

Sustainability Report 2025



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-year history, we at Mubea have established a culture of progress, which is embraced by our employees around the world. It is the basis for our innovations.

The growing frequency of devastating natural disasters serves as a stark reminder that the climate crisis remains one of our greatest challenges. Against this backdrop, the transition to electric vehicles and the development of new last-mile solutions continue to gain importance. 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 rapidly - 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)
January 2025

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Sustainability Statement

Mubea has developed a consolidated sustainability statement based on increasing stakeholder expectations and Mubea's own ambitious sustainability goals. We have defined five core pillars of sustainability that form the foundation of our strategy, covering our own operations as well as relevant sustainability aspects of our supply chain.

2025 marks the fifth consecutive year of Mubea's annual sustainability reporting cycle. As in previous reports, this report has been prepared with reference to the Global Reporting Initiative (GRI) Standards.

GOVERNANCE	PRODUCTS	PROCESSES	SUPPLY CHAIN	PEOPLE
 • 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	 • 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	 • Long-term goal: climate positive • Group-wide Energy Efficiency Program (MEEP) • Recycling materials and avoiding hazardous waste • Contributing to water quality and conservation	 • 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	 • 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 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. The Mubea Executive Board (MEB) is responsible for the company's strategic direction. The Mubea Directors Committee (MDC) supports the MEB in an advisory capacity.



We are known for developing innovative products that support lightweight and efficient mobility solutions. 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.

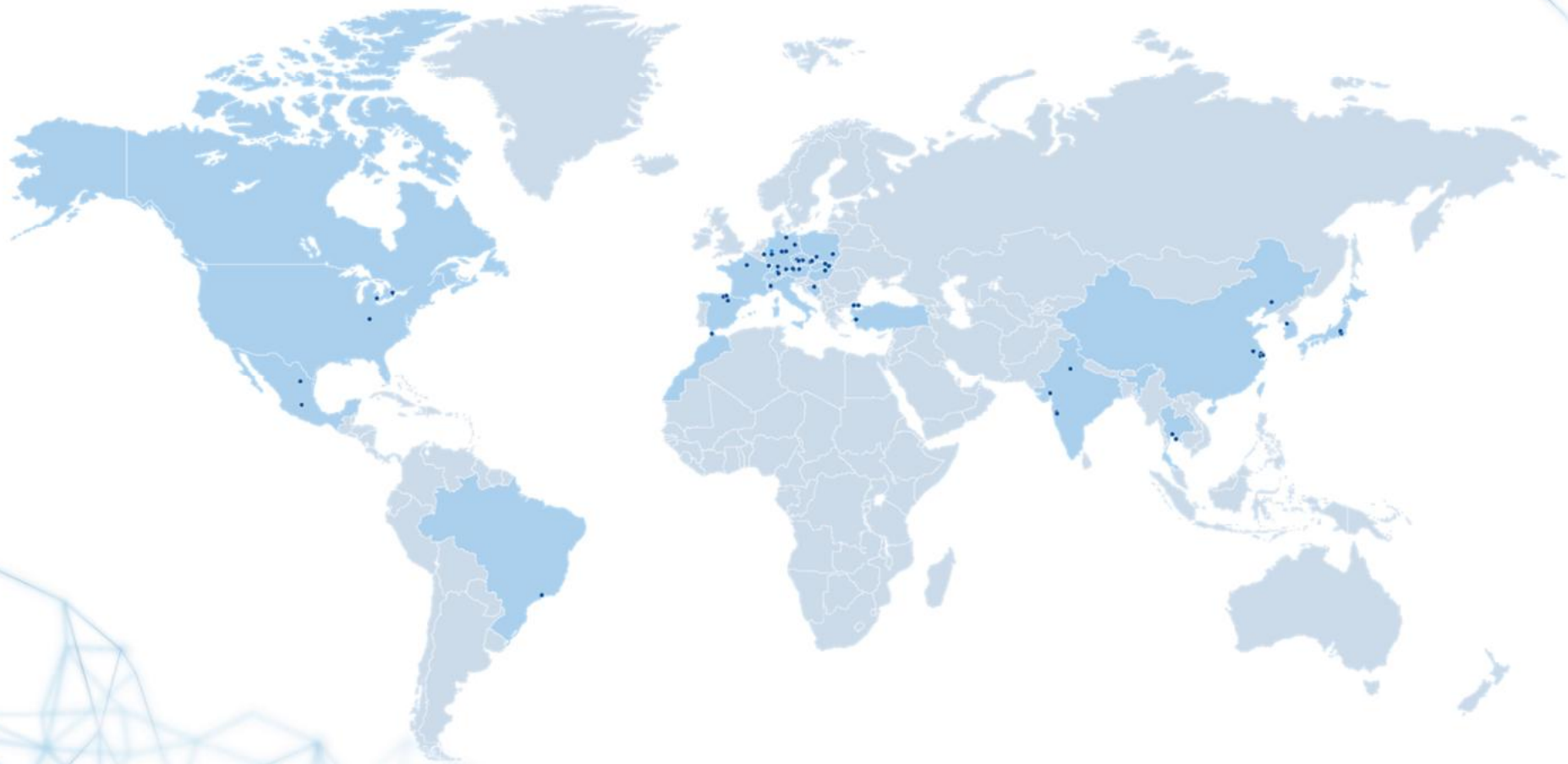
By collaborating closely with our customers and academic institutions, we deliver innovative solutions to create lighter and more efficient vehicles.

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 operates 70 locations across 20 countries in Europe, North and South America, Asia and Africa. 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 further expanded our presence in key growth markets. These attractive markets enable us to better serve our customers and support our continued success.



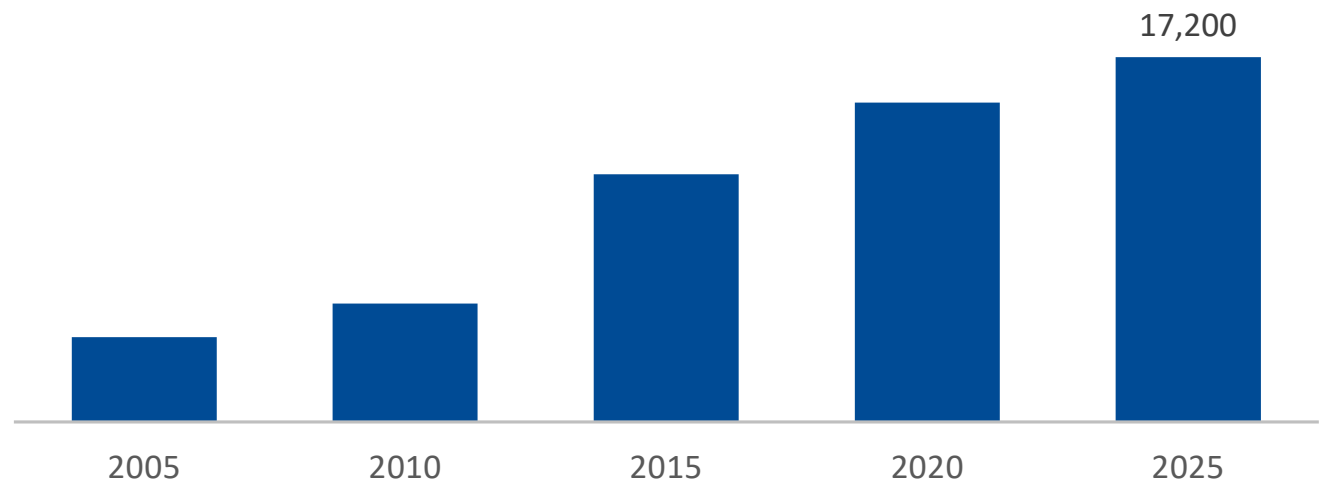
Austria	Bosnia	Brazil	Canada	China	Czech Republic	France	Germany	Hungary	India	Italy
Japan	Mexico	Morocco	Poland	Slovakia	South Korea	Spain	Switzerland	Thailand	Türkiye	USA

As a family-owned and operated company, Mubea employs approximately 17,200 dedicated people. Our organizational flexibility, streamlined decision-making processes, and long-term perspective are key strengths of our family-owned business. 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.

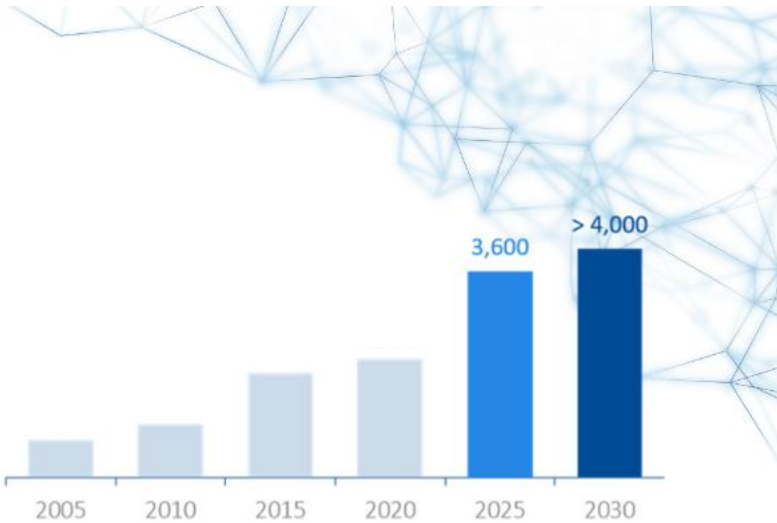
To remain competitive in the automotive industry, we rely on skilled employees who contribute expertise, innovation and commitment. In return, Mubea offers most of our employees permanent employment opportunities, reflecting our core philosophy.

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.

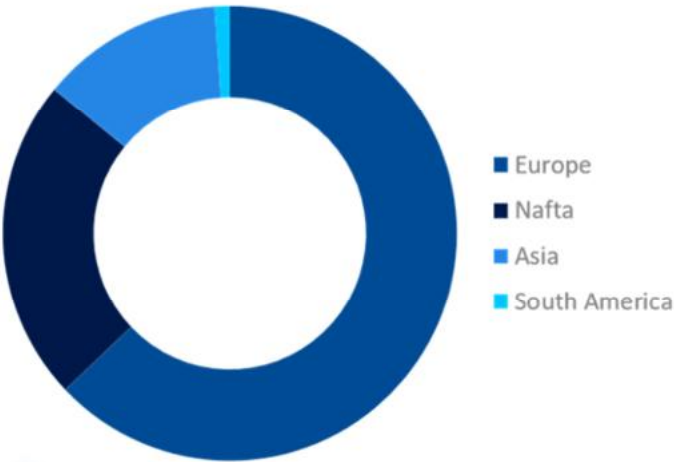
Global number of employees



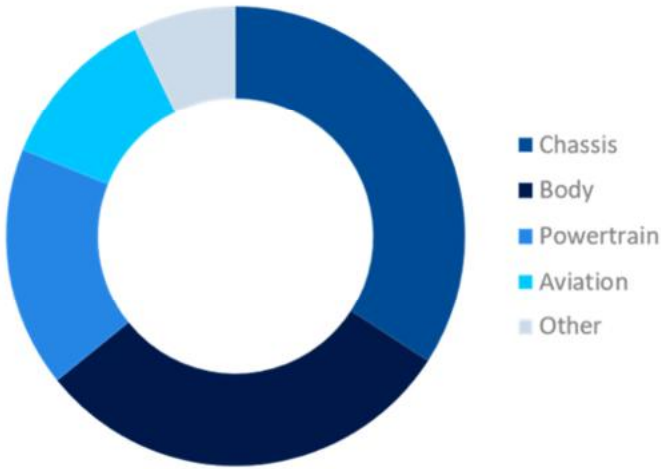
Mubea is organized into divisions and regions, and in 2025, we generated a turnover of 3.6 billion Euros. As highlighted on the right, Mubea has defined ambitious growth targets for 2030. While this provides further challenges in meeting our sustainability goals, it also provides us with the opportunity to further increase our positive impact on the world.



Turnover by region



Turnover by division



Products

A key element of our sustainability strategy is the development and production of products that support lightweight and resource-efficient mobility. Mubea's core competencies – lightweight design, efficiency, and global presence – highlight our commitment to creating meticulously engineered products for specific applications. This approach reduces material usage and product weight, supported by a broad portfolio of patented technologies and engineering expertise. Our product optimization is based on extensive experience gained from our enduring presence in the automotive sector, bolstered by profound knowledge of 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 vehicle range, driving performance, and the efficient use of natural resources are increasingly important. Lightweight design not only encompasses minimal material weight but also prudent material utilization wherever feasible.

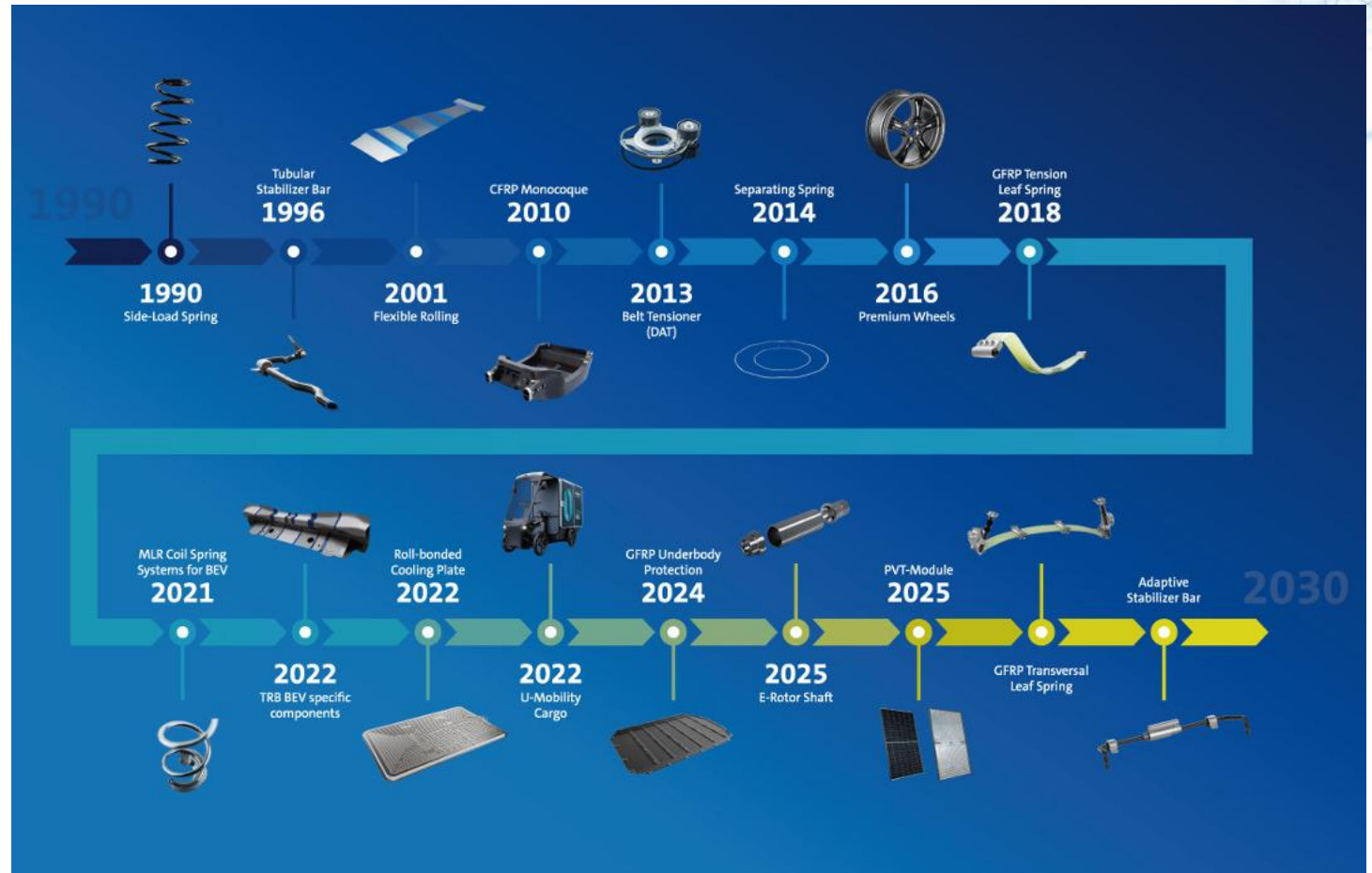
The transition from internal combustion engines to electric propulsion further empowers us to leverage our strengths in emerging markets, leading to the development of innovative low-carbon mobility solutions. Notably, our focus has been on the last-mile urban mobility and delivery segment, driving the 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 promote

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 aircraft 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.

First to market innovations



Division Chassis

Over the decades, Mubea has become a leading supplier of 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, lightweight design remains highly important 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. Additional measures to reduce CO₂ emissions include increasing the share of steel sourced from EAF production routes and gradually replacing gas-fired furnaces with electric technologies in spring manufacturing.



Mechanical Adaptive Roll Damping (MARD)

Since the invention of the automotive suspension system, balancing vehicle handling and riding 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. Addressing this challenge has led to 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.

More than 90% of the system consists of conventional metallic alloys manufactured to standard specifications, allowing the use of recycled material. The lightweight seals use simple rubber compounds. Consistent with our lightweight philosophy, a complete system weighs approximately 11 kg, almost half the average weight of the active systems used for comparison.

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, contributing to improved vehicle efficiency while reducing resource demand.



Division Body

Mubea's approach has always been shaped by entrepreneurial thinking, a strong focus on innovation, and the continuous development of new technologies. 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.



Tailor Rolled Products

Mubea is a specialist in lightweight design, helping to reduce 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 scraps 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 achieves the ability to tailor thickness, strength and ductility within a single sheet metal blank. This process is now in mass production.

Mubea Carbo Tech

Mubea develops Fiber Reinforced Plastic (FRP) solutions and the corresponding production technology. This combination makes FRP one of the most effective lightweight materials for a wide range of applications. Lightweight and efficient products can contribute to lower emissions during the use phase. 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) process, Mubea Carbo Tech can manufacture customized material combinations and lightweight integrated components. Product safety requirements, development expertise and automated manufacturing processes support our zero-defect objective and help prevent errors and avoid unnecessary resource consumption.

The development of bio-based fiber composites supports future climate-friendly and lightweight mobility solutions.



We are continuously developing new sustainable carbon-fiber solutions.

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 support the full recyclability of the aluminum material and the resulting products.

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 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 - supporting the transition towards more sustainable mobility solutions.



Division Powertrain, Tubes and Industry (PTI)

During the last few years, the PTI division has accelerated its transformation towards more sustainable mobility solutions. With several new products, we changed the focus from internal combustion engine to the electrification of mobility. We focus not only on the sustainability performance of our products, but also on the environmental performance of our manufacturing processes.

Flexible Rotor Shafts

During the development of this product, Mubea considered all five pillars of its sustainability strategy and applied new processes and methods to support these objectives.

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, customers can use a smaller and lighter electric motor while maintaining the same power output. The saved engine weight contributes to increasing the driving range of electrical cars.

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. Series production started in 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 environmental impacts over its life cycle

The integrated power brake (IPB) combines increased performance with a lighter and less complex design compared with similar products. It supports the coordination of regenerative and friction braking in electric vehicles. The amount of energy recovered and the resulting range benefit depend on the vehicle's electric drivetrain, battery conditions and driving cycle. The system is designed to minimize noise and vibration and supports emergency braking functions in current and future automated driving applications.

During the design phase of this product, Mubea considered all sustainable aspects. The spring designs show extremely high material utilization. Our 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 significantly lower-carbon production route than the melting process in conventional blast furnaces using coke-coal. This conversion reduces CO₂ emissions within the production process by approximately 60%.⁷



Cliplless 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 plastic clips.

Today, approximately 130 million cliplless spring band clamps are sold annually, avoiding nearly 500 tons of plastic consumption every year.



Division Aviation

Sustainability in the manufacturing of aircraft components and assemblies is becoming increasingly important as the aerospace industry seeks to reduce the environmental impact of aircraft throughout their lifecycle. 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 support the development of more resource-efficient aviation solutions, particularly through lightweight composite applications.

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 reduces internal transportation requirements and the associated environmental impacts. Due to its location, this new plant has the potential to generate more renewable electricity than required for its own operations and support a low-carbon 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, minimizing hazardous chemicals.



Composite Components

The use of composites in aviation can contribute significantly to reducing aircraft weight and fuel consumption. 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, both contributing 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.

Lightweight composites can support the development of electrically powered aircraft, which produce no direct exhaust emissions during flight. Their overall environmental performance depends on the aircraft, energy supply, production and operating conditions. Composites also enable lightweight drone designs for logistics ap-

plications, including last-mile deliveries. The environmental benefits of these concepts must be assessed against the transport alternatives they replace.



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 have increased transport capacity by modifying shipping equipment. This means that fewer deliveries are required. Together with Airbus, Mubea is increasing the use of lower-carbon materials and sourcing options wherever feasible. 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. Employee participation plays an important role 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.

Micromobility

Founded in 2021, Mubea U-Mobility develops electric mobility solutions for urban transportation and logistics. The division combines Mubea's automotive engineering expertise with micromobility to address practical requirements in last-mile operations. Its four-wheeled e-cargo bikes are designed as an alternative to conventional delivery vehicles for suitable urban routes, with the potential to reduce local exhaust emissions, traffic noise and the space required for delivery traffic during operation.

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.

Cargobike

The Cargobike is a four-wheeled pedelec with a chainless powertrain. The Cargobike is designed for a wide range of urban logistics applications, including parcel, grocery and service deliveries. Key features include robustness, ergonomic design 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 – even under full load.

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.

The Cargobike combines robust, durable components with series-proven drive technology, energy recuperation and recyclable batteries. In urban logistics, it can use cycling infrastructure where permitted and requires less road and parking space than conventional delivery vans. Its modular platform and suitability for commercial fleets support different delivery and service applications. During operation, the electric drive enables quiet goods transport without local exhaust emissions and can therefore contribute to reducing noise and air pollution in city centers. The extent of the environmental benefit depends on the vehicle or transport mode replaced, route and utilization, electricity supply, production and end-of-life treatment.



PVT – Photovoltaic-Thermal Modules

In 2025, Mubea began producing hybrid photovoltaic-thermal (PVT) modules, applying its rollbonding expertise to renewable energy technologies. These modules combine electricity and heat generation in a single solar module. Building on our experience in manufacturing rollbonded cooling plates for electric vehicle batteries, we transfer established automotive technology to renewable energy applications.

By combining electricity and heat generation, PVT modules can achieve total system efficiencies of up to 80%. They can serve as the primary heat source for brine-to-water heat pumps without requiring boreholes or outdoor fan units, thereby avoiding the associated noise emissions.

Production on high-volume automotive manufacturing lines provides a scalable and cost-efficient manufacturing platform. Installation is supported by a plug-and-play hydraulic connection system featuring a specially developed push-button quick coupling. This combination brings together our manufacturing expertise and a practical installation concept for renewable energy applications.



Materiality analysis

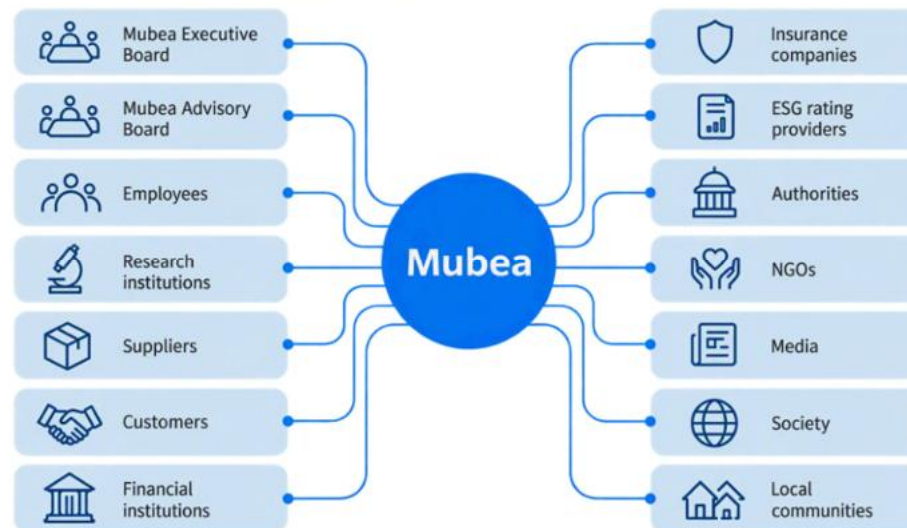
We regularly assess the expectations of both internal and external stakeholders to ensure that our sustainability strategy remains aligned with their evolving needs and priorities.

As a result of our diligent analysis, we have identified fourteen key stakeholder groups. Based on this assessment, we identified the sustainability topics considered most relevant by our stakeholders.

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."

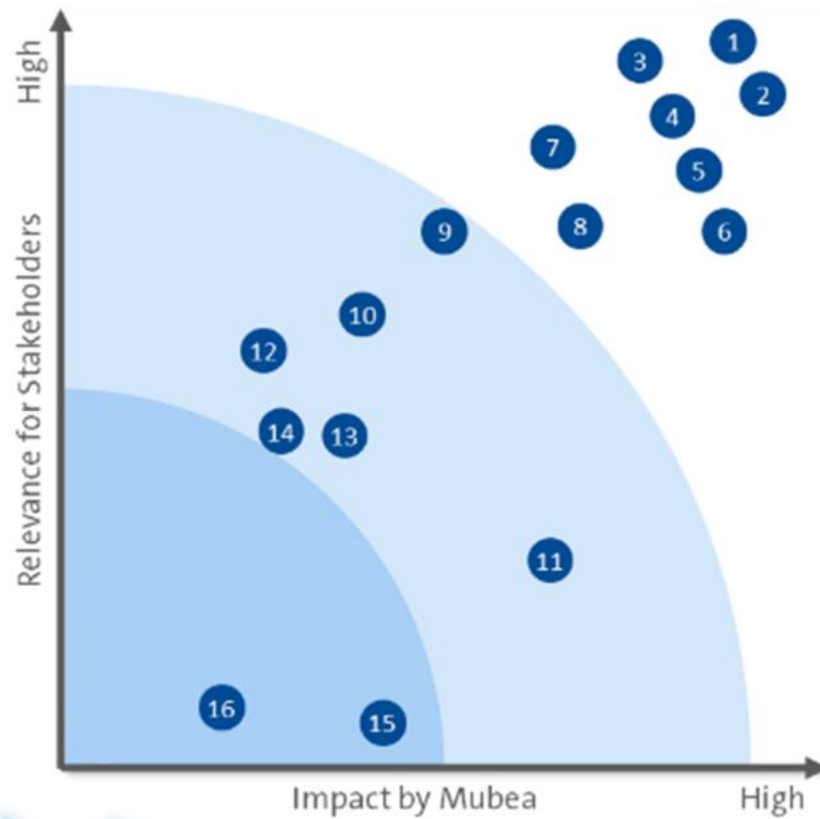
The assessment confirmed the continued relevance of previously identified material topics.

Our relevant stakeholders



The materiality matrix illustrates the relative importance of sustainability topics for stakeholders and their impact on Mubea. This matrix offers a clear insight into the prioritization of these topics.

Remark: The position of topics within the matrix reflects their general relative importance. However, topics located close to each other should not be interpreted as having a direct ranking or priority order.



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 minimizing the environmental impacts of our operations while contributing positively to society 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 protecting the environment and conserving natural resources by minimizing the environmental footprint of our products and processes. We acknowledge the significant risks that climate change poses to ecosystems, societies and future generations.

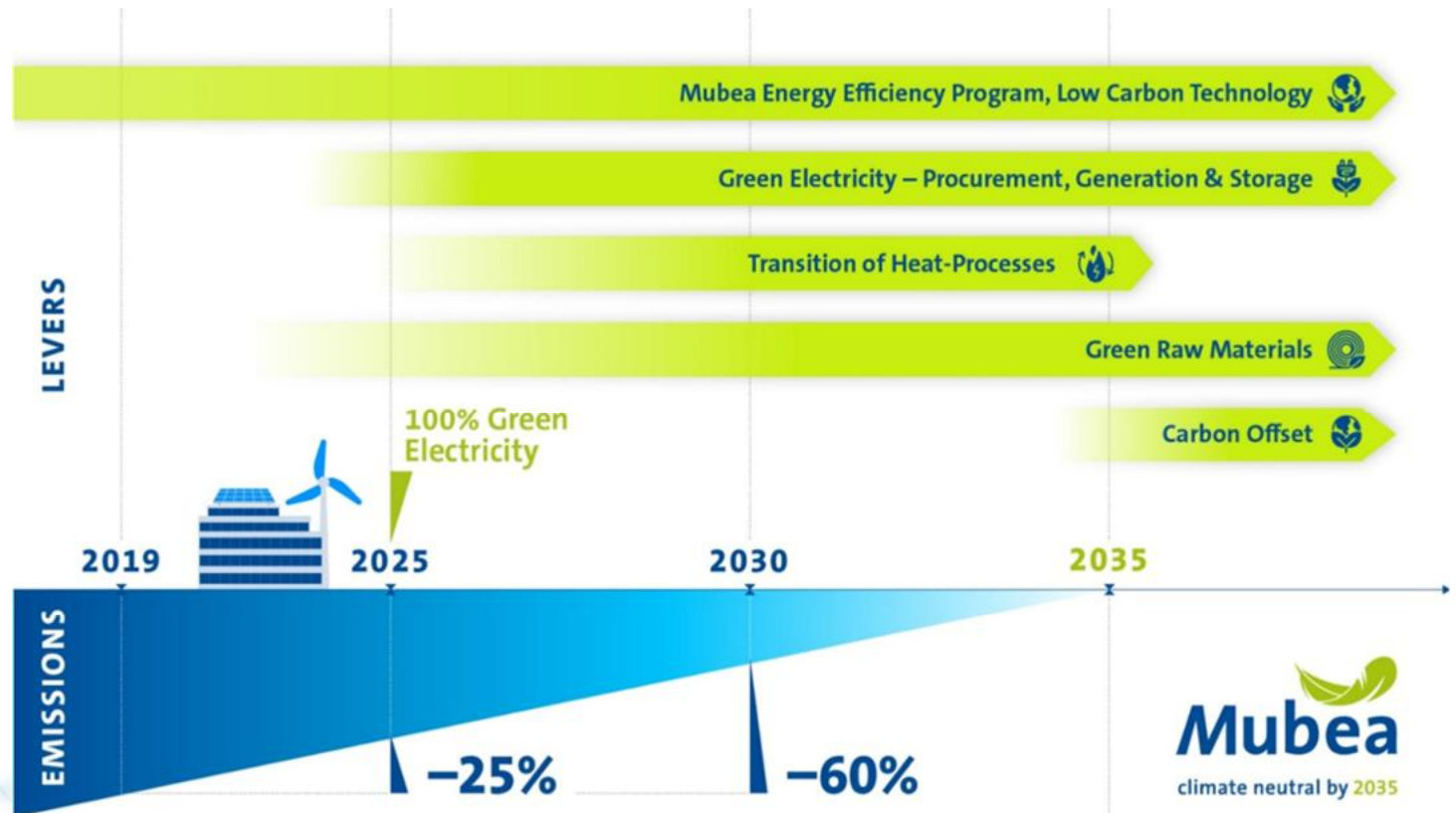
We recognize that responsible resource management is essential to sustainable production, following the entire product cycle from the limited use of all necessary resources such as production materials, water, and land to the application of a waste prevention hierarchy (avoid, reduce, reuse, and recycle). We manage harmful chemical substances by substituting or minimizing their use and taking proactive 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, along with growing societal expectations, has created a significant need for clear guidelines and responsible actions. In response, Mubea has adopted a systematic and proactive approach to reducing its environmental impact.

Mubea's climate strategy combines the ambition of becoming climate neutral by 2035 with emissions reduction targets validated by the Science Based Targets initiative (SBTi). The validation of specific targets should be distinguished from the broader 2035 ambition. For 2025, Mubea targeted a 25% reduction in emissions and reported a 24.2% reduction in material-related emissions. Scope 1 and Scope 2 emissions were reduced by more than 50% compared with 2019, as illustrated in the roadmap below.



In our journey toward climate neutrality, Mubea follows a clear decarbonization strategy. Our primary focus is on avoiding emissions through energy efficiency measures, the implementation of low-carbon technologies, the use of renewable electricity, and the procurement of low-carbon raw materials, particularly steel. For emissions from hard-to-abate processes, we are advancing the electrification of thermal applications where economically reasonable and evaluating alternative renewable energy sources. Residual emissions that cannot be eliminated will be addressed in line with recognized net-zero principles.

In addition to reducing emissions from our operations, we are continuously expanding our product portfolio to support sustainable mobility. Alongside solutions for conventional commercial vehicles, Mubea increasingly provides components for electric vehicles, last-mile mobility solutions, and aerospace applications.

A key milestone in our decarbonization journey is the successful transition to 100% renewable electricity across all Mubea locations by 2025. Through renewable electricity procurement and on-site generation, we have significantly reduced emissions associated with our operations.

Renewable Energy

Mubea Group, 2019 (base year) & 2025

	2019	2025
Green electricity share	2%	100%

At the same time, we continue to improve the energy efficiency of our manufacturing processes. As heat treatment accounts for a significant share of our energy demand, we are progressively replacing gas-fired furnaces with highly efficient electrically powered technologies. Where electrification is not yet technically feasible,

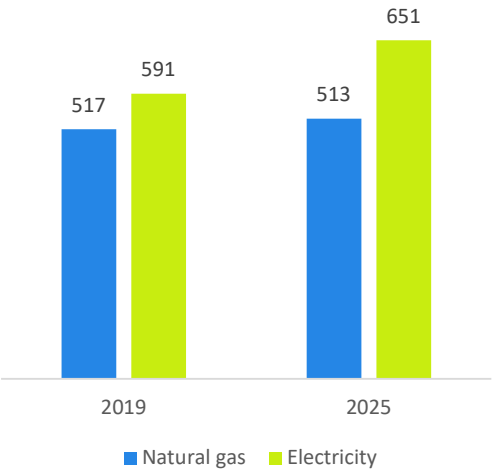
efficiency measures and heat recovery systems help reduce energy consumption and greenhouse gas emissions.

Mubea’s ambition is to achieve net-zero greenhouse gas emissions across the value chain by 2035. For 2025, we targeted a 25% reduction in emissions. The reported reduction in material-related emissions was 24.2%, slightly below the targeted percentage. In parallel, Scope 1 and Scope 2 emissions were reduced by more than 50% compared with the 2019 base year. These indicators cover different emission categories and should not be interpreted as equivalent measures of progress.

Energy consumption

Mubea Group, 2019 (base year) & 2025, in GWh

	2019	2025
Mubea Group	1,108	1,241
Natural gas	517	539
Electricity	591	702



Despite the expansion of our manufacturing footprint, including additional production capacity for aerospace applications, Mubea manages to keep its energy intensity much lower compared to the 2019 base year.

Energy intensity

Mubea Group, 2019 (base year) & 2025, in MWh/M€ turnover

	2019	2025
Mubea Group	452	345

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).

Emission intensity

Mubea Group, 2019 (base year) & 2025, in t CO₂e/M€ turnover

	2019	2025
Mubea Group	1,724	1,170

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 have 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.

In recent years, the automotive industry has faced a challenging and highly dynamic market environment. Against this backdrop, sustainability remains a key element of Mubea's corporate strategy and long-term value creation.

At the same time, sustainable business practices can only be successful when supported by a financially resilient and competitive organization. Especially during periods of economic uncertainty, maintaining operational excellence, customer focus, and financial stability becomes essential. Mubea therefore pursues a balanced approach, integrating sustainability objectives with business priorities to ensure long-term success for the company, its employees, customers, and other stakeholders.

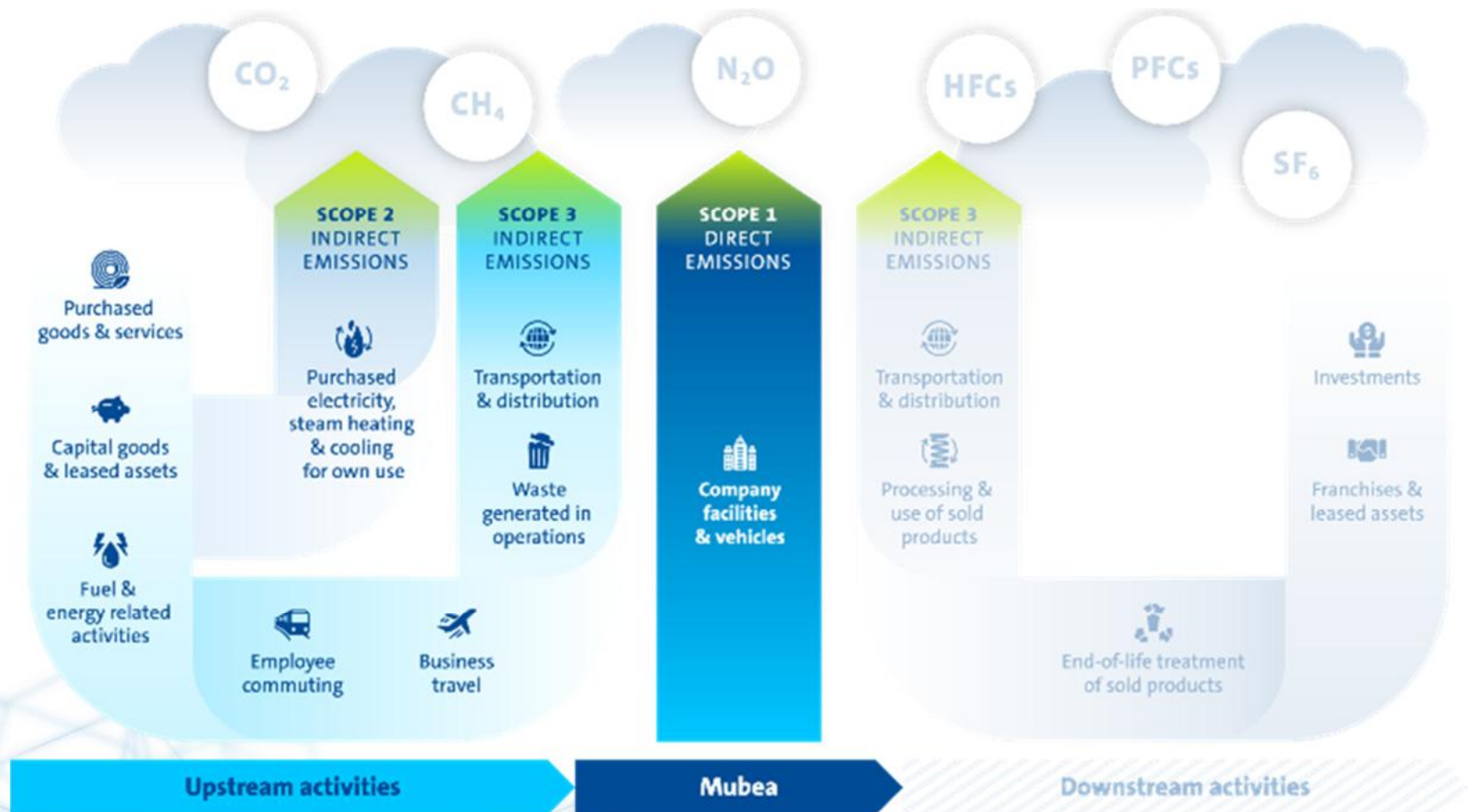
Sustainability considerations are embedded in decision-making processes across the organization and are aligned with business requirements and market realities. This ensures that environmental, social, and economic objectives are advanced in a responsible and sustainable manner.

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 potential to prevent or at least reduce emissions across all three Scopes.



CO₂ emissions

Mubea Group, 2019 (base year) & 2025, in tons of CO₂-equivalent emissions

	2019	2025
Mubea Group	4,326,202	4,109,265
Scope 1: Direct emissions	112,311	111,759
Scope 2: Indirect emissions (market-based)	311,966	0
Scope 3.1: Purchased goods and services	2,423,652	2,318,066
Scope 3.2: Capital goods	91,068	68,088
Scope 3.3: Fuel- and energy-related activities (not included in Scope 1 or Scope 2)	46,767	53,578
Scope 3.4: Upstream transportation and distribution	54,604	35,975
Scope 3.5: Waste generated in operations	4,499	4,639
Scope 3.6: Business travel	16,785	16,076
Scope 3.7: Employee commuting	19,459	22,266
Scope 3.8: Upstream leased assets	0	0
Scope 3.9: Downstream transportation and distribution	224,560	315,225
Scope 3.10: Processing of sold products	336,553	225,290
Scope 3.11: Use of sold products	665,890	918,170
Scope 3.12: End-of-life treatment of sold products	180,089	20,134
Scope 3.13: Downstream leased assets	0	0
Scope 3.14: Franchises	0	0
Scope 3.15: Investments	0	0

A complete explanation and evaluation of our CO₂ emissions data is available online in our annual Greenhouse Gas report.

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) have been reported additionally since we joined the Science Based Target initiative. This year marks the fifth consecutive year of Mubea's publication of greenhouse gas emissions data encompassing all three scopes.

Mubea's global Energy Efficiency Program 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 achieved improvements in compressed air systems through leak reduction, lower system pressures and pressure management. Further opportunities include lighting systems, heating processes and cycle times, with particular attention to significant energy uses (SEUs) within Mubea.

We firmly believe that electromobility will play a key role in the transition toward a low-carbon economy, and we see ourselves as an important contributor to this transformation. At the same time, successful climate action must be aligned with economic viability. As a supplier to the automotive industry, Mubea depends on the ability of its customers and markets to advance this transition in a stable and predictable framework. Regulatory uncertainty and volatile market conditions may slow investments and transformation efforts. Therefore, preparing the organization to successfully manage both the risks and opportunities associated with climate change remains essential.

The transformation of the automotive industry presents both challenges and opportunities. Long-term success will depend on combining innovation, competitiveness, and access to affordable sustainable energy. Across our product portfolio, Mubea benefits from highly efficient manufacturing processes, continuous investments in technology, and the increasing use of sustainable materials. These efforts help reduce resource consumption and emissions while strengthening our competitiveness in a rapidly changing market environment.

Decarbonization requires significant investments in new technologies, renewable energy, and lower-carbon materials. To support our customers in balancing sustainability and cost objectives, Mubea offers both CO₂-optimized and conventionally optimized product solutions. This approach provides transparency regarding the environmental and economic impacts of different options, enabling customers to make informed decisions that align with their sustainability ambitions and business requirements. As demand for low-carbon products continues to grow, close collaboration across the value chain remains a key factor for achieving climate goals in an economically sustainable manner.

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.



Water and marine resources

Water is one of Earth’s most essential and irreplaceable resources 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, 2021-2025, in 1,000 cubic meters

	2021	2022	2023	2024	2025
Mubea Group	1,250	1,689	1,430	1,119	1,249

Withdrawing water from natural ecosystems inevitably impacts other stakeholders—whether it is local communities, wildlife, or neighboring industries—by reducing the availability of this shared resource. At Mubea, we take this responsibility seriously. That is 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. After reaching a peak of 1.69 million cubic meters (m³) in 2022, total water withdrawal decreased to 1.43 million m³ in 2023 and based on corrected data, to 1.12 million m³ in 2024. In 2025, water withdrawal increased to 1.25 million m³ but remained below the levels recorded in 2022 and 2023.

We assess water withdrawal alongside business activity to better understand changes over time. Turnover-based intensity provides additional context, but is also influenced by prices and product mix and does not independently measure physical process efficiency.

Water withdrawal intensity

Mubea Group, 2021-2025, in cubic meters/M€ turnover

	2021	2022	2023	2024	2025
Mubea Group	551	567	462	319	347

Mubea reports water withdrawal intensity as the volume of water withdrawn per million euros of turnover. This indicator complements absolute withdrawal volumes and supports comparisons over time, while changes must also be considered in the context of production volumes, prices and product mix.

Water withdrawal intensity remained broadly stable in 2021 and 2022 before decreasing in the following years. Based on the corrected 2024 withdrawal volume, the corresponding intensity was 319 m³ per million euros of turnover. In 2025, intensity increased to 347 m³ per million euros, based on turnover of €3.6 billion. The 2025 value remained approximately 25% below the 2023 level and 37% below the 2021 level. These changes describe turnover-based intensity and should not be equated directly with improvements in physical water efficiency.

Water withdrawal by source

Mubea Group, 2023-2025, in 1,000 cubic meters

	2023	2024	2025
Surface water	225	0	180
Groundwater	164	111	155
Seawater	0	0	0
Municipal water system	1,041	890	865
Unknown source	0	117	49

Municipal water systems remained Mubea's main source of water in 2025, accounting for approximately 69% of total withdrawal. Surface water represented around 14% and groundwater around 12%, while approximately 4% could not be assigned to a specific source. Compared with 2024, the volume obtained from municipal systems decreased slightly, while the use of surface water and groundwater increased. Seawater is not used in our production processes.

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 char-

acteristics 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 & 2025, in 1,000 cubic meters

	2024	2025
Discharged to surface w/o any treatment	5	183
Discharged to 3rd party w/o any treatment	204	418
Discharged with treatment	261	230
Unknown treatment	223	143

Reported water consumption decreased from 426 thousand m³ in 2024 to 275 thousand m³ in 2025, a reduction of approximately 35%. Over the same period, water withdrawal increased from 1,119 to 1,249 thousand m³. Lower net consumption does not by itself demonstrate lower withdrawal or quantify the effect of water-saving measures. For 2024, the reported discharge categories total 693 thousand m³; together with withdrawal of 1,119 thousand m³, this reconciles with reported consumption of 426 thousand m³.

Water consumption

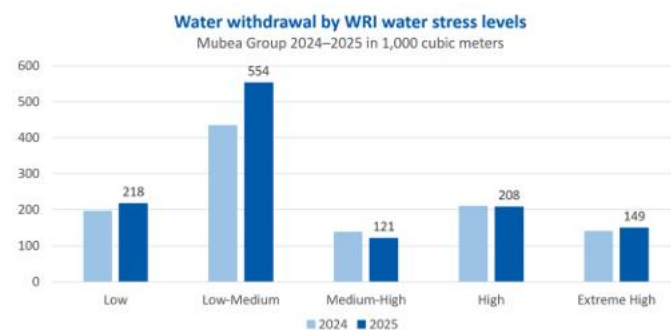
Mubea Group, 2023-2025, in 1,000 cubic meters

	2023	2024	2025
Mubea Group	464	426	275

Site	Country	Water Stress
Sanand	India	Extremely High
Melfi	Italy	
Celaya	Mexico	
Cerkezköy	Türkiye	
Engene	Türkiye	
Manisa	Türkiye	
Dingelstidt	Germany	High
Weßensee	Germany	
Chakan	India	
Pirangut	India	
Saltillo	Mexico	Medium-High
Agreda	Spain	
Shenyang	China	
Wendlingen	Germany	
Gyoda	Japan	
Ujazd	Poland	
Amurrio	Spain	Low-Medium
Rayong	Thailand	
Taubate	Brazil	
Kunshan	China	
Taicang	China	
Yangzhou	China	
Olomouc	Czech Republic	
Prostejov	Czech Republic	
Attendorf	Germany	
Oberpfaffenhofen	Germany	
Schwerin	Germany	Low
Kezmarok	Slovakia	
Kosice	Slovakia	
Dietach	Austria	
Salzburg	Austria	
Mississauga	Canada	
Cerhovke	Czech Republic	
Dolni Kralovice	Czech Republic	
Pribram	Czech Republic	
Zelbrak	Czech Republic	
Daaden	Germany	
Welterfeld	Germany	
Eger	Hungary	
Arbon	Switzerland	
Bedano	Switzerland	
Florence	United States	

Water Stress

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 stress Aqueduct tool 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.

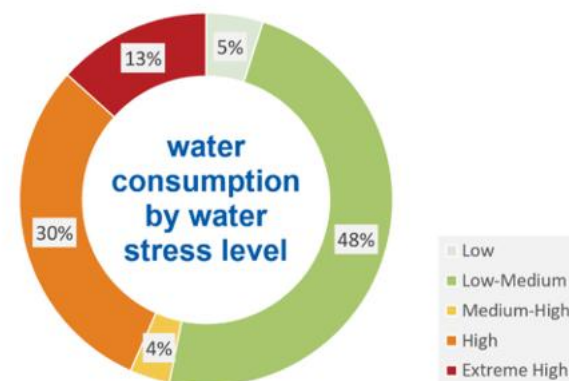


Using data from the World Resources Institute's Aqueduct tool, Mubea has categorized its operational sites according to local water stress levels, ranging from extremely high to low. This classification enables us to report water withdrawals according to the water stress profile of each region. Water stress is one aspect of water-related risk and should not be interpreted as a comprehensive assessment of all local water risks.

The reported share of water withdrawals in areas classified as having high or extremely high water stress has increased. This distribution can be affected by changes in site-level withdrawal volumes

as well as updates to regional classifications. The reported trend alone does not establish the relative contribution of climate change, classification updates or changes in Mubea's production footprint.

Specifically, the share of water withdrawals in high and extreme high water risk areas has continuously increased from 2022 up to 2025. However, when examining water consumption - the amount of water not directly returned back into the water supply - there has been a positive development. In 2025, approximately 43% of our total water consumption occurred in high or extreme high water risk areas, a reduction from 57% in 2023 and 48% in 2024.



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 embedded in daily operations. We follow the waste hierarchy, prioritizing prevention and reduction, followed by preparation for reuse, recycling, other recovery and, as a last resort, disposal. We continue to explore ways to improve 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.

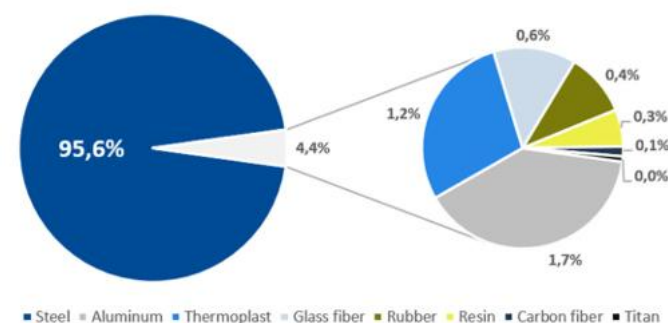
Raw material consumption

Mubea Group, 2024 & 2025, in metric tons

	2024	2025
Steel	801,701	918,147
Aluminum	17,054	16,602
Thermoplastic	14,122	12,000
Glass fiber	4,070	5,578
Rubber	4,230	4,273
Resin	2,001	2,494
Carbon fiber	695	658
Titanium	357	355

The predominant materials used throughout the Mubea Group are steel alloys, a fully recyclable substance. In 2025, Mubea processed almost 920,000 tons of steel – from hot-rolled coils, to wire rods, wires and tubes. Other raw materials such as aluminum, thermoplastics, glass fiber, rubber and resin – while increasing in relevancy in the past years – only amounted to roughly 40,000 tons in total.

Raw material share



Steel accounts for approximately 95.6% of our raw material consumption by weight, making it a clear priority in our efforts to reduce material-related emissions and strengthen circularity. We therefore focus on sourcing lower-carbon steel, increasing recycled content and supporting high-quality steel recycling through closed-loop systems. Strategic partnerships with low-carbon steel producers support this approach.

Although other materials account for only 4.4% of our raw material consumption by weight, improving their sustainability remains important. We see growing customer demand for products made from these materials and continue to develop solutions that combine lightweight performance with lower environmental impacts.

Many of our injection-molded parts already incorporate recycled short fibers, and we aim to increase recycled content in polymer matrices wherever technically feasible. We also work to improve recyclability and develop closed-loop solutions for more complex material combinations.

Waste management

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.

Our environmental management framework requires manufacturing facilities to operate certified environmental management systems, as described in the MIMS section. Local teams manage waste in accordance with applicable requirements. We collect and evaluate waste data to support transparency, identify improvement opportunities and reduce environmental impacts.

Total waste

Mubea Group, 2024 & 2025, in metric tons

	2024	2025
Hazardous waste	10,160	9,026
Non-hazardous waste	188,241	165,863

In 2025, Mubea ensured the professional and compliant management of approximately 9.0 kilotons of hazardous waste across all global sites through certified waste management companies. This represents a decrease of around 11% compared with 2024. 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 decreased to 165,863 tons, around 12% below the 2024 level. This category primarily includes scrap steel, plastics, and wood – materials generated from both production processes and transport operations.

Both hazardous and non-hazardous waste volumes decreased in 2025. The waste intensity indicators below are reported alongside these absolute volumes. Their underlying material input quantities require reconciliation with the raw material consumption table before the intensity values can be interpreted consistently.

Waste intensity

Mubea Group, 2024 & 2025, in kg waste/tons of raw material

	2024	2025
Hazardous waste rate	12.0	9.4
Non-hazardous waste rate	223.0	172.8

Waste generation is influenced by production volumes, product mix and process requirements. Carbon-based components, particularly for aviation applications, can involve different hazardous substance requirements from conventional steel-based automotive products. These factors must be considered when interpreting annual changes; the reported figures alone do not establish their individual contribution. Reducing hazardous waste while developing these markets remains an ongoing challenge.

As a supplier to the automotive and aerospace industries, Mubea addresses applicable substance-related legal requirements, including REACH (Registration, Evaluation, Authorisation and Restriction

of Chemicals). We also use the Global Automotive Declarable Substance List (GADSL) and the International Material Data System (IMDS) to support substance declaration and material transparency. REACH is a legal framework, GADSL is a declarable substance list, and IMDS is a material data system. These instruments support compliance management but do not, by themselves, guarantee legal compliance.

Hazardous waste by disposal method

Mubea Group, 2025, in metric tons

	2025		
Preparation for reuse	68	Waste recovery rate	31%
Recycling	2,086		
Other recovery methods	631		
Incineration	570		
Landfilling	220		
Other disposal methods	5,451		

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. In 2025, 31% of hazardous waste was prepared for reuse, recycled, or recovered through other methods. Recycling accounted for the largest recovery route, while the remaining 69% was directed to disposal.

Non-hazardous waste by disposal method

Mubea Group, 2025, in metric tons

	2025		
Preparation for reuse	1,343	Waste recovery rate	85%
Recycling	137,771		
Other recovery methods	1,396		
Incineration	1,514		
Landfilling	1,345		
Other disposal methods	22,494		

The majority of Mubea’s non-hazardous waste consists of high-alloy metal scrap, which is remelted 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 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.

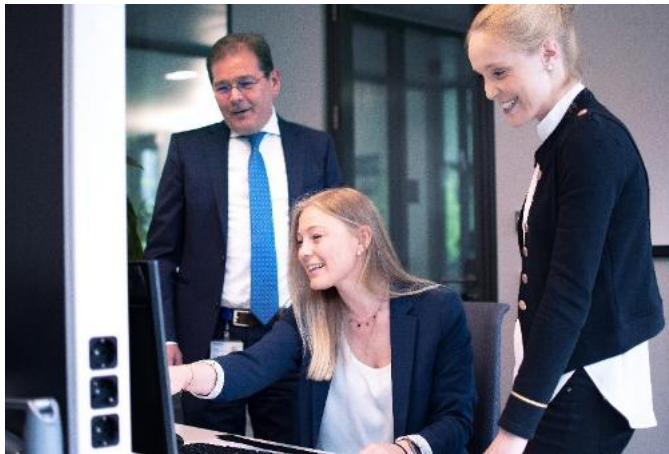
In addition to other benefits, these are among the best reasons to join and stay with Mubea:

- 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 1.1%.

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. Generally, all locations globally offer market-driven compensation and adhere to the fulfillment of minimum wage rules. 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 midyear 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 70 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, 11% 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 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 Assessment - are conducted on a regular basis.



Risk prevention begins with understanding how work is performed. Regular performing of Process Risk Analyses and Work-place Health Risk Assessments help identify potential hazards and define appropriate preventive measures. Our approach includes safe machinery and equipment, responsible management of hazardous substances, appropriate personal protective equipment and preparation for potential emergencies. Global Health & Safety requirements provide a common framework across the Mubea Group and

are complemented by local operating procedures reflecting site-specific conditions and applicable legal requirements.



Compliance with the standard ISO 45001 at each production facility is fast growing and is expected to be complete by the end of 2026.

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.

To obtain an objective overall picture of the organization's local health & safety requirements and continue developing 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.

Safety Performance

In 2025, 440 accidents occurred in reporting areas to be reported within the Mubea Group. The ambitious target of 2.3 accidents per 100 employees has been achieved with 2.2.

The global harmonization of accident reporting classifications in 2025 changed the definition of reported accidents and affects comparability with previous years. Changes in reported accident numbers therefore cannot be attributed solely to preventive measures.



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

The occurrence of accidents continues to vary greatly from region to region. The influences on 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.

Health & Safety Culture Audits

Our annual Health & Safety Culture Audit provides a snapshot of where each audited area currently stands. It helps make the existing culture visible, recognize strengths and identify areas where further development can create meaningful impact.

As our organization evolves, so does our assessment. We continuously review its content and focus areas to keep it relevant, practical and aligned with our Health & Safety ambitions.

The assessment is not an ISO audit, although selected elements may be similar. Its primary purpose is to understand, strengthen and continuously develop our Health & Safety culture.

Health & Safety Culture Audits

Mubea Group, 2023-2025

	2023	2024	2025
Mubea Group	39	59	63

Global Health & Safety Conference

After the first H&S Conference 2024 in China an additional H&S Conference 2025 in Czech Republic took place to 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 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 are established with the aim to analyze data and share best practice.

"Health & Safety is created with people, not only for people."

Fairness, Dialogue and Speaking Up

A responsible workplace also requires an environment in which employees can raise concerns.

Where employees believe they have not been treated fairly, mechanisms are available to raise concerns and seek support. At larger locations, these mechanisms include local works councils, while an official global contact provides an additional point of contact.

Mubea also operates in the last 5 years an electronic whistleblower system through which concerns can be reported.

Workers in the value chain

The supply chain is a key element of Mubea's sustainability strategy.

Sustainability commitments today extend beyond a company's own operations and include the activities of its suppliers and business partners. To address these expectations, we have established sustainability requirements for our suppliers as part of our due diligence process. We are also dedicated to encouraging openness and ensuring a transparent supply chain for all stakeholders.

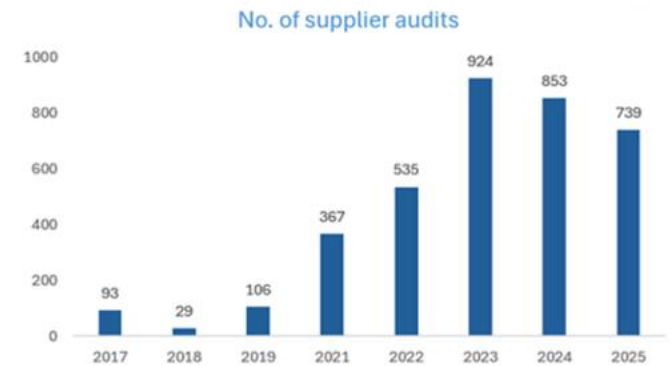
A sustainable business approach requires looking beyond the boundaries of our own organization and considering the impacts throughout the supply chain. Meeting the increasing sustainability expectations of customers and stakeholders can only be achieved through close collaboration with suppliers and service providers.

Therefore, we work to communicate our expectations, assess performance, and support ongoing development in sustainability-related areas. In turn, we expect our business partners to adhere to standards consistent with our values, particularly in the field of ethics, human rights, working conditions, environmental responsibility, and supply chain governance.

Furthermore, the evaluation of suppliers' sustainability performance has become an integral part of the new supplier approval process. Consequently, 100% of new suppliers in 2025 provided transparency on their social and environmental standards.

Compliance with Mubea's sustainability standards is assessed through supplier self-assessments and on-site audits.

Supplier audit activities continued to expand, resulting in a substantially higher number of audits than in previous years and reaching a total of 3646 audits from 2017 to 2025.



During supplier screening activities in 2025, 9 suppliers were found to have minor shortcomings related to social sustainability within the supply chain. Mubea developed and introduced appropriate corrective actions to address these findings. Furthermore, 14 suppliers were identified as having limited negative environmental impacts within the supply chain. In response, targeted improvement measures were defined and put into practice for these suppliers. Mubea continuously monitors the implementation of agreed improvement measures. In cases where the required actions are not adequately completed, the business relationship may be reassessed and, if necessary, terminated.

To ensure alignment with our expectations regarding business ethics, working conditions, human rights, and environmental protection, suppliers are required to complete a self-assessment questionnaire based on their risk level and relevance within the supply chain.

During 739 supplier audits conducted in 2025, no cases of forced labor, child labor, or violations of freedom of association and collective bargaining rights were identified.

To strengthen transparency and proactively address potential risks within the supply chain, Mubea has established a Risk Management Process, which also supports compliance with regulatory due diligence requirements. Based on geographic risk assessments, 2148 suppliers have been identified as potentially exposed to higher risk due to their location.

In addition to this risk-based approach, Mubea continues to expand audit coverage in higher-risk regions by enhancing local oversight and responsibilities. As a global company with 70 locations across Europe, Asia, North America, and South America, Mubea sources 96% of its procurement volume from local suppliers. Within Mubea, a supplier is considered local when the supplying company and the receiving Mubea plant operate within the same region.

Regional sourcing supports supply chain resilience and regional economies and can shorten transport distances. Its effect on emissions depends on actual transport routes, transport modes and supplier production processes. Close collaboration with regional suppliers also helps Mubea respond to changing customer requirements and manage supply interruption risks.



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.

For 2025, a preschool for around 120 pupils was constructed in Cameroon, and an additional development cooperation project was implemented in Uganda in partnership with the German organization "Welthungerhilfe". The construction of a secondary school in Malawi is planned for 2026.

In addition to those major projects, the Mubea Helps Foundation has so far supported almost 400 smaller aid projects in our German locations as well as abroad.

Almost 370.000€ in donations were handed over to aid organizations by the Mubea Helps Foundation in 2025 for 46 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.

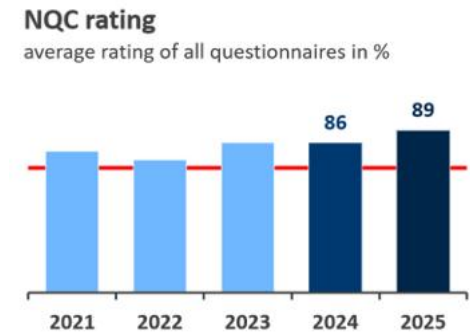
As awareness of climate change and environmental challenges intensifies, sustainability has evolved into a strategic priority—particularly within the automotive sector. Today, most of our customers incorporate sustainability performance into their project evaluation and procurement processes. These assessments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



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 improved. Since 2018, we've increased our average NQC rating to 89%, reflecting our ongoing commitment to responsible business practices and compliance with rising industry standards.

EcoVadis

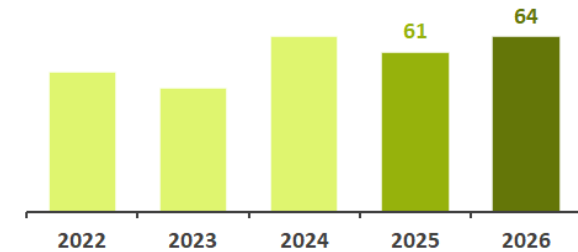
EcoVadis is a globally recognized platform that specializes in evaluating the sustainability performance of companies on behalf of their business partners. The organization has developed a robust assessment methodology based on international sustainability standards, covering four key areas: Environment,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



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 supported an improvement in Mubea's EcoVadis score from 39 points out of 100 in 2018 to more than 50 points in subsequent assessments. After the 2025 reporting period, Mubea achieved 64 points out of 100 in 2026. Our ambition is to improve further and reach the top 5% of companies rated by EcoVadis. The score and the percentile ranking are different indicators and should not be equated.

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.

Mubea's CDP disclosures discussed in this report cover two environmental areas:

- Climate— measuring CO₂e emissions, climate-related risks, and corporate mitigation strategies
- Water Security – evaluating water usage, quality, and risk management

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.



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. 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 consist 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 ensure 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.



Compliance topics

In 2025, compliance activities included risk assessments related to the EU Taxonomy Regulation (Regulation (EU) 2020/852), with a focus on antitrust and corruption-related risks. Further work addressed requirements and implementation preparations relating to the Regulation on Deforestation-free Products (Regulation (EU) 2023/1115) and the Packaging and Packaging Waste Regulation (Regulation (EU) 2025/40). Compliance functions also supported internal investigations concerning reports submitted through the Mubea grievance system and the preparation of a compliance e-learning tool.

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 through 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. Allow them to share essential improvements, which are then transferred into the new standard

Best Practice Award

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 are expected to implement a certified environmental management system in accordance with ISO 14001 and a certified health & safety management system acc. to ISO 45001. By the end of 2028, we will have integrated all remaining local management systems from acquisitions into the central MIMS.



IT Security and Data Protection

At Mubea, the protection of our information assets is of paramount importance. In 2025, our approach to information security and data protection continued to be characterized by stable and proven risk minimization strategies. Ensuring information security and data protection 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 and data protection while complying with all applicable legal and regulatory requirements.

Mubea addresses the European General Data Protection Regulation (GDPR), relevant local and national legal frameworks and customer requirements. Our corporate Information Security Management System (ISMS) was established in 2017 and is now based on ISO/IEC 27001:2022. Internal audits are conducted regularly, complemented by external certification audits to assess conformity and support continual improvement.

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 set of information security policies that undergoes rigorous internal and external verification. The policies cover risk management, responsibilities, procedures, organizational coordination, and regulatory processes for handling company and 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. Regular training and awareness measures help ensure effective data protection compliance and promote a strong and sustainable data protection culture across Mubea companies. At the end of 2025, Mubea initiated an EU-wide GDPR project to establish a harmonized and documented compliance framework, with implementation starting in 2026.

To protect sensitive and critical company data, we implement a variety of technical and organizational measures to maximize resilience as well as to minimize the risk of incidents and irregularities. A key component of our strategy is fostering employee awareness and providing specialized training on information security and data protection. The annual program is updated and includes 56 instructional modules with nearly nine hours of structured content in total. Through continuous tracking and evaluation, we ensure a high participation rate of the mandatory modules.

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.

More than 60 internal and external audits were conducted in 2025 to monitor information security and data protection measures. External data protection officers and internal and external auditors assess relevant data storage and processing activities. Audit results

are documented, and necessary action plans are communicated to company leadership.

At Mubea, the protection of personal data remains a priority. We view information security and data protection as closely interconnected responsibilities and continue to develop both areas through harmonized governance, risk-based safeguards, employee awareness and verifiable compliance measures.



Annex

Legal Entities

The following Mubea legal entities are included in the consolidated financial statements 2025: Muhr und Bender KG, Attendorn

Muhr und Bender KG

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

Mubea Italia Srl, Como/Italy	Mubea 2. Beteiligungs-GmbH, Attendorn/Germany
Mubea Iberia S.A., Agreda/Spain	Mubea Windpark 1 Schlüchtern GmbH & Co. KG, Attendorn/Germany
Mubea de Mexico S. de R.L. de C.V., Ramos Arizpe/Mexico	Mubea Windpark 2 Haunetal GmbH & Co. KG, Attendorn/Germany
Mubea Precision Springs Inc., Florence, Kentucky/USA	Mubea Somboon Automotive Co. Ltd., Rayong/Thailand
Mubea North-America Shared Services Inc., Florence, Kentucky/USA	Mubea Carbo Tech BH d.o.o., Banja Luka/Bosnia and Herzegovina
Mubea Real Estate Inc., Florence, Kentucky/USA	Mubea Aerostructures GmbH, Gilching/Germany
Mubea IT Spring Wire s.r.o., Prostějov/Czechia	Mubea Aerostructures Zrt., Eger/Hungary
Mubea Automotive Components (Taicang) Co. Ltd., Taicang/China	Cyclone Manufacturing Inc., Mississauga/Canada
Mubea Korea Co. Ltd., Seoul/South 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., Zebřak/Czechia	Mubea Suspension Components Morocco SARL, Tanger/Morocco
Mubea Seating Components s.r.o., Cerhovice/Czechia	csi Verwaltungs GmbH, Neckarsulm/Germany
Mubea Automotive Components India Pvt. Ltd., Pune/India	csi Service GmbH, Neckarsulm/Germany
Mubea Otomotiv Parc.San.Ve. Tic. Ltd., Manisa/Türkiye	ALU-CAR GmbH, Winterberg/Germany
Mubea Stabilizer Bar Systems s.r.o., Prostějov/Czechia	csi Entwicklungstechnik GmbH, München/Germany
Mubea Precision Steel Tubes s.r.o., Prostějov/Czechia	csi Entwicklungstechnik GmbH, Gaimersheim/Germany
WEBA Werkzeugbau Betriebs GmbH, Steyr/Austria	csi Entwicklungstechnik GmbH, Neckarsulm/Germany
WEBA Olomouc s.r.o., Olomouc/Czechia	csi Entwicklungstechnik GmbH, Sindelfingen/Germany

About this report

The Mubea Group's sustainability report has been issued 2014, 2017, 2019 and from 2021 till 2025. 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 2025 fiscal year.

The Mubea Group has reported the information cited in this GRI content index for the period from January 1, 2025, to December 31, 2025, 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 2025.

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 2025 is available online in PDF format in English on our company homepage at mubea.com. The next sustainability report is scheduled for publication in 2027.

Contact point for questions regarding this report:

Muhr und Bender KG
Corporate Quality Management
Mubea-Platz 1
D-57427 Attendorn
Email: sustainability@mubea.com

GRI-Index

GRI Standard	Disclosure	Location
GRI 201: Economic Performance 2016	Disclosure 201-1 Direct economic value generated and distributed	8-10
	Disclosure 201-2 Financial implications and other risks and opportunities due to climate change	33, 36-37
GRI 204: Procurement Practices 2016	Disclosure 204-1 Proportion of spending on local suppliers	51
GRI 205: Anti-corruption 2016	Disclosure 205-1 Operations assessed for risks related to corruption	56-57
	Disclosure 205-2 Communication and training about anti-corruption policies and procedures	57
	Disclosure 205-3 Confirmed incidents of corruption and actions taken	56-57
GRI 206: Anti-competitive Behavior 2016	Disclosure 206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	56-57
GRI 301: Materials 2016	Disclosure 301-1 Materials used by weight or volume	41
	Disclosure 301-2 Recycled input materials used	41-42
GRI 302: Energy 2016	Disclosure 302-1 Energy consumption within the organization	32
	Disclosure 302-3 Energy intensity	33
	Disclosure 302-4 Reduction of energy consumption	32-33, 36
	Disclosure 302-5 Reductions in energy requirements of products and services	13-19, 22-27
GRI 303: Water and Effluents 2018	Disclosure 303-1 Interactions with water as a shared resource	38-40
	Disclosure 303-2 Management of water discharge related impacts	39
	Disclosure 303-3 Water withdrawal	38-40
	Disclosure 303-4 Water discharge	39
	Disclosure 303-5 Water consumption	39-40
GRI 305: Emissions 2016	Disclosure 305-1 Direct (Scope 1) GHG emissions	35
	Disclosure 305-2 Energy indirect (Scope 2) GHG emissions	35
	<i>While all sites cover their electricity demand with renewable electricity or renewable energy certificates, we are currently evaluating the certificate quality for a small number of sites representing less than 1% of total electricity consumption.</i>	
	Disclosure 305-3 Other indirect (Scope 3) GHG emissions	35
	Disclosure 305-4 GHG emissions intensity	33
	Disclosure 305-5 Reduction of GHG emissions	31-35

GRI Standard	Disclosure	Location
GRI 306: Waste 2020	Disclosure 306-1 Waste generation and significant waste-related impacts	42-43
	Disclosure 306-2 Management of significant waste related impacts	41-33
	Disclosure 306-3 Waste generated	42
	Disclosure 306-4 Waste diverted from disposal	43
	Disclosure 306-5 Waste directed to disposal	43
GRI 308: Supplier Environmental Assessment 2016	Disclosure 308-1 New suppliers that were screened using environmental criteria	50
	Disclosure 308-2 Negative environmental impacts in the supply chain and actions taken	50
GRI 401: Employment 2016	Disclosure 401-1 New employee hires and employee turnover	44-45
	Disclosure 401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	45
	Disclosure 401-3 Parental leave	45
GRI 403: Occupational Health and Safety 2018	Disclosure 403-1 Occupational health and safety management system	47, 60
	Disclosure 403-2 Hazard identification, risk assessment, and incident investigation	47-78
	Disclosure 403-3 Occupational health services	49
	Disclosure 403-4 Worker participation, consultation, and communication on occupational health and safety	47-49
	Disclosure 403-5 Worker training on occupational health and safety	48-49
	Disclosure 403-6 Promotion of worker health	47, 49
	Disclosure 403-7 Prevention and mitigation of occupational health and safety impacts linked by business relationships	47, 50, 57
	Disclosure 403-8 Workers covered by an occupational health and safety management system	47, 60
	Disclosure 403-9 Work-related injuries	48
GRI 404: Training and Education 2016	Disclosure 404-3 Percentage of employees receiving regular performance and career development reviews	45
GRI 414: Supplier Social Assessment 2016	Disclosure 414-1 New suppliers that were screened using social criteria	50
	Disclosure 414-2 Negative social impacts in the supply chain and actions taken	50