradle-to-gate”) and do not include transportation, further processing, or end-of-life phases. Source: Textile Exchange (2023): “Materials Market Report 2023”.

** European Commission: “Sustainable and Circular Textiles Strategy: The EU is tackling issues affecting the sector, while recognising the importance of the industry”.European Commission: “Sustainable and Circular Textiles Strategy: The EU is tackling issues affecting the sector, while recognising the importance of the industry”.

Recycled Polyester

62 %

We increased the recycled share in our products by 11 % points in 2025.

45–70 %

less Energy*

Used to produce granules from recycled polyester.

TEAMLINE ONE is made

from 100 %

Recycled Polyester

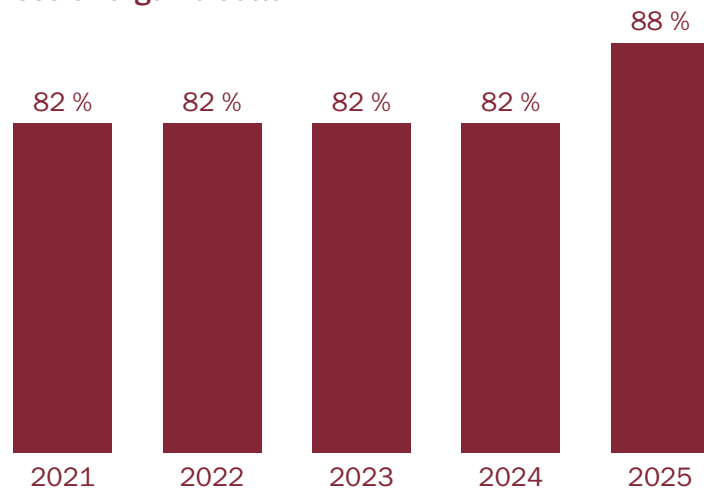
This reflects our commitment to combining functional products with sustainable materials.

Organic Cotton

When it comes to natural fibres, cotton from certified organic farming offers clear environmental benefits. Life cycle analyses show that its cultivation generates around 45 % fewer CO₂ emissions* than conventional cotton. Furthermore, the avoidance of synthetic pesticides and fertilisers helps to preserve soil fertility – a key factor for stable ecological systems and resource-efficient farming in the long term.**

We are consistently prioritizing organic cotton and have been able to increase the share of cotton from certified organic cultivation to 88 %.

Use of Organic Cotton



Why we no longer use the JAKO FAIR label

Until mid-2025, we labelled products made from more sustainable materials such as organic cotton or recycled polyester with the JAKO FAIR label. However, new European regulations on sustainability communication no longer allow the use of internal company labels for such claims. We will therefore no longer use the JAKO FAIR label going forward.

Our internal processes and quality standards remain unchanged. We continue to carefully assess the materials we use and require reliable external evidence, such as certificates or test reports, for all such materials.



88 %

Organic Cotton

Creating a reliable material platform for team performance.

Organic Farming:

No synthetic fertilizers or pesticides

forming the basis of certified organic cotton.

Organic Cotton causes approximately

45 %

less CO₂ - Emissions

compared to conventionally grown cotton*.

* GOTS: "New LCA from TE: Organic Cotton Proven to Cause Less Environmental Damage than Conventional Cotton"

** OCA (2025): "Organic cotton and the EU Circular Economy Act: OCA's recommendations"

Control and monitoring mechanisms throughout the supply chain

To ensure responsible production conditions, JAKO employs a structured system comprising clearly defined guidelines, established standards, and transparent monitoring mechanisms. This system is based on contractual requirements, the BSCI Code of Conduct, and the supplementary JAKO Sustainable Principles. The areas of social and environmental standards, chemical compliance and textile product quality are managed through internationally recognized audit, environmental and chemical management systems, as well as internal quality guidelines. This ensures that working conditions, environmental requirements and product-specific quality criteria are systematically covered.

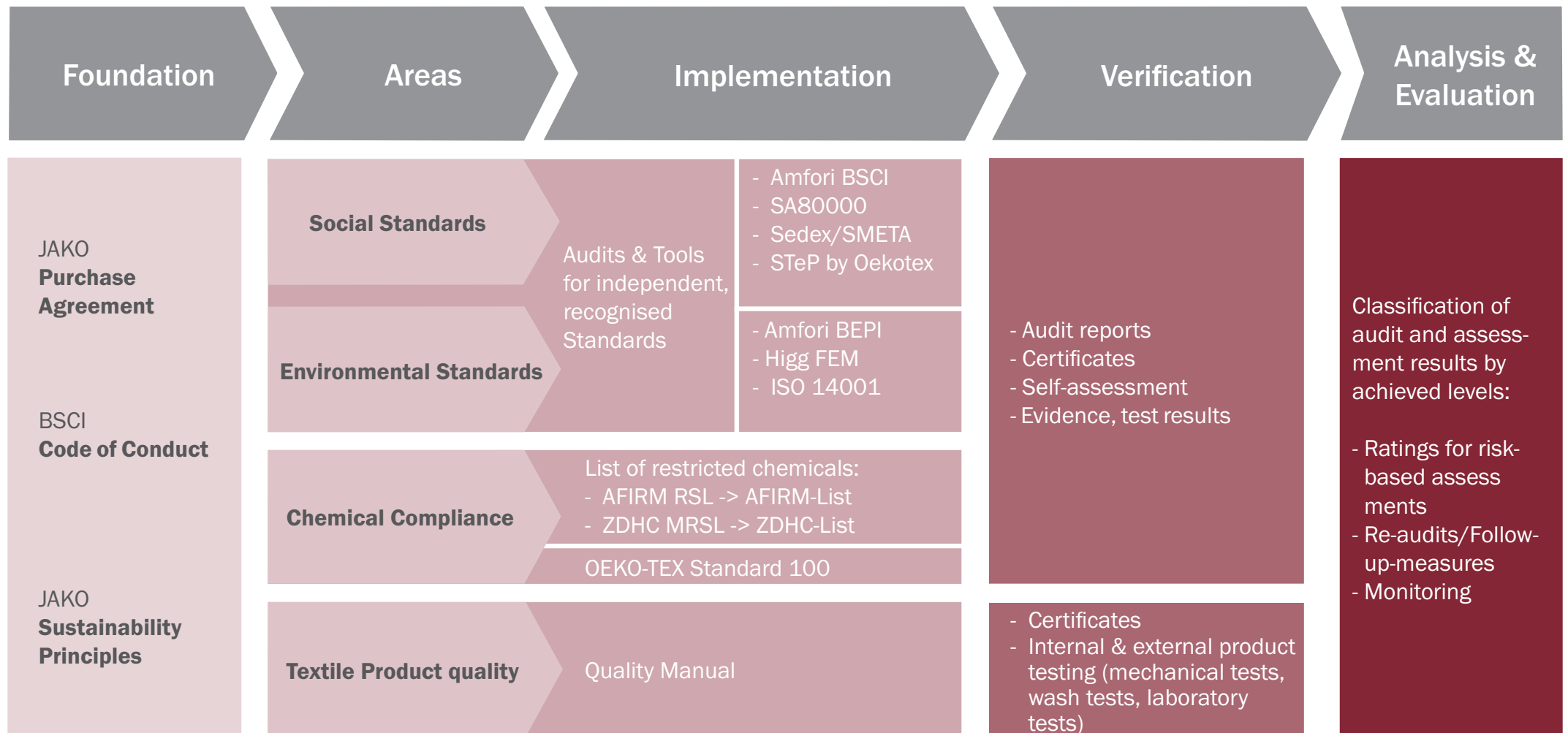
Compliance is verified through audit reports, certifications, self-assessments, and internal and external quality inspections. To manage chemical requirements, we use the AFIRM Restricted Substances List (RSL) and the ZDHC Manufacturing Restricted Substances List (MRSL) as key references; furthermore, 95% of the relevant volume – primarily clothing and accessories – is covered by the OEKO-TEX® STANDARD 100.

In 2025, JAKO developed its 'Performance for Teams' (P4T) strategy in detail to further refine its management approach whilst enabling practical implementation. To this end, industry-relevant labels and certifications were systematically analysed and evaluated; the current certification status of our supply chain was incorporated into the strategy. P4T creates a uniform, transparent assessment framework for Tier 1 (manufacturing) and Tier 2 (fabrics, trims, wet processes) with binding criteria covering social, environmental, and chemical aspects – with climate impacts to be added in the future. The requirements based on the cascade principle are considered; furthermore, additional criteria have been defined for Tier 1 and Tier 2. At the same time, the strategy enables new suppliers to join in a transparent and realistic way, without compromising standards. Implementation will take place in stages from 2026 onwards. All results are incorporated into a risk-based supplier assessment, which we continuously refine through re-audits, follow-up measures and ongoing monitoring – creating a consistent system that ensures transparency and enables a verifiable assessment of supply chain performance.



Our risk assessment helps us systematically understand and prioritise human rights and environmental impacts within the supply chain. JAKO therefore carries out structured analyses, considering both internal findings and external indicators.

Tools & Areas of Action



The diagram illustrates the process from specifications through standards to evaluation, and shows how JAKO systematically manages production conditions, chemical requirements, and product quality.

Digitalization in the Product Division

2D & 3D-Development Tools

The introduction of 2D and 3D design tools is an important but challenging step. 3D design requires new ways of working and a deeper understanding within the product team. Maintaining reliable control over the fit remains a key priority. Initial discussions with potential design partners have taken place to lay out the groundwork for the next step.

TeamCreator

The JAKO TeamCreator made significant progress in 2025: we now offer the JAKO TeamCreator for over ten sports. Teams can design their own kits digitally using recycled polyester. With orders almost tripling and over 11,000 new teams, the tool continued to grow strongly and is constantly being expanded with new creative possibilities. In this way, we are actively advancing the digital design capabilities of our products.

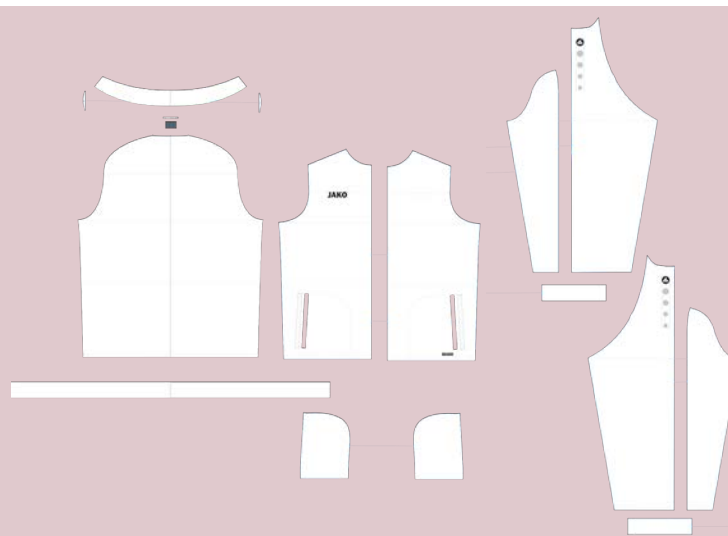
Find out more here: [JAKO TeamCreator](#)

Supply Chain Transparency

In 2025, we further enhanced the structure of our management of supplier documentation. The “osapiens” software helps us to centrally record and manage certificates and documentation, while keeping track of their coverage and validity. This enables us to assess potential risks – such as those relating to materials or regions of origin – in a more targeted manner. Some analyses do not yet fully meet our requirements. We are working with the provider on adjustments to better align the tool with our certification strategy (P4T) and to further improve data quality.

Supplier portal

In 2025, we assessed various providers for a digital supplier portal. The aim is to gradually digitise ordering, communication**, and transport coordination.** This was based on a detailed analysis of our current purchasing processes, which helps us identify optimisation potential and clearly define the requirements for such a portal. In this way, future processes can be systematically standardised and made more efficient.



TeamCreator

55.000
Digital Designs

Twice the creative possibilities.

11.500
TeamCreator-Designs

were produced in 2025. Almost three times as many as the previous year.

Fit
Remains a Priority.

Even with 3D development, ensuring the right garment fit remains key.

A clear
Database

Our osapiens software brings all certificates and documentations together in one place.

Football boots made in Europe – featuring innovative direct injection technology

The main development work on the new football boots was carried out in 2024. Due to challenges typically encountered in a highly innovative development and industrialization process, the originally planned product launch was postponed until 2026. Since January 2026, JAKO has introduced a new product range: football boots – Made in Europe.

The football boots, manufactured in Portugal, are produced using a modern direct injection process. In this process, the upper material is bonded directly to the sole – without the large-scale adhesives usually required. This reduces the use of certain chemical substances while enabling a particularly precise construction.

Individual components are sourced from specialised supply chains, while the key and final production stages take place entirely in Portugal.

The innovative technology behind the product not only enhances the durability and comfort of the shoes but also makes the entire production process more efficient. As production takes place in Europe, transport distances are kept short, which reduces additional emissions.

Since their launch in January 2026, the models have been available from specialist sports retailers, in JAKO Teamshops and on [jako.com](https://www.jako.com).



0,1 mm Manufacturing Precision

The direct injection process ensures the highest level of dimensional accuracy in the fit.

Made in Europe

Developed in Germany and manufactured at a specialised European production facility.

360° Fit

The direct bond ensures a secure fit that provides optimal support for the foot during rapid changes of direction.



Hands-on-Process

In 2025, we sorted large volumes of end-of-life textiles – creating the basis for high-quality recycling.

Research Project

An interdisciplinary consortium of partners from across Germany working to enable closed textile material loops.

TheKey

Fully Circular

Solution

Working towards a fully circular solution for polyester/cotton blends by 2027.

Transition to a circular economy

Project: „TheKey“ – Progress towards a recycling solution for textiles

In the second year of the “TheKey” research project, we are continuing to work with our partners across Germany to develop circular solutions for polyester/cotton blended fabrics. The project, funded by the Federal Ministry of Research, Technology and Space* (duration 2024–2027), aims to establish closed-loop textile material cycles and make them usable for industry.

A key focus of our work in the reporting year was the planning and processing of the necessary raw materials. Our team manually pre-sorted used textiles collected via associations and retail partners, removing unwanted components such as buttons, zips and labels. This ensures the defined material quality required for the subsequent recycling processes in the project.

At the project meeting in December 2025 at JAKO in Hollenbach, the partners presented the current status of their research, discussed technical challenges and agreed on the next steps. This direct exchange strengthens collaboration within the interdisciplinary consortium and makes a significant contribution to progress towards a closed-loop textile material cycle.

The processed materials are fed into the various chemical and mechanical recycling processes within the project, which are described in detail on the next page.

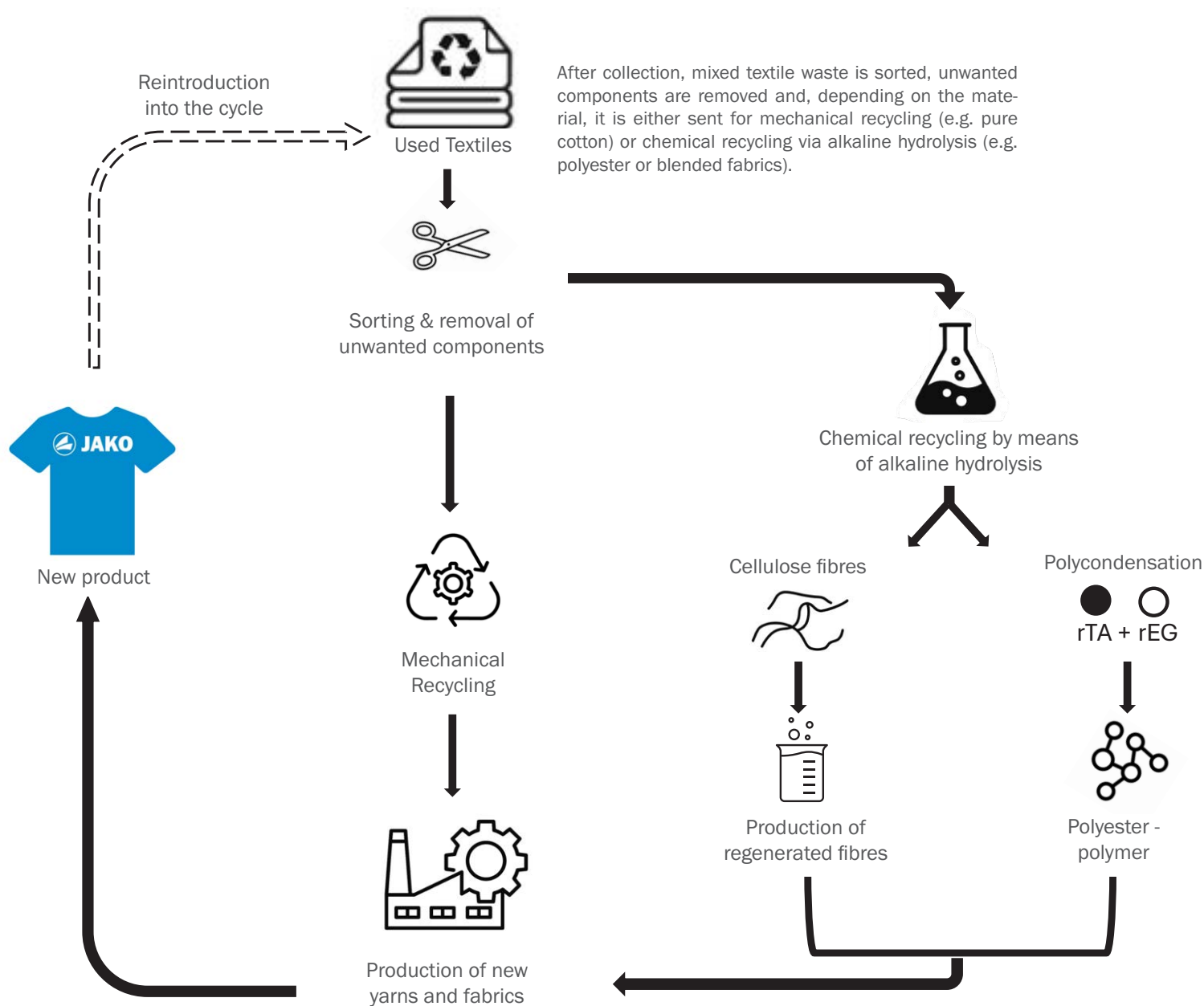
TheKey to Circularity!



*Chemisches Ministerium für Bildung und Forschung (BMBWF)



„TheKey“ – From collecting used textiles to recycling and creating new garments



Chemical recycling of polyester or blended fabrics using alkaline hydrolysis:

This technology involves separating the fibre components: the polyester fibres are broken down into the basic building blocks of polyester PET, namely recycled terephthalic acid (rTA) and recycled ethylene glycol (rEG).

These substances are then processed back into a polyester polymer. This can be used, for example, to produce new yarn and new textile fabrics. The end result is a new garment – fully in line with a sustainable material cycle.

Cellulosic fibres such as cotton, which are found in polyester blends, are separated out during the chemical recycling process. The recovered cellulose is further processed and, in a subsequent regeneration process – for example, to produce viscose or Lyocell fibres – is transformed into new textile fibres.



Sustainable Product Design

Goals & Progress

Our Goals 2025

Our Progress

Goal Achievement

<p>TheKey: Development of a closed-loop system for textile chemical recycling, including collection, processing, and reintroduction of recycled fibres into the LOOP jersey by 2027.</p>	<p>The necessary feedstock collection has been completed. Sorting and processing are proceeding according to plan.</p>	<p>100 %</p>
<p>Development of textile collections using materials that are as sustainable as possible, such as recycled polyester, organic or sustainably sourced cotton.</p>	<p>More sustainable materials have been incorporated into new collection segments; existing products are being phased out gradually, where technically feasible.</p>	<p>91 %</p>
<p>Development of a comprehensive fibre strategy for our primary materials, polyester and cotton, by Q3 2025.</p>	<p>The fibre strategy is largely finalized; material analyses, risk assessments and strategic action areas have been fully developed.</p>	<p>95 %</p>
<p>Review of available options and providers for the implementation of a digital product passport to ensure the transparent recording and traceability of material and production data by the end of 2025.</p>	<p>The market analysis of relevant providers and technologies has been completed. Pilot processes and key data requirements have been defined.</p>	<p>50 %</p>
<p>Assessment of the use of resource-efficient and environmentally friendly alternatives in further product groups until mid-2026.</p>	<p>The first product groups have been identified; research into potential sustainable alternative materials has begun.</p>	<p>30 %</p>
<p>Development of a chemical management strategy by 2025.</p>	<p>The foundations for a structured chemicals management system are currently being laid. Relevant regulations and existing processes are being analysed in order to develop a well-founded strategy.</p>	<p>95 %</p>
<p>Further development of the certification strategy within the supply chain to ensure responsible production conditions in the areas of social, environmental and chemical management. Clarification of practical entry points and the creation of uniform, transparent assessment frameworks.</p>	<p>The status of all Tier 1 and Tier 2 production partners was assessed, the requirements were clarified, and the necessary next steps were defined in a binding manner.</p>	<p>100 %</p>

Goals for the coming years

- P4T (Performance for Teams) expands our product strategy to include a systematic assessment model for sustainability requirements – ranging from materials and chemical safety to production conditions. This ensures that environmental and social criteria are integrated into product development in a binding and transparent manner.
- Optimisation of osapiens data management to further enhance transparency regarding certificates and evidence, assess risks in a structured manner, and define clear development objectives for sustainable supplier management.
- Building and expansion of the necessary product and material data to prepare for the phased introduction of mandatory EU requirements for the Digital Product Passport (DPP). At the same time, processes and systems are being established to ensure timely implementation.

 JAKO



Protect our Environment

Active reduction of emissions

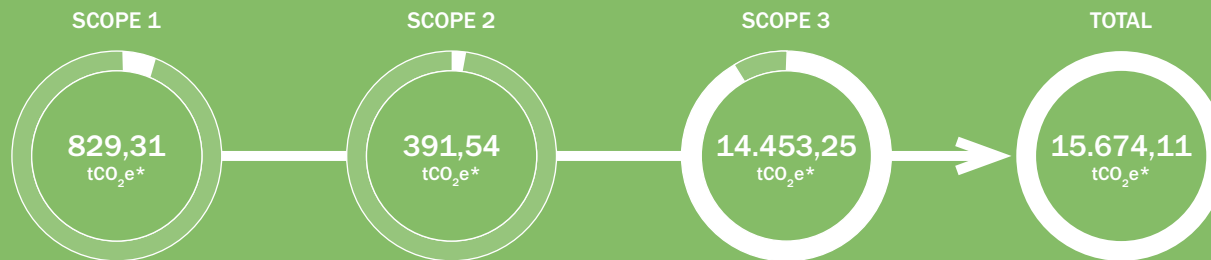
Second greenhouse gas inventory: more detailed data collection and increased transparency

Building on our 2023 greenhouse gas inventory, we compiled our second inventory in 2024 and took the next step in developing our climate data. Drawing on the initial inventory, we integrated additional data sources and significantly improved the accuracy of our measurements. In Scope 2, we reduced our emission factors by switching to green electricity and, at the same time, enabled a significantly more detailed analysis of our actual energy consumption through the installation of additional electricity meters. At the same time, our growth in turnover and staff numbers has led to higher overall consumption, the development of which we can now track much more precisely.

We have also further expanded the depth of data in Scope 3. We now account for shipping transport – which we could only record roughly in the previous year – with much greater precision. We also determined the emissions from our air travel more accurately based on improved data sources. Furthermore, for the first time, we have included emissions from our freight forwarding transport in the GHG inventory, thereby integrating another important stage of the value chain. Despite this progress, Scope 3 remains a major challenge: the multitude of stakeholders involved, varying data quality and complex supply chains make it clear that we have not yet reached our goal in terms of data collection and must gradually incorporate further emission sources.

The expanded data basis provides a clearer picture of our key sources of emissions and provides a solid foundation for tackling future reduction opportunities in a more targeted manner. The further development of our methodology underscores our commitment to advancing climate responsibility in a transparent, well-founded and continuous manner.

Greenhouse Gas Inventory 2024

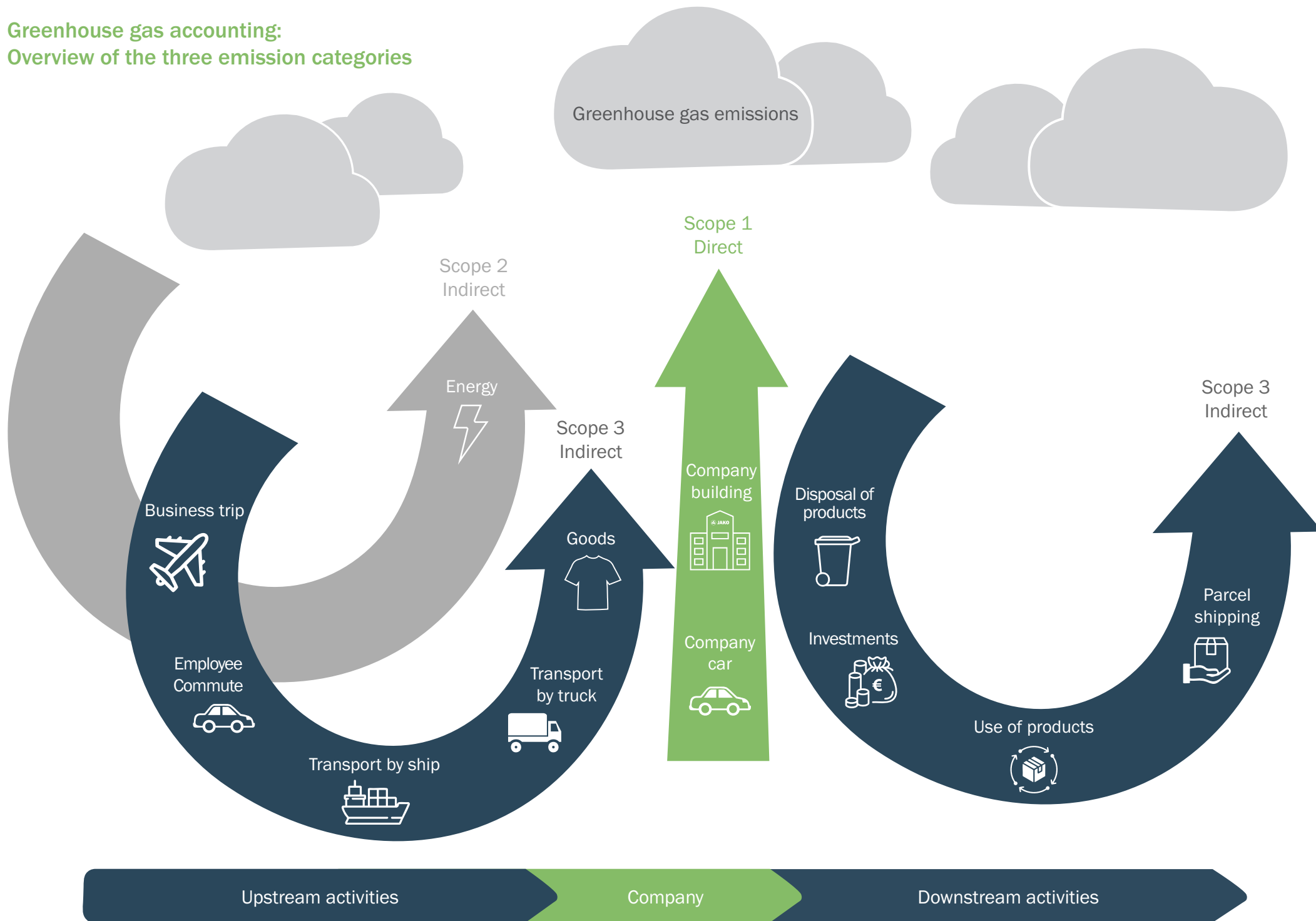


Presentation of GHG emissions for 2024 in accordance with the GHG Protocol (incl. a 10% safety margin). We have increased the depth of our data: green electricity procurement and additional electricity meters have improved the precision of Scope 2; in Scope 3, we are capturing travel by ship and air more accurately and, for the first time, including freight transport. Higher figures also result from growth in revenue and workforce numbers. Despite progress, Scope 3 remains a challenge.

**tCO₂e stands for tons of CO₂ equivalent and summarizes the climate impact of various greenhouse gases in a standardized unit of measurement.



Greenhouse gas accounting: Overview of the three emission categories



62 %

of our Electricity Demand

was covered by our photovoltaic systems and fuel cell in 2025.

290.000 kWh

Electricity from the Fuel Cell

has been generated on-site starting in May 2025.

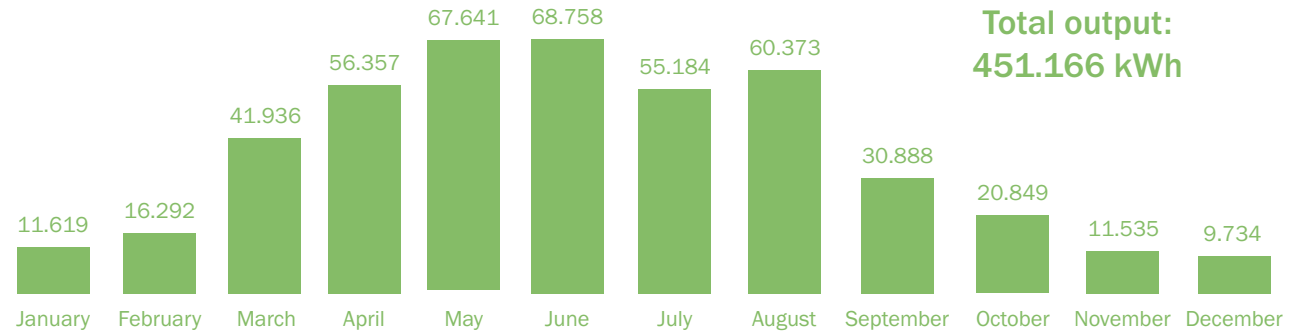
24/7

Self-generated Electricity

Strong PV output and a fuel cell operating continuously ensure a steady supply.



Monthly total energy output from our photovoltaic systems in 2025 (in kWh)



Photovoltaics

With three photovoltaic systems installed on our company building at our headquarters in Hollenbach, we generated more than 450,000 kWh of solar power in 2025. This represents an 8% increase compared to the previous year and highlights the growing importance of on-site power generation in our energy management. The system achieved its highest yields in May, June and August, with over 60,000 kWh in each month. These three months together account for over 40 % of the total yield in 2025 and highlight the seasonal influence on PV performance.

The three systems increase the site's self-sufficiency in electricity supply. The remaining electricity demand is met entirely by green electricity. As a result, the solar panels make a significant contribution to achieving our corporate sustainability goals, particularly in the areas of energy efficiency and resource conservation.

Despite this positive development, we have not been able to fully realize our solar power potential. Due to pending approvals from the grid operator, our fourth plant – which is already operational – cannot yet be connected to the grid.

Fuel cell – an important milestone

In 2025, we commissioned a new fuel cell at the technical building at our headquarters. It forms a central component of the new fire neutralisation system, which will ensure additional safety in the Autostore warehouse in future.

The fuel cell uses natural gas and ultra-pure water to simultaneously produce three usable products directly on site: electricity for our own use, hot water to support the building's heating system, and condensate for use in fire prevention at the Autostore warehouse. The cell has been in operation since May 2025 and has generated a net total of 245,000 kWh of electricity – a significant step towards further reducing our reliance on external electricity supplies and strengthening our decentralised energy supply.

Supplier Decarbonization

As part of the 'Supplier Decarbonisation' project run by the Partnership for Sustainable Textiles, we have been working with two production partners in Bangladesh and Pakistan to measurably reduce their greenhouse gas emissions and improve the energy efficiency of their sites until 2025. The aim is to jointly create structures that lead to more climate-friendly production processes in the long term, while also offering economic benefits for businesses. Training on climate protection measures, energy assessments, and the basics of emissions calculation (greenhouse gas calculation) enabled those in charge at the factories to collect their own data, identify reduction potentials, and implement appropriate measures.

The project provides robust data across our supply chain and demonstrates that technical improvements can have a rapid impact. The two participating plants reduced their energy consumption by up to 250,000 kWh per year through optimisations to their steam and heating systems, improved insulation, and more efficient process control. This reduces CO₂ emissions by around 260 tonnes per year. At the same time, the investments pay back within a few months. These results confirm that climate protection and economic stability in the supply chain are not mutually exclusive – on the contrary, they strengthen the future viability of our partners.

The direct dialogue between JAKO, the service providers, and the production partners was particularly valuable. The on-site workshops demonstrated the importance of collaborative solutions, open communication, and mutual learning. The companies describe the collaboration as practical and beneficial. They are already applying their newly acquired knowledge in other areas and would like to see further exchanges to build on their progress.

For JAKO, the project provides a key foundation for its own greenhouse gas inventory (Scope 3 inventory) and helps it to better meet future requirements regarding product carbon footprints. At the same time, it strengthens partnership-based collaboration and fosters a shared understanding of how climate-friendly production can be implemented step by step in the textile sector.

The aim of the project run by the Partnership for Sustainable Textiles was to implement 150 energy-efficiency measures in production facilities across Asia, in collaboration with 11 participating alliance members.



Approx. 260 tCO₂ Less per Year

achieved through targeted efficiency measures by our partner facilities.

Up to 250.000 kWh Annual Energy Savings

A significant reduction in production costs through optimized processes and systems.

Small measures – Big Impact

Insulation, optimizations to the steam system and process adjustments deliver impressive savings.

Data and Facts

Duration	09/2023 - 08/2025
Focus area	Environmental protection
BMZ-Priority	Just Transition
Project countries	Bangladesh, Pakistan
Implementing partners	HEAT, TÜV Rheinland, Bangladesh, Espire

Contribution to biodiversity

Promoting Regional Biodiversity

Biodiversity is a central component of our regional environmental responsibility. Since 2011, we have maintained the two rainwater retention basins belonging to the municipality of Hollenbach, located adjacent to the JAKO Teamcentre. By introducing native fish species and maintaining the surrounding green spaces, we have created a valuable habitat for a diverse range of animal species. Additionally, seating areas installed on site provide a nature-oriented space for relaxation for the residents of Hollenbach and the surrounding region.

Our JAKO beehives represent another contribution to biodiversity, they benefit from the diverse local flora while simultaneously promoting pollination in the surrounding area.

Furthermore, we are committed to the protection of native trees and plants—for instance, through our efforts to preserve the approximately 700-year-old linden tree located in the centre of Hollenbach.





Measures in Transport & Logistics Sector

We work continuously to reduce the environmental impact of our transport and logistics processes and to embed sustainable solutions throughout the company. Given the scarcity of natural resources, responsible stewardship is a matter of course for us: improving processes, avoiding waste, and increasing efficiency. Our objective remains clear: we aim to boost efficiency, reduce environmental impact, and, in the long term, enable resource-efficient operations across the entire value chain.

Logistics Centre Expansion

The expansion of our logistics center establishes the foundation for more efficient operations and supports more environmentally friendly logistics. Modern, automated systems control processes with greater precision and increase capacity utilization, thereby reducing energy requirements and minimizing unnecessary transport.

Compact storage systems and automated conveyor technology ensure optimal space utilization and consolidate material flows. Robotics enhances process quality and reduces internal travel distances.

This creates a logistics setup that meets economic requirements while simultaneously reducing resource consumption in daily operations—an important step toward combining efficiency with environmental responsibility.

Progress in Digitalisation: A significant increase in digital delivery notes

Our measures to reduce paper consumption continue to have an effect. In 2025, over 800,000 digital delivery notes were used—the share of digital documents now stands at 93 %. Digital workflows simplify processing, reduce manual steps, and make processes more transparent overall. This enables information to be made available more quickly and facilitates targeted support for further optimization.

Resource Conservation in Packaging

We are also improving our use of shipping materials. In 2025, 8% of shipping boxes were reused or used multiple times.

Over 800,000

Digital Delivery Notes

this means less paper, more efficiency.

Saving raw materials:
Our shipping cartons contain

74 %

Recycling Material.

We recycled over

7 Tons

of Packaging Foils

and thereby keeping materials within the loop.

Intelligent energy systems:
Thanks to Off-Mode, up to

80 %

less Stand by- Energy will be required.



Protect our Environment

Goals & Progress

Our Goals 2025

Our Progress

Goal Achievement

Transition of paper delivery notes to digital delivery notes for all national and international supply processes.	The transition has been successfully implemented; exceptions remain only with a few individual partners due to system-specific requirements.	100 %
Implementation of the „Supplier Decarbonization alliance initiative” to support two strategic partners in preparing a greenhouse gas inventory.	The implementation has been completed; two strategic partners were successfully supported in preparing their greenhouse gas inventories	100 %
Commissioning of the new fuel cell.	All necessary components were delivered in 2025, the required permits were granted, and the fuel cell was successfully commissioned.	100 %
Evaluation of alternatives for more resource-efficient packaging.	The project has been put on hold pending a final decision regarding future picking and logistics technology. Adjustments are necessary with regard to the new logistics building and technological requirements.	30 %
Finalisation of the greenhouse gas inventory for the year 2024 by mid-2025.	The 2024 THG inventory has been fully prepared, validated, and finalised. All relevant emission sources have been definitively recorded and documented.	100 %
Expansion of solar capacity at the company site in Hollenbach by mid-2025.	The PV system has been installed and is ready for operation. However, due to regulatory requirements, grid integration can only take place following the installation and activation of the new transformer.	100 %
Development of an energy concept by the end of 2025.	The energy concept is based on a significantly modernised and more efficient energy infrastructure, with a clear focus on renewable energy.	100 %
Analysis of the current state of greenhouse gas emissions from our direct suppliers by the end of 2025.	Initial suppliers have been identified and contacted regarding available emissions data. Systematic data collection is still pending.	10 %

Goals for the coming years

- Strengthening sustainability requirements in the supply chain:
With P4T, we systematically embed ecological requirements into our supply chain processes. Through transparent assessment, clear minimum standards, and targeted development initiatives, we support our suppliers in continuously improving their environmental performance, resource efficiency, and climate protection.
- Advancing climate protection in the value chain:
Even closer collaboration with suppliers to further enhance supply chain transparency, reliably build up emissions data, and support partners in setting science-based climate targets.



Generate Regional
Added Value

Sustainable Family Business

The future is shaped by our attitude – and by our actions.

At JAKO, we combine entrepreneurial foresight with the values of a family business: trust, reliability, and a strong team spirit. With our TEAMPOWER 2030 strategy, we precisely look ahead. It serves as our compass for the years to come and provides orientation in a changing environment. As markets, requirements, and expectations evolve, it becomes even more important to work together as a team in the same direction.

2025 demonstrated that economic success and sustainable action are closely connected. Despite challenging market conditions, we reached a historic milestone in JAKO's corporate history, surpassing the 200€ million revenue mark for the first time. This success is the result of a clear strategic direction and, above all, the tremendous commitment of our team.

Strong foundation. Clear Investment.

At JAKO, sustainability is an investment in the future. That is why we implement projects that deliver long-term impacts. Modern technologies, efficient processes, and future-proof materials lay the foundation for continued growth and even stronger service for our partners.

Financially, too, we remain solid and independent. With an equity of 65%, we prioritize transparency, fairness, and sustainable investments. Our success is built on the people who shape JAKO every day, as well as on a strong team spirit.

With TEAMPOWER 2030, we aim to further strengthen this team spirit and actively shape our future.

Well prepared for new requirements.

Regulatory developments in the area of sustainability are increasing and affect materials, supply chains and communication alike. For many companies—including our own—this presents a genuine challenge. Nevertheless, we consider ourselves well-prepared: we systematically monitor new regulations, assess their relevance, and adapt our processes accordingly. In doing so, we ensure that we not only meet legal requirements but also capitalize on the opportunities that arise from them. In 2026, we will consistently continue along this path— because sustainable success is achieved when it is shaped together.

330.000
Social Media Followers

15 % increase in followers across our channels on Instagram, TikTok, Facebook, and others.

>200 Mio.
Turnover

In 2025, we reached a historic milestone, surpassing the €200 million revenue mark for the first time.



Securing the Location

JAKO invests in its location and future

With an investment of around 60 million euros, JAKO is strengthening its Mulfingen-Hollenbach site and constructing a state-of-the-art logistics center. Spanning an area of approximately 8,000 square metres, the facility will house all logistical operations—from goods receiving and order picking to shipping—alongside an innovative container storage system. A bridge will directly connect the new building to the existing Teamcenter. Completion of the project is scheduled for 2027.

With this project, JAKO is strengthening its long-term presence in the Hohenlohe region and creating additional jobs. The goal is to ensure product availability and further optimise delivery times. As early as 2023, JAKO commissioned a new high-bay warehouse, thereby nearly doubling its storage capacity. With the logistics centre at its corporate headquarters, JAKO is delivering its key promises: continuous product availability and rapid delivery. “This sets us apart from our competitors,” says Tobias Röschl, Executive Board Member for Marketing and Sales.

Visible progress is being made at the construction site: the construction work, which began in October 2024, is proceeding according to plan and remains on schedule. A key milestone has already been reached—the connecting bridge between the new building and the Teamcenter has been successfully hoisted into place.

For this project, JAKO relies on innovative technologies—such as automation, robotics, and smart conveyor systems – to make its logistics processes even more efficient and future-proof.



8.000 m²
New Warehouse Space

Bundling processes from goods receipt to dispatch in one central, modern facility.

Central
Logistics Concept

We ensure delivery capability through efficient processes throughout the entire goods flow via an innovative, integrated logistics concept.

Support of regional Projects

Engagement for society and sports

As a family business, JAKO assumes responsibility – both regionally and internationally. Our social commitment is firmly anchored in our corporate values. Through fundraising initiatives, in-kind donations, and direct aid measures, we specifically support social projects and provide support wherever it is needed. In doing so, we pursue the clear objective of creating a lasting impact and actively living our responsibility.

Strong partnerships are a central component of our commitment. Together with various organisations, we implement projects that generate impact beyond the region and provide long-term impetus.

Strong partnerships – achieving more together

In 2025, we once again supported the Rudi Sprügel Foundation with a six-figure donation. The foundation supports numerous projects by clubs and schools in the Hohenlohe-Franconia region and further expanded its commitment in 2025. Through two of its own initiatives, it is now active in many schools: weekly football sessions and the “Day of Sport” inspire children to engage in physical activity and develop team spirit.

Furthermore, JAKO is committed to greater inclusion in sport. To this end, we support ASV Scheppach-Adolzfurt, the only club in the Hohenlohe district to offer inclusive sport on a permanent basis. Through its programmes, the club makes a significant contribution to breaking down barriers and enables people with and without disabilities to participate in sport together.



More than
6.000
Balls and Apparel

For schools, orphanages, and social projects.

Over
150.000 €
for local projects.

A strong signal for the region.





Generate Regional Added Value

Goals & Progress

Our Goals 2025

Our Progress

Goal Achievement

Further development of the „110% Team“ strategy and its integration into the 2030 Corporate Strategy.

The 2030 Corporate Strategy has been fully developed, aligned, and officially adopted. All strategic guidelines and objectives have been formally approved.



Introduction of „Code of Conduct for Employees.“

The launch was rescheduled as part of our strategic further development. The content has been fully developed and will be presented within the framework of TEAMPOWER 2030.



Support for the Rudi Sprügel Stiftung

The support was fully implemented in accordance with the existing agreement.



Goals for the coming years

- Phased implementation of the 2030 Corporate Strategy and embedding of the TEAMPOWER initiatives throughout the organisation.
- With P4T (Performance for Teams), we apply the principles of transparency, clear criteria, and structured reviews to regional collaborations. In this way, we effectively strengthen regional value creation, support long-term partnerships, and enhance the local impact of sustainable initiatives.

Our Partnerships

Why we are involved:

Our partnerships reinforce our commitment to responsibility, quality, and reliability. They facilitate dialogue at eye level, provide guidance on key future-oriented issues, and help us to make well-founded decisions. In this way, we stay close to relevant developments and can contribute to strong networks.



amfori BSCI

We are a member of amfori BSCI (Business Social Compliance Initiative), a leading initiative dedicated to improving working conditions in global supply chains. By signing the amfori BSCI Code of Conduct, we commit ourselves – together with our suppliers – to the continuous improvement of social and labour standards in factories.



Bundesverband der Deutschen Sportartikel-Industrie e.V.

Federal Association of the German Sporting Goods Industry

Since November 2024, we have been a member of the Federal Association of the German Sporting Goods Industry. This association represents the interests of manufacturers, suppliers, and service providers within the sporting goods industry, serving as a vital platform for developing joint strategies, norms, and standards within a dynamic market environment. As a member, we actively contribute to key topics – such as sustainability and quality standards – and benefit from the exchange of ideas with other member companies.



Alliance for Sustainable Textiles

Since 2014, the Textile Alliance has been committed to improving working conditions, environmental standards, and integrity within global supply chains. It brings together companies, associations, civil society, and policymakers in a collaborative approach.

*The BNT is currently undergoing a transformation into a new platform for exchange and impact: the DST (Dialogue & Impact for Sustainable Textiles). Memberships requirements and binding obligations are being discontinued, while expert dialogue takes a more central role.



Global Recycled Standard

We are certified according to the Global Recycled Standard (GRS), which certifies and traces recycled materials from their origin to the final product. Furthermore, the factories from manufacturing to our direct suppliers have met social, environment, and chemical requirements.



German Fashion Association e.V.

The German Fashion Association e.V. represents the interests of the German fashion industry and its approximately 350 members. Serving as a key point of contact for the public, the association advocates the industry at both the European and national levels. Through various communication initiatives such as working groups, workshops, and regular newsletter, it has kept us, as members, constantly informed about current developments in the industry since 2013.



Hohenlohe Plus

As a member of Hohenlohe Plus, we are part of a strong network. This brings together the collective strengths of a diverse range of companies, institutions, associations, and organisations within our home region in Hohenlohe. The association showcases this attractive region, highlighting its high quality of life and excellent career prospects.



Klimawin BW

Since its founding in 2014, the WIN Charter has established itself in Baden-Württemberg as an important instrument for sustainability in business. Its objective is to support companies that demonstrate a commitment to sustainable and responsible practices. In light of Germany's climate requirements and the CSRD directives, the WIN Charter has been further developed and is now administered under the new name Klimawin BW.



IMPRINT

EDITOR

JAKO AG
Amtstraße 82
74673 Muldingen
Deutschland
www.jako.com

EDITORIAL WORK

Team Sustainability
Andrea Ressler
Lara Meise

Team Marketing
Elisa Heiligers
Madeleine Breyer
Sandra Selvi

Questions, comments, and suggestions:
ourteamforabetterworld@jako.com



Publication Date: 23. April 2026

The report is available in German, as well as in English and French translations. To conserve resources, we have decided to publish it exclusively in digital format.

Disclaimer: This report contains statements regarding future developments that are based on assumptions. We cannot guarantee that these statements will materialize with certainty. JAKO AG assumes no liability for any resulting deviations or for any potential errors. In the event of any discrepancies between the German version of the report and the English or French versions, the German version shall prevail. p. 11 Image: Imago; pp. 14 & 16 Image: © Shutterstock | shutterstock.de; p. 25 Pictograms: © Freepik | freepik.de; p. 28 Rake: "Dorflinde Hollenbach (2).jpg" | Wikimedia Commons License: CC BY-SA 3.0