giz Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

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Annual statement of accounts 2024

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Report of the Supervisory Board to the Shareholder on Fiscal Year 2024 in accordance with article 17.4 of GIZ's Articles of Association

Meetings

The GIZ Supervisory Board held four ordinary meetings in 2024.

The Audit Committee held two meetings in 2024.

The Standing Committee and the Urgent Matters Committee did not hold any meetings in 2024.

Appointments

The following changes were made in the composition of the Supervisory Board during the year under review. With regard to the employee representatives on the Supervisory Board, Ms Katrin Gothmann retired from her position on 31 July 2024 and was succeeded by Mr Arthur Richard Wallach. In September 2024, Mr Wallach was elected to succeed Ms Gothmann as a member of the Standing Committee. On 30 November 2024, Mr Armin Hofmann retired from the Supervisory Board and was succeeded by Ms Judith Kordon. Mr Harald Küppers retired from his position on 31 December 2024 and was succeeded by Ms Sandra Fuhr. In December 2024, Ms Kordon was elected to succeed Mr Küppers as a member of the Audit Committee with effect from 1 January 2025.

Advising and supervising the Management Board

In fiscal 2024, as in all previous years, the Supervisory Board and the Management Board worked together on the basis of mutual trust. The Management Board kept the Supervisory Board informed about the company's management policy and the state of operations. During its meetings, the Supervisory Board was therefore able to perform its designated role of advising and supervising the Management Board. The Supervisory Board was actively involved in important company decisions. It advised the Management Board on key issues and approved Management Board proposals after detailed examination. The following issues merit specific mention:

- The Supervisory Board approved GIZ's financial, investment and HR plans for 2024 in March 2024 and the corresponding plans for 2025 in December 2024. As in 2024, GIZ anticipates a decrease in business volume for the fiscal year 2025.
- The Supervisory Board approved the purchase of cloud licences as a component of the large-scale solution (LSS) S4GIZ.
- The non-financial declaration (for the German Sustainability Code) was presented to the Supervisory Board for examination. The Supervisory Board reviewed the Sustainability Report, including the human rights reporting obligation.
- The Supervisory Board approved the Collective Agreement on Different Staff Representation Structures.
- The Supervisory Board approved the signing of individual contracts under the existing framework agreement with SAP Deutschland SE & Co. KG as a result of the migration from On-Premise to SAP Private Cloud.
- With regard to the implementation of GIZ's personnel reorganisation plan, the Supervisory Board approved the signing of works council agreements on mechanisms for the reconciliation of interests and a social compensation plan involving staff development, phased retirement and termination agreements with associated severance provisions.
- The Supervisory Board approved the procurement and implementation of the S4GIZ extension Talent Management Suite, the signing of a contract to procure Microsoft licences and the signing of a framework agreement on network components and associated services.
- The Supervisory Board approved the signing of a rental agreement for the Berlin site.
- The Supervisory Board considered a status report on GIZ's Corporate Strategy 2023–2027, a status report on the Human Relations Strategy 2023+ and status reports on LSS S4GIZ.

Management Board reports

The Management Board complied with its reporting obligations to the Supervisory Board in 2024. It reported regularly on business development at GIZ, which was again positive in fiscal year 2024.

The Supervisory Board obtained regular updates from the Management Board on business development in GIZ's taxable business area, International Services (InS), which again generated a positive operating result and positive net income in fiscal year 2024.

The Management Board gave the Supervisory Board a presentation on the Long-Term Corporate Plan 2025–2027. This plan provides an overview of the strategic environment analyses and market development assessments conducted by GIZ and sets out relevant strategic conclusions for the company.

The Management Board also reported to the Supervisory Board on measures linked to GIZ's Compliance Management System.

The Management Board provided the Supervisory Board with regular updates on the progress of LSS S4GIZ and on the development of GIZ's equal opportunities policy.

The Management Board reported on the audit of GIZ documents relating to services directly implemented by GIZ or the award of contracts for external service provision for the period from 1 January 2024 to 31 December 2024.

It reported on the progress of construction work at the Eschborn Campus site and on IT security at GIZ.

The Supervisory Board was kept informed about the situation in Ukraine, Afghanistan and the Gaza Strip.

The Supervisory Board was given a presentation on the findings of the 2024 survey of commissioning parties.

Annual statement of accounts 2024

The auditors PricewaterhouseCoopers GmbH Wirtschaftsprüfungsgesellschaft audited the annual statement of accounts and management report to establish that they comply with the law, the supplementary provisions of the Articles of Association concerning the annual statement of accounts and management report, and with generally accepted accounting principles. They confirm that the bookkeeping system and the annual statement of accounts comply with the law in all material respects and that the annual statement of accounts gives a true and fair view of the company's assets, financial position and income. The management report also complies with German law in all material respects.

At its meeting on 20 June 2025, the Supervisory Board approved the findings of the audit of the annual statement of accounts for 2024 carried out by the auditors and the Audit Committee appointed by the Supervisory Board.

The Supervisory Board recommends that the shareholder adopt the annual statement of accounts for 2024 and formally approve the actions of the Management Board.

Eschborn, 20 June 2025

Niels Annen
Chair, GIZ Supervisory Board
State Secretary, German Federal Ministry for Economic Cooperation and Development

01

Management report for fiscal year 2024

I. Background, operating framework and overall performance

a. The company

The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH is a federal public-benefit enterprise with registered offices in Bonn and Eschborn. It helps the German Government achieve its objectives in the fields of international cooperation for sustainable development and international education and training. Quality, efficiency, sustainability and innovation are at the heart of GIZ's activities as a commercially run enterprise.

GIZ's workforce spans 122 countries (as at 31 December 2024). Thanks to its long-standing presence in numerous partner countries and global networks encompassing politics, business and civil society, GIZ is well placed to cooperate successfully with a large number of stakeholders.

As at 31 December 2024, GIZ had 24,530 employees across the globe. 66.1% are based in its partner countries with the status of national staff. A further 224 experts are currently on assignments for GIZ in the role of development workers. In addition, the Centre for International Migration and Development (CIM)[1] placed a combined total of 105 integrated experts and returning experts with local employers in GIZ's partner countries and provided financial, advisory and other support.

GIZ's activities focus on effective cross-border cooperation, the transfer of knowledge and the development of expertise. Compared with similar organisations around the world, the sheer range of its activities is unique. Over more than 50 years, GIZ has built up a vast body of experience in different sectors: economic development and employment; governance and democracy; peacebuilding, security, reconstruction and civil conflict transformation; food security, health, basic education and gender equity; energy policy, environmental protection, resource conservation and climate change mitigation. GIZ combines its services in the form of tailored solutions for specific needs, regions and contexts. These range from technical advice on creating the right conditions for development, individual training and measures to strengthen state and community-based organisations and institutions through to networking, dialogue, mediation, project management and procurement/logistics services.

The German Federal Ministry for Economic Cooperation and Development (BMZ) is GIZ's most important source of commissions. In 2024, GIZ also worked on behalf of other German federal ministries – including the Federal Foreign Office (AA), the Federal Ministry of Food and Agriculture (BMEL), the Federal Ministry of Finance (BMF), the Federal Ministry of the Interior and Community (BMI), the Federal Ministry for the Environment, Nature Conservation, Nuclear Safety and Consumer Protection (BMUV), the Federal Ministry of Defence (BMVg), the Federal Ministry for Economic Affairs and Climate Action (BMWK) – and for the Bundesländer (German federal states) and both public sector and private sector clients in Germany and abroad. Governments of other countries, the European Commission, the United Nations, various regional and multilateral development banks and private foundations also commission GIZ to implement their own projects or support projects initiated by the federal ministries. GIZ works closely with the private sector through commissions and cofinancing arrangements and helps these clients to successfully combine development and foreign trade activities and integrate sustainability into their supply chains.

Alongside its activities in the public-benefit business area, GIZ operates a taxable business arm, International Services (InS). Within this area, it is authorised by the German Government to receive commissions directly from international clients and to tender for contracts.

These clients include the European Union (EU), national governments, bilateral and multilateral donors and the private sector. In addition, commissions from German public sector clients which, for reasons of tax law, cannot be allocated to the public-benefit business area are managed by InS.

b. Strategy

GIZ operates in an environment that requires an extremely high degree of flexibility. Key global challenges, such as climate change, fragility, security, displacement and migration, are closely interlinked, triggering crisis situations with ever greater frequency. In this demanding environment, GIZ continues to evolve strategically, maintaining its resilience and its capacity to respond. By adapting, GIZ wants to ensure that it can perform its role – implementing projects linked to the 2030 Agenda for Sustainable Development and the global climate goals on behalf of commissioning parties and clients – in a coherent, effective and collaborative manner.

[1] The Centre for International Migration and Development (CIM) is run jointly by GIZ and the Federal Employment Agency's International Placement Services. It operates a number of personnel placement programmes with the aim of recruiting highly qualified experts and managers for local employers in partner countries. In the Integrated Experts Programme, German and European experts are recruited for assignments of up to six years. The purpose of the Returning Experts programme is to support foreign experts who wish to take up important development posts in their country of origin after studies, training or employment in Germany.

c. Developments and trends affecting GIZ

1. How is our client base changing?

The challenge facing Germany of managing transformative social, economic and environmental change is enormous. In terms of infrastructure and security, too, investment is needed on a huge scale. As the German Government's financial leeway declines, there is growing pressure to justify spending on development cooperation (DC) and international cooperation (IC) and to demonstrate their effectiveness.

The political guidelines of the new European Commission 2024–2029, with their focus on sustainable prosperity, European defence and the protection of democracy, will determine the strategic direction of European policy for the next five years. Global Gateway remains the EU's core foreign policy brand, based on the ever greater intertwining of geopolitics, internal market interests and external trade policy. Against this backdrop, the Team Europe approach strengthens the visibility and effectiveness of joint European action.

For the institutions and organisations that commission GIZ's work, it is more important than ever to ensure that projects are designed with an eye to political developments in our partner countries. In particular, our domestic commissioning parties also expect DC and IC projects to include a stronger focus at the design stage on the political debate in Germany and on the context in which individual ministries operate.

2. How is the focus of international cooperation changing?

Development cooperation and international cooperation are increasingly seen against the backdrop of Germany's security. Key areas – energy, raw materials, supply chains, migration, displacement, food and climate change impacts – are viewed more and more through a security policy lens. Reflecting this approach, there is a growing focus on engagement in fragile contexts to prevent crises and conflicts.

Consistent international climate policy, climate finance and the issue of climate justice remain a high priority. We need approaches and solutions that cut across individual policy areas and simultaneously address climate change, urbanisation, mobility, economic growth, social security and energy supply.

The digital transformation will also have a significant impact in many areas of cooperation due to further breakthroughs in artificial intelligence (AI) and quantum computing. In turn, this places a greater spotlight on issues of digital governance by the international community, digital public infrastructure, disinformation and cybersecurity.

3. How is the nature of competition and cooperation changing?

Many countries in Africa have expanded their international partnerships in recent years, resulting in greater competition. In addition to China, other emerging players such as Turkey, the Gulf States and India are also active. Their cooperation model often involves sharing experiences of development. At the same time, however, it is strongly geared towards their national (security) interests, promoting their own economic development, gaining access to raw materials and expanding their soft power. Russia exerts increasing influence, particularly through military and security cooperation and arms exports, with economic and political interests also playing a role.

The chain of events that followed the reelection of Donald Trump as US President on 5 November 2024 – such as the dramatic cuts in voluntary US contributions to UN organisations, decisions to exit a number of organisations and US withdrawal from its former position as the world's largest bilateral donor through the dismantling of the United States Agency for International Development (USAID) – will have a serious impact on future international cooperation.

There is a growing focus on various fund-based solutions that also present business opportunities to expand the role of bilateral technical cooperation (TC). In today's competitive environment, the effective use of data and AI is increasingly vital to the success of implementing organisations. That involves forging stronger partnerships with leading companies and think tanks in these areas. In general, network-based collaboration, e. g. via platforms that bring together different actors to jointly address transformation agendas, is increasingly essential to the success of organisations.

4. How are our partner countries changing?

Although the underlying causes are complex and country-specific, social and political tensions are rising in numerous and even comparatively prosperous countries, such as Kenya and Nigeria. In addition to Russia's war of aggression against Ukraine, there are a number of unresolved conflicts and military confrontations, primarily in the Middle East, but also in the Sahel and in countries such as Ethiopia, Yemen, Myanmar, Sudan, Cameroon and DR Congo. There is a chance of positive change in Syria following the overthrow of President al-Assad's government, although the situation remains fraught with uncertainty.

These factors are compounded by a challenging geoeconomic environment. In its latest World Development Report 2024, the World Bank states that it is now much more difficult for middle-income countries to make progress compared to the past three decades. The reasons for this include high debt levels, increasing protectionism and the challenges posed by the energy transition.

At the same time, our partner countries are very careful when it comes to weighing up their interests and options. They expect their cooperation partners to engage in a transparent dialogue about the mutual expectations and respective interests of both sides.

d. GIZ's Corporate Strategy

In the context of profound global change and ongoing volatility, GIZ's focus in the 2023–2027 strategy cycle is on expanding its role as an effective supporter of the policy objectives of the German Government and other commissioning parties and ensuring that it remains competitive through the efficient implementation of projects. GIZ's Corporate Strategy includes a stronger focus on integrated solutions to help it more effectively address complex transformation issues, such as those set out in the 2030 Agenda for Sustainable Development and the Paris Climate Agreement. These challenges require us to think and act holistically and to adopt a joined-up approach that goes beyond individual projects.

Since the launch of our Corporate Strategy 2023–2027 in early 2023, GIZ has been vigorously pursuing Destination GIZ 2028, which focuses on transforming the company from a project organiser to an implementer of integrated solutions for global challenges. Integrated solutions are services that cut across multiple sectors, countries and projects. They promote sustainable development by creating synergies between different sectors and regions, building stronger and more strategic partnerships, pooling resources and bringing knowledge together more effectively. The aim is not to do away with individual projects. It is about promoting a stronger focus on comprehensive, integrated solutions – in terms of the way we work and the services we provide for our partners and our commissioning parties and clients.

The digital transformation is at the heart of our efforts to reach Destination GIZ 2028 because it enables us to act quickly, efficiently and sustainably. GIZ's DIGITAL Compass is intended to drive the process of internal digitalisation ('Digital at Heart') and, at the same time, the digitalisation of GIZ's services ('Digital for Development').

The following section of this report outlines GIZ's four strategic areas of action: (1) effectiveness; (2) business development; (3) expertise and alliances; and (4) cost-effectiveness.

Area of action 1: Effectiveness

With a view to making GIZ even more effective, the Corporate Strategy 2023–2027 introduces a stronger focus on systematic product portfolio management. GIZ's aim is to use standardised products that mean it can provide a swift and meaningful response to the needs of partner countries and commissioning parties. As well as improving our services, these standardised and quality-assured products are intended to create opportunities for developing and systematically scaling up innovative approaches.

In 2024, we tested six standardised products in operation. The results showed how they can be used in projects and where adjustments are needed. A company-wide selection process was prepared with the aim of developing other established services into standardised products. The intention is to make up to 50 standardised products available to GIZ staff by 2028.

Area of action 2: Business development

In the present Corporate Strategy, the goal of the 'business development' area of action is to fundamentally change the way in which services are provided. Looking ahead, the strategy envisages that services will be planned, interlinked and implemented across multiple sectors and countries and that various modes of delivery will be effectively dovetailed.

In 2024, our analysis of operational examples identified a number of key success factors and challenges, particularly in relation to strategic portfolio control, process-based management and the creation of enabling environments that facilitate cooperation. To improve this collaboration, existing structures and incentives are being reviewed and systematically optimised.

Area of action 3: Expertise and alliances

With regard to 'expertise and alliances', the focus of the new strategy cycle is on expanding systematic partnerships with stakeholders representing civil society, the academic and research sector, the (digital) economy and bilateral and multilateral organisations. Partnerships have always played an important role in GIZ's work. In the coming years, the aim will be to expand our partnership management activities more systematically in order to facilitate the process of jointly designing and implementing projects together with our partners. Looking ahead, there will be an even greater emphasis on providing services in collaboration, for example, with multilateral organisations, foundations and actors in the digital economy.

In 2024, GIZ expanded its strategic use of partnerships even further. We launched a corporate strategic evaluation tool designed to systematically assess and optimise our partnership-based approach. In parallel with this initiative, we pushed ahead with an in-house project entitled International Cooperation in Times of Post-Colonial Change (ICPoC) with the goal of developing new approaches to international cooperation.

Area of action 4: Cost-effectiveness

A determination to be even more efficient and offer even greater value for money lies at the heart of our Corporate Strategy. In terms of resource efficiency, we aim to achieve synergies by pooling resources (personnel, services, materials and equipment) more effectively across projects. Process-based management can help us create the right conditions. This involves reviewing and standardising our internal processes. In 2024, our focus was on the further implementation of process-based management and the digital transformation through the Large Scale Solution (LSS) S4GIZ. We pushed ahead with the standardisation and digitalisation of our business processes in order to create more efficient workflows and make our organisation fit for the future.

Through a range of measures – resource pooling, standardisation, digital transformation (via S4GIZ) and process management – GIZ is laying the foundations for more sustainable business operations.

The development of SAP S/4HANA as a core IT solution has reached a key milestone. The REALIZE-BUILD phase was completed in December 2024, and the system is now largely programmed. Preparations for the global go-live on 1 January 2026 are in full swing, including staff training and technical infrastructure measures in our partner countries.

Furthermore, as a federal enterprise, GIZ is subject to greater accountability and transparency requirements due to its legal status and contractual obligations. Meeting these requirements limits the extent to which processes can be optimised while also demanding a significant input of resources. In the year under review, for example, GIZ had to facilitate around 1,900 external audits.

c. Operating framework

Federal budget situation

Following the ruling of the Federal Constitutional Court in November 2023, the Federal Ministry of Finance submitted a second adjustment bill to the Budget Committee setting out the savings to be made on the basis of the resolutions from the first adjustment session of the German Bundestag. As a result, GIZ experienced an uncertain start to the fiscal year in terms of the 2024 federal budget situation, although this was resolved on 2 February when the budget was finally adopted by the German Federal Parliament.

Despite this delayed start to the 2024 budget year, GIZ nevertheless achieved a very good set of results. The main reason for the increase in the volume of commissions received was the high level of commissions from third-party cofinancing providers. Thanks in particular to intensive cooperation with the EU, GIZ successfully acquired enough cofinancing to reach the overall €4 billion threshold for commissions received.

2024 brought a significant increase in public contracts for the International Services (InS) business area, which was awarded a large number of commissions despite tight budgets. InS also acquired a very substantial commission from the Global Partnership for Education.

II. Assets, financial position and income

The most obvious point to make about GIZ's assets, financial position and income in fiscal year 2024 is that turnover fell slightly, while income was roughly on par with the previous year. Despite a difficult operating environment, net profit for the fiscal year as a whole remained positive.

a. Assets

The balance sheet total ended the year under review at €3,331 million, up €164 million compared with the year-end figure of €3,167 million for 2023.

Fixed assets rose from €643 million to €676 million. This increase was due to the payment of two further purchase price instalments totalling €44 million to the property development company Phoenix. The increase in current assets was mainly due to a year-on-year increase in cash and cash equivalents, which rose by €258 million from €804 million to €1,062 million. Inventories fell by €146 million from €1,249 million to €1,103 million. This was mainly due to a reduction of €138 million in the figure for advance payments made, above all in connection with financing activities. The figure for projects in process fell by €8 million to €36 million.

Receivables and other assets rose by €18 million to €475 million. Trade receivables rose by €45 million from €80 million to €125 million. The main factors here were higher InS receivables from the Federal Office for Migration and Refugees (up €18 million), the European Union (up €8 million), the Federal Foreign Office (up €6 million) and the Federal Ministry for Economic Affairs and Climate Action (up €6 million). Other assets ended the year €16 million higher at €138 million, mainly due to an increased input tax receivable from the tax authorities.

Project-related assets were down €43 million at €212 million.

At €468 million, equity ended the year €38 million higher as a result of positive net income for the year. This amount was added to the reserves required under the Articles of Association. With a higher balance sheet total, the equity ratio[2] rose by 0.5 percentage points to 13.9%.

Provisions rose by €37 million to €365 million, primarily due to higher provisions for personnel costs. The most important of these were the provision for personnel reorganisation under the voluntary severance programme (up €25 million) and the provisions for long-term working-time accounts (up €11 million) and for warranty and price risks (up €4 million).

Liabilities rose by €88 million from €2,410 million to €2,498 million. This increase was mainly due to a total of €2,174 million for advance payments received, which fell by €27 million in the public-benefit business area and rose by €66 million at InS. The increase in liabilities to banks to €224 million (up €51 million) was mainly due to the scheduled disbursement of the third instalment of the loan for the GIZ Eschborn Campus, although this rise was partly offset by scheduled repayments of the loan for the GIZ Bonn Campus. The increase of €0.5 million in liabilities to affiliated companies, taking the total to €15 million, was due to the last funding request from GIZ Unterstützungskasse GmbH for 2024, which was not settled until January 2025.

b. Financial position

As at the balance sheet date, cash in hand and bank balances stood at €1,062 million, up €258 million on the year-end figure of €804 million for 2023. Higher cash inflows of €263 million from ongoing business operations and of €48 million from financing activities (mainly the loan) covered cash outflows totalling €53 million in respect of investment activities. The significant rise in cash inflows from ongoing business operations was mainly due to a decline in advance payments made, which in turn reflected a lower volume of advance payments.

[2] The equity ratio is defined as equity less premium as a proportion of the balance sheet total.

c. Income

At €3,929 million, turnover for the fiscal year was down €88 million compared with 2023.

The following table shows the distribution of turnover across business areas:

Total operating performance	2024			2023			Change	
	Public-benefit business area	InS	Total	Public-benefit business area	InS	Total	Total	
	in € millions	in € millions	in € millions	in € millions	in € millions	in € millions	in € millions	in%
Turnover	3,655	274	3,929	3,775	242	4,017	– 88	– 2
Changes in services not yet invoiced	2	– 10	– 8	4	5	9	– 17	– 189
Capitalised services	1	0	1	0,5	0	0,5	0	0
Total operating performance	**3,658**	**264**	**3,922**	**3,780**	**247**	**4,027**	**– 105**	**– 3**

The fall in turnover is linked to a slight decrease in the provision of services to commissioning parties and clients.

At €18 million, other operating income was almost unchanged year on year. The difference of €1 million was mainly due to the reversal of provisions.

At €2,135 million, cost of materials was down €136 million on the previous year. Within this category, purchased goods fell by €7 million and purchased services by €129 million. The main factor here was lower expenses for other external services (down €101 million). Section III. e. Use of Resources contains a more detailed review of this item and a table showing the changes in purchases of goods and services.

Personnel costs rose by €47 million from €1,572 million to €1,619 million. This was due to higher salaries (in line with ongoing adjustments under collective bargaining agreements) and additional provisions for personnel reorganisation. More details of changes in the size of the workforce can be found in section III. e. Use of Resources.

Other operating expenses rose by around €18 million, from €117 million to €135 million. The main factors here were the formation of a provision for personnel reorganisation and higher office operating and IT costs (up €8 million).

The financial result improved from €6 million to €7 million. This change was mainly due to higher interest income from term deposits.

Overall, net income for the year was around €38 million compared with the 2023 figure of €70 million. The following table shows a breakdown of net income by business area.

Net income	2024	2023	Change	
	in € millions	in € millions	in € millions	in%
Public-benefit business area	32.8	60.1	– 27.3	– 45
InS	5.5	9.5	– 4.0	– 42
GIZ total	**38.3**	**69.6**	**– 31.3**	**– 45**

Net income was down on the previous year both in the public-benefit business area and at InS. The year-on-year fall in net income was mainly due to the formation of a provision for personnel reorganisation under the voluntary severance programme. At InS, the decline in net income was primarily attributable to one-off impacts in the previous year (see section III. c. Business volume).

d. Investments and investment financing

GIZ's investment planning activities were mainly shaped by the construction of the new GIZ Eschborn Campus (overall €234 million up to 2025).

GIZ's property investments are financed through two long-term loan agreements. Interest rate swap agreements have been concluded to hedge interest rates for both variable-rate financing arrangements. The loan for the GIZ Campus in Bonn was still valued at €54 million as at the balance sheet date. It has been fully disbursed since 2021 and is in the repayment phase with scheduled repayments of €9 million p.a. and an interest rate of 0.76% p.a. The loan for GIZ's Eschborn Campus, which is currently under construction, is valued at €170 million after disbursement of the third tranche in 2024. The total loan volume is €230 million with an interest rate of 2.093% p.a.

All other investments are financed out of the company's own funds. For details of the contracts awarded, please refer to section III. e.

In connection with investments, there is a purchase commitment of €77 million.

III. Economic situation

a. General observations

GIZ was able to close the fiscal year 2024 satisfactorily.

- The volume of commissions received rose by a substantial margin (up 22%).
- At just under €4 billion, business volume remained stable at the same level as the previous year.
- At 12.2%, the control parameter used in the public-benefit business area was 0.5 percentage points below the planned figure.
- Total operating performance at InS was stable at €5.7 million.
- GIZ's total workforce as at 31 December 2024 was down by 1,104 (4.3%).

GIZ uses a number of financial indicators (see table below) as a key source of information for management decisions.

Comparison of planned and actual figures		Plan 2024	Actual 2024	Deviation Actual-Plan
Commissions received				
Public-benefit business area	€ millions	3,611	4,329	718
InS	€ millions	385	509	124
Total	**€ millions**	**3,996**	**4,838**	**842**
Income in the public-benefit business area	€ millions	3,475	3,704	229
Total operating performance at InS	€ millions	263	264	1
Business volume	€ millions	3,738	3,968	230
Control parameter	%	12.7	12.2	– 0.5
Operating result InS	€ millions	4.4	5.7	1.3
Net income for the year InS	€ millions	3.3	5.5	2.2
Number of employees at year-end				
Germany-based staff	Number	2,849	2,906	57
Project staff in Germany	Number	2,785	2,907	122
Seconded field staff	Number	2,540	2,496	– 44
Staff covered by the Collective Bargaining Agreement (MTV) or Public-Sector Remuneration System (TVöD)	Number	8,174	8,309	135
National staff	Number	16,288	16,221	– 67
Total GIZ staff	**Number**	**24,462**	**24,530**	**68**

For each indicator, the year-on-year changes and deviations from the planned figures are examined in greater detail in the following section.

b. Commissions received and orders on hand

Commissions received

In 2024, GIZ received commissions with a total value of €4,838 million. This exceeded not only the actual 2023 figure of €3,972 million but also, by a substantial margin of €842 million (21%), the planned figure for 2024. The volume of commissions received in the public-benefit business area ended the year €587 million (16%) higher at €4,329 million. At €509 million, the corresponding total for InS was more than double the 2023 figure of €230 million. As a proportion of the GIZ total, commissions received in the public-benefit business area were down by around 5 percentage points at 89%.

The following table shows the year-on-year changes in commissions received at GIZ for each business area and sector. It is followed by a closer examination of the figures in each category.

Commissions received	Actual 2024	Share	Actual 2023	Share	Change
	in € millions	in%	in € millions	in%	in%
Public-benefit business area total	**4,329**	**89**	**3,742**	**94**	**16**
of which BMZ	3,645	75	3,181	80	15
BMZ budget funding	2,460	51	2,572	65	– 4
Cofinancing for projects commissioned by BMZ	1,185	24	610	15	94
of which German public sector clients	639	13	525	13	22
German public sector client budget funding	495	10	504	13	– 2
Cofinancing for projects commissioned by German public sector clients	144	3	20	0	620
of which other business sectors	45	1	36	1	25
InS	**509**	**11**	**230**	**6**	**121**
GIZ total	**4,838**	**100**	**3,972**	**100**	**22**

The figures shown above may contain rounding differences.

Commissions received in the public-benefit business area

In 2024, the public-benefit business area received commissions with a total value of €4,329 million. This was an increase of €587 million (16%) on the previous year and 20% above the planned figure.

Compared with 2023, the volume of commissions received in the BMZ business sector rose by €464 million (15%) to €3,645 million, ending the year €608 million (20%) above the planned figure. This year-on-year increase was mainly due to a near doubling of the figure for cofinancing, which rose by €575 million (94%). One of the crucial factors here is GIZ's close and effective collaboration with the EU.

With regard to German public sector clients, the volume of commissions received also rose (up €114 million, 22%). Here, too, the rise was due to increased acquisitions of cofinancing.

Commissions received at International Services (InS)

In 2024, InS received commissions with a total value of €509 million – well above the actual figure for 2023 (up €279 million, 121%) and also exceeding the planned figure for 2024 by €124 (32%). This increase was attributable to the following large-scale commission from GPE. During the fiscal year under review, InS acquired the following large-scale commissions (≥ €30 million):

- €117 million for an education project commissioned by the Global Partnership for Education (GPE)
- €49 million for Bilateral Climate and Energy Partnerships commissioned by the Federal Ministry for Economic Affairs and Climate Action (BMWK)
- €40 million of additional funding for the project Flexible Instrument for Stabilisation (FIS) Afghanistan commissioned by the Federal Foreign Office
- €32 million of additional funding for the European Climate Initiative (EUKI) Funding Programme commissioned by the Federal Ministry for Economic Affairs and Climate Action (BMWK)
- €30 million for a project commissioned by the EU to promote climate dialogues

Orders on hand

As at 31 December 2024, the total figure for orders on hand stood at €10,752 million, an increase of €759 million (7.6%) compared with the year-end figure for 2023 of €9,993 million. Out of this total year-end figure, the public-benefit business area and InS accounted for €9,995 million (2023: €9,453 million) and €757 million (2023: €540 million), respectively.

c. Business volume

At €3,968 million, total business volume remained stable, on par with the previous year. This figure comprises income of €3,704 million from the public-benefit business area (down €17 million year on year but €229 million above the planned figure) and a total operating performance of €264 million at InS (up €18 million year on year and €2 million above the planned figure).

The following table provides an overview of the year-on-year change in business volume for GIZ as a whole and for its individual business areas and sectors. The table is followed by a closer examination of the figures in each category.

Business volume	Actual 2024	Share	Actual 2023	Change
	in € millions	in%	in € millions	in%
Public-benefit business area total	**3,704**	**93**	**3,721**	**0**
of which BMZ	3,201	81	3,267	– 2
BMZ budget funding	2,506	63	2,678	– 6
Cofinancing for projects commissioned by BMZ	695	18	589	18
of which German public sector clients	454	11	421	8
German public sector clients budget funding	401	10	377	6
Cofinancing for projects commissioned by German public sector clients	53	1	44	20
of which other business sectors	49	1	33	48
InS	**264**	**7**	**247**	**7**
GIZ total	**3,968**	**100**	**3,968**	**0**

The figures shown above may contain rounding differences.

Income in the public-benefit business area

In 2024, GIZ generated income of €3,704 million in the public-benefit business area. This was on par with the previous year. The planned figure was exceeded by €229 million (7%), primarily due to an increase in cofinancing. Income growth in 2024 also reflected a higher volume of commissions received. In the BMZ business sector, income fell by €66 million (2%) to €3,201 million compared with the previous year. Despite an increase in cofinancing income, the level of income generated out of federal budget funding declined due to the budget situation (see above under Operating framework). Although income ended the year €222 million (7%) above the planned figure, this was due to cofinancing and special funding as part of the heating package for Ukraine.

Results in the International Services (InS) business area

In 2024, InS achieved a total operating performance of €264 million, up €18 million (7%) on the previous year and slightly above the planned figure.

At €5.7 million (previous year: €11 million), the operating result for 2024 was above the planned figure of €4.4 million. At €5.5 million (previous year: €10 million), net income for the year was also above the planned figure. When comparing 2024 and 2023, it should be noted that both the operating result and net income figures for the previous year reflect one-off reversals of impairment allowances and provisions totalling €6 million.

d. Control parameter

The control parameter (the ratio between management costs for the year under review and the four-year average for income in the public-benefit business area) stood at 12.2% and was therefore above the 2023 figure of 11.6% but below the planned figure of 12.7%. This net improvement of 0.5 percentage points compared to the planned figure was achieved thanks to reductions of around 0.3 percentage points due to lower management costs (on account of targeted cost reductions) and 0.2 percentage points due to higher income in 2024.

e. Use of resources

Personnel

The following table shows a year-end comparison of staff numbers at GIZ for 2024 and 2023.

GIZ workforce[1] (headcount as at the reporting date)	Actual 31.12.2024	Actual 31.12.2023	absolute	in%
Germany-based staff	2,771	2,844	– 73	– 2.6
Project staff in Germany	2,863	2,906	– 43	– 1.5
Seconded field staff	2,439	2,568	– 129	– 5.0
Total public-benefit business area staff	**8,073**	**8,318**	**– 245**	**– 2.9**
Germany-based staff	135	126	9	7.1
Project staff in Germany	44	34	10	29.4
Seconded field staff	57	58	– 1	– 1.7
Total InS staff	**236**	**218**	**18**	**8.3**
Staff covered by the Collective Bargaining Agreement (MTV) or Public-Sector Remuneration System (TVöD)	**8,309**	**8,536**	**– 227**	**– 2.7**
National staff	**16,221**	**17,098**	**– 877**	**– 5.1**
Total GIZ personnel	**24,530**	**25,634**	**– 1,104**	**– 4.3**
Development workers	224	285	– 61	– 21.4
Integrated experts[2]	74	113	– 39	– 34.5
Returning experts[2]	31	92	– 61	– 66.3

[1] Excluding the Management Board, temporary workers, trainees, interns and staff on leave of absence
[2] Employment contract with local employers in partner countries

As at 31 December 2024, GIZ employed a total of 24,530 staff. This was down by 1,104 (4.3%) on the year-end figure for 2023 and 0.3% below the planned figure for 2024.

The number of staff with a German employment contract fell by 245 (2.9%) in the public-benefit business area but rose by 18 (8.3%) at InS. The year-end figure for national staff fell sharply by 877 (5.1%). Overall, the combined total of seconded field staff and national staff was down by 1,007. However, the change in staff numbers varied between countries. 38 countries saw an increase. The partner countries with the largest growth in staff numbers were Côte d'Ivoire (up 62), Pakistan (up 56), Ukraine (up 44), Morocco (up 43) and Zambia (up 30). The number of GIZ staff working in the field decreased in 71 countries.

A total of 224 development workers were deployed by GIZ, in addition to 74 integrated experts and 31 returning experts who held employment contracts with organisations or companies in partner countries. These numbers fell significantly over the course of 2024.

Salaries

Through the 2023 collective bargaining process, GIZ and ver.di negotiated a pay rise of 3% from 1 November 2023 and 4% from 1 August 2024. The upper and lower band limits were raised accordingly. Gross trainee pay was increased on 1 November 2023 by €220. The present collective bargaining agreement runs up to 31 March 2025.

Purchases of goods and services

The following table compares the 2024 and 2023 year-end figures for worldwide awards of service and construction contracts, goods procurement orders and financing by GIZ.

Awards and orders*	Actual 2024	Actual 2023	Change	
	in € millions	in € millions	in € millions	in%
Head Office service contracts	543	570	– 27	– 5
Head Office construction contracts	1	4	– 3	– 75
Head Office financing arrangements	778	788	– 10	– 1
Head Office goods procurement orders	173	136	37	27
Total Head Office awards and orders	**1,495**	**1,498**	**– 3**	**0**
Local service contracts	246	270	– 24	– 9
Local construction contracts	13	28	– 15	– 54
Local financing arrangements	62	67	– 5	– 7
Local goods procurement orders	62	84	– 22	– 26
Total local awards and orders	**383**	**449**	**– 66**	**– 15**
GIZ total awards and orders	**1,878**	**1,947**	**– 69**	**– 4**

The figures shown above may contain rounding differences.
* The term 'awards and orders' refers both to awards of public sector contracts and orders within the meaning of German procurement law (section 103 of the Act against Restraints on Competition) and awards of funding under financing arrangements.

In 2024, GIZ concluded contracts totalling approximately €1,878 million with contractors and financing recipients. This figure was down 4% on the previous year. Contract awards and orders accounted for 47% of GIZ's total business volume.

Worldwide, financing arrangements in 2024 totalled €840 million (€778 million through Head Office and €62 million at local level), This is equivalent to roughly 45% of total procurement volume, making this the single biggest procurement category. Compared with the previous year, the volume of financing arrangements concluded worldwide fell by 2%.

Service contracts were the second-biggest procurement item in 2024 with a total worldwide volume of €789 million (€543 million through Head Office and €246 million at local level). Compared with the previous year, the worldwide volume of service contracts with companies and individuals fell by 6%.

In 2024, the worldwide total for goods procurement stood at €235 million. Out of this figure, €173 million was attributable to Head Office and €62 million to country offices. The total figure was up 7% on the previous year, mainly due to increased procurement levels for software and for Ukraine.

Across the globe, GIZ concluded construction contracts with a total value of €14 million in 2024. This figure was down 56% year on year.

Total awards and orders (including financing arrangements) as a proportion of total business volume

As a proportion of business volume, the figure for total awards and orders (including financing arrangements) was down 1.8% on the previous year. The following table provides an overview of the year-on-year changes in this metric since 2019.

Total volume of awards and orders	2019	2020	2021	2022	2023	2024
	in € millions	in € millions	in € millions	in € millions	in € millions	in € millions
Business volume	3,063	3,327	3,701	3,991	3,968	3,968
Total awards and orders	1,690	1,838	2,397	2,099	1,947	1,878
Total awards and orders as a proportion of the business volume	**55.2%**	**55.3%**	**64.8%**	**52.6%**	**49.1%**	**47.3%**

Worldwide awards of service contracts to companies (in € millions)

In 2024, GIZ Head Office awarded service contracts totalling €480 million to companies. This figure was down 5.7% on the previous year. The 2024 figure for decentralised awards of service contracts to companies was €193 million. This was 7.7% lower year on year. The total figure for worldwide awards of service contracts to companies was €673 million, down 6.3% on the previous year.

The following table compares the figures for worldwide awards of service contracts to companies over the period from 2019 to 2024.

Awards to service companies	2019	2020	2021	2022	2023	2024
	in € millions	in € millions	in € millions	in € millions	in € millions	in € millions
Head Office awards to service companies	423	424	507	492	509	480
Decentralised awards to service companies	179	151	253	228	209	193
Worldwide awards to service companies	**602**	**575**	**760**	**720**	**718**	**673**

Worldwide awards of service contracts to companies as a proportion of business volume

In 2024, worldwide awards of service contracts to companies accounted for 17.0% of GIZ's business volume. This figure was down 1.1% year on year.

The following table compares the figures for worldwide awards of service contracts to companies as a proportion of business volume over the period from 2019 to 2024.

Awards to service companies	2019	2020	2021	2022	2023	2024
	in € millions	in € millions	in € millions	in € millions	in € millions	in € millions
Business volume	3,063	3,327	3,701	3,991	3,968	3,968
Worldwide awards to service companies	602	575	760	720	718	673
Worldwide awards to service companies as a proportion of the business volume	**19.7%**	**17.3%**	**20.5%**	**18.0%**	**18.1%**	**17.0%**

IV. Proportion of women on the Management Board, management levels 1 and 2, the Supervisory Board and the Board of Trustees

a. Proportion of women on the Management Board

GIZ's Articles of Association stipulate that women should make up at least 40% of the Management Board. Until this proportion is achieved, the Supervisory Board should give preference to women where they demonstrate equal suitability, capabilities and technical experience, after carefully weighing up the merits of each individual case.

With a view to implementing the German Act on the Equal Participation of Women and Men in Leadership Positions in the Private Sector and the Public Sector, the Supervisory Board decided that by 30 June 2017 the Management Board should be made up of an equal number of women and men. To this end, if the Management Board has an odd number of members, the rules of procedure for the Supervisory Board stipulate that the imbalance between men and women should be no more than one seat.

During the period under review, the Management Board was made up of one man and two women. As such, the proportion of women was 66.7%.

b. Proportion of women on management levels 1 and 2

Section 7.1 of Germany's Public Corporate Governance Code (PCGK) requires the disclosure of the proportion of women in management positions, including specifically the two management levels below senior management. The figure is based on all managers in GIZ organisational units regardless of their salary band. Level 1 managers report directly to the Management Board. Level 2 managers report directly to level 1 managers.

Quotas for the proportion of women on management levels 1 and 2 immediately below the Management Board are determined in line with Germany's Leadership Positions Act (FüPoG). In accordance with a Management Board decision in 2022, the quotas are as follows: women are to make up 50% of level 1 management positions and 48% of level 2 management positions. These quotas are set for a period of five years.

As at 31 December 2024, the proportion of women on management level 1 was 52.6% (10 women). The proportion of women on management level 2 was 49.4% (44 women). As such, the overall proportion of women on management levels 1 and 2 was 50.0% (54 women).

Previous reports on the proportion of women were based on their salary level (Band 7 or 8). As such, the figures for 2024 cannot be compared directly with the figures for 2023.

c. Proportion of women on the Supervisory Board

Section 6.2.1 PCGK states that 'The supervisory body shall be composed in such a way that ... existing statutory quotas and voluntary or obligatory internal targets ... regarding the composition of the supervisory body, in particular in terms of qualifications and the equal participation of different genders, are reached.' In addition, the company's shareholder must take account of Germany's Appointments to Federal Bodies Act (Bundesgremienbesetzungsgesetz).

In compliance with the German Act on the Equal Participation of Women and Men in Leadership Positions in the Private Sector and the Public Sector, the Supervisory Board decided that by 30 June 2017 the Supervisory Board should be made up of an equal number of women and men and amended its rules of procedure accordingly.

The GIZ Supervisory Board has a total of 20 members. As at 31 December 2024, out of the ten members appointed by the shareholder, the number of women stood at five and the number of men at five. The ten employee representatives on the Supervisory Board were also made up of five women and five men. In the period from 1 August 2024 to 1 December 2024, however, the Supervisory Board as a whole was made up of nine women and eleven men due to a change in membership. Equal representation was restored on 1 December 2024 following another change of membership. As such, the proportion of women on the Supervisory Board at year-end was 50%.

d. Proportion of women on the Board of Trustees

In accordance with Article 24 of its Articles of Association, GIZ has a Board of Trustees with up to 40 members. As at 31 December 2024, the Board of Trustees was made up of 18 women and 21 men. As such, the proportion of women was 46.2%. The proportion of women on the Board of Trustees was therefore higher than at the end of 2023, when it stood at 42.5%. From 1 January 2024 to 17 August 2024, the Board of Trustees had 40 members. During this period, women made up 42.5% of the total membership (17 women and 23 men). Due to a resignation, the Board of Trustees had 39 members (16 women and 23 men) from 18 August 2024 to 31 October 2024. As such, during this period, women made up 41% of the total membership. The year-end figures shown above reflect a series of appointments and retirements on 1 November 2024.

Proportion of women in%	31.12.2024	31.12.2023	Target
Management Board	66.7	66.7	50
Management levels 1 and 2	50.0	51.4	50 / 48
Supervisory Board	50.0	50.0	50
Board of Trustees	46.2	42.5	

V. Outlook

a. Business forecast

The planned and forecast values for commissions received and income are based on the Management Board's current assessments of future business development. These take into account in particular the government draft budget for 2025 (dated 17 July 2024), the Federal Government's Medium-term Financial Plan and the results of the institutional and operational dialogue with clients in the public-benefit business area as well as orders on hand and the current acquisition pipeline in GIZ's taxable business area, InS.

Planned and forecast totals for commissions received in the public-benefit business area

Looking ahead at the figures for 2025, the planned total for commissions received in the public-benefit business area is €3,610 million. This is €719 million (17%) below the actual figure for 2024, mainly due to lower federal budget funding. Another factor here is that GIZ cannot assume that the volume of commissions under cofinancing arrangements will be as high as it was in 2024. In the BMZ business sector, the planned total for commissions received in 2025 is €3,097 million. This figure consists of €1,720 million (56%) out of the TC budget, €262 million (8%) in the form of special initiatives, €165 million (5%) under other budget headings and €950 million (31%) from third-party cofinancing.

Compared to the actual figure for 2024, the volume of new commissions in the BMZ business sector is expected to fall by €548 million (15%), partly due to an anticipated drop not only in the volume of budget-funded commissions but also of commissions under co-financing arrangements. It should be noted that the total volume of third-party commissions received in 2024 under cofinancing arrangements was temporarily at a very high level. A similar decrease is anticipated in relation to German public sector clients. The planned total in this business sector is €489 million, down €150 million (23%) compared with the actual figure for 2024. Although cofinancing is expected to generate an increase of €6 million (4%) in commissions received, the volume of budget-funded commissions received is expected to decline by €156 million (32%).

Looking ahead at the 'forecast' year 2026, the Management Board's 2024 financial, investment and HR plans anticipate a further decline in commissions received to €3,431 million, (down €179 million (5%) compared with the planned figure for 2025). From 2027 onwards, we anticipate a higher level of commissions received, mainly in the form of third-party cofinancing of BMZ projects, taking the figure for commissions received to €3,495 million, around €64 million (2%) above the forecast total for 2026.

Planned and forecast totals for commissions received in the International Services (InS) business area

The plans drawn up by InS envisage a figure of €270 million for commissions received in 2025. This 'plan' total is €239 million (47%) lower compared with the very high actual figure for 2024. When comparing these figures, however, it should be noted that the volume of commissions received in 2024 was temporarily very high and included, for example, a major commission of €117 million (see III.b) from the Global Partnership for Education (GPE) and several large sums of additional funding ('top-ups') that we cannot assume will be repeated in the same form in the current 'plan' year.

Planned and forecast commissions received	Actual 2024	Share	Plan 2025	Forecast 2026	Forecast 2027
	in € millions	in%	in € millions	in € millions	in € millions
Public-benefit business area total	**4,329**	**89**	**3,610**	**3,431**	**3,494**
of which BMZ	3,645	75	3,097	2,978	3,096
of which German public sector clients	639	13	489	429	374
of which other business sectors	45	1	24	24	24
InS	**509**	**11**	**270**	**270**	**290**
GIZ total	**4,838**	**100**	**3,880**	**3,701**	**3,784**

The figures shown above may contain rounding differences.

Business volume

With specific regard to 2025, the planned figure for total business volume is €3,712 million, comprising income in the public-benefit business area of around €3,425 million and a total operating performance of around €287 million at InS. This total is 6% below the actual figure for 2024. The company expects total business volume to decline further in subsequent years to €3,607 million in 2026 and €3,593 million in 2027. The following two sections explain the figures in more detail.

Income in the public-benefit business area

The following table contains a detailed breakdown of actual and projected income in the public-benefit business area for the years 2023 to 2027.

Income	Actual 2023	Actual 2024	Plan 2025	Forecast 2026	Forecast 2027
	in € millions	in € millions	in € millions	in € millions	in € millions
BMZ	**3.267**	**3.201**	**2.908**	**2.835**	**2.824**
of which TC budget	1,862	1,747	1,640	1,679	1,681
of which special initiatives	533	457	427	345	283
of which other BMZ budgets	282	302	204	177	205
of which third-party cofinancing	589	695	636	634	655
German public sector clients	**421**	**454**	**481**	**436**	**428**
of which budget funds	377	401	393	359	346
of which third-party cofinancing	44	53	87	77	81
Other business sectors	**33**	**49**	**36**	**36**	**32**
Public-benefit business area total	**3,721**	**3,704**	**3,425**	**3,307**	**3,283**

The figures shown above may contain rounding differences.

Total planned income for 2025 is €3,425 million, which is down €279 million (8%) compared with the actual figure for 2024. In the BMZ business sector, GIZ plans to generate income of €2,908 million in 2025, comprising €1,640 million (56%) from the TC budget, €427 million (15%) from special initiatives, €204 million (7%) from other budgets and €636 million (22%) from third-party co-financing. Based on the cash figures for relevant items in the government draft budget and the Medium-term Financial Plan, the main reductions will affect GIZ's income from federal budget funding. With regard to German public sector clients, the planned figure for 2025 stands at €481 million, which is higher than the actual total for 2024, partly due to the high volume of commissions received in 2024 under cofinancing arrangements.

The main factors affecting planned income in the public-benefit business sector in 2025 are set out below.

- The cash appropriation under the TC budget is expected to fall by a substantial €108 million (6.1%) to €1,680 million compared to the actual figure for 2024. Taking into account a share of €40 million for other governmental TC implementing organisations (PTB and BGR), GIZ anticipates income of €1,640 million in 2025. Compared to the actual figure for 2024, this corresponds to a decrease of €107 million (6%).
- The cash amounts allocated to special initiatives in the 2025 budget are expected to fall compared to the 2024 budget. We therefore expect income from these budgets to decline, with the exception of SI Displaced Persons and Host Countries, for which the cash allocation is slightly higher in the 2025 federal budget.
- Income under cofinancing arrangements is expected to rise in the German public sector clients business sector as a result of the positive situation in terms of commissions received.

At €3,307 million, forecast income for 2026 is down €118 million (4%) compared with the planned figure for 2025. From 2027 onwards, however, income is forecast to remain at an almost stable level of €3,283 million (down €24 million or 1% compared with the 2026 forecast). Although the figure for commissions received is expected to increase from 2026 to 2027, this will not have an impact on income until after 2027.

Total operating performance at International Services (InS)

InS is planning a total operating performance of €287 million for 2025. This corresponds to an increase of €22 million (8%) compared to the actual figure for 2024. The increase is due to the high volume of commissions received in preceding years, for which the associated projects are due to be implemented. For 2026 and 2027, InS anticipates a total operating performance of €300 million and €310 million, respectively.

The planned figures for 2025 show total net income, which includes interest and taxes, of €1.8 million. For 2026 and 2027, InS is aiming for total net income of €1.6 million and €2.0 million, respectively.

Control parameter

In 2025 and the subsequent forecast years, the control parameter is projected to remain above the upper limit set by the Supervisory Board. On the basis of GIZ's planned and forecast income for 2024 and the following years, the plan figure for GIZ's control parameter in 2025 is 13.0%. Factoring in actual income for 2024, the control parameter for 2025 would be 12.9%. Compared with the actual figure of 12.2% for 2024, that represents an increase of 0.8 or 0.7 percentage points, mainly due to expectations of lower income. As management costs are reduced in line with falling income, the forecast control parameter for 2026 is 12.8%. GIZ aims to bring the control parameter down further to 12.4% in the forecast year 2027, maintaining progress towards a return below 12%.

[3] SI Transformation of Agricultural and Food Systems, SI Displaced Persons and Host Countries, SI MENA, SI Decent Work for a Just Transition

b. Anticipated use of resources

Personnel forecast

GIZ's overall staff numbers are projected to fall by around 3.6% in 2025 compared to 2024. Following an increase in the size of the workforce up to 2023, staff numbers are showing the effects of declining income in the public-benefit business area from 2023 onwards. This trend is expected to continue in 2025, 2026 and 2027. At its meeting on 12 December 2024, GIZ's Supervisory Board decided that the reduction in staff numbers needed to maintain the company's capacity to perform and deliver services should not be left solely to natural fluctuation and that an early severance programme should be established based on the principle of double voluntariness.

GIZ staff	Actual 2024	Plan 2025	Forecast 2026	Forecast 2027
Germany-based staff[1]	2,906	2,737	2,526	2,419
Project staff in Germany	2,907	2,785	2,652	2,649
Seconded field staff	2,496	2,382	2,270	2,268
Staff covered by the Collective Bargaining Agreement (MTV) or Public-Sector Remuneration System (TVöD)[1]	**8,309**	**7,904**	**7,448**	**7,336**
National staff	16,221	15,748	15,147	15,091
Total employees[1]	**24,530**	**23,652**	**22,595**	**22,427**

[1] Excluding the Management Board and trainees

Forecast purchases of goods and services

Given the nature of GIZ's business, it is very difficult to predict in any detail the future volume of goods, services and construction contracts and financing arrangements in a given year, as they depend very largely on the specific requirements of each project. The volume of future contracts depends to a considerable extent on the rate at which the business grows.

c. Opportunities and risks

Opportunities

Based on current developments, this section identifies and outlines the main opportunities that GIZ wishes to harness in 2025.

- The increasing political and strategic relevance of joint donor actions is clearly reflected in the growing number and total volume of cofinancing provided to GIZ. In this context, EU cofinancing of BMZ commissions is particularly significant. In 2025, as in previous years, GIZ will therefore continue to pursue the short- and medium-term goal of stabilising its business with the EU and other third-party funding providers at a high level by more systematically exploiting the potential for cofinancing. From the company's perspective, the current environment for developing EU business is stable, partly due to BMZ's strong focus on joint donor action.

- As in previous years and in view of current developments, another priority for GIZ is to invest in strategic partnerships, both with multilateral organisations and with multilateral funds, private financial institutions and development banks. For GIZ, expanding cooperation with multilateral actors opens up potential new growth paths and secures its core business. In particular, the company sees important medium- to long-term opportunities in establishing a working relationship with multilateral (trust) funds and financial institutions.

- To this end, GIZ will focus intensively on expanding cooperation with the private sector in 2025. This will create opportunities to capitalise on GIZ's many years of experience and to develop new and enhanced services and offerings, both for public sector clients in cooperation with the private sector and for the private sector itself.

- GIZ has identified a high level of interest in digitalisation issues among many donors. These include fundamental digital policy issues, cybersecurity, artificial intelligence, digital governance and data as well as Internet connectivity. Internet connectivity promotes social and economic change and is viewed as a key driver of development. There are opportunities here to reduce the digital divide, for example by dovetailing financial and technical cooperation instruments and by leveraging the significant funding volumes available under the EU's Global Gateway Initiative.

- GIZ has been operating in fragile contexts for decades, and at least two thirds of the countries in which it operates are now classed as fragile. In 2024, the proportion of total business volume that GIZ implements in acute crisis contexts rose to around one third. For GIZ, developments in recent years present a challenge. These include the withdrawal from Afghanistan, the situation in Mali, Russia's war of aggression against Ukraine and the associated Zeitenwende (turning point) in German policy that has led to a greater emphasis on the links between development cooperation, security, stabilisation, and enabling and enhancing measures. In 2025, with a view to leveraging the available opportunities, GIZ is introducing various targeted measures, such as a market analysis of business opportunities in fragile contexts and the ongoing adaptation and optimisation of selected processes in its operating model and service delivery.

Risks

GIZ's risk management system promotes risk awareness and allows staff to identify and deal with risks on the basis of standardised procedures. It sets out the principles, processes and roles involved in dealing proactively with potential risks. Risks are identified in a six-month cycle, but organisational units can report ad hoc risks at any time independently of this survey. GIZ has been using the integrated MIRAI risk management software for this process since 2023. GIZ's Management Board is kept informed about the risk situation every six months. Any action required is taken in regular consultation with relevant bodies such as the Risk and Compliance Committee. The Supervisory Board receives this information through the quarterly reporting system.

On 1 May 2024, the Compliance and Integrity Unit was renamed the Governance, Risk, Compliance (GRC) Unit. This followed the Management Board's decision to merge the processes, tools and methods of the risk management, compliance management and internal control systems within the GRC Unit. Work on the further development of the GRC Unit's systems is now being led by the newly created GRC Management Systems section.

GIZ's focus in 2025 and subsequent years will be on the company-wide risks and challenges set out below.

- The reduced level of funding for development cooperation and international cooperation in the draft 2025 federal budget and the provisional budget management arrangements following the break-up of the governing coalition pose a major challenge for GIZ and also create uncertainty over future business development. Out of all the German Government ministries, it is those responsible for international cooperation that face the biggest spending cuts in the draft 2025 federal budget. Based on the Medium-term Financial Plan, the departmental budgets for BMZ and the Federal Foreign Office will remain at their 2025 level in the following years, whereas BMWK and BMUV are expected to see a further reduction in budget funding until 2028. GIZ is monitoring developments in the ongoing budget allocation process and is holding extensive consultations with its clients and commissioning parties. In view of the current political situation in Germany and abroad, further cuts cannot be ruled out.
- The digitalisation of business processes is a top priority for GIZ. Increasing levels of investment funding have been made available in recent years to support this transition (e.g. through LSS S4GIZ, LSS ISMS and other digitalisation projects). Given the complexity of the change processes involved and the limited availability of resources (especially technical staff due to the simultaneous nature of the processes), implementation can be held up, which could lead to budget overruns. To ensure a successful digital transformation, transformation projects are therefore monitored closely with the involvement of the Management Board and management level 1.

As the level of digitalisation increases, threat scenarios become more complex and place greater demands on the systems used to protect information and data. GIZ regularly raises awareness among its employees about threats and monitors the threat situation through the DIGITS Department.

- The uncertainties already facing GIZ have been exacerbated by the comprehensive restructuring of the US Agency for International Development (USAID) initiated by the US Government, alongside a far-reaching spending freeze and US withdrawal from international organisations such as WHO. The implications for German development cooperation and GIZ's work are currently still unclear and are being systematically analysed to help us decide on appropriate management actions.
- Structural fragility and conflict characterise the environment in around half of the countries and regions in which GIZ operates. Due to these different crisis contexts, GIZ is particularly exposed to security and personnel risks (e.g. staff [mental] health) alongside political, strategic and commercial risks. GIZ can draw on a professional system of security risk and crisis management in order to minimise risks in advance and maintain its ability to deliver services in fragile contexts and high-risk countries. The costs associated with these risks are factored in during the annual planning on the basis of previous experience. Specific risks were taken into account by creating suitable provisions in the balance sheet.

Although security risks can be reduced in fragile partner countries through remote management, this increases the commercial and compliance risks. It is particularly challenging to ensure compliance with requirements and fulfil our fiduciary responsibility while at the same time maintaining our ability to operate effectively, deliver services and achieve the desired impacts. These risks are countered by adopting stringent management systems and crisis plans and by increasing the frequency of inspections (internal controls, internal audits and, if necessary, external audits). The specific risks identified as a result of these measures were taken into account by creating balance sheet provisions to cover warranty and price risks.

- With regard to the two construction projects in Bonn and Eschborn, GIZ took out variable-rate loans hedged by interest rate swaps. The total amount drawn down as at the balance sheet date was €173 million. The agreed variable interest rate for each interest settlement period of the loan term was hedged by interest rate swaps, adjusted to the repayment plan, which each form a valuation unit with the associated loan. The interest rate swaps effectively convert the variable interest expenses for the property loans taken out by GIZ into fixed interest payments. With regard to the total term of the loans (not beyond 2055), this creates a so-called synthetic fixed-interest loan. This arrangement is not expected to create any financial risk since profits or losses can only arise – depending on the interest rate level at the time – if the loans are redeemed early.
- In principle, the risk of cost increases for the new GIZ Eschborn Campus development lies with the project developer due to the contractually agreed fixed price (€234 million). The project developer has cited 'frustration of contract' due to the Ukraine war and its consequences. However, the risk of cost increases is currently assessed as low since the project developer has not yet provided any evidence of frustration of contract in the form of verifiable statements and supporting documents, as required in legislation and relevant case law.
- GIZ's pension schemes are reviewed on a regular basis to take account of changes in the actuarial parameters, actual life expectancies and changes in the minimum fund assets for the pension obligations outsourced to Deutscher Pensionsfonds AG and GIZ

Unterstützungskasse GmbH. Currently, no top-up risks are anticipated over the forecasting period.

GIZ analyses and evaluates the impact of the above risks on future results in its interim forecasts. Due to our analysis of opportunities and risks and the countermeasures, hedges and balance sheet provisions we have established, our current assessment is that there are no risks that could jeopardise the continued existence of the company.

Non-financial declaration

Details of the non-financial declaration required by section 289b HGB can be found online in GIZ's Integrated Company Report. This report meets the requirements set out by the Global Reporting Initiative and the UN Global Compact and is available for download at https://reporting.giz.de. We also produce a biannual report based on the German Sustainability Code.

Bonn/Eschborn, 15 May 2025

The Management Board

Thorsten Schäfer-Gümbel
Chair of the Management Board

Ingrid-Gabriela Hoven
Deputy Chair of the Management Board

Anna Sophie Herken
Member of the Management Board

02 Annual statement of accounts 2024

Balance sheet as at 31 December 2024

Assets

	Notes	31.12.2024		31.12.2023	
			in €		in €'000
A. Fixed assets					
I. Intangible assets	(1)				
1. Purchased concessions, industrial property rights and similar rights and assets as well as licences to such rights and assets		1,828,993,48		2,101	
2. Advance payments made		0,00	1,828,993,48	1,299	3,400
II. Tangible assets	(1)				
1. Land, land rights and buildings including buildings on third-party land		274,325,848,90		283,753	
2. Other plant, operating and office equipment		22,931,474,00		23,538	
3. Advance payments made and assets under construction		173,910,073,07	471,167,395,97	128,983	436,274
III. Financial assets	(2)				
1. Shares in affiliated companies		25,000,00		25	
2. Participating interests		539,862,01		536	
3. Securities held as fixed assets		202,667,845,23		202,668	
4. Other loans		78,101,70	203,310,808,94	111	203,340
			676,307,198,39		**643,015**
B. Current assets					
I. Inventories	(3)				
1. Projects in process		35,828,068,56		43,784	
2. Advance payments made		1,067,652,210,06	1,103,480,278,62	1,205,239	1,249,023
II. Receivables and other assets	(4)				
1. Trade receivables		125,092,750,65		80,351	
2. Project-related assets		212,218,738,20		255,570	
3. Other assets		137,746,097,93	475,057,586,78	121,297	457,218
III. Cash in hand, Central Bank balances, bank balances			1,062,515,563,69		804,431
			2,641,053,429,09		**2,510,672**
C. Prepaid expenses			13,801,232,00		13,532
			3,331,161,859,48		**3,167,219**
Off-balance sheet item	(9)				
Trust assets €1,672,492 (2023: €3,565 thousand)					

The figures shown above may contain rounding differences of +/– one unit (€).

Balance sheet as at 31 December 2024

Shareholder's equity and liabilities

	Notes			31.12.2024		31.12.2023
				in €		in €'000
A. Shareholder's equity						
I. Subscribed capital	(5)	20,452,000,00			20,452	
Subscribed capital unpaid		-11,759,713,27			-11,760	
Called-up capital			8,692,286,73		8,692	
II. Capital reserve	(5)		5,112,918,81		5,113	
III. Revenue reserves						
Reserves as per Articles of Association	(6)		453,967,322,52		415,639	
IV. Unappropriated profit			0,00	467,772,528,06	0	429,444
B. Provisions	(7)					
1. Provisions for pensions and similar obligations			139,390,495,00		139,390	
2. Provisions for taxes			1,664,058,59		4,628	
3. Other provisions			223,477,665,12	364,532,218,71	183,272	327,291
C. Liabilities	(8)					
1. Liabilities to banks			224,063,115,35		172,977	
2. Advance payments received			2,173,663,386,37		2,134,452	
3. Trade payables			70,528,569,23		71,667	
4. Liabilities to affiliated companies			14,670,620,13		15,204	
5. Other liabilities			15,366,392,02	2,498,292,083,10	15,441	2,409,742
– of which relating to taxes €15,545,731 (2023: €13,560 thousand)						
– of which relating to social security €0 (2023: €0 thousand)						
D. Deferred income				565,029,61		742
				3,331,161,859,48		**3,167,219**
Off-balance sheet item	(9)					
Trust liabilities €1,672,492 (2023: €3,565 thousand)						

Profit and loss account

Profit and loss account for the period from 1 January to 31 December 2024

	Notes		2024		2023
			in €		in €'000
1. Turnover	(10)	3,928,897,702		4,017,291	
2. Change in projects in process		-7,955,571		8,730	
3. Other capitalised services	(1)	626,973		507	
Total operating performance			**3,921,569,103**		**4,026,528**
4. Other operating income	(11)		18,304,838		19,561
5. Cost of materials	(12)				
a) Purchased goods		200,842,598		207,582	
b) Purchased services		1,934,443,538	2,135,286,136	2,063,223	2,270,805
6. Personnel costs	(13)				
a) Wages and salaries		1,303,307,170		1,275,412	
b) Social security, retirement pension and support costs – of which in respect of retirement pensions: €104,612,108 (2023: €96,827,947)		315,274,562	1,618,581,732	296,890	1,572,302
7. Amortisation and depreciation of intangible and tangible fixed assets			18,812,838		19,319
8. Other operating expenses	(14)		134,794,720		117,395
9. Income from other securities and loans forming part of the financial assets			8,300		11
10. Other interest and similar income	(15)		17,241,767		12,031
11. Interest and similar expenses	(16)		9,991,994		6,530
12. Taxes on income	(17)		890,794		1,962
13. Earnings after taxes			**38,765,794**		**69,818**
14. Other taxes			437,962		259
15. Net profit for the year			**38,327,832**		**69,559**
16. Transfer to the reserves prescribed in the Articles of Association			– 38,327,832		– 69,559
17. Unappropriated profit			**0**		**0**

The figures shown above may contain rounding differences of +/– one unit (€).

Notes to the accounts 2024

Notes to the balance sheet and the profit and loss account

As at the balance sheet date of 31 December 2024, the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, Bonn/Eschborn, qualifies as a large corporation within the meaning of section 267 (3) German Commercial Code (HGB). GIZ's annual statement of accounts is prepared in accordance with the provisions of the HGB for large corporations and the supplementary provisions of the German Limited Liability Companies Act (GmbH-Gesetz). The fiscal year corresponds to the calendar year. To improve the clarity of presentation, the item 'Project-related assets' has been added in the balance sheet. The profit and loss account is calculated using the total cost method. The legally required information on the balance sheet and the profit and loss account is provided in the notes to the accounts.

As provided for in section 296 (2) sentence 1 HGB, GIZ is not required to draw up consolidated financial statements and a consolidated management report as its subsidiaries are of subordinate importance with regard to the company's statutory obligation to provide a true and fair view of its assets, financial position and income.

General notes on accounting and valuation methods

Accounting and valuation methods

The accounting and valuation methods used by GIZ have not changed compared with the previous year.

Fixed assets

Intangible and tangible assets

Intangible and tangible assets are shown at purchase or production cost less amortisation or depreciation based on the useful life of the assets as determined by the specific depletion of value in operating activities. Scheduled amortisation or depreciation is calculated on a straight-line basis (pro rata temporis). The following table sets out the useful lives of the main asset groups.

	Years
IT programs, other rights	3 – 7
Business, operational and other buildings	5 – 50
Machinery and equipment	5 – 19
Other technical equipment, plant and machinery	4 – 10
Operating and office equipment	3 – 14

The Meander Building and the Campus in Bonn are depreciated over 33 years, the office building in Berlin over 40 years and Campus Kottenforst in Bonn over 50 years. Land with buildings and rights of use in partner countries are depreciated over a period of between eight and 20 years.

A collective item is formed in the year of purchase for low-value assets (LVA) with purchase costs between €250 and €1,000. This is depreciated on a straight-line basis over five years.

Grant-financed fixed assets are financed entirely through investment grants. Investment grants have been deducted from the acquisition costs.

Newly constructed buildings are capitalised at production cost. Production cost includes individually attributable costs related to the deployment of personnel and an appropriate share of production overheads.

Financial assets

Financial assets are valued at the lower of purchase cost and fair value. Lower valuations are applied where sustained impairment is anticipated. If the reasons for recognising write-downs on financial assets in previous years no longer apply, those assets are written up.

Under 'Other loans,' the long-term loans provided to help staff purchase residential property for their own use were discounted at 2.5% per year. Otherwise, figures are shown at nominal value.

Current assets

Current assets are valued strictly at the lower of purchase or production cost.

Projects in process are recognised at purchase or production cost, including an appropriate portion of overhead costs. Advance payments made and receivables are stated at nominal value less any specific and general allowances.

'Project-related assets' is a special GIZ balance sheet item allowing a better insight into the company's assets and financial position. This item includes the cash and bank balances of projects, as well as receivables and corresponding liabilities.

Other assets are stated at their nominal value. In accordance with section 253 HGB, other assets with a remaining term of more than one year are discounted in line with their remaining term using the corresponding average market interest rate (published by the German Bundesbank) and shown at present value.

Cash in hand and bank balances are stated at nominal value unless a lower fair value measurement is required in individual cases.

Receivables and payables in foreign currencies

Long-term receivables and payables denominated in foreign currencies are valued at the lower or higher of cost or market, respectively. Short-term receivables and payables in foreign currencies as well as bank balances with terms to maturity of up to one year are translated using the average spot exchange rate on the balance sheet date. Non-convertible currencies are not translated or revalued. Receivables and payables that are denominated in foreign currencies and shown in the balance sheet under the item 'Project-related assets' are recognised using the exchange rate for the original posting. This is because these receivables and payables are always settled in the same foreign currency based on the euro equivalent on the date of the original posting.

Prepaid expenses

Expenses incurred before the reporting date are shown as 'prepaid expenses' if they relate to expenditure for a specific period after the reporting date.

Equity

Both subscribed capital and the capital reserve are shown at nominal value.

Provisions

Provisions are recognised at the settlement amount deemed necessary according to prudent business judgement. In calculating this amount, any direct compensation claims are deducted from the total obligation.

In fiscal year 2015, GIZ outsourced the company pension scheme entitlements accrued by its staff up to 30 June 2015 ('past service') under 'Collective bargaining agreement no. 3 covering retirement, invalidity and surviving dependants' pensions for Head Office employees' (old company pension scheme/alte bAV) to Deutscher Pensionsfonds AG. In 2016, the remaining entitlements were outsourced as at 1 September 2016 to GIZ Unterstützungskasse GmbH, which was formed in 2015.

The liabilities incurred up to 31 December 2015 under the collective bargaining agreement on pensions dated 1 March 2004 (bAV 2005) were outsourced to Deutscher Pensionsfonds AG in fiscal year 2017. Entitlements accrued from 1 January 2017 ('future service') are settled by GIZ Unterstützungskasse GmbH.

As outsourced pension obligations will be met in future by Deutscher Pensionsfonds AG and GIZ Unterstützungskasse GmbH, they are classified as indirect obligations.

GIZ has chosen to exercise the option provided for in Article 28 (1) sentence 2 of the Introductory Act to the German Commercial Code (EGHGB) to show indirect pension obligations as provisions in the balance sheet. On each reporting date, the total sum required in order to meet GIZ's pension obligations less all pension provisions established in GIZ's financial statements less the fair value of the assets held by the pension providers in the pension fund and provident fund must be disclosed as a funding deficit in the notes.

The main actuarial parameters used by GIZ as at 31 December 2024 are detailed in section '(7) Provisions'.

One actuarially calculated provision (accident benefit) was valued according to the projected unit credit method, using the Heubeck 2018 G mortality tables of Prof. Dr Klaus Heubeck.

In accordance with section 253 (2) sentence 1 HGB, other provisions with a remaining term of more than one year were discounted in line with their remaining term using the corresponding average market interest rate (published by the German Bundesbank) for the previous seven fiscal years.

Liabilities and advance payments received

Liabilities are reported at their settlement amount.

Advance payments received are recognised at their nominal value.

Deferred income

Income before the reporting date is shown as 'deferred income' if it relates to income for a specific period after the reporting date.

Derivative financial instruments

Derivative financial instruments, as pending transactions, are generally not capitalised. Unrealised losses from derivative financial instruments are recognised as provisions and affect income unless those instruments form part of a valuation unit and the losses are offset by opposite movements in the value of the underlying transaction. Underlying transactions and their associated derivatives are combined into valuation units. These are recognised in the balance sheet using the net hedge presentation method.

Deferred taxes

Deferred taxes result from the following temporary differences.

Balance sheet item	31.12.2024 Difference between statutory and tax accounts	Tax rate	31.12.2024 Deferred taxes
	in €'000	in %	in €'000
Other receivables	-360	28.12	-101
Provisions for pensions and similar obligations	23,773	28.12	6,686
Other provisions	2,772	28.12	780
Other liabilities	3	28.12	1
	26,188	**28.12**	**7,366**

As at the balance sheet date, there were deferred tax assets of €7,366,000.

Deferred taxes are recognised on differences between the statutory accounts and the tax accounts if the differences are likely to be reversed over subsequent fiscal years. Deferred tax is calculated on the basis of an effective tax rate of 28.12% that is expected to apply when the differences are reversed. As a general rule, deferred tax assets and deferred tax liabilities are netted off against each other in the accounts. If the figure for deferred tax assets exceeds that for deferred tax liabilities on the balance sheet date, GIZ does not exercise the option to capitalise deferred tax assets provided for under section 274 (1) sentence 2 HGB.

Profit and loss account

Appropriation of profits

GIZ's Articles of Association stipulate that profits must only be used for those public-benefit purposes approved under the Articles of Association.

An amount equal to the annual net profit of €38.3 million was transferred to the reserves provided for in the Articles of Association.

Notes to the balance sheet

(1) Intangible and tangible assets

Changes in fixed assets are shown in the appendix to the notes (Changes in fixed assets in fiscal year 2024).

(2) Financial assets

In fiscal year 2015, GIZ formed its own provident fund under the name GIZ Unterstützungskasse GmbH (registered office in Bonn, Germany) and is the sole owner. As at 31 December 2024, the equity of GIZ Unterstützungskasse GmbH stood at €25,000. The net profit/loss for the fiscal year was €0.

Since 2010, GIZ has also held a 49% equity investment in sequa gGmbH, whose registered office is in Bonn. This holding is recognised at purchase cost (€535,862). In fiscal year 2023, the equity of sequa gGmbH totalled €4,972,880, with a surplus for the year of €0. As of this writing, the annual accounts as at 31 December 2024 were not yet available.

On 24 January 2024, our shareholder adopted a resolution granting GIZ permission, in accordance with Article 11.2.4 of the company's Articles of Association, to acquire an interest in PD – Berater der öffentlichen Hand GmbH through the purchase of 20 shares, each with a nominal value of €200. The purchase agreement between PD – Berater der öffentlichen Hand GmbH and GIZ was concluded before a notary on 30 January 2024.

The item 'Securities held as fixed assets' contains a security-based investment fund established by GIZ at UBS. The securities are shown at their purchase cost of €202,667,845. As at the balance sheet date, the market value of the portfolio held in the security-based investment fund was €222,362,579.

(3) Inventories

Advance payments made

Out of the total figure of €1,067,652,210, advances of €118,331,929 are covered by guarantees. A general allowance of 1% has been recognised for advance payments. In total, advance payments made of €165,413,209 (previous year: €176,939,623) have a term of over one year.

Advance payments made by contract type	2024	2023
	in €	in €
Financing agreements	899,099,938	1,038,733,905
Service contracts	76,286,659	88,261,454
Procurement of materials and equipment	119,953,969	91,121,039
Funds administered by GIZ (twinning)	43,841	105,359
Other	85,824	8,981,456
Impairment	-10,972,285	-12,330,418
VAT not yet offset on advance payments made	-16,845,736	-9,633,823
Total	**1,067,652,210**	**1,205,238,972**

(4) Receivables and other assets

	2024				2023			
	Residual term				Residual term			
	less than 1 year	over 1 year	Total 2024	of which from shareholder[1]	less than 1 year	over 1 year	Total 2023	of which from shareholder[1]
	in €	in €	in €	in €	in €'000	in €'000	in €'000	in €'000
1. Trade receivables								
– Public-benefit business area	47,597,945	0	47,597,945	40,855,900	42,160	0	42,160	38,028
– InS	77,494,806	0	77,494,806	33,749,858	38,191	0	38,191	24,277
	125,092,751	**0**	**125,092,751**	**74,605,758**	**80,351**	**0**	**80,351**	**62,305**
2. Project-related assets								
– Cash and bank balances	64,763,497	0	64,763,497	0	68,642	0	68,642	0
– Partnership services advanced	27,297,557	0	27,297,557	0	27,900	0	27,900	0
– Receivables, other	152,004,381	0	152,004,381	0	183,875	0	183,875	0
– Liabilities, other	-31,846,697	0	-31,846,697	0	-24,847	0	-24,847	0
	212,218,738	**0**	**212,218,738**	**0**	**255,570**	**0**	**255,570**	**0**
3. Other assets								
Receivables								
– from premium, see (5)	0	4,090,335	4,090,335	4,090,335	0	4,090	4,090	4,090
– from rent advances abroad	2,633,723	6,400	2,640,123	0	2,450	222	2,672	0
– from staff for travel and other advances	3,515,826	463,036	3,978,862	0	5,051	332	5,383	0
– from the tax authorities	20,283,912	0	20,283,912	0	745	0	745	0
– Other	28,872,915	77,879,951	106,752,866	59,319,951	29,503	78,904	108,407	67,996
	55,306,376	**82,439,722**	**137,746,098**	**63,410,286**	**37,749**	**83,548**	**121,297**	**72,086**
	392,617,865	**82,439,722**	**475,057,587**	**138,016,044**	**373,670**	**83,548**	**457,218**	**134,391**

The figures shown above may contain rounding differences of +/– one unit (€).

Under German public price law, the pension fund top-up is chargeable to the shareholder over a number of years. The item 'Other assets' includes €59,319,951 in respect of the portion not yet reclaimed. As this is a long-term receivable over eight years, the amount is recognised at present value.

'Other assets' now includes the administrative costs credit since this item is by nature an advance payment. The administrative costs credit is accounted for separately and administered by Deutscher Pensionsfonds AG. The pension fund submits an annual report to GIZ on changes in the administrative costs credit and the current balance. As at 31 December 2024, the administrative costs credit was shown at historic cost (€18,560,000).

(5) Capital (through payment)

	2024	2023
	in €	in €
Subscribed capital	20,452,000	20,452,000
Capital reserve	5,112,919	5,112,919
Less:		
Subscribed capital unpaid	11,759,713	11,759,713
Premium due, see (4)	4,090,335	4,090,335

The item 'Subscribed capital unpaid' refers to those parts of the capital increase made in accordance with the shareholder resolution of 23 June 1978 (and entered in the commercial register) that have not yet been called up. The last two items should be regarded as risk capital and can be called up if needed subject to the agreement of the shareholder.

(6) Reserves provided for in the Articles of Association

Changes in reserves provided for in the Articles of Association

	in €
Brought forward as at 1 January 2024	415,639,491
Net profit for the year transferred to reserves	38,327,832
Total as at 31 December 2024	**453,967,323**
Of which:	
– tied reserves	393,086,955
– untied reserves	60,880,368
	453,967,323

(7) Provisions

Provisions for pensions and similar obligations

Provisions are still recognised in respect of the pension liabilities outsourced from 2015 to 2017 under the old (pre-2005) company scheme (alte bAV) and the 2005 scheme. These provisions were frozen at the time of outsourcing at the level stated in the balance sheet.

Entitlements under the pre-2005 (alte bAV) and 2005 schemes are classed as indirect obligations. GIZ exercises the option granted under Article 28 (1) sentence 2 EGHGB to show these indirect pension obligations as balance sheet liabilities. On each reporting date, the total sum required in order to meet GIZ's pension obligations less all frozen pension provisions less the fair value of the assets held by the pension providers in the pension fund and provident fund must be disclosed as a funding deficit in the notes.

The corresponding settlement amounts were actuarially calculated using the average market interest rate for the last 10 years as published by the German Bundesbank, based on an expected remaining term of 15 years. As at 31 December 2024, the negative difference for the past service scheme was €9,400,207 compared with the figure based on discounting using the average market interest rate for the last 7 years (1.95%). As at 31 December 2024, the negative difference for the future service scheme was €9,750,593. The arithmetic difference is negative because the 7-year annual average interest rate exceeds the 10-year annual average interest rate. As such, the bar on distribution (section 268 (8) HGB), which applied in the previous year, does not apply in the year under review.

The main actuarial parameters are listed in the following table.

	in %
Actuarial interest rate	1.88
Rate of pension increase during the qualifying period (2005 company pension scheme/bAV 2005)	4.84
Rate of pension increase during the qualifying period (pre-2005 company pension scheme/alte bAV)	3.38
Rate of increase in 2005 company pension scheme, annual	1.00
Rate of increase in old (pre-2005/alte bAV) company pension scheme, annual	1.00
Trend in social security contribution assessment ceiling, annual	3.00
Fluctuation, scaled according to age	0.00

The actuarial parameters were adjusted as at 31 December 2022. Excluding the fluctuation parameter has no impact on the calculation of the settlement amount for 'past service' and 'future service' under the 2005 pension scheme and no material impact on the calculation of the settlement amount for 'future service' under the old pension scheme (alte bAV).

Compared to the year-end figure for 2023, the funding deficit fell to €186,029,024.

	in €
Settlement amount	792,594,972
Pension fund assets	539,224,059
Frozen pension provisions	67,341,889
Funding deficit	**186,029,024**

As at 31 December 2024, there was a funding deficit of €7,991,590 in respect of the indirect obligations to be settled by GIZ Unterstützungskasse GmbH (Bonn).

	in €
Settlement amount	585,223,412
Provident fund assets	30,158,987
Cash surrender value of employer's liability insurance	475,024,229
Frozen pension provisions	72,048,606
Funding deficit	**7,991,590**

Other provisions

Provisions for commitments in respect of phased retirement (Altersteilzeit) and benefits were determined in accordance with actuarial methods. Maturity-congruent average market interest rates for the previous seven fiscal years of 1.47% (previous year: 1.18%) and 1.95% (previous year: 1.74%) were used.

Obligations totalling €89,897 for phased-retirement schemes are covered by a fixed-term, non-interest bearing deposit of €70,000 (cover fund). Fair value corresponds to cost.

Provisions for long-term working-time accounts are recognised at fair value in line with the rules for securities-based pension obligations pursuant to section 253 (1) sentence 3 HGB.

Other provisions with a remaining term of more than one year were discounted using the average market interest rate of the previous seven fiscal years in line with their remaining term.

The main other provisions recognised are listed in the following table:

	2024	2023
	in €	in €
Working-time accounts	108,104,702	97,153,448
Severance payments, phased retirement and salary back-payments	25,220,000	281,555
Warranty and costing risks	24,099,167	20,272,770
Leave credits	18,902,060	17,718,227
Variable remuneration	16,272,166	14,923,116
Outstanding administrative costs	11,352,423	8,367,105

At a meeting on 12 December 2024, GIZ's Management Board and Supervisory Board decided to implement a series of personnel reorganisation measures in order to maintain the company's capacity to perform and deliver services. The planned measures consist of a severance and phased retirement programme based on the principle of double voluntariness. Both eligible employees and the company are free to decide on whether they enter into a termination agreement or phased retirement agreement. There is no unilateral entitlement to leave the company. A provision of €25,200,000 was formed to cover these measures.

(8) Liabilities

	Residual term				
	< 1 year	> 1 year	of which > 5 years	Total 2024	of which to shareholder
	in €	in €	in €	in €	in €
1. Liabilities to banks	9,226,115	214,837,000	146,167,000	224,063,115	0
2. Advance payments received					
– Public-benefit business area	2,029,062,819	0	0	2,029,062,819	1,992,989,938
– InS	198,950,475	0	0	198,950,475	128,353,927
– Impairment	−15,027	0	0	−15,027	0
	2,227,998,267	**0**	**0**	**2,227,998,267**	**2,121,343,865**
Less					
– VAT not yet offset on advance payments received	-54,334,880	0	0	-54,334,880	-49,325,406
	2,173,663,387	**0**	**0**	**2,173,663,387**	**2,072,018,459**
3. Trade payables	70,528,569	0	0	70,528,569	0
4. Liabilities to affiliated companies	14,670,620	0	0	14,670,620	0
5. Other liabilities	14,685,331	681,061	23,376	15,366,392	0
	2,282,774,022	**215,518,061**	**146,190,376**	**2,498,292,083**	**2,072,018,459**

	Residual term				
	< 1 year	> 1 year	of which > 5 years	Total 2023	of which to shareholder
	in €'000	in €'000	in €'000	in €'000	in €'000
1. Liabilities to banks	9,260	163,717	104,797	172,977	0
2. Advance payments received					
– Public-benefit business area	2,037,874	0	0	2,037,874	2,006,539
– InS	155,883		0	155,883	79,551
– Impairment	98	0	0	98	0
	2,193,855	**0**	**0**	**2,193,855**	**2,086,099**
Less					
– VAT not yet offset on advance payments received	– 59,402	0	0	– 59,402	– 56,178
	2,134,453	**0**	**0**	**2,134,453**	**2,029,921**
3. Trade payables	71,667	0	0	71,667	0
4. Liabilities to affiliated companies	15,204	0	0	15,204	0
5. Other liabilities	14,644	797	166	15,441	0
	2,245,228	**164,514**	**104,963**	**2,409,742**	**2,029,921**

The figures shown above may contain rounding differences of +/– one unit (€).

The item 'Liabilities to affiliated companies' consists of other liabilities towards GIZ Unterstützungskasse GmbH.

Loan agreements

1. GIZ Bonn Campus loan

GIZ has a loan agreement with Postbank – a branch of Deutsche Bank AG – covering the purchase of land and construction of the GIZ Campus in Bonn. The agreement runs up to 2 January 2031. The loan amount is €104,037,000. The amount still repayable by GIZ as at the reporting date was €53,717,000.

As security for this loan, a registered land charge of €84,037,000 plus annual interest of 15% and a one-off fee of 10% was entered in the land registry against the GIZ Campus in Bonn. An additional registered land charge of €65,100,000 plus annual interest of 15% and a one-off fee of 10% was entered against the Meander property.

The property loan is covered by an interest rate swap agreement. For each month of the loan term, the agreed variable interest rate (fixed margin plus one-month EURIBOR) has been hedged by means of monthly interest rate swaps adjusted to the repayment plan, each of which forms a single valuation unit with the associated loan. The interest rate swap agreement effectively converts the variable interest expenses on the property loan into fixed interest payments of 0.76% per annum.

Underlying transaction/ hedge	Risk / type of valuation unit	Amount included
Variable loan interest payment/interest rate swap	Interest rate risk/ microhedge	€53,717,000

The underlying transaction is a variable-interest loan with a term up to January 2031. By this date, opposite movements in the valuations of the underlying transaction and the hedge are expected to balance each other out.

The prospective effectiveness of the hedge (i.e. for the planning period from inception of the hedge and on each balance sheet date up to expiry of the hedging relationship) was substantiated by matching the corresponding terms of the hedged transaction and the hedging instrument using the critical terms match method and documenting the results. All the parameters (nominal value, term and reference indices) match the underlying transaction and the hedging instrument.

The retrospective effectiveness of the hedge (i.e. the 'actual' figures on the balance sheet date) was substantiated using the critical terms match method. These items are recognised for accounting purposes using the net hedge presentation method.

2. GIZ Eschborn Campus loan

GIZ has a loan agreement with Deutsche Bank AG covering the purchase of land and construction of the GIZ Campus in Eschborn. The agreement runs up to 28 February 2055. The loan amount is €230,000,000. The amount repayable by GIZ as at the reporting date was €170,000,000.

As security for this loan, a registered land charge of €230,000,000 plus annual interest of 15% and a one-off fee of 10% was entered in the land registry against the GIZ Campus in Eschborn. The registered land charges of €65,100,000 and €84,037,000 used as security for the loan under 1 (see above) were included as additional security for the overall exposure under both loans.

This property loan is covered by an interest rate swap agreement. For each quarter of the loan term, the agreed variable interest rate (fixed margin plus three-month EURIBOR) has been hedged by means of quarterly interest rate swaps adjusted to the repayment plan, each of which forms a single valuation unit with the associated loan. The interest rate swap agreement effectively converts the variable interest expenses on the property loan into fixed interest payments of 2.093% per annum.

Underlying transaction/ hedge	Risk/type of valuation unit	Amount included
Variable loan interest payment/interest rate swap	Interest rate risk/ microhedge	€170,000,000

The underlying transaction is a variable-interest loan with a term up to February 2055. By this date, opposite movements in the valuations of the underlying transaction and the hedge are expected to balance each other out.

The prospective effectiveness of the hedge (i.e. for the planning period from inception of the hedge and on each balance sheet date up to expiry of the hedging relationship) was substantiated by matching the corresponding terms of the hedged transaction and the hedging instrument using the critical terms match method and documenting the results. All the parameters (nominal value, term and reference indices) match the underlying transaction and the hedging instrument.

The retrospective effectiveness of the hedge (i.e. the 'actual' figures on the balance sheet date) was substantiated using the critical terms match method. These items are recognised for accounting purposes using the net hedge presentation method.

(9) Off-balance sheet item: trust assets/trust liabilities

	2024	2023
	in €	in €
Intangible and tangible assets	1,672,492	3,565,356

Assets of €1,672,492 are matched by corresponding liabilities.

Notes to the profit and loss account

(10) Turnover

Turnover by business area

	2024	2023
	in €	in €
Business contracts	3,622,013,645	3,742,032,001
Grant-based (incl. GIZ-initiated measures with third-party financing)	32,480,762	33,142,705
Public-benefit business area	3,654,494,407	3,775,174,706
InS	274,403,295	242,116,106
	3,928,897,702	**4,017,290,812**

By location of commissioning party

	2024		2023	
	in €	in %	in €	in %
Federal Republic of Germany	3,824,806,595	97	3,927,738,685	98
Rest of Europe	91,824,387	2	76,823,955	2
Africa	0		8,100	< 1
Americas	3,974,013	< 1	3,526,087	< 1
Asia	8,292,707	< 1	9,193,985	< 1
	3,928,897,702		**4,017,290,812**	

By region of activity

	2024		2023	
	in €	in %	in €	in %
Africa	1,192,868,308	30	1,281,894,195	33
Americas	241,342,003	6	277,668,629	7
Asia	822,613,849	21	882,871,121	22
Europe	432,423,943	11	368,431,679	9
Oceania	9,424,766	< 1	2,396,527	< 1
Supraregional	1,230,224,833	31	1,204,028,661	29
	3,928,897,702		**4,017,290,812**	

Turnover by commissioning party in the public-benefit business area

	2024	2023
	in €	in €
Federal Ministry for Economic Cooperation and Development	3,200,925,668	3,355,554,101
Federal Ministry for Economic Affairs and Climate Action	193,097,549	170,695,149
Federal Foreign Office	113,353,767	115,681,027
Federal Ministry for the Environment, Nature Conservation, Nuclear Safety and Consumer Protection	95,647,318	80,970,202
Engagement Global gGmbH	27,415,993	28,248,457
European Investment Bank	3,296,003	2,854,264
Federal Ministry of Defence	2,869,932	1,199,969
Federal Ministry for Digital and Transport	2,645,339	2,389,434
Federal Office for Migration and Refugees	2,336,675	3,197,025
Other turnover	12,906,163	14,385,078
	3,654,494,407	**3,775,174,706**

Turnover by commissioning party at InS

	2024	2023
	in €	in €
European Union	60,017,597	49,327,624
Federal Foreign Office	52,594,283	57,100,415
Federal Ministry for Economic Affairs and Climate Action	31,736,047	21,579,264
BMZ (InS)	31,247,010	33,422,860
Federal Office for Migration and Refugees	18,149,953	2,768,497
Federal Ministry of Education and Research	7,346,959	7,473,835
Federal Employment Agency (Triple Win)	5,921,850	4,853,472
German Aerospace Center	4,872,636	4,973,653
Swiss Agency for Development and Cooperation	4,684,519	2,767,959
Other turnover	57,832,441	57,848,527
	274,403,295	**242,116,106**

(11) Other operating income

Breakdown of other operating income

	2024	2023
	in €	in €
Income from reversal of provisions	6,782,787	7,764,069
Income from reversal of impairment losses	3,629,169	3,823,571
Income from administration cost refunds	2,912,619	3,049,437
Income from insurance refunds	1,783,987	1,360,686
Income from foreign currency valuations	1,577,508	1,512,839
Other income	1,618,768	2,050,325
	18,304,838	**19,560,927**

Income not related to the period under review was €12,258,185 (previous year: €13,745,509). This income is mainly due to reversals of provisions, reversals of impairment losses on receivables and income from insurance refunds.

(12) Cost of materials

	2024	2023
	in €	in €
Cost of purchased goods	200,842,598	207,582,107
of which materials and equipment purchased through Head Office	102,982,657	79,242,961
of which materials and equipment purchased by projects	93,792,296	124,799,514
Cost of purchased services	1,934,443,538	2,063,222,946
of which other external services	1,386,405,182	1,487,712,400
of which costs incurred by projects	271,877,791	272,825,687
of which financial contributions and grants	97,152,942	126,495,355
	2,135,286,136	**2,270,805,053**

(13) Personnel costs

	2024	2023
	in €	in €
Wages and salaries	1,303,307,170	1,275,412,088
of which project staff	560,485,552	566,948,275
of which national staff	387,406,187	378,827,916
of which Head Office staff	306,616,622	282,039,654
Social security, retirement pension and support costs	315,274,562	296,890,370
of which project staff	132,171,757	129,948,387
of which Head Office staff	78,581,877	72,959,246
of which national staff	71,868,288	66,531,562
of which pension fund top-up	9,035,733	9,035,733
	1,618,581,732	**1,572,302,458**

The total costs for GIZ Unterstützungskasse GmbH were €23,616,907 (previous year: €18,415,442).

The increase in personnel costs was mainly due to collectively agreed and other salary increases of 4% in the year under review and additional provisions for personnel reorganisation.

(14) Other operating expenses

Breakdown of other operating expenses

	2024	2023
	in €	in €
Office operating costs	37,035,208	29,396,376
Offices	29,010,732	26,405,055
Consulting, appraisal and translation services	25,944,697	26,573,702
GIZ and external personnel	11,970,538	15,284,267
Provisions, e.g. for warranty and price risks	7,325,532	6,306,006
Impairment	1,129,503	1,042,086
Foreign currency valuations	638,022	3,144,126
Other expenses	21,740,488	9,244,037
	134,794,720	**117,395,655**

The item includes €180,558 for the audit of the annual statement of accounts and €2,688,339 for other services provided by the external auditor, mainly audits of the proper use of funds (partly charged to the audited projects) and IT system audits.

Expenses not related to the period under review were €26,700,475 (previous year: €485,794). These expenses mainly consist of additions to the provision for personnel reorganisation, VAT corrections and asset retirements with a book loss.

The item 'office operating costs' includes ongoing IT operating costs, which rose by €8 million year on year.

(15) Other interest and similar income

This item mainly relates to interest income of €16,837,897 (previous year: €11,664,947) on bank deposits. The interest on pension provisions was €359,863 (previous year: €344,775).

(16) Interest and similar expenses

These expenses relate primarily to interest charges of €9,617,220 (previous year: €6,302,360) in respect of liabilities. Interest expenses for the compounding of long-term provisions came to €330,557 (previous year: €206,250).

(17) Taxes on income

	2024	2023
	in €	in €
Corporation tax		
– income previous year	1,621,702	134,028
– expense current year	– 1,280,854	– 1,727,627
– expense previous year	– 835,311	– 31,344
Trade tax current year	– 313,141	– 324,514
Trade tax previous year	– 83,190	– 12,450
	– 890,794	**– 1,961,907**

The income and expenses shown in the above table for corporation tax and trade tax refer to GIZ's taxable business area, InS. With regard to its activities strictly linked to the corporate purpose (Zweckbetrieb), GIZ is not subject to corporation tax (section 5 (1) no. 9 German Corporation Tax Act, KStG) or trade tax (section 3 no. 6 German Trade Tax Act, GewStG).

Germany's Minimum Taxation Directive Implementation Act, which was published on 27 December 2023, is not expected to have any impact on GIZ's results.

Significant events after the balance sheet date

There were no significant events after the balance sheet date of 31 December 2024.

Other information

Company law

The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH (registered offices in Bonn and Eschborn) is entered in the Commercial Register maintained by the District Court of Bonn under HR B 18384 and in the Commercial Register maintained by the District Court of Frankfurt am Main under HR B 12394.

Total other financial commitments

Other financial commitments totalled €168,632,155.

Commitments under commercial leases

Commitments under commercial leases for office premises, parking spaces and IT equipment (2025 to 2028) stood at €30,774,753. Out of this total, €21,036,798 is payable in 2025.

Purchase commitments for investment projects

As at the balance sheet date, purchase commitments for investment projects totalled €81,814. Other investment project commitments under the GIZ Eschborn Campus purchase agreement came to €76,596,971. The purchase price will be paid in instalments (up to the planned occupancy date in 2025) on the basis of an agreed payment schedule linked to the progress of construction.

Obligations to affiliated companies

The company's provident fund, GIZ Unterstützungskasse GmbH, has set up two payment plans (Leistungsplan II and III). GIZ provides it with the funds needed to make pension payments under these plans. In the fiscal year under review, this amount was €60,870,620 (previous year: €55,924,896). The payment plan concluded in 2015 was cancelled in 2017.

Contingent liabilities

GIZ is a member of several consortia in which it cooperates with partners from various EU and other countries to jointly win contracts and implement project measures in various fields (procurement of materials and equipment and delivery of services).

In all these consortia, each member is jointly and severally liable to the client. GIZ's liability is minimised on account of its lead role and its provision of project funds as projects progress. Therefore, claims are not expected. As at the balance sheet date, there were 11 consortia in all. GIZ has the lead role in four of these consortia.

As at 31 December 2024, the risk arising from participation in the consortia amounted to €307,998 (previous year: €998,733). Based on the experience of recent years, claims are not expected.

Average employment during the year

	2024	2023
Germany-based staff	2,949	2,860
Project staff (Germany)	2,935	2,918
Field staff	2,534	2,653
Total GIZ employees (excluding national staff)	**8,418**	**8,430**
National staff	16,408	17,147
Total GIZ personnel	**24,826**	**25,577**

Supervisory Board and Management Board

Supervisory Board

Chair	**Jochen Flasbarth**	State Secretary, German Federal Ministry for Economic Cooperation and Development
First Deputy Chair	**Louisa Ameyo Agossivi Sedjro**	Domestic Security Expert, GIZ
Second Deputy Chair	**Dr Wibke Thies**	Senior Country Manager, GIZ
	Felix Banaszak	Member of the German Federal Parliament
	Susanne Baumann	State Secretary, Federal Foreign Office
	Ines Born	Ministry Coordinator, Unified Service Sector Union (ver.di), National Office
	Katrin Gothmann	Head of section, GIZ (up to 31 July 2024)
	Bettina Hagedorn	Member of the German Federal Parliament
	Anja Hajduk	State Secretary, Federal Ministry for Economic Affairs and Climate Action
	Michael Hinterdobler	Deputy Director General, Head of Division, Bavarian State Chancellery
	Armin Hofmann	Programme Manager, GIZ (up to 30 November 2024)
	Carsten Körber	Member of the German Federal Parliament
	Judith Kordon	Specialist, GIZ (from 1 December 2024)
	Harald Küppers	Project Manager, GIZ (up to 31 December 2024)
	Claudia Raffelhüschen	Member of the German Federal Parliament
	Dr. Christiane Rohleder	State Secretary, Federal Ministry for the Environment, Nature Conservation, Nuclear Safety and Consumer Protection
	Sascha Rusgiarto	Risk Management Specialist, GIZ
	Steffen Saebisch	State Secretary, Federal Ministry of Finance
	Marcel Schmelz	Director, Unified Service Sector Union (ver.di), Wiesbaden Division
	Dr Julius Spatz	Director, Asia II Division, GIZ
	Daniela Suttner	Deputy Head of Regional Division, Unified Service Sector Union (ver.di), Hesse Regional Division
	Arthur Richard Wallach	Portfolio Manager, GIZ (from 1 August 2024)

Management Board

Thorsten Schäfer-Gümbel
Chair of the Management Board and Labour Relations Director
Departments: Asia, Pacific, Latin America, Caribbean; Client Liaison and Business Development; Procurement, Property, Contracting, International Language Services; Human Relations
Corporate Units: Academy for International Cooperation; Compliance and Integrity; Corporate Development; Corporate Communications

Ingrid-Gabriela Hoven
Deputy Chair of the Management Board
Departments: Europe, Mediterranean, Central Asia; Sector and Global Programmes; Sectoral Department; Finance
Corporate Units: Evaluation; Corporate Security

Anna Sophie Herken
Member of the Management Board
Departments: Africa; International Services; Digital Transformation and IT Solutions
Corporate Units: Information Governance; Legal Affairs and Insurance; Auditing

Remuneration
The remuneration received by members of the Management Board generally includes a fixed salary and a variable component. For members of the Management Board currently employed, the total remuneration in fiscal year 2024 was €836,691.

As at 31 December 2024, GIZ had an employer-financed provident fund commitment totalling €150,023 towards currently serving members of the Management Board. In 2024, GIZ transferred €232,491 to Alte Leipziger Unterstützungskasse e. V. in order to fund these pension commitments.

	Fixed salary	Additional benefits	Variable remuneration	Total	Retirement pension costs
	in €	in €	in €	in €	in €
Thorsten Schäfer-Gümbel	258,000.00	5,232.24	29,400.00	292,632.24	134,490.48
Ingrid-Gabriela Hoven	245,000.04	8,414.74	29,400.00	282,814.78	–
Anna Sophie Herken	245,000.04	6,243.48	10,000.00	261,243.52	98,000.04
Total	**748,000.08**	**19,890.46**	**68,800.00**	**836,690.54**	**232,490.52**

In 2024, members of the Supervisory Board were solely reimbursed for their travel costs of €8,371. There was no further remuneration. No benefits were paid to former members of the Management Board during the year under review.

A provision of €487,271 has been recognised to cover transitional allowances for former managing directors and former members of the Management Board. Transitional allowance payments in fiscal year 2024 totalled €220,752. Indirect pension obligations towards former managing directors and former members of the Management Board totalled €14,407,925.

Loans to organs of the company
There are no loans to organs of the company.

Declaration of conformity by the Supervisory Board and Management Board

The Supervisory Board and Management Board declare that the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH has complied and will continue to comply with the regulations and recommendations set out in the Public Corporate Governance Code of the Federal Republic except in those cases set out in section III of this report.

Bonn/Eschborn, 15 May 2025

The Management Board

Thorsten Schäfer-Gümbel
Chair of the Management Board

Ingrid-Gabriela Hoven
Chair of the Management Board

Anna Sophie Herken
Member of the Management Board

Changes in Fixed Assets (gross figures)

	Cost of acquisition						Amortisation and depreciation						Carrying amounts	
	Brought forward 1.1.2024	Grant-financed* fixed assets Additions	Additions	Reclassification	Retirements	Carried forward 31.12.2024	Brought forward 1.1.2024	In the fiscal year	Reclassifications	Additions	Retirements	Carried forward 31.12.2024	31.12.2024	31.12.2023
	in €	in €	in €	in €	in €	in €	in €	in €	in €	in €	in €	in €	in €	in T€
I. Intangible assets														
1. Purchased concessions, industrial property rights and similar rights and assets as well as licences to such rights and assets	11,610,022	0	803,750	0	999,347	11,414,425	9,508,602	1,068,385	0	0	991,556	9,585,431	1,828,994	2,101
2. Advance payments made	1,299,030	0	0	0	1,299,030	0	0	0	0	0	0	0	0	1,299
	12,909,052	0	803,750	0	2,298,377	11,414,425	9,508,602	1,068,385	0	0	991,556	9,585,431	1,828,994	3,400
II. Tangible assets														
1. Land, land rights and buildings including buildings on third-party land	393,241,388	0	112,985	0	2,118,383	391,235,990	109,488,592	9,537,927	0	0	2,116,378	116,910,141	274,325,849	283,753
2. Other plant, operating and office equipment	74,330,892	198,392	7,821,452	326,648	9,810,142	72,668,849	50,792,763	8,206,526	0	3,056	9,258,857	49,737,376	22,931,474	23,538
3. Advance payments made and assets under construction	128,983,390	0	45,253,331	-326,648	0	173,910,073	0	0	0	0	0	0	173,910,073	128,983
	596,555,669	198,392	53,187,768	0	11,928,525	637,814,912	160,281,354	17,744,453	0	3,056	11,375,235	166,647,517	471,167,396	436,274
III. Financial assets														
1. Shares in affiliated companies	25,000	0	0	0	0	25,000	0	0	0	0	0	0	25,000	25
2. Participating interests	535,862	0	4,000	0	0	539,862	0	0	0	0	0	0	539,862	536
3. Securities held as fixed assets	202,667,845	0	0	0	0	202,667,845	0	0	0	0	0	0	202,667,845	202,668
4. Other loans	124,803	0	0	0	38,595	86,208	13,700	0	0	0	5,594	8,107	78,102	111
	203,353,510	0	4,000	0	38,595	203,318,915	13,700	0	0	0	5,594	8,107	203,310,809	203,340
	812,818,231	**198,392**	**53,995,518**	**0**	**14,265,497**	**852,548,252**	**169,803,657**	**18,812,838**	**0**	**3,056**	**12,372,385**	**176,241,054**	**676,307,198**	**643,014**

* Acquisition costs were offset against the investment grants.
The figures shown above may contain rounding differences of +/– one unit (€).

03 Auditor's report

Independent auditor's report

To the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, Bonn/Eschborn, Germany

Audit opinions

We have audited the annual statement of accounts of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, Bonn/Eschborn, which comprise the balance sheet as at 31 December 2024, and the profit and loss account for the financial year from 1 January to 31 December 2024, and notes to the financial statements, including the presentation of the recognition and measurement policies. In addition, we have audited the management report of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH for the financial year from 1 January to 31 December 2024. In accordance with the German legal requirements, we have not audited the content of the declaration on corporate governance pursuant to section 289f (4) HGB [Handelsgesetzbuch: German Commercial Code] (disclosures on the quota for women on executive boards).

In our opinion, on the basis of the knowledge obtained in the audit,

- the accompanying annual statement of accounts complies, in all material respects, with the requirements of German commercial law and gives a true and fair view of the assets, liabilities and financial position of the Company as at 31 December 2024 and of its financial performance for the financial year from 1 January to 31 December 2024 in compliance with German Legally Required Accounting Principles, and
- the accompanying management report as a whole provides an appropriate view of the Company's position. In all material respects, this management report is consistent with the annual statement of accounts, complies with German legal requirements and appropriately presents the opportunities and risks of future development. Our audit opinion on the management report does not cover the content of the declaration on corporate governance referred to above.

Pursuant to section 322 (3) sentence 1 HGB, we declare that our audit has not led to any reservations relating to the legal compliance of the annual statement of accounts and of the management report.

Basis for the audit opinions

We conducted our audit of the annual statement of accounts and of the management report in accordance with section 317 HGB in compliance with German Generally Accepted Standards for Financial Statement Audits promulgated by the Institut der Wirtschaftsprüfer [Institute of Public Auditors in Germany] (IDW). Our responsibilities under those requirements and principles are further described in the 'Auditor's Responsibilities for the Audit of the Annual Financial Statements and of the Management Report' section of our auditor's report. We are independent of the Company in accordance with the requirements of German commercial and professional law, and we have fulfilled our other German professional responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions on the annual statement of accounts and on the management report.

Other information

The legal representatives are responsible for the other information. The other information comprises the declaration on corporate governance pursuant to section 289f (4) HGB (disclosures on the quota for women on executive boards) as an unaudited part of the management report.

Our audit opinions on the annual statement of accounts and on the management report do not cover the other information, and consequently we do not express an audit opinion or any other form of audit conclusion thereon.

In connection with our audit, our responsibility is to read the other information mentioned above and, in so doing, to consider whether the other information

- is materially inconsistent with the annual statement of accounts, with the management report disclosures audited in terms of content or with our knowledge obtained in the audit
- or otherwise appears to be materially misstated.

Responsibilities of the legal representatives and the Supervisory Board for the Annual Statement of Accounts and the Management Report

The legal representatives are responsible for ensuring that the annual statement of accounts complies, in all material respects, with the requirements of German commercial law, and that the annual statement of accounts gives a true and fair view of the assets, liabilities, financial position and financial performance of the Company in statement with German Legally Required Accounting Principles. In addition, the legal representatives are responsible for such internal controls as they, in accordance with German Legally Required Accounting Principles, have determined necessary to enable the preparation of an annual statement of accounts that is free from material misstatement, whether due to fraud (i. e. fraudulent financial reporting and misappropriation of assets) or error.

In preparing the annual statement of accounts, the legal representatives are responsible for assessing the Company's ability to continue as a going concern. They also have the responsibility for disclosing, as applicable, matters related to the Company's continuation as a going concern. In addition, they are responsible for financial reporting based on the going concern basis of accounting, provided no actual or legal circumstances conflict therewith.

Furthermore, the legal representatives are responsible for ensuring that the management report as a whole provides an appropriate view of the Company's position and is, in all material respects, consistent with the annual statement of accounts, complies with German legal requirements, and appropriately presents the opportunities and risks of future development. In addition, the legal representatives are responsible for such arrangements and measures (systems) as they have considered necessary to enable the preparation of a management report that is in accordance with the applicable German legal requirements, and to be able to provide sufficient appropriate evidence for the assertions in the management report.

The Supervisory Board is responsible for overseeing the Company's financial reporting process for the preparation of the annual statement of accounts and of the management report.

Auditor's responsibilities for the audit of the Annual Statement of Accounts and of the Management Report

Our objectives are to obtain reasonable assurance about whether the annual statement of accounts as a whole is free from material misstatement, whether due to fraud or error, and whether the management report as a whole provides an appropriate view of the Company's position and, in all material respects, is consistent with the annual statement of accounts and the knowledge obtained in the audit, complies with the German legal requirements and appropriately presents the opportunities and risks of future development, as well as to issue an auditor's report that includes our audit opinions on the annual statement of accounts and on the management report.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with section 317 HGB and in compliance with German Generally Accepted Standards for Financial Statement Audits promulgated by the Institut der Wirtschaftsprüfer (IDW) will always detect a material misstatement. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this annual statement of accounts and this management report.

We exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the annual statement of accounts and of the management report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our audit opinions. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal controls.

- Obtain an understanding of the internal controls relevant to the audit of the annual statement of accounts and of arrangements and measures (systems) relevant to the audit of the management report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an audit opinion on the effectiveness of the internal controls of the Company or of these arrangements and measures.

- Evaluate the appropriateness of accounting policies used by the legal representatives and the reasonableness of estimates made by the legal representatives and related disclosures.

- Draw conclusions on the appropriateness of the legal representatives' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in the auditor's report to the related disclosures in the annual statement of accounts and in the management report or, if such disclosures are inadequate, to modify our respective audit opinions. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to be able to continue as a going concern.

- Evaluate the overall presentation, structure and content of the annual statement of accounts, including the disclosures, and whether the annual statement of accounts presents the underlying transactions and events in such a way that it gives a true and fair view of the assets, liabilities, financial position and financial performance of the Company in compliance with German Legally Required Accounting Principles.

- Evaluate the consistency of the management report with the annual statement of accounts, its conformity with German law, and the view of the Company's position it provides.

- Perform audit procedures on the prospective information presented by the legal representatives in the management report. On the basis of sufficient appropriate audit evidence, we evaluate, in particular, the significant assumptions used by the legal representatives as a basis for the prospective information and evaluate the proper derivation of the prospective information from these assumptions. We do not express a separate audit opinion on the prospective information and on the assumptions used as a basis. There is a substantial unavoidable risk that future events will differ materially from the prospective information.

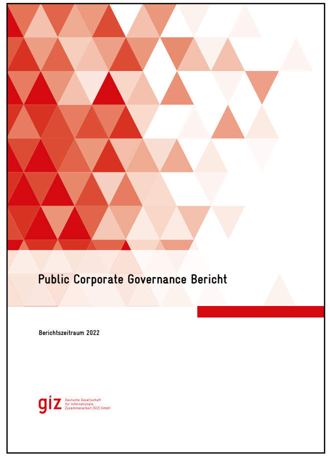
We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal controls that we identify during our audit.

Frankfurt am Main, 15 May 2025

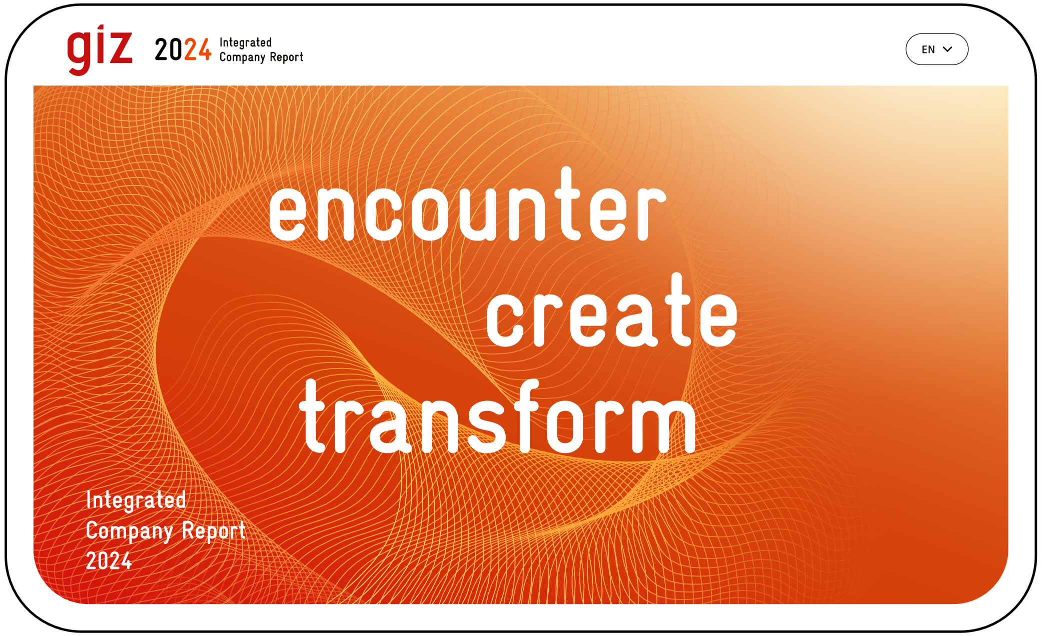
PricewaterhouseCoopers GmbH
Wirtschaftsprüfungsgesellschaft

Dirk Wolfgang Fischer Auditor	Marc Krizaj Auditor

Further reports of GIZ



Corporate governance documents (available in German only)



Corporate sustainability documents

Integrated Company Report 2024

reporting.giz.de/2024

These and other reports produced by GIZ can be found under:

reporting.giz.de/2024/#downloads

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