2025

Corporate Social Responsibility Report

FICOSA
INTERNATIONAL
GROUP

Index

Letter from the president

Dear all,

I am pleased to share our annual Corporate Social Responsibility report, which attempts to provide an overview of Ficosa's performance amid the challenges of the automotive sector and describe our actions to integrate the United Nations Global Compact and its principles into our values, culture, business strategy and daily operations.

The automotive sector is undergoing a change of historic scope. The emergence of Chinese manufacturers, which this year have broken records for the export of electric vehicles, has intensified competition in all markets. Its technological capacity in the development and production of batteries, together with its control over the rare earths needed for chips and electric batteries, is rapidly transforming the global value chain. Added to this is the impact of the trade and tariff war promoted by the US, which has added strong volatility and uncertainty to international trade flows.

In this complex context, the component supply chain is experiencing an unprecedented crisis, with significant bankruptcies, cutbacks and massive layoffs among the main European suppliers. The automotive components industry sector is facing its worst moment in decades, while the manufacturing brands themselves suffer widespread negative results.

Despite this scenario, as I always say, we must think positively. This situation must become a stimulus to enhance our creativity and strengthen our ability to anticipate the future. One of the historical keys to our trajectory is precisely that forward-looking vision, together with a firm commitment to innovation, a culture of effort and entrepreneurship, and our solid values of humility and hard work. Our human team – Ficosa's greatest asset – continues to demonstrate its commitment in each of our global operations.

At Ficosa we work every day to guarantee excellence in our products, offering innovative solutions with high added value, with the highest standards of quality and sustainability. Our social commitment to improving the products and services we develop materializes in advances that directly contribute to the reduction of accidents, energy efficiency, connectivity, and driver comfort and assistance. These pillars continue to be the basis of our growth, especially in assisted driving, autonomous vehicles, connected cars and cleaner mobility.

This year a particularly relevant milestone stands out: we reached the cumulative production of 30 million cameras since the beginning of our activity in 2014. This achievement reflects Ficosa's consolidation as a leading supplier in advanced automotive vision. We have developed a wide range of solutions for both the interior and exterior of the vehicle, including our In-Cabin Monitoring technology – key to the detection of fatigue and distractions – and our perimeter vision system, essential for increasing safety in passenger cars, industrial and commercial vehicles. We have also started production of the second generation of our CMS (Camera Monitoring System) system, evidence of the degree of technological maturity achieved by the company.

In the field of rear-view mirrors, for which Ficosa is recognized worldwide, we continue to strengthen our leadership with innovations such as frameless rear-view mirrors, which we are already producing for several European and Chinese manufacturers.

In the field of electric vehicles, we continue to move forward with determination, developing and producing both hardware and software for next-generation electronic systems. These include the 800V Battery Junction Box, the Smart Cell Assembly and the EV Charge Controller compliant with ISO 15118-20 Plug & Charge, thus consolidating our presence in vehicle electrification as a solid and diversified technology partner.

Our industrial expansion also continues to progress. In Mexico, we have launched the new rear-view mirror plant (during 2024) and a new automatic paint facility, which has been put into production in 2025, strengthening our strategic position in the North American market.

Rapid advances towards electric, connected and autonomous mobility, together with new consumption habits and legislative and technological changes, continue to have disruptive effects on the entire value chain of the sector. We must be vigilant and prudent: the coming years will present great opportunities, but also great risks. At Ficosa we will work to manage and mitigate these risks, while taking advantage of the opportunities that arise from this deep transformation.

I invite you to explore all the details of our activities through this report, which strongly reflects Ficosa's commitment and dedication.

Kind regards

José María Pujol
PRESIDENT

About our report

This Report attempts to provide the reader with a transparent and balanced overview of Ficosa's performance in relation to the sustainability challenges that the company has faced in 2025.

Objective of the Report

Through this report, Ficosa wishes to explain how sustainability risks and challenges are addressed, and the performance of the company's activities in 2025, in order to provide stakeholders with complete and reliable information. The company focuses this report on explaining how environmental, ethical, labour, social and human rights aspects are being considered during the company's daily activities. It also describes the annual progress made by the company in implementing the Ten Principles of the United Nations Global Compact in terms of human and labour rights, the environment and the fight against corruption. At the same time, the report describes how our company is making progress on each of the Sustainable Development Goals (SDGs). Our main business focus defines which of the global sustainability objectives Ficosa prioritizes and supports first. Specifically, our activities focus on innovation applied to the safety and the prevention of traffic accidents (SDG 3) and the fight against climate change (SDG 13). In addition, we stress our commitment to sustainable practices that include decent work and economic growth (SDG 8), responsible consumption and production (SDG 12) and the promotion of peace and justice (SDG 16) among many others.

For the preparation of the information, some standards of the Global Reporting Initiative (GRI) have been selected according to their materiality for the company and their alignment with the information required by law. Accordingly, in determining the content to be included in this report, we consider the relevant developments, initiatives and materiality analysis conducted at the end of 2018. This materiality analysis took as a starting point the Group's Corporate Social Responsibility (CSR) diagnosis (gap analysis) and the action plan prepared in 2015, in which the CEO, the members of the Executive Committee and the key Management of our subsidiaries were involved. It was complemented with relevant external sources such as the GRI Pilot version of the Automotive Sector Supplement and the Auto Parts Sustainability Accounting Standard prepared by the SASB (Sustainability Accounting Standards Board).

Other key inputs were the guidelines of Drive Sustainability (the world's largest association of car manufacturers to promote sustainability) embodied in its Automotive Sustainability Guiding Principles, which outline supplier expectations on key responsibility issues, including human rights, the environment, working conditions and business ethics.

In addition, EcoVadis CSR assessments requested by several of our OEM (Original Equipment Manufacturer) customers were taken into account. EcoVadis provides a comprehensive corporate social responsibility rating service for companies.

In conclusion, the material points to be highlighted in this report are:

- Customer satisfaction through quality.
- Sustainable innovation and technology.
- Diversity and inclusion.
- Knowledge development, training and management.
- Occupational health and safety.
- Healthy living and promotion of well-being.
- Climate change mitigation.
- Commitment to society.
- Responsible sourcing, consumption and production.

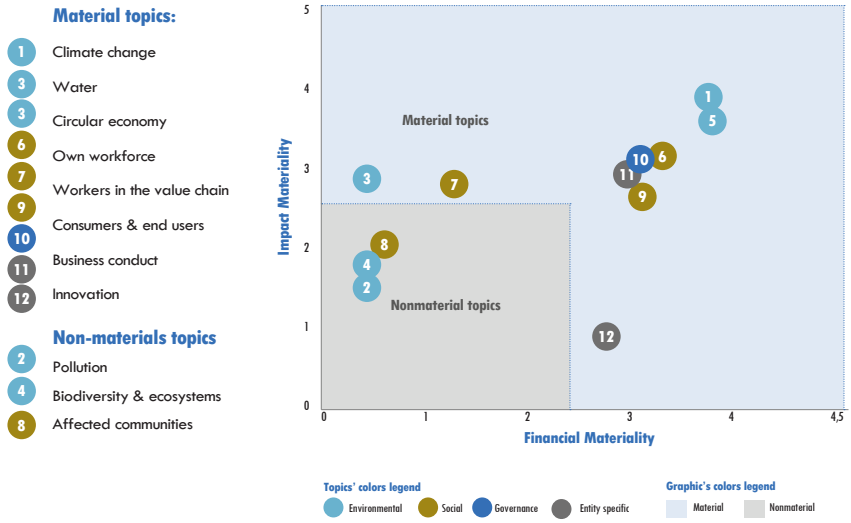
In 2025, Ficosa has worked on double materiality as a starting point to address sustainability holistically and develop an ESG roadmap aligned and integrated with the company's strategy.

Having a double materiality analysis considering the CSRD (Corporate Sustainability Reporting Directive) gives us great advantages:

- More complete view of risk: combines financial and socio-environmental impacts, allowing for more solid decisions.
- Better management and anticipation: identify opportunities and risks that could affect the business and our stakeholders.
- Greater transparency and trust: improve credibility with investors, customers and regulators.
- Competitive advantage: facilitates access to sustainable financing and strengthens reputation.
- Regulatory compliance: Ensures alignment with CSRD by ensuring robust ESG reporting.

The following graph shows the result of our double materiality analysis based mainly on:

- Benchmarking of companies in the sector
- ESG prescriber review (MSCI, S&P Global, EcoVadis, Drive Sustainability)
- Analysis of media coverage
- Interaction with key stakeholders, including customers, suppliers and employees who are familiar with Ficosa's business model and operational context

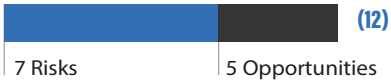


Scope

With the active participation of Ficosa's different business areas, a total of 127 impacts, risks and opportunities (IROs) were identified, distributed in 70 impacts and 57 risks and opportunities. Following this assessment and taking into consideration the principles of the CSRD, 34 of these IROs were considered material, taking into account both impact materiality and financial materiality, and were classified according to the CSRD themes and sub-themes.

Impact Materiality

Financial Materiality (R&O)



After the double materiality analysis, the next steps have been aimed at reinforcing the material issues in the corporate strategy and activating improvement plans where necessary. This has involved prioritizing critical issues, defining clear objectives and indicators, assigning internal responsibilities, and strengthening management and reporting systems. With this, FICOSA orients its decisions towards greater resilience, risk anticipation and sustainable value creation.

This report covers January 1, 2025 through December 31, 2025. Unless otherwise indicated, the quantitative information presented herein shows the company's performance globally and includes 100% of the facilities and establishments where Ficosa owns the majority and, consequently, responsibility for control and operation. Therefore, the report includes information from our operations in Asia, Africa, Europe, North America and South America.

To provide a better understanding of the company's performance, data from previous years have also been included, if available.

The report focuses on the company's main business lines: research, development, production and sales of high-tech vision solutions, safety, energy efficiency and electric mobility.

Biodiversity is not material for this report, as Ficosa's operating establishments are not located in protected areas or areas of high biodiversity value. In addition, the impacts of our activities, products and services are not significant on biodiversity.

There are no IUCN Red List species, nor national conservation list species with habitats in areas affected by our organization's operations.

On the other hand, this report does not include the company Tata Ficosa Automotive Systems Ltd, as it is a 50% - 50% Joint Venture.

On the other hand, the indicators related to occupational health, safety and the environment are considering only Ficosa's establishments where there are manufacturing plants for automotive components due to their materiality. Therefore, the following plants have not been considered in the OHSE indicators: Le Neubourg (France), Rüsselsheim (Germany), Köln (Germany), Hyderabad (India), Venaria Reale (Italy), Detroit (USA) and Tokyo (Japan).

Ficosa at a glance

Group Highlights

The company, headquartered in Barcelona, Spain, generated sales of €1,383 million in 2025 and has a team of close to 8,000 employees (FTE), with manufacturing plants, technology centres and commercial offices located in 14 countries in Europe, North and South America, Africa and Asia. Ficosa has expanded its international presence with the strategy of locating itself close to the decision-making and production centres of the main OEMs in order to offer a more competitive and global service.

- Sale of 1,383 million euros.
- Production plants, technical centres or sales offices in 14 countries, on 4 continents.
- Established in 1949 in Barcelona (Spain).
- 8,051 employees (annual average FTE).
- Pioneers in high-tech vision, safety, connectivity and efficiency systems for the automotive and mobility sectors.
- 18 manufacturing plants.
- 9 technical and R&D centres.

- Barcelona (HQ)
- Viladecavalls
- Soria
- Sant Guim

- Detroit (Mi)
- Cookeville (TN)

- Salinas-Victoria
- Escobedo (2 plants)

- Sao Paulo

- Porto

Plants Technical Center Commercial Office Research

- Dieuze
- Le Neobourg

- Köln
- Wolfenbüttel

- Dabrowa Gornicza

- Tokyo (office)

- Bursa
- Gemlik

- Venaria Reale
- Morcone

- Sala Al Jadida

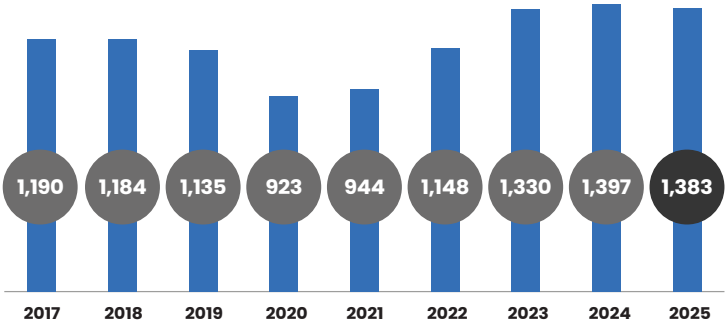
- Pune, Sanand, Chennal, Pantnagar (Joint-venture)
- Ficosa India Engineering Center – Hyderabad

- Taicang

Ficosa is now one of the world's leading global suppliers dedicated to the research, development, manufacture and marketing of high-tech vision, safety, connectivity and efficiency systems for the automotive and mobility sectors.

Evolution of Sales

In a global context marked by significant challenges in the automotive components sector, Ficosa achieved a turnover of 1,383 million euros in 2025, very close to the 1,397 million recorded in 2024, placing it among the highest levels in its history.



Sales (€ million)

Sales by region 2025 (€ million, %)

The situation in the automotive sector is one of maximum uncertainty and volatility, as never seen before. The China phenomenon, the slowdown in the growth of electric vehicles, geopolitical threats with persistent wars, problems in the global supply chain, etc. are causing a reduction in growth and a fall in results and profitability in most Western European and American manufacturers, although this impact is smaller for U.S. manufacturers, as the United States has limited the entry of Chinese products. China, which until a few years ago was the market where Western manufacturers had acquired significant market shares by sharing their technology with local manufacturers, with a very high contribution to their total profit, has become a market where its market shares, sales and results are suffering a collapse in favour of Chinese manufacturers that do not stop growing in conjunction with their own important technological capabilities and of excellent production facilities. However, we are talking about this process that has led China, taking advantage of the technological transformation brought about by the electric car (where they have been pioneers), to have today about 150 car manufacturers and a situation of high overcapacity. Faced with this situation, Chinese manufacturers, the most developed, have begun an expansion at an international level, both in Asian countries, but especially in Europe, where the market share is 5% and growing towards 10%, transferring the pressure that is currently experienced in China to the European market.

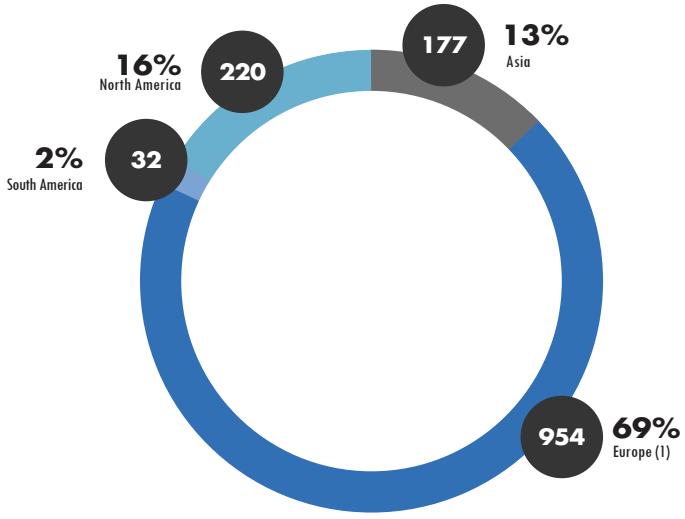
The same thing that is happening at the manufacturer level in China, is happening at the supplier level, with a great impact on Western Tier 1 players. Despite this, it is a market which, due to its size (approximately 30 million cars produced annually, twice that of the US and the EU) and the ongoing transformation dynamics—technological, product-related, and cost-driven—requires a strong presence, as it simultaneously offers the opportunity to learn and to transfer these advantages globally. Ficosa's presence in Ficosa's presence in China dates back to 2002, and this enables the company to remain alert and incorporate those trends and capabilities emerging from China that provide the Group with greater global competitiveness; engineering, technology, advanced purchasing and strategic alliances are some of the key levers that continue to drive competitiveness in the most relevant areas of the business.

The outlook for 2026 is cautious due to the uncertainty in the markets for the reasons given above. We are seeing restructuring in the industry to adapt to the new paradigm and mitigate the negative effects of the slowdown in the level of activity and the vital need to reduce costs.

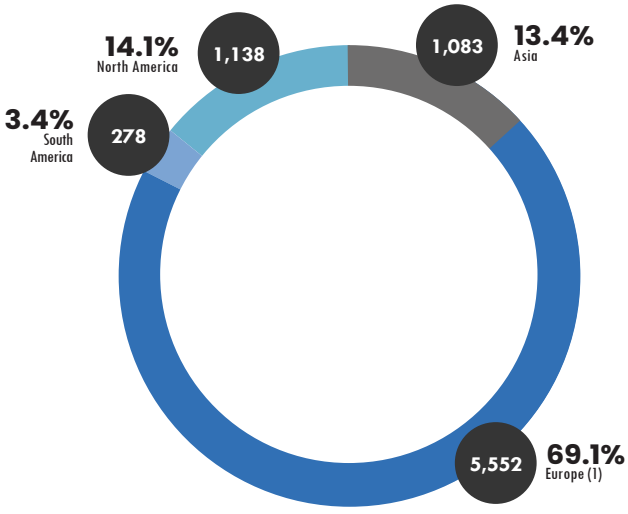
To all this must be added the positioning, not only locally, but also internationally of Chinese manufacturers, both in terms of manufacturers and Tier 1 suppliers. We must work on taking advantage of the globalization of Chinese car manufacturers so that they can take advantage of the engineering, certification/validation, industrialization and manufacturing capabilities that Ficosa has at a global level.

Ficosa will continue to work on operational improvement and excellence, applying the processes and technologies that allow these changes to be accelerated in all areas of the Group.

Sales by region 2025 (€ million, %)



Distribution of employees by region 2025 (No. of employees year-end, %)



(1) In the Europe region, employees from Morocco and Turkey are also included.

Structure of Ficosa International

Currently, Ficosa is a conglomerate of companies made up of engineering centres, manufacturing plants and commercial offices, distributed throughout the world. The group is organized into different business units, most of which are shown below.

01

Rear-view systems:

It develops, produces and markets rear-view mirrors and vision systems - forward, rearward and side - for vehicles.

02

Command and control systems:

It develops, produces, and markets systems that interact between the driver and the vehicle, such as shift levers, parking brakes, and transmission cables.

03

Under hood systems

It develops, produces and markets fluid and ventilation systems installed under the hood of vehicles.

04

Electronics Manufacturing Services (EMS)

It develops, tests, manufactures and markets electronic components, products and systems for vehicle manufacturers.

05

Commercial vehicle

It develops, produces and markets Ficosa's entire product portfolio for buses, trucks, and industrial and commercial vehicles.

06

Advanced Driver Assistance systems:

Develops, manufactures, and markets systems that assist drivers during driving.

07

E-mobility

It develops, produces and markets electric propulsion technologies and connected infrastructures to enable the electric propulsion of vehicles and fleets.

08

Aftermarket

Develops, manufactures, and commercializes systems that support drivers throughout the driving experience.

Ficosa is made up of two business groups: Traditional products and New Technologies products. Within traditional products, we highlight rear view systems that represent the largest percentage of total sales. Ficosa is one of the world's leading companies in this area.

Ficosa appointed ESG Global Advisory Board member of Chery International

On October 21, 2025, Ficosa China participated in the CHERY International User Summit – ESG Summit 2025, a benchmark event for the international automotive sector. During the meeting, we were honoured to be invited to be part of Chery International' s ESG Global Advisory Board, a recognition that reinforces our commitment to sustainability, responsible governance and long-term value creation. This distinction underlines the trust placed in Ficosa as a strategic partner in the evolution towards more sustainable and future-oriented mobility.

Evolution of the 2025 Sustainability Program

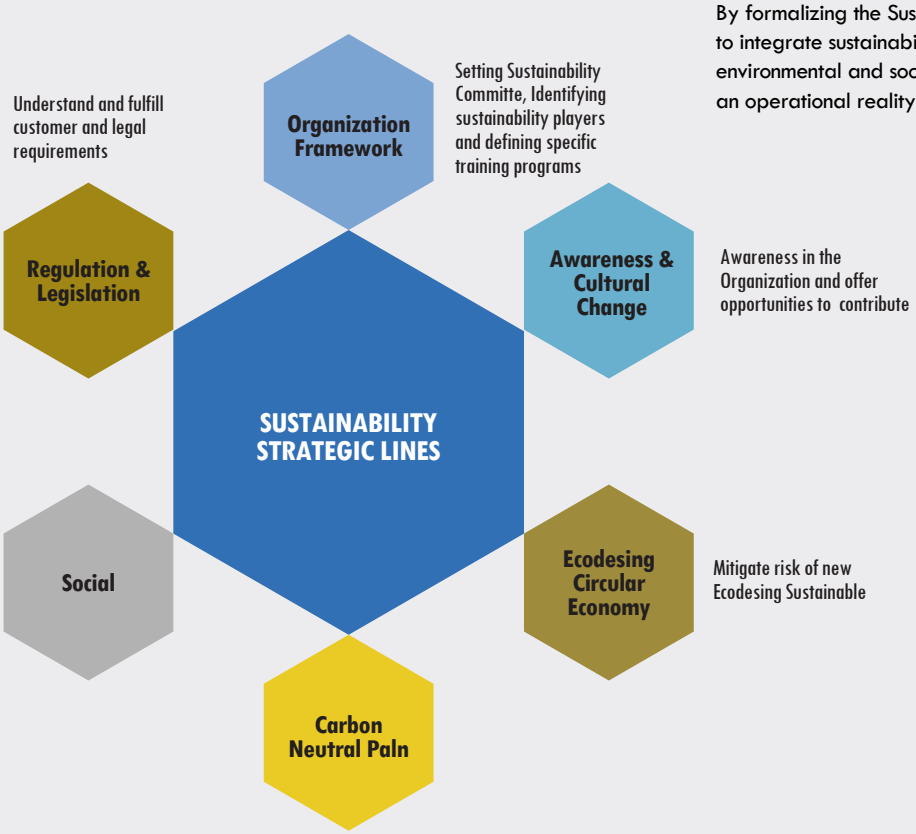
In 2025, Ficosa reached a decisive moment in the evolution of its Sustainability Program with the formal launch of the Sustainability Committee. This cross-cutting committee brings together representatives from all major corporate functions and is chaired by the Chief Sustainability Officer (CSO), who reports directly to the Executive Committee.

The Committee acts as the central governance body for Ficosa's sustainability initiatives, ensuring that ESG aspects are fully integrated into corporate strategy and decision-making processes. He plays a critical role in aligning sustainability efforts across departments, coordinating the company's roadmap, and driving tangible progress on environmental and social responsibility.

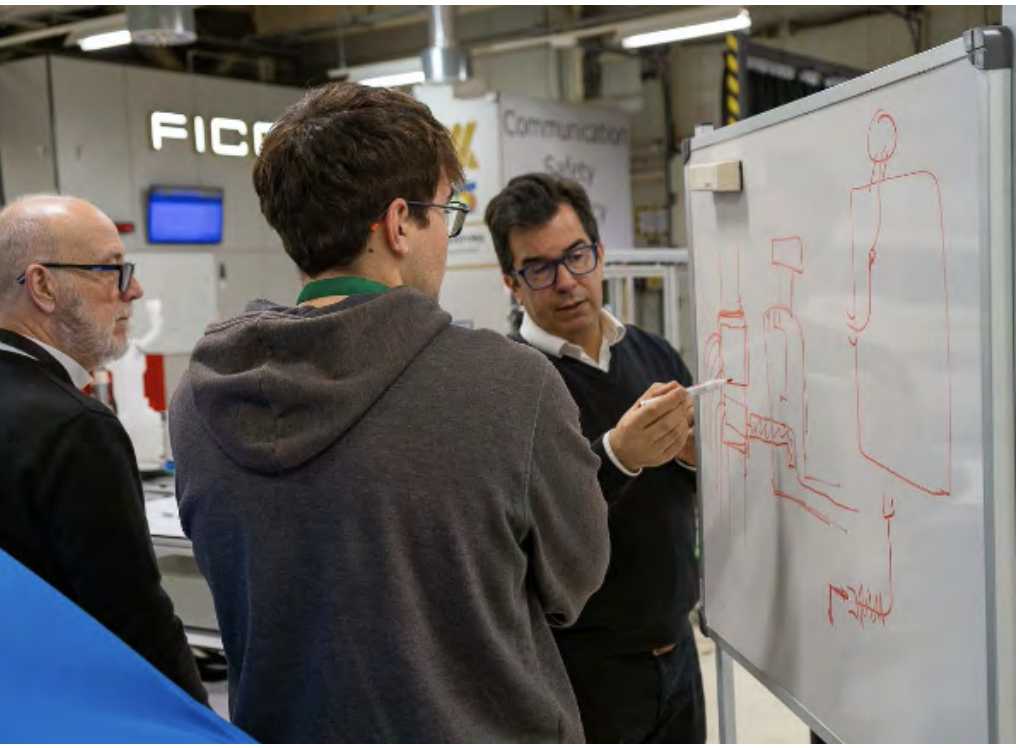
This milestone represents a significant step forward in the integration of sustainability within Ficosa's organizational structure, reinforcing the company's commitment to incorporate ESG principles into all aspects of its operations.

The Sustainability Committee acts as the driving force behind Ficosa's sustainability initiatives, ensuring alignment with the Executive Committee's objectives and ensuring that sustainability is taken into account in all strategic decisions. Its responsibilities cover multiple dimensions.

By formalizing the Sustainability Committee, Ficosa has taken a decisive step to integrate sustainability into its core governance structures, ensuring that environmental and social responsibility is not only a strategic priority, but also an operational reality throughout the organization.



How do we work?



Purpose

During 2023, Ficosa's purpose with our employees was developed. At Ficosa, our purpose provides a sense of direction that guides our decision-making and serves as motivation for employees and shareholders. Our purpose encompasses the organization's broader mission, its values, and its commitment to creating value not only for shareholders, but also for employees, customers, and the communities in which we operate.

At Ficosa, having a purpose amplifies our commitment to the organization and the positive change we aim to make in the world. Purpose should inspire everyone to work with passion, while aligning with the person and values and improving job satisfaction.

Our purpose is: "Transforming mobility to improve people's lives"

Mission

Our mission is to innovate, develop and create high value-added products that contribute to improving mobility in key aspects of progress such as safety, comfort, communications and the environment, exceeding market and customer expectations.

Vision

Our strength comes from our commitment. For us, success is not measured by size, but by flexibility, speed and creativity, and understanding that being the best means meeting the needs of our employees, customers, communities and stakeholders alike.

Values

Our values and corporate purpose are intrinsically linked. At Ficosa, we believe that success depends on how we live our purpose and values. Purpose encapsulates the "why" of the organization and represents a commitment to certain values, while our values guide our behaviours in alignment with the corporate purpose, goals, and objectives. This alignment is essential for creating a strong and meaningful corporate identity and for building trust with stakeholders.

Ficosa's values underpin everything we do and are reflected in our day-to-day work. To make sure that all employees truly understand and live them, we turn them into specific behaviours.

In all the centres, values are displayed inside the factories and offices to make it clear what matters to us.

The values, pillars of our code of ethics, also provide a framework for ethical and responsible decision-making within the organization.
The values that guide our conduct and identify us as a company are the following:

OUR VALUES

Interest in People

People are the core of our business. We prioritize safety, development, diversity and inclusion. Mutual respect and friendly relationships are part of who we are.

Customer Focus

Helping our customers succeed is key to our success. We build relationships based on trust, understanding and anticipating their needs, prioritizing the customer experience.

Teamwork

Working together and serving others as One FICOSA Team. We understand that our overall success is based on knowledge sharing, open communication, learning, and collaboration.

Leadership

Leading by example and with a high regard for people, we live our values. We believe that being humble, not taking sole credit, trusting and understanding everyone is equally important.

Innovation & Creativity

Continuously improving with an entrepreneurial mindset. We thrive to innovate and create new solutions, encouraging everyone to develop and welcome new ways of doing things.

Honesty & Integrity

Our values: our North Star. We act accordingly to our values. We demonstrate honesty, integrity, transparency and ethics in everything we do.

Commitment & Passion for one's work

Leading by example and with a high regard for people, we live our values. We believe that being humble, not taking sole credit, trusting and understanding everyone is equally important.

FICOSA

Ficosa and the Sustainable Development Goals

The company's strengths come from its commitment and understanding that being the best means being able to respond to the needs of our employees, customers, community, and shareholders in the same way. In this sense, Ficosa focuses its efforts on generating shared value among its stakeholders and adding sustainability practices to its strategy and business culture. As a member of the United Nations Global Compact since 2002, we have adopted the Sustainable Development Goals (SDGs). Introduced in 2016, they are an ambitious action plan that defines global sustainable development priorities for 2030, with the aim of eradicating poverty and promoting decent lives with opportunities for all. There are 17 goals and 169 universal targets that are interconnected, applicable to all nations and peoples, and represent a call to action for governments, civil society, and the private sector. The company has reviewed all the SDGs to identify areas where we can maximise our positive contributions. We focus our sustainability-related activities on those SDGs that greatly influence our business model and value chain and help us achieve real change. This mainly affects the following SDGs and associated sustainability activities:

SDG 3 —

Ensuring healthy lives and promoting well-being for all at all ages

According to the World Health Organization (WHO), road accidents kill approximately 1.35 million people worldwide each year, which means that around 3,500 people die on the roads every day. Tens of millions of people suffer injuries or disabilities every year. Children, pedestrians, cyclists and the elderly are the most vulnerable road users. If preventive measures are not taken, it is likely that death from traffic accidents will become one of the top five causes of death in the coming years. By collaborating with national and international programs to accelerate the development and standardization of connected cars and autonomous vehicles and through the development of new emergency systems or new tools and products to improve driver vision, helping to prevent collisions or assessing the driver's level of attention, Ficosa is contributing to the health goal of reducing deaths in traffic accidents.

Learn more: Innovation in our products.

SDG 4 —

Obtaining a quality education is the basis for improving people's lives as well as for sustainable development

Ficosa promotes continuous learning and skills development among its employees, ensuring access to high-quality training programs that boost their professional growth. Through partnerships with academic institutions and training initiatives, we contribute to the creation of a highly qualified workforce prepared to face the challenges of the future.

Learn more: Commitment to our people/Employee development

SDG 5 –

Gender equality is not only a fundamental human right, but the necessary foundation for a peaceful, prosperous and sustainable world

Ficosa is committed to promoting diversity and inclusion through the implementation of policies that foster gender equality, women's empowerment, and equitable opportunities for professional development. We foster an inclusive work environment that values different perspectives and ensures equal access to leadership roles.

Learn more: Diversity, Equity, Inclusion and a Belonging

SDG 6 –

Water accessible to all is an essential part of the world we want to live in

Water is a vital resource and, at Ficosa, we implement measures to optimize its responsible use, guaranteeing efficient management in our operations. By reducing our water footprint and improving wastewater treatment, we contribute to global efforts for sustainable water use.

Learn more: Commitment to the environment

SDG 7 –

Sustainable energy is an opportunity that transforms lives, economies and the planet

Ficosa invests in energy-efficient technologies and renewable energy solutions to minimize its environmental impact. By implementing strategies that improve energy efficiency and support the transition to clean energy, we contribute to climate change mitigation.

Learn more: Commitment to the environment

SDG 8 –

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

The company has a team of more than 8,000 employees, with manufacturing plants, technology centers and commercial offices located in 16 countries in Europe, North America, South America, Africa and Asia. In these countries where Ficosa operates, the company builds a safe workplace where employees feel valued, where their rights are respected and diversity, inclusion and integration are encouraged. We foster a responsible work environment that ensures fair labour practices, employee well-being, and safe working conditions. At Ficosa, we promote employee engagement, professional development, and a corporate culture that respects human rights and labour standards.

Learn more: Commitment to our people; Commitment to health and safety; Diversity, Equity, Inclusion and Belonging;

SDG 9 –

Investments in industry, innovation and infrastructure are critical to achieving sustainable development and empowering communities

Innovation is a fundamental pillar of Ficosa's business strategy. We develop advanced mobility solutions that not only meet the highest industry standards, but also integrate environmental and social considerations throughout their lifecycle.

Learn more: : Innovation in our products

SDG 10 –

Economic growth is not enough to reduce poverty if it is not inclusive and does not take into account the three dimensions of sustainable development: economic, social and environmental

Ficosa strives to create a fair and inclusive work environment, ensuring equal opportunities for all employees, regardless of gender, background, or country. In addition, we maintain a strong presence in developing regions, helping to drive economic growth and social inclusion.

Learn more: : Commitment to our people; Commitment to society;

SDG 12 –

Ensuring sustainable consumption and production patterns

Ficosa is designing and manufacturing products through the responsible use of raw materials and natural resources. Among others, the company is working to reduce waste generation throughout the product life cycle. For example, Ficosa is working at some of its operating facilities to increase the recovery of cleaning solvents and other chemicals and to reduce the amounts of these substances emitted by its plants. In addition, one of the company's main objectives is the continuous improvement of quality, reducing the number of defective parts and improving both its processes and the skills of its employees with the aim of achieving zero defects. In addition, the Taicang (China), Maia (Portugal) and Soria (Spain) plants have solar panels for electricity generation and several additional projects are in the study phase. In 2025, Ficosa's electricity consumption ratio from renewable energies is 75%.

Learn more: Commitment to the environment; Commitment to quality;

SDG 13 —

Take urgent action to combat climate change and its effects

The transport sector is responsible for more than 20% of global greenhouse gas emissions. Reducing transport emissions is therefore an important part of any strategy to combat climate change and its impacts, in line with Sustainable Development Goal 13. The widespread electrification of transport through the adoption of electric vehicles (EVs) is one strategy to reduce GHG emissions. If electric vehicles are charged with electricity from emission-free sources, their adoption can also increase the share of renewables in the global energy mix (target 7.2 – Affordable and clean energy), and contribute to reducing air pollution and related health impacts (target 3.9 – Ensure healthy lives and promote well-being for all at all ages and target 11.6 – Reduce adverse environmental impact per capita of the cities). By investing in research and development to improve efficiency, reduce the complexity of electric vehicles, and develop new generations of battery management systems (BMS) or on-board chargers (OBC), Ficosa contributes to combating climate change and its impact. In addition, Ficosa is working to reduce its CO2 emissions associated with its manufacturing processes.

Learn more: Innovation in our products; Commitment to the environment;

SDG 16 –

Promoting just, peaceful and inclusive societies

Ficosa is working to ensure that conflict-free minerals are used in the manufacture of its components. Ficosa has an annual evaluation of suppliers to compile from all of them the Standard Survey (EICC/Gesi CMRT template) on conflict minerals. The information collected is processed internally and provides us with useful information to ensure that acquisitions are free of conflict minerals originating in the Democratic Republic of the Congo or adjacent countries. Ficosa is strengthening processes to ensure due diligence in the supply chain and ensure that human rights are respected.

We maintain the highest standards of corporate governance, ethics and compliance through transparent business practices, risk management and anti-corruption measures, reinforcing integrity and trust in all our operations.

Learn more: Conflict minerals; Compliance and business ethics;

Compliance and business ethics

At Ficosa we are committed to meeting the highest ethical standards and complying with all applicable local, national and international laws wherever we do business. Ethical behaviour is essential to establish and maintain legitimate and productive relationships between organizations.

In this regard, the Board of Directors approved a new version of Ficosa's Code of Ethics in 2017. Our Code of Ethics is an extension of our values and defines the standards and responsible behaviours expected of all those associated with the company. We are all responsible for complying with these reference standards, which are essential guidelines to guarantee our management model.

Our Code is available in all FICOSA languages (English, Spanish, French, German, Italian, Portuguese, Polish, Turkish, Chinese and Arabic).

Since then, Ficosa has organized training and awareness campaigns to ensure that employees are aware of Ficosa's commitments and confirm their compliance with the Code of Ethics.

The Code is available to all employees on the company's website and on Ficosa's intranet. It is also included in the welcome packet that is given to new employees to sign on the first business day along with the contract. The 2025 annual control of acceptance and confirmation of compliance with the code shows 100% for our executives, directors and managers.

In October 2019, the e-learning of our Code of Ethics was launched, to indirect employees, available in Ficosa's 9 languages. This training is interactive and uses graphics, text, and sound, making the training easy to understand and very easy to use. Upon completion, employees must pass a 15-question exam (randomly generated from a sample of 45 questions) following corporate guidelines in training.

Given that employee satisfaction surveys reported a better knowledge of our Code of Ethics on the part of office employees compared to employees in production areas, specific training campaigns for production employees began in 2024. Given the good reception in the pilot Spanish subsidiaries, this initiative will be rolled out to the rest of the group.

At Ficosa, we have a body called the Ethics and Compliance Committee responsible for the dissemination and compliance of the Code of Ethics among all the company's employees. To ensure the effective implementation of the regulations and guidelines of this Code, the company has established a whistleblowing channel since 2018 to report any breach of the Code of Ethics.

In addition, Ficosa's policies and procedures, available worldwide, ensure compliance with J-SOX in all activities conducted in Ficosa's day-to-day operations. Controls have been implemented to monitor compliance with these procedures and are regularly evaluated to ensure their effectiveness. Self-assessments, periodic internal and external audits are carried out.

At Ficosa, we are convinced that emphasizing the culture of compliance contributes significantly to ensuring the sustainable success of our company. In this regard, the company has defined a Crime Prevention Model since 2016. The objective is to effectively adopt and implement appropriate measures to prevent and detect criminal risks and ensure ethical practices within the company. These actions are developed as part of a corporate culture whose hallmark has always been the promotion of ethical values at all levels. In addition, its implementation allows Ficosa to comply with the requirements derived from Spanish Law 1/2015 of March 30, on the reform of the Criminal Code.

The model contains ten identified crimes (resulting from a criminal risk analysis), their impact and probability of occurrence were defined, mechanisms for their control and minimization, and responsibilities in their compliance.

Within this framework of action, several regulations, procedures and protocols have been implemented to support the prevention of crime in areas such as money laundering, unfair competition, corruption in business, crimes against the public treasury, social security and subsidy fraud, fraudulent or unfair conduct, gifts and hospitality. intellectual property and industrial property, the transportation of people, goods and other related activities. All the different regulations, procedures and protocols focus on the specific risks and priorities of the company and the sector, and cover the establishments where Ficosa has a majority stake and, consequently, the responsibility for operation and control.

In 2018 we started an Information and Training Program in Compliance to raise awareness in our organization. In addition, in 2019 a specific workshop on competition law was prepared and launched, covering the most sensitive positions in our commercial, purchasing and R+D teams, including examples of real situations. This workshop is repeated every year, including new examples and risks detected during the last year.

As every year, FICOSA's CEO shared his annual Compliance message with all employees, reaffirming the company's firm commitment to regulatory compliance, integrity and responsible business conduct as fundamental pillars of our global activity:

In a context of profound transformation in the automotive sector – marked by technological innovation, regulatory changes, geopolitical uncertainty and the transition to electrification – FICOSA stresses that compliance is not only an obligation, but a competitive advantage that reinforces the trust of customers, partners and regulators.

The message highlights the role of corporate values as a guide for ethical decision-making in an increasingly complex environment.

To ensure the highest standards of compliance, the importance of reaffirming the following was reinforced:

- Know and apply the Code of Ethics, internal policies and sectoral regulations, including requirements in terms of product safety, environment and supply chain.
- Stay informed and actively participate in Compliance training in the face of the constant evolution of the regulatory framework.
- Act with integrity, transparency, and respect in all internal and external interactions.
- Use confidential and secure whistleblowing channels to report any potential non-compliance or unethical conduct.

Compliance is a shared responsibility and a daily commitment that helps to protect FICOSA and consolidate its reputation as a benchmark company in the global automotive components sector.

Human Rights

Since its foundation, Ficosa has built its identity on integrity, responsibility and innovation. As a global automotive and industrial technology company, we understand that respecting human rights and applying responsible practices is not only a legal obligation, but an ethical commitment that strengthens the trust of our stakeholders and ensures sustainable value.

Ficosa protects internationally recognized human rights in all its operations, its value chain and its environment of influence. This commitment is underpinned by the United Nations Guiding Principles, the OECD Guidelines, the ILO Fundamental Conventions and the European Due Diligence Directive (CS3D). Every decision, operation, and business relationship must meet the highest ethical standards.

Our Human Rights Policy, supported by the Code of Ethics, the ISO 45001-aligned Health and Safety Policy and the Code of Conduct for Business Partners, launched in 2023, sets clear standards on ethical conduct, equality, non-discrimination, freedom of association, protection from harassment and zero tolerance for child or forced labour. This code reinforces due diligence in the value chain, ensuring that suppliers and business partners operate in line with Ficosa's sustainability principles.

Ficosa carries out an annual control through the central database of employees, verifying that everyone is above the minimum legal age and guaranteeing that child labor is not allowed. These controls are complemented by real-time monitoring of social, environmental and governance risks in suppliers, and with the evaluation of critical suppliers under ESG criteria, ensuring that ethical and sustainability standards are met throughout the value chain.

In 2025, Ficosa carried out the double materiality exercise, assessing how ESG risks impact the company and how its operations affect society and the environment. This makes it possible to prioritize actions with real impact and reinforce sustainability throughout the corporate strategy.

Governance is led by the Sustainability Committee, which reports to the Executive Committee and oversees the implementation of due diligence in all areas and regions. Execution falls to a cross-cutting team of leaders from all functions, ensuring consistency, accountability and global traceability.

Ficosa has begun the implementation of the CS3D to strengthen its due diligence processes and move towards reports in accordance with European regulations. The Ethics Channel allows employees, suppliers and third parties to report any possible non-compliance, ensuring transparent investigation and resolution.

This comprehensive approach consolidates Ficosa as an organization that leads by example, drives continuous improvement, transparency and proactive risk management, and ensures sustainable, responsible and long-term growth in all the markets where it operates.

Learn more: Responsible sourcing.

Information security

In 2017, Ficosa strengthened its Information Security Management System (ISMS hereinafter) based on ISO/IEC 27001:2013. A Security Committee has been formally appointed, which has the appropriate authority granted by the Board of Directors to govern the ISMS. The Committee is responsible for defining and establishing the information security strategy and management system. Currently, the current scope of ISMS includes the functions of Engineering, Prototyping and Testing.

This includes the areas that deal with the most sensitive information, confidential information shared with customers and information protected by contracts, intellectual and industrial property. The ISMS aims, among others, to improve stakeholder confidence in the information management and security of their information systems.

The ISMS includes the implementation of risk assessment and scenario management based on the MAGERIT methodology (Version 3).

Ficosa has also implemented zoning (S1-S2-S3) where S3 zone is related to projects classified as confidential and secret. Each area has its own security criteria, controls, alarms, cameras, procedures, training, etc.

As part of the ISMS project, Ficosa has developed and improved a training and awareness programme. Since the beginning of this training, 1512 employees have attended the training cycles, including management. In the last quarter of 2025, a new ISMS training has been launched with a target of training more than 2400 users within 3 years.

As evidence of the correct functioning of the ISMS implemented, it has already been certified in TISAX in 12 plants of the group (belonging to 9 companies) and we continue to work to increase this number over the next few years. The goal in 2027 is to reach 17 certified plants.

In addition, the company has implemented an incident management procedure to enable employees and stakeholders to report information security issues and prevent recurrences.

In 2019, an e-learning was launched to raise awareness among all employees about the correct use of software licenses, addressing among other topics intellectual property, the purchase and use of software, examples of cases of illegal use, false beliefs about software licenses and the potential impacts of illicit use. This e-learning has been translated into all Ficosa languages, with the completion rate during 2025 being 90% (1,554 out of a target of 1,730 employees). In 2026, we will review the target for eligible jobs to expand coverage and mitigate this risk, with the goal of reaching 100% completion rate.

In 2025, we continue to strengthen internal phishing awareness campaigns with higher levels of demand. This year 2 campaigns have been carried out, where more than 90% of our employees have successfully passed them. Phishing is a type of fraud that is generally committed through email, although they can use other means, such as SMS messages (smishing), social networks, instant messaging applications or phone calls (vishing), and whose main objective is to steal confidential information and access credentials. One of the best ways to learn how to identify phishing cyberattacks is to train employees through campaigns specially designed for this purpose, without the risk of compromising confidential information.

Taxonomy

In order to meet the climate and energy targets proposed by the European Union for 2030 and to achieve the European Green Deal's 2050 net neutrality target, it is essential that investments are directed towards sustainable projects and activities. This ensures that the economy, businesses and society are more resilient to current and future climate and environmental consequences.

To support this purpose, the European Commission has introduced the EU Taxonomy (Regulation (EU) 2020/852), a classification system that defines environmentally sustainable economic activities. Currently, this regulation requires reporting the alignment of the main and secondary activities with two environmental objectives: Climate Change Mitigation and Climate Change Adaptation.

In 2024, Ficosa undertook the Assessment of the Eligibility of its economic activities according to the EU Taxonomy.

On the other hand, after eligibility, for an economic activity to be considered aligned, it must meet the following criteria:

• Contribute substantially to one of the environmental objectives1.

• Do not cause significant harm (NCPS) to the other environmental objectives.

• Comply with minimum social safeguards, including ILO Fundamental Conventions, the OECD Guidelines for Multinational Enterprises, and the UN Guiding Principles on Business and Human Rights.

In addition, companies must report on the most relevant information in relation to regulatory compliance, accounting policies and qualitative details that help contextualize the results of the indicators to be reported.

After conducting the eligibility assessment for all of its products and activities, Ficosa has deemed the following categories eligible:

- 1.2. Manufacture of electrical and electronic equipment
- 3.18. Manufacture of automotive and mobility components
- 3.4. Battery Manufacturing (Responsible Operations)
- 7.3. Installation, maintenance and repair of energy efficiency equipment
- 7.4. Installation, maintenance and repair of charging stations for electric vehicles
- 7.5. Installation, maintenance and repair of instruments and devices for the measurement, regulation and control of the energy performance of buildings
- 7.6. Installation, maintenance and repair of renewable energy technologies
- 8.2. Data-driven solutions for GHG (greenhouse gas) emission reductions

Following this eligibility assessment, Ficosa has carried out the Do No Significant Harm (DNSH) assessment to ensure that its activities do not have a negative impact on the other environmental objectives set out in the EU Taxonomy. To complete the alignment process, it was necessary to carry out an additional recyclability study of all products in accordance with the EN45555:2019 standard. In 2025, it has been possible to complete the evaluation of the alignment of eligible economic activities and the calculation of the aligned Sales, Capex and Opex indicators.

Ficosa also ensures full compliance with minimum social safeguards, including human rights, anti-corruption, taxation and fair competition, through policies aligned with international standards and internal ESG frameworks.

The disclosure of the Taxonomy is voluntary and has not been subject to a verification process. As it is a voluntary report, the tables have been presented in a simplified format.

[1] The 6 environmental objectives are: Mitigation of climate change, Adaptation to climate change, Sustainable use and protection of water and marine resources, Transition to a circular economy, Prevention and control of pollution, and Protection and restoration of biodiversity and ecosystems.

The following tables show the results of the taxonomy for 2025.

Activity	Revenue (€M)	Alignment			Eligibility		
		CCM	CCA	CE	CCM	CCA	CE
Manufacture of electrical and electronic equipment	352	N	N	Y	Y	N	Y
Manufacture of automotive and mobility components	805	Y	N	N	Y	N	N
Manufacture of batteries, cells and accumulators	12	Y	N	N	Y	N	N
Total	1,170						

Abbreviations in the table: CCM: climate change mitigation; CCA: climate change adaptation; CE: circular economy.

In the table below we see the percentage of sales, CapEx, OpEx of products or services associated with economic activities eligible for the taxonomy or aligned with the taxonomy for disclosure corresponding to the year 2025.

Financial year 2025 **2025**

KPI (1)	Total (2)	Proportion of Taxonom & eligible activites (3)	Taxonom & aligned activites (4)	Proportion of Taxonomy aligned activites (5)	Breakdown by environmental objetives of Taxonomy aligned activites						Proportion of enabling activities (12)	Proportion of transitional activities (13)	Not assessed activities considered non-material (14)	Taxonom & aligned activities in previous financial year (N-1) (15)	Proportion of Taxonom & aligned activities in previous financial year (N-1) (16)
					Climate Change Mitigation (6)	Climate Change Adaptation (7)	Water (8)	Circular Economy (9)	Pollution (10)	Biodiversity (11)					
Text	*EUR m*	*%*	*%*	*EUR m*	*%*	*%*	*%*	*%*	*%*	*%*	*%*	*%*	*%*	*Currency*	*%*
Turnover	1,451.36	80,65%	390.67%	40.46%	16.15%	0.00%	0.00%	24.31%	0.00%	0.00%	39.60%	0.86%	0.00%	390.67	28.60%
CapEx	31.65	27.40%	4.34	13.70%	13.00%	0.00%	0.00%	0.70%	0.00%	0.00%	8.70%	5.00%	0.00%	22.67	8.59%
OpEx	191.80	10.78%	10.43	5.44%	2.17%	0.00%	0.00%	3.27%	0.00%	0.00%	5.32%	0.12%	0.00%	7.51	3.90%

In 2025, Ficosa has increased its degree of alignment with the European Union Taxonomy. 80.65% of the Group's sales are associated with eligible activities, compared to 78.66% in 2024.

Sales alignment reached 40.46% in 2025, which represents a significant improvement compared to the 28.6% recorded in 2024, mainly driven by electromobility solutions, components for zero-emission vehicles and R&D activities aimed at sustainable mobility.

These results reflect Ficosa's progressive progress in integrating the Taxonomy into its business model and its strategic positioning in low-carbon technologies and sustainable mobility.

Commitment to Climate Risk Management

At Ficosa, sustainability and resilience to climate change are strategic pillars of our global operation. Over the past two years, we have made progress in implementing the Climate Law and Climate Risk Management, a comprehensive program designed to identify, manage, and mitigate environmental risks, while leveraging opportunities for sustainable innovation and responsible growth.

This project is fully integrated with our Climate Transition Plan, ensuring that all strategic and operational decisions systematically consider climate factors. Considering international best practices, including the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and IFRS S2 standards, we have consolidated climate risk management within our corporate governance framework, strengthening our ability to anticipate environmental, regulatory and market challenges.

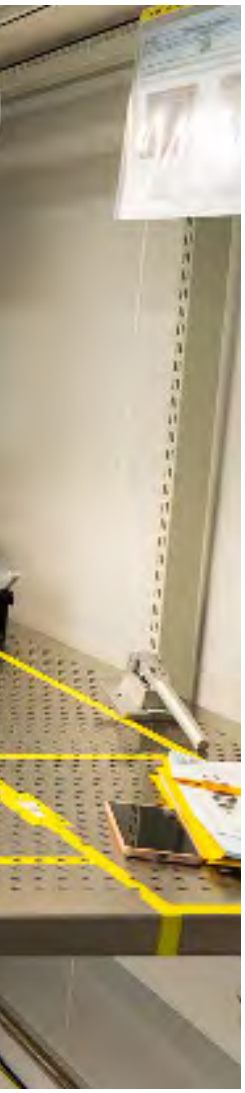
During the project, we have carried out a comprehensive identification of climate risks and opportunities. Physical risks include heat stress, water scarcity and extreme phenomena such as cold waves and tornadoes. Transition risks include emerging regulations and the adoption of low-emission technologies associated with new strategic investments. At the same time, we have identified transformative opportunities: development of low-emission products and services, energy efficiency and optimization in the use of resources, as well as the adoption of renewable energies, reducing costs and generating shared value for our stakeholders.

A differentiator of our approach is the incorporation of an Internal Carbon Price into total cost calculations, ensuring that emissions are systematically reflected in investment and operating decisions. This mechanism reinforces transparency and prepares us to comply with evolving European and national standards, including the Climate Law, the Spanish Royal Decrees, the European Taxonomy, CDP reports and future CSRD obligations.

Thanks to this comprehensive management, Ficosa consolidates its position as a resilient, responsible and leading company in sustainability, strengthening its operational and financial resilience, increasing the confidence of its stakeholders and ensuring compliance with global disclosure and sustainability standards. All progress is measurable, verifiable and traceable, reflecting our commitment to transparency, continuous improvement and proactive climate risk management.


FICOSA

Commitment to quality



Policies

A car's rating and an automaker's brand value depend on the customer's quality assessment. In this context, Ficosa believes that the automotive and equipment industry has an important responsibility and constantly provides the best quality to customers at every stage, from new product planning, to development, manufacturing, distribution and sales, to after-market service.

Since 2009, Ficosa has implemented the 3Q3 Corporate Quality program, which aimed to improve quality three times within three years, thus elevating the business to the top of the automotive sector. The 3Q3 programme is updated annually, accompanied by a specific roadmap and quality targets to ensure that all regions follow best practices in this regard. Through the 3Q3 program, the company conducts more than 100 audits per year to ensure that all plants meet the company's quality requirements.

In 2015, the company implemented stricter standards in the 3Q3 audits of the management system with suppliers, project management and technical centres, using the same criteria as for Ficosa's manufacturing plants. In 2016, the company implemented a new internal process design audit to certify the design of the production process at Ficosa's work centres (plastic and metal injection, injection moulds, and painting). The new internal audit is applicable to all of the Company's technical centres and manufacturing plants.

Also in 2016, the company added three new checklists in the 3Q3 Plant Audit to make sure each site follows Ficosa's standard for proactive warranty management. In addition, more stringent rules were added in the 3Q3 audits for technical centres. The main objectives of the new checklist are to certify that any software developed by Ficosa is aligned with ISO/IEC 15504 guidelines. In addition, these stricter rules have been implemented to ensure that the design and production of safety products meet the highest standards of the automotive industry.

In 2018, the notification period for reporting the start of any of the 3Q3 audits was reduced to 48 hours. The aim is to have a more real picture of the audited centre.

During 2019, the 3Q3 program was carried out, auditing all the company's support centres and manufacturing plants. During the years 2020 to 2022, the face-to-face audits of 3Q3 could not be carried out, due to travel restrictions due to the pandemic generated by COVID-19, so they were replaced by a self-assessment carried out by each of Ficosa's plants and functions. During these years, the corporate quality team reviewed the self-evaluations, so that if they found evaluations that should be contrasted, they could do so with the interested parties.

During 2022, new corporate auditors were trained and a new face-to-face audit plan was established, which were resumed in 2023 and followed normally in 2024 and 2025.

Quality Managemennt

IATF 16949:2016 (replaces ISO/TS 16949:2009) defines quality management system requirements for the design and development, production and, where relevant, installation and service of automotive-related products. It is a specific standard for the automotive industry and is based on the ISO 9001 standard.

Ficosa operating facilities certified IATF 16949 and ISO 9001 (%)

100% in 2024

Governance

The Quality function is entrusted with driving the continuous improvement of Ficosa's performance while ensuring the highest levels of customer satisfaction. To fulfil this mission, the company maintains a robust corporate quality structure complemented by local quality organizations across production plants and support centres, including technical centres, purchasing, and project management, ensuring consistent standards and operational excellence throughout the value chain.

The main tool to achieve the mission of the quality function is the quality system, which, deployed from the corporate function, allows compliance with international, national and local standards, and those of customers.

Main Risks and Challenges

Customer guarantees are a relevant issue in our quality management system. In 2018, a new warranty reporting system was launched at all Ficosa manufacturing plants. This system continuously monitors our customers' (OEMs) B2B warranty applications to get a better idea of the current and future condition, which helps us react quickly to any potential incidents before an official warranty analysis request arrives.

The system has been consolidated, with a global warranty indicator, by plant, customer and product, which, through standardized analysis, allows the control and reduction of the number of warranty charges.

In parallel, the collaboration between Design and Manufacturing has been strengthened for the analysis of "No Fault Found (NFF)" to provide faster support to our customers in solving problems.

The company remains focused on improving both our processes and the skills of our employees, using problem-solving, tools and analysis techniques with the aim of achieving zero defects. We monitor customer portals to reduce response time, as we don't have to wait for official notification of defective parts to take action. We continuously control any possible warranty incident thanks to better monitoring of our customer portals. In addition, statistics are used to predict any future trends and contrast the effectiveness of our actions. On the other hand, the company focuses its efforts on implementing the Lean Six Sigma methodology in all manufacturing plants and technical centres and on improving communication between production and product design. Finally, the company continuously improves its development system to ensure high-level quality in the design and development of new products in new technologies.

Key results

The quality of the company is managed through the monitoring of KPIs. The company has defined a balanced scorecard system that provides the plant's monthly values compared to target figures. This monthly report allows the company to immediately identify areas where improvement is needed.

	2024	2025	Target 2025	Target 2026
Customer satisfaction (%)	95.0%	97.7%	95.0%	97.7%
Number of Customer claims due to Suppliers	54	43	64	64
Number of Customer claims	385	269	374	320
Number of defective parts per million delivered to Customer (ppm)	4.39	2.67	5.70	5.65

The indicators show that by 2025 the main quality objectives have been achieved in a remarkable way.

Quality management goes beyond Ficosa's activities. The company wants to ensure that its suppliers also operate in line with the company's commitment to excellence. All suppliers must have a quality certification (ISO 9001, IATF recommended) and must provide Ficosa with written evidence of the renewal of the most recent certification.

Since 2015, the management system audits with suppliers have used the same criteria as those used in Ficosa's manufacturing plants. In addition, Ficosa reviewed and made more restrictive the criteria used to select its suppliers for its Optimal Purchasing Panel (OPP).

Starting in 2017, the company has implemented a robust program to reduce the impact of suppliers on customers by complying with strict regulations and consolidating supplier auditing in all countries where the company operates.

Awards and recognition

On February 6, 2025, the Puente China Foundation awarded Ficosa the China Bridge Award for Business Promotion in recognition of its outstanding contribution to economic development and innovation, its constant commitment to advanced technology and its collaboration with international partners and consolidating a successful business relationship between China and Spain.

The event was attended by the CEO of Ficosa, Javier Pujol, who received the award from the authorities attending the event, including the Minister of Industry and Tourism, Jordi Hereu, the President of the Generalitat, Salvador Illa and the Mayor of Barcelona, Jaume Collboni.

On March 30, 2025, Fico Cables Lda, (Ficosa Portugal), was distinguished with the “Fora da Caixa” award, promoted by the Caixa Geral de Depósitos, with the aim of recognizing and rewarding companies that have demonstrated a significant commitment to sustainability, aligned with the criteria of the ESG system: Environmental, Social and Governance.

On October 21, 2025, Ficosa China participated in the CHERY International User Summit – ESG Summit 2025, a benchmark event for the international automotive sector. During the meeting, we were honoured to be invited to be part of Chery International’s ESG Global Advisory Board, a recognition that reinforces our commitment to sustainability, responsible governance and long-term value creation. This distinction underlines the trust placed in Ficosa as a strategic partner in the evolution towards more sustainable and future-oriented mobility.

Continuous improvement (FIT Program)

With the aim of consolidating its position in the market as an automotive manufacturer and strengthening its presence in all markets, Ficosa bases its strategy on the continuous improvement of both the products and all the processes involved in them.

Ficosa understands that continuous improvement is any change of direction to improve processes by eliminating inefficiencies and maintaining constant quality. All Ficosa employees are responsible for continuous improvement, from the first operator to the last manager of the company. Continuous improvement affects all production-related departments, as well as financial-administrative, purchasing, commercial, and research and development departments.

To ensure structured support in continuous improvement, the Ficosa Improvement Transformation (FIT) Programme was launched at the end of 2016. This Continuous Improvement program has the support of senior management and has been implemented in all Ficosa's operational facilities. The project is supported by an action plan aimed at implementing self-sufficient continuous improvement teams in all the countries in which Ficosa operates. The programme has been divided into 4 main pillars:

		MAIN GOALS	WHAT DID WE DO IN 2017-2025?
CI Structures		Making sure any site has responsible for implementing the FIT program	Continuous improvement structure in every Plant: - CI Managers and experts (YB, GB, BB) in all the facilities, - Regional CI Directors and Corporate CI Director - Local CI Steering Committees held every month Over 1.450 employees trained as Champions, Yellow, Green or Black Belts. Using self-developed Ficosa training materials for YB and GB sessions.
Fighting waste and variation		Implementing and running projects and CI activities	Around 20.500 improvement activities in first 9 years of the FIT Program - including Six Sigma projects, Lean workshops and kaizens. Hundreds of certificated Yellow, Green and Black Belts.
Ideas and opportunities		Gathering suggestion and sharing best practices	e-Suggestion system developed and implemented to collect, analyze and track any suggestion. Spreading a Yokoten culture to share best practices within plants. Last year company has achieved over 0.65 suggestions per employee.
Transparency and Focus		Gathering data to detect any issues	Standardization of a new 5S system to make sure that all the plants are following the same standards and criteria. Implementation of diagnosis tools to find opportunities (ie. VSM, yamazumi) - used already over 5.200 times! Leaders and Managers directly involved in CI activities (ie. Ohno Circles, 5s audits and Lean Six Sigma projects)

The program involves the use of continuous improvement methodologies, such as *Lean Six Sigma*, as well as soft skills that support employees in their daily search for better products and processes. Ficosa allows the development of human resources in its broadest sense, adapting the structures of the organization to the needs of the globalization process.

We have active experts (called *belt belts*) of *different levels: white, yellow, green and black, sharing a common goal of daily improvements. The new FIT program is not only about optimizing the manufacturing process, but also about changing the company culture and developing people to ensure they can make the right decisions every day.*

Commitment to our people

Dragon ceremony in Taicang site.

Ficosa's commitment to people is at the foundation of the company's culture.

Policies

For Ficosa, being a responsible company involves a series of challenges: training employees, helping them advance in their careers, providing them with fair wages, taking care of their well-being at work, combining operational excellence and personal development, and fostering a comprehensive social dialogue. Ficosa has numerous internal guidelines, policies, and procedures in place to ensure that all establishments follow best practices in recruitment, career management and talent development. The main ones are Remuneration, Recruitment, Performance Evaluation, International Assignments Management, Training, Onboarding, Talent Review & Succession Planning and the Corporate Company car.

In addition, the company has defined an employee handbook. This handbook includes information on fair business practices at work, our code of ethics, health and safety, training, performance management, prevention of discrimination and promotion of diversity, etc.

Governance

The Chief People Officer, a member of the Executive Committee, is the person responsible for work matters in the workplace. The Corporate Human Resources department is responsible for defining the above guidelines, policies, and procedures. Each establishment has a Human Resources Manager, who is responsible for implementing the policies defined at the corporate level in each country where the company operates.

Main risks and Challanges

At FICOSA, we operate in a highly competitive and demanding industrial environment, continuously exploring new business opportunities into international markets. As we grow, we remain firmly committed to creating high-value jobs across all areas of our organization, with a strong emphasis on technology and innovation.

Attracting, retaining, and developing talent is essential to maintaining our competitive edge, especially as global labor markets become increasingly dynamic. To meet this challenge, we are implementing targeted strategies to nurture our teams, enhance professional development, and recruit top talent while fostering a culture of innovation, collaboration, and inclusion.

Our commitment to our people is reflected specially in the following key areas:

- Safe and Healthy Working Conditions (see "Commitment to Health and Safety")
- Development, Training, and Knowledge Management
- Open Dialogue and Communication, both internal and external
- Employee Engagement and Recognition
- Health Promotion and Well-being
- Diversity, Equity, Inclusion and Belonging (DEIB)
- Sustainability and Social Responsibility

By prioritizing these areas, we create a work environment where employees feel valued, supported, and empowered to grow, ensuring long-term success and a positive impact on society.

Key results

	2023	2024[1]	2025	Variance from previous year
Average number of employees (FTE)	8,832	7,8051	8,051	3.2%
Number of employees at year end	8,021	7,756	7,254	-6.5%
Non-production Indirect Turnover (%)	7.9%	5.7%	5.5%	-0.2%
Female staff in total (%) *	48.6%	48.6%	48.1%	0.0%
Female staff in executive positions (%) *	18.2%	17.7%	16.4%	-0.5%
Employees with a disability	98	87	96	10.3%
Dismissals	106	369	377	2.2%

* To measure these indicators, the company uses the workforce at the end of the year (7,254 employees).

[1] The value for 2024 has been corrected after the close of the verification of the previous year, so that the corrected value is 8,507 average employees.

FTE = working hours / theoretical working hours for a full-time work period (including permanent, temporary, interim and external staff).

Workforce by country

	2024 (FTE)	2025 (FTE)	2024 (at year end)	2025 (at year end)
Brazil	210	277	226	283
China	860	1,014	650	608
France	217	237	220	206
Germany	153	141	156	145
India	82	66	75	63
Italy	219	178	241	222
Japan	3	3	3	3
México	628	579	673	534
Morocco	806	931	942	923
Poland	873	913	786	801
Portugal	783	775	815	749
Spain	1,774	1,814	1,825	1797
Turkey[1]	625	563	588	458
USA	571	558	556	462
Total	**7,805** [2]	**8,051**	**7,756**	**7,254**

(1) An employee in the UK to support deliveries to this country from Turkey

(2) The value for 2024 has been corrected after the close of the verification of the previous year, so that the corrected value is 8,507 average employees

Group Workforce - age*

	2024	2025
Employees < 30 years	1,465	1,252
30 < Employees < 50 years	4,287	3,934
Employees > 50 years	2,004	2,068

Contract types (2024)*

	Full time	Part time	Total
Permanent	6,619	200	6,819
Temporary	922	15	937
Total	7,541	215	7,756

Group Workforce - job category*

	2024	2025
Senior executives	147	140
Area managers	422	397
Engineers and technicians	1,375	1,275
Administrative personnel	135	128
Direct Production staff	4,248	3,927
Indirect Production staff	1,429	1,387

Contract types (2025)*

	Full time	Part time	Total
Permanent	6,216	197	6,413
Temporary	832	9	841
Total	7,048	206	7,254

* To measure these indicators, the company uses the workforce at the end of the year (7,254 employees).

Diversity, Equity, Inclusion & Belonging

At Ficosa, the criteria and procedures for hiring employees include the principle of equality and non-discrimination based on sex, race, nationality or social origin, social class, birth, religion, disability, sexual orientation, union membership, political opinion, age or any other condition.

Our Code of Ethics reinforces this commitment by requiring Ficosa's management to take all appropriate measures to prevent harassment, discrimination or violence within the company. Similarly, employees agree not to promote or tolerate any form of abuse, harassment, violence, or discrimination in the workplace. These prevention efforts are reinforced locally through specific equality and anti-bullying plans in several plants, including Cookeville, Detroit, Soria, Viladecavalls and India.

All employment agencies that collaborate with Ficosa must guarantee equal treatment for all candidates, regardless of their gender, origin, ethnicity, political alignment and personal beliefs, including religion. Managers and middle managers are responsible for ensuring non-discriminatory treatment of employees and collaborators.

After the pandemic, Diversity and Inclusion have become a priority within Ficosa's training strategy. In 2023, we launched the global training program "Being a DEI (Diversity, Equity, and Inclusion) Ally" to further strengthen our commitment to this essential topic.

In 2023, all Ficosa companies in Spain signed a Group Equality Plan applicable to all centres in the country, which incorporated the measures adopted after the diagnosis of the situation to guarantee equal treatment and opportunities between women and men in the company and eliminate possible discrimination on the basis of sex.

The Soria site collaborates with FADESS (Foundation for Assistance to People with Disabilities and Mental Disorders in Soria) and ASOVICA (Association of Families of Relatives of People with Mental Illnesses) to promote the social inclusion of people with physical and intellectual disabilities by hiring new employees through entities that encourage the labor insertion of people with disabilities.

In addition, collaborations are established with the STEM and SPARTA programs for the integration, development and promotion of women in the business environment. In addition, in 2025 this plant has collaborated with the Red Cross to carry out activities that promote the labour insertion of vulnerable groups and the awareness of the business fabric in terms of equality, co-responsibility and diversity in the workplace.

Our plant in Dabrowa Gornicza, Poland, has a long-standing commitment to the inclusion of people with disabilities in the workplace. In the past, he received a special "Icebreaker" award for his commitment to promoting the inclusion of people with disabilities, awarded by the Foundation for the Professional Activation of Persons with Disabilities and the Polish Organization of Employers of Persons with Disabilities. One of the site's main goals is to reach six percent of employees with disabilities (in 2025 it reached 4.45%). The centre has also launched a programme to promote gender equality in all areas. For example. Since 2022, the programme has focused on breaking down barriers that may be preventing greater female participation in the areas of logistics and warehouses, encouraging women to undertake forklift training. By the end of 2025, 10 women had already joined the logistics department. In the same direction, to promote female leadership and support women in this plant, its participation in the international SWORN program, a female leadership development program designed to train emerging leaders in the manufacturing industry, has been promoted.

Brazil has an inclusion program for people with hearing disabilities. The communication tool is Libras, the Brazilian sign language used by deaf people in Brazilian urban centers and legally recognized as a means of communication and expression, becoming the main inclusion tool for this group of people who promote accessibility in communication for deaf and hearing impaired people. The company has trained staff (hierarchical superior and human resources department) in this sign language to support these employees. In this regard, the Taicang plant (China) also supplies hearing aids to promote the inclusion of deaf or hard of hearing employees.

International Women's Day (IWD) is a global day celebrated annually on March 8 as a focal point of the women's rights movement, drawing attention to issues such as gender equality. All Ficosa offices organize various awareness activities on that day to promote diversity. Equity, Inclusion and Belonging (DEIB), as we are aware that there is still room for improvement in the automotive industry. The activity carried out by Ficosa India stands out, recognizing and celebrating the extraordinary women who bring their talent, experience and passion to our team. It was a day full of inspiration, empowerment and recognition. Through engaging discussions and presentations, women's achievements in our work environment and beyond were highlighted. It is worth noting that we had the special participation of Selina David, Director of Global Talent Development

at Hitachi Digital, who inspired us with her great ability to tell stories and offer advice on how to create opportunities in our careers.

Ficosa Viladecavalls companies participated in the project "Study of gender equality in the automotive sector" promoted by the CIAC cluster and the Generalitat de Catalunya in 2023. The main objectives of this study were: to obtain indicative data on the situation of gender equality in the workplace in the automotive sector and to define proposals that can guide an action plan to further advance equality.

The team at the Viladecavalls plant has organized for the last 3 years (2023, 2024, 2025) visits to local institutes in the area, such as the IES Viladecavalls in 2025, on the occasion of the International Day of Women and Girls in Science and Technology, to give visibility to our company and try to influence young people who have not yet decided what to study. All Ficosa employees are subject to local collective agreements, except in those countries where there is no such collective bargaining, as collective labor rights are protected and guaranteed by national laws. This is the case of Ficosa's plants located in the United States, China, India and Morocco. As a result, 72% of the Group's employees are covered by the collective agreement; in the previous year, this percentage was 71%.

Several of the group's plants (Brazil, Poland, Morocco, Soria and Viladecavalls) have a training program in Inclusion and Gender Equity to promote diversity and prevent discrimination in the workplace."

Employee development

At FICOSA, we believe that continuous learning and professional growth are key drivers of both individual and organizational success. Our commitment to people development is reflected in a structured and transparent approach, ensuring that every employee has the opportunity to unlock their full potential and contribute meaningfully to our shared success.

Performance Evaluation: A Culture of Continuous Growth

A key component of our talent strategy is our performance evaluation system, which places a strong emphasis on personal and professional development, ensuring that special time is devoted to this topic, especially towards the middle of the year. This structured conversation fosters a culture of continuous improvement, allowing individuals to receive valuable feedback and align their development with company objectives.

Beyond formal evaluations, we actively encourage ongoing development conversations between employees and managers. Employees are invited to create Individual Development Plans (IDPs) at any time. These personalized roadmaps outline development goals, key competencies to strengthen, and concrete actions for career progression. IDPs may include training programs, mentoring, stretch assignments, cross-functional projects, and leadership development opportunities, supporting not only high-potential employees but also those with specialized expertise, leadership capabilities, or unique skills critical to the business.

Through this approach, we empower our people to take ownership of their careers, enhance their skills, and contribute to the company's long-term success while fostering a culture of growth, engagement, and excellence.

	2024	2025	Variance from previous year
No. of employees with access to performance and career development review (target)	1,938	1,931	-0.4%
% of employees receiving regular performance and career development reviews	94.0%	95.0%	+1.0%

Talent Management and Succession Planning: Unlocking Diverse Potential

To ensure long-term growth and leadership continuity, we have implemented a global Talent Review and Succession process across all countries since 2021. This structured process focuses on potential assessment, calibration, and succession planning, allowing us to systematically evaluate employees' skills, aspirations, and growth potential across various dimensions.

At FICOSA, we recognize that talent comes in many forms. Beyond developing high-potential employees, we also focus on nurturing technical specialists, future leaders, and key contributors who play a vital role in our success. By identifying different types of potential, we provide tailored development opportunities, ensuring employees gain the necessary skills and experience to take on new challenges, advance in their careers, or transition into critical roles within the company. This proactive approach strengthens our talent pipeline and aligns development strategies with business needs.

Employee Engagement and Recognition: Fostering a Culture of Appreciation

At Ficosa, we understand that engaged and motivated employees are key to driving innovation, collaboration, and long-term success. Beyond learning and development opportunities, we are committed to cultivating an environment where employees feel valued, appreciated, and recognized for their contributions.

We believe that acknowledging efforts, achievements, and dedication enhances motivation and fosters a sense of belonging. At Ficosa we count with different recognition programs in different domains such as Safety (Safety Champion), Operations (Formula Ficosa), and Process & Product Improvement (FIT Program).

In 2024, we have implemented a specific recognition program to celebrate both individual and team successes, reinforcing our company values and encouraging a culture of excellence.

This INSPIRING Recognition at Ficosa program includes both peer-to-peer appreciation and manager-driven acknowledgments, ensuring that contributions at all levels are valued and celebrated. Whether recognizing employees for embodying company values, achieving milestones, or through formal expressions of gratitude, we are committed to making recognition a meaningful and consistent practice across all our plants.

Since its launch, the INSPIRING Recognition at Ficosa program has been embraced enthusiastically across the organization. In 2024 and 2025, more than 2,900 recognitions were shared worldwide, either through the platform or on Recognition Wall in each site, demonstrating that employees and leaders alike are actively using the program to celebrate one another. This strong participation reflects a culture where appreciation is not only encouraged but genuinely lived every day.

By focusing on employee engagement and recognition, Ficosa strengthens its commitment to creating a workplace where people feel inspired, empowered, and motivated to reach their full potential while contributing to our collective success.

This positive impact is also reflected in OUR VOICE engagement survey results, where recognition-related scores have increased by at least 2% from 2023 to 2025, demonstrating that we are building a strong culture of appreciation.

Onboarding: A Global Approach to Employee Integration

A strong onboarding experience is essential to setting employees up for success. At FICOSA, we have structured onboarding processes in place at all our plants worldwide, ensuring that new employees quickly adapt to our culture, values, and ways of working.

In 2022, we launched a new onboarding process at the Viladecavalls site, designed to enhance the integration of new employees. This initiative, among others, exemplifies our commitment to making every new hire feel welcomed, engaged, and empowered from day one.

Growing @Ficosa

To further support high-potential employees, we have implemented a development program for potentials called Growing@Ficosa, designed to equip future leaders with the skills and experiences needed to drive innovation and excellence.

Growing@Ficosa is an established global program that has already impacted over 179 employees across different functional areas, levels of responsibility, and countries. As part of our long-term commitment to people development, this initiative reinforces a company-wide culture of learning and professional evolution.

It follows the 70-20-10 development model, balancing experiential learning (70%), mentoring and collaboration (20%), and structured training (10%).

Through Individual Development Plans, participants and their managers with HR support define their growth objectives and track their progress. This program is also supported by coaching, assessments and behavioral KPIs, ensuring a holistic approach to development.

Evolving Leadership Skills for a Changing World

As the business landscape evolves, so does Growing@Ficosa. Today, the program focuses mainly on high-potentials and incorporates The Leadership Challenge framework which focuses on five essential leadership practices:

- Model the Way – Lead by example with clear values.
- Inspire a Shared Vision – Motivate others with a compelling future.
- Challenge the Process – Drive innovation and continuous improvement.
- Enable Others to Act – Empower teams through trust and collaboration.
- Encourage the Heart – Recognize and celebrate achievements.

Guiding Career Development

Complementing Growing@Ficosa, we have also a mentoring process focused on accelerating the development of key employees. Through this initiative, senior professionals provide guidance, support, and strategic insights to emerging talents, helping them prepare for future leadership roles. This structured mentorship fosters mutual learning, knowledge exchange, and professional growth, reinforcing a culture of collaboration and development.

Early Talent at Ficosa

In 2025 we began designing a program dedicated to foster Early Talent at Ficosa, a structured pathway for high-potential individuals at the start of their careers. The program is built to hire for potential and accelerate readiness through real work, not just training: participants will receive two cross-functional rotations (including plant/operations), senior mentoring, exposure to top management, and a sponsored capstone project which will deliver measurable business or sustainability impact.

Entry is designed to be dual-source: internal early-career colleagues and a trainee track that opens our doors to external graduates. Selection is built to use assessments and structured, potential-focused interviews to ensure fairness and diversity. Development follows a pragmatic blend inspired by the 70-20-10 philosophy: on-the-job experiences as the backbone, supported by peer learning and mentoring, and targeted learning sprints. Mobility is encouraged to broaden perspectives across functions and geographies.

Our vision is to build a permanent pipeline of future leaders who will drive innovation, operational excellence, and responsible growth. We will track outcomes through clear KPIs, including conversion into critical roles, adoption of capstone projects, faster leadership readiness... While still in design, this program for Early Talent marks a significant step in our long-term commitment to foster development, creating opportunities for young professionals, and strengthening the communities and universities we partner with. This program will be launched in 2026.

Managing@Ficosa

In May 2025, we launched the first cohort of Managing@Ficosa, an online development program designed for new managers. The goal is to ensure that all managers have the same foundations in terms of managerial skills to succeed as a leader in Ficosa.

This initiative is a key step in strengthening leadership within our organization by helping managers connect deeply with FICOSA's values. It combines structured training modules with interactive discussion sessions focused on our core values. These sessions create a space for reflection, dialogue, and practical application, ensuring that every new manager not only understands our values but lives them in their daily leadership practices.

With Managing@Ficosa, we are building a community of leaders who are well prepared, engaged, and ready to drive our culture forward.

SuccessFactors

Until 2015, the company had different HR systems and tools that supported personnel management processes, requiring a global and integrated solution. To improve efficiency, Ficosa implemented a new HR Information System called SuccessFactors. This new tool is an employee-centric system and allows each employee to complete HR tasks faster and perform strategic HR activities more frequently and agilely, such as their annual goals, performance, development plans, training programs, etc. Since 2019, SuccessFactors has included the company's development module and training program, making it easy to create and track each employee's development plans. In 2021, the Talent Review and Succession process was implemented for all countries and in 2022 a new onboarding process for new employees was implemented at the Viladecavalls site.

Training and knowledge management

	2024	2025	Variance from previous year
Total number of training hours provided to employees	162,665	154,946	-4.7%
Training investment (€)	1,089,706	1,202,462	10.3%
Average cost training per employee*	140	165	17.9%
Average training hours per employee*	21	21	0.0%

Total number of training hours provided to employees*

	2024	2025
Direct employees (operators)	87,702	86,239
Indirect employees (rest)	74,963	68,707
Total general	**162,665**	**154,946**

* To measure these indicators, the company takes the workforce figures at the end of the year.

At Ficosa, our core value of Interest in People reflects our commitment to placing employees at the heart of our organization. We believe that continuous learning is essential for both personal and professional growth, which is why we offer a wide range of programs designed to develop both soft and technical skills.

We recognize that one of the most valuable ways to learn is by leveraging the knowledge and expertise within our own organization. Working alongside some of our most experienced professionals provides employees with hands-on learning opportunities that accelerate their growth. This on-the-job experience is further reinforced by targeted training programs, delivered both by internal experts and leading external institutions.

To ensure a structured and impactful learning approach, each site defines an annual training plan, carefully identifying development needs at the individual, functional, area, and global levels. These plans include a wide range of soft skills development, such as leadership, communication, decision-making, strategic vision, negotiation, conflict management, time management, impactful presentations, financial acumen, etc. as well as comprehensive technical training programs tailored to different roles and specializations.

To further enhance accessibility and flexibility, we have partnered with three internationally recognized learning platforms: Skillsoft-Percipio, focused on microlearning, allowing employees to learn anytime, anywhere, in short, engaging sessions; Udemy, providing extensive technical training on various industry-relevant topics and Coursera, offering longer training programs leading to certifications and diplomas from prestigious international universities.

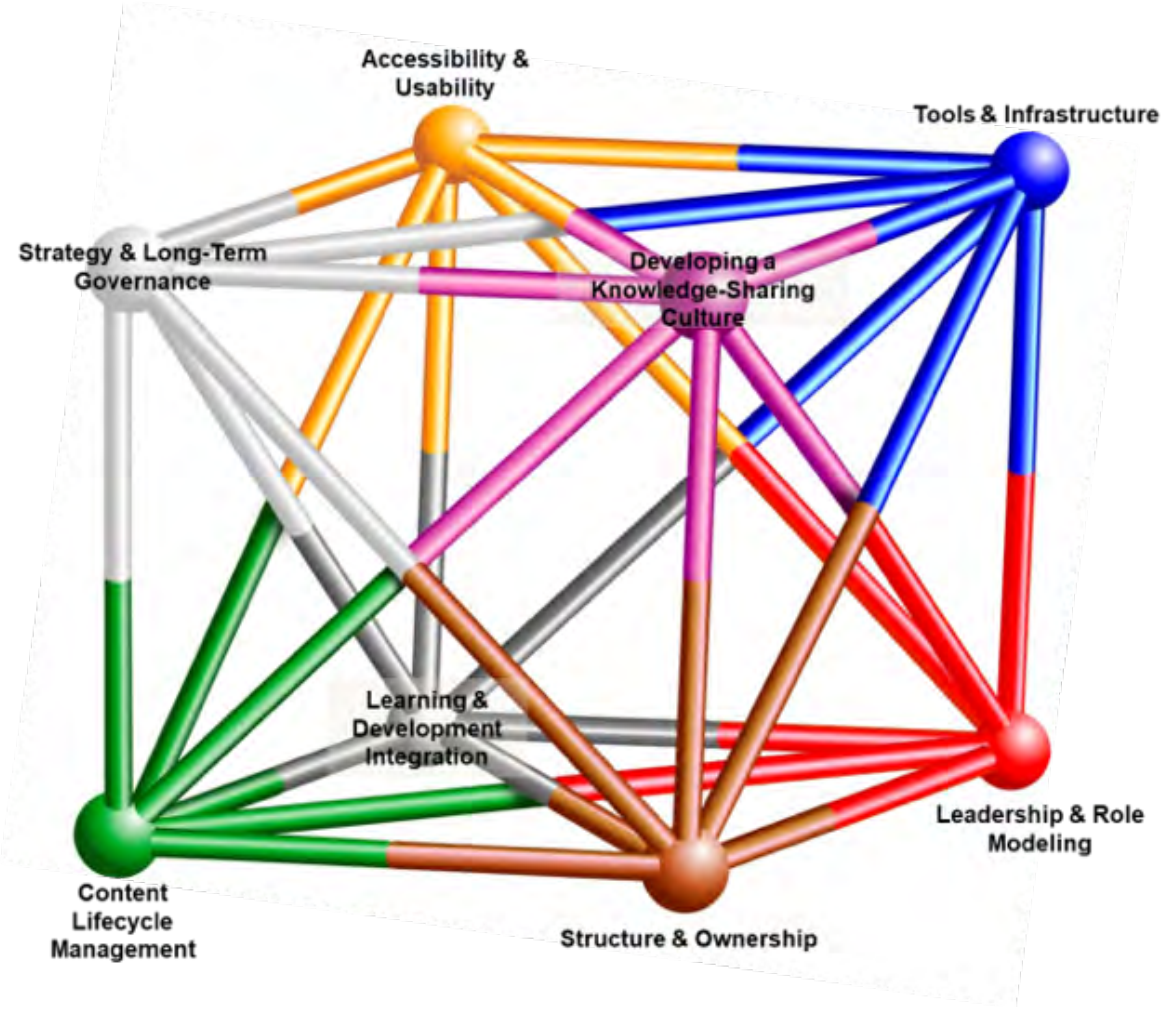
By integrating diverse learning methods, from hands-on experience and expert-led training to online, on-demand learning solutions, we empower our employees to continuously enhance their skills, drive innovation, and contribute to the long-term success of Ficosa.

Knowledge management

At Ficosa, we continuously evaluate and improve our knowledge management systems to align with emerging trends, digital transformation, and evolving stakeholder expectations. By doing so, we foster a culture of continuous learning, ensuring that knowledge is not just stored but actively used to create lasting social and environmental impact.

At FICOSA, we have taken a significant step forward in our commitment to knowledge sharing.

In 2025, we have launched the Knowledge Management Project, turning our vision into action by co-creating, with all functions and plants, a connected, validated and accessible knowledge ecosystem aligned with our People Strategy.



This project is built around 8 main pillars, which are:

01 Leadership & Role Modelling: leaders acting as visible sponsors of knowledge sharing.

02 Structure & Ownership: clear responsibilities to ensure knowledge is maintained and governed.

03 Content Lifecycle Management: processes to create, validate, update and retire knowledge assets.

04 Learning & Development Integration: linking knowledge to training, onboarding and career development.

05 Strategy & Long-term Governance: a sustainable framework that embeds KM into our operating model.

06 Accessibility & Usability: intuitive access to the right knowledge at the right time.

07 Tools & Infrastructure: digital enablers that support collaboration and reuse of know-how.

08 Knowledge-Sharing Culture: behaviors and incentives that encourage people to share and learn from each other.

To accelerate progress, we apply Syntegration, a collaborative method that connects up to 30 key contributors in highly focused working sessions. This approach allows us to obtain fast, precise and shared outcomes where traditional methods are less effective, significantly speeding up decision-making and improving team efficiency.

In the long term, our goal is to embed a culture of continuous learning across all areas and plants, making seamless knowledge flow part of "how we work" at Ficosa. By strengthening collaboration and protecting critical know-how, the Knowledge Management Project supports innovation, enhances organizational resilience and competitiveness, and contributes directly to our social responsibility towards current and future generations of employees.

Communication & Employee Satisfaction

Internal communication is a powerful tool as it fosters transparency, inclusivity, and engagement across all levels.

Ficosa strives to foster strong and effective communication with its employees to ensure that they understand where the organization is headed and are up to date with key information about the company.

To this end, FICOSA, has developed a robust internal communication structure, including biannual pulse surveys to gather employee feedback, corporate information sessions for directors (which are cascaded to all levels), functional and country-specific committees, and localized communications across various plants. These efforts keep employees informed and engaged, fostering a sense of alignment with the company's goals.

A significant addition to this structure is a multifunctional and international communication committee, created to address global communication requests across functions. This initiative actively involves employees in the company's communication strategy, strengthens their sense of belonging, and expands their understanding of the company's objectives. By allowing employees to contribute to and participate in communication on a global scale, the company not only enhances transparency but also gives employees an enriched scope of work. This committee helps bridge regional gaps, ensuring a unified approach to communication and reinforcing employees' motivation by making them feel like essential contributors to the company's success. There are other local initiatives. In September 2022, the Taicang plant (China) launched a new App with the intention of facilitating Ficosa's culture and reinforcing our value of "interest in people" among all employees at the plant. This platform is divided into six main functions: recognition, community, attention, news, notice, and events. Through this platform, we have been able to increase communication between the company and employees with an additional channel, improving the satisfaction of our employees. In 2023, this digital platform was improved by adding a new module, a suggestion box to facilitate timely communication on this topic.

In addition, all of the company's workplaces promote and facilitate structured labour relations through local workers' representative bodies and/or unions with regular meetings to discuss and follow up on various labour issues.

Locally, some plants have introduced an employee satisfaction survey in recent years. The results were presented to senior management, including an action plan. In 2018, the Viladecavalls workplace carried out a new employee satisfaction survey and a plan was established to implement it in all centres around the world. Due to the effects of the COVID-19 pandemic, it was not possible to consolidate this initiative until 2023 with OUR VOICE engagement survey.

By regularly involving employees in surveys and feedback mechanisms, the company demonstrates a commitment to listening and responding to employees' perspectives, which builds trust and engagement. Overall, such an internal communication structure not only keeps employees aligned with company goals but also makes them feel like an integral part of the organization, boosting motivation and loyalty.

Employee Satisfaction & Engagement Survey

At Ficosa, we know how effective surveys are in measuring employee engagement. The intention is to keep our strong listening culture active, reinforcing our commitment to feedback from our people.

To gain deeper insights into our employees' experiences, we launched the global OUR VOICE engagement survey in 2023, reaching all employees across Ficosa plants. Today, this survey is an integral part of our processes and culture, guiding Human Resources and managerial actions.

In 2024, we focused on the following topics:

- Engagement
- Follow-up
- Performance
- Learning/Training
- Career/Development
- Resources/Technology
- Values
- Sustainability
- Work Life Balance
- Safety
- Psychological Safety
- Trust in Manager
- Collaboration
- Communication
- Resilience
- Inclusion
- Support

In 2024, we focused on the following topics:

- Engagement
- Safety
- Sustainability
- Work Clarity
- Communication
- Recognition
- Collaboration
- Empowerment
- Work Process Efficiency
- Work Process Clarity
- Work Process Rhythm
- Communication
- Manager Support
- Trust in Manager
- Feedback
- Psychological Safety

International Assignments

One of our objectives as a company is to promote the development of our people through the creation of a dynamic and attractive environment where there are always opportunities for lateral, vertical, functional and geographical movements. In this sense, international assignments are a key element in the development of people at Ficosa. Employees benefit from gaining international experience, growing personally and professionally; Ficosa also benefits by expanding the distribution of knowledge and skills, expanding technical expertise, and promoting a consistent global culture.

Ficosa defines a specific procedure for the Management of International Assignments to ensure the application of homogeneous practices within all the company's headquarters. In any case, the company guarantees that employees returning to their country of origin have a job with the same classification level as they had before the international assignment and a salary level in the country-of-origin equivalent to the level of the last position held in the destination of the expatriation.

Workplace health promotion & work-life balance

At Ficosa, we believe that well-being is an essential part of the employee experience and a key driver of engagement, productivity, and overall satisfaction. In 2024, we introduced the Holistic Well-Being Framework, a comprehensive approach that recognizes the multiple factors influencing well-being and how Ficosa can actively contribute to fostering a healthier, more balanced work environment.

This framework is built around four key dimensions:

- Physical Well-Being: Encouraging healthy habits and promoting a safe, ergonomic work environment.
- Emotional Well-Being: Supporting mental health, stress management, and resilience.
- Financial Well-Being: Providing resources to help employees feel financially secure and informed.
- Social Well-Being: Strengthening workplace connections and fostering a sense of belonging.

Each country is responsible for identifying local initiatives that best align with employee needs and cultural expectations, ensuring a tailored and impactful approach. However, certain global initiatives are designed and implemented company-wide to provide consistent support across all regions.

One such initiative is the Stretching Program, launched globally in 2024 for all employees working at computers. The goal of this initiative is to remind employees to take short stretching breaks, helping to reduce physical strain from prolonged screen time while also offering a mental reset. By integrating simple yet effective actions into the workday, we contribute to both the physical and emotional well-being of our teams.

Another key effort this year 2025 was the rollout of two global communications focused on Social and Mental Well-being. These messages were shared with all employees with the aim of raising awareness, encouraging reflection, and providing practical steps to support healthier everyday habits. Each communication offered simple, actionable tips—from strengthening social connection and building supportive relationships to managing stress, practicing mindfulness, and nurturing emotional resilience. By equipping our teams with accessible guidance, they can incorporate into their personal and professional lives, we continue to foster a culture where social and mental wellbeing are recognized and prioritized.

Through the Holistic Well-Being Framework, Ficosa reinforces its commitment to creating a work environment where employees feel supported, energized, and empowered to thrive both professionally and personally.

Within the Physical dimension, Ficosa works to ensure that all staff undergo an annual medical examination in all the countries in which it operates. Most plants have a specific health care program for employees. Workplace health promotion and work-life balance initiatives depend on each centre and are led by the Human Resources department.

The company has specific local programs in place to ensure that all facilities implement measures related to workplace health promotion, including formal goals for stress prevention.

Employee absences have a huge impact on results and productivity. Understanding the factors that drive absenteeism and monitoring our employees is key to preventing absenteeism. All of Ficosa's work centres monitor these factors through an integrated absence tracking system together with corporate managers.

The main prevention actions focus on changing employee behaviour through wellness programs to promote healthier lifestyles. Local Safety and Health Committees regularly assess records of absenteeism for work-related reasons in order to put in place measures to counteract it.

On the other hand, although Ficosa has not developed an internal global policy establishing the right of employees to digitally disconnect from work, many initiatives have been launched at the local level to ensure that employees' rest time, as well as that of their families, is respected.

The health crisis caused by COVID-19 forced a large part of society to adapt quickly and unexpectedly to teleworking, a practice that was relatively minority in most countries and companies. In this sense, Ficosa promoted balanced teleworking in all its centers and countries as an effective mechanism.

The first Smart Work policy, implemented at the Viladecavalls site, favours a hybrid work model that combines face-to-face work with remote work, thus favouring the reconciliation of workers with the company's requirements.

The Smart Work modality moves towards an organizational work culture based on efficiency and productivity that results in better results within a framework of sustainability and flexibility.

Main local actions of "Commitment to our people"

- Same vacation period and work shifts for couples working at Ficosa
- Flexible working hours for employees, facilitating the reconciliation of work and family life.
- Guarantee of acceptance of requests for reduced working hours in both maternity and paternity.
- Possibility of accessing a flexible remuneration plan (health insurance, childcare, training and transport).
- Smart Work policy to facilitate teleworking.
- Physical Therapy Services
- Shuttle bus service that connects Viladecavalls with several key access points to Ficosa (Terrassa and Barcelona) and coordination with the city council to adapt public bus schedules to start and leave times of work shifts (Soria)
- Medical and nursing services in the main workplaces.
- Christmas drawing contest among the children and relatives of employees for FICOSA's institutional cards. All participants received a gift.
- Employee deals and deals with gyms, local dealerships, hotels.
- Varied menus are available in the dining room, including meat-free options.
- Sports Committee that promotes sports activities with outdoor training in our facilities or paddle tennis tournaments, football, etc
- Indoor and outdoor collaborative spaces to promote workplace well-being and facilitate interaction between employees.
- Cardio-protected space, with automated external defibrillators (AED) distributed throughout the centre and with a significant part of the staff trained in their use, promoting health and safety.
- Internal newsletter with regular publications to increase communication.

- Health campaigns (women's health, screening for hypertension, glucose, HIV, breast cancer, tetanus vaccination, health talks, visits to optometrists and dentists, etc.).
- Pilgrimage to the Basilica of Guadalupe
- Wallet card program with school supplies for employees' children and an anniversary kit for employees' children
- Celebration of Mother's and Father's Day
- Celebration of contests (Mexican skulls, Halloween costumes)
- Employee Retirement Appreciation Ceremonies

- Assembly lines and emergency procedures adapted to accommodate deaf and hard of hearing employees. The company has staff trained in sign language to support these employees
- Talks on mental health: Conferences with a specialized psychologist, with practical examples
- Day-care for working mothers until the child is two years old
- Collective transportation service for employees
- Annual flu vaccination

- Mental health courses to help employees achieve a better work-life balance.
- Periodic medical examination for all employees and occupational health examination for special jobs
- The dining room has been renovated to be a more comfortable environment, allowing employees to relax and enjoy their meals in a welcoming environment.
- Sports promotion (participation in Taicang marathon, badminton tournaments, football matches organised with clients or the Taicang Roundtable TRT, etc.)
- On the occasion of International Women's Day, a flower arranging activity was prepared.
- Intercity shuttle bus available to employees
- Organization of a collective activity of making wontons and tangyuans, promoting the coexistence and well-being of employees
- Facility improvements (renovation of all employee locker rooms)

- Cancer prevention campaign during the month of October
- Employee brunch to celebrate Christmas
- Traditional French celebration of the Galette des Rois among employees
- Organization of Mental Health and Quality of Life Month at Work
- Activity aimed at employees with high computer use, focused on the prevention of visual fatigue, tiredness and musculoskeletal disorders.
- Training in Psychosocial Risks and in the new evaluation process established by the metallurgy sector, integrating legal requirements and a methodological analysis carried out by an occupational psychologist

- Employee shuttle service (bus)
- Symbolic gift for employee's birthday
- 'Iftar Dinner' in each turn on the occasion of Ramadan
- In summer, we organize "Aşure Day", "Ice Cream Day" and "Lemonade Day" to cool off from the heat.
- Holding quarterly ceremonies including the New Year's drawing competition, suggestion prizes, quality awards and the energy efficiency competition.
- Organization of the initiative "Wear pink, support awareness" to reinforce awareness about breast cancer and the importance of early detection.
- We participated in a tree planting day with volunteer employees to promote a greener future

- On the occasion of International Women's Day, the company carried out an action to recognize and support women's empowerment. All the workers received a rose from the works council and a symbolic gift — a chocolate heart — offered by the management
- Occupational health programs: regular medical check-ups and free flu vaccination
- Promotion of physical activity through preferential agreement with a nearby gym
- Wellbeing measures in summer: additional breaks and permanent access to free water
- Extensive work flexibility to facilitate family conciliation
- Teleworking
- Annual participation in the municipal sports tournament "Beach Days", promoting cohesion and healthy living
- Celebration of the 100th anniversary with internal activities that reinforce the corporate culture and sense of belonging

- Psychology service for all employees
- Wellness campaigns (promotion of healthy lifestyles, healthy menu in the canteen)
- Promotion of sport with offers to employees / collaborations with gyms
- Promotion of teleworking
- Assistance initiatives (occupational psychologist and doctor service, medical examinations, campaign against cancer)
- Job rotation for operators
- Regular health and safety campaigns
- Air Quality and Temperature Monitoring
- Blood Drive
- Family day, doors open to relatives
- Parking spaces allocated to employees with disabilities

- Part-time work flexibility for mothers with children up to 13 years old.
- Work schedules adapted to accommodate employees with certified physical conditions
- Waiver of night shifts for employees over 55 years of age
- Shift adaptation for employees with family members with serious illnesses
- Ergonomic adjustments and workstation suitability for employees with physical limitations
- Free health check-ups (cardiovascular and cancer prevention)
- Training day dedicated to the Cardinal Rules of Safety with the Italian Red Cross
- Creation of an outdoor area for lunch and improving the well-being of the staff

- Inauguration of a dining room and new changing rooms for employees.
- Implementation of a shuttle bus service for the cities of Salé, Rabat and Kenitra.
- Availability of a nursing service operational 24 hours a day.
- Weekly presence of a doctor on the premises.
- Establishing partnerships with gyms, banks, doctors, and other external services.
- Flexible schedules for sick employees, students or other particular cases.
- Celebration of the graduations of employees who are still studying.
- Seniority celebration to recognize years of service.
- Organization of Kids Day, welcoming the children of employees at the plant.
- Drawing contest during Ramadan for employees' children.
- Organization of a collective Iftar during Ramadan.
- Celebration of Achoura Day with live music and distribution of nuts to all employees.
- Conducting the annual medical exam for all employees.
- Organization of a blood drive.
- Celebration of "Pink October", including screening and awareness campaign on breast cancer.
- Celebration of Safety Day.
- Awareness-raising activities on oral health problems.
- Promotion of sport through sponsorship of football championships and collaborations with gyms.

- Flexible Schedule for Employees
- Teleworking
- Health and well-being initiatives, promoting mental health awareness and prevention programmes, ergonomic improvements and access to health benefits.
- We organize events of gratitude and recognition for the commitment of our employees
- Multiple initiatives and communication channels to encourage employee participation and engagement, such as social media, internal events (e.g., community celebrations and activities: Bingo, Car show, Back to School Bash, Company Picnic, Pumpkin Decorating, Trunk-or-Treat, Thanksgiving Meal, Christmas Party), management meetings, and feedback surveys.
- Health plans with advantageous terms for employees, supplemental insurance, and benefits such as life, dental, vision, disability, and an employee assistance program with community resources
- Ficosa Baby Program: Welcome new-borns with a pack of Ficosa diapers and a stuffed animal.
- Christmas Drawing Contest among the children of employees

- Badminton Championship between employee teams
- Teleworking
- Health and Wellness Program with zumba classes, health check-ups, medical consultation, and training on the use of an automated external defibrillator (AED)
- Celebrating Women's Day with a keynote from the Director of Global Talent Development at Hitachi Digital, who inspired the Ficosa team with her strong storytelling skills and advice on how to create opportunities in their careers
- Celebration of Engineer's Day 2024 with a special TECH Day event
- Celebration at the festival office "Diwali", "Pongal" and "Ganesh Chaturthi"
- Informal potluck lunch in which employees bring food and share it collectively with their colleagues

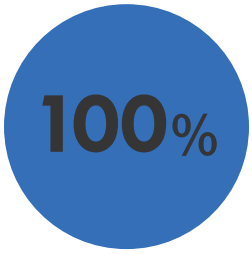
- Wellness campaigns (flu vaccination, first aid kit, ergonomic audits, hearing and vision protection)
- Sports promotion (Fico volleyball and football team, support for employees by participating in marathons)
- Company transport (bus)
- Flexible remuneration options (sports card, health insurance)
- Promotion of teleworking and flexible working hours
- Organic apple campaign: One day a week you can buy fresh seasonal fruit and vegetables from a local farmer
- Organization of Mental Health Awareness Month

Commitment to health and safety

Policies

At Ficosa, we believe that all occupational incidents, injuries, and illnesses are preventable, and we strive for zero harm through:

- Ensure compliance with legislation and also with Ficosa's operational policies and standards.
- Establish measurable health and safety (OHS) objectives and goals, recognizing and celebrating their achievements.
- Identify, assess, and control hazards and impacts, and adopt an approach that strives to eliminate or reduce risk to a residual level.
- Inform employees, contractors, visitors, and the public about these hazards and impacts.
- Identify, implement, monitor, and reinforce the safe behaviours we expect in our business to eliminate unsafe acts and practices.
- Provide adequate occupational health and safety training to employees and contractors.
- Investigate incidents and share lessons learned to prevent them.
- To guarantee the participation and consultation among our workers in aspects related to health and safety.



Production sites certified with ISO 45001 (%) in 2025
100% in 2024

We take a common enterprise-wide approach to managing health and safety. In addition to strict compliance with legal regulations, we implement our own safety, health and environment policy (hereinafter referred to as OHSE), as well as a set of strict OHS procedures, including risk identification and assessment, monitoring of workers' health, risk control planning, chemical management and management of personal protective equipment (hereinafter PPE) for employees and contractors, etc.

We annually review all policies and procedures, including improvement options identified during internal and external audit processes, new requirements from our clients, as well as best practices identified within the group. In this way, we guarantee continuous improvement in the performance of all our activities.

Currently, all Ficosa production centers have audited and certified the occupational health and safety management system based on the ISO 45001::2018 standard.

In addition, risk assessments are carried out at all production facilities and internal health and safety audits are carried out regularly to ensure the highest safety standards throughout our operations.

Since 2016, the "3Q3" corporate quality audit questionnaire has included issues related to the safe behavior and safety of the team.

In addition, OHSE's corporate department leads ISO 45001:2018 internal audits at all plants. These audits are carried out at all production plants and are the tool to ensure compliance with uniform safety, health and environmental standards.

Governance

The OHSE corporate team is responsible for developing any new OHS standards and procedures. In addition, the department is responsible for establishing a global system to collect key OHS data from all countries and ensure that each subsidiary complies with internal standards and procedures. Each plant has specialists responsible for implementing the company's health and safety standards and procedures.

Plant managers are responsible for each plant's OHS performance, and all employees are expected to take personal responsibility for their actions and participate in improvement initiatives and the development and setting of standards. It is important to create the right safety culture in our facilities. Strong leadership and active commitment to the safe operations of our workforce are required.

Despite the continuous reduction in the accident rate, a line called "Safe Work Environment" was included in the 2022 strategic lines with the aim of achieving zero workplace accidents as soon as possible.

All Ficosa manufacturing plants have local health and safety committees or employee representatives with the goal of promoting safety activities and sharing with management the responsibilities of implementing and overseeing Ficosa's safety program. Its role is to facilitate the exchange of views between the parties, creating a stable forum for orderly dialogue.

Main Risks and Challenges

The main incidents are related to the human factor, followed by the organizational factor and the machine factor.

By type of risk, the main ones are ergonomic, followed by falls, cuts and crushes with mobile equipment. On the technical side, machine-related entrapment accidents that occurred in previous years have decreased due to the impact of new equipment design and purchasing procedures implemented from 2022 onwards. The safety of our machines is evaluated based on their suitability for the intended purpose. This means that the company ensures that the machines are used correctly for their designed function and that they fully meet the safety requirements in that context.

In this sense, the main challenges of the organization also focus on each of the factors and types of risk. For each factor and type of risk, a solid action plan has been defined through the strategic line "Safe Work Environment".

Key Results

	2023	2024	2025	Target 2024	Target 2025	Target 2026
Group - ORIR	**0.54**	**0.48**	**0.49**	**0.00**	**0.00**	**0.00**
ORIR - South Europe	0.83	0.59	0.59	0.00	0.00	0.00
ORIR - North Europe	0.62	0.53	0.67	0.00	0.00	0.00
ORIR - Asia	0.00	0.22	0.20	0.00	0.00	0.00
ORIR - NAFTA	0.13	0.31	0.18	0.00	0.00	0.00
ORIR - South America	0.00	0.45	0.75	0.00	0.00	0.00

The accident rate indicator used by Ficosa at the corporate level is the ORIR (OSHA Recordable Incident Rate) and each production site has its own annual target, in addition to setting targets by country, region and group level. ORIR is a measure widely used in the U.S. industry to track injuries on the job. The ORIR in the tables represents the number of Ficosa employee injuries per 200,000 hours worked. The lower the number, the closer we are to the goal of our Policy. Each Plant Manager is responsible for successfully achieving annual goals. Our corporate ORIR has been shrinking year after year. While this is encouraging, we continue to focus our efforts on safety to reduce incidents, primarily due to ergonomic issues, potential bumps, cuts, and drops.

Although the result of the ORIR in 2025 has remained at the same level as that of the previous year, exceeding the records of previous periods, it reflects a sustained improvement in the reduction in the total number of accidents compared to previous years. This improvement in the accident rate is the result of a combination of technical improvements and awareness-raising actions aimed at strengthening safety leadership and promoting safe behaviours. We remain firmly committed to the goal of achieving 0 ORIR, with the conviction that all accidents are preventable.

	2024	2025
Number of contractor accidents	3	4
Number of fatal contractor accidents	0	0

In relation to contractor accidents, there were 4 contractor accidents in 2025. The management of the safety of contractors is based on a corporate protocol that establishes a series of controls prior to the start of the work, as well as during its execution. Plants' compliance with this protocol is audited during the internal audit.

	2024	2025	Variance from previous year
Group - Injury severity rate[1]	0.08	0.08	0%
Group – Injury frequency rate[2]	2.40	2.46	3%
Number of fatalities	0	0	0%
OHSA training (hours)	40,022	36,012	-10%
Nº OHSA improvement actions	3,524	4,548	29%

1) Number of days lost due to accident x 1,000 / Total number of hours worked
(2) Incidence of accidents with more than one day of sick leave per 1,000,000 hours worked

This year's indicators remain at very similar levels to those of the previous year and show a significant improvement compared to previous years, reflecting a positive trend. While accident rates, employee satisfaction and motivation remain stable, the number of actions and improvement measures in the workplace has increased, reinforcing the participation of our employees to consolidate risk-free environments.

Regarding the gender distribution of both occupational accidents and diseases:

	Men (2024)	Women (2024)	Men (2025)	Women (2025)
Group - Lost time severity rate[1]	0.07	0.08	0.05	0,10
Group - Injury frequency rate[2]	3.12	1.65	2,43	2,49
Number of accidents*	24	12	18	17
Number of professional illness	1	52	5	38

(*) Not including accidents in itinere.

For example, for the prevention of occupational diseases, some affected centres have implemented the following activities:

Dieuze:

To maximize the standardization of operations in the assembly sector, which is highly exposed to ergonomic hazards, several initiatives have been implemented, including measures that improve the ergonomics of workstations, reduce repetitive stress, improve operator comfort, and ensure consistent rotation practices. Adjustable ergonomic work tables assembled before each shift.

Soria:

An agreement is being maintained with several physiotherapy centres to allow employees to visit them under preferential conditions.

As a result of ergonomic studies, an organizational change occurred that reduced the rotation period from 2 hours to 1 hour. This change aims to reduce the ergonomic burden on employees. In addition, practical ergonomic training has been carried out in the Dojo area.

Portugal:

Practical training in ergonomics has continued at the Safety Dojo. Following specific ergonomic assessments, technical measures were taken for certain processes that required effort, leading to ergonomic improvements. A safety manifestation report was conducted with the participation of department leaders to draw attention to ergonomic risks related to manual handling. The activity focused specifically on highlighting the weight of boxes handled manually by assembly operators and material suppliers, reinforcing awareness and promoting safer handling practices throughout the area.

In addition, according to these assessments, production is adjusted on the lines according to the level of risk and rotation continues every 2 hours.

Local and corporate initiatives to strengthen the commitment towards health and safety

Caring about people is one of our company values and ensuring their safety and health is our priority. All of our plants work to strengthen a culture of safety in all of our activities.

Safe Work Environment Strategic Line

Ficosa's Safe Work Environment strategic line has been revised in 2025 based on the safety growth project, initiated in 2022, and the Ficosa Care program, with the aim of creating a risk-free workplace and becoming a leading company in safety culture.

The strategic plan consists of three main pillars: safety culture and mindset, technical solutions, and standardization. The objective of each pillar is expressed as:

A safety culture and mindset is an organizational culture that places great importance on safety beliefs and values, and people within the company or workplace share these attitudes. It could be characterized as "the way we do things here." A positive safety culture can lead to better workplace health and safety and better organizational performance.

The technical solution is to create a safer and healthier workplace by eliminating the risks that can cause injury to our employees in each of the areas.

Standardization is the harmonization of procedures, methodologies and operations to create a solid and reliable work model and meet the defined criteria of OSH, Quality and Efficiency.

By the end of the second quarter of 2025, 40% of the planned actions had already been implemented and work on the remaining ones is still underway. Examples of these actions include the following:

OUR VOICE Security Survey

Safety was positively evaluated with a high score by our employees in the 'Our Voice' survey in 2025. According to the survey results, a high percentage of our employees feel confident reporting their safety concerns, strongly believe that the company is committed to safety programs, and perceive that managers are committed to safety.

Safety in our values

Safety is included in the new definition of our value: "Interest in people".

"My Safety Declaration"

Members of the Executive Committee and Management Team from across the company have developed their own Safety Statement that reflects their health and safety commitments, demonstrating their responsibility and role model on this path.

Behavioral Safety Training

Since unsafe human behaviors are the main factor in our incidents, we launched this project as a pilot in four facilities and, in 2025, we implemented it in 14 production plants. The aim of these trainings, which focus on improving the attitude of all our workers towards safety-related aspects, is to establish the foundations for safe behaviour.

From October 2022 to 2025, year cumulative;

• Perception: 6,553 employees have participated in the training on perception.

• Optical Signals / Safe Walks: 6,750 employees participated in this training.

• Hand-eye coordination and reflexes: 5,834 employees participated in this training.

• Routine/safe behaviour at work: 5,714 employees have participated in this training.

In 2026, training will continue with the aim of reaching all employees, while on-site inspections will focus on unsafe behaviours to ensure the continued effectiveness and sustainability of training.

Dojo Safety Training

The company is investing in training to increase employee awareness of the safety and health risks associated with operations. Ficosa's production centers have a dojo training area. The Safety Dojo is a training concept based on "Learning by Doing", through which our employees can safely experience the consequences of different safety failures: entrapment, projections, load handling, etc. Training stations are regularly updated according to our main challenges and risks. In October 2025, 4,172 employees received training in the areas of Safety Dojo.

World Day for Safety and Health at Work

In April, Ficosa's plants celebrated the World Day for Safety and Health at Work under the slogan "Your actions, your care, our safety." This year's Safety Week focused on teamwork and highlighted that safety is a shared responsibility. Key messages included:

• Your actions matter : Small decisions can have a big impact.

• Your Care protects others — not just yourself.

• Our safety is achieved together — teamwork is essential.

The initiative strengthened the safety culture, promoted risk-free workplaces, and emphasized that achieving "zero accidents" requires the active participation of all employees.

Cardinal Rules to Save Lives

In 2025, Ficosa launched the Life Saving Cardinal Rules (LSCR) campaign to protect all employees, contractors, suppliers, and visitors. These nine rules are aimed at the highest-risk activities, ensuring that everyone present can return home safely. Implementation is mandatory in all facilities, with safety and compliance being a shared responsibility: each person must follow safe practices, correct unsafe behavior, and report any non-compliance.

The nine Cardinal Rules that save lives are:

1. Work Authorization/Permit: I am trained and certified to perform high-risk activities and hold a valid work permit as required (including hot work and electrical activities).

2. Work at Heights: I always use fall protection measures and protect myself from falls from heights, making sure I have a valid work authorization or permit.

3. I work in confined spaces: I always comply with the regulations and get a permit to enter confined spaces.

4. Lock out-Tag Out-Tryout (LOTO): I always secure power sources with my own lock and tag, checking them before I start working.

5. Machine safety: I always operate machinery with the appropriate safety devices.

6. Mobile equipment: I am properly licensed to operate mobile equipment such as forklifts, trains, cranes, and cars.

7. Safe driving: I always fasten my seat belt (when I do so) and keep my hands on the wheel, avoiding using my mobile phone.

8. Lifting operations: I avoid standing under suspended loads and maintain a safe distance. Before lifting the body, I meticulously plan operations and check the surrounding area for safety.

9. Drugs/Alcohol: I refrain from possession/consumption of alcohol or drugs while at work.

Golden rule: I stop working if conditions or behaviors are unsafe and report the risk immediately.

The complete LSCR is also published on the Ficosa website. https://www.ficosa.com/life-saving-cardinal-rules

Recognized as a Global Leader in Safety Culture

The Safety Culture Leaders Plant Recognition Program, launched last year to promote safety culture and encourage all employees to prioritize safety, continues this year, reinforcing Ficosa's commitment to a safe and responsible work environment. This program is based on criteria such as local recognition activities at the plant level, employee well-being initiatives, contributions to safety awareness in the community, and efforts to create risk-free work environments, which is our ultimate goal.

Initiatives for well-being; During October, Mental Health Awareness Month, activities were held at our plants to raise awareness of topics such as stress management, technostress, nutrition, and physical health.

Risk Communication for Employees

We believe it is important to actively involve employees in assessing and looking for risks to create a safer and risk-free work environment, encouraging teams to openly discuss potential hazards. At the end of October 2025, several trainings and activities were carried out, which resulted in the notification of 2,101 risks, of which 93% had already been addressed and closed. Risk communication is done through tools such as risk communication forms and suggestion systems or local mobile applications (WeCom module) that was launched in 2023 at Ficosa Taicang.

Safety Photo Contest – Safety Beyond the Workplace

As part of our efforts to strengthen a culture of safety beyond the workplace, a photo contest was organized under the theme "Safety Beyond the Workplace." Employees were invited to submit photographs illustrating personal safety practices from home, on the road, and during outdoor adventures. The winners were recognized and awarded, highlighting the importance of safety in all aspects of life.

Safety & Technical Forum

A Safety Forum is held every month with the participation of all safety specialists from the production plants. 18 best practices have been shared through the end of October 2025. In addition, in this forum, incidents that occurred in the plants with causes, countermeasures and actions have been discussed.

Safety remains an ongoing priority at the Operational Technical Forums, which are held monthly and led by the Corporate Director with the participation of all Area Managers of the production facilities. Covering the Assembly, Processes, Supply Chain and Painting functions, safety remains the first topic of discussion, reinforcing Ficosa's commitment to a proactive and consistent safety culture.

The aim is to ensure standardisation across all our plants to avoid repeated incidents.

Commitment to environment

Policies

The growth of the world's population and the rapid expansion of the global economy are deeply interconnected with environmental challenges, influencing the planet in multiple complex ways. At FICOSA, we are committed to developing and delivering safer, more connected, and more efficient systems for the automotive and mobility sectors, continuously reducing the environmental impact of our operations.

Our commitment to environmental protection and sustainability extends throughout the entire life cycle of our products: from research and development, design and procurement of raw materials, to manufacturing, use and end-of-life management. We focus on innovative technology solutions that reduce our carbon footprint and support the efficient use of natural resources.

Beyond strict compliance with all legal and regulatory requirements, we operate under our own OHSEQ1 Policy, which sets out strong principles for environmental protection, energy efficiency, climate change mitigation and adaptation, and responsible resource and waste management. This policy forms the basis of our environmental strategy and guides day-to-day decision-making at all plants.

Our actions are aligned with the United Nations Sustainable Development Goals (SDGs), especially those related to responsible consumption and production (SDG 12), affordable and clean energy (SDG 7) and climate action (SDG 13). Through this alignment, FICOSA reinforces its commitment to advancing global sustainability efforts and contributing to a more responsible and resilient mobility industry.

100%

ISO 14001 certified operating facilities (%) in 2025
100% in 2024

[1] See Appendix 1 Occupational Health, Safety, Environment and Quality Policy

The Group's commitment to environmental protection is clearly reflected in its operations, supported by the implementation of an integrated management system at all the company's headquarters. FICOSA's environmental management model is aligned with the international standard ISO 14001:2015, and all the Group's production facilities are fully certified. This demonstrates not only compliance with international requirements, but also FICOSA's long-term dedication to responsible and sustainable industrial practices.

In addition to maintaining the certification, FICOSA carries out several comprehensive follow-up audit processes to ensure continuous improvement and full compliance with environmental obligations:

- Corporate Quality Audit "3Q3" – This internal audit includes the verification of key environmental aspects such as waste management and storage, emergency preparedness, spill prevention systems and the protection of the industrial hygiene of equipment and machinery. The audit supports the early identification of deviations and ensures the rapid implementation of corrective actions;

- OHSE Management System Internal Audits – These audits ensure that all operational plants consistently follow the standards defined by ISO 14001:2015 and ISO 45001:2018. OHSE's corporate department leads and conducts internal ISO 14001 audits globally, ensuring harmonized procedures, global alignment, and a unified approach to safety and environmental protection;

- Environmental Risk and Opportunity Assessment – FICOSA carries out a structured analysis of risks and opportunities related to environmental aspects and climate change mitigation, using a methodology based on the ISO 31000:2018 standard. This proactive approach strengthens the company's resilience, supports informed decision-making, and ensures early adaptation to evolving environmental challenges.

Beyond audits, FICOSA integrates sustainability objectives into its operational planning. The Group monitors key environmental indicators – such as energy consumption, greenhouse gas emissions, water use and waste generation – to track performance and identify opportunities for improvement. Each site develops annual environmental action plans aligned with corporate sustainability objectives, promoting the continuous reduction of environmental impacts.

FICOSA also focuses on increasing environmental awareness among employees, offering regular training and encouraging participation in internal programs that support responsible behavior. Collaboration with suppliers and partners ensures that environmental criteria are extended to the entire value chain, reinforcing shared responsibility in sustainable development.

Through these actions, FICOSA demonstrates a strong and constant commitment to environmental responsibility, contributing to global efforts to build a more sustainable, low-impact and future-oriented industry.

FICOSA applies the precautionary approach established by the United Nations in Principle 15 of the Rio Declaration on Environment and Development to prevent environmental degradation. The application of this principle allows the company to reduce or avoid potential negative impacts on the environment by acting in advance rather than responding to damage.

To prevent environmental damage that may arise from the acquisition of new products and/or processes, FICOSA has implemented a series of internal procedures that cover the purchase of chemical products, production and non-production equipment, as well as the installation of new industrial facilities. All of the company's investments are subject to verification and approval by the Corporate Department of Integral Health (OHSE) to ensure full compliance with environmental requirements and best practices.

In 2020, FICOSA reinforced this framework by introducing a new category of analysis for the evaluation of new products and/or processes. This addition allows each purchase to be evaluated based on its possible impact on the environmental indicators defined for each plant by OHSE's Corporate Department. These measures form an essential part of the Group's sustainability strategy, ensuring that all investment decisions are aligned with our commitments to environmental protection and responsible resource management.

The purpose of these procedures is to assess—in advance—any environmental impacts that may arise from planned procurement and, based on this assessment, to authorize or reject the proposed purchase. When an acquisition is approved, a set of preventive measures is defined, implemented and subsequently monitored to ensure effective

final verification. In this way, FICOSA maintains a proactive and systematic approach to preventing environmental damage, while supporting the continuous improvement of environmental performance.

Since 2021, FICOSA has established new sustainability-related requirements throughout its supply chain, reflecting our commitment to responsible business practices and environmental stewardship:

- Special requirements for component approval – ensuring compliance with legislation and customer-specific sustainability criteria;
- Restricted and controlled substances – in accordance with legal regulations, best business practices and environmental protection policies, FICOSA restricts or controls the use of certain raw materials and substances, including conflict minerals;
- Supplier carbon footprint monitoring – collecting data on our suppliers' emissions to monitor environmental performance and implement reduction initiatives along the entire value chain;
- Sustainability responsibility within the business units – since 2022, each unit has appointed a sustainability officer to integrate sustainability criteria into the design phase of our products;
- Life Cycle Assessment (LCA) capabilities: In 2024, FICOSA reinforced its commitment to sustainability by developing in-house LCA calculation capabilities, enabling a rapid response to customers' decarbonization requirements. This initiative allows the company to design products with lower emissions, drives innovation, promotes eco-design, reinforces knowledge of sustainable best practices and contributes to the United Nations Sustainable Development Goals, in particular SDG 9 (Industry, Innovation and Infrastructure) and SDG 13 (Climate Action), in line with the Paris Agreement and the company's decarbonisation plan.

Building on the work already done in 2025, FICOSA aims to further expand these initiatives in 2026 by:

- Establish a supplier sustainability rating system to incentivize environmentally responsible practices and continuous improvement throughout the value chain;
- Integrate digital monitoring tools for real-time tracking of supplier emissions and resource efficiency, improving transparency and accountability;
- Strengthen collaboration with strategic partners to co-develop low-carbon and circular solutions, ensuring that sustainability considerations are embedded at every stage of the product lifecycle.

Through these ongoing actions, FICOSA reinforces its proactive approach to supply chain sustainability, ensuring that environmental performance, innovation and social responsibility remain an integral part of our business strategy and product development.

In 2023, FICOSA established the position of Corporate Sustainability Manager and appointed Sustainability Promoters (or Champions) in each Business Unit to ensure the active participation of all teams in the development processes. This approach aligns with the 1987 report of the World Commission on Environment and Development and with the guiding principle that "sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own."

FICOSA's approach to sustainable development is based on the principle of intergenerational solidarity, which seeks solutions that support continuous growth and that allow all actors to actively participate in development processes and benefit from their results. Sustainable development at FICOSA goes beyond reducing the negative environmental impact of economic activity; It encompasses the three fundamental pillars of development: environmental management, social progress and economic growth.

To ensure long-term success and full compliance with global standards, FICOSA continuously monitors, evaluates and improves its sustainability processes. Integrating sustainable practices throughout the supply chain allows the company to not only comply with regulatory obligations, but also create tangible value for stakeholders, reinforcing its commitment to environmental and social responsibility.

These initiatives form the cornerstone of FICOSA's sustainability strategy, ensuring long-term profitability and competitiveness, while integrating the principles of sustainability and due diligence throughout the entire supply chain. Through this proactive approach, FICOSA demonstrates its commitment to sustainable development, innovation and responsible business practices that generate measurable environmental and social benefits.

Governance

At FICOSA, we anticipate and proactively address the challenges of the sector to offer our clients the most innovative and efficient solutions on the market. Guided by this visionary approach, we have long recognized that investing in sustainable solutions is synonymous with investing in a better future in all areas of our business.

As a result, sustainability has become a pillar of FICOSA's strategic vision, reflecting our conviction that growth can only be achieved through socially responsible actions and behaviours. Our commitments are fully aligned with international agreements and global frameworks. FICOSA has supported the United Nations Sustainable Development Goals (SDGs) under the Global Compact, of which we have been signatories since 2002, remaining attentive to the changing needs and expectations of our stakeholders.

OHSE's corporate team is responsible for developing and updating internal environmental standards and procedures. In addition, the department oversees a global system for collecting key environmental data from all FICOSA subsidiaries, ensuring compliance with internal policies and standards. Each plant is supported by dedicated managers or technicians in charge of implementing instructions, procedures and environmental management systems of the company.

Stakeholder involvement is a core component of FICOSA's governance model, ensuring transparency, accountability and alignment with societal expectations. Digital tools have also been integrated to enable real-time monitoring of sustainability metrics, supporting informed decision-making across business units.

FICOSA continuously assesses environmental, social and governance risks, conducting regular audits and internal reviews to improve governance practices and ensure alignment with evolving global standards. Our governance approach emphasizes continuous process improvement, enabling the company to meet market demands and exceed customer expectations.

Through an integrated approach to environmental management, FICOSA minimizes the impact of its operations on the environment, improves operational efficiency and fosters innovation in all business areas. We recognize that only responsible environmental and social management can achieve long-term success and create sustainable value for all stakeholders.

These initiatives form the basis of FICOSA's sustainability strategy, strengthening long-term competitiveness, innovation and responsible practices in the value chain. In March 2024, we hosted a World OHSE Meeting in Spain, bringing together OHSE experts from around the world. During the meeting, the strategic objectives of the year were presented and the main initiatives related to sustainable development were discussed, focused on improving operational efficiency and minimizing the environmental impact of our operations in line with global trends and regulations. The forum also served as a platform to share good practices and innovative solutions that improve both working conditions and environmental performance.

Topics discussed during the meeting included waste storage systems, water management and the communication system for environmental incidents. These discussions were integral to our ongoing efforts to strengthen environmental responsibility and ensure effective management of operational risks.

In 2025, FICOSA organized monthly OHSE meetings that brought together OHSE experts and representatives from all regions. These meetings aimed to align strategic objectives, facilitate knowledge sharing, and implement initiatives that would further improve operational efficiency and reduce environmental impact. Key topics included waste management systems, responsible water management, environmental incident reporting and risk management practices, reinforcing FICOSA's commitment to sustainable operations and regulatory compliance.

In parallel, FICOSA also established meetings of the Sustainability Committee in 2025, in which representatives of the OHSE Corporate department actively participated. These meetings provided a structured forum to present and discuss key environmental elements, share ideas across business units, and strengthen the integration of sustainability principles into decision-making processes and operational practices.

By organizing monthly OHSE meetings and Sustainability Committee sessions, FICOSA ensured continuous monitoring, knowledge sharing and proactive management of environmental and operational risks, reinforcing its commitment to sustainable development and excellence in corporate governance.

In compliance with current Spanish legislation, it is reported that the costs incurred in the acquisition of systems, equipment and facilities whose purpose is to eliminate, limit or control the possible impacts that the normal development of the company's activity could cause on the environment are considered investments in fixed assets. In 2025, investments worth €2.4 million were made, and in the previous year the Group invested €2.0 million. These investments reflect our continued commitment to sustainable development and our efforts to minimize the environmental impact of our operations, in line with industry best practices and applicable regulations.

All other environmental-related expenses, except those incurred on the acquisition of fixed assets, have been recognized in the consolidated income statement. In 2025, expenses worth 4,151 thousand euros were incurred. In the previous year, expenses amounted to 4,044 thousand euros for this element. The increase in 2024 is mainly due to the purchase of IRECs, the renewal of environmental licences and the increase in waste management fees.

FICOSA has an environmental liability insurance policy, valid in an annual cycle from July to July for the FICOSA Group. The policy covers civil liability for personal and material damage caused by contaminating events that occur in, on, under or emanating from the insured premises. It also covers the costs of emergency response and cleanup that the company is legally obligated to bear, both inside and outside the insured premises. In addition, the policy includes expenses related to damage to natural resources that occur in, on, under, or emanate from the insured plants.

Main risks and challenges

Local pollution

At FICOSA, environmental protection and the responsible use of natural resources are central to our operating philosophy. Each manufacturing plant conducts a thorough annual assessment of its environmental impacts, identifying the areas of greatest importance and developing specific strategies to mitigate them. Among our production processes, paint and injection moulding consistently represent the largest environmental footprint, especially in terms of air emissions, energy consumption and waste generation. The painting process is a central area due to volatile organic compound (VOC) emissions, while injection molding represents a considerable energy demand and contributes significantly to carbon dioxide (CO_2) emissions.

To address these challenges, FICOSA ensures that the technologies employed in the application of paints and injection molding meet the highest standards of quality, operational efficiency, and environmental responsibility. We recognize that technological advancement is not only a driver of productivity, but also a key factor in achieving our sustainability goals.

FICOSA is committed to continuous investment in advanced manufacturing technologies, which allows us to optimize production processes while minimizing environmental impact. By implementing innovative energy management systems, we reduce resource consumption and greenhouse gas emissions throughout the facility. In addition, we are actively moving towards closed-loop production systems, in which materials and waste streams are recycled or reused to significantly reduce landfill disposal.

Our sustainability strategy also emphasizes collaboration with suppliers and strategic partners, enabling the joint implementation of green solutions along the entire supply chain, from production to distribution. This integrated approach supports the development of a circular and sustainable economy, fostering environmental stewardship at all stages of our operations.

To ensure effective supervision, FICOSA has deployed state-of-the-art monitoring and data analysis systems capable of tracking environmental performance in real time. These systems allow us to detect deviations from established environmental standards quickly and implement corrective actions without delay. In addition, the continuous collection and analysis of environmental data facilitates informed decision-making, helping to guide investments in cleaner technologies and process improvements.

Through these initiatives, FICOSA demonstrates a proactive and technological approach to environmental management, combining operational excellence with sustainability. Our commitment goes beyond compliance with environmental regulations; It reflects a strategic dedication to reducing environmental impact, improving energy efficiency, and promoting innovation in pursuit of a more sustainable future for our company, our stakeholders, and the communities in which we operate.

Noise and light pollution

In the environmental impact assessments carried out at each FICOSA facility, light pollution has not been identified as a material problem. As for environmental noise, all plants carry out regular monitoring in accordance with local legislation, ensuring that operations are kept within legally established limits.

As part of our broader sustainability strategy, FICOSA maintains a comprehensive and ongoing monitoring program to monitor all aspects of our environmental impact. This approach ensures that we consistently meet the highest ecological standards and proactively address any potential environmental concerns.

We are committed to the continuous improvement of our production processes, minimizing negative effects on the environment, including both noise and light emissions. All initiatives are implemented in strict compliance with applicable rules and regulations, ensuring that our operations are safe, efficient and environmentally responsible.

FICOSA also prioritizes research and technological innovation to further reduce environmental risks. By integrating advanced systems and best practices, we improve operational efficiency, working conditions, and contribute to the creation of a greener environment for our employees and surrounding communities.

Through these measures, FICOSA demonstrates a proactive and responsible approach to environmental management, reflecting our long-term commitment to sustainability, regulatory compliance and continuous operational excellence.

Fighting climate change

FICOSA is firmly committed to reducing CO_2 emissions associated with its manufacturing activities and the value chain in general. Since 2016, all manufacturing plants have been operating under individual environmental performance targets covering greenhouse gas (GHG) emissions, electricity consumption, water use and waste generation. Each site develops dedicated action plans to achieve these goals, in line with the corporate strategic pillar of Climate Change Mitigation, and based on historical performance trends and annual reduction trajectories.

To strengthen its decarbonization roadmap, in 2021 FICOSA expanded its emissions inventory to include all Scope 3 categories, enabling a comprehensive understanding of indirect emissions and supporting the development of an ambitious long-term reduction strategy along the entire value chain.

In recent years, Ficosa has reinforced its commitment to climate action by progressively developing the internal capacities necessary to define, implement and monitor a science-based decarbonisation pathway. A key milestone on this path was the company's participation in the United Nations Global Compact's Climate Ambition Accelerator, a six-month programme designed to help organisations translate climate ambition into practical strategies aligned with the 1.5°C pathway.

The Accelerator provided Ficosa with access to global expertise, best practice frameworks and peer-to-peer learning sessions led by internationally recognized partners such as the Science Based Targets initiative (SBTi) and the World Resources Institute, as well as national entities such as Comunidad por el Clima and the Spanish Office for Climate Change. Throughout the programme, participants explored methodologies, governance models and practical tools to operationalize climate ambition across different business functions.

During 2024, the program was carried out by Ficosa's Head of Corporate Sustainability, who led the development of internal knowledge, cross-cutting alignment, and strategic integration into the company's climate roadmap. In 2025, the program was executed by the Environmental Technicians of the Soria plant, reinforcing technical capacity at the operational level and ensuring the consistent implementation of climate-related practices throughout the organization. This sequential involvement strengthened internal ownership, facilitated knowledge transfer, and helped translate high-level ambitions into action at the site level.

After completing its full emissions inventory and participating in the Accelerator, Ficosa advanced to the next stage of its climate strategy by formally joining the Science Based Targets initiative (SBTi) in January 2022, establishing 2019 as the base year for its climate targets. This decision marked a clear strategic commitment to align the company's decarbonization efforts with the most rigorous global standards. In February 2023, FICOSA's short-term emission reduction targets were officially validated by SBTi, confirming its alignment with the 1.5°C temperature trajectory, currently the highest level of ambition recognized by SBTi. Under this commitment, FICOSA aims to achieve:

- 46% reduction in Scope 1 and Scope 2 emissions by 2030
- 27.5% reduction in Scope 3 emissions by 2030
- The use of 100% renewable energy in all operations by 2030

To support effective implementation across global operations, the Director of Corporate Sustainability and the Head of Corporate Sustainability – together with the Corporate Health and Safety Department – delivered a series of communication and awareness-raising sessions across all regions. These sessions involved key organizational groups, including Regional Directors, Country Directors, Plant Managers, R&D teams, HR leaders, logistics departments, commercial functions, and environmental specialists in production facilities. Its goal was to ensure a consistent understanding of the company's climate goals, strengthen accountability, and drive coordinated actions across the organization.

FICOSA continuously assesses and improves its climate strategy to ensure alignment with evolving global standards, stakeholder expectations, and regulatory requirements. The company remains committed to embedding sustainability into all business processes and fostering a culture where employees, suppliers, and partners actively contribute to reducing environmental impacts while advancing technological innovation. Through this comprehensive and forward-looking approach, FICOSA ensures resilience, competitiveness and long-term value creation for all stakeholders.

Looking ahead, FICOSA will continue to drive its decarbonization strategy by integrating new technology solutions, strengthening engagement with suppliers, and expanding the use of data-driven tools to support transparent and accurate emissions monitoring across the board. The company will also explore opportunities to further accelerate its transition to renewable energy, implement circular economy principles across production streams, and introduce additional eco-design practices to reduce emissions from its products over the life cycle. In line with global climate frameworks and emerging regulatory requirements, FICOSA aims to establish long-term net-zero emissions commitments and strengthen climate resilience across its operation and value chain. These efforts will ensure that the company not only meets its validated science-based targets, but also continues to deliver sustainable value, operational excellence and long-term competitiveness in an increasingly low-carbon global economy.

Key results

Reducing local pollution

One of the current challenges is to reduce volatile organic compounds (VOCs), which evaporate easily and release gases into the atmosphere. VOCs are carbon-based substances that can be toxic and lead to significant impacts on health and the environment. In response, the company has implemented a comprehensive set of control systems and operational standards in its manufacturing facilities with paint processes to monitor, manage and significantly reduce the emission of air pollutants.

At major production plants — Taicang (China), Cookeville (USA), Soria (Spain) and Dabrowa Górnicza (Poland) — the company has invested in advanced regenerative thermal oxidizer (RTO) systems. These catalytic burners are designed to remove VOCs through a high-temperature oxidation process that converts harmful emissions into harmless gases, water vapor, and heat. The energy recovered during this process is reintegrated into the production cycle, improving overall energy efficiency. For example, at the Poland plant, the recovered heat is reused to stabilize the temperature parameters within the paint line, supporting energy optimization and reducing overall consumption.

Thanks to the implementation of RTO technology, VOC emissions at these plants have been reduced by 92 to 95%, demonstrating the company's commitment to applying the best available techniques and aligning with strict environmental standards.

The Taicang plant (China) has also introduced a real-time VOC monitoring system that continuously monitors air quality parameters and allows immediate reaction in case of deviations or unforeseen events. This digitalized monitoring approach strengthens environmental governance, ensures transparent reporting, and supports predictive maintenance of air treatment equipment. It also enables the plant to proactively mitigate risks and ensure compliance with both local regulations and the company's global environmental policies.

These initiatives reflect FICOSA's strategic commitment to minimizing environmental impacts, promoting cleaner production processes, and advancing long-term sustainability goals within the framework of its global CSR strategy.

Since 2018, the company's Carbon Footprint (CFP) analysis has also incorporated air conditioning systems and refrigerant emissions from climatic chambers, allowing for better monitoring, control and prevention of potential leaks. This broader scope ensures more accurate measurement of indirect greenhouse gas emissions and strengthens FICOSA's ability to implement preventive maintenance and mitigation measures.

FICOSA strongly advocates the use of refrigerant gases with zero ozone depletion potential and actively supports the transition to refrigerants with a significantly lower global warming potential (GWP). The adoption of these environmentally responsible refrigerants has been established as a mandatory requirement for all new investments and improvements related to refrigeration and climate control equipment at the company's facilities. This policy reinforces FICOSA's commitment to align its operations with international climate goals while continuously reducing its environmental footprint.

In addition to its ongoing environmental initiatives, FICOSA is actively implementing a number of measures to optimize the transportation and distribution of products purchased or sold by the company, thereby reducing logistics costs and environmental impact throughout its supply chain:

- Sea container consolidation: Shipments from Barcelona to the U.S. are consolidated at the port, and no shipment is cleared until the container is fully loaded. Similar initiatives exist in Mexico and China. In China, containers must also be fully loaded before being shipped to manufacturing plants in Viladecavalls and Soria (Spain), ensuring maximum efficiency in international transport;

- Optimized Mold Import: Manufacturing plants in Dabrowa Górnicza (Poland) and Rabat (Morocco) import molds from Asian suppliers using containerized rail transport, reducing reliance on less sustainable shipping methods;

- Milkrun delivery system: Most FICOSA manufacturing plants have implemented a milkrun delivery system. Instead of each supplier sending individual shipments weekly, a single vehicle picks up all products from multiple suppliers according to a scheduled route. This approach consolidates deliveries, minimizes total kilometers traveled and reduces logistics costs and associated emissions;

- Optimized Intercompany Distribution: Sales and transfers between companies are coordinated to optimize transport routes between production plants. Deliveries are made at pre-agreed points along the plant's existing routes, maximising vehicle utilisation and minimising unnecessary travel.

In parallel to the transport efficiency initiatives, FICOSA has developed a comprehensive packaging optimisation programme. This program focuses on reducing packaging waste, promoting the use of recyclable materials, and minimizing plastic and other non-recyclable components. Packaging consolidation practices reduce the volume of transportation, leading to lower fuel consumption and greenhouse gas emissions. FICOSA also works closely with suppliers to develop innovative and sustainable packaging solutions that maintain product safety and quality. The use of returnable packaging is widely implemented, in line with the best practices of the automotive industry.

Through these initiatives, FICOSA not only improves operational efficiency, but also reinforces its commitment to sustainable development, reducing its environmental footprint throughout the supply chain and supporting the company's long-term CSR goals.

Noise and light pollution

FICOSA places great emphasis on the monitoring and management of environmental impacts related to noise and light pollution in all its production facilities. Environmental noise measurements are carried out on a regular basis, ensuring full compliance with applicable local regulations and internal environmental standards. Continuous reviews and preventive measures have confirmed that noise levels remain within permitted limits, reflecting the effectiveness of the company's systematic approach to environmental management.

Although light pollution has not been identified as a material problem, FICOSA maintains proactive monitoring of lighting systems and production practices to ensure minimal impact on the surrounding environment. The company continuously evaluates opportunities to improve sustainability and reduce potential environmental risks related to both noise and light emissions.

Noise and light management is integrated into FICOSA's broader sustainability strategy. These efforts include ongoing monitoring, regular evaluation of operational practices, and implementation of preventative measures to maintain high environmental performance. By continuously improving processes and aligning actions with corporate sustainability goals, FICOSA demonstrates its commitment to responsible environmental management, safe working conditions and long-term operational excellence.

Fighting climate change

Since 2016, we have defined a guideline to reduce our greenhouse gas (GHG) emissions annually at the production plant level. Each production site must reduce the intensity of its GHG emissions by a certain percentage based on the previous year's performance. Each plant manager is responsible for successfully achieving the goal. Since 2018, the company has worked to improve the collection and consolidation of the carbon footprint, implementing a more robust internal tool that ensures that each operating facility reports data in accordance with the standards and criteria used by FICOSA. The tool has enabled the company to increase reporting of GHG emissions across its value chain and products.

Since 2021, in line with major international environmental commitments, the company has improved the CO2 emissions inventory to include all Scope 3 categories since 2019, making this year the base year. Our goal, aligned with the SBTi initiative, is to reduce emissions at Scope 1 and 2 levels by 46% and Scope 3 emissions by 27.5% by 2030.

To achieve the scope 1 and 2 emissions reduction target, all our plants have developed a decarbonisation plan through different actions:

- Energy efficiency measures: Reducing the energy we use is key to being successful in reducing emissions. By optimizing energy consumption in all operations, we not only reduce our environmental impact, but also improve operational profitability, contributing to sustainability and long-term profitability;

- Photovoltaic panels: the plants in Taicang (China), Maia (Portugal) and Soria (Spain) currently have rooftop photovoltaic installations. Other plants in the group will soon have similar facilities in operation. These facilities are part of FICOSA's ongoing commitment to sustainability and reducing its carbon footprint. In addition, work is underway to implement similar renewable energy solutions, which will further support the achievement of the company's environmental goals;

- Green energy procurement: Our goal is to reach 100% by 2030. This move aligns with our long-term sustainability strategy to reduce environmental impact and support the transition to a greener future;

- In addition, in 2023 the Soria production plant was connected to a local heat network from renewable sources (biomass). This action is part of FICOSA's global strategy to achieve 100% renewable energy consumption by 2030.

To reach the scope 3 emissions reduction target set in 2021, FICOSA has implemented sustainability commitments throughout its supply chain. We ensure that our suppliers meet reference standards for the absence of conflict minerals and restricted or prohibited substances. In addition, we assess their environmental performance and emissions, and encourage them to set carbon footprint reduction targets.

FICOSA's carbon-neutral plan aims to reduce emissions throughout its supply chain by engaging and influencing suppliers to adopt decarbonization practices. The initiative includes evaluating suppliers based on their alignment with FICOSA's sustainability goals, promoting actions to reduce Scope 3 emissions in line with SBTi (-27.5% by 2030 compared to the 2019 base year) and fostering collaboration to achieve shared environmental goals. This target will be allocated across countries based on their proportional contribution to the overall target, with a focus on activities and monitoring for suppliers with the highest turnover.

Greenhouse gas (GHG) emissions by source type

We have an inventory of GHG emissions according to the Greenhouse Gas Protocol.

(In t of CO_2 e)	2019 base year	2024	2025	Variance from previous year
Scope 1, direct GHG emissions	10,062	7,171	7,939	11%
From refrigerant and other	1,662	599	816	36%
From fossil fuels	8,357	6,538	6,959	6%
From owned vehicles	43	34	26	-24%
Process emissions[3]	N/D	N/D	138	N/D
Scope 2, indirect GHG emissions				
Location-based emissions from electricity consumption[2]	49,128	41,737	34,516	-17%
Market-based emissions from electricity consumption[2]	37,896	4,857	10,815	123%
Total GHG emissions (Scope 1 & 2)[1]				
Total market-based GHG emissions	47,959	12,028	18,754	56%
Total location-based GHG emissions	59,190	48,908	42,455	-13%
Total location-based GHG emissions per sales (tCO_2e/MEur)	42	9	14	56%

[1] Total emissions generated have been calculated using the Greenhouse Gas Protocol Initiative (GHG Protocol) methodology. The emission factors used have been extracted from internationally recognized sources, such as the Intergovernmental Panel on Climate Change (IPCC AR5) and the ECOINVENT database. In addition, relevant national databases have been considered, such as those provided by local agencies such as MITECO, U.S. EPA, DEFRA, the International Energy Agency (IEA), among others.

[2] The emissions based on the location method associated with electricity consumption have been calculated using the most recent emission factors provided by the International Energy Agency (IEA) for the year 2025, covering all the countries in which Ficosa operates, with the exception of facilities in Spain, for which the emission factors of the Spanish Electricity Network (REE) corresponding to the financial year 2025 have been used.

In relation to the market emissions taken into account by the electricity retailer, the emission factors supplied by the energy retailers were applied, with the exception of installations in Spain, which have guarantees of origin (OOG). In addition, for plants located in Brazil, China, Turkey, Poland and Morocco, IREC certificates were used to certify that all energy used comes from renewable sources.

[3] We have incorporated this new category into the table in order to provide a more complete view of the emissions generated in the Group's production plants, associated with wastewater treatment.

Greenhouse gas (GHG) emissions by region in 2025*

(In t of CO_2 e)	South Europe	North Europe	Nafta	Asia	South America
Total location-based GHG emissions (Scope 1&2)	10,331	13,702	10,643	7,625	154
Total market-based GHG emissions (Scope 1&2)	3,597	3,618	10,643	886	10
Scope 1, direct GHG emissions	2,464	3,510	1,069	886	10
From refrigerant and other	40	382	18	374	1
From fossil fuels	2,344	3,098	1,003	508	6
From owned vehicles	26	0	0	0	2
Process emissions	54	30	48	4	3
Scope 2, indirect GHG emissions					
Location-based emissions from electricity consumption	7,867	10,192	9,574	6,739	144
Market-based emissions from electricity consumption	1,133	108	9,574	0	0

* CO2 emissions for Spanish plants in 2025 were 1,938 t of CO2 scope 1, 0 t of CO2 scope 2 on a market based and 3,117 t of CO2 scope 2 on a location based.

The category "Goods and services procured" (category 3.1) continues to be the largest contributor to total scope 3 emissions. During the 2025 financial year, there has been a reduction in the volume of materials and services purchased compared to the previous year. At the same time, the official emission factors used to calculate the carbon footprint in this category have been updated. These new factors, which are more demanding and representative of the real environmental impact, have led to an increase in the emission values associated with certain activities.

As a result, despite the reduction in the volumes consumed, the application of the updated emission factors has led to an increase in the total value of CO_2 emissions compared to the previous year. However, the results continue to be more favorable compared to the base year 2019.

Scope 3, indirect GHG emissions in the value chain (In t of CO_2e)	2019	2024	2025	Variation 2024 vs base year (% vs 2019)
Goods and services purchased	647.879	536.839	600,356	-7%
Capital Goods	25.618	17.589	16,942	-34%
Activities related to fuel consumption	13.003	11.318	5,664	-56%
Upstream Transportation and Distribution	10.074	8.906	14,352	42%
Waste generated in operations	1.129	9.945	10,298	812%
Business Travel	2.334	768	917	-61%
Employee commuting	57.795	9.542	9,384	-84%
Upstream leased assets	239	2.106	293	23%
Downstream Transportation and Distribution	9.126	6.286	6,791	-26%
Processing of products sold	26.979	10.278	12,844	-52%
Use of Sold Products	85.703	98.067	105,867	24%
Final disposal of the products sold	480	198	602	25%
Downstream leased assets	3	1	0	-100%
Franchises	**880.362**	**711.842**	**784,311**	**-11%**

Energy efficiency and renewable energy

The reduction in greenhouse gas (GHG) emissions at FICOSA is mainly due to a decrease in energy consumption. In line with this, the company remains firmly committed to minimizing its impact on climate change through a strong energy strategy focused on expanding the use of renewable energy, increasing on-site solar PV production, and continuously improving energy efficiency. Strengthening the share of renewable energy is essential for the transition to a low-carbon economy.

Since March 2016, 100% of the electricity consumed at all FICOSA plants in Spain (Viladecavalls, Soria and Sant Guim) comes from renewable sources or high-efficiency cogeneration.

In addition, since 2021 the plants have been acquiring renewable energy certificates (IREC) for their electricity consumption, allowing a systematic increase in the share of electricity generated from renewable sources. By 2025, 75% of the electricity consumed by FICOSA's plants originated from renewable sources. This reflects a strategic shift in which funds previously allocated to the purchase of renewable energy certificates were redirected towards long-term energy efficiency initiatives. These investments generate lasting results and generate a long-term, sustainable positive impact on the company's overall sustainability performance.

At the end of 2017, the manufacturing plant in Taicang, China, installed 6,160 solar panels on its roof, with an expected annual generation of 275Wh per panel. This action has allowed the company to actively contribute to the mitigation of climate change, in addition to reducing the electricity consumption of the grid by 1.73 GWh during 2025.

At the end of 2019, the Maia, Portugal, manufacturing plant installed 644 solar panels on its roof, with an expected annual generation of 270Wh per panel.

At the end of 2023, the production plant in Soria, Spain, installed photovoltaic panels on its roof. These panels are expected to generate 1,750 MWh of energy per year, covering approximately 13% of the facility's annual electricity demand. In 2025, the photovoltaic panels installed contributed almost 11% of the total electricity consumed at the Soria plant.

Since 2021, OHSE's corporate department has promoted a cross-cutting initiative for all the company's production plants, providing them with a guide detailing various energy efficiency actions by type of facility, as well as an energy savings calculator to assess the effectiveness and return on each potential action. Using this tool, each plant has identified and planned energy efficiency measures, the impact of which has been incorporated into its decarbonisation plan. The results in terms of energy consumption are shown in the table below:

	2019 Base year	2024	2025	Variance from previous year
Electricity consumption (MWh)	129,980	110,553	106,672	-4%
Electricity consumption in kWh per sales (kWh/MEur)	115	79	77	-3%
Electricity from renewables in Spain (MWh)	33,306	28,837	28,598	-1%
Electricity from renewables in China (MWh)	1,586	11,942	12,120	1%
Electricity from renewables in Portugal (MWh)	28	7,384	6,504	-12%
Electricity from renewables in Turkey (MWh)	0	4,908	4,507	-8%
Electricity from renewables in Brazil (MWh)	0	3,627	3,738	3%
Electricity from renewables in NAFTA (MWh)	0	19,387	0*	-100%
Electricity from renewables in Italy (MWh)	0	2,237	1,872	-16%
Electricity from renewables in France (MWh)	0	4,608	4,472	-3%
Electricity from renewables in Germany (MWh)	0	1,259	1,144	-9%
Electricity from renewables in Poland (MWh)	0	13,500	15,500	15%
Electricity from renewables in Morocco (MWh)	0	3,800	1,080*	-72%
Electricity consumption from renewables FICOSA (MWh)	34,920	101,489	79,535	-22%
Ratio of renewables vs. total consumption	27%	92%	75%*	-17%

*In 2025, the Group prioritized energy efficiency in the NAFTA region and at the plant in Morocco, eliminating the purchase of IREC/REC certificates and focusing investments on process optimization, reduction of energy losses and rationalization of electricity consumption.

Total electricity consumption in absolute terms has decreased by 4% compared to last year. Energy efficiency measures implemented in production plants, employee awareness initiatives and a similar level of sales have contributed to achieving the target of reducing intensity by 2% compared to the previous year. These results reflect the company's strong commitment to sustainability and continuous improvement in energy management.

Most of FICOSA's production processes are powered by electricity, and several plants also use natural gas, diesel, and propane for general and non-production purposes.

	2019 Base year	2024	2025	Variance from previous year
Propane gas consumption (Kg)	21,101	12,624*	62,754	397%
Butane gas consumption (Kg)	63,068	35,444	33,337	-6%
Diesel fuel consumption (l)	340,054	152,882	141,808	-7%
Natural gas consumption (MWh)	36,709	29,179	32,452	11%

* The propane calculation methodology has been revised with the aim of improving the quality and robustness of the report. As a result, the figures for FY2024 and FY2025 are not comparable. Under the new methodology, the value for 2024 is 60,892 kg, so the real variation is 3%.

Water management

Most of FICOSA's manufacturing plants are not considered to be large consumers of water, as water is not used in their industrial processes. However, all facilities must achieve a reduction in water intensity (m^3 per employee) of between 2% and 4%, depending on the performance recorded in the previous year. In 2020, the intensity indicator was revised, replacing net sales in denominator with the number of employees.

The water used at FICOSA's facilities is mainly obtained from municipal utilities, except at the plants in São Paulo (Brazil) and Salinas (Mexico), which rely on well water. Several of our manufacturing plants use water in cooling towers, painting operations, and die casting processes. In most cases, plants operate closed-loop cooling systems.

FICOSA is committed to deploying advanced technologies to reduce overall water consumption and increase the use of recycled water in painting processes. The company also aims to minimize water consumption in die casting by implementing specialized nozzles with spray heads, designed for more efficient application.

FICOSA's plants in Soria (Spain) and Bursa (Turkey), with painting facilities, distil paint used to obtain pure solvent, which is then reused as an internal cleaning agent. The Salinas (Mexico) and Dąbrowa Górnicza (Poland) facilities recover used solvents through a third-party supplier and reuse them to clean paint tanks, floors, and pumps. Since 2020, the plant in Viladecavalls (Spain) has been completely dependent on recycled water for irrigation. These measures are part of the Group's broader contribution to the circular economy.

To further optimize water management, FICOSA is implementing initiatives designed to increase efficiency, eliminate unnecessary water use, and align operations with industry best practices. These actions include improved monitoring and control systems to ensure more effective management of water consumption throughout the facilities.

Although absolute water consumption in 2025 decreased by 1% compared to the previous year, water intensity in relation to sales remained stable, due to the slight decrease in turnover.

	2019 Base year	2024	2025	Variance from previous year
Water consumption in m^3	229,217	211,848	210,523	-1%
Water consumption in m^3 per sales (m^3/MEur)	202.0	151.8	152.4	0%
Water consumption in m^3 per employees* (m^3/employees)	23.8	25.7	26,9	5%

Waste management

In 2025, FICOSA's production plants monitored waste generation and management based on the risk classification and the type of final treatment applied.

Waste generation

	2024	2024%	2025	2025%	Variance from previous year %
Waste generation (Kg/K€ net sales)	**7,7**		**7,9**		**3%**
Total waste generated (t)*	**10,772**		**10,930**		**1%**
Non Hazardous waste (NHW) generated (t)	**8.064**	**76%**	**8.206**	**75%**	**2%**
Quantity with other recovery operations (t)	5,645	53%	6,538	60%	16%
Quantity disposed of in landfill (t)	1,275	12%	876	8%	-31%
Quantity incinerated without energy recovery (t)	0	0%	52	0%	-
Quantity incinerated with energy recovery (t)	1,144	11%	740	7%	-35%
Hazardous waste (HW) generated (t)	**2,708**	**24%**	**2,724**	**25%**	**1%**
Quantity with other recovery operations (t)	2,098	19%	777	7%	-63%
Quantity disposed of in landfill (t)	158	1%	98	1%	-38%
Quantity incinerated without energy recovery (t)	0	0%	122	1%	-
Quantity incinerated with energy recovery (t)	452	4%	1,727	16%	282%

Total waste generation registered a slight increase in 2025. However, only 9% of waste was destined for landfill, compared to 13% in 2024, which reflects an improvement in its management and recovery. Likewise, there is an increase in the percentage of non-hazardous waste recovery operations, which went from 53% to 60%, as well as an increase in incineration with energy recovery of hazardous waste, which rose from 4% to 16%.

The company's goal is to reduce the percentage of waste in landfills by increasing the recovery rate at each plant.

Recovery Ratio (%) by plant	2019	2024	2025	Variance from previous year
Morcone (Italy)	100%	100%	100%	0%
Dabrowa (Poland)	99%	100%	100%	0%
Bursa (Turkey)	96%	99%	100%	1%
Gemlik (Turkey)	95%	96%	99%	3%
Maia (Portugal)	95%	99%	99%	0%
Viladecavalls (Spain)	94%	100%	100%	0%
Wofenbüttel (Germany)	93%	100%	100%	0%
Taicang (China)	90%	100%	100%	0%
Cookeville (USA)	83%	63%	73%	10%
Rabat (Morocco)	76%	83%	84%	1%
Escobedo & Salinas (México)	79%	84%	78%	-6%
Sao Paulo (Brazil)	76%	95%	95%	0%
Dieuze (France)	44%	81%	95%	14%
Sant Guim (Spain)	71%	52%	84%	32%
Soria (Spain)	63%	72%	76%	4%
Shelbyville (USA)	51%	54%	N/A	N/A
Average Total FICOSA	**83%**	**87%**	**91%**	**4%**

FICOSA's plants are equipped with waste containers in all areas, including production, to allow segregation by type and characteristics, facilitating proper treatment downstream. The company is actively working to increase the recovery of cleaning solvents and other chemicals, while reducing emissions of these substances from its plants. In addition, all manufacturing plants conduct awareness campaigns for employees to minimize packaging waste and promote separate waste collection. FICOSA recognises the fundamental role of employee engagement in reducing waste. These initiatives contributed to a 4% increase in the waste recovery rate in 2025.

To further improve waste management, FICOSA continuously evaluates and optimizes waste segregation processes, promoting the implementation of best practices in all plants.

By 2026, an individualized recovery target has been set for each plant, as detailed in the table below. The target is based on the previous year's performance.

2025 Result	Target 2026 (% of improvement)
0 - 50%	9.0%
50-90%	5.0%
90-99%	1.0%
>99%	0.5%

CDP Report

CDP Global is an international non-profit organization, comprised of CDP Worldwide Group and CDP North America, Inc., with regional offices and local partners in more than 50 countries. Every year, companies, cities, states, and regions in more than 90 countries report through the CDP.

CDP Global's vision is to foster a thriving economy that works for both people and the planet in the long term. Its mission is to drive action among investors, companies and cities by measuring and understanding environmental impacts, promoting transparency and facilitating informed decision-making. Through these efforts, the CDP empowers organizations to mitigate environmental risks while identifying new opportunities for sustainable growth and resilience.

The CDP Scorecard provides organizations with a clear view of their performance, highlighting areas that require improvement to achieve higher scores. By benchmarking against their peers, companies can identify best practices, improve climate governance, and advance their path to environmental stewardship. This structured approach supports continuous improvement and reinforces commitment to sustainable business practices.

FICOSA joined the CDP initiative. During the 2025 evaluation, FICOSA obtained a B score, placing it in the Management category. This result is consistent with the previous period, reflecting the company's strong commitment to environmental protection, while highlighting areas for further improvement.

FICOSA also participates in the CDP initiative on water management. This module gathers information on our organisation's water-related quantitative and qualitative objectives, demonstrating our commitment to improving water management and ensuring water security.

During the 2025 evaluation, FICOSA obtained a score of B, placing it in the Awareness band. This result underscores the need to continue efforts to reduce our water footprint and strengthen responsible water management across operations.

As part of our ongoing commitment, FICOSA is focused on implementing specific actions to raise water management performance to a higher level in future assessments. We are investing in innovative solutions and optimizing internal processes to reduce water consumption throughout the facility. Collaboration with local and regional actors remains essential to maximize the effectiveness of our water conservation initiatives. In addition, we continue to monitor and report on progress to ensure transparency and demonstrate our sustained dedication to environmental stewardship.

Local initiatives to protect the environment

In 2025, the Group's subsidiaries implemented a series of initiatives aimed at increasing environmental awareness and encouraging employee involvement in sustainability. Key initiatives include:

Viladecavalls - Shuttle buses

In line with the United Nations Global Compact and FICOSA's commitment to reduce its carbon footprint, the Viladecavalls plant offers its employees access to shuttle bus services to minimise the environmental impact of travel. In 2024, this initiative was further expanded with the introduction of a daily shuttle route between Barcelona and the Viladecavalls plant, reinforcing our commitment to promoting sustainable mobility among our workforce.

In addition, as part of this project, the bus operator has planted trees on behalf of FICOSA, resulting in a long-term offset of approximately 54 tonnes of CO_2 over the next 50 years. Initiatives like this demonstrate FICOSA's tangible contributions to achieving the United Nations Sustainable Development Goal 13 (Climate Action), while encouraging environmentally responsible practices within our organization.

Dąbrowa Górnicza (Poland) – Shuttle buses for employees

As part of its ongoing commitment to reducing CO2 emissions, FICOSA's plant in Dąbrowa Górnicza has been promoting the use of employee shuttle buses since 2007. This initiative aims to minimize the environmental impact of travel while reducing the company's overall carbon footprint. The shuttle service offers convenient transportation options for employees from various production areas to the plant, with multiple configurations designed to meet operational requirements.

The implementation of the shuttle bus system represents a strategic element of FICOSA's broader sustainability efforts and is aligned with global climate goals. Beyond providing employees with an environmentally responsible mode of transportation, the program contributes directly to the achievement of the United Nations Sustainable Development Goal 13 (Climate Action). FICOSA remains committed to identifying and implementing solutions that further reduce environmental impact, with initiatives such as the employee shuttle program forming a cornerstone of our sustainable transport and environmental management strategy.

World Environment Day

All FICOSA plants actively participated in the celebration of World Environment Day, reinforcing the company's global commitment to environmental protection and sustainable development. The activities carried out at our plants highlighted the importance of individual and collective action to protect natural ecosystems and reduce environmental impact.

Across the organization, employees participated in initiatives designed to minimize waste generation, including replacing single-use plastics with reusable tableware in cafeterias and common areas. Several plants organized tree and flower planting activities, with special attention to species that support pollinators, thus contributing to local biodiversity and ecosystem resilience. In addition, the facility upgraded outdated and energy-intensive electronics with more efficient models, aligning operational practices with energy-saving goals.

These initiatives were complemented by awareness campaigns aimed at educating employees on the importance of environmental management, the preservation of natural resources and the global impact of ecosystem degradation. Through these coordinated actions, FICOSA strengthened its contribution to the United Nations Sustainable Development Goals, in particular SDG 13 (Climate Action), underlining the company's commitment to integrating environmental responsibility into all aspects of its global operations.

These results reflect Ficosa's progressive progress in integrating the Taxonomy into its business model and its strategic positioning in low-carbon technologies and sustainable mobility.

Mexico, Poland, Morocco, Brazil, United States of America, Germany - World Water Day

In 2025, FICOSA celebrated World Water Day at its global operations, including plants in Mexico, Poland, Morocco, Brazil, the United States of America and Germany. Under the company-wide motto, "Every drop counts – act now!", these initiatives reinforced FICOSA's commitment to water conservation and responsible resource management. UN Water's official theme for the year, "Save Our Glaciers," further underscored the urgency of protecting critical freshwater reserves from climate change.

Throughout the week, FICOSA's plants implemented a series of locally tailored initiatives to engage employees and promote awareness. In Mexico, the plant hosted a "Blue Day" to highlight the importance of sustainable water use, while in Poland employees participated in campaigns designed to increase understanding about water conservation and its impact on daily operations. At the Rabat plant, training sessions emphasized sustainable water management practices, and in Brazil, employees attended small group discussions combined with guided tours of the local wastewater treatment plant, demonstrating the complexity of sanitation systems and their role in preserving water sources. In the United States and Germany, workshops and training sessions further reinforced the importance of water management, integrating best practices in both professional and personal contexts.

In addition to these awareness initiatives, FICOSA continues to implement tangible measures to reduce water consumption. At the Viladecavalls headquarters, 100% of irrigation water is recycled, directly contributing to the achievement of the United Nations Sustainable Development Goal 6 (Clean Water and Sanitation). These coordinated efforts reflect FICOSA's holistic approach to water management, combining employee involvement, education and operational measures to foster a culture of environmental responsibility and sustainability across plants.

Brazil - C.M.R. ITAPEVI Collaboration

The Brazil plant collaborates with the C.M.R. ITAPEVI cooperative, which manages the daily selective collection of municipal waste in Itapevi, part of the metropolitan region of São Paulo. This collaboration aims to minimize the environmental impact of waste entering natural ecosystems, while generating employment and income for more than 20 vulnerable families. Through initiatives like this, FICOSA actively contributes to the achievement of the United Nations Sustainable Development Goal 12 (Responsible Consumption and Production), reinforcing our commitment to sustainable waste management and social responsibility.

CO_2 Reduction Day

In 2025, several FICOSA facilities collectively celebrated "CO_2 Reduction Day," marking the culmination of a series of initiatives designed to reduce carbon emissions and strengthen environmental responsibility across the organization. Until that day, the teams carried out a variety of local actions, including educational workshops, tree planting activities, promotion of public transport and campaigns to encourage more sustainable consumption habits. These efforts aimed to increase environmental awareness and encourage meaningful participation within the workforce and surrounding communities.

This initiative reflects FICOSA's ongoing commitment to contribute to the United Nations Sustainable Development Goals, in particular Goal 13 (Climate Action) and Goal 12 (Responsible Consumption and Production). By integrating these principles into daily operations and local activities, FICOSA continues to support global efforts towards sustainable development and long-term environmental protection.

Turkey – Environmental Taboo Game

In Turkey, the "Environmental Taboo Game" has been introduced in factories to raise awareness among employees about environmental protection and environmental goals. This interactive game encourages participants to discuss green practices and sustainable development. The initiative is aligned with the global Sustainable Development Goals (SDGs), in particular Goal 12 (Responsible Consumption and Production) and Goal 13 (Climate Action). Through these actions, plants in Turkey are promoting the importance of protecting our planet.

Climate Change Day

In 2025, FICOSA once again commemorated Climate Change Day with a series of coordinated initiatives in its global operations, reinforcing the company's commitment to addressing the challenges of climate change and promoting a low-carbon future. Across the organization, employees engaged in activities designed to deepen understanding of climate-related risks and highlight the importance of individual and collective responsibility in reducing greenhouse gas emissions.

This year's activities included awareness campaigns focused on the impacts of global warming, internal communications efforts that encourage sustainable daily practices, and training sessions dedicated to energy efficiency and carbon reduction strategies. Many centres also implemented small-scale local actions – such as promoting alternative mobility, launching micro-tree planting initiatives and organising discussions on sustainable consumption – to strengthen employee engagement and demonstrate practical ways to contribute to climate change mitigation.

Climate Change Day 2025 served as a platform to reinforce FICOSA's alignment with Sustainable Development Goal 13 (Climate Action) and integrate climate responsibility into the company's culture, its daily operations and the company's long-term sustainability strategy. Through ongoing awareness, education and engagement, FICOSA remains committed to reducing its environmental footprint and supporting global efforts to combat climate change.

Mexico - Adopt a Tree Campaign

The plant in Mexico, with the aim of contributing to the care of the environment, has launched an activity to adopt trees among its employees. This activity promotes the reforestation of endemic trees in the state of Nuevo León, helping to prolong the proliferation of endemic species and preventing the spread of invasive species.

European Mobility Week 2025 – "Mobility for all"

In 2025, FICOSA actively participated in the European Mobility Week under the slogan "Mobility for all", reinforcing the company's commitment to the promotion of sustainable, inclusive and low-carbon mobility solutions. Throughout the week, FICOSA encouraged employees to explore alternative modes of transport that reduce environmental impact, including public transport, carpooling, cycling and walking.

In several plants, awareness campaigns highlighted the benefits of sustainable mobility not only for the environment, but also for employee well-being and community health. Internal initiatives included educational materials on green commuting, challenges to promote the reduction of vehicle use in a single occupancy, and local actions that support safer and more accessible mobility options around FICOSA's plants.

By engaging employees in the European Mobility Week, FICOSA underlined the importance of daily mobility options to reduce carbon emissions and support the transition to more sustainable transport systems. These actions contribute to the advancement of the United Nations Sustainable Development Goals, in particular SDG 11 (Sustainable Cities and Communities) and SDG 13 (Climate Action), and are an integral part of the company's broader strategy to foster responsible mobility and environmental stewardship.

Portugal – Photo Contest

In 2025, the FICOSA plant in Maia, Portugal, hosted an employee photo contest designed to reinforce environmental awareness and encourage personal reflection on the importance of preserving natural ecosystems. Employees were invited to submit a nature photograph accompanied by a brief reflection, fostering a deeper connection to the environment and reinforcing the message that protecting our planet is a shared responsibility.

All photographs and reflections were consolidated and shared across the organization—displayed on internal communication screens and posted on corporate social media—to highlight collective engagement and inspire broader environmental awareness. As a gesture of thanks, each participant received a small plant, symbolizing growth, care and long-term commitment to environmental protection. The photos and messages were displayed using repurposed waste wire, integrating principles of reuse and circularity into the initiative. The activity also promoted the environmental awareness statement "Caring for the Environment is everyone's responsibility. Não há mmm Planeta B"

This initiative contributed significantly to fostering a culture of sustainability within the company and supported the achievement of SDG 12 (Responsible Consumption and Production) and SDG 13 (Climate Action), further reinforcing FICOSA's global commitment to environmental responsibility.

Portugal "Wellness Park"

In 2025, the FICOSA plant in Maia reinforced its commitment to employee well-being and environmental responsibility through the development of the Wellness Park, an initiative designed to promote healthier lifestyles while improving green spaces within the facility. The project focuses on creating an outdoor environment that encourages relaxation, physical activity and moments of connection with nature, elements that directly support both the well-being of employees and the preservation of natural ecosystems.

The Wellness Park incorporates landscaped green areas, pedestrian paths, and rest areas that offer employees a space to relax during the workday, encouraging mindfulness, stress reduction, and overall mental well-being. By integrating natural elements into the workplace, the initiative also reinforces the importance of environmental stewardship and the role biodiversity plays in improving quality of life.

This initiative aligns with FICOSA's broader sustainability strategy, contributing to the achievement of SDG 3 (Good Health and Well-being) and SDG 15 (Life on Earth). Through projects such as the Wellness Park, FICOSA demonstrates its ongoing commitment to creating sustainable, people-centered work environments that harmonize employee well-being with environmental protection.

Portugal – "Tree of Wishes"

In 2025, FICOSA's plant in Portugal organized the Wish Tree initiative to support children in need and foster a culture of social responsibility among employees. As part of the activity, the children's wishes were collected and displayed on a "Wishing Tree" installed in the facility, which provided a visible reminder of the positive impact collective participation can have on the community.

Employees were invited to participate by selecting a wish from the tree and providing gifts or support to help fulfill it. This initiative not only allowed FICOSA employees to participate in meaningful social actions, but also strengthened awareness of the importance of empathy, solidarity, and community support.

The Wishing Tree project reflects FICOSA's commitment to contributing to social sustainability and is aligned with the United Nations Sustainable Development Goals, in particular SDG 3 (Good Health and Well-being) and SDG 10 (Reduced Inequalities). By combining employee engagement with community support, FICOSA reinforces its commitment to creating a positive social impact beyond the work environment.

Environmental Training 2025

In 2025, FICOSA continued to reinforce its commitment to environmental responsibility by offering extensive environmental protection training programs throughout its operations. Throughout the year, the company delivered 3,588 hours of environmental training, covering topics such as sustainable resource management, waste reduction, energy efficiency and climate action.

These training initiatives aimed to increase awareness, improve employee knowledge and empower them to adopt sustainable practices in their daily work. By integrating environmental education into the organization's culture, FICOSA ensures that all employees are prepared to actively contribute to the company's sustainability goals and support the achievement of SDG 12 (Responsible Consumption and Production) and SDG 13 (Climate Action).

Through continuous learning and capacity building efforts, FICOSA reinforces its commitment to fostering a culture of environmental responsibility and embedding sustainability at all levels of the organization. beyond the work environment.

Responsible sourcing

Policies

Ficosa works with two types of suppliers:

- Productive suppliers: suppliers responsible for providing raw materials and components that are integrated into the products Ficosa delivers to its customers. Ficosa's purchasing strategy is oriented toward specialization in product families, which are divided into three main areas: electrical and electronics (batteries, connectors, semiconductors, PCBs, pumps, etc.), chemicals (painted parts, chrome-plated parts, blow-moulded components, etc.), and metals (zamak, aluminium parts, tubes, cables, etc.). The main raw material consumption in 2025 amounted to 18,254 tonnes of plastic, 2,900 tonnes of aluminium, and 116 tonnes of zamak. 2024 data: 19,962 tonnes of plastic, 2,698 tonnes of aluminium, and 119 tonnes of zamak. The evolution of this consumption reflects the annual production mix and volume.

- Indirect suppliers: suppliers that provide general products and services not directly related to manufacturing, such as office materials, paper, IT consumables, maintenance, travel services, training, temporary employment agencies, consulting, energy, legal services, insurance, and others.

Our production processes demand optimal levels of quality and service, as well as competitive prices in the purchase of the materials used to supply our production lines. In this context, the company has developed its own quality standards and processes that regulate the company's purchasing activity.

Ficosa's Purchasing Policy and Procedures and segregation of duties ensure compliance with J-SOX and all applicable laws. Likewise, the General Conditions of Purchase establish the relationship between Ficosa and its suppliers. Purchase orders sent to suppliers by any company or subsidiary of the Ficosa group must be accepted in accordance with these terms and conditions.

Supplier and any products or services supplied by it shall comply with all laws and regulations applicable to the destination countries where the product will be produced and/or used, or related to the production, labelling, transportation, import, export, approval and certification of products or services, including, but not limited to, those relating to environmental issues, the ELV Directive, REACH (Registration, Evaluation, Authorization and Restriction of Chemicals), CLP/GHS (Classification, Labelling and Packaging of Substances and Mixtures) and the Dodd-Frank Act with respect to Conflict Minerals (gold, tin, tantalum and tungsten from conflict regions such as the Democratic Republic of the Congo and adjacent countries), labour laws in general, working hours and conditions of employment, workers' rights, employment benefits, subcontractor selection, vehicle and facility safety, etc. In addition to all applicable laws and regulations that must be observed by suppliers, it is also their obligation to respect social responsibilities and duties, especially but not limited to the requirements based on the conventions of the Universal Declaration of Human Rights and the International Labour Organization (ILO) proclaimed to respect the rights of employees, age and working hours, etc.

In February 2024, the General Terms and Conditions of Purchase (version 5.0) were updated, incorporating a specific provision on business ethics and anti-corruption. This clause requires suppliers to carry out their activity in accordance with the highest standards of integrity, ethical conduct and regulatory compliance, including respect for all local and international anti-corruption laws, as well as adherence to Ficosa's Code of Ethics.

In addition, the company has a Supplier Quality Manual that details the main procedures and systems used for supplier selection, business allocation, component approval, performance monitoring and supplier development. The Supplier Quality Manual specifies that all suppliers who want to be included in Ficosa's Supplier Panel must base their code of conduct on the ten principles of the United Nations (Global Compact) in the areas of human rights, labour, environment and anti-corruption. This manual is available on the Ficosa website.

In 2023 we implemented a Code of Conduct for Business Partners, based on the principles of the ILO (International Labour Organization) and the OECD (Organization for Economic Cooperation and Development). This code sets out FICOSA's expectations and requirements in terms of Human Rights, environmental protection and business ethics, reinforcing our commitment and due diligence in the supply chain.

In 2024, our Responsible Sourcing Policy was updated to ensure ethical, sustainable practices aligned with our values. This policy promotes the responsible procurement of materials and products, minimizing environmental impact, respecting human rights, and promoting fair working conditions.

Governance

The Corporate Team is made up of the Chief Purchasing Officer, the Directors of Commodities and Projects, as well as the support and consulting areas (Quality, Human Resources, Logistics and Management Control) that coordinate purchasing activities globally.

Each country has a local purchasing team led by an LPD (Local Purchasing Director), who reports to the Corporate Purchasing Director and Regional Directors. The LPD coordinates the country's purchasing functions (commodity buyers, project leaders and STAs).

Main risks and challenges

Our production processes demand optimal levels of innovation, technology, quality and service, as well as competitive prices, always ensuring the responsible sourcing of our supply chain.

The supplier selection process is key to ensuring the quality and sustainability levels of our supply chain. We focus on working as a team with our suppliers to achieve the highest standards in business integrity and social and environmental performance. We are reinforcing the processes of identification and continuous management of these risks, both for the company itself and for its value chain, with a special emphasis on ensuring due diligence in Human Rights and the Environment, this process will also help us to align with the new requirements of the future European Corporate Sustainability Due Diligence Directive (CSDDD) in due diligence in the supply chain.

In July 2025, a specialized software for supply chain risk management and control of multi-tier suppliers was acquired in collaboration with the company Prewave, with the aim of improving visibility and reducing vulnerabilities to disruptions. The technological solution makes it possible to identify risks at lower levels of the chain, anticipating impacts and ensuring compliance with environmental and social standards.

Key results

To become a new supplier of Ficosa components, it is mandatory to have the ISO/TS IATF 16949 certification. All suppliers must provide Ficosa with written proof of the most recent certification renewal. Ficosa especially appreciates and promotes the IATF 16949, OSHAS 18001 and ISO 14001 certifications of its suppliers.certifications of its suppliers.

	2024	2025	Variance from previous year
Suppliers certified ISO 9001* (%)	100%	100%	0%
Suppliers certified ISO/TS 16949* (%)	71%	75%	+4%

(*) Productive Suppliers

Suppliers that are IATF 16949 certified meet the requirements set out by ISO 9001 and are therefore not required to submit this additional certification. For this reason, the table shows that 100% of suppliers are certified based on the ISO 9001 standard, since those that only have the IATF 16949 certification already implicitly meet these requirements.

In addition, any new supplier must perform a self-assessment specific to their company and be approved by Ficosa's audit process. The aim is to examine the suitability of the supplier through the use of specific indicators, including financial and quality criteria, as well as general corporate aspects.

Once included in the supplier panel, Ficosa regularly monitors the performance of its suppliers and evaluates them to confirm their compliance against the defined objectives. These assessments allow the company to track the improvement of its suppliers and determine the potential support they may need from Ficosa. In 2019, the supplier audit (known as 3Q3) was revised with a new specific CSR section including questions on compliance with the REACH Authorization regulation, conflict minerals, reporting with the IMDS system, commitment to compliance and adherence to the principles of the Ficosa Code of Ethics and good practices in Occupational Health and Safety and respect for the Environment.

This section of the audit concludes with the identification of the degree to which these same requirements are imposed on sub-suppliers or the broader value chain. This new section forms part of the supplier's final score, a rating that—depending on the result obtained—may lead to corrective action plans, specific improvement proposals, or recognition of the good performance demonstrated by the supplier.

In 2025, 232 audits were carried out, 257 in 2024, on our suppliers as indicated in the table below. The objective of the T1 (System) audits is to check to what extent the Quality System of the potential supplier can meet our Quality requirements. The T2 (Process) aims to approve a new component or process change, reviewing the entire process and the T3 (Non-conformities) seek to close the identified non-conformities.

It should be noted that audits are also carried out on suppliers under the criteria provided by certain customers. In 2025 these audits were 71, 83 in 2024.

The acceptance or evaluation criteria/indicators are as follows:

- Score >= 90%: Grade A, the supplier can enter the panel or is recognized for the good work done.
- Score of 70 – 89%: Grade B, the provider must submit an action plan, once the plan is approved, the provider can enter or remain on the panel. A follow-up audit can be arranged if deemed necessary.
- Score < 70%: Grade C, these providers are not considered eligible and cannot enter or remain on the panel. In some specific cases, the supplier may submit an action plan and close all pending actions. Depending on the non-conformities found, 100% control can be established at the supplier plus 100% control at Ficosa to protect the production plant until definitive corrective actions are implemented.

	Score			
Audit type	**A**	**B**	**C**	**Total**
T1	27	42	6	75
T2	36	36	0	72
T3	11	3	0	14
Customer referencial	44	24	3	71
	118	**105**	**9**	**232**

Ficosa has developed an Internet platform for suppliers called FPSS (Ficosa Purchasing System Software) that is used for the different purchasing processes: supplier registration, certifications, offers, assignments, quality and incident management and supplier development.

The platform includes all relevant documents for each supplier (REACH declaration, conflict minerals declaration, certifications, etc.). This platform is a fast, preferential and clear communication channel linked to the Purchasing Department, which allows Ficosa to manage the purchases of all materials. All productive suppliers must be registered with the FPSS and the company hopes to increase the scope and include indirect suppliers as well.

In 2024, the new sustainability-related requirements for the supply chain were completed, reinforcing an internal procedure that establishes the information that must be required of all suppliers focused on:

- Special requirements for raw material approval
- Restricted and controlled substances
- Collection of data on the carbon footprint of our suppliers
- Reporting of emissions generated by the supplier that are modelled with input/output tables by the SBTi methodology
- Emission reduction targets (scope 1, 2 and 3) aligned with FICOSA's decarbonisation targets validated by SBTi

Since 2024, we have launched a survey of suppliers to evaluate their environmental performance and find out the emissions generated. At the same time, to develop the capabilities of our suppliers in environmental issues, we carry out training focused on reducing CO2 emissions.

In 2025, a target was set that 75% of total procurement volume should have CO2 reduction targets by 2030. To achieve this, a new survey was launched to all our direct suppliers in which they were asked for their emission reduction targets. The result obtained shows that 81.2% of the value of purchases in 2025 meets this objective. This value was 72.6% in 2024.

During 2024, we implemented an ESG self-assessment questionnaire for suppliers, which includes ethical, social, and environmental aspects, and is integrated into the process of accepting new suppliers.

In 2025 we have expanded this questionnaire to include information on Scope 1, 2 and 3 emissions, reduction targets, percentage of renewable energy and the estimated year to reach 100% green energy consumption.

These ESG criteria have been incorporated into the processes of assigning new suppliers, establishing a minimum required performance. For existing suppliers, the questionnaire allows us to evaluate them on ESG matters and assign them a score using a simple system:

- A: Excellent
- B: Acceptable, but an improvement plan is recommended
- C: Not assignable without corrective action or exception

In line with the decarbonisation targets set for 2025, which envisage reaching 75% of the volume of purchases with reduction targets by 2030, efforts have been focused on the 72 suppliers that represent 75% of the Total Purchasing Turnover. The objective of this prioritization is to identify the suppliers with the greatest impact and work directly with them to obtain primary emissions data. The analysis shows that 82% of these suppliers have a decarbonization plan, which allows us to align with our Scope 3 reduction targets and strengthen collaboration to achieve climate neutrality goals.

During 2025, Ficosa has been working on preparing for the final phase of the CBAM (Carbon Border Adjustment Mechanism), which comes into force in 2026. This regulation seeks to ensure sustainability in global supply chains by assessing the impact of carbon emissions on imported materials, in accordance with the criteria established by the European Commission. The process includes a thorough analysis of the designated materials, ensuring consistency and compliance with European environmental regulations within the established deadlines.

In 2025, Ficosa has started analysis and preparation work in relation to the European Deforestation Regulation (EUDR). During the year, several OEM customers have requested information on the possible impact of their parts, in view of which the company is evaluating the potential scope of the regulation in its portfolio and requesting statements from its suppliers to identify potentially affected materials and products, with a view to the entry into force of the regulation in December 2026.

Conflict Minerals

In recent years, there has been a growing international focus on "conflict minerals" that are sourced from mining operations in the Democratic Republic of Congo (DRC) and adjacent countries. Armed groups involved in mining operations in this region subject workers and indigenous people to serious human rights abuses and are using the proceeds from the sale of conflict minerals to finance regional conflicts.

On August 22, 2012, in response to these concerns, the U.S. Securities and Exchange Commission (SEC) adopted a final rule to implement reporting and disclosure requirements related to "conflict minerals." "Conflict minerals" are cassiterite (tin), columbite-tantalite (tantalum), gold, and wolframite (tungsten), as well as their derivatives and other minerals that the U.S. Secretary of State may designate in the future (Dodd-Frank Section 1502).

Tin, tungsten, tantalum and gold (3TG) are used in some Ficosa automotive parts and components, such as circuit boards or various terminals. As such, we have due diligence to investigate the origin of conflict minerals in our products.

Our goal is to work with productive suppliers free of conflict minerals. To this end, Ficosa implemented an annual supplier consultation and collects the Standard Survey (EICC-Gesi CMRT template) on conflict minerals from all its suppliers. The information collected is processed internally and provides useful information to monitor suppliers and inform customers about the company's mineral usage at each plant.

Another conflict mineral is mica, which comes mainly from Madagascar and India, where poor working conditions and cases of child labour persist. In the automotive industry, mica is used in paints and coatings to generate pearlescent effects and as a filler in plastics used in bumpers, mirror housings and insulating materials.

Ficosa launched a process to identify processes or purchased parts or components, which use mica. Natural mica was found only in paintings, but it came from reliable sources that had already implemented a series of supervision mechanisms (monitoring, audits, inspections, etc.) in previous years.

These providers confirm that they take these matters very seriously. Most of them are members of the "Responsible Mica Initiative" (RMI) that was formed in Paris on January 31, 2017 with the aim of sharing resources to implement responsible sourcing practices and eradicate child labour, improving the livelihoods of communities within the supply chain in India in the next 5 years.

% of productive suppliers and materials for which conflict mineral information is available

2024		2025
100%	0 % Variance from previous year	100%

Strategic Initiatives 2025

During the 2025 financial year, Ficosa has promoted several key initiatives to strengthen Responsible Procurement:

- Decarbonisation plans with suppliers in high-impact categories, focused on obtaining real emissions data from suppliers identified as main emitters, and working together on effective reduction plans.
- Progressive implementation of the CBAM and EUDR regulations, definition of internal processes and flows to comply with the two regulations that come into force in 2026.
- Sustainable Materials Program, which integrates Life Cycle Assessment (LCA) and promotes the use of recycled, recyclable, or bio-based materials.
- Ficosa as member of SERNATUO association, has actively participated in the development of a technological solution that, with the aim of promoting communication and transparency, makes it easier for companies to follow their own objectives in terms of Sustainability, as well as providing them with benchmarking with other companies in the sector.
- "Sustainable Suppliers" Training Programme, through the United Nations Global Compact, in 2026 we will participate in this programme whose objective is to train the supply chains of large Spanish companies, partners of the initiative in Spain, in the field of sustainability, taking as a reference the Ten Principles of the UN Global Compact and the SDGs.
- Digitization of risk management through an AI-powered assessment platform (Prewave), which analyzes more than 150 ESG, regulatory, and resilience dimensions.

Commitment to society

At FICOSA, our commitment to society is deeply rooted in our core values of caring for people, teamwork, and innovation, among others. As a global leader in the automotive sector, we recognize our role in shaping a better future—not only through our products, but also through meaningful social initiatives.

Across all our plants worldwide, we actively support local communities by promoting education, road safety, and environmental awareness. From collaborations with local institutions to technical training programs that empower future generations, we invest in developing knowledge and skills. Our teams also participate in volunteering initiatives, social mobility projects, and support for disadvantaged groups, fostering inclusion and well-being in the regions where we operate.

Through these initiatives, we strive to drive positive change and create lasting value for society, remaining true to our purpose of "Transforming mobility to improve people's lives."

Factory tours

Every year, the manufacturing plants in Dieuze (France), Salinas and Escobedo (México), Dabrowa (Poland), Cookeville (USA), Taicang (China), Gemlik and Bursa (Turkey), Maia (Portugal), Rabat (Morocco), Morcone (Italy), Soria and Viladecavalls (Spain) organize factory visits for students, relatives of employees or local companies to explain the main characteristics of their production processes. These visits allow the company to attract new candidates and demonstrate the strength of its manufacturing capabilities.

Ficosa and the Polytechnic University of Catalonia (UPC)

Ficosa has designed, together with the Escola Tècnica Superior d'Enginyeria de Telecomunicació de Barcelona of the Universitat Politècnica de Catalunya (ETSETB UPC), the course Automotive Embedded Systems aimed at students of the Master's Degree in Telecommunications and Electronics Engineering and the Master's Degree in Advanced Telecommunication Technologies.

After detecting the need to offer a specialization to all those engineers interested in the development of electronic communications systems for the automotive sector, Ficosa, the ETSETB-UPC and CARNET (academic-industrial consortium to support the new mobility) created and launched the first pilot test of this training at the beginning of 2018. Due to the great success of the first editions, the UPC decided to keep this course in its academic program. The main contents include MISRA-C, Embedded Software and Functional Safety. The course was updated in 2020 to include an Advanced Driver Assistance Systems (ADAS) module and is conducted annually.

Ficosa, whose specialists teach part of this course, offers the possibility of joining the company once the course has ended. In this way, the company strengthens its ties with the university and meets the objective of training and attracting new talents in electronics, communications and telematics for the automotive industry, a key field for the mobility of the future.

In 2025, Ficosa signed a framework agreement with the Polytechnic University of Catalonia with the aim of deepening scientific, technical and economic relations between the two institutions, with the aim of joining forces to establish courses of action that favour and increase the number of agreements and collaborations already existing within the current framework. This agreement extends the collaboration, not only to training and talent attraction, but also in the area of research.

Ficosa do Brasil – C.M.R. ITAPEVI

Ficosa Brazil collaborates with the C.M.R. Itapevi cooperative, specialized in daily selective waste collection in the municipality of Itapevi in the Greater São Paulo region. The objective is to minimize the impact of the generation of waste generated by the city and thrown into nature, in addition to generating work and income for more than 20 families through their cooperative members.

In March 2021, through an alliance letter between C.M.R. ITAPEVI and FICOSA DO BRASIL, the cooperative began the weekly collection of various recyclable materials, such as polystyrene, paper, cardboard, plastics, and scrap metal.

With this measure, Ficosa do Brazil reaffirms its commitment to preserving the environment and helping the most disadvantaged groups.

Socially Responsible Company Distinction for Ficosa North America (Mexico)

The Mexican Centre for Philanthropy (Cemefi) and the Alliance for Corporate Social Responsibility (AliaRSE) awarded the ESR® Distinction to Ficosa North America (Mexico) for the fourth consecutive year.

In Mexico, this is the main business distinction that recognizes the work carried out by companies in the field of CSR in the country, and that has a direct and positive impact on the internal environment of their companies and on their social environment.

With the recognition granted to Ficosa, the existing commitment in the management of the business to the real and sustainable development of its environment is valued.

Ficosa social initiatives worldwide

The group's subsidiaries manage local charity projects, donations and other social initiatives. Social initiatives depend on the specific challenges of each establishment and are led by the local Human Resources department.

Examples of Ficosa's social initiatives in places where the company operates:

Spain – Soria

- Participation and collaboration with entities that promote the employment of people with disabilities (Fadess, Asovica)
- Sponsorship of sports activities and organizations
- Collaborations in marches to raise funds for solidarity purposes
- Agreements with Universities and Technical Vocational Training Centres so that their students can carry out internships
- Granting scholarships to students for internships and final degree projects
- Working with correctional institutions to promote the rehabilitation of prisoners
- Agreement with the Chamber of Commerce of Soria and the Caja Rural for the creation of a gift card system to encourage employees and promote commerce in local establishments.
- Organization of guided tours for students of training centres
- Collaboration with the Red Cross in training programmes for the integration of vulnerable groups

Spain – Viladecavalls

- Contracting of entities that promote the employment of people with disabilities in services such as water fountains, office supplies and the management of business trips.
- Blood Drive
- Celebration of Sant Jordi Day in collaboration with the IMANcorp Foundation, through the installation of a solidarity rose stand, supporting an entity focused on promoting diversity, equality and inclusion in companies
- Collaboration with the Multiple Sclerosis Foundation.
- We visited the secondary school in Viladecavalls on the occasion of the International Day of Women and Girls in Science and Technology, to give visibility to our company and inspire young women in their future choice of studies.
- Collaboration with the Prodis Foundation in the decoration of one of the Christmas trees, supporting this foundation dedicated to the care and comprehensive development of adults with intellectual disabilities and developmental disorders.
- Collaborations with academic centres in the area to attract students on internships, as well as participation in the local conference of the Terrassa Chamber of Commerce, with the aim of promoting professional training and attracting diverse talent to the centre.
- Hosting several student visits to our facilities, in order to give visibility to the company's activity and support them in defining their future professional development.
- Organization of a toy collection at Christmas in collaboration with the local Red Cross, managing to collect more than 90 toys that were donated to vulnerable families in the community.Faculty of the UPC and we organized two talent assessments at our facilities to fill various positions with student interns.

Portugal

- Blood Drive
- Granting scholarships to students for internships
- Collaboration with the Pirilampo Mágico campaign to help people with disabilities organized by the Cercigaia cooperative.

Germany

- Sponsorship of sports activities.
- Collaboration with the German Employee Academy by welcoming adults into the company who, in their second educational pathway, carry out commercial training and complete their professional internships with us.

France

- Factory visits and collaborations with local universities and institutes (for trainees and teachers)
- Participation in work forums to attract talent and promote company-institute collaboration programs.

Marruecos

- Welcoming trainees, with a total of 40 trainees in 2025
- Participation in job fairs in schools, universities and other educational centres
- Sponsorship of sports activities (Ficosa football championship)

Italy

- Sponsorship of activities aimed at the local community
- Collaboration with universities, technical institutes and ITS centres through visits, orientation sessions and educational projects.
- Summer event for employees and their families.

Poland

- In-kind and financial donations to local institutions or events (charity with the Center for Special Education and Child Care) and employees in difficult living situations.
- Collaboration with the Silesian University of Technology in dual studies, every year several students carry out 6-month internships in our company.
- Local campaign to promote and encourage employees to authorize the donation of 1.5% of their taxes to charities in their annual income tax return
- Sponsorship of sports activities.

Türkiye

- Agreements with Universities and Vocational Training Centres so that their students can carry out internships and the final degree project, 24 students in 2025.
- Collection of toys and books among employees to donate to children in need in collaboration with the Turkish Quality Association (KALDER)
- We participated in a charity fair for children with leukaemia, where our team handcrafted accessories and covers in the internal Knitting Workshop. We set up a stand and allocate all the proceeds to the Turkish LÖSEV foundation, organizer of the event.
- During the LÖSEV Foundation's "Back to School" campaign, we collected donations with the voluntary participation of our employees.

USA

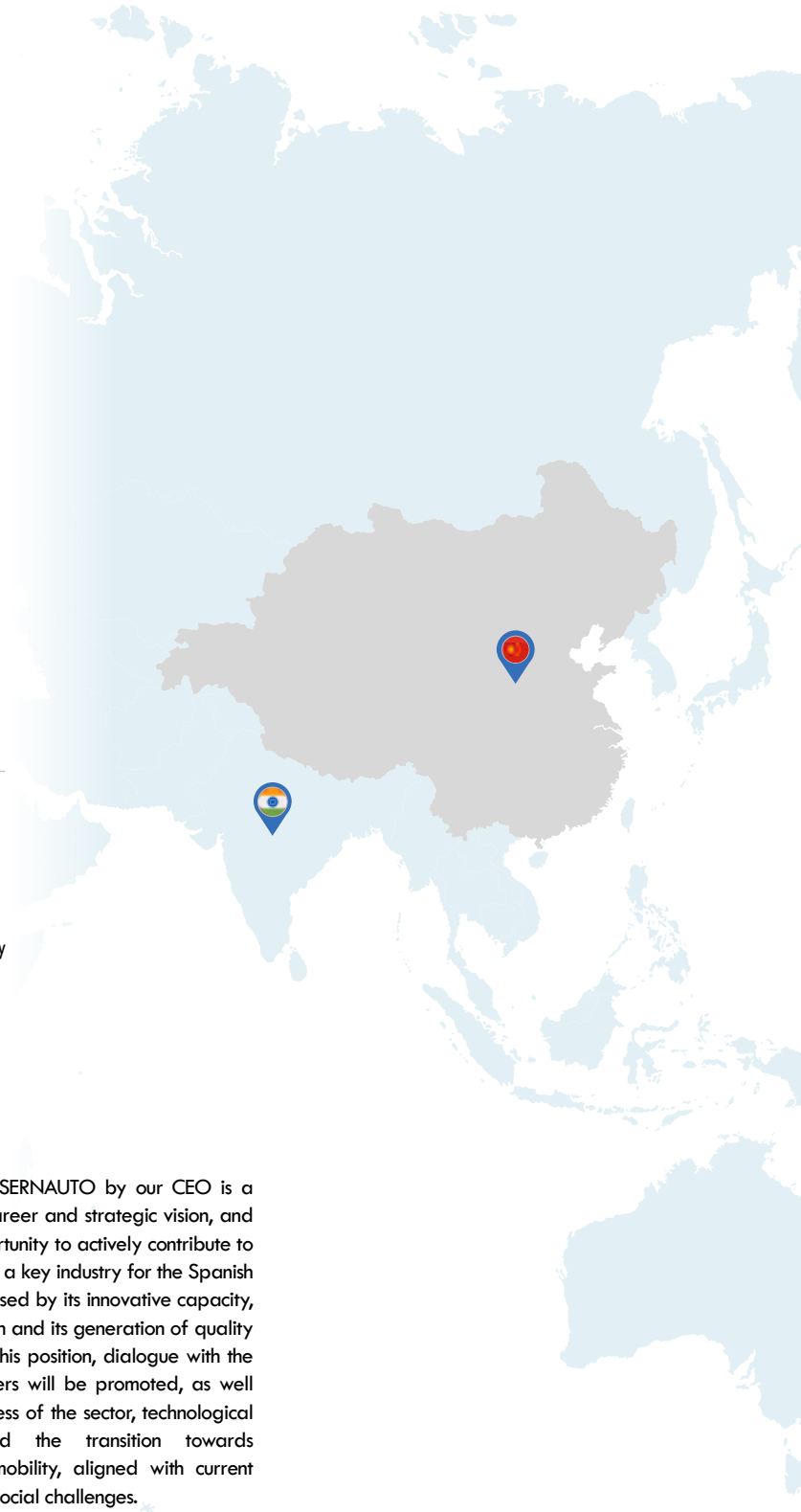
- Blood Donations
- Plant visits, such as the TCAT (Tennessee College of Applied Technology): Students visit our facilities allowing them to get a first-hand look at our operations and learn more about their potential career paths in engineering and manufacturing.
- Organized visits to the plant for family members (Family Day)
- Donation of 58 stuffed animals to the Cookeville Police Department to help emergency responders comfort children in traumatic situations.
- Veterans Appreciation Day
- Giving Tree: Solidarity tree for Ficosa employees to give Christmas gifts to children in need.
- Back to School Bash: School donations made by Ficosa employees to other employees.
- Five Star Golf Tournament: Sporting and social event.
- Participation in job fairs at local colleges helping students with information about career opportunities in the manufacturing and automotive sectors

México

- Volunteering and help campaign with vulnerable groups and inclusive associations
- Collection of PET plastic to donate it to charity, promoting recycling
- Visit to elderly care home for social activities

Brazil

- Young Apprentices Program, an initiative designed to offer first employment opportunities to young people in situations of social vulnerability.
- Collaboration with the C.M.R. Itapevi cooperative, specialising in the daily selective collection of waste with the aim of minimising the impact on the environment and generating work for the most disadvantaged groups.
- Campaigns for the inclusion of people with disabilities
- Food donation campaign for a home for vulnerable elderly people



China

- Sponsorship of sports activities
- Cooperation with universities, schools and local governments for learning, training and recruitment. In 2025, in cooperation with the local employment department, graduates from disadvantaged areas were recruited to promote employment.

India

- Support to the local UDAAN project to guarantee access to quality education in the mother tongue to children of seasonal migrant workers in India, facilitating their educational continuity and official school certification, with the active participation of Ficosa employees.
- Planting trees and maintaining a green environment to promote sustainability and improve the environment

These social initiatives are Ficosa's most relevant in the places where the company operates. Contributions to non-profit entities in 2025 have not been material or relevant as in 2024.

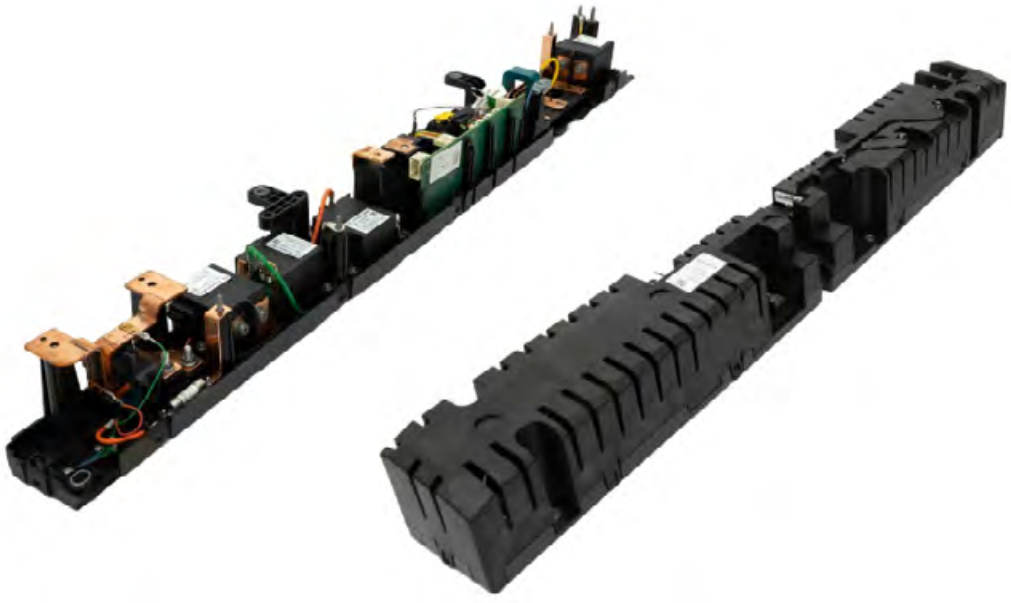
In relation to association or sponsorship actions, it should be noted that Ficosa is a member of the Spanish Association of Automotive Suppliers (SERNAUTO).

In 2025, our CEO, Javier Pujol Artigas, has assumed the presidency of this association, an appointment that reinforces the company's institutional positioning and highlights his leadership, experience and commitment to the sustainable development of the automotive sector.

The presidency of SERNAUTO by our CEO is a recognition of his career and strategic vision, and represents an opportunity to actively contribute to the strengthening of a key industry for the Spanish economy, characterised by its innovative capacity, its export orientation and its generation of quality employment. From this position, dialogue with the different stakeholders will be promoted, as well as the competitiveness of the sector, technological transformation and the transition towards more sustainable mobility, aligned with current environmental and social challenges.

This institutional role reinforces the company's commitment to the responsible development of the automotive components ecosystem in Spain and to the creation of long-term value for the industry and society as a whole.

Innovation in our products



Ficosa's vision of innovation is based on a commitment to the most advanced technology. In this regard, the company invests in the research and development of products and solutions based on the fields of connectivity, safety and efficiency to maintain its leadership position and anticipate the needs of the mobility industry.

The company has become a technology partner of the vast majority of car companies around the world and is looking for new ways to achieve greater optimization and contribution to sustainable mobility. This commitment was recognized in 2024 when Ficosa was selected as one of the finalists in the Catalan Government's Exponential Leaders initiative, which highlighted the company's efforts to make autonomous vehicles safer and more energy-efficient through the development of innovative technologies such as artificial intelligence and 5G connectivity[2].

(2) Exponential Leaders in Catalonia, 2024: https://www.accio.gencat.cat/web/.content/bancconeixement/documents/informes/2024/ACCIO-exponential-leaders-a-catalunya-informe-complet-en.pdf

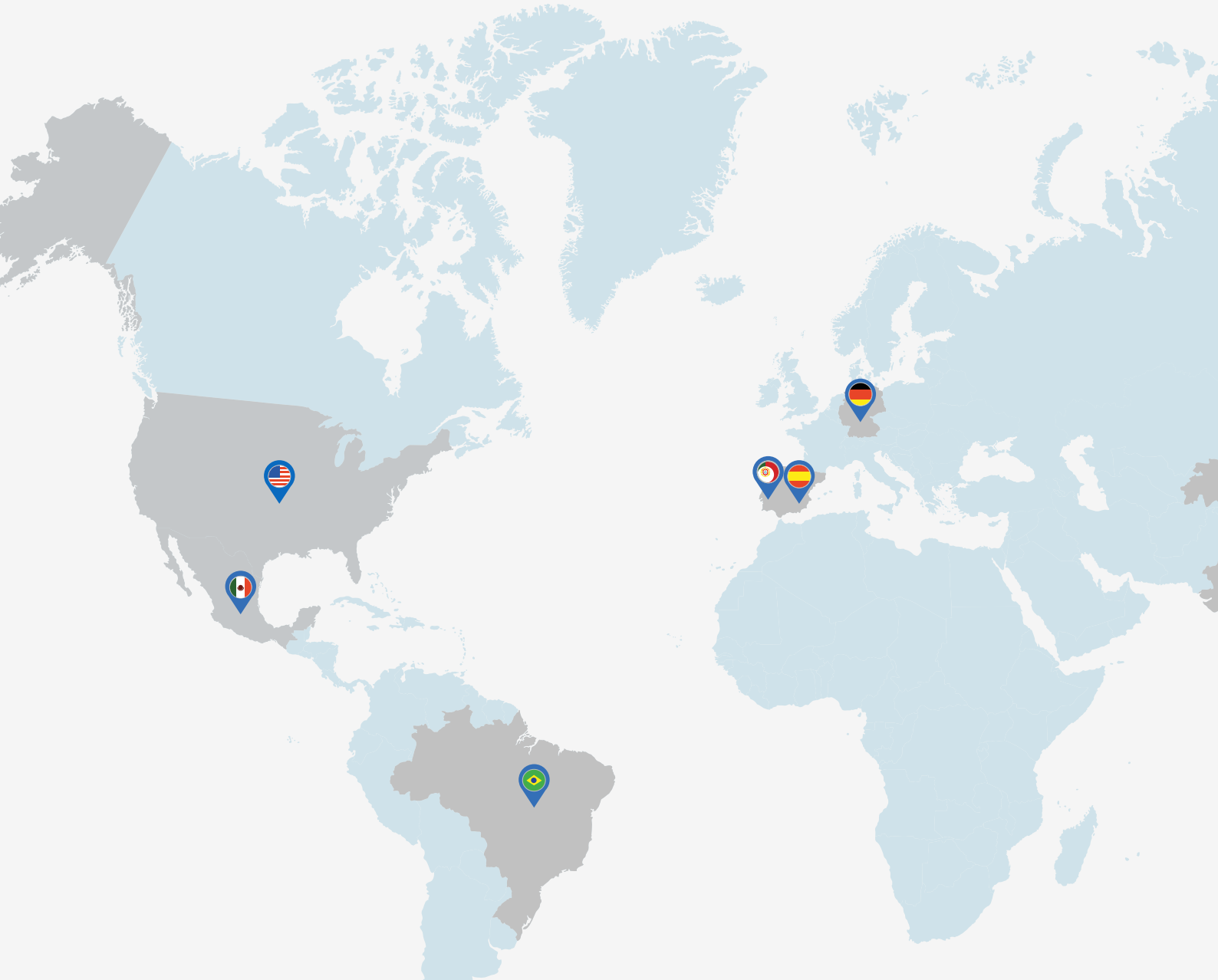
R+D Capabilities

With a clearly global approach. We have built a strong network of R&D centers in Europe, North America, South America and Asia. They are divided into centers of excellence focused on specific product families/ technologies and local engineering centers located near our customers' main design centers.

The Viladecavalls Technology Centre (Spain) acts as a driving force for the group's global research efforts and feeds the other 8 development centers that Ficosa has around the world. This facility is a point of reference in electronics, SW development and electromechanical technology for the development of new solutions in safety, vision and energy efficiency, as well as in test laboratories and prototypes.

Capabilities

This strong commitment to innovation implies the creation of high value-added jobs. Ficosa is convinced that it needs and has an excellent and experienced engineering team to face the company's new challenges. The engineering team supporting these tasks was more than 500 employees in 2025.



Collaborations

We also collaborate, both nationally and internationally, with other companies, engineering firms, universities and technical centers for studies, training, advisory services, technology transfers, validations, tests, etc., which allow us to meet more demanding marketing deadlines and with much more complex systems. New technologies require a much higher level of open innovation than traditional electromechanical products.

R&D Expenditure

During the 2025 financial year, the FICOSA INTERNATIONAL GROUP has carried out Research and Development activities amounting to 50,946 thousand Euros to provide its customers with the most innovative solutions that anticipate the challenges of an ever-changing industry.

R&D Expenditure

Total R&D Expenditure (thousand €)

R&D Expenditure	2025
Total R&D Expenditure (thousand €)	50.946

This figure means that the company has invested almost 4% of its annual sales in R+D to offer its customers the most innovative solutions possible. Ficosa currently has 641 active patents of full ownership and is one of the Spanish companies with the greatest activity in terms of patents in Spain.

- Research centers

- — Viladecavalls
- — Wolfenbüttel
- — Porto
- — Tokyo
- — Taicang
- — Hyderabad / Pune
- — Sao Paulo
- — Detroit
- — Salinas-Victoria

Innovation in high-value products

Ficosa is convinced that its success and future are founded on innovative products that benefit our society, providing safer, more efficient, sustainable and comfortable ways of mobility.

Safety

The challenge

According to the World Health Organization (WHO), every year the lives of approximately 1.3 million people are cut short as a result of a road traffic crash. About 50 million more people suffer non-fatal injuries, with many incurring a disability as a result of their injury.

Road traffic injuries cause considerable economic losses to individuals, their families, and to nations as a whole. These losses arise from the cost of treatment as well as lost productivity for those killed or disabled by their injuries, and for family members who need to take time off work or school to care for the injured. Road traffic crashes cost most countries 3% of their gross domestic product.

There has been a significant rise in the use of electronics in vehicles. Vehicles today have shifted from being conventional vehicles to intelligent vehicles empowered by AI and equipped with communication systems that alert or assist the driver in case of a potential accident. Nevertheless, there is still work to do to achieve the ambitious road safety target of halving the global number of deaths and injuries from road traffic crashes adopted by the UN 2030 Agenda for Sustainable Development.

Collaboration with national and international programmes

SELFY

SELFY was a collaborative project funded by the Horizon Europe programme and finished in May 2025. Its main objective was to develop a set of cybersecurity tools for the highly automated vehicles. The project focused on four pillars:

- Improved situational awareness
- Data exchange with malicious event detection and decision making
- Resilience to cyber-threats and cyber-attacks, and
- User confidence, acceptance and adoption of CCAM services and solutions.

FICOSA's main role in the project was twofold consisting of a development of an advanced AI-based vehicle perception system for an improved situational awareness and a data anonymization tool for the protection of user data privacy.

AWARE2ALL

AWARE2ALL was a collaborative project that was funded by the Horizon Europe programme and finished in October 2025. Its main objective was to address new safety challenges arising from the introduction of highly autonomous vehicles in mixed road traffic. This was achieved through the development of inclusive and innovative passive and active vehicle safety and new internal and external human-vehicle- interaction modalities that considered a variety of road users.

FICOSA's main role in the project was development of an advanced vehicle perception system based on cameras for an improved pedestrian detection and movement tracking, as well as understanding of pedestrian behaviour, such as attention and intention. Moreover, FICOSA developed an AI-based vision system that allows detection of pedestrians with reduced mobility, improving the safety of this most vulnerable group of road users.

DIDYMOS-XR

DIDYMOS-XR was a collaborative project that was funded by the Horizon Europe programme and finished in December 2025. The vision of DIDYMOS-XR was to advance technologies for creation of large-scale digital twins, such as city digital twins, and enable advanced, more realistic and more dynamic extended reality (XR) applications, powered through artificial intelligence. DIDYMOS-XR will research and develop methods for reconstruction and mapping from heterogeneous stationary and mobile sensors, using AI-based data fusion, scene understanding and rendering.

FICOSA's role in the project was development of a vehicle perception system that will allow deployment of scalable and high-fidelity methods for generation of a city digital twin while protecting privacy of road users' personal information. Furthermore, FICOSA's research team developed methods for sensor synchronisation and calibration that is necessary for future deployment of ADAS and autonomous driving functions.

FABULOUS

FABULOUS is a collaborative project funded by the Horizon Europe programme. The project aims to develop an industrial surface coating technology based on high resolution 3D meta-surfaces. The technological advances from the project will enable development of new type of optical lenses with anti-fog and anti-glare features. FABULOUS will contribute to improvement of lens coatings performance and reduced product environmental footprint.

FICOSA's role in the project is the validation of the new type of lens coatings on a series of in-house developed automotive cameras and digital mirror cover glass, which will allow a more sustainable development of future advanced vehicle perception systems.

CulturalRoad

CulturalRoad is a collaborative project funded by the Horizon Europe programme. The project tackles a crucial challenge of developing sustainable and widely adopted deployment strategies for Cooperative, Connected, and Automated Mobility (CCAM) services. CulturalRoad will develop sustainable and citizen-wide accepted deployment plans for CCAM services and new guidelines for CCAM implementation that consider diversity in all its aspects. This will be achieved by combining participatory planning with a novel Five-Pointed Star Rating system to capture both cultural and geographical diversity of the European mobility.

FICOSA's main role is the pilot deployment in Spain that aims to provide necessary insights into road users behaviour in traffic and the overall user acceptance of automated driving technologies.

ADAS10GIA

ADAS10GIA was a national collaborative project funded by CDTI and coordinated by FICOSA, which ended in December 2025. The project aim was to advance onboard vehicle high-speed communication through fibre optics.

FICOSA lead a consortium of three companies in a development of an integrated vehicle perception system consisting of a novel driver monitoring system and a vehicle exterior perception system, which through high-speed communication and multi-sensor data fusion is able to improve the overall vehicle safety. The major improvement consists in correlating the state of the driver with the safety-critical events in traffic and providing a timely support to the driver in situations of distraction.

HMOVE

HMOVE was a national collaborative project funded by CDTI, which aimed to advance prediction of road users behaviour using an onboard vehicle perception system. The project successfully finished in December 2025.

The project built on the results of the previous projects that developed pedestrian detection and tracking technologies, improving the prediction window thus allowing for a timelier automated warning and decision-making by the vehicle. The project developments focused on public transport vehicles that integrated exterior perception, driver monitoring and vehicle connectivity to reduce the risks in safety-critical events in traffic.

AIGGREGATE

AIGGREGATE is a collaborative project funded by the Horizon Europe programme. The project aims to develop AI based tools to address the existing challenges of the creation and integration of resilient, trustworthy collective awareness and decision-making systems into Cooperative, Connected and Automated Mobility (CCAM) applications. AIGGREGATE will extend the current reactive ego-vehicle approach to a collective, socially robust predictive approach spanning from vehicles to traffic management.

FICOSA's role in the project is development of an integrated Driver Monitoring System (DMS) as a part of resilient collective situational awareness that goes beyond mere perception and includes comprehension and understanding of the traffic environment.

What we are offering our customers

Vision systems

As leading company developing, manufacturing and marketing rear-view mirrors, FICOSA is constantly improving the performance and safety of its products, with a particular focus on sustainability to help achieve both company and industry targets and commitments in this area.

In the case of rear-view mirrors, this means integrating in the preliminary stages of product design the use of recycled materials, as well as some methods of assembly and fixing of components that allow easier disassembly of parts at the end of their service life, as well as a modular repair method in case of failure during service life.

During 2025 FICOSA has enlarged the portfolio of validated raw materials with recycled content, to be used for Outside Mirrors both for structural components (mirror brackets) and for cosmetic parts (aesthetical components), allowing to offer to the OEM's a high-level percentage of recycled materials during quotation and development phases. The introduction of such recycled raw materials has already started in production and will gradually pursue in new upcoming programs.

In continuation of the deployment of the Aero Frameless Mirror, FICOSA has been starting production of several relevant programs from 2024 and awarded for new projects based on this concept during 2025, with immediate impact of improving the aerodynamic drag of the car, that in case of EV cars can bring to enlarge the vehicle autonomy by some extra Kms by charge.

ADAS and vehicle perception technologies constitute a cornerstone of Ficosa's innovation strategy and a key enabler for safer, more connected, and progressively autonomous mobility. Even under the most aggressive projections, only around 10% of vehicles are expected to be autonomous by 2030; however, vision systems will remain one of the most significant pillars of the company's business. This relevance spans both traditional mirror systems enhanced with advanced functionalities and emerging smart digital view solutions—such as CMS, surround view, and parking cameras—where Ficosa is taking a leading position.

Leveraging its strong expertise in vision systems, sensor fusion, and AI, Ficosa is developing state-of-the-art technologies based on cameras combined with other sensors (LiDAR, GPS, radar, etc.) and advanced AI models capable of detecting, tracking, and predicting road users in the vehicle's surroundings. These innovations significantly enhance vehicle situational awareness and support the development of novel ADAS functionalities aimed at improving safety, energy efficiency, and connectivity.

At the same time, Ficosa is advancing the development and industrialisation of high-value solutions such as camera-based perception systems, driver and occupant monitoring, and child presence detection technologies. These solutions not only contribute to reducing road accidents and protecting vulnerable users but also ensure compliance with upcoming safety regulations.

Through continuous internal research and active participation in collaborative projects, Ficosa positions itself at the forefront of science and technology in vehicle perception for ADAS, strengthening its role as a strategic partner for OEMs in the transition towards higher levels of vehicle autonomy.

Intelligent Rear-view Monitor System (IRMS)

The innovative Intelligent Rear-view Monitor System for LCV's and Vans developed by Ficosa, able to provide a full rear vision to the driver even if his vehicle lacks of rear windows, is under mass production, and is now gradually deployed in different LCV carlines from a major European LCV leader.

During 2025, several major OEM's have been showing a high interest in this safety device and are planning to introduce it in their next LCV or recreational vehicle models.

Sensors and Camera Cleaning

After a successful launch and deployment of the LIDAR Cleaning System in the last years, applied now in seven carlines of a premium German carmaker, Ficosa is achieving the development of a complete portfolio of Sensor Cleaning devices.

Those components, applying for the cleaning of all sensors up to level five autonomous cars, ensuring that all sensing elements function, quality and integrity are safe during driving, are integrated in a full "Sensor Cleaning System" including the in-house developed "Electronic Control Unit" managing automatically all cleaning and wetting operation decisions.

This "system approach" has been successfully tested & pre-validated during some pre-development projects for two key OEMs foreseeing the launch of level four and five autonomous cars, focusing in the best balance between product efficiency and water consumption reduction at any speed and weather conditions.

Rear-view mirror that incorporates electronic toll function

The interior rear-view mirror incorporating a Panasonic electronic toll function is deployed from 2019 in all the carlines of a major European manufacturer, extending this device to next upcoming models. This device allows the automatic payment of motorway & urban tolls without having to stop the vehicle, keeping driver attention to a safe and effective driving.

Child presence detection (CPD, radar based)

To reduce the heat stroke fatalities worldwide, especially affecting young age deaths, Ficosa is incorporating a child presence detection system based on radar.

The system detects life through subtle change in wave frequencies and hence can distinguish between inanimate objects or children.

Ficosa's CPD does not require line of sight, so children can be covered by a blanket, or be on the footwell or facing backwards with the same system performance.

Driver Monitoring Systems

In 2017, the company developed a driver monitoring system in order to estimate the capability of the driver in adverse situations, such as fatigue. Today, Ficosa has two different lines of products that detect unsafe driver behaviour:

Somnoalert ® Driver Behaviour
The system studies the driver's gradual worsening over a predetermined time period.

Somnoalert ® Contactless
The system analyses respiratory data in real time to estimate the driver's degree of awareness.

Driving monitoring system (cameras + radar)

Ficosa is constantly improving its line of products by adding new sensors that can improve detection of driver state and of the other occupants in the vehicle.

DMS (Driver Monitoring Systems)
IR cameras including illumination, designed to monitor the driver awareness, user recognition, impairment driving that will help in next future autonomous driving human handover control and comply with upcoming GSR normative.

OMS (Occupant Monitoring Systems)
IR+RGB cameras, covering both visible and IR spectrum, adding new functionalities to the passengers of the vehicle as videoconferencing, occupant detection, Seat Belt Reminder, gesture recognition, etc.

Camera Monitor System (CMS)

In 2015, the company started to develop an electronic mirror composed of cameras and displays which represents an alternative option to the exterior rear-view car mirrors.

This pioneering system, also known as CMS, is a true revolution for the automotive industry as well as important progress towards the autonomous car. The electronic mirror offers a new, safer, and more comfortable driving experience through the inclusion in the vision systems of Advanced Systems Driver Assistance (ADAS), such as the traffic detection function, which provides information to the driver about the vehicles around it. This first version of the product came to reality on September 2018. Currently, Ficosa is working with several Original Equipment Manufacturer (OEM) on the integration of different CMS concepts, customizing it according to their requirements. In this sense, Ficosa has already achieved important nominations in the second generation of these CMS systems, a strategic product for the company, as in the medium term it is the evolution of rear-view systems and a key element for the future autonomous car.

Surround View System (SVS)

Ficosa cameras are small and have low power consumption, which facilitates their integration into a multi-camera system. Ficosa's Surround View System (SVS) provides a 360° view of the vehicle surrounding, a necessity for development of vehicle autonomy in dynamic urban driving environment. These systems incorporate the state-of-the-art machine vision features such as occlusion detection, online and offline calibration, and object detection. Fusion with other sensors and vehicle connectivity allow development of cooperative perception, thus extending the visibility beyond the one provided by the on-board sensors.

Shift-by-wire systems and Gear Box Actuators

Back into 2015 Ficosa started the development of its first transmission actuators, being able to offer a full Shift-by-Wire system. In 2020, Ficosa made ready the next generation of Shift-by-Wire systems with smart actuators, which can be easily integrated in CAN Base architectures, fulfilling the highest requirements in terms of functional safety and cybersecurity, ensuring reliability in all conditions.

This product line has been deployed for Internal Combustion Engine, Hybrid Electrical and pure Electrical Vehicles. Besides fuel efficiency enabled by the combination of engine nature and robotized transmissions, Shift-by-Wire technologies also enables to add into vehicle strategy safety features avoiding hazard conditions due to human errors.

In the Human interface, Ficosa is also bringing the latest technology, to make Shift-by-Wire shifter intuitive and fool proof, defining and co-designing functional patterns and fault tolerance strategies with our customers. As well, the current designs take into consideration sustainability drivers to address both company and industry targets and commitments in this area.

In this case, this means, among others, identifying materials with less CO2 impact, introducing sustainability guidelines in our design procedures or defining standard solutions to facilitate disassembly, recovery and/or segregation of materials for recycling.

In the era of becoming a mobility partner rather than a conventional automotive supplier, Ficosa is making one step forward with the recent collaboration with one of the most technologically advanced vehicle manufacturers developing together a centre console device for the first vehicle which will contain a flying module.

EFFICIENCY

The challenge

One of the toughest environmental challenges of our time is managing the mobility of people and goods. By 2030, passenger traffic will exceed 80,000 billion passenger-kilometres, a fifty percent increase, and freight volume will grow by 70 percent globally. The number of vehicles on the road is globally expected to double by 2050.

The reduction in greenhouse gas emissions, the progress in the decarbonisation economy and the expected growth in mobility in the upcoming years highlight the need for efficient and environmentally sustainable vehicle technologies. The widespread electrification of transport through the adoption of electric vehicles (EVs) is one strategy to reduce GHG emissions. Furthermore, energy availability becomes a key aspect for novel mobility systems; in this sense, Ficosa is working in systems that transform the vehicle not only in a net energy consumer but in an active grid energy storage. Also, to make this appealing to the customer novel methods of ultra-fast charge are being explored within our activities.

Collaboration with national and international programmes

Electromobility Hub

In 2018, the company opened a Technological Electromobility Hub with 120 people and 1,200 square metres, dedicated to the company's different products in Hybrid and Electric vehicles (HEV/ BEV). During 2019 these facilities were extended with additional 300 m2 and in 2020 a second 400 m2 area have been added. The e-Mobility Hub has become a global benchmark in the development of electric mobility technology, driving Ficosa's leadership forward in an area that is key for the mobility of the future. In this sense it plays a strategic role, as it has become a driving force in electromobility solutions for the whole group on an international level.

The deployment of all these HEV/BEV products is a constituent part of the company's long-term strategy. This strategy deployment is planned in a series of phases. During these phases, Ficosa is focusing mainly on the following products:

- Battery Management Systems (BMS): Devices to control the HV Battery pack, usually split between a main Battery Management Controller (BMC) and several Cells Management Controllers (CMCs). The BMC has the embedded algorithm to control the state of the battery (charge, health, temperature) and to manage the different actuators needed to permit battery to charge or vehicle to drive while gathering the sensing from the CMCs. BMC may be included in Battery Junction Box and CMC in Cell Contacting System.

- Multi-sensing Box: Electronic device to monitor variables related to battery thermal runaway events, such as Current, Temperature, Pressure, Acceleration and/or CO/CO2/H2 gas presence.

- Battery Junction Box: Device that route the battery energy flow depending on charging or discharging scenarios, providing protection mechanisms to isolate the battery from the rest of the vehicle when needed. May include BMC and Multi-sensing Box.

- Cell Contacting System (CCS): An electro-mechanical device that couples (weldless) cell-to-cell electrical connections with a (wireless) CMC and cell sensors. This product can be easily adapted to different cell geometries and battery architectures (cell-module-pack, cell-to-pack and cell-to-chassis).

- Smart Automated Charging Port (SACP): Intelligent Charging Port of EV and PHEV vehicles in order to enhance user experience by eliminating manual handling, improving the vehicle aesthetics with a sleek design and enabling advanced Autonomous Driving (Charging) features. May include EVCC.

- EV Charge Controller (EVCC): Electronic device that provides communication between the vehicle and the charging station, allowing the actual charging activity as efficient as possible, as well as payment information exchange. May be included in the SACP.

- Rotary Dial HMI: Rotational mechanism to allow human-vehicle multi-functional interfaces from the cockpit (e.g., Shift-by-Wire or HVAC and other commands).

MARBEL

Design, manufacturing and validation of the next generation of battery packs for the automotive mass-market. A circular economy approach in EV battery packs.

This project develops an innovative and competitive lightweight battery with increased energy density and shorter recharging times with the objective to accelerate the mass market take-up of electric vehicles.

The project innovation is based on the following main pillars:

- Advanced battery packaging using a Design for Assembly (DfA) and Disassembly (DfD) methodology.
- Lightweight and sustainable Battery Packaging.
- Solutions and processes for the sustainable dismantling and 2nd life
- Flexible advanced battery management systems.
- Ultra-Fast Charging strategies and enhanced thermal management
- Procedures for characterisation and validation of future performance and safety

Ficosa e-Mobility is co-leading the working packages related to Ultra-Fast Charge, EVSE Communication, Power-circuit Dimensioning, BMS Functional Safety and Sensor Selection. The consortium of the Marbel project is formed by 16 partners from 7 European countries.

IBATTMAN

Smart, Connected and Secure Battery Management System Enhanced by NextGeneration Edge and Cloud Computing, Sensors and Interoperable Architecture.

In this project, leading European universities, research centers, and companies within the battery supply chain are bringing their expertise and innovations together to create the next-generation BMS platform able to overcome critical challenges limiting the performance of the existing solutions. iBattMan aims to design an innovative, modular and scalable BMS, for a wide range of vehicles, from small passenger cars to e-busses and electric trucks, with improved performance, connectivity, security and reliability to enhance battery performance and reduce total cost of ownership in EV applications and smart battery use for grid support and in 2nd life applications, based on a holistic design of an interoperable architecture and supported by a suite of advanced sensors and edge- and cloud-computational resources.

iBATTMAN will represent an outstanding step forward in the EU battery development roadmap and enable accelerated market adoption of smart batteries to bring to market world-leading class Li-ion technologies to improve the cost-effectiveness, circularity, and sustainability of the EU battery industry by 2030-2035. It will support the integration of more renewables on the grid based on new concepts such as Smart Cities and Net Zero Buildings to benefit EV car manufacturers and complementary markets like urban mobility, 2nd life application for stationary storage, batteries, and battery recycling.

FICOSA is not only leading the development of this wireless BMS modular platform adaptable for 2nd life, but also providing the EVCC for an efficient V2X and the multi-sensing box, key in EV safety monitoring.

ARISE

Advanced Battery Integration for Next-Generation Electric Vehicles.

The ARISE project (Affordable, Reliable, Innovative, Sustainable Electrification) pioneers the seamless integration of Generation 4 solid-state batteries (SSBs) into compact electric vehicles. Using the Fiat 500e as a demonstration platform, ARISE addresses the technical and structural challenges of embedding SSBs into the vehicle chassis, delivering an all-in-one solution that enhances safety, efficiency, and sustainability. The project targets compliance with upcoming EU safety and circularity regulations while reducing manufacturing complexity and lifecycle emissions. Key Technological Objectives and Innovations:

Next-Gen Battery Architecture:

- Embeds Gen4 SSB cells directly into the load-bearing structure to reduce packaging volume and increase energy density.

- Focuses on 3D cell-to-pack integration for improved crashworthiness and simplified manufacturing

Thermal Management & Structural Safety:

- Develops an advanced two-phase cooling system and uses fire-retardant materials to manage thermal runaway risk

- Integrates multifunctional composite panels for impact absorption, structural rigidity, and heat insulation

Smart Energy Management & Validation:

- Employs AI-powered Battery Management Systems (BMS) for real-time diagnostics and predictive energy control

- Validates through full digital twin simulations, crash testing, and vehicle-level road trials under varying climate conditions

Ficosa's contribution to ARISE focuses on the development of an intelligent system for the connection, monitoring, and balancing of cells in electric vehicle batteries, with a special emphasis on Generation 4 (Gen4) cells. The company is also working on the implementation of wireless technologies for real-time monitoring and control, ensuring safety and energy efficiency.

FCEVLDTRUCK

Ficosa is participating together with four other companies (Ajusa, BonArea, Avia Ingeniería and CIE Automotive) and research centers and universities such as Tecnalia, CMT (UPV) and CITCEA (UPC), in a project called "Industrial research into a solution for hydrogen propulsion in light and semi-heavy duty electric vehicles with fuel cell", with the acronym FCEVLDTRUCK.

The objective is the development of a new type of fuel cell electric vehicle and the implementation of a fuel cell that converts hydrogen gas into an electric current inside the fuel cell. This electrical energy will be used to power the electric motor.

This project is structured in five activities, three of them aimed at industrial research and two at experimental development and implementation. An interdisciplinary approach will be used to combine the capabilities of each of the partners, creating synergies and overcoming current technological barriers.

Ficosa's role in this project is in cooperation with its partners to develop the different Electronic components embedded into the Ajusa fuel cell to control it and also to control the voltage conversion from the Fuel Cell to the High Voltage battery.

ACCELERATE

ACCELERATE delivers an integrated methodology for accelerated battery development that reduces validation time and cost while strengthening reliability and safety evidence. The project combines physics-informed multi-scale modelling, AI-driven experimental design, and targeted physical validation to enable European pack developers and OEMs to bring competitive battery systems to market faster. ACCELERATE delivers a paradigm shift from exhaustive physical testing towards a hybrid physical-virtual X-in-the-Loop (XiL) validation, aiming to reduce the time, cost and complexity challenges of battery development. The core principle is that physics-informed models, once parameterized and validated through targeted experiments, can extrapolate reliably within defined physical bounds. Physical testing therefore shifts from broad characterization to model validation. Virtual testing can be used to explore operating space, assess design sensitivities and reduce experimental redundancy. This approach aims to shorten development cycles while maintaining (or increasing) confidence in lifetime and safety assessment. Together, these capabilities transform battery development workflows, reducing cell qualification by up to 70%, enabling virtual evaluation of module and pack designs prior to prototype build, and supporting systematic safety assessment with focused physical testing. Harmonized test protocols, data schemas aligned with Digital Battery Passport requirements, and pre-normative standardization outputs ensure uptake beyond the project. An AI-assisted orchestration layer provides engineers with integrated access to validated models and data within a traceable workflow. By combining physics-based modelling, AI-driven experimental optimization and hybrid validation, ACCELERATE enables reduction of cell-to-pack qualification cycles by approximately 12–18 months, restoring competitiveness in development speed while maintaining rigorous safety and reliability standards.

The ACCELERATE consortium brings together 13 complementary partners from across Europe, spanning the full battery value chain, to jointly deliver accelerated multi-physical and virtual testing methodologies that reduce development time and cost while improving battery safety, reliability, verification and standardization, fully aligned with the objectives of the call. Ficosa (ES), a Tier-1 automotive supplier will be addressing safety-critical HV components that are central to system reliability but underrepresented in current virtual validation approaches. Collectively, ACCELERATE brings together the critical expertise, infrastructures and industrial credibility needed to deliver faster development cycles, improved safety and reliability, robust verification and validation, and standardized multi-physical testing methodologies for EV batteries, with clear transferability to other electro-mobility and stationary applications.

AMPERES&H2

Battery safety is becoming even more critical with the emergence of nickel-rich lithium-ion batteries (LIBs). These batteries are being marketed to meet new applications that require more energy or power and are expected to continue to dominate the market in the coming years, probably until a new technological breakthrough (sodium, solid-state or iron-phosphorus, or LFP) occurs. This new generation of batteries with such high energy density and more intrinsically reactive materials could lead to more catastrophic events.

The main safety issue related to the operation of LIBs is related to their sensitivity to thermal runaway (TR). The cells that are part of LIBs contain flammable electrolytes and, therefore, not only store electrical energy in the form of chemical potential energy, but also store energy in the form of combustible materials. Therefore, when LIB cells operate improperly, either outside of their manufacturer's specifications or due to defects, the electrical and chemical energies within them can be released unintentionally and cause gases, fires, or even explosions. A thermal cascade event, a TR, is characterized by a deficit in energy evacuation compared to energy storage in the cells, causing uncontrollable overheating of the battery system. As the battery temperature increases to a certain threshold, the rate of exothermic chemical reactions within the cell increases, further heating the cell. This can trigger cascade reactions and lead to uncontrolled flammable and toxic gases, fires, and explosions, which are especially critical for large batteries. An early warning capability for these processes is required by several safety agencies for electric vehicles. Vehicle occupants must be alerted at least five minutes before the TR has progressed to the point where it could cause an explosion, smoke, or flame event. Hydrogen (H2) detection is becoming the gold standard for triggering battery failure alarms in electric vehicles. Pressure sensors are sometimes used to trigger battery failure alarms, but they are slower and not as effective as H2 sensors at detecting the full range of modes in which a battery can fail. This is because elevated H2 levels are the first detectable indication that a TR condition is imminent.

The most obvious symptoms of a catastrophic thermal event, such as voltage drop, smoke, temperature increase, pressure increase and ventilation, arrive too late to serve as a warning that the driver should stop and get out of the car. The emission of H2 gases is detected before any of these other warning signals and, therefore, allows a battery safety alarm to be generated much earlier. Battery leak detection sensors work by measuring H2 concentrations and communicating this information to the ECU, or the vehicle's central electronic brain. The AMPERES&H2 project therefore arises from the technological need detected by FICOSA e-Mobility to be able to provide the electric and connected car industry with a very high-precision sensor platform for the electric vehicle. On the one hand, to provide electrical sensing values for calculating the state of health, life and charge of the battery (State-of-X, SoX), and on the other, to detect the H2 gas generated during a failure mode that allows the battery actuators that interconnect each of the active parts of the battery with the power actuators to act very quickly and that protect the driver in the event of an incident such as Thermal Runaway. The present project proposes the conceptualization and design of an electronic module, called AMPERES&H2, for high-precision current sensing, high voltage measurement and insulation state evaluation in addition to for the rapid action of connection and safety systems of an electric battery pack.

ciac
Clúster de la Indústria d'Automoció de Catalunya

CIAC

The Automotive Industry Cluster of Catalonia (CIAC) is a non-profit association open to companies operating in the automotive industry, that are based in Catalonia, and pursue R&D+i activities. Over 190 companies linked to the industry have joined the Catalan automotive cluster since it was established. This group of companies has a turnover of more than €20,000 million and provides employment for over 40,000 people.

The main aim of the association is to boost the competitiveness of the automotive industry as the driving force behind the Catalan economy. To achieve this, a strategic plan has been designed, with a series of short, medium, and long-term objectives that guarantee its development in the new industrial global framework.

CAR-NET (Cooperative Automotive Research Network)

The Cooperative Automotive Research Network, initiated by SEAT, Volkswagen Group Research and Universitat Politècnica de Catalunya (UPC), is an open hub for industrial and academic partners from the areas of automotive and mobility research & innovation. Ficosa is a member of this knowledge hub for automotive science and technology, focused on urban mobility, and based in Barcelona. Its ambition is to become a benchmark in this area, in close alliance with European counterparts. CARNET is a cooperation platform for the mobility industry, local universities and institutional partners that has the following strategic goals:

- Organizing urban mobility activities in Barcelona
- Contributing to strengthening the automotive sector in Spain, and Catalonia in particular
- Recruiting proactively for the automotive industry
- Networking to seek international research funding (in cooperation with international partners)

EGVIA for 2Zero

The "Towards zero emission road transport" (2Zero) partnership is part of the new framework program of the EU: Horizon Europe. It is the continuation and extension of the European Green Vehicles Initiative. Building upon the success of previous initiatives (Green Cars and Green Vehicles), the 2Zero partnership will address the challenge of decarbonization of road transport in a systemic way. Involving a wide range of stakeholders, the 2Zero partnership will make a key contribution to achieve the Green Deal objectives and help the EU to have the first climate-neutral road transport system by 2050.

The following items as main pillars will be approached under the scope of the 2Zero partnership:

- Vehicle technologies and vehicle propulsion solutions for BEV and FCEV
- Integration of battery electric vehicles into the energy system and related charging infrastructure
- Innovative concepts and services for the zero emission mobility of people and goods
- LCA approaches and circular economy aspects for sustainable and innovative road mobility solutions

Ficosa is actively involved in the 2025-2027 European program definition through the different call drafting teams coordinated by 2ZERO.

What we are offering our customers

Battery Management Systems

Ficosa has been developing jointly with main OEMs the new generation of Battery Management Systems. The focus areas of the e-mobility lay mainly in accurate, efficient and reliable high-voltage energy control. To do so, Ficosa combines its deep industrial knowledge with the last trends in machine learning and physics modelling within its advanced development projects.

Battery Junction Boxes

The battery junction box is a core component devoted to commute current from the batteries to the active vehicle parts and provide passenger protection mechanisms. Year after year, this component is integrating more technology and adapting to different vehicle architecture (low-sized cost-savvy for low-range urban cars or modular for high-range cars with ultra-fast charge capabilities).

EV Charge Controllers

Ficosa develops technologies, that residing inside the vehicle, interface with the charging infrastructure with the objective of managing all the charging variables like available grid power, charging rate accepted by the vehicle, vehicle and user authentication and related billing processes, among others; while being robust against potential cyber-threats that may arise any time during the product life.

Multi-sensing Boxes

Safety is one of the key-points in Electric Vehicles and thus a proper monitoring of battery Current, Temperature, Pressure, Acceleration and CO/CO_2/H2 gas presence is of paramount importance to either avoid possible thermal runaway scenarios or to warn the users as soon as possible so they can flee the vehicle. Ficosa is developing tailored battery multi-sensing boxes.

Cell Contacting Systems

Ficosa is developing an electro-mechanical device that couples (weldless) cell-to-cell electrical connections with a (wireless) CMC and cell sensors that can be easily adapted to different cell geometries and battery architectures (cell-module-pack, cell-to-pack and cell-to-chassis).

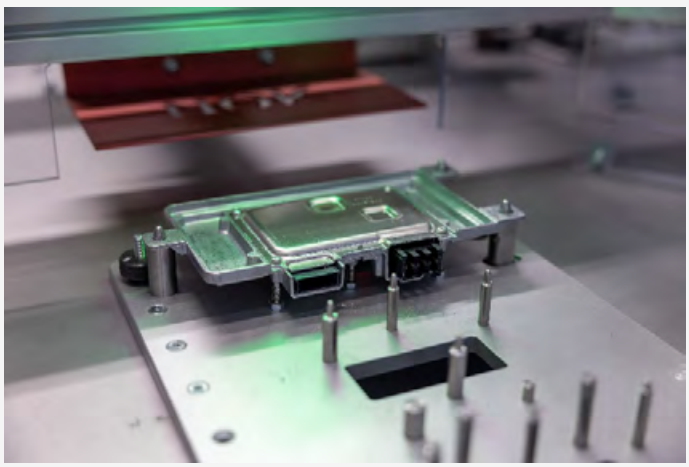
Smart Automated Charging Port

Intelligent Charging Port of EV and PHEV vehicles in order to enhance user experience by eliminating manual handling, improving the vehicle aesthetics with a sleek design and enabling advanced Autonomous Driving (Charging) features.

Rotary Multi-functional Dials & Shift-by-Wire

Rotational mechanism to allow human-vehicle multi-functional interfaces from the cockpit (e.g. Shift-by-Wire or HVAC and other commands). Ficosa is bringing the latest technology, to make HVAC or Shift-by-Wire intuitive and fool proof, defining and co-designing functional patterns and fault tolerance strategies with our customers.

In all roducts, Ficosa is always identifying materials with less CO_2 impact, introducing sustainability guidelines in our design procedures or defining standard solutions to facilitate disassembly, recovery and/or segregation of materials for recycling.



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(1) Internal framework: see the methodology used in the corresponding pages

Appendix 1 – OHSEQ Policy

The policy of integrated management of the company is based on the compromise of Upper Management and the participation and consultation of all the staff, and their representatives where they exist, in order to ensure the continuous improvement of their labour.

It must be communicated and understood by all the Company members, contractors and visitors; and reviewed periodically. It must be of interested parties domain. It must be appropriate to the nature of our Company (activities, products and services).

With this aim, the Direction affirms the compromise and responsibility with the implementation, maintenance and continuous improvement of an integrated system of management, based on:

1. The values and philosophy of operations of the organization, established clearly in the MISSION, are the guidelines for each member of FICOSA.

2. FICOSA permanently believes that each product and project developed for our customers shall fulfil and exceed their expectations of time, quality, safety and cost.

3. The company firmly believes that the excellence in each project and product are achieved with the participation of all the people that constitutes FICOSA. The maintenance of the daily enthusiasm and the imposition of challenges of permanent improvement are clues for this purpose and a responsibility for each leader.

4. Occupational health and safety is a key fundamental part of our work; Our commitment in the prevention of accidents and occupational illnesses, focuses our efforts on ensuring safe and healthy work environments, prioritizing the elimination of hazards and the minimization of risks.

5. The development of our Company must be guided toward the continual improvement of our work (in occupational health and safety, quality, environment and energy efficiency). It is our obligation to improve every day the effectiveness of our Integrated System.

6. Respect for nature and a commitment to pollution prevention and control principles shall guide our activities. The growth of our organization must align with environmental preservation by promoting efficient resource use across design, procurement, and production. We strive to prevent deforestation, encourage sustainable land use, and uphold animal welfare by rejecting any form of animal abuse.
   Ficosa is dedicated to reducing pollution and minimizing environmental impact, including energy consumption, water usage, air emissions, waste generation (including hazardous waste), and soil contamination. Additionally, we are committed to mitigating and adapting to climate change while ensuring efficient energy management.

7. Environmental responsibility is a shared duty. All stakeholders, both internal and external, are committed to actively participate in initiatives and ensure their ongoing maintenance.
   Ficosa recognizes the limitations of its direct impact but remains committed to protecting ecosystems and biodiversity throughout the supply chain.

8. FICOSA has a framework where the establishment of objectives and goals for occupational health and safety, quality and environment, as well as the availability of information, resources, acquisition of efficient products and services. The review of these objectives is a high priority function in the development of our Company. These objectives must be based on the requirements of the interested parts, established in the MISSION.

9. The fulfilment of the current legislation and regulation regarding occupational health and safety, quality, environment and energy for FICOSA. We include in this section any other requirement.

10. We provide training to our employees and other concerned individuals to meet their responsibility to contribute to compliance with the Quality, Health and Safety and Environmental.

11. The compliance with all Customer Specific Requirements (*CSR) that affect our products. *(CSR). As described in the IATF standard, chapter 3.1 Terms and definition for the automotive industry. CSR is an interpretation of, or supplemental requirements linked to a specific clause(s) of the Automotive IATF Standard. The publication of any of them or new version review is done in the "IATF International Automotive Task Force" web page, OEM Requirements (https://www.iatfglobaloversight.org/oem-requirements/customer-specific-requirements/)

12. FICOSA has established a framework for ensuring the safety of all supplied products.The objective is to safeguard users and stakeholders from hazards associated with the usage of the product throughout the product lifecycle, including design, manufacturing, and post-delivery phases. The policy is aligned with global safety standards and regulations (i.e., ISO26262:2018 Road Vehicles - Functional Safety).

13. FICOSA has established a framework for ensuring the cybersecurity of all supplied products. The objective is to protect products, systems, and customers from potential cyber threats, unauthorized access, and data breaches throughout the product lifecycle, including design, manufacturing, and post-delivery phases. The policy is aligned with global safety standards and regulations (i.e., UN ECE R155 and ISO21434:2021 Road Vehicles – Cybersecurity Engineering).

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