

Sustainability Report 2024



Editorial

Dear Readers,

After several years of challenging economic conditions, persistent global uncertainties have become the new norm in the automotive industry. Continued weaknesses in the global economy, alongside the ongoing conflict in Europe, remain significant factors impacting our business.

Accepting challenges, developing ideas and solutions, embracing the future. In our more than 100-years of history, we at Mubea have established a culture of progress, which is endorsed by our employees all around the world. It is the basis for our innovations.

The transition to fully electric vehicles and the development of new last-mile solutions are increasingly driven by the growing frequency of devastating natural disasters - a stark reminder that the ongoing climate crisis remains one of our greatest challenges. Mubea remains dedicated to its sustainability strategy, aiming for climate neutrality by 2035. We are making great progress with our ambitious sustainability initiatives, and we are committed to driving the transformation of our industry towards e-mobility and decarbonization.

The world around us is changing quickly - and so is Mubea! This transformation is not a source of fear, but rather a source of opportunity. In recent years, Mubea has demonstrated that we are capable of thriving under challenging conditions. I am confident that we, as the Mubea family, will continue to stay optimistic and successful!

Yours sincerely,

Thomas Muhr.





Photo: Mubea Management Board (MMB)






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Sustainability Statement

Mubea has developed a consolidated sustainability statement, derived from increasing stakeholder expectations and Mubea’s own ambitious goals. We defined five core pillars of sustainability, functioning as the foundation of our strategy, covering our own business fields and touching relevant sustainability aspects of our supply chain. 2024 marks the third year of an annually reporting cycle

on sustainability topics. As in previous reports, we prepare the information in this report with reference to the Standards of the Global Reporting Initiative (GRI).

GOVERNANCE	PRODUCTS	PROCESSES	SUPPLY CHAIN	PEOPLE
				
<ul style="list-style-type: none">• DRIVEN BY THE BEST – Spirit and values of our culture• Establishing energy saving guidelines• Anchored in our Code of Conduct• Certified integrated management systems• Implementation of data protection guidelines and cyber awareness training	<ul style="list-style-type: none">• Lightweight products reduce emissions throughout the vehicle life cycle• Climate-friendly solutions in e-mobility• Zero-failure to ensure product safety & quality• Optimal use of resources	<ul style="list-style-type: none">• Long-term goal: climate positive• Group-wide Energy Efficiency Program (MEEP)• Recycling materials and avoiding hazardous waste• Contributing to water quality and conservation	<ul style="list-style-type: none">• Sustainability requirements for suppliers• Evaluation of suppliers in accordance to environmental standards• Implementation of supply chain due diligence act (LKSG)• Transparent reporting: Mubea sustainability report, CDP, NQC, EcoVadis	<ul style="list-style-type: none">• Employer attractiveness• Employee development• Healthy working environment• Accident prevention culture• Mubea-helps foundation

OUR MISSION ...

“To significantly contribute to sustainable mobility with best-in-class lightweight solutions!”

Context of the company

Mubea is a pioneer global partner in the transportation sector, focusing on advanced lightweight, high-strength components and related products. Founded in 1916 in Attendorn, Germany, this family-owned company, in conjunction with its parent company Muhr und Bender KG, has consistently driven innovation. Muhr

und Bender KG operates as a limited partnership. Spearheading strategic choices is the Mubea Executive Board (MEB), complemented by the Mubea Directors Committee (MDC), which provides valuable advisory support to the MEB. We are known for developing trailblazing products that set international standards. Over the years, we have established ourselves as a leading automotive supplier specializing in chassis, car body and powertrain



components. Our ongoing commitment to research and development enables us to introduce new lightweight products and materials using advanced manufacturing technologies. By collaborating closely with our customers and academic institutions, we deliver innovative solutions to create lighter and more efficient vehicles.

In addition to our advancements in the automotive industry, Mubea has expanded into the aviation industry focusing on innovative lightweight solutions and advanced materials. Our core philosophy

emphasizes the internal development of cutting-edge production technologies, enabling us to respond rapidly to customer needs and anticipate future demands. Central to this strategy is our commitment to develop our own tooling and facilities.



Mubea is a prominent global player with a presence in 58 locations across 22 countries, spanning Europe, north and south America and Asia. Our extensive operations strategically position us to provide our customers with proximity to the supply chains they need. Over the past five years, we have significantly expanded our

company, establishing more than half of our locations in key markets with tremendous growth potential. These attractive markets enable us to better serve our customers and support our continued success.

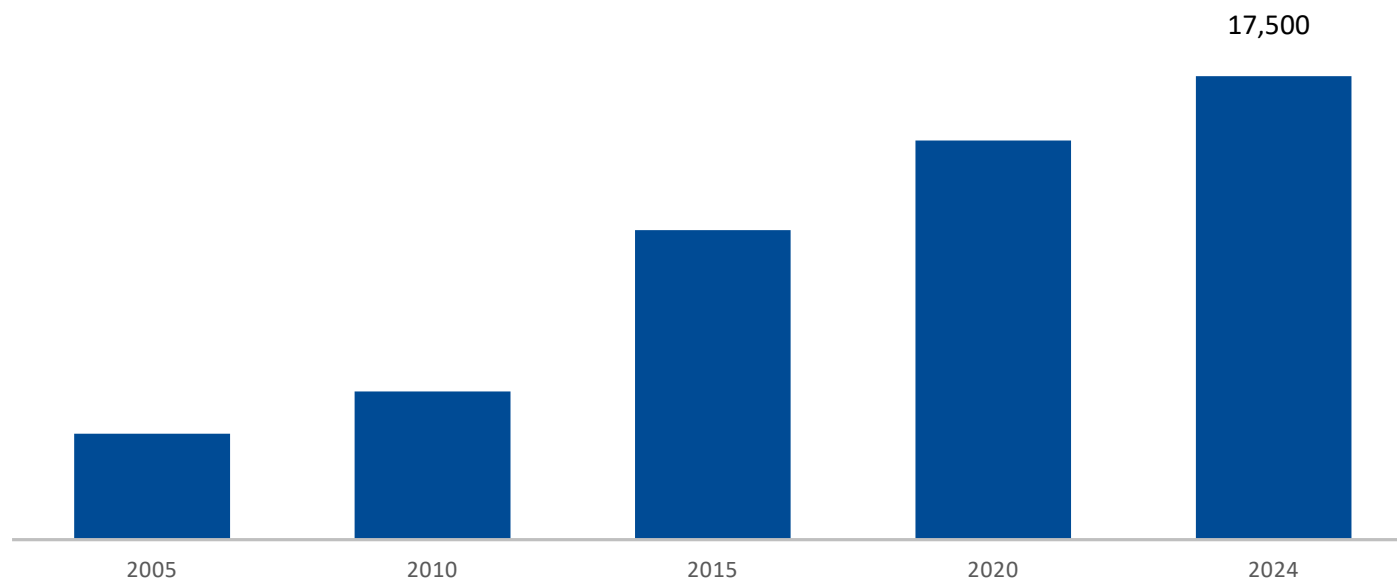


Austria	Bosnia	Brazil	Canada	China	Czech Republic	France	Germany	Hungary	India	Italy
Japan	Mexico	Morocco	Poland	Slovakia	South Korea	Spain	Switzerland	Thailand	Türkiye	USA

As a family-owned and operated company, Mubea employs approximately 17,500 dedicated people. We take pride in our organizational flexibility, streamlined decision-making processes, and our unwavering commitment to a robust long-term strategy. With our roots in Germany, it is no surprise that the majority of our workforce still operates from Europe. However, as Mubea has expanded its global presence as a prominent automotive supplier, our reach has also grown significantly.

To remain competitive in the automotive industry where lightweight products are in high demand, we rely on a workforce driven by ambition and a penchant for innovative thinking. In return, Mubea offers the majority of our employees permanent employment opportunities, reflecting our core philosophy.

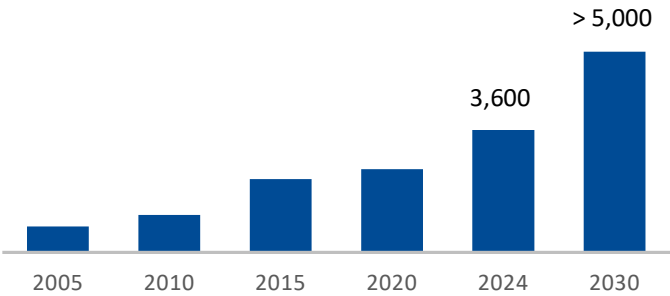
Global number of employees



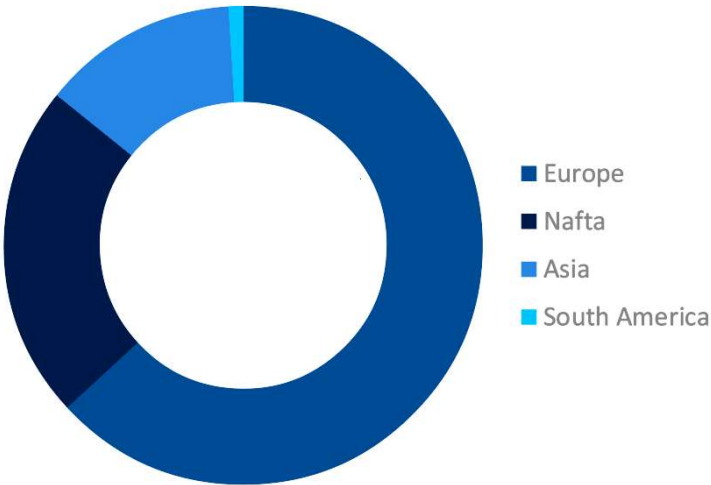
The distribution of our workforce, which leans heavily towards permanent positions, underscores our dedication to fostering long-term employment relationships. Temporary contracts, primarily for internships, trainee programs, and university collaborations, are categorized separately to emphasize our commitment to nurturing emerging talent.

Mubea is organized into divisions and regions, and in 2024, we generated a turnover of 3.6 billion Euros. As highlighted on the right, Mubea has set extremely ambitious company growth targets by 2030. While this provides further challenges in meeting our sustainability goals, it also provides us the opportunity to further increase our positive impact on the world.

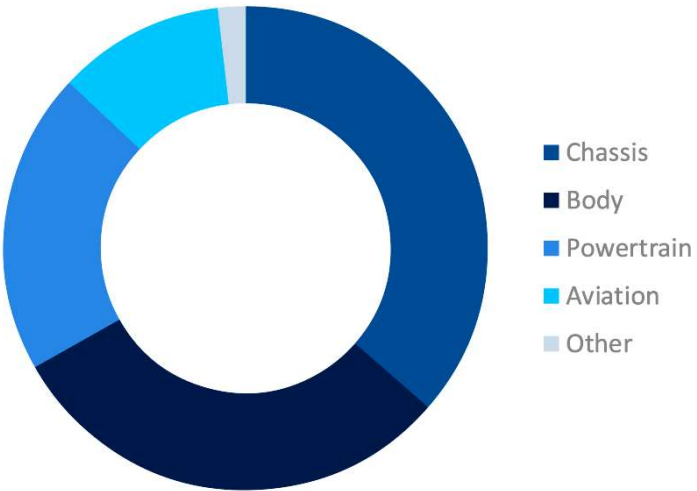
Turnover in Mio. Euro



Turnover by region



Turnover by division



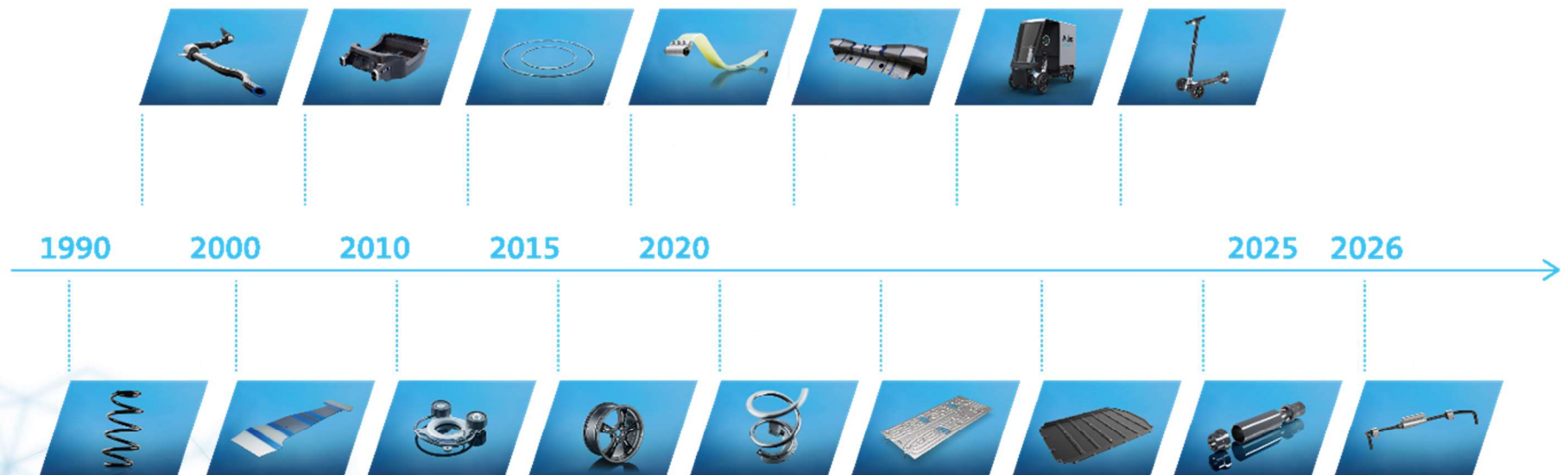
Products

A key aspect of our sustainability strategy lies in our range of pioneering and innovative products. Mubea's core competencies – lightweight, efficiency, and global presence – highlight our commitment to creating meticulously engineered products for specific applications. This approach reduces material usage and product weight, as evidenced by our impressive portfolio of patented innovations. Our product optimization is based on extensive experience gained from our enduring presence in the automotive sector, bolstered by profound knowledge in materials, processes and mechanical design.

Our offerings include lightweight chassis, body solutions and efficient powertrain and industry products that significantly reduce fuel and energy consumption across transportation and industry

sectors. While the electrification of passenger vehicles lowers emissions regardless of vehicle weight, our dedication to lightweight principles remains steadfast. Factors such as range, driving experience, and the conservation of precious natural resources are now of paramount importance. Lightweight design not only encompasses minimal material weight but also prudent material utilization wherever feasible.

The transition from internal combustion engines to electric propulsion further empowers us to leverage our strengths in emerging markets, leading to the development of innovative low-carbon mobility solutions. Notably, our focus has been on the last-mile urban mobility and delivery segment, driving the launch of our newly established "Micromobility" division. This section sets our vision for shaping the future across our diverse product spectrum.



Lightweight construction has always been a major driver in the aviation industry and the innovative products from Mubea promotes this objective. Mubea Aviation is dedicated to reducing the environmental impact of aircraft production and operation through innovative lightweight products, advanced materials, and sustainable processes. We are committed to minimizing our own carbon footprint while delivering high-performance components that reduce aircraft weight and fuel consumption meeting the demands of the most advanced aircrafts in the world. This holistic approach to sustainability reflects Mubea's long-term vision of creating a greener, more sustainable world.

Mubea's unyielding commitment to a zero-failure standard permeates every facet to ensure the safety and quality of our entire product range. This, combined with our groundbreaking innovations, strongly position Mubea for the future.

Body

Mubea's approach has always been shaped by entrepreneurial vision, an eye for the potential offered by innovative technologies and a healthy dose of courage. We take advantage of new processes and materials to pursue our goals of continuous weight reduction, optimization, and integration of functions, as well as efficient use of resources. Our division includes the manufacturing business units Tailor Rolled Products (TRP), Mubea Carbo Tech (MCT), Mubea Rollbonded Products (MRP), Seating, Mubea Composite Springs (MCS) and WEBA-Werkzeugbau.

TRP – Tailor Rolled Products

Mubea is recognized as a specialist in lightweight design that contributes to reduced component and vehicle weight. Our flexible rolling technology minimizes raw material consumption by reducing material thickness in part areas where it is functionally not needed. We further decrease the use of virgin steel by incorporating recycled steel, optimizing nesting, and minimizing scrap to reduce the CO₂ footprint in a vehicle by usage of Tailor Rolled Blanks parts. The system pressure of our flexible rolling mill can be adapted to the individual rolling profile, which increases energy efficiency. Because 33% of Mubea's hot forming capacity in EU is already powered by electric furnaces and green electricity, it significantly reduces the CO₂ footprint compared to natural gas ovens. Additionally, the Mubea TRB material team developed an all-new material grade (MTH), to enable tailored properties in steel solutions. With the targeted use of the dislocation hardening effect and elimination of the need for a heat treatment process, Mubea archives the unique ability to customize thickness, strength & ductility in one sheet metal blank. This process is now in mass production.



MCT – Mubea Carbo Tech

Mubea develops Fiber Reinforced Plastic (FRP) solutions and the corresponding production technology. This combination makes FRP the top lightweight material for diverse applications. The reduction of emissions during the use phase through lightweight and efficient products is evident. However, we consider the ecological aspect during the production processes by using fibers and matrices made from sustainable materials, as well as recyclable matrices. For example, our underbody protection systems can be made with bio-based thermosets for high performance applications or thermoplastic matrix materials for improved recyclability. Both options significantly reduce weight, leading to energy savings during the use phase of our components.



Through the high-pressure resin transfer molding (RTM) production process, Mubea Carbo Tech can process custom material combinations as well as lightweight integrated components. The product safety paired with our broad development expertise and automatized manufacturing processes, ensures zero errors in development and production, thereby conserving resources.

In addition, market monitoring enables us to respond quickly. Green energy is used for the production processes at the Salzburg, Dolní Kralovice and Žebrák production sites. In 2024 a 400kW photovoltaic system was installed at our headquarters in Salzburg.

The use of bio-based fiber composites is an ongoing product development for new climate-friendly and lightweight mobility solutions during the Mobility Transformation.

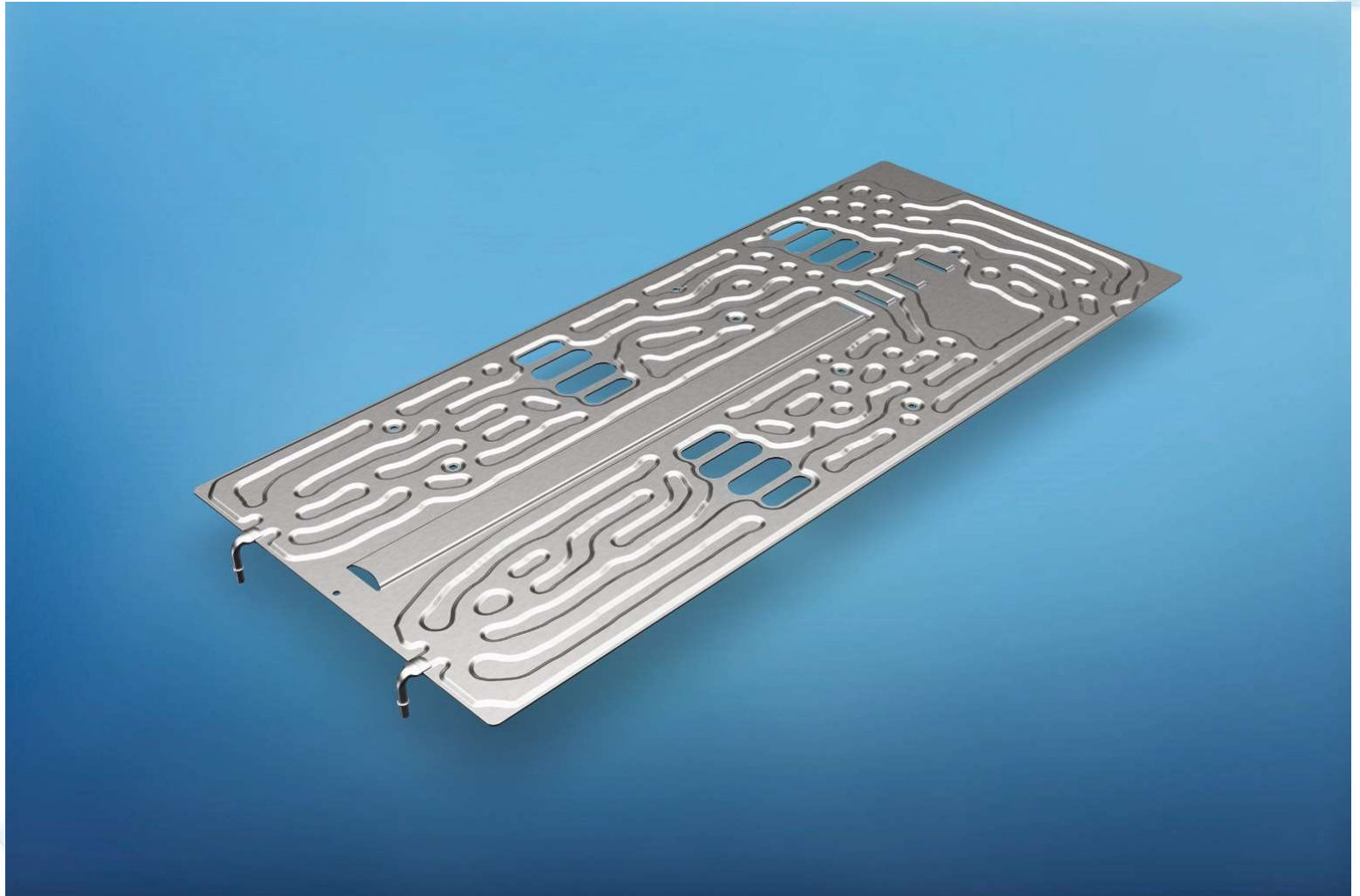
We are intensively researching for new sustainable carbon-fiber solutions



MRP – Mubea Rollbonded Products

Mubea is expanding its expertise in roll bonding, a technology that has several advantages. From a sustainability perspective, there are two distinct advantages. First, no flux materials or other brazing

media are used. Second is the exclusive use of aluminum of the same alloy family. Both advantages make the aluminum and our products 100% recyclable.





Further, the products produced by Mubea can be welded in battery housings, as there is a homogeneous composite of materials. Cooling plate and cooling channels can be formed for better function and component integration. Our Rollbonding Process guarantees a high flexibility and freedom of design in engineering change management, as no tools are required. For example, the cooling plate is needed to cool the e-mobility batteries - making it an ideal product that supports the process of sustainability.

Powertrain and Industry (PTI)

During the last few years, the PTI division began transforming to a more sustainable future. With several new products, we changed the focus from internal combustion engine to the electrification of mobility. We are not only focusing on the sustainability of the final product but also on the sustainability of our internal processes.

Flexible Rotor Shafts

During the design phase of this new product, Mubea considered all five pillars of the Mubea sustainable strategy and used the opportunity to implement new processes and methods.

One of the main components of an electric drive motor is the rotor shaft pressed in the lamination stacks. The innovative triangular design of the Mubea flexible rotor shaft is assembled to the lamination stack without thermal joining. This unique design significantly reduces the thermal energy required during the assembly at the customer sites.

As easy as you can assemble the product, you can also disassemble it. Therefore, it is possible to replace single lamination stacks and reuse the flexible rotor shaft. At the end of the product lifetime, the shaft can be disassembled, and individual components recycled separately into pure, higher value recycling streams.

Due to its triangular shape the rotor shaft is characterized by a defined radial flexibility, which makes it possible to increase the power density of the motor by increasing its rotor speed.

Consequently, our customers can use a smaller and lighter engine with the same power output. The saved engine weight contributes to increase the driving range of the electrical car.

Additionally, the rotor shaft itself is also lighter. With its hollow design, weight is reduced up to 40% compared to conventionally manufactured rotor shafts. Since the flexible rotor shaft is produced from recycled steel, it also reduces the Scope 3 emissions of the product.

The space between the triangular-shaped rotor shaft and the lamination stack can be used for direct cooling of the lamination stack, which enables an increased maximum power output of the motor. The production start will be beginning of 2025.

Disc springs for integrated power brake

With the innovative design of our disc springs, Mubea further supports our customers by delivering a product developed to reduce emissions over its life cycle.

The new integrated power brake (IPB) has an increased performance with a much lighter and less complex design compared to similar products. This system can recuperate 100% of the braking energy, which can increase the driving range up to 20%. In contrast to conventional solutions, the IPB system is completely free of noise and vibrations which makes it perfect for electric vehicles. The best-in-class system-dynamic makes the IPB capable to be used in emergency brake systems in actual and future high level autonomous driving systems.

During the design phase of this product, Mubea considered all sustainable aspects. The spring designs show an extremely high material utilization, the stamping process uses multi-cavity tools to reduce material consumption and increase productivity. A flexible partially linked production line concept has been implemented to achieve a perfect material flow for multiple product varieties. All these measures reduce resource input, energy consumption, and CO₂ footprint of the manufacturing operations.

To minimize the CO₂ emissions related to the transportation of components, Mubea produces these disc springs in the local markets it serves: In Europe for the European market and in China for the Asian market.



Transmission Disc Springs

Together with ZF Friedrichshafen, we launched a pilot project at the end of 2021 as part of a "Green Steel Partnership" with which we aim to significantly reduce the Product Carbon Footprint (PCF), i.e., the CO₂ footprint, for joint products. The first batch of Mubea

transmission disc springs made of "green steel" has now been produced and one of the springs symbolically handed over to the customer.

Within the pilot project, specialists from Mubea and ZF investigated which of the transmission disc springs already in series production for ZF would be suitable for a sustainability project. The team analyzed the reduction of PCF in terms of number of units, installation times, intended use and other factors and was able to identify two suitable types of transmission disc springs. In close coordination with ZF, our manufacturing process for these two springs was converted to "Green Steel" within the pilot project. In this process, the raw material is obtained in an electric arc furnace - a much more sustainable method than the melting process in conventional blast furnaces using coke-coal. This conversion reduces CO₂ emissions by around 60 percent within the production of the transmission disc springs.



Clipless pre-opened spring band clamp

Sometimes even a slight change can make a product more sustainable. In the early 1980's, Mubea began the production of the newly designed spring band clamp, which greatly reduced cars maintenance frequency at that time. Even after several years of mass-producing this product, Mubea still finds ways to make the product and design more sustainable.

To ensure a quick assembly by the customer we deliver pre-opened spring band clamps. Previously, a small plastic clip kept the clamp open, and that clip would be scrapped after the assembly of the spring band clamp.

This single-use glass fiber reinforced plastic clip is a significant waste of resources. Therefore, Mubea developed a pre-opened spring band clamp that no longer requires the plastic clips.

Today, we are selling approximately 130 Mio. spring band clamps without clip - saving nearly 500t of plastic material annually.

Chassis

Over the decades Mubea has developed to become a global market leader in chassis components. To optimize and further develop our products we pursue the following goals: innovative lightweight design, excellence in robustness and function, high vertical integration of added value and global availability.

Coil Spring Systems for BEVs and P-HEVs

With the introduction of the side load spring in the 1990s for front axle McPherson struts, we established cold forming technology to enable the most efficient spring designs for passenger vehicles on both axles. Our in-house production of high-strength spring steel provides the basis for lightweight applications. During the last decades, we were able to utilize the material to its best potential by

computer-optimized designs, robust interfaces, and improved manufacturing processes. Through these steps, we reduced the weight by 60% compared to our spring designs in the early '90s.

As electrification continues, the increasing weight of plug-in hybrid vehicles (P-HEVs) and battery electric vehicles (BEVs) demand



higher spring loads and rates. Typically, the forming of these springs with wire diameters greater than 20mm is produced in a hot state - with limitations to the spring's design and weight. However, light weight is still of significant importance, as it extends the driving range of electric vehicles. Mubea has increased its product portfolio to include springs with wire size up to 23mm, in order to offer the benefits of cold forming to all future passenger car segments as well as light commercial vehicles. Another step towards reducing CO₂ emissions is the increased purchase of steel from EAF furnaces and the step-by-step switch from gas to electric furnaces in the spring production process.

Mechanical Adaptive Roll Damping (MARD)

Since the invention of the automotive suspension system, balancing vehicle handling and ride comfort have been a constant challenge. Traditional suspension systems require compromises between these two aspects. Modern vehicles, however, demand superior handling without compromising driver comfort.

It is a tough challenge, which requires an extremely specific solution, thus the development of active suspension systems.

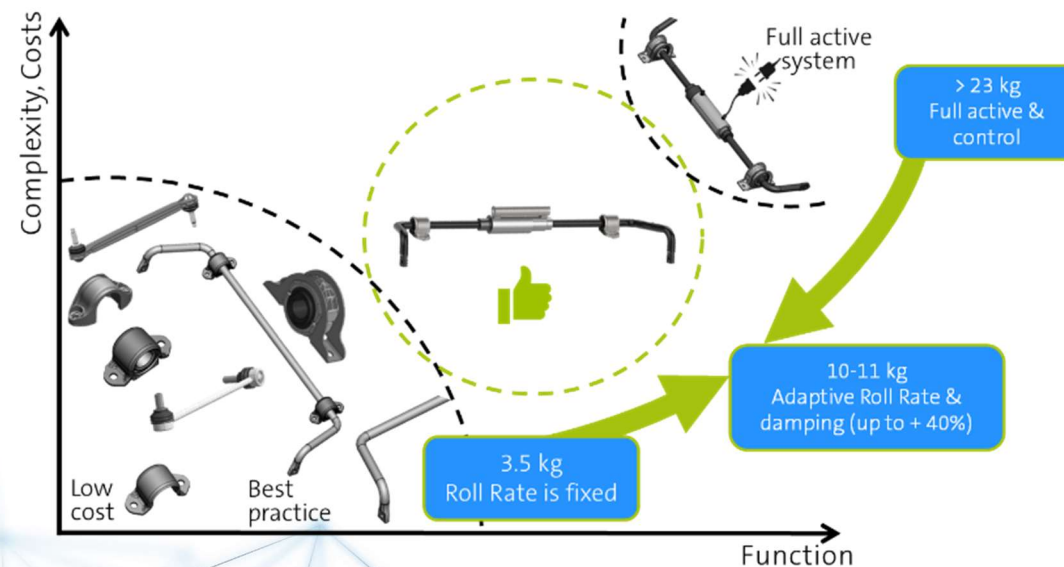
Active suspension systems are electromechanical systems that actively generate a straightening moment to balance the demands of handling and comfort. Despite their advantages, these systems come with significant drawbacks. These suspension systems have a high degree of technical complexity and add significant expense to a vehicle. They consume a considerable amount of electricity when operating, and the components consist of many rare earth minerals and other precious non-ferrous metals. Ensuring optimal

functionality involves sophisticated control units that also consume electricity and critical minerals.

As a more sustainable alternative, Mubea has developed a Mechanical Adaptive Roll Damping (MARD) system. This system automatically adapts to road surfaces, providing improved driving capability and superior comfort without the need for additional control units or energy consumption.

The new solution and its components are manufactured with over 90% conventional metallic alloys according to standard specifications, allowing for high percentage recycled content today. The light rubber sealing was optimized to be manufactured with simple rubber compounds, which function without any technical waste of critical components such as PVC. Staying true to our lightweight philosophy, a complete system weighs approximately 11kg, almost half the average of other active systems.

In summary, Mubea's Mechanical Adaptive Roll Damping offers a cost effective, environmentally friendly, and efficient solution to



the traditional challenges of automotive suspension systems. It ensures better handling, comfort, sustainability and contributes to significant CO₂ reduction, making it a forward-thinking choice in green automotive technology.

Micromobility

The 2021 created brand Mubea U-Mobility stands for innovative, sustainable, and customer-orientated mobility solutions in the sector of modern, urban mobility and logistics.

With our creative power and focus on functionality, comfort, and aesthetics, we strive to excite the public for E-mobility, ease their entrance to carbon free last mile vehicles, and provide a substantial effort for sustainable mobility.

The “U” in U-Mobility means “Unique, Urban” and “You.” Big changes come in small steps – starting with U (you)!

With the U-Mobility Cargobike, Mubea delivers both sustainable and efficient last mile vehicle concepts, bringing our design and

technology expertise from the automotive industry to the micro mobility market.

Serial production started September 2022 and has been scaled in 2024 to several hundred vehicles operating on public streets and cycle paths in Germany, the UK, and the Netherlands for large scale key accounts like Amazon, UPS or Hermes, but also for small and medium sized logistics and service companies.

The Cargobike is a four-wheeled pedelec with a chainless powertrain. Whether you want to deliver parcels, letters, groceries or spare parts - the Cargo PACK means you can transport your goods while exuding a modern urban spirit. It stands out from competitors with its robustness, design, ergonomics, and a loading capacity of up to 2,000 liters. Hydraulic disc brakes, a front and rear double-wishbone suspension, a rear-axle damper-strut, and stabilizer bars—combined with Mubea’s 16” performance wheels and durable motorcycle tires—ensure longevity, a dependable grip, and exceptional stopping power. A maximum box payload of 200kg paired with a total permitted vehicle weight of 600kg are superior in this sector.



In daily delivery traffic, safe parking is almost as important as safe driving. That's why we have equipped our Cargo fleet with a double parking-safety mechanism: an RFID system with quick-lock function and an electronic parking brake. With a gradeability of up to 18% it is an excellent climber, taking ramps in any conventional parking garage in a stride – fully loaded!

The platform design allows for purpose-oriented builds with a variety of driver cabins and loading containers both with and without roof for easy accessibility and enhanced comfort.

While developing our electric Cargobike, we meticulously focused not only on the crucial technological aspects, but we also devoted considerable attention to its functionality and sleek, modern design. The result is an innovative vehicle for the emission-free, fast, and quiet transport of goods in urban areas that meets visual requirements and successfully blends into the cityscape. Next to the Cargo bike is the “XBoard.”

The Mubea U-Mobility XBoard, introduced as the latest addition to the U-Mobility family, features a unique suspension design that prioritizes rider comfort and safety across various surfaces. Designed for personal transport, this e-scooter includes a practical folding mechanism, allowing it to be compacted for easy handling. Its innovative chassis is based on a patented Carbon-Fiber-Flex design, ensuring a lightweight, low-maintenance, full-suspension platform. Coupled with hydraulic disc brakes, the XBoard delivers consistently safe handling.

In 2023, Mubea U-Mobility produced a pre-series of 100 XBoards, which underwent extensive testing to refine the product further. This effort culminated in the launch of the Limited Edition XBoard on June 12, 2024, marking the model's transition into serial production. Available through our online shop, the Limited Edition XBoard quickly gained traction in the market.



The initial 200 units sold quickly, following a strategic approach that leveraged both B2C and B2B sales channels. A particularly successful B2C sales campaign, with a strong focus on brand and image, played a key role in driving demand, leading to the scooter selling out within just two months. Additionally, an employee leasing program was introduced to encourage broader adoption of this innovative transportation solution.

To further enhance the user experience, the XBoard App was launched in December 2024. This application provides riders with essential information, including kilometers traveled, battery status, and range. It also features a Help Center with self-service tutorials, enabling users to troubleshoot issues independently. Furthermore, owners can interact with others to share the riding experience.

The XBoard stands as a testament to Mubea's commitment to combining innovative engineering with practical urban mobility solutions. We invite stakeholders and users alike to engage with our product and explore the future of sustainable transportation.



Aviation

Sustainability in the manufacturing of aircraft components and assemblies is becoming increasingly important as the aerospace industry strives to reduce its environmental impact – prior to operating the aircraft. To make the production process more environmentally friendly, several key processes are being introduced, such as energy-efficient/ CO₂-free manufacturing processes, optimized material usage through optimized cutting/nesting, and efficient supply chains through vertically integrated manufacturing operations. We are committed to minimizing the environmental impact of our manufacturing of aircraft components and assemblies. Our products also make a significant contribution to environmentally friendly aviation, particularly in the area of composite components.

Metallic Components Europe and North America

In Europe, we have built a new factory that has the unique capability of operating as a vertically integrated production site. While aerospace supply chains are known to span great distances, our new factory allows us to manufacture detail parts on the ground floor and use those detail parts to assemble larger structural components on the first floor. This eliminates transportation efforts and all associated impacts. Due to its location, this new plant is prepared to overcompensate for its energy needs and support a CO₂-free production environment.

Our Canadian operations benefit from an electricity grid in which over 90% of the electricity is generated from carbon-free sources, thereby contributing to a significant reduction in our overall environmental impact. We also place a high value on resource efficiency, as evidenced by our successful recycling program that recovers over 90% of the metal shavings generated by our machining processes. As part of our ongoing commitment to environmental protection, we proactively replace conventional chrome plating

and cadmium-based coatings with the more environmentally friendly Zn-Ni alternative, thus minimizing the use of hazardous chemicals. Looking ahead, we are on track to achieve ISO 14001 certification in 2025, which underscores our formal commitment to and implementation of sound environmental management systems.



Composite Components

The use of composites in aviation represents a decisive step towards a sustainable future. Thanks to their excellent weight-specific properties, these materials enable a significant reduction in aircraft weight. This weight reduction leads to significantly lower fuel consumption and reduced CO₂ emissions, which both contribute to sustainable air traffic and lowers operating costs.

Composites also offer a high degree of flexibility in production: thanks to the possibility of highly automated production, complex structures can be manufactured efficiently, which shortens overall production time.

The potential of composites in the field of electric flying is particularly forward-looking. Due to the low weight of the materials, electric drives can be realized, which represent an emission-free alternative to conventional aviation. This development is a giant step

towards climate-friendly mobility. In this context composites also play a key role in logistics, particularly for delivery services over the “last mile”. Lightweight, robust drones enable the environmentally friendly delivery of goods, making the transportation sector more efficient and sustainable. In this way, composites are making a significant contribution to a greener future in aviation and beyond.



Aerostructures

Aerostructures is a leading global supplier of large aircraft structures. Its main activities include the development, production, and final assembly of complete fuselage sections and side shells. Mubea is responsible for procuring a wide range of components manufactured worldwide. In many cases, this also includes the procurement of raw materials such as titanium, steel, and aluminum. Due to the immense transport volume, Mubea, together with its logistics partners, has replaced conventional trucks with natural gas-powered trucks that produce low CO₂ emissions and has increased transport capacity by modifying shipping equipment. This means that fewer deliveries are required. Together with Airbus, Mubea is

gradually sourcing parts and raw materials from CO₂neutral sources wherever possible. Mubea is also working with its own supply chain to move in the same direction.



In terms of its own production processes, Aerostructures operates a system of continuous innovation and improvement. This system is regularly reviewed and monitored. The commitment to continuous improvement is evident in the regular review of consumables such as air leakage, which is measured in “loss” units, and in research into heat recovery potential. In addition, Mubea continuously optimizes waste management with a focus on reducing disposal and increasing recycling. This commitment is strengthened by regular training, continuous professional development, and the active involvement of employees in pursuing sustainability goals. The company's commitment is underpinned by the belief that employee participation is important in promoting a culture of sustainability at both the local and global level. The continuous improvement of the safety culture is also in line with this approach.

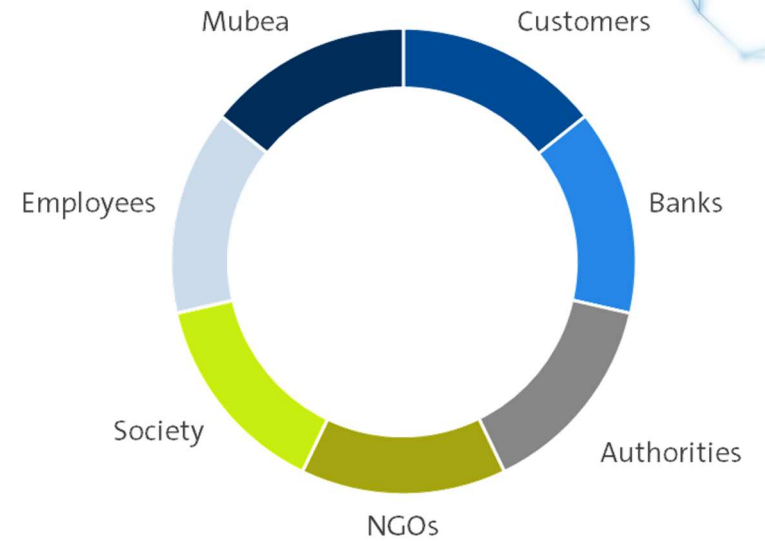
Materiality analysis

We regularly and thoroughly analyze the issues of our stakeholders, both internal and external, to align our own sustainability strategy with their evolving needs and expectations. To create the materiality analysis, a multi-disciplinary team consisting of internal and external experts worked together to identify the stakeholders and Corporate Social Responsibility (CSR)-topics with the strongest interest in and greatest impact on Mubea's sustainability activities.

As a result of our diligent analysis, we have identified seven key stakeholder groups, including our corporate management. Subsequently, we carefully selected the sustainability issues of greatest importance to our stakeholders, guided by a corporate social responsibility perspective.

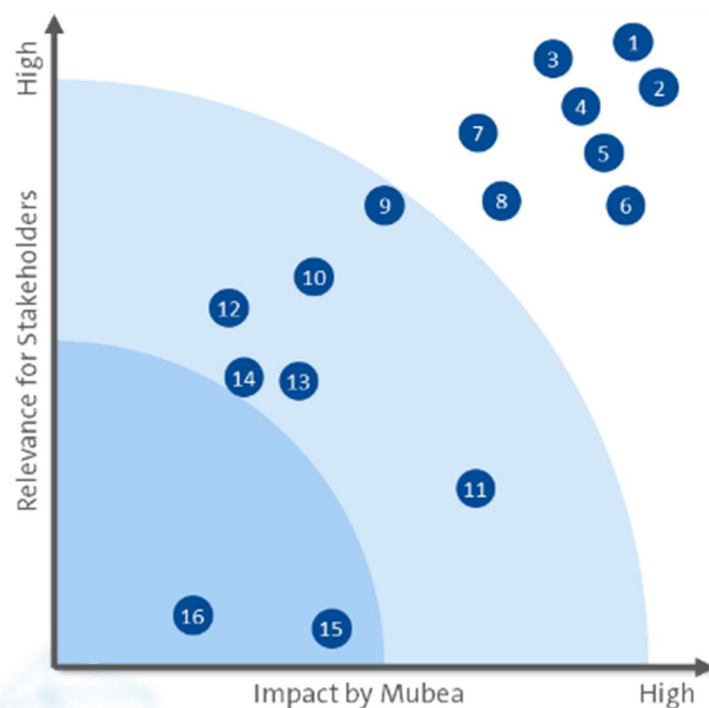
Having clearly defined stakeholders and focused on sustainability issues, our multi-disciplinary team meticulously assessed the interests and impacts associated with each, utilizing a scale that spans from "negligible importance" to "paramount priority for this stakeholder."

Our stakeholder analysis has revealed that all the topics covered in our previous sustainability report are still material.



The materiality matrix provides a visual representation of our sustainability topics, their relevance positioning to our stakeholders and their impact on Mubea. This matrix offers a clear insight into the prioritization of these topics.

Remark: While the location of topics in the matrix on the right reflects the general positioning quite well, the numbers shall not assume any direct ranking or prioritization of topics next to each other.



CSR TOPICS

- 1 Greenhouse Gas Emissions
- 2 Occupational Health & Safety
- 3 Legal Compliance
- 4 Supply Chain Management
- 5 Energy Efficiency
- 6 People Development
- 7 IT-Security & Data Protection
- 8 Diversity & Equal Opportunity
- 9 Business Ethics
- 10 Effluents and Wastes
- 11 Social Responsibility
- 12 Water Stewardship
- 13 Sustainable Materials
- 14 Human Rights
- 15 Local Communities
- 16 Public Policy

Environment

We are committed to preventing harm while also enhancing the positive impact of our operations on the environment and its people for present and future generations.

In line with the ten principles of the United Nations Global Compact, Mubea's sustainability strategy actively contributes to twelve of the United Nations' seventeen Sustainable Development Goals (SDGs).

Mubea is committed to protect the environment and its limited resources by minimizing the environmental footprint of our products and processes in our day-to-day operations. We acknowledge the threat that the man-made climate crisis poses to the future of our planet.

We recognize that responsible resource management is essential to sustainable production, following the entire product cycle from the limited use of all necessary resources such as production materials, water, and land to the application of a waste prevention hierarchy (avoid, reduce, reuse, and recycle). We manage harmful chemical substances by substituting or minimizing their use and take pro-active measures to prevent any permanent contamination of soil, water, and air. As stewards of the environment, we are committed to preserving and promoting biodiversity in all our operations and endeavors, by the conservation of ecosystems, habitats, and endangered species.



Climate Change

The ever-increasing number of environmental and safety requirements and associated societal impacts have led to a significant need for precise guidelines on how to deal with these issues. Because of this, Mubea has adopted a methodical approach to reducing its environmental impact.

This determined goal is summarised in a single, powerful statement **“climate neutral by 2035”** and derives from the 1.5°C target of the Paris agreement. In addition, the renowned SBTi (Science Based Target initiative) has confirmed our strategy as a company taking reliable action. Our set target is to reduce greenhouse gas emissions by 25% no later than 2025, and become climate neutral by 2035, as visualized in the roadmap below:



In our efforts to achieve carbon neutrality and achieve climate neutrality in the future, our strategy first focuses on preventing emissions through energy efficiency measures, adopting low carbon technologies, and procuring green electricity as well as carbon reduced raw materials – mainly steel. Next, the focus is to reduce emissions from difficult-to-decarbonize process by transitioning thermal process to green fuel sources or electrify them. The final step is to utilize carbon offsets to attain neutrality and move to climate neutral.

Not only do we make our processes more sustainable, but our products as well. Our reputation as a leading manufacturer for fossil-fueled commercial vehicles will continue with an increasing variety of products for electric cars, last-mile vehicles and even the aviation industry.

All newly constructed buildings will be equipped with roof-mounted photovoltaic systems, or at a minimum, designed to be “PV-ready” allowing for the future installation of solar panels to meet part of the building's energy needs in a climate-neutral manner.



Recently Mubea has installed two powerful photovoltaic systems on our two halls in Prostějov (Czech Republic). With an annual yield of ~3.1 million kWh, we are significantly contributing to the reduction of CO₂ emissions and making our effort to a more sustainable future. Thanks to these investments in renewable energy, we can not only make our own production processes more environmentally friendly but also have a positive impact on the regional energy supply.

Through the utilization of green energy, whether through procurement or self-generation of electricity, we have successfully mitigated a substantial portion of emissions stemming from our production processes. We have achieved significant emissions reductions in Germany, Austria, the United States, the Czech Republic and Slovakia by adopting green energy solutions. Furthermore, our aim is to transition to 100% green electricity usage across all Mubea locations by 2025. This encompasses not only the procurement of green electricity certificates but also the implementation of Mubea's sustainable, self-generated green energy.

Renewable Energy

Mubea Group 2019&2024

	2019	2024
Green electricity share	2%	57%

Because of several newly purchased plants from the aviation industry, only the values from the base year 2019 and the reporting year 2024 are available and in the report.

In addition to altering our energy source, optimizing our processes to reduce energy consumption is a crucial factor in our emissions reduction efforts.

Mubea manufactures a large variety of products most of which are made of metallic materials like steel and aluminum alloys. These materials typically are to be heat treated to achieve desired material characteristics. To reduce our carbon footprint and leverage our investment in self-generation of green electricity, we are focusing on converting our gas ovens to either very effective conductive heating or where not possible to convective heating ovens powered by green electricity. The electrification of heating processes is not accomplished quickly, which is why we are still considering other modifications of our existing infrastructure to incorporate thermal energy recovery systems. The benefits of these systems can partially be carried over to the new electric oven technology in future projects.

As we embark on this journey, our commitment to science-based emissions reduction targets reinforces our determination to drive positive change.

Measured from a baseline in 2019, we pledge to achieve net-zero greenhouse gas emissions throughout our entire value chain by 2035. In accordance with SBTi, this will be fulfilled with a maximum of 10% compensated emissions. Additionally, we are committed to cutting absolute scope 1 and 2 Greenhouse Gas (GHG) emissions by 50% by 2030. Concurrently, our goal is the adoption of 100% renewable by 2025.

Furthermore, we are dedicated to slashing scope 3 GHG emissions stemming from procured goods and services, capital assets, fuel and energy-related activities, upstream transportation and distribution, waste generated in operations, business travel, employee

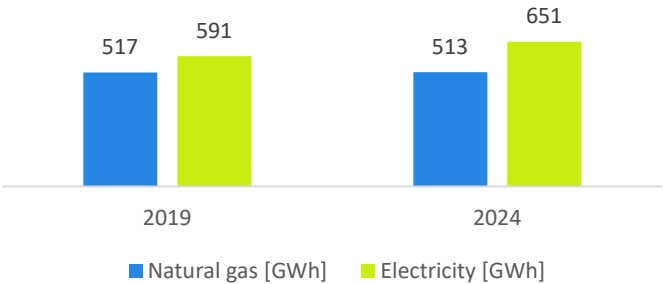
commuting, and upstream leased assets by an impressive 57.5%, based on the number of raw materials obtained, within the same timeframe.

Energy consumption

Mubea Group 2019&2024 in GWh

	2019	2024
Mubea Group	1,108	1,164
Natural gas	517	513
Electricity	591	651

Energy Consumption [GWh]



Even though we acquired a large manufacturing capacity for aviation parts, our energy intensity follows the decreasing trend of previous years. We have already decreased this performance indicator by more than 15% compared to our base year.

Energy intensity

Mubea Group 2019&2024 in MWh/mio. € turnover

	2019	2024
Mubea Group	380	321

The foundation for a qualitative assessment of the potential greenhouse gas emissions associated with our company's key assets and products began with the establishment of a comprehensive Greenhouse Gas inventory and reporting system. In response to growing customer demand, we have also undertaken the calculation of Product Carbon Footprints (PCF).

During the development of our GHG report and PCF calculations, we identified that a substantial portion of our emissions arises from material procurement. Consequently, achieving our sustainability objectives necessitates a broader approach that extends beyond internal emissions reductions, which had been our primary focus in recent years. To work towards our climate-neutral goals, we are implementing a multi-faceted strategy that addresses all three scopes of emissions.

Emission intensity

Mubea Group 2019&2024 in t CO₂/mio. € turnover

	2019	2024
Mubea Group	1,526	1,084

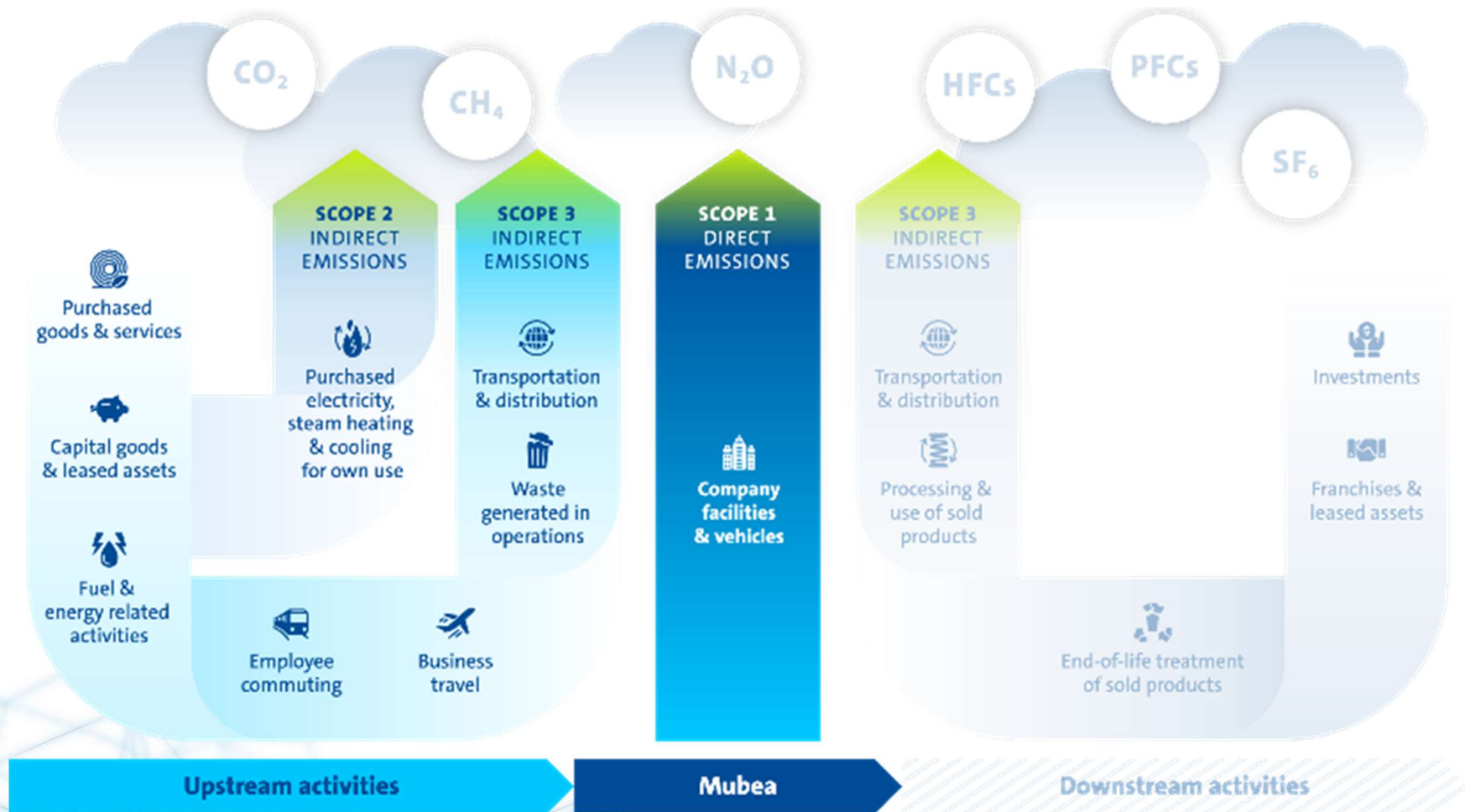
Our Carbon Neutral 2035 program is among our top 5 management priorities. The continuous improvement of our energy efficiency and the reduction of greenhouse gas emissions are therefore of great importance to our company.

They are seamlessly integrated and intricately linked with the company's short- and long-term business planning. To ensure effective oversight and strategic guidance, dedicated steering committees focused on specific sustainability topics regularly convene.

Our scope for emissions includes all processes before: cradle-to-gate.

These committees are chaired by the highest-level management, known as MEB, and include members from the second-level management, MDC. It is important to note that no sustainability measures are implemented without the explicit approval of these leading organizational bodies.

With the accelerating transformation to e-mobility, the focus of reducing emissions has shifted from the use phase of productions towards the manufacturing steps. Consequently, we evaluate even the smallest potentials to prevent or at least reduce emissions across all three Scopes.



To set ambitious yet realistic targets, it is essential to first assess our status. For seven years, Mubea has been reporting its Corporate Carbon Footprint (CCF) in accordance with the internationally recognized Greenhouse Gas Protocol standard. Our definition of emission categories, or "scopes," aligns with international standards. As a manufacturing company, we started by reporting all emissions related to upstream activities and our own business operations. Emissions associated with downstream activities (the use of our products) are reported additionally, since we joined the Science Based Target initiative, SBTi. This year marks the fourth consecutive year of Mubea's publication of greenhouse gas emissions data encompassing all three scopes.

Looking at the GHG-report (full GHG-report see: [Mubea.com/Sustainability](https://mubea.com/Sustainability)) it clearly shows the necessity of heading into a consecutive electrification and transition of gas-fired processes to reduce the corporate carbon footprint effectively.

The reduction in gas consumption was primarily driven by the electrification of our gas processes. Our key focus remains on optimizing ovens, recognizing them as the most energy-intensive gas-consuming units across our manufacturing sites.

The reduction of emissions within Scope 2 primarily revolves around our procurement of green electricity through Guarantee of Origin certificates (GOO). However, Mubea is actively planning to transition from solely relying on the supply of green energy to taking an active role in generating green electricity in the future.

Mubea's global Energy Efficiency Program, known as "MEEP," has been in place for many years and is committed to reducing resource consumption across all processes while simultaneously enhancing energy efficiency.

This initiative has already achieved significant success through optimizations in compressed air systems, including the reduction of



leaks, system pressure reductions, and the implementation of pressure management systems. The program is currently exploring additional reduction avenues, such as improving lighting systems and fine-tuning heating processes and cycle times, with a particular focus on addressing the most energy-intensive areas, referred to as "SEUs" or Significant Energy Units, within Mubea.

On the road to climate neutrality, Mubea is proactively seizing opportunities, such as expanding the infrastructure for the electric company car fleet by constructing numerous charging stations. This network is continually being developed at all locations and is already available to both customers visiting Mubea plants on business trips and employees with private electric vehicles. Mubea is actively engaged in industry associations and works closely with customers to develop low-carbon products. By continually monitoring market trends, we update our product strategies and participate in mobility events, ensuring we remain aligned with industry developments and maintain our goal of becoming a benchmark for climate protection in the automotive sector.

The evolving landscape of the automotive industry, driven by the urgent need to address climate change, presents both challenges and opportunities for business transformation. Rational development that harnesses low-cost, sustainable energy sources is crucial for success. Our roll bonded products serve as a leading example, featuring electrified manufacturing lines, efficient processes, and the use of sustainable materials.

We firmly believe that electromobility will be a key driver in stopping climate change, and we see ourselves as an important part of this transformation. However, without effective climate action, businesses that need to change face significant risks. As a sub supplier in the automotive industry, Mubea relies on its customers and their markets to support our net-zero transition plans. Unstable international and governmental regulations pose the risk of placing

us in a position that is environmentally sustainable but financially unsustainable. Therefore, preparing the organization to manage both acute and chronic climate impacts is essential.



Mubea specializes in designing and producing lightweight products, which are increasingly in demand as regulations on carbon emissions tighten during the usage phase of mobility products. This shift is driving a growing demand for BEVs. To capitalize on this trend, Mubea has expanded into the production of key BEV components, including battery cases and electric motor shafts, thereby increasing our market share in this sector. Additionally, the establishment of our Micromobility division has created new revenue streams in the zero-emission transportation sector, further fueling the company's growth in response to the rising demand for sustainable mobility solutions.

We ensure full compliance with existing regulations and legal requirements through our global, integrated management system. We diligently track and monitor regulations at both corporate and local levels. Regular evaluations by our representatives help identify potential weaknesses in our management standards. Both internal and external audits ensure compliance, with risks and lessons learned being communicated across the organization to all employees.

Water and marine resources

Water is one of Earth’s most essential and irreplaceable resource vital to life, ecosystems, and sustainable development. It supports the well-being of communities, underpins economic activity, and sustains the health of our planet. Yet, climate change, population growth, and increasing industrial demand are placing unprecedented strain on global water systems, leading to rising scarcity and pollution.

At Mubea, we recognize the fundamental role water plays in our operations and in the communities where we live and work. That’s why we are dedicated to the responsible use and protection of this critical resource. Our approach to water stewardship emphasizes efficiency, innovation, and accountability. We continuously improve our processes to minimize water consumption, reduce wastewater, and prevent pollution. By integrating sustainable water management practices across our facilities, we aim not only to safeguard water for our operations but also to contribute to broader efforts in securing clean, accessible water for future generations.

Water withdrawal

Mubea Group 2021-2024, in 1,000 cubic meters

	2021	2022	2023	2024
Mubea Group	1,250	1,689	1,430	1,452

Withdrawing water from natural ecosystems inevitably impacts other stakeholders—whether it's local communities, wildlife, or neighboring industries—by reducing the availability of this shared resource. At Mubea, we take this responsibility seriously. That’s why we continuously monitor our water usage to identify and act

on opportunities to reduce demand, improve efficiency, and minimize our impact on surrounding environments. Over the past several years, Mubea’s total water withdrawal has evolved alongside our operational activities. In 2021, we recorded an initial usage of 1.25 million cubic meters (m³), which rose to a peak of 1.69 million m³ in 2022. Since then, we have stabilized our withdrawal levels, reaching 1.45 million m³ in 2024.

To ensure that any observed improvements reflect real progress, it is essential to evaluate water use in the context of our production output. This alignment allows us to accurately measure efficiency gains, identify areas for further optimization, and support data-driven decision-making in our water management strategy.

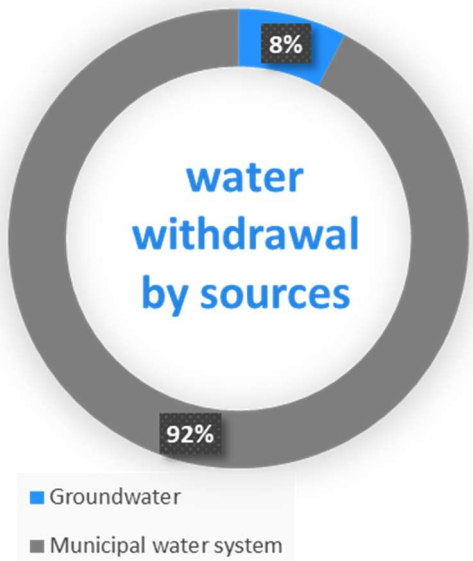
Water withdrawal intensity

Mubea Group 2021-2024, in cubic meters/mio. € operating performance

	2021	2022	2023	2024
Mubea Group	551	567	462	414

To track the efficiency of our water use, Mubea measures water withdrawal intensity—defined as the total volume of water withdrawn per unit of operating performance (internal and external sales). This metric provides a meaningful reflection of production output and serves as a solid foundation for evaluating and optimizing water usage across our operations.

In 2022, our water withdrawal intensity remained consistent with 2021 levels, indicating that the spike in total water use was directly



linked to increased production activity. Since then, we’ve made significant strides in reducing our intensity year over year. By 2024, we successfully lowered our water withdrawal intensity to 414 m³ per million euros of operating performance - a total reduction of over 27% since 2021 and more than 10% compared to the previous reporting year. This progress reflects our commitment to resource efficiency and continuous improvement, even as we scale our operations.

Water withdrawal by source

Mubea Group 2023-2024, in 1,000 cubic meters

	2023	2024
Surface water	225	0
Groundwater	164	111
Seawater	0	0
Municipal water system	1,041	1,341

The majority of Mubea’s freshwater supply, approximately 92%, is sourced from local municipal water systems, with the remaining 8% drawn primarily from groundwater sources such as wells. The use of surface water from lakes and rivers has been significantly limited in recent years, and seawater is not viable for our production processes due to its high salt content. Municipal water sources are typically subject to stricter regulation and monitoring, which helps minimize their environmental impact. By relying primarily on these well-managed systems, we aim to reduce the strain on local ecosystems and ensure responsible water sourcing across all our operations.

Ensuring high wastewater quality is a critical component of our sustainability strategy, essential for protecting both ecosystems and public health. Wastewater discharge refers to water that has been used in industrial, agricultural, or domestic activities and is

then released into the environment. The quality of this discharged water is assessed based on several factors, including chemical composition, temperature, pH levels, and concentrations of potential contaminants such as heavy metals, nutrients (e.g., nitrogen and phosphorus), and biological pollutants like bacteria.

At Mubea, the primary applications of water across our sites are cooling, washing, and coating. Each of these uses impacts the characteristics of the resulting wastewater. As such, we tailor our treatment processes to ensure that the water we release meets strict environmental standards and minimizes harm to surrounding ecosystems.

Water discharge by treatment method

Mubea Group 2024, in 1,000 cubic meters

	2024
Discharged to surface without any treatment	5
Discharged to 3rd party without any treatment	204
Discharged with treatment	261
Unknown treatment	523

Tracking and reducing water consumption is essential for promoting environmental sustainability, enhancing operational efficiency, and maintaining regulatory compliance. By conserving water, companies like Mubea play a vital role in preserving natural resources, minimizing environmental impact, and mitigating the growing risks associated with global water scarcity.

Water consumption

Mubea Group 2023-2024, in 1,000 cubic meters

	2023	2024
Mubea Group	464	470

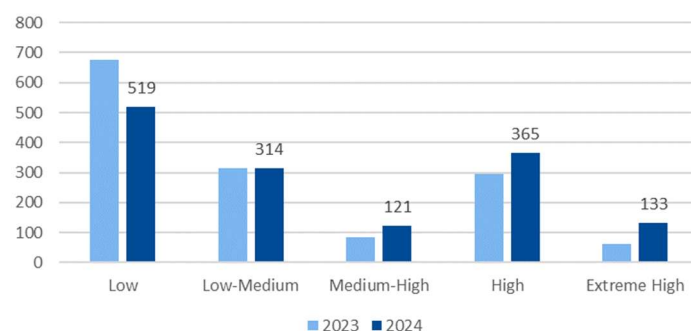
Aqueduct Water Risk Atlas

Site(s)	Country	Overall Water Risk
Sanand	India	Extreme High
Chakan	India	
Pirangut	India	
Shenyang	China	
Melfi	Italy	High
Manisa	Türkiye	
Kunshan	China	
Saltillo	Mexico	
Celaya	Mexico	
Taicang	China	
Rayong	Thailand	Medium - High
Yangzhou	China	
Agreda	Spain	
Cerkezköy	Türkiye	
Ergene	Türkiye	
Mississauga	Canada	
Kezmarok	Slovakia	
Taubate	Brazil	Low - Medium
Kosice	Slovakia	
Ujazd	Poland	
Eger	Hungary	
Wendlingen	Germany	
Prostejov	Czech Republic	
Olmouc	Czech Republic	
Dingelstädt	Germany	
Weißensee	Germany	
Gyoda	Japan	
Amurrio	Spain	
Dolní Kralovice	Czech Republic	
Bedano	Switzerland	Low
Arbon	Switzerland	
Attendorf	Germany	
Daaden	Germany	
Weitefeld	Germany	
Oberpfaffenhofen	Germany	
Florence	USA	
Cerhovice	Czech Republic	
Příbram	Czech Republic	
Zebrak	Czech Republic	
Schwerin	Germany	
Dietach	Germany	
Salzburg	Austria	

The responsible use of water remains a top priority throughout the Mubea Group. As with all areas of sustainability, we take a proactive, strategy-driven approach - particularly in response to the growing challenges of water scarcity in certain regions. In 2019, we began systematically assessing all Mubea sites using the Water Risk Filter developed by the World Resources Institute. This tool allows us to identify high-risk areas, better understand local water stress, and implement targeted measures to reduce our impact and protect water availability for surrounding communities and ecosystems.

Water withdrawal by WRI water risk levels

Mubea Group 2023-2024 in 1,000 cubic meters



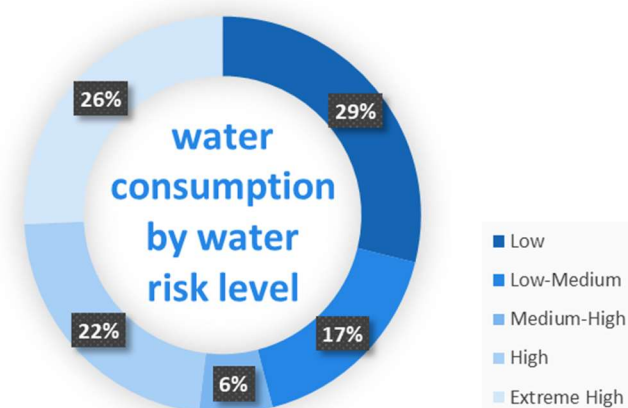
Using open-source data from the World Resources Institute's Aqueduct tool, Mubea has categorized all operational sites according to their local water risk levels - ranging from *extremely high* to *low*. This classification enables us to assess and report our water withdrawals based on the water stress profile of each region, a process we have now completed for the third consecutive year.

Recent data shows a notable shift: an increasing proportion of our total water withdrawals is occurring in areas classified as having high or extremely high-water stress. Importantly, this trend is largely driven by the reclassification of certain regions by the World

Resources Institute, reflecting the escalating impact of the global climate crisis, rather than a change in Mubea's production footprint.

Specifically, the share of water withdrawals in high and extreme high water risk areas has increased from 21% in 2022 to 34% in 2024. However, when examining water consumption - the amount of water not returned to the system - there has been a positive development. In 2024, approximately 48% of our total water consumption occurred in high or extreme high water risk areas, a reduction from 57% in 2023.

This decrease is primarily due to optimized practices at our facilities in China, where local regulations require certain processes to evaporate water in order to separate it from dissolved impurities, which affects overall consumption.



Wherever possible, Mubea implements solutions for water reuse and reduction. With this approach, we exceed the legal obligations regarding water stewardship at around half of all our sites.

Resource use and circular economy

Mubea’s commitment to responsible resource management is deeply embedded in our daily operations. We follow the principles of the waste hierarchy - prioritizing waste prevention through material avoidance and reduction, followed by recycling and reuse. We continue to explore innovative ways to enhance the recyclability of non-metallic materials across our product portfolio.

Most Mubea products are fully recyclable at the end of their lifecycle. For components that present greater challenges, we work closely with customers to identify and implement more sustainable solutions. As part of this commitment, we have implemented a comprehensive, company-wide scrap monitoring system. This initiative includes clearly defined targets for mass and cost reduction at every site, enabling effective benchmarking and the sharing of best practices within and across product groups.

Environmental responsibility is further reinforced by regular internal communication, fostering awareness and engagement among our global workforces. In support of circularity and emissions reduction, we actively engage in strategic partnerships - including with green steel innovators like H2Green Steel - and are committed to sourcing green electricity. We place strong emphasis on increasing the proportion of secondary materials in our processed inputs. While our focus on high-quality steel recycling is well-established, we are also working to develop sustainable solutions for more complex materials such as non-ferrous metals and plastics.

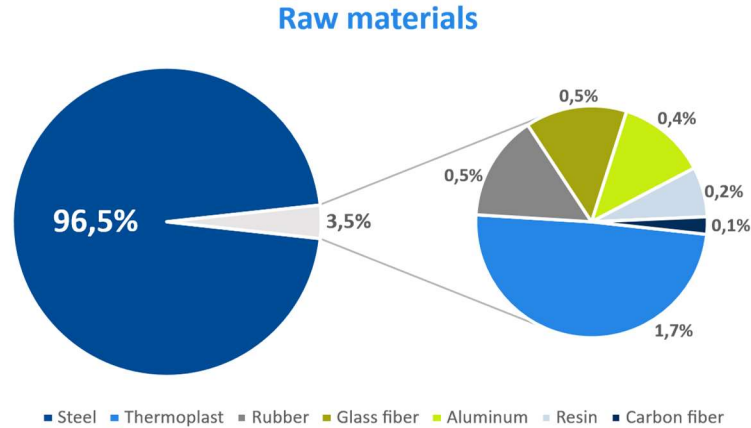
Many of our injection-molded parts already incorporate recycled short fibers, and we aim to maximize the use of recycled content in

polymer matrices wherever possible. Our long-term vision is the robust implementation of closed-loop recycling systems, which deliver multiple benefits - from reduced energy consumption and minimized waste, to conserving natural resources for future generations.

Raw material usage

Mubea Group 2024, in metric tons

	2024
Steel	801,559
Thermoplastic	14,122
Rubber	4,230
Glass fiber	4,070
Aluminium	3,564
Resin	2,001
Carbon fiber	695



The predominant materials used throughout the Mubea Group are steel alloys, a fully recyclable substance. In 2024, Mubea processed approximately 801,599 tons of steel. Other raw materials such as thermoplastics, rubber, glass fiber, carbon fiber, resin, and aluminum amounted to 28,682 tons.

At Mubea, responsible waste management at the end of a product’s life cycle is a critical part of our sustainability efforts. Our approach goes beyond compliance. Each of our sites not only adheres to local environmental regulations but also aligns with the high standards set by the Mubea Integrated Management System.

All manufacturing facilities operate under certified environmental management systems and are empowered to manage their waste locally in a way that supports both regulatory compliance and environmental integrity. We ensure transparency and accountability through the meticulous collection and evaluation of waste data from multiple sources, enabling us to continuously improve our performance and minimize our environmental footprint.

Total waste

Mubea Group 2021 & 2024, in metric tons

	2021	2024
Hazardous waste	4,300	9,073
Non-hazardous waste	127,979	166,284

In 2024, Mubea ensured the professional and compliant disposal of approximately 9.1 kilotons of hazardous waste across all global sites through certified waste management companies. This waste stream includes materials such as used absorbents, filter media containing production dust or aerosols, packaging waste from purchased components, and dissolved lubricants and greases from routine maintenance activities.

During the same period, the volume of non-hazardous waste increased to 166,284 tons. This category primarily includes scrap steel, plastics, and wood - materials generated from both production processes and transport operations.

At first glance, both waste categories appear to have increased significantly in 2024 compared to 2021. However, upon closer examination, we can see that non-hazardous waste relative to revenue has actually decreased by 15% since 2021. Unfortunately, hazardous waste shows the opposite trend, with an increase of 38% over the same period.

Total waste intensity

Mubea Group 2021 & 2024, in metric tons/mio. € operating performance

	2021	2024
Hazardous waste	1,871	2,587
Non-hazardous waste	55,680	47,412

We attribute these figures to the shift in our product portfolio: moving away from conventional steel-based automotive products towards more carbon-based solutions and aluminum components, which—particularly in the aviation industry—come with higher requirements involving hazardous substances. Reducing hazardous waste while continuing to grow in these markets will remain an ongoing challenge for us in the future.

As a committed supplier to the automotive and aerospace industries, Mubea strictly complies with all relevant regulations governing substances of very high concern. This includes adherence to key international standards such as REACH (Registration, Evaluation, Authorization and Restriction of Chemicals), GADSL (Global Automotive Declarable Substance List), and the IMDS (International Material Data System). These frameworks ensure we meet the highest

levels of regulatory and legal compliance, safeguarding both human health and the environment throughout our supply chain.

Hazardous waste by disposal method

Mubea Group 2024, in metric tons

	2024
Preparation for reuse	68
Recycling	2,087
Other recovery methods	631
Incineration	570
Landfilling	265
Other disposal methods	5,451

Circular
economy

31%

85% of our waste gets reused or recycled!

The proper and legally compliant disposal of hazardous waste is a critical responsibility entrusted to each Mubea site’s local management team. At the heart of our approach is a steadfast commitment to protecting both people and the environment. This commitment drives our ongoing efforts to reduce the use of hazardous substances across our operations.

Where hazardous waste is unavoidable, we focus on responsible handling and circular practices. More than half of our hazardous waste is either prepared for reuse or recycled into other valuable applications - key steps in advancing a circular economy and minimizing long-term environmental impact.

Non-hazardous waste by disposal method

Mubea Group 2024, in metric tons

	2024
Preparation for reuse	1,343
Recycling	138,192
Other recovery methods	1,396
Incineration	1,514
Landfilling	1,345
Other disposal methods	22,494

Circular
economy

85%

The majority of Mubea’s non-hazardous waste consists of high-alloy metal scrap, which is re-melted and processed into semi-finished steel products. These are then either reused within our own closed-loop systems or repurposed by other companies for different applications.

Through these sustainable practices, 85% of our non-hazardous waste is either recycled, reused, or otherwise recovered in an environmentally responsible manner, reinforcing our commitment to resource efficiency and the principles of the circular economy.

Social

Own Workforce

Our employees are the backbone of our company – without them, we would not be where we are today. This is especially true in the last turbulent years.

We want to be an attractive employer for our current employees and for potential future employees. This is the only way we can ensure that we attract and keep people in our company who fit our values. Our success is based on motivating and encouraging ambitious individuals.



In addition, we want to provide our employees and externals the safest and healthiest work environment possible. By establishing a worldwide set of standards, we regularly track and check performance. We want to be an employer where varieties of people enjoy working.

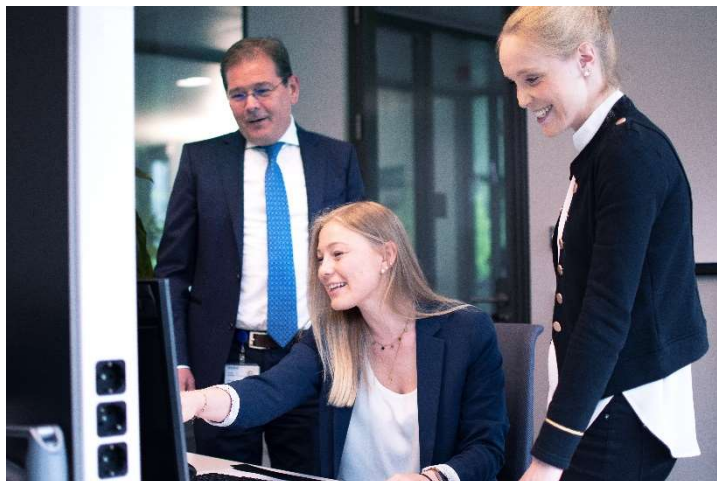
As an innovative, technology-driven, lightweight specialist, Mubea relies on qualified, motivated employees and management teams. The unstoppable power of innovative ideas ensures that we are always at the technological forefront. Therefore, attracting employees with superior skills and knowledge is a primary source of competitive advantage. This applies even more in a time when mobility concepts and vehicle technologies are changing faster.



In addition to other benefits, these are among the best reasons to join and stay with Mubea:

- Growth and global outlook
- Pioneering innovator and technology leader
- Family business and value-driven approach
- Common principles for leadership and collaboration

With a successful history that spans more than 100 years, we can claim with pride that “The Mubea Way” has proven our position as a preferred employer.



This is expressed by local awards achieved from suppliers, customers as well as Best-Places-to-Work designations – but also by low level of group wide average monthly employee turnover of 1.4%.

Moreover, we take local benchmarking and analysis of resignation reasons, as input for further improvement initiatives and measures. About 65% of all Mubea employees are covered by collective bargaining agreements, which enables appropriate market-driven compensation and adheres to the fulfillment of minimum wage rules globally. Mubea offers different additional benefits

such as special health insurances, discounts, retirement provisions, parental leave, and other benefits - each best matched to every single location's needs. These benefits are offered to both full-time and part-time employees.

Mubea conducts a standardized annual employee development dialogue – the Mubea Development Dialog (MDD), for all salaried employees worldwide. All managers conducting the MDDs are properly trained. In addition to the MDD, there is an annual performance review process focusing on target setting, with a mid-year and final review of the targets. This also includes detailed feedback for overall performance and behavior of the employee.

Mubea employs more than 36 nationalities at our 54 worldwide locations. As typical in the automotive sector, around 78% of our workforce is male and 22% female over all employee groups (shop floor and salaried). Even with initiatives such as STEM (Science, Technology, Engineering and Math) and philosophies of equal treatment at all locations, the statistics have not changed significantly so far.

Globally, out of the 640 upper management level supervisors, 12% are female. In our top management, 11% of employees are female.

Fair and equal treatment is one of our guidelines for all Mubea locations, as described in our Code of Conduct as well as in our Guideline for Leadership and Collaboration. It is part of our philosophy of the Mubea Way with our values of Ambitious, Focused and Open-minded. Every year, managers and/or colleagues nominate local teams for special achievements. Three teams from each location win the Driven By The Best (DBTB) Award (one per category) in recognition of their efforts. From there, those winners can submit their projects to receive the one of the global awards.



Employee development

For Mubea, a skilled and motivated workforce is key to success. Our ability to provide innovative products combined with a clear customer focus in the development process demands a dynamic and education-driven culture. For those reasons, we not only encourage but also provide opportunities for our employees to broaden their skillsets and competencies.

We set a global educational standard for our management team. Each region and country have the freedom to add training programs and opportunities, which best fit their specific working environment and customer needs.

As one initiative for a future well-developed workforce, Mubea – based on years of good experiences with the German dual apprenticeship program – implements this concept globally at those locations, which expected bigger growth in workforce for the future.



The idea is to train and educate local apprentices on practical and theoretical skills in a minimum two year-program. This is accompanied by global trainers to convey the established and evolving company needs for future opportunities. As one indicator of good apprenticeship - program may serve the official local designation as an 'Ausgezeichneter Ausbildungsbetrieb' in Attendorn, received continuously in the last years from 2014.

We focus on corporate programs provided globally. With our standardized management training approach, we can offer comparable management training programs for different target group levels globally, aligned with the Mubea culture and philosophy. In addition, we have a rich and diverse training catalog, available in different variations worldwide.



To improve all levels of communication, feedback and dialogues, an internal App (We@Mubea) was introduced in 2021. The App undergoes continuous improvements and additions – as the need arises.

Health & Safety Culture

We provide our employees and external service providers with safe and healthy working conditions at our premises. We seek to protect them from potential health hazards and injuries. Risk assessments - such as a Process Risk Analysis or Workplace Health Risk Assessment - are conducted on a regular basis.



Our machines and equipment are designed to operate safely. Hazardous substances are limited and handled with care. Employees are provided with personal protective equipment for their daily work. Management is responsible for implementing and maintaining good health, safety, and environmental practices by leading by example.

Employees are encouraged to propose specific improvement ideas and are expected to take prompt action if deviations occur. We

prepare and practice for emergencies, and draw lessons learned from accidents and events. These are used to raise and improve our standards and are communicated to prevent recurrence.

We are convinced that responsible Health & Safety Management does not simply involve complying with local law and binding obligations. Consequently, all our efforts and actions are based on an extensive, integrated management system for the environment, health, safety, and quality.



Our approach combines globally standardized rules for the entire Mubea Group with additional local operating procedures to take account of site-specific needs and legal requirements.

Compliance with relevant requirements is regularly checked by independent internal system audits. The group-wide audit program is monitored corporately.

In addition, the number of our production sites that are certified by an accredited certification body in accordance with the recognized occupational health and safety standard ISO 45001 is fast growing and is expected to be complete by the end of 2025.



To obtain an objective overall picture of the organization's local health & safety requirements and continue develop a safe culture, internal audits were conducted in the operational areas at all Mubea production sites.

Based on the audits corrective and improvement measures were defined and many were implemented promptly.

Health & Safety Culture Audits

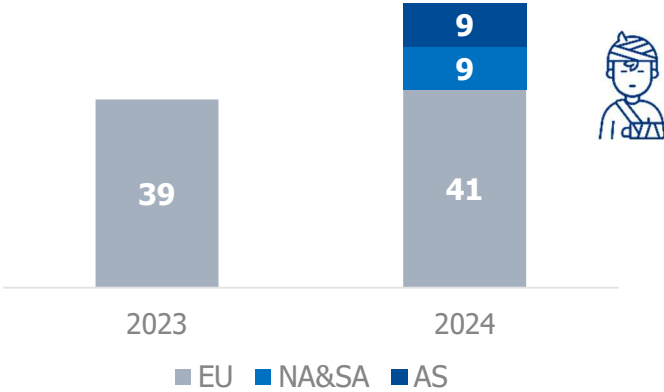
In 2024, 543 accidents occurred in 120 reporting areas (+18 areas compared to 2023) to be reported within the Mubea Group. The ambitious target of less than 2.1 accidents per 100 employees was not achieved.

Health & Safety Culture Audits

Mubea Group 2023&2024

	2023	2024
European production sites (in cooperation w. TÜV Süd GmbH)	39	41
All Mubea (global) production sites (only by internal Auditors)	0	18

Number of Audits per Region



Multifactorial influence leads on increase of accidents. To name just a few reasons as examples: fluctuation rate, technological process relocations, sensitive reporting, mergers and acquisitions and so on.



Analysis of accident showed injuries were primarily caused by negligent behavior. Consequently, it is our aim to improve the awareness for safety at the workplaces for all employees.

The occurrence of accidents continues to vary greatly from region to region. The influences for a healthy and safe working environment must be given even greater attention in the future and additional prevention work with different focal points must be conducted. As a result, we expect fewer incidents and an increased desire of the workplace in the long run.

This knowledge serves as input for regular workplace risk assessments and provides feedback for the reevaluation of risks. Results of hazard assessments help us proactively implement suitable preventive measures to minimize risks for work related injuries. Furthermore, the information is being used for regular health and safety trainings. Generally, training and awareness activities needs to be identified and tracked locally to ensure compliance with specific local statutory and regulatory requirements.

Global Health & Safety Conference

In 2024, an internal conference was held for the first time at Mubea China to establish a global H&S core team and strengthen our global network activities.

The conference made it possible to describe content such as global internal guidelines and standards, Best Practice, identification of misalignments between regions, countries & locations and next level of a group-wide occupational H&S culture & prevention.

Preventive healthcare also includes preventive medical check-ups when necessary. Medical data gained is subject to confidentiality and protected in accordance with applicable data protection regulation.

Our health and safety management system benefits from the knowledge and experience of our employees worldwide. Here, the employees are intensively involved under the company's ideas management. In addition to local initiatives, regular global video conferences established with the aim to analyze data and share best practice.

In case employees feel that they are not being treated-fairly, there is a system in use to avoid and solve unjust treatments. At the larger locations, local works councils as well as an official global contact are in place to help employees with any problems or complaints. We are proud to report that hardly any complaints have been reported in our electronic whistleblower system in the last three years.

Workers in the value chain

The supply chain occupies the fourth pillar of Mubea's sustainability framework.

The increasing sustainability requirements and expectations of our stakeholders are not only limited to our company itself, but they also mandate the transfer of these through our supply chain. This is why we defined standards for sustainable development of upstream suppliers as part of our due diligence. While downstream our supply chain, we want to create the highest transparency towards our stakeholders.

Corporate Social Responsibility does not end within one's own company. The concept of sustainability is to broaden one's mind beyond the limit of your own company to include your whole supply chain. While our customers are firm regarding the topics of sustainability, we have the responsibility to inform, control and develop our suppliers and service providers.

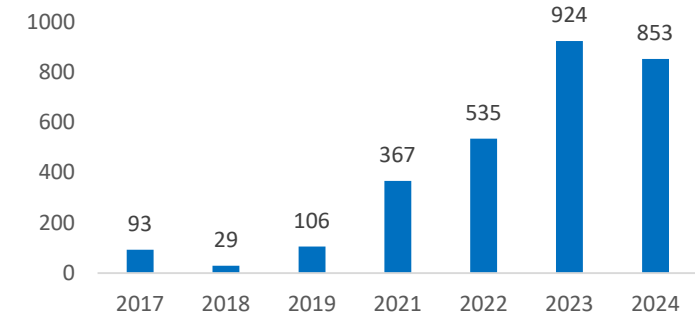
Therefore, we expect our suppliers and service providers to uphold our own values regarding sustainability, which includes our requirements in the areas of ethics, working conditions, human rights, environment, and their supply chain management.

In addition, we have integrated an assessment of the supplier's sustainability performance into the general approval process for new suppliers. Therefore, 100% of new suppliers in 2024 disclosed their social and environmental standards.

To monitor our supplier's compliance with our values in areas of business ethics, working conditions, human rights, and environmental protection, we created a self-assessment questionnaire, which is completed by every new supplier and is requested from our existing supply chain, based on risk analysis priority and their scope of delivery.

Mubea performs independent supplier audits and collects self-assessments, which include compliance checks of our sustainability standards on site. Compared to previous years, the total number of supplier audits has increased significantly, reaching an accumulated number of 2907 from 2017 to 2024.

No. of supplier audits



During screening activities in 2024, 9 suppliers were identified as having slight deficits regarding social sustainability topics in the supply chain. Mubea established and implemented improvement actions for those suppliers. In addition, 15 suppliers have been identified as having slight negative environmental impacts in the supply chain. Again, improvement actions were identified and implemented for those suppliers. While the improvement process for social and environmental impacts is ongoing, it can end up in termination of the business relationship if the improvement execution fails.

During the 853 supplier audits in 2024, no suppliers were identified with incidents of forced or compulsory labor, child labor or violation of the right to freedom of association and collective bargaining.

Mubea has implemented a Risk Management Process (as required also for the Act on Corporate Due Diligence Obligations in Supply Chains) to identify the risk of incidents of forced or compulsory labor and child labor based on the suppliers' location. Nearly 1968 suppliers with a potential risk have been identified based on their geographic location so far. In addition to the Risk Management Process, Mubea aims to increase the number of audits in risky regions by further implementing local responsibilities.

As a global player with 54 locations in Europe, Asia, North & South America, Mubea is spending 96% of the procurement budget on local suppliers. Mubea's definition of "local" for procurement: The receiving Mubea plant is located in the same region as the supplier. Not only does this reduce emissions in our supply chain but allows us to support the local economy as much as possible. By shortening the supply chain, we simultaneously decrease our response time on varying demands while also lowering the risk for shortages of supplies to our customers.

Affected communities

As a company, we understand our social responsibility by providing long-term, sustainable assistance to people in need through no fault of their own. We support international development projects and promote the education and training of children and young people worldwide.

Originally initiated by our employee representatives, the first projects were launched in 2011 in cooperation with globally active aid organizations. This finally gave rise to the first Mubea Helps Foundation in 2016 in Germany that has supported and still supports global and local aid projects.

In addition, local Mubea foundations have been established in the USA, India, China, Mexico and the Czech Republic. The "help for

self-help" as well as the sustainability of our projects are the central concept of our foundation work.

Together with Mubea employees and management, we want to offer people in developing countries and where our locations are sited, perspectives for a secure future. All employee donations worldwide are doubled by the company, which encourages our employees' engagement.

Mubea Helps started in Haiti in 2011 with the project "Mango trees for the future". With donations totaling 450,937 euros, we have achieved a great deal in the country, which was devastated by natural disasters: 1,500 families were able to improve their living and financial situation, thus enabling their children to receive a school education.

With the completion of the Haiti projects, the Mubea Helps Foundation supported the "Fruit Trees Create Perspectives" project in Malawi in 2019. Here, too, we have focused on "helping people to help themselves" and gave 4,500 people the chance for a better life.

Together with the Reiner Meutsch Foundation "Fly & Help," we built two Mubea schools with a total capacity for 400 students in Malawi in 2019. The schools were such an enormous success that we expanded both schools from 400 to over 1.500 students in 2024.



powered by
Mubea
helps foundation

For 2025 another Mubea school in Cameroon and an additional major project in Uganda, in cooperation with the German organization - 'Welthungerhilfe' - are in planning.

In addition to those major projects, the Mubea Helps Foundation has so far supported almost 333 smaller aid projects in our German locations as well as abroad.

Almost 250.000€ in donations were handed over to aid organizations by the Mubea Helps Foundation in 2024 for 45 national and international projects. Our goal is to establish foundations at Mubea sites worldwide and to support long-term and sustainable projects.

Consumers and end users

As an owner-managed family business, Mubea's agility and quick decision-making are key advantages that support our most important priority: loyal and satisfied customers. They are the foundation of our long-term success and essential to our vision of sustainable business growth.

To meet and exceed customer expectations, we rely on exceptional product quality, a competitive cost-benefit ratio rooted in resource efficiency, and our comprehensive management systems. Central to this approach is the integration of product safety and compliance into our concept of Product Integrity, which is firmly embedded within the Mubea Integrated Management System.

We have implemented a standardized framework with clearly defined roles and responsibilities, supported by a global communication network. This enables the timely identification and response to product integrity issues, the proactive distribution of early warnings, and the sharing of key findings across our organization.

Mubea also actively involves customers and end users in evaluating the impact of our products and services. We conduct regular sustainability-focused customer dialogues to gather feedback, assess satisfaction, and foster transparent communication. These channels empower stakeholders to voice concerns and share suggestions for continuous improvement.

As awareness of climate change and environmental challenges intensifies, sustainability has evolved into a strategic priority—particularly within the automotive sector. Today, most of our customers incorporate sustainability performance into their project evaluation and procurement processes. These assessments are often conducted by independent third-party platforms.

Mubea is evaluated by several of the industry's most recognized sustainability rating platforms, including **NQC**, **EcoVadis**, and **CDP**. By actively participating in their rigorous assessments and providing transparent documentation, we engage with more than two-thirds of our customer base (by turnover), as well as a broader group of stakeholders, such as financial institutions and local communities.

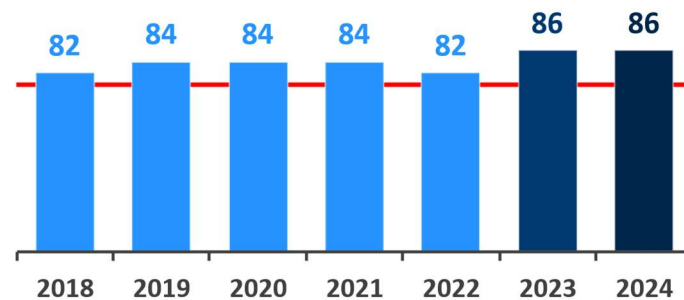
These ratings provide valuable insights and benchmarking opportunities. They enable us to demonstrate progress, improve our sustainability strategies, and build trust with our partners.

NQC

NQC Ltd. is a specialist in supply chain risk management solutions and serves as a key evaluator for the Drive Sustainability initiative, the automotive industry's largest partnership for supplier sustainability. Through NQC's platform, Mubea undergoes detailed assessments that support continuous improvement and alignment with global sustainability standards.

NQC rating

average rating of all questionnaires in %



Mubea joined the NQC platform in 2014 and has since maintained a strong presence through consistent participation in the Sustainability Self-Assessment Questionnaires (SAQs). We have responded to a total of 45 individual assessments across our global sites, ensuring that our sustainability data remains accurate, transparent, and up to date.

As our customers have continuously raised their expectations regarding sustainability performance, we have not only maintained momentum after reaching the 80% target, but have further im-

proved. Since 2018, we've increased our NQC rating to 86%, reflecting our ongoing commitment to responsible business practices and compliance with rising industry standards.

EcoVadis

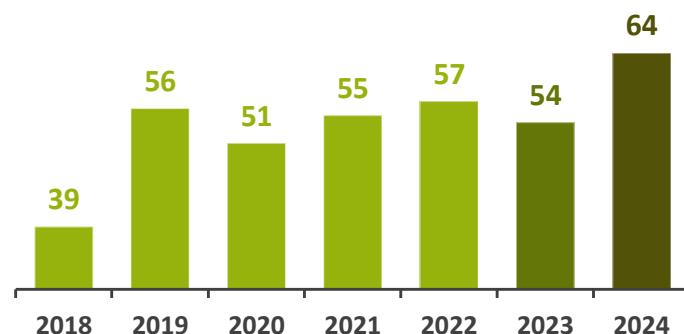
EcoVadis is a globally recognized platform that specializes in evaluating the sustainability performance of companies on behalf of their business partners. The organization has developed a robust assessment methodology based on international sustainability standards, covering four key areas: Environment, Labor & Human Rights, Ethics, and Sustainable Procurement.

EcoVadis evaluates companies through a comprehensive review of their sustainability policies, key performance indicators (KPIs), and the effectiveness of their corrective actions in cases of non-compliance. In addition to formal assessments, EcoVadis conducts continuous online monitoring to track relevant developments, public disclosures, and reported incidents.

Through our participation in the EcoVadis assessment process, Mubea not only demonstrates our commitment to transparency and improvement but also gains insights into how we can strengthen our sustainability performance in collaboration with our customers and suppliers.

EcoVadis rating

overall score of group-wide questionnaire in %



While EcoVadis currently covers a more selective group of our customers, it is widely regarded as the most recognized and comprehensive provider of corporate sustainability ratings. Given the depth and complexity of its evaluation criteria, Mubea established an interdisciplinary task force dedicated to continuously monitoring evolving requirements and enhancing our sustainability practices and reporting systems.

This structured approach has enabled us to make significant progress: from a plateaued performance of 39% in 2018, we have steadily improved to over 50%, ultimately reaching a score of 64% in 2024. Our goal is clear - we are striving to further elevate our performance and join the ranks of the top 5% of rated companies worldwide.

CDP

CDP, formerly known as the Carbon Disclosure Project, is a global non-profit organization that drives transparency and accountability in environmental performance. CDP encourages companies and governments to disclose environmental data to build a reliable

foundation for tracking trends, informing stakeholders, and guiding climate action.

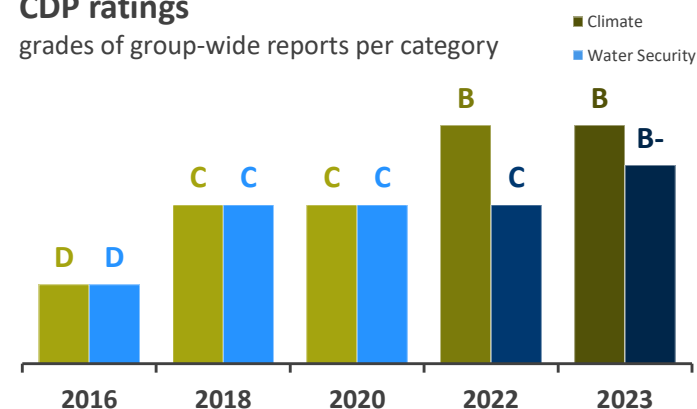
CDP assessments focus on three core environmental areas:

- Climate— measuring CO₂e emissions, climate-related risks, and corporate mitigation strategies
- Water Security – evaluating water usage, quality, and risk management
- Forests – tracking efforts to reduce deforestation across supply chains

By participating in CDP disclosures, Mubea contributes to a growing global data set that informs science-based decisions and investor evaluations. Our responses help us benchmark our performance, identify areas for improvement, and demonstrate our environmental responsibility to customers, investors, and the wider public.

CDP ratings

grades of group-wide reports per category



Since 2016, Mubea has participated in the CDP in the categories of Climate and Water Security. In 2018, we have improved both grades from a "D for disclosure" to a "C for awareness". Since 2022

we are even graded “B” in the category Climate and since 2023 a “B-” for Water Security, both are considered good results for participants. We have also answered the Forest questionnaire in 2023 for the first time, reaching a C-rating.

Our long-term goals are increasing the ratings in all categories to good “B” grades.

Other industry engagements

Mubea is an active member of several industry-leading associations, including:

- VDA – German Association of the Automotive Industry
- AIAG – Automotive Industry Action Group
- VDFI – German Spring Industry Association
- Various local and international chambers of commerce and industry networks

Through these memberships, we contribute to the advancement of industry standards and actively participate in shaping the future of sustainable mobility.

We take a proactive approach to consumer protection, especially in areas that have a direct impact on safety and environmental responsibility. Rigorous quality control protocols and safety measures are implemented across all production stages to minimize risk and ensure that our products meet the highest standards of reliability and performance.

Aligned with our sustainability strategy, Mubea also focuses on developing environmentally conscious products and promoting resource efficiency throughout the value chain.

To ensure continuous improvement, we closely monitor and evaluate our measures through defined key performance indicators and comprehensive feedback loops with customers. This approach

allows us to better understand the needs and expectations of consumers and end users, while consistently working to reduce any negative impacts of our products and operations.

Governance

The following chapters contain how we govern our different management methods in our daily working routine. They include our corporate culture, worker promotion for best practices, compliance management, integrated management systems, and our approach to guarantee high IT-security and data protection.

Governance and Compliance

At Mubea, our executive management board and our advisory board play a pivotal role in overseeing and ensuring the highest standards of business conduct throughout our operations. The executive board is responsible for setting and upholding ethical guidelines and our values, promoting compliance, and fostering a culture of integrity in order to protect the interests of stakeholders, and promote sustainable business practices.

Both, our executive board, and our advisory board consists of experienced professionals who possess a diverse range of expertise in business conduct matters. Our boards collective expertise enables them to provide strategic guidance, assess risks effectively as well as address complex challenges.

Integrity and compliance are basic principles of our business. For Mubea, integrity means we will do the right thing based on our guiding principle “The Mubea Way.” Compliance means we observe the applicable legal environment. Both, integrity, and compliance are underpinned by our core values “ambitious, focused and open minded.”

In our core business area, we prioritize risks that have the potential to significantly impact decision making, stakeholder trust and long-

term sustainability. Typical compliance-related risks in our sector include:

- Corruption
- Antitrust and competition law
- Economic crime
- Human rights

These risks can be further categorized as material topics based on the identification of market trends and emerging opportunities in the automotive sector. Factors such as technological advancements, sustainable business practices, and new customer preferences may influence governance practices, making them essential considerations for our risk assessment.

Other relevant areas are:

- Worldwide sanctions
- Money laundering rules
- Data and IP protection
- IT security

For purposes of ensuring compliance with applicable laws, regulations, and internal policies, we have established a global Governance & Compliance Process (Compliance Management System “CMS”). This process description makes a clear, defined commitment for both Mubea shareholders and managers, regarding their roles and responsibilities.

The main pillar of the CMS is our Code of Conduct and the Supplier Code of Conduct. Our Code of Conduct sets out the values, business practices, and the standards we uphold. Based on the principles of the “UN Global Compact,” the International Labor Organization (ILO) Conventions and the United Nations Universal Declaration of Human Rights, amongst others, our Code of Conduct covers com-

pliance with laws and legislation, adherence to fair and free competition and zero-tolerance regarding corruption. Anti-discrimination principles, the freedom of association and social standards are considered as well as prohibition of harassment and disclosure of conflicts of interest. Furthermore, we focus on the protection of the environment, resources, and safety in the workplace and on protection of data and confidentiality. The Code of Conduct is supplemented by a gifts guideline, which sets out in more detail expectations of our employees in terms of acceptance and granting of gifts.

Our Code of Conduct applies to all employees worldwide regardless of location or position within the company. To ensure that our values and compliance with the Code of Conduct are understood and practiced by every employee, we require new employees to acknowledge the Code of Conduct. We ensure understanding through an introduction to the Code of Conduct during the onboarding process.

To enforce compliance in our supply chain we also expect our suppliers to adhere to our principles provided for in the Supplier Code of Conduct which covers topics of our Code of Conduct and includes additional requirements regarding protection of the environment and product safety. Observance of these rules by suppliers is ensured by regular supplier audits performed by the purchasing department.

As part of our CMS, we also offer an electronic grievance system in order to allow employees and business partners to submit reports related to risks or violations of human rights and the environment in accordance with the German Supply Chain Due Diligence Act as well as reports related to violations of applicable law and internal regulations.

2024 compliance topics

Reviewed and adjusted in 2024, Mubea's Governance & Compliance process, consists of seven elements, each with clear responsibilities for the corporate bodies involved.



In 2024, compliance efforts were focused on risks analyses and preventive measures relating to the newly acquired businesses in the aviation industry in order to ensure compliance with the German Due Diligence Supply Chain Act. Apart from that, the compliance functions were involved in internal investigations regarding reports submitted via the Mubea grievance system.

Driven By the Best

Mubea significantly contributes to the success of conventional and electrified vehicles with our core competency: The development and production of best-in-class lightweight solutions. Furthermore, we want to successfully establish our core Know-how in other mobility sectors, especially in the aviation industry. We are committed to creating exceptional value for all our stakeholders with sophisticated expertise and extraordinary engagement.



We stand for trustful and fair collaboration with our employees and offer long-term career opportunities. Our future success will

be based upon the solid and proven values of our family-owned company. We will act in a long-term sustainable manner while building upon our “Driven By The Best” corporate culture! “The Mubea Way” is the guiding principle followed by all company employees around the world. It represents the way we see ourselves and everything that we experience daily at Mubea.

Light: For most of our products, we strive for weight reductions. We create innovative solutions for future vehicle generations. This is based on extensive expertise in optimizing springs and spring-related products as well as the application of high-strength materials and state-of the-art production processes. We have contributed to reducing material input and fuel consumption thus conserving the natural resources of our environment!

Efficient: If you do not move forwards, you go backwards! For this reason, we aim for continuous improvements and implement these as lessons learned throughout our company. The ideas of every single employee are essential in securing the long-term success of our company. Mubea also has the target to remain a “lean” company, eliminating waste throughout the entire value-added chain. This way we will be able to maintain our position among the best and most competitive international markets.

Global: Global markets require a global presence. For this reason, our customers can find Mubea production locations in all the major markets of the automotive industry. Over the past few years, we have established a worldwide production network, which we are gradually expanding. We make certain that our company-specific expertise paired with our knowledge of local culture is available at all these locations. On the one hand, we are a global player, and, on the other hand, we are a family-owned business with its own identity, high-flexibility, and long-term direction.

"We strive to do things better at Mubea – in every respect! To succeed, we must be ambitious, focused, and open minded."

Ambitious: We set ourselves ambitious targets and advance our innovations to be successful. It is not always immediately apparent how a vision can become a reality. This requires not only courage and endurance, but above all, highly committed employees. We encourage and support our employees in their work – for the benefit of our customers with the objective to reach excellence.

Focused: We set few but essential priorities. We concentrate on what we can do best. Outstanding achievement is based on patience, perseverance, commitment, and detailed work! Our customers must have the safe feeling that their orders are safe.

Open minded: Progress requires cosmopolitanism! For this reason, we are always open to innovative ideas and developments. Differing views and constructive discussions always produce the best solutions – which is what our customers want. After all, these solutions help us maintain our position in international competition and ensure the long-term success of our company – which is what our employees and stakeholders want. Loyalty and sustained effort are the key to success for all concerned. Sharing of best practices is an essential part of the "Mubea Way": an open-minded collaboration based on experience and data. The starting point is the identification of best practice procedures. It can be achieved by internal benchmarking of our locations thru KPI reporting followed by a gap analysis. Another method is "Go to Gemba" – where our management and support staff break away from their day-to-day tasks to walk the plant floor to identify and solve issues. Go to Gemba:

1. Provides employees with extensive experience for developing and deciding improvement steps
2. Allows them to share essential improvements, which are then transferred into the new standard

The **Mubea Best Practice** process describes structured ways to identify, share, and standardize best practices. The focus of this

process is to publicize the improvements of individual plants so that every product and region within Mubea can Benefit from them. Since 2014, the "Best Practice Award" has been an integral part of the Mubea Group.



Projects already realized can be submitted worldwide in the categories "Safety, Sustainability, Quality and Efficiency." A committee consisting of members from various business units evaluates all new nominated projects annually and selects the best practices of their categories. In addition, all nominated projects are listed in the worldwide accessible "Mubea Good Practice Database."

Mubea Integrated Management System (MIMS)

At Mubea, efficiency is a priority across all aspects of our daily operations. Early on we recognized that operating multiple entities under a common integrated management system can leverage efficiencies, enhance governance, and foster collaboration.

We firmly believe that centrally defined processes, clear roles & responsibilities, and data driven performance tracking are essential

for an effective collaboration in a rapidly growing multinational company.

This led to the creation of the Mubea Integrated Management System (MIMS), which incorporates the relevant Quality, Health & Safety, Environment, and Energy management system standards into a single, cohesive system. To enhance accessibility and knowledge sharing, the system is documented in a user-friendly, web-based wiki platform.



Our corporate management systems are third-party certified by accredited bodies in accordance with IATF 16949, ISO 9001, DIN EN ISO 14001, DIN EN ISO 50001, DIN EN ISO 45001, and ISO 27001. For entities operating in the aviation sector, we also maintain industry specific AS/EN 9100 quality management system certifications.

As part of our global HSE strategy, all Mubea sites have implemented a certified environmental management system in accordance with ISO 14001. We are also moving forward with our Health and Safety roll-out initiative with the aim of group wide ISO 45001 certification across all entities by the end of 2025.

IT-Security and Data Protection

At Mubea, safeguarding data is of paramount importance. In 2024, our approach to IT security and data protection continued to be characterized by stable and proven risk minimization strategies. Ensuring IT security is a fundamental objective that extends far beyond legal requirements, reinforcing our commitment as an employer, customer, supplier, and business partner. As part of our operations, we handle a multitude of sensitive and critical data sets, ensuring the highest level of security while complying with all applicable legal and regulatory requirements.

Mubea adheres to the European General Data Protection Regulation (GDPR) as well as relevant local and national legal frameworks. Our efforts extend to comprehensive security frameworks such as the EU Network and Information Security Directive (NIS-2 Directive), ISO 27001, and the VDA Information Security Assessment (TISAX), all of which are subject to regular external audits. In 2024 alone, we underwent over 90 external assessments across our business units. Notably, our Information Security Management System (ISMS) team successfully completed the transition from ISO 27001:2013 to the updated ISO 27001:2022 standard. This process required a thorough review and realignment of over 250 pages of ISMS policies and guidelines to meet new compliance requirements.

Our commitment to data protection is guided by fundamental principles such as lawfulness, purpose limitation, data minimization,

accuracy, and integrity. We continuously develop and implement resilient, future-proof security architectures based on privacy-by-design, privacy-by-default, and zero-trust principles. These efforts reflect our responsibility toward employees, customers, suppliers, and stakeholders.

Mubea has established a comprehensive, multi-layered data security policy that undergoes rigorous internal and external verification. This policy covers risk management, responsibilities, procedures, organizational coordination, and regulatory processes for handling personal data. To ensure compliance with GDPR requirements, VIA Consult GmbH & Co. KG, represented by Dr. Hanni Koch, serves as our external Data Protection Officer. Additionally, data protection coordinators are assigned across multiple company locations. A central directory of processing activities (VVT), maintained in line with Article 30 of the GDPR, provides a structured overview of data processing activities, detailing legal bases, data categories, and retention periods.



To protect critical and sensitive data, we implement a variety of technical and organizational measures aimed at minimizing the risk of incidents and irregularities. A key component of our strategy is fostering employee awareness and providing specialized training on IT security and data protection. In collaboration with SoSafe GmbH, a leading external training provider, we have developed a

best-in-class qualification program. This program includes 52 instructional modules with nearly nine hours of structured content, expanding our training offerings by over 1000% in 2024. Through continuous tracking and evaluation, we adapt training content to enhance learning effectiveness, leading to an employee participation rate of over 83%—a nearly 500% increase since 2023.

As part of our onboarding process, new employees receive comprehensive guidance on IT security, including their obligation to maintain confidentiality. Data handling within the company is subject to documented monitoring processes aligned with international governance, risk, and compliance frameworks. These processes include the strategic planning of internal and external audits to ensure adherence to security protocols.

With nearly 90 internal and external audits conducted in 2024, Mubea ensures regular monitoring of IT security and data protection measures. External data protection officers, along with internal and external auditors, oversee the assessment of critical data storage and processing activities. The results of these audits are systematically documented, and any necessary action plans are communicated to company leadership.

At Mubea, the protection of personal data remains a top priority. We view IT security as a central corporate responsibility, exceeding minimum legal requirements to ensure the highest standards of data security for all stakeholders.

Annex

Legal Entities

The following Mubea legal entities are included in the consolidated financial statements 2024: Muhr und Bender KG, Attendorn

Muhr und Bender KG

Muhr und Bender KG, Attendorn/Deutschland	Mubea Präzisionsstahlrohr AG, Arbon/Schweiz
Mubea International GmbH, Attendorn/Deutschland	Mubea Tailor Rolled Blanks LLC., Florence/Kty./USA
Mubea Fahrwerksfedern GmbH, Attendorn/Deutschland	Mubea Automotive Components (Shenyang) Co. Ltd., Shenyang/China
Mubea Tellerfedern GmbH, Attendorn/Deutschland	Yangsen Precision Tubes (Yangzhou) Co., Ltd., Yangzhou/China
Mubea Motorkomponenten GmbH, Attendorn/Deutschland	Mubea Automotive Poland Sp. Z.o.o., Zimna Wodka/Polen
Mubea Tailor Rolled Blanks GmbH, Attendorn/Deutschland	Mubea Performance Wheels GmbH, Salzburg/Österreich
Mubea Aftermarket Services GmbH, Attendorn/Deutschland	Industria Auxiliar Alavesa S.A. ("Inauxa S.A."), Amurrio/Spanien
Mubea Halbzeuge GmbH, Attendorn/Deutschland	Mubea Engineering Center Bilbao, S.L., Amorebieta-Echano/Spanien
Muhr und Bender Verwaltungs-GmbH, Attendorn/Deutschland	Mubea Rollbonding Products de Mexico S. de R.L. de C.V., Celaya Mexiko
Mubea Inc., Florence/Kty./USA	Inautek Automotive Components Co. Ltd., Kunshan/China
Mubea Engineering AG, Heiden/Schweiz	Mubea Micromobility GmbH, Attendorn/Deutschland
Mubea Leasing AG, Heiden/Schweiz	Mubea Automotive Slovakia s.r.o., Kezmarok/Slowakische Republik
Mubea Carbo Tech Holding GmbH, Salzburg/Österreich	Mubea Aviation Holding GmbH, Attendorn/Deutschland
Mubea Carbo Tech GmbH, Salzburg/Österreich	Mubea Aviation GmbH, Schwerin/Deutschland
Mubea spol s.r.o., Zbrak/Tschechische Republik	Mubea Rollbonding Products ek. Mon. San. Ve Tic. A.Ş., Çerkezköy /Türkei
Mubea Fabbrica Molle S.A., Bedano/Schweiz	Mubea Aviation Havacılık Sanayi ve Ticaret A.Ş., Ergene/Türkei
Mubea do Brazil Ltda., Taubaté/Brasilien	Mubea Präzisionsstahlrohr GmbH, Dingelstädt/Deutschland
Mubea-HZP s.r.o., Prostějov/Tschechische Republik	Gatzsch Schweißtechnik GmbH, Attendorn/Deutschland
Mubea France S.A.S.U., Issy les Moulineaux/Frankreich	Mubea Rollbonded Products Slovakia s.r.o., Kezmarok/slowakische Republik

Mubea Italia Srl, Como/Italien	Mubea Beteiligungs-GmbH, Attendorn/Deutschland
Mubea Iberia S.A., Agreda/Spanien	Mubea Windpark 1 Schlüchtern GmbH & Co. KG, Attendorn/Deutschland
Mubea de Mexico S. de R.L. de C.V., Ramos Arizpe/Mexico	Mubea Windpark 2 Haunetal GmbH & Co. KG, Attendorn/Deutschland
Mubea Precision Springs Inc., Florence/Kty./USA	Mubea Somboon Automotive Co. Ltd., Rayong/Thailand
Mubea North-America Shared Services Inc., Florence/Kty./USA	Mubea Carbo Tech BH d.o.o., Banja Luka/Bosnien und Herzegowina
Mubea Real Estate Inc., Florence/Kty./USA	Mubea Aerostructures GmbH, Oberpfaffenhofen/Deutschland
Mubea IT Spring Wire s.r.o., Prostějov/Tschechische Republik	Mubea Aerostructures Zrt., Eger/Hungaria
Mubea Automotive Components (Taicang) Co. Ltd., Taicang/China	Cyclone Manufacturing Inc., Mississauga/Canada
Mubea Korea Co. Ltd., Seoul/Korea	Cyclone Polska Sp.z.o.o., Kraśnik/Poland
Mubea Japan Co. Ltd., Yokohama/Japan	Mubea Global IT Service Center India Pvt. Ltd., Pune/India
Mubea Suspension Components Japan Co. Ltd., Gyoda City/Japan	Mubea Automotive Morocco SARL, Tanger/Morocco
Mubea Transmission Components s.r.o., Zbrak/Tschechische Republik	csi Verwaltungs GmbH, Neckarsulm/Deutschland
Mubea Seating Components s.r.o., Cerhovice/Tschechische Republik	csi Service GmbH, Neckarsulm/Deutschland
Mubea Automotive Components India Pvt. Ltd., Pune/Indien	ALU-CAR GmbH, Winterberg/Deutschland
Mubea Otomotiv Parc.San.Ve. Tic. Ltd., Manisa/Türkei	csi Entwicklungstechnik GmbH, München/Deutschland
Mubea Stabilizer Bar Systems s.r.o., Prostějov/Tschechische Republik	csi Entwicklungstechnik GmbH, Gaimersheim/Deutschland
Mubea Precision Steel Tubes s.r.o., Prostějov/Tschechische Republik	csi Entwicklungstechnik GmbH, Neckarsulm/Deutschland
WEBA Werkzeugbau Betriebs GmbH, Steyr/Österreich	csi Entwicklungstechnik GmbH, Sindelfingen/Deutschland
WEBA Olomouc s.r.o., Olomouc/Tschechische Republik	

About this report

The Mubea Group's sustainability report has been issued 2014, 2017, 2019 and 2021, 2022, 2023. Since 2021 it is intended to be published every year. The present report describes the progress made in terms of sustainable business practices in the 2024 fiscal year.

The Mubea Group has reported the information cited in this GRI content index for the period from January 1, 2024, to December 31, 2024, with reference to the GRI Standards. This report has been prepared with the motivation to meet the standards of ESRS in the future. We have not sought external assurance for the content.

Unless indicated otherwise, all disclosures in this report relate to the entire current consolidated group for 2024.

All forward-looking statements in this report are based on assumptions that were valid when this report was authorized for issue. Actual results, developments and the company's performance may diverge from our forecasts, estimates and announcements as a result of unknown risks, uncertainties and other factors.

The sustainability report 2024 is available online in PDF format in English on our company homepage at mubea.com. The next sustainability report is scheduled for publication in 2026.

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