



SUSTAINABILITY REPORT 2025

KAYSER Automotive Group

COP – COMMUNICATION ON PROGRESS

status May 29, 2026

KAYSER[®]
AUTOMOTIVE GROUP



This sustainability report is a publication of the KAYSER Automotive Group and includes the following companies:

A.KAYSER AUTOMOTIVE SYSTEMS GmbH	Site: Einbeck	(Germany)
A.KAYSER AUTOMOTIVE SYSTEMS GmbH u. Co. KG Glauchau	Site: Glauchau	(Germany)
A.KAYSER AUTOMOTIVE SYSTEMS Polska Sp. z o.o.	Site: Batorowo	(Poland)
KAYSER AUTOMOTIVE SYSTEMS Kłodzko Sp. z o.o.	Site: Kłodzko	(Poland)
KAYSER AUTOMOTIVE IBERICA S.L.	Site: Pamplona	(Spain)
KAYSER AUTOMOTIVE SYSTEMS S en C.	Site: Puebla	(Mexico)
KAYSER AUTOMOTIVE HUNGÁRIA Kft.	Site: Komárom	(Hungary)
KAYSER AUTOMOTIVE SYSTEMS (Changchun) Co., Ltd	Site: Changchun	(China)
KAYSER AUTOMOTIVE SYSTEMS (Suzhou) Co., Ltd.	Site: Suzhou	(China)
KAYSER AUTOMOTIVE SYSTEMS INDIA PRIVATE LIMITED	Site: Pune	(India)
KAYSER AUTOMOTIVE SYSTEMS USA, LP	Site: Fulton/Troy/Murray	(USA)
KAYSER AUTOMOTIVE SYSTEMS Bulgaria EOOD	Site: Pleven	(Bulgaria)
AES Tooling GmbH	Site: Osterode / Bielefeld	(Germany)

TABLE OF CONTENTS

03	CORPORATE STATEMENT
04	STRATEGY AND GOALS
06	SUSTAINABLE DEVELOPMENT GOALS – SDGS / MATERIALITY ANALYSIS
08	HUMAN
10	HUMAN RIGHTS
11	EQUITY (DISCRIMINATION; EQUALITY)
12	CHILD LABOUR
12	EMPLOYEE PROMOTION
14	PLANET
16	RESOURCES
18	EMISSIONS
26	PROCUREMENT
28	PRODUCT
32	CORRUPTION

BUSINESS ADDRESS:

A. KAYSER Automotive Systems GmbH
Hullerser Landstrasse 43
D-37574 Einbeck

Publishers (responsible according to the press law):
Jörg Schmidt, Frithjof Oldorff

Editors:

Arne Paulmann, Vanessa Strauß

Design and implementation:

Der Ideenhof | Kreativmanufaktur

Note: All personal designations in this report are to be understood as gender-neutral.

LIST OF TABLES

Table 1: Certification matrix KAYSER Automotive	04
Table 2: Effects of double materiality analysis	07
Table 3: Risks & opportunities double materiality analysis	07

All emissions tables by category, location & year	23 - 27
---	---------

LIST OF FIGURES

Fig. 01: Mission, vision and values	05
Fig. 02: KAYSER's SDGs	06
Fig. 03: Lost Time Injury Rate (left side) and Lost Time Injury Severity Rate (right side)	09
Fig. 04: Employee representation (Works Council)	11
Fig. 05: Gender quote	12
Fig. 06: Power consumption	16
Fig. 07: Gas consumption	17
Fig. 08: Water consumption	17
Fig. 09: Waste	17
Fig. 10: Electricity mix	19
Fig. 11: Development of emissions	20
Fig. 12: Future Product Areas	31

front page © Deemerwha studio, Adobe Stock | KAYSER sign © Vanessa Strauß | KAYSER Automotive Systems

Company building © KAYSER Automotive Systems



Dear Ladies and Gentlemen!

We are preparing this sustainability report in accordance with the "GC Active" status of the United Nations Global Compact – Communication on Progress (UNGC-CoP). In this way, we would like to confirm that A. KAYSER Automotive Systems GmbH and the associated companies (see table 1 on page 4) support the ten principles of the United Nations Global Compact in the areas of human rights, labour standards, environmental protection and anti-corruption as well as comply with the principles of the International Labour Organisation (ILO).

Acting responsibly, sustainably and lawfully is one of the basic prerequisites for our entrepreneurial success. Based on our social, societal and environmental responsibility, it is our goal to be a social employer worldwide who ensures compliance with the wide

range of legal standards within the KAYSER Automotive Group and to create a working environment that is characterised by integrity and respect as well as fair and responsible conduct. The Group's policy is based on principles of action which ensure a sustainable and efficient use of resources as well as continuous improvement of energy-related performance.

The entire KAYSER Automotive Group supports the Global Compact out of deep conviction. In the upcoming years we will work continuously to support the objectives of the pact and actively incorporate them into our daily business processes. ■

Kind regards from the management of A. Kayser Automotive Systems GmbH.

Jörg Schmidt
Jörg Schmidt

Frithjof Oldorff
Frithjof Oldorff



STRATEGY & GOALS

We, the KAYSER Automotive Group, as part of a family business with a long tradition, consider ourselves as one of the world's leading developers and suppliers in the automotive industry. With more than 60 years of automotive experience, we develop and manufacture highly complex and innovative systems for all drive types. In this way, we make a significant contribution in the area of emission reduction and are specialists for all types of thermal and fluid management in vehicles with conventional drives as well as all types of alternative drives.

Acting responsibly, sustainably and lawfully is one of the basic prerequisites for our corporate success. We recognise our social and societal responsibility and aim to be a social employer worldwide. We ensure compliance with the wide range of legal standards within the KAYSER Automotive Group and create a working environment

which is characterised by integrity and respect as well as fair and responsible conduct. In doing so, we adhere to the highest ethical standards.

Our operational occupational safety and environmental protection is an integral part of our philosophy. The protection of our employees, a high level of environ-

mental awareness and energy efficiency are particularly important to us in order to ensure that future generations may also be able to follow a sustainable path. The implementation of and compliance with our management systems is reflected in our certifications according to DIN EN ISO 14001 and DIN ISO 45001 as well as DIN EN ISO 50001.

CO₂ reduction © Miha Creative, Adobe Stock

Offspring © Nadine Conrad, Adobe Stock

Certifications within the Group

	ISO 14001	ISO 45001	ISO 50001	TISAX	ISO 9001	IATF
A.KAYSER AUTOMOTIVE SYSTEMS GmbH	✓	✓	✓	✓	✓	✓
A. KAYSER AUTOMOTIVE SYSTEMS GmbH u. Co. KG Glauchau	✓	✓	✓	✓	✓	✓
A.KAYSER AUTOMOTIVE SYSTEMS Polska Sp. z o.o.	✓	✓	---	✓	✓	✓
KAYSER AUTOMOTIVE SYSTEMS Klodzko Sp. z o.o.	✓	✓	---	✓	✓	✓
KAYSER AUTOMOTIVE IBERICA S.L.	✓	✓	---	✓	✓	✓
KAYSER AUTOMOTIVE SYSTEMS S en C.	✓	✓	---	✓	✓	✓
KAYSER AUTOMOTIVE HUNGÁRIA Kft.	✓	✓	---	✓	✓	✓
KAYSER AUTOMOTIVE SYSTEMS (Changchun) Co., Ltd	✓	✓	✓	✓	✓	✓
KAYSER AUTOMOTIVE SYSTEMS USA, LP	✓	✓	---	✓	✓	✓
KAYSER AUTOMOTIVE SYSTEMS Bulgaria EOOD	✓	✓	---	✓	✓	✓
AES Tooling GmbH	---	---	---	---	---	---

✓ Already certified --- Not certified

Table 1: Certification matrix of KAYSER Automotive

MISSION

As a family business with a long tradition, we are a globally active and innovative system supplier to the automotive industry.

Customer satisfaction, quality and growth are in the focus of our daily activities.

VISION

Emission reduction through innovative technologies.

We are the development partner and system supplier of the automotive industry for innovative technologies to reduce emissions.

PRINCIPLE

Customer-oriented & successful
Passionate & innovative
Quality-conscious & sustainable
Reliable

The KAYSER Team

Figure 1: Mission, vision and values

All production sites worldwide have a certified environmental management system according to ISO 14001 and a certified occupational health and safety management system according to ISO 45001. All German locations as well as the production facility in China are additionally certified according to ISO 50001. Furthermore, the occupational health and safety management system was certified according to ISO 45001 at our headquarters in Germany, in Mexico as well as at our production plants in Poland. The certification of the plants in Glauchau (Germany), Spain, Hungary and China should be carried out promptly and is currently being implemented. All of the non-certified companies also work strictly according to the globally established processes and procedures of the management systems. This includes, among other things, regular checks of key figures and adherence to annual goals in the areas of energy, environment and occupational safety. The associated processes and procedures are available in the main languages spoken by the employees. Each factory has a representative for

each certified management system. The management systems support the further development of our efficient manufacturing processes as well as ongoing in-house efficiency improvement programmes. With all these activities, we continuously contribute to the principles of the United Nations Global Compact (UNGC) and the Sustainable Development Goals (SDGs).

In addition to a holistic approach to sustainability, we set ourselves the requirement to consistently meet not only the quality demands of our customers, but also our own standards of quality, safety and social responsibility. For this purpose, we have developed a modern quality management system and have had ourselves certified according to IATF 16949. In combination with our highly competent team and the constant dialogue with customers, we are able to provide results that are characterised by experience and innovation as well as service and customer orientation.

Appropriateness, effectiveness and efficient implementation of the site-

related management systems are regularly assessed by the management and targets are subsequently set in order to achieve continuous improvement. In this context, compliance with applicable legal requirements is also reviewed and the awareness of employees with regard to the environment, sustainability, occupational safety and quality is continuously raised. These principles are also anchored in our corporate mission and our vision as well as in our values.

In line with our corporate strategy, we strive for long-term improvement in sustainability. A sustainable foundation for this endeavour shall be achieved through various goals and measures. ■



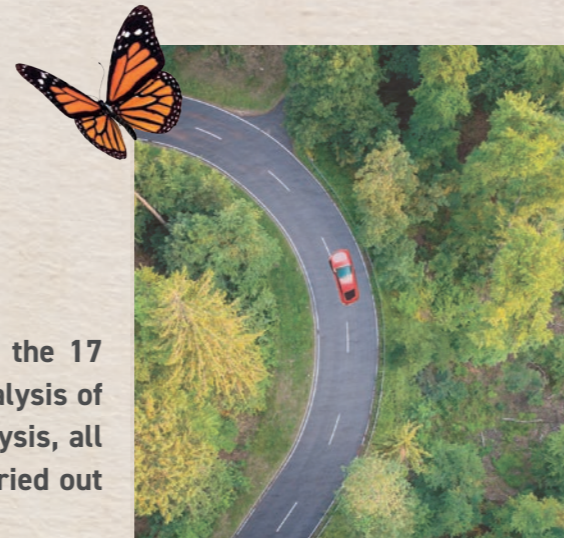
SUSTAINABLE DEVELOPMENT GOALS „SDGs“

We support and confirm the importance and necessity of the 17 “Sustainable Development Goals” (SDGs). As part of an analysis of business activities taking into account the materiality analysis, all SDGs were examined in detail and a prioritisation was carried out (see the following chapter).

The prioritisation resulted in five SDGs that are primarily relevant for KAYSER (see double materiality analysis / tables page 7). In addition, KAYSER pursues the goal of avoiding any negative impact on all SDGs through its business activities. ■



Figure 2: KAYSER's SDGs



DOUBLE MATERIALITY ANALYSIS

In preparation for future sustainability reporting in accordance with the EU standards CSRD (Corporate Sustainability Reporting Directive) and the EU taxonomy, we carried out a comprehensive double materiality analysis in accordance with the requirements of the European Sustainability Reporting Standards (ESRS).

As part of this analysis, significant impacts, risks and opportunities (IROs) in the areas of environment, social affairs and governance were identified at KAYSER Group level. These affect all stages of our value chain - from upstream procurement, our own business activities, to downstream activities. The analysis was carried out on the basis of a structured methodology in which internal stakeholders were actively involved. At the same time, the perspectives and interests of external stakehold-

ers were taken into account in order to carry out a well-founded prioritization and evaluation of the relevant sustainability topics. Several key criteria were taken into account as part of the impact assessment: actual or potential impacts, the allocation of impacts within the value chain, the determination of the timeframe in which these impacts persist, the extent of the impacts on people and the environment, the scope of the respective impact and the irreversibility of the impact.

Result of the materiality analysis

In the course of our comprehensive materiality analysis, we systematically assessed 129 IROs from the areas of environment, social affairs and governance, 42 of which were classified as material for the KAYSER Group. ■

NUMBER OF IDENTIFIED SIGNIFICANT IMPACTS

Topics	Sub-topics	IRO's positive Impacts	IRO's negative Impacts
Climate change	3	4	2
Environmental pollution	3	2	2
Biodiversity and ecosystems	1	1	1
Circular economy	4	2	2
Own workforce	3	8	2
Workforce in the value chain	2	2	0
Consumers and end users	1	1	0
Corporate policy	6	5	1

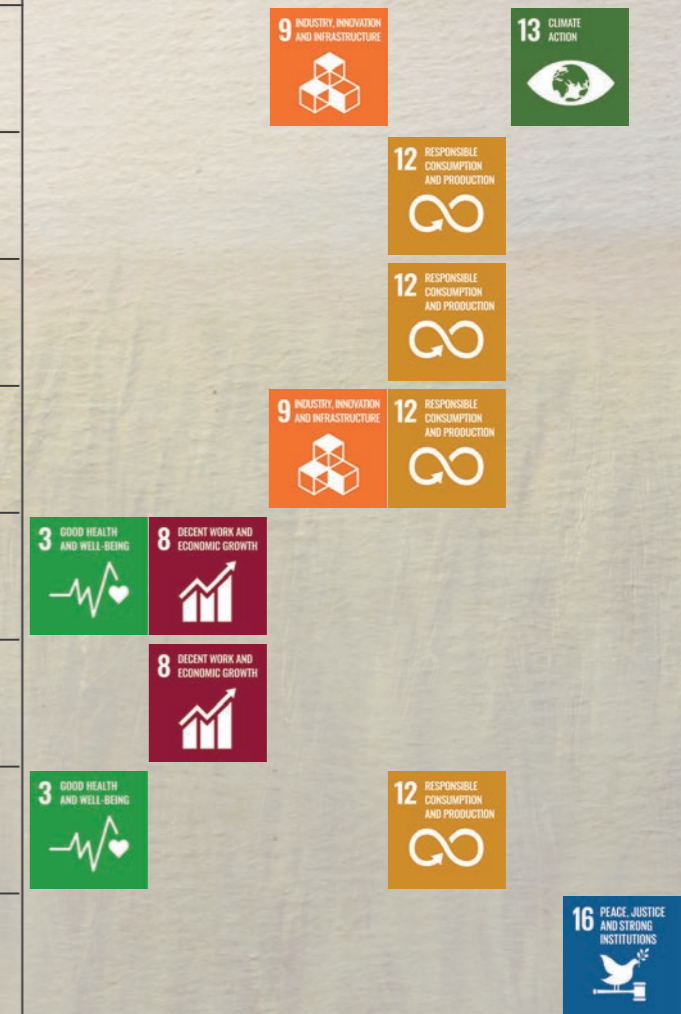


Table 2: Overview of topics with a material impact according to the double materiality analysis in the KAYSER Group

NUMBER OF SIGNIFICANT RISKS & OPPORTUNITIES IDENTIFIED

Topics	Sub-topics	IRO's financial opportunities	IRO's financial risks
Climate change	3	2	3
Environmental pollution	1	0	1
Circular economy	1	0	1



Table 3: Overview of material risks and opportunities according to the KAYSER Group's double materiality analysis

Butterfly © Oliver Klimek, Adobe Stock | Aerial view street © ollo, iStock
Cornfield © andramik123, Adobe Stock

THE HUMAN

Our success critically depends on our employee – and therefore, their wellbeing is one of our highest priorities. In order to promote this, we ensure a safe and low-risk working environment. In addition to aspects of quality and environmental protection, occupational safety and the health of our employees is anchored as a central component of our corporate policy.

Our goal is to ensure, that accidents, personal injury and property damage are avoided and that the safety, health and well-being of employees, subcontractors and third parties are guaranteed. This is achieved by implementing appropriate organisational and technical measures.

All employees receive the training required for their qualification and for carrying out their tasks. At the same time, detailed health and safety analyses are conducted at all locations to ensure an adequate working environment. New analyses are carried out when new processes are implemented in production or when processes are optimised.

Existing equipment and processes are checked by means of regular inspections and maintenance measures, which can ensure their safety. In order to create awareness and sensitise employees, regular briefings on the topic of occupational safety are held for all employees. As part of these

instructions, an effectiveness test is carried out depending on the topic and location. To further protect our employees, protective equipment is provided, if required. Before any “personal protective equipment” (PPE) is used, the hazardous factors, such as hazardous substances or noise, are substituted, avoided or reduced wherever possible. Measurements are taken regularly in areas with a high level of occupational noise exposure. If the hazard cannot be further minimised in specific areas, protective equipment is required and the employees are instructed accordingly.

If employees require health fitness for their work, this is ensured through obligatory health examinations. In addition to physical hazards, psychological hazards, such as stress, must also be taken into account. In order to keep these hazards as low as possible, compliance with working hours is checked and the accumulation of overtime is limited. Overtime built up should be

compensated in a timely manner, if possible, so that the employees' recovery can be guaranteed. If there are prolonged absences at the sites in Einbeck and Glauchau, the work integration management program is intended to enable as smooth a return to work as possible.

Due to internal restructuring in 2025, more individualized and sustainable support will be ensured. In order to minimise any further potential hazards from possible emergencies or hazardous substances, global processes are in place which the employees are familiar with. Should an accident occur nevertheless, experts will analyse them to determine their cause. As part of these analyses, measures to improve safety are established where possible. For measures from which all societies could benefit, international exchange groups exist to promote such findings.

The safety of external service providers is also an important concern for KAYSER. Before sub-

Heart on tree bark © Dario Loew-Albrecht, Adobe Stock

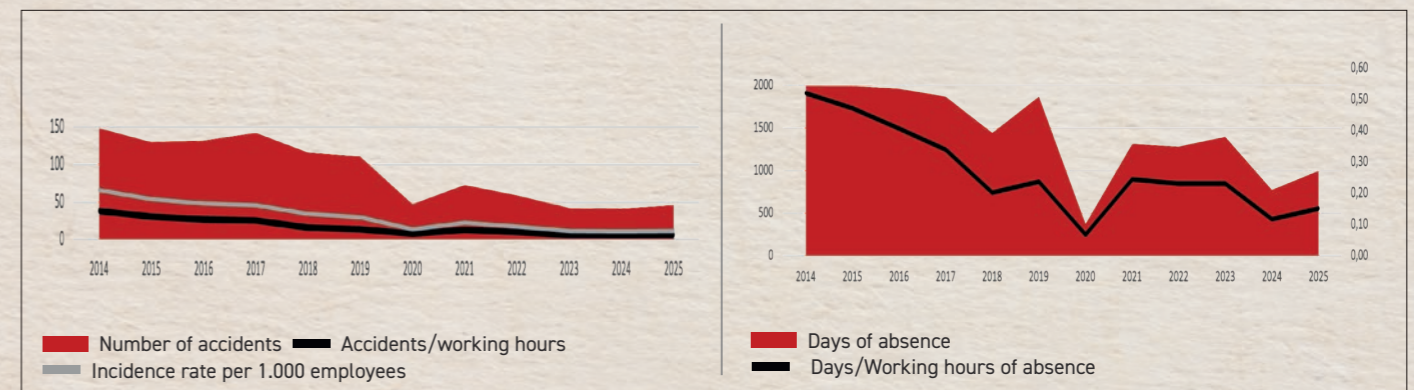


Figure 3: Lost Time Injury Rate (left side) & Lost Time Injury Severity Rate (right side)



contractors are permitted to enter the sites premises, they receive instructions. If they carry out potentially dangerous work on the site, a risk assessment is also carried out and necessary measures are initiated at an early stage. Equally the health and safety of our customers is important. For this reason, a checklist is used at an early stage during product and process design to check whether the basic requirements are implemented. The health and safety of our customers is also very important. For this reason, a checklist is used at an early stage as part of product and process development to ensure that the basic requirements are implemented. Furthermore, labour and human rights are also taken into account with suppliers. For this purpose, we have established a guideline on sustainable procurement.

In general, all of our employees are provided with regular training on occupational safety, the environment and the Code of Conduct. This resulted in 28,26 hours of instruction per employee in 2025. In addition to the health and safety of our employees, the aim is to increase employee satisfaction. In order to achieve this, individual incentive systems are used

in different companies. For example, there are discounts on sporting activities, prizes for suggestions, theme weeks and general employee discounts.

There are anonymous employee surveys to obtain honest feedback, on the basis of which optimisation is possible. To promote an open feedback culture, site-specific, anonymous surveys are conducted. These are carried out regularly on relevant topics such as change processes and enable us to systematically incorporate the perspectives of our employees into decision-making. In addition, an Integrity Line is in place through which compliance violations can be reported. The results are regularly analysed and improvement measures are developed. Reports on various topics, such as occupational safety and ethics, are sent to management on a monthly basis. The information contained there in will be processed and tracked accordingly. □

Human rights

Principle 1, 2, 3, 4

We assume responsibility for our employees and respect and protect human

rights. We also act in accordance with internationally recognised human rights, labour and social standards and strictly adhere to the laws applicable to our business activities. As a result, we comply with all applicable occupational health and safety regulations to ensure the safety of our employees in the workplace. In addition, we are committed to the principles of the Global Compact and the requirements of the International Labour Organisation (ILO).

Compliance with all human rights is addressed and required in the framework of the codes of conduct within the company as well as along the supply chain. Central aspects of the codes of conduct are the observance of human rights, the exclusion of child labour, slavery and all forms of forced labour and corruption as well as environmental issues.

Employees are provided with a 'Code of Conduct' training to ensure that the content is understood and applied, for which it is available in all country-specific languages. Confirmation of compliance with the Supplier Code of Conduct is mandatory for every serial supplier.

Fist / Diversity © freshidea, Adobe Stock
paper cut-out humans © StephanK, Adobe Stock (AI-generated)



A whistleblowing system is in place for employees who wish to report any type of violation. No reports of human rights violations were received in 2025. We want to ensure that our employees work under fair working conditions and that all human rights are respected. The payment of wages as well as special compensation or time off for overtime is anchored in the employment contracts on a country-specific basis. In total, 35 % of our employees in 2025 were covered by collective agreements. For all employees, at least local legislation applies in conjunction with other rules and agreements. Regulations, such as a minimum 24-hour rest period within a time frame of seven consecutive days, are taken into account at all companies. The content of employment contracts is explained to each employee as required.

An important goal is to create an attractive working environment. Interaction with each other shall be characterised by appreciation, mutual understanding, respect and fairness. To reinforce these principles, we have developed our corporate culture and management guidelines. Employees are free to join associations in accordance with national law, such

as trade unions. Any representative organisations for the purpose of collective bargaining and working conditions are recognised. In the majority of our companies, employees have chosen to be represented by an employee representative body (Works Council). □

Equity (Discrimination; Equality)

Principle 6

No tolerance of any form of discrimination, humiliation, oppression, harassment or insult is our principle. All employees are regarded as full and equal. Interaction based on appreci-

ation, mutual understanding, respect and fairness excludes any form of discrimination. In addition, every manager sets an example with his/her own behaviour and is thus responsible to ensure a working environment that is free of discrimination and harassment on a permanent basis.

As an element of the codes of conduct, the importance of equality and fairness is known to all employees. Violations of any kind can be reported. In addition to supervisors and existing works councils, a neutral ombudsman is available. All employees may feel free to report any concerns about ethically unacceptable or unlawful behaviour through the various channels.

We value all age groups and offer older employees an option for phased retirement whenever possible. In addition to ethical, visual or political reasons, there is also no preferential treatment or discrimination based on gender. Diversity is promoted in both recruitment and staff development, and everyone is treated identically, without bias and with respect.

Women represent an average of 44% of employees in the company.

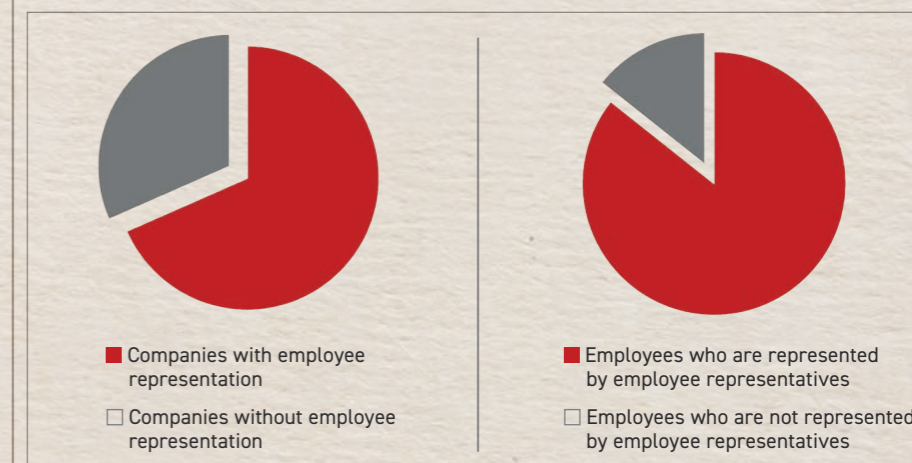


Figure 4: Employee representation (Works Council)



In 2025, 31 % of management positions were held by women and 50 % of works council members were women. Our employees in the Human Resources department have been trained on "Compliance in the Recruiting Process". In addition, they have also been sensitised accordingly neither to discriminate nor to accept any discrimination. These values and principles are also communicated to all contractors. □

Child labour

Principle 5

We recognise our social and corporate responsibility and do not use child labour at any stage of the business process. We comply with the recommendation of the ILO Conventions on the minimum age for the employment

or use of child labour. This minimum age should not be less than the age at which compulsory schooling ends and in any case not less than 15 years of age. This is ensured by appropriate identity checks during the recruitment process.

In order to raise awareness among employees, the issues of child and forced labour are anchored in the Code of Conduct and addressed in the related training. This action and commitment with regard to child labour is passed on to our suppliers within the framework of the Supplier Code of Conduct and confirmed by them when they conclude a contract.

Furthermore, by paying fair wages, we want to enable our employees to finance a good education for their children. □

Employee promotion

Various activities are available to promote satisfaction and motivation as well as personal and professional development of our employees.

Our human resources management is based on well-defined processes and guidelines. During the recruitment process we already place great emphasis to transparency and fairness and our recruiters and managers are trained accordingly. The interview costs incurred by applicants are covered in full by KAYSER. An applicant management system has been introduced to professionalise and standardise the entire applicant management process and to ensure compliance with data protection regulations.

Our employees are professionally supported along the "Employee Lifecycle" at all times, whether through individual onboarding, standardised employee review meetings or regular training surveys. At the beginning of 2022 were standardised development discussions will be successively implemented. To standardize the



Figure 5: Gender quota

onboarding of new employees worldwide and ensure high-quality support, onboarding processes were harmonized and optimized in 2025. This created clearer structures and supports integration into our corporate culture. The annual training requirements will be derived from this and the corresponding measures will be implemented by our personnel developers in accordance with the personnel qualification process. We design customised in-house training, organise external measures or create digital offers via our corporate e-platform. On average, each employee received 4,47 external training hours in 2025.

In 2022, Germany introduced uniform structures and standards for individual employee discussions. The standardisation started with meetings with employees of the three upper management levels, and going forward, employee discussions will take place annually. The discussions focus on the comparison of competencies and tasks. Since 2023 conversations are held with all employees and follow-up measures for employee and management development will be defined, most of which will be implemented

in the same year. Another focus is on strategic succession planning. This enables us to build an international talent pipeline, leverage synergies, develop talent in a targeted manner, and identify successors for key positions. This ensures sustainable knowledge transfer within the company.

Regular employee surveys are carried out in almost all KAYSER plants. An employee survey was carried out in the German plants in 2022 with an overall response rate of 63%. Within the administrative areas, the response rate was significantly above 80%. One focus of the survey was psychological stress at work. The current German standard version of the COP-SOQ (2020) by the Freiburg Research Center for Industrial Sciences (FFAW) was used. Several follow-up measures are already being implemented in this respect.

In addition, our responsible training instructors take on the valuable task of enabling young people to receive practical vocational training. They can choose between apprenticeships and dual study programmes. In 2025, we

looked after 60 trainees and dual students at our German sites.

Our extensive range of apprenticeships offers teenagers and young adults the opportunity to receive further training/training in both commercial and industrial apprenticeships and study programmes. In addition to our two existing dual degree programmes, a dual degree programme in business informatics has also been available. We also regularly offer schoolchildren and students the opportunity to get to know our company. Through our future days, we support young people in their initial career orientation and open up new perspectives for them. Thus, this gives them a unique insight into training opportunities and professional life at KAYSER.

The KAYSER Group is also represented at selected career fairs. Furthermore, we support young academics financially - for example, we regularly support scholarship holders in Germany. We also support students' theses and offer internships in a variety of areas at our German sites. ■

personal growth and development advice © TensorSpark, Adobe Stock (KI-generated)
Mountaineer © phoenix_a, Adobe Stock | Rope., Adobe Stock | Compass © Alexstar, Adobe Stock





Bild „Weltkugel“ © rangizz, Adobe Stock | „Landschaft mit Sonnenuntergang“ © Mordolff, iStock

THE PLANET

PRINCIPLE 7, 8

Protecting the planet and preserving our environment are important to us. Our products are manufactured at a total of nine locations around the world by using the energy and resources that is required in this context. In order to be able to monitor and improve the environmental impact, each production site has a certified environmental management system according to ISO 14001.

All legal requirements are taken into account and complied with in all process steps. Compliance with the applicable regulations is regularly checked through internal and external audits at all Group locations. The auditors assigned have the necessary professional qualifications.

Continuous environmental analyses ensure that the site-specific conditions are known and taken into account and that there are no negative effects on the environment. The knowledge gained is also included in the assessment of potential exceptional operating conditions - such as

floods, fires or storms. Particular attention is paid to situations with a potentially high environmental impact. Specific emergency plans are in place for each plant and are known by the employees. There are also plans for internal hazards, such as leaks. The effectiveness of these emergency plans is regularly reviewed through simulations and assessments.

In addition to the environmental impact resulting from our direct activities, the environmental impact of our products is also important to us. Already during product and process design, checklists are used to check

whether our minimum requirements are being met and whether there is potential for optimization.

Beyond analyses and considerations, we place a lot of emphasis on awareness and support of all employees in order to protect the planet. There is a continuous appeal to common interest through briefings and sharing of information. □





Resources

The conservation of resources is taken into account through the highest possible efficiency, conscious handling and the use of modern technologies in all areas. Due to the integration of three additional production sites into the KAYSER Automotive Group in 2024, a direct comparison of the consumption data and key figures with previous years is only possible to a limited extent.

During the procurement process of equipment, attention is already paid to state-of-the-art production technology, taking energy efficiency into account. When planning the production, downtimes and idle times shall be avoided wherever possible. Through various considerations and comparisons of energy consumption, our employees have extensive knowledge in terms of a responsible way of planning.

For continuous improvement, each certified plant has intensity reduction target as part of the management systems. Despite the more difficult conditions in recent years, we have been able to maintain our energy efficiency. Our primary energy source

for heat is gas. Wherever possible, we use the principle of heat recovery to use less of our heating systems.

Thus, some areas are heated by waste heat from our air compressor. Due to our continuous growth in recent years, the density of equipment in some of our production halls has also increased, so that it is not always necessary to use gas for heating.

Water is not a major component of our production and is primarily used by

our employees. Nevertheless, we also record these consumptions and take a closer look at them. This allows us to identify any potential leaks or other complications in the fastest way possible.

In order to conserve resources, we continuously implement measures to reduce the amount of waste. In particular, scrap reduction programmes are an ongoing part of our production. Along with the pro-

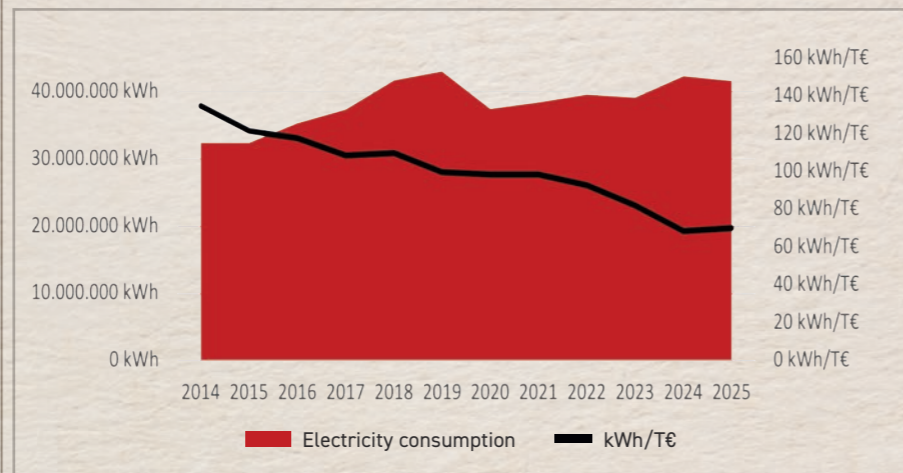
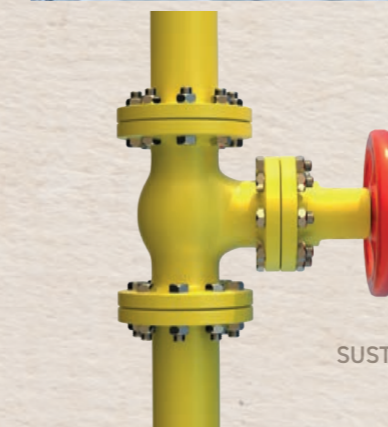


Figure 6: Electricity consumption



Water jet hands © blackday, Adobe Stock | Socket © Mathias Weill, Adobe Stock | Power cable © by-studio, Adobe Stock

Faucet © K.-U. Häßler, Adobe Stock | Gas pipe © Rawf8, Adobe Stock



curement of new and more efficient equipment, older and less efficient equipment is being phased out. As a result, there is a higher volume of waste in the meantime. Most of our waste is recycled or recovered. In 2025, the recycling rate of the manufacturing companies was 79,7%.

Our location in Fulton (USA) has been committed to clean waste separation for years. Since separation is not normally done in this region, we are particularly pleased and proud that our employees are aware of this and are supporting us in implementing the technique. In order to ensure that waste prevention and disposal are handled identically in all factories, a global waste management procedure is in place and each factory has a waste manager. □

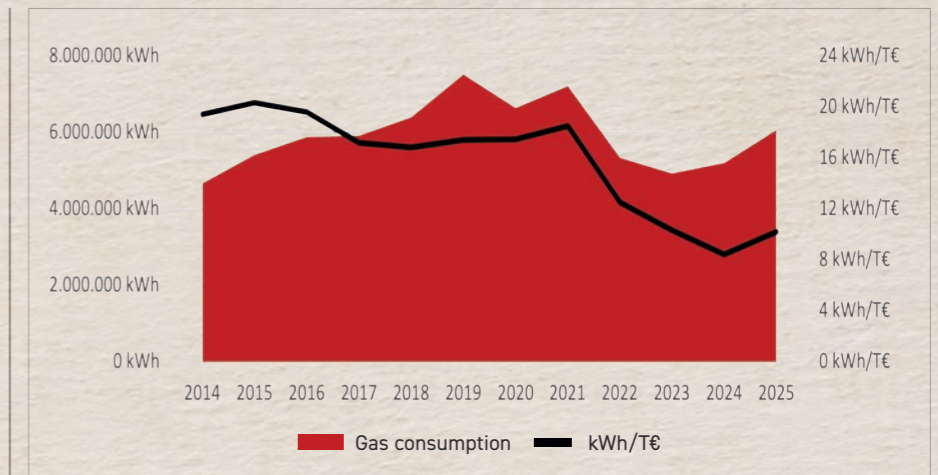


Figure 7: Gas consumption

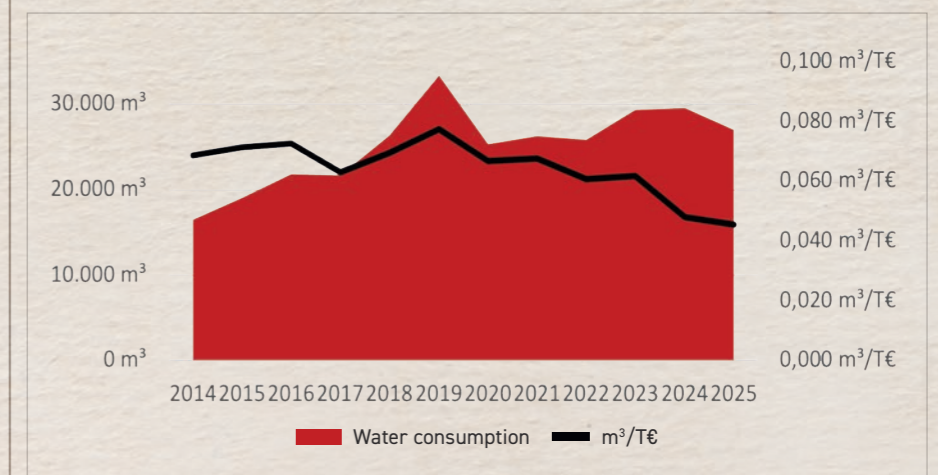


Figure 8: Water consumption

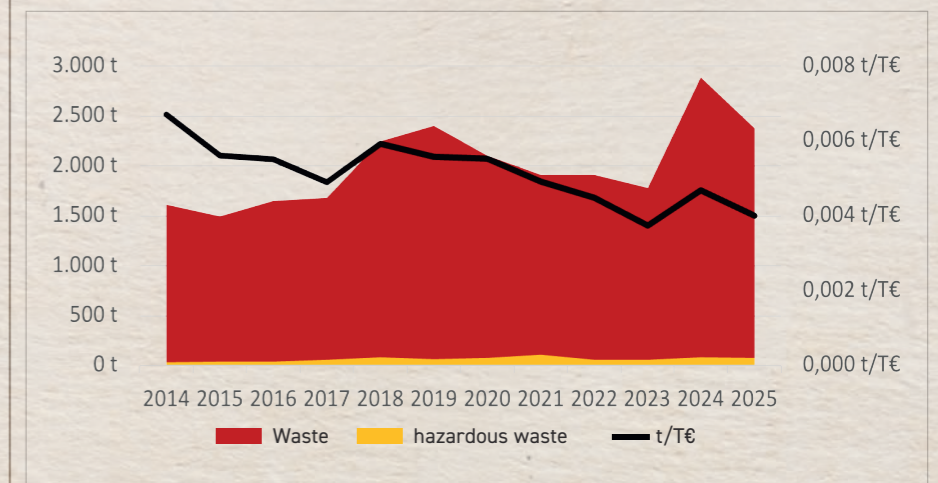
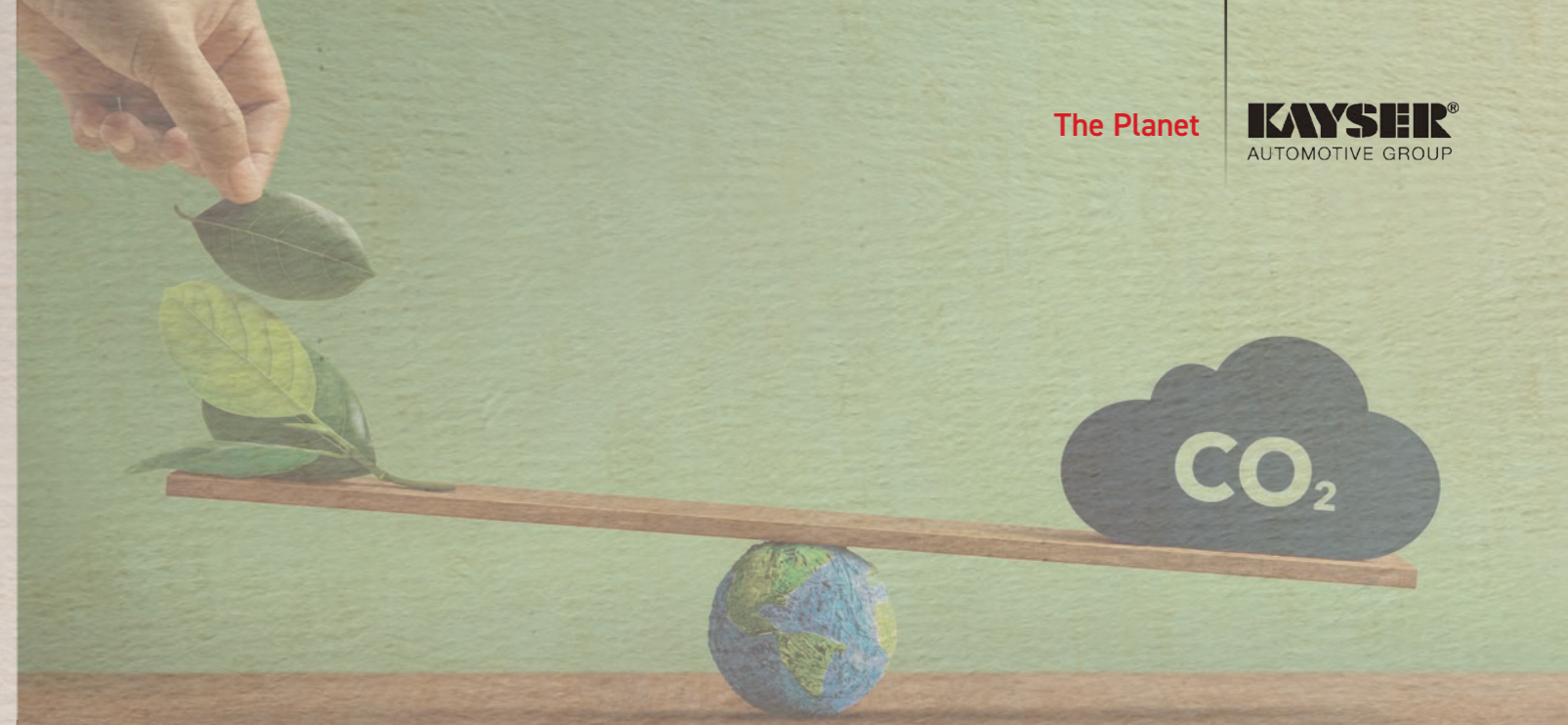
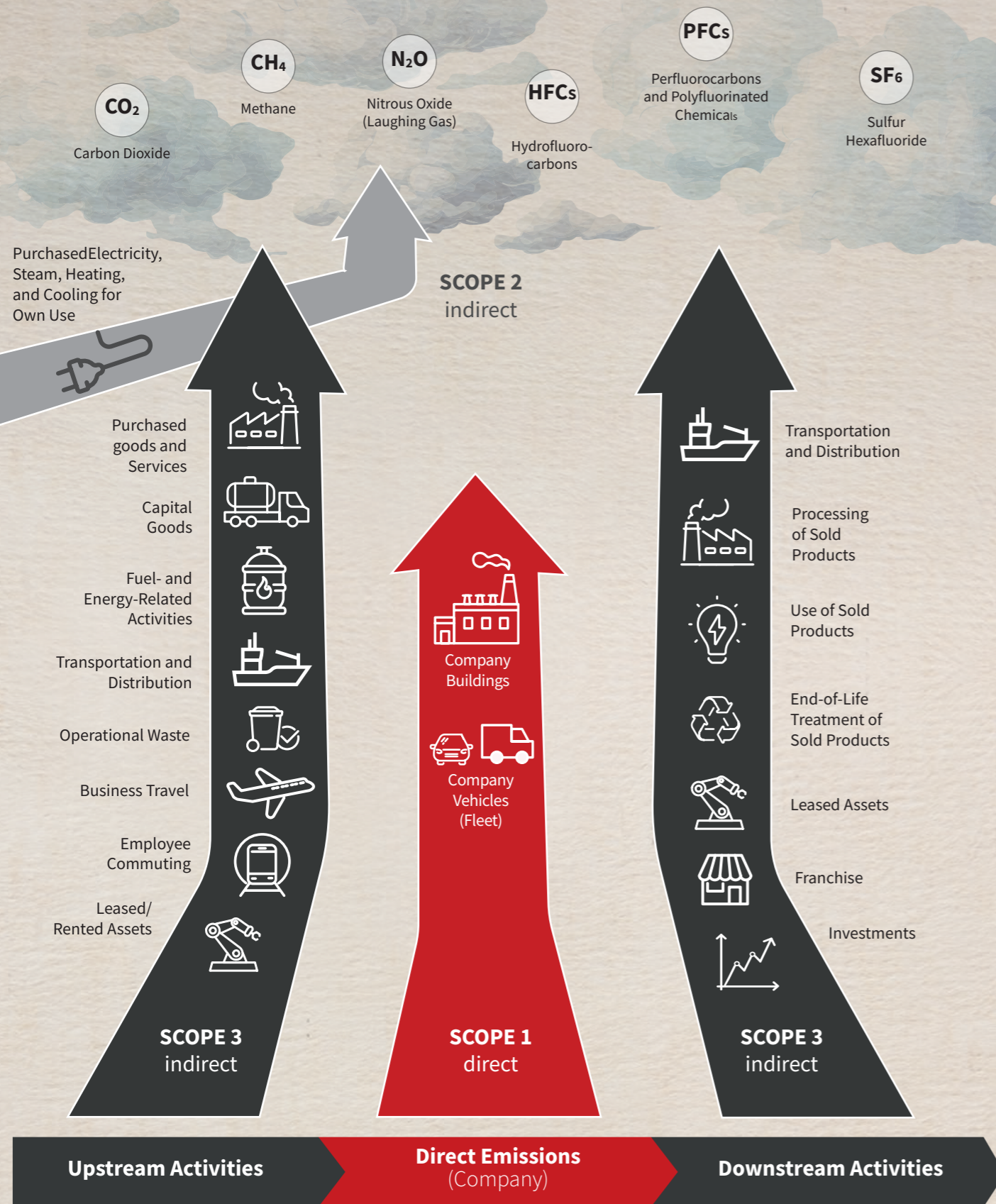


Figure 9: Waste



Direct and Indirect Greenhouse Gas Emissions Scope 1-3 According to GHG Protocol



Emissions: Roadmap to CO₂ neutrality

In response to one of the world's most urgent challenges, the climate crisis, we are striving to significantly reduce our impact on the climate. The goal of KAYSER Automotive Group is to achieve CO₂ neutrality by 2038.

In order to achieve the overarching goal of climate neutrality by 2038, we have defined two sub-goals. In 2023, these two sub-targets were reviewed and confirmed by the Science Based Target Initiative. KAYSER Automotive Group commits to reduce absolute Scope 1 and 2 GHG emissions 50.4% by 2032 from a 2021 base year. KAYSER Automotive Group also commits to reduce absolute Scope 3 GHG emissions covering purchased goods and services and capital goods 30.0% within the same timeframe.

We started working on calculating CO₂ equivalents back in 2019. In the first step, the focus was on looking at our direct (Scope 1) and indirect (Scope 2) emissions at KAYSER. In 2021, various categories of indirect upstream and downstream CO₂

equivalents were recorded for the first time. The underlying calculation standard is the "Greenhouse Gas Protocol".

The largest and therefore most important part of our footprint is category 3.1 - Purchased Goods and Services. Because of this, we are dependent on the support of our suppliers. From 2028, Scope 1, 2 & 3 data must be submitted by all suppliers on an annual basis. In order to obtain qualitatively comparable data, CO₂ equivalent calculations should be carried out based on the GHG protocol or ISO 14064. We demand that CO₂ neutrality for Scope 1 and Scope 2 be achieved by the 2030 reporting year. Complete CO₂ neutrality must be achieved by the 2035 reporting year.

The transition towards being a CO₂-neutral company comes with various challenges. Not all countries can obtain electricity from renewable sources. Material requirements can greatly limit supplier selection. Technical possibilities in existing processes only allow for limited

potential for optimisation. We are aware of the challenges and are working on perspective solutions for a holistic plan to achieve our goals.

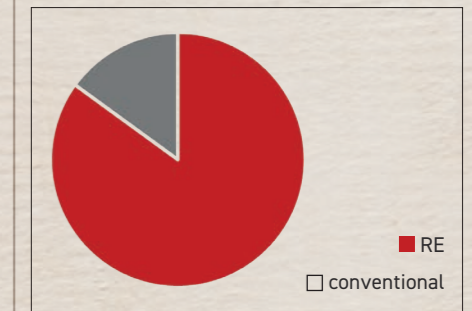
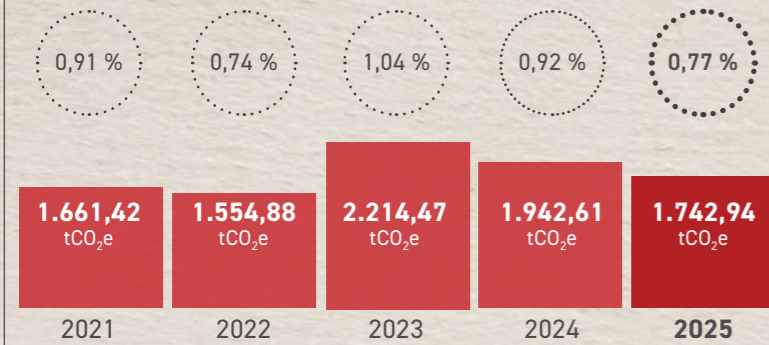


Figure 10: Electricity mix

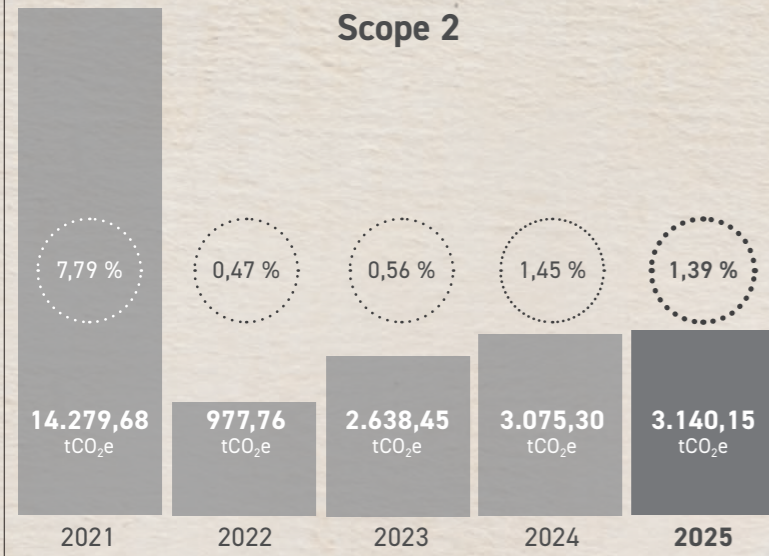
Compared to 2021, KAYSER reduced its Scope 2 emissions by approximately 80% by 2025 by sourcing 85% of its electricity from CO₂-neutral sources. ■



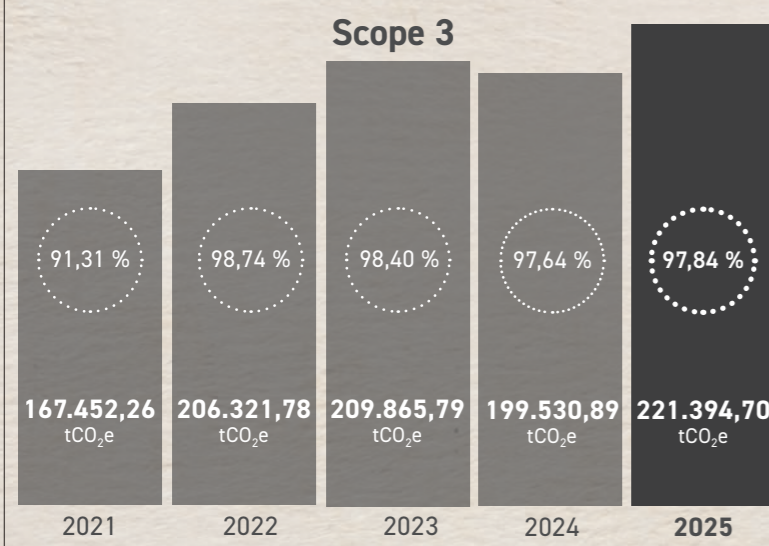
Scope 1



Scope 2



Scope 3



Scope 1, 2 and 3 columns not shown in relation to each other by scale

Development of emissions within the KAYSER Automotive Group

The greenhouse gas emissions were calculated in accordance with the principles of the Greenhouse Gas Protocol. All scopes are included. Due to the integration of three additional production sites into the KAYSER Automotive Group in 2024, a direct comparison of emission data with previous years is only possible to a limited extent.

Category 11 – Use of sold products – is a relevant category for products sold by AES Tooling GmbH to other KAYSER entities. Within the overall Corporate Carbon Footprint (CCF), these emissions are included through the consumption data of all sites. However, at the AES Tooling GmbH site level, they currently cannot be reported separately.

Absolute emissions of the KAYSER Group have decreased by 78% in Scope 2 compared to the base year 2021. Scope 1 emissions have increased by 5% and Scope 3 by 32,4%. This increase was expected, taking into account the level of activity and the addition of further company sites. The data basis is continuously being improved. Increasing availability of primary data enables more precise emission calculations.

Our Science Based Target does not include the newly affiliated companies of the KAYSER Automotive Group, AES Tooling GmbH, Kayser Automotive Systems Bulgaria EOOD as well as the Murray site. With the goal of reducing absolute Scope 1 and 2 emissions by 50.4% by 2032, the achieved reduction of 71% in 2025 marks a positive development. Scope 3 emissions have increased by 31% in 2025 compared to the base year. Especially in the upstream supply chain, we aim to achieve our targets together with our suppliers. Starting with continuous awareness-raising, our suppliers must take action and proactively contribute to achieving the shared goals. ■

Carbon Footprint © KI-generiert von iDoPixBox, Adobe Stock

All emissions data by category, location & year

SCOPE 1 | DIRECT EMISSIONS

SCOPE 1: TOTAL					
2021	2022	2023	2024	2025	
tCO ₂ e	tCO ₂ e	tCO ₂ e	tCO ₂ e	tCO ₂ e	
1.661,42	1.554,88	2.214,48	1.942,61	1.742,94	↗
677,04	722,64	648,97	498,93	563,85	↘
111,96	112,49	135,84	108,34	129,67	↗
100,64	123,74	169,03	181,06	160,71	↗
164,54	154,96	239,09	230,56	142,70	↘
28,90	33,66	48,73	37,94	36,26	↗
197,66	89,99	335,08	370,99	351,76	↗
227,59	140,79	349,30	128,90	83,99	↘
0,37	0,51	111,37	121,11	15,94	↗
-	-	-	8,70	-	
-	-	-	1,55	3,66	
152,73	176,10	177,05	201,24	208,88	↗
-	-	-	0,00	x	
-	-	-	4,43	8,13	
-	-	-	3,64	-	
-	-	-	37,30	36,89	
-	-	-	7,93	0,49	

SCOPE 1.1: ... Combustion by stationary sources

2021	2022	2023	2024	2025	
tCO ₂ e	tCO ₂ e	tCO ₂ e	tCO ₂ e	tCO ₂ e	
1.184,75	1.109,01	1.104,14	1.280,79	1.111,95	↘
555,90	543,20	447,34	363,09	433,23	↘
109,98	107,02	133,16	105,00	121,30	↗
88,56	62,04	73,62	149,42	144,68	↗
123,88	101,09	172,79	181,44	138,73	↗
25,06	29,31	43,61	36,19	36,07	↗
72,79	76,75	-	266,33	23,68	↘
66,23	49,57	70,23	54,71	51,80	↘
0,37	0,51	-	-	-	↘
-	-	-	-	-	
-	-	-	-	-	
141,99	139,51	163,39	93,47	125,21	↘
-	-	-	-	-	
-	-	-	2,58	8,13	
-	-	-	-	-	
-	-	-	28,54	28,62	
-	-	-	5,71	0,49	

SCOPE 1.2: ... Combustion by mobile sources

2021	2022	2023	2024	2025	
tCO ₂ e	tCO ₂ e	tCO ₂ e	tCO ₂ e	tCO ₂ e	
230,59	342,04	488,02	345,46	226,96	↘
118,54	174,75	199,29	133,88	112,51	↘
1,98	5,46	2,67	3,33	8,37	↗
12,08	19,13	42,92	-	-	↘
40,66	53,87	66,30	49,12	3,97	↘
3,84	4,35	4,73	1,75	0,19	↘
5,06	6,14	6,08	7,37	5,46	↗
47,86	48,08	49,71	49,37	0,64	↘
0,00	0,00	111,37	18,60	15,94	↗
-	-	-	8,70	-	
-	-	-	1,55	3,66	↗
0,57	30,26	4,95	52,95	67,95	↗
-	-	-	-	-	
-	-	-	1,85	-	
-	-	-	0,30	-	
-	-	-	8,76	8,27	↗
-	-	-	7,92	-	

SCOPE 1.3: ... Volatile gases

2021	2022	2023	2024	2025	
tCO ₂ e	tCO ₂ e	tCO ₂ e	tCO ₂ e	tCO ₂ e	
246,08	103,83	622,32	316,36	404,03	↗
2,59	4,69	2,34	1,95	18,11	↗
-	-	-	-	-	
-	42,58	52,50	31,63	16,03	↗
-	-	-	1	-	
-	-	0,39	-	-	
119,81	7,10	329,00	97,29	322,62	↗
113,50	43,14	229,37	24,82	31,54	↘
-	-	-	102,52	-	
-	-	-	-	-	
-	-	-	-	-	
10,18	6,33	8,72	54,81	15,72	↗
-	-	-	-	-	
-	-	-	-	-	
-	-	-	3,33	-	
-	-	-	-	-	
-	-	-	-	-	

Emissions in 2025 compared to the reference year 2021: ↗ increased ↘ reduced → remained the same
 "- no activities present / not relevant | ■ no data available

All emissions data by category, location & year

All emissions data by category, location & year

SCOPE 2 | INDIRECT EMISSIONS

SCOPE 2: ... Purchased electricity (market-based method)					
2021	2022	2023	2024	2025	
tCo ₂ e	tCo ₂ e	tCo ₂ e	tCo ₂ e	tCo ₂ e	
14.279,68	977,76	2.553,02	2.989,83	3.054,71	↘
2.820,33	204,05	0,00	0,00	0,00	↘
293,94	0,00	0,00	0,00	0,00	↘
3.474,87	0,00	97,72	0,00	0,00	↘
2.532,23	0,00	89,76	0,00	0,00	↘
1,20	0,00	0,00	0,00	2,89	↗
2.068,96	166,87	1.446,14	2.697,62	2.692,78	↗
1.773,65	0,00	119,01	0,00	55,49	↘
401,02	599,88	793,42	0,00	0,00	↘
4,06	4,06	4,06	8,17	8,86	↗
2,90	2,90	2,90	2,90	2,90	→
906,51	0,00	0,00	0,00	0,00	↘
-	-	-	5,41	5,41	
-	-	-	2,01	6,29	
-	-	-	99,10	335,58	
-	-	-	31,13	0,00	
-	-	-	143,49	0,00	

SCOPE 2.1: ... Purchased electricity (located-based method)					
2021	2022	2023	2024	2025	
tCo ₂ e	tCo ₂ e	tCo ₂ e	tCo ₂ e	tCo ₂ e	
14.141,48	12.612,59	14.951,96	17.415,55	17.816,43	↗
4.007,02	3.919,54	4.377,66	4.506,05	3.861,04	↘
417,62	424,85	484,13	484,13	499,22	↗
2.830,24	2.666,18	2.443,23	2.755,70	3.200,03	↗
1.926,84	2.045,00	2.184,35	2.585,74	2.610,39	↗
98,62	100,17	103,47	0,10	83,61	↘
2.068,96	166,87	2.090,77	3.112,50	3.253,69	↗
806,25	966,28	705,74	571,25	462,05	↘
401,02	599,88	793,42	1.403,16	1.445,40	↗
4,06	4,06	4,06	7,62	8,86	↗
2,90	2,90	2,90	2,90	2,90	→
1.577,93	1.717,86	1.762,23	1.702,66	1.753,27	↗
-	-	-	5,41	5,41	
-	-	-	2,40	6,29	
-	-	-	99,10	464,77	
-	-	-	31,13	31,58	
-	-	-	145,70	127,90	

All Locations
Einbeck
Glauchau
Batorowo
Kłodzko
Pamplona
Puebla
Komárom
Changchun
Suzhou
Pune
Fulton
Troy
Murray
Pleven
Osterode
Bielefeld

category 1

SCOPE 3.1: ... Purchased goods and services					
2021	2022	2023	2024	2025	
tCo ₂ e	tCo ₂ e	tCo ₂ e	tCo ₂ e	tCo ₂ e	
131.969,04	137.437,76	135.246,17	156.069,31	171.546,95	↗
56.969,01	40.763,23	37.806,75	51.041,79	39.081,81	↘
5.865,23	5.158,72	5.727,76	4.755,37	4.943,67	↘
33.569,09	37.318,00	27.984,67	38.772,32	41.706,41	↗
13.283,32	9.968,15	16.365,41	16.622,83	17.699,80	↗
3.719,67	4.277,44	4.997,06	5.160,13	4.296,26	↗
27.142,90	36.007,70	37.796,54	26.603,71	26.814,99	↘
17.513,32	12.538,77	12.403,54	11.348,75	10.530,10	↘
5.713,92	4.653,39	5.502,27	10.896,01	12.360,58	↗
8,88	9,13	4,21	-	-	↘
2,96	3,04	1,40	-	-	↘
15.343,31	14.293,80	19.167,40	22.398,03	11.802,62	↘
-	-	-	-	-	
-	-	-	-	-	
-	-	-	227,79	2.372,50	
-	-	-	3,19	26,96	
-	-	-	66,40	-	

All Locations
Einbeck
Glauchau
Batorowo
Kłodzko
Pamplona
Puebla
Komárom
Changchun
Suzhou
Pune
Fulton
Troy
Murray
Pleven
Osterode
Bielefeld

category 2

SCOPE 3.2: ... Capital goods					
2021	2022	2023	2024	2025	
tCo ₂ e	tCo ₂ e	tCo ₂ e	tCo ₂ e	tCo ₂ e	
11.597,85	39.700,55	38.775,65	19.042,83	14.251,23	↗
11.006,47	19.638,05	19.877,92	13.232,67	4.178,35	↘
54,71	514,13	331,38	1.057,23	8,60	↘
63,55	3.944,34	3.343,82	153,32	62,13	↘
8,64	1.762,87	2.548,21	2.145,28	1.286,99	↗
27,70	83,04	43,90	15,02	3,11	↘
377,22	11.817,39	12.311,92	8.278,83	6.939,59	↗
87,14	2.381,65	958,71	523,64	730,38	↗
9,26	2.353,73	2.168,08	335,11	228,84	↗
31,06	56,98	-	-	-	↘
10,35	18,99	-	-	-	↘
227,20	4.847,40	4.201,12	1.367,93	684,66	↗
-	-	-	-	-	
-	-	-	-	-	
-	-	-	35,28	128,59	
-	-	-	0,54	6,84	
-	-	-	10,06	-	

SCOPE 2.3 ... Purchased heating & cooling					
2021	2022	2023	2024	2025	
tCo ₂ e	tCo ₂ e	tCo ₂ e	tCo ₂ e	tCo ₂ e	
-	-	85,44	85,44	85,44	→
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	85,44	85,44	85,44	→
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	

SCOPE 3 INDIRECT EMISSIONS (upstream)					
SCOPE 3: TOTAL (upstream)					
2021	2022	2023	2024	2025	
tCo ₂ e	tCo ₂ e	tCo ₂ e	tCo ₂ e	tCo ₂ e	
155.801,08	194.836,76	193.058,17	190.009,26	201.314,13	↗
71.320,93	64.334,36	62.006,63	67.144,23	46.602,54	↘
6.147,96	5.943,26	6.369,63	6.058,25	5.205,33	↘
35.904,49	43.517,39	32.931,00	41.271,19	44.106,75	↗
14.228,34	12.743,43	20.255,31	20.451,07	20.403,41	↗
4.071,61	4.848,25	5.514,26	5.447,61	4.970,61	↗
29.883,08	51.885,30	54.343,49	38.158,28	38.031,98	↗
18.701,58	16.168,08	14.516,87	13.129,54	12.217,32	↘
6.132,21	7.941,19	8.896,31	12.444,87	13.870,94	↗
44,51	71,21	15,63	23,85	36,33	↘
15,15	24,05	5,53	1,86	2,87	↘
16.819,51	22.631,88	27.723,76	25.298,10	13.009,30	↘
-	-	-	25,00	35,12	
-	-	-	2,70	4,83	
-	-	-	325,37	2.796,57	
-	-	-	31,32	61,54	
-	-	-	135,12	54,41	

All Locations
Einbeck
Glauchau
Batorowo
Kłodzko
Pamplona
Puebla
Komárom
Changchun
Suzhou
Pune
Fulton
Troy
Murray
Pleven
Osterode
Bielefeld

category 3

SCOPE 3.3: ... Fuels / Energy (market-based method)					
2021	2022	2023	2024	2025	
tCo ₂ e	tCo ₂ e	tCo ₂ e	tCo ₂ e	tCo ₂ e	
2.991,82	2.957,84	2.027,56	3.651,71	1.809,41	↘
973,59	983,41 ^A	650,68 ^B	953,36 ^C	568,21 ^D	↘
107,97	97,42	81,84	96,78	79,49	↘
361,36	624,23	134,49	610,59	83,36	↘
271,49	338,16	175,50	524,81	75,51	↘
52,39	52,18	15,77	9,38	27,46	↘
469,40	47,08	570,61	688,74	667,88	↗
327,43	378,38	161,51	160,20	46,66	↘
81,57	122,02	163,02	243,40	102,49	↗
0,83	0,83	0,83	3,55	7,24	↗
0,59	0,59	0,59	0,59	1,60	↗
345,45	313,55	72,71	318,10	83,39	↘
-	-	-	0,83	0,83	
-	-	-	0,86	2,35	
-	-	-	3,89	36,19	
-	-	-	7,75	10,36	
-	-	-	28,88	16,41	

All Locations
Einbeck
Glauchau
Batorowo
Kłodzko
Pamplona
Puebla
Komárom
Changchun
Suzhou
Pune
Fulton
Troy
Murray
Pleven
Osterode
Bielefeld

category 4

SCOPE 3.4: ... Transportation & Distribution (upstream)					
2021	2022	2023	2024	2025	
tCo ₂ e	tCo ₂ e	tCo ₂ e	tCo ₂ e	tCo ₂ e	
6.270,24	10.677,64	11.492,27	7.714,42	8.006,07	↗
1.325,64	1.254,76	1.009,91	794,82	566,44	↘
60,99	106,21	125,60	71,45	68,29	↗
1.610,00	303,80	1.023,58	1.399,60	1.719,62	↗
336,20	202,34	534,59	638,84	645,22	↗
214,99	82,62	347,94	199,03	542,32	↗
1.406,23	405,34	3.131,27	2.134,52	2.808,57	↗
514,40	651,20	664,43	663,95	548,31	↗
200,65	65,47	754,65	763,75	901,45	↗
0,78	0,57	2,90	-	-	
0,26	0,19	0,97	-	-	
600,09	121,30	3.896,44	1.036,08	77,80	↘
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	12,38	128,03	
-	-	-	0,01	0,13	
-	-	-	-	-	

All emissions data
by category, location & year

category 5

SCOPE 3.5: ... Operational waste					
2021	2022	2023	2024	2025	
tCo ₂ e	tCo ₂ e	tCo ₂ e	tCo ₂ e	tCo ₂ e	
581,20	620,93	1.431,79	301,39	1.411,48	↗
157,03	145,43	649,89	95,53	476,56	↘
8,01	4,28	44,25	23,78	50,46	↗
46,55	13,05	180,82	11,85	179,57	↗
3,67	2,33	160,38	31,68	166,71	↗
9,54	7,91	56,63	13,49	49,56	↗
189,12	214,92	191,49	8,40	88,44	↘
9,20	10,92	53,11	55,99	76,98	↗
3,42	4,58	29,00	1,20	28,19	↗
0,44	0,42	1,87	0,14	0,14	↘
0,15	0,14	0,62	0,62	0,62	↗
154,07	216,95	63,74	50,47	234,38	↗
-	-	-	4,96	4,96	
-	-	-	0,55	0,55	
-	-	-	0,06	41,78	
-	-	-	0,83	0,60	
-	-	-	1,85	12,00	

All Locations
Einbeck
Glauchau
Batorowo
Kłodzko
Pamplona
Puebla
Komárom
Changchun
Suzhou
Pune
Fulton
Troy
Murray
Pleven
Osterode
Bielefeld

category 6

SCOPE 3.6: ... Business trips					
2021	2022	2023	2024	2025	
tCo ₂ e	tCo ₂ e	tCo ₂ e	tCo ₂ e	tCo ₂ e	
343,26	1.412,39	1.752,01	549,04	1.516,22	↗
202,32	881,36	1.336,24	219,95	972,05	↗
-	0,30	-	-	-	→
-	-	3,87	0,21	4,75	↗
-	-	5,33	6,25	21,86	↗
2,10	0,28	0,62	2,94	4,07	↗
6,15	370,20	1,14	81,58	335,21	↗
0,02	1,69	4,83	55,60	1,23	↗
44,55	-	159,09	68,42	109,60	↗
0,57	0,59	3,84	8,89	-	↘
0,19	0,20	1,28	-	-	↘
87,36	157,77	235,77	54,51	40,00	↘
-	-	-	14,03	24,16	
-	-	-	-	-	
-	-	-	24,63	2,53	
-	-	-	3,49	0,76	
-	-	-	8,54	-	

SCOPE 3 | INDIRECT EMISSIONS (downstream)

SCOPE 3: TOTAL (downstream)					
2021	2022	2023	2024	2025	
tCo ₂ e	tCo ₂ e	tCo ₂ e	tCo ₂ e	tCo ₂ e	
11.651,17	11.485,00	16.807,56	17.236,05	20.080,57	↗
3.433,67	2.869,50	2.606,33	27.599,58	2.170,74	↘
241,77	184,05	116,78	1.616,54	492,42	↗
3.614,51	3.549,73	4.621,20	7.495,07	6.623,95	↗
201,93	224,29	596,34	3.341,97	1.853,96	↗
480,63	680,91	990,50	1.019,76	1.399,24	↗
3.069,63	3.140,13	4.432,95	6.546,50	5.692,24	↗
233,30	200,65	231,17	940,14	671,42	↗
718,67	702,25	1.837,27	1.896,47	1.451,97	↗
-	-	-	-	-	
-	-	-	-	-	
749,56	794,28	1.828,02	506,65	1.453,86	↗
-	-	-	-	-	
-	-	-	60,27	1.233,94	
-	-	-	1,24	6,25	
-	-	-	6,84	0,30	

All Locations
Einbeck
Glauchau
Batorowo
Kłodzko
Pamplona
Puebla
Komárom
Changchun
Suzhou
Pune
Fulton
Troy
Murray
Pleven
Osterode
Bielefeld

category 9

SCOPE 3.9: ... Transportation & distribution (downstream)					
2021	2022	2023	2024	2025	
tCo ₂ e	tCo ₂ e	tCo ₂ e	tCo ₂ e	tCo ₂ e	
2.301,49	2.652,87	6.501,32	3.752,64	5.897,42	↗
941,40	1.004,62	735,45	651,94	724,70	↘
160,39	105,20	47,77	53,34	306,94	↗
687,85	727,12	1.230,55	1.023,72	1.051,98	↗
90,78	113,64	368,26	262,93	1.322,29	↗
72,12	73,60	257,88	244,57	330,78	↗
885,56	925,96	1.954,94	1.431,19	2.029,24	↗
98,95	94,19	133,68	49,18	360,19	↗
267,39	243,62	1.062,74	487,27	298,53	↗
-	-	-	-	-	
-	-	-	-	-	
189,56	225,72	1.163,05	126,99	378,89	↗
-	-	-	-	-	
-	-	-	-	-	
-	-	-	5,45	1.184,55	
-	-	-	1,21	0,68	
-	-	-	6,84	0,02	

category 7

SCOPE 3.7: ... Commuting Employees					
2021	2022	2023	2024	2025	
tCo ₂ e	tCo ₂ e	tCo ₂ e	tCo ₂ e	tCo ₂ e	
2.047,69	2.029,67	2.332,72	2.472,87	2.500,06	↗
686,87	668,13	675,24	701,73	652,95	↘
51,05	47,82	58,80	53,63	54,82	↗
253,94	214,53	259,76	281,08	312,64	↗
325,02	373,48	465,88	481,39	463,19	↗
45,23	45,88	52,34	45,88	44,21	↘
292,07	302,40	340,53	362,50	377,31	↗
250,07	205,48	270,74	272,03	246,62x	↘
78,83	100,16	120,19	136,99	139,79x	↗
1,94	1,99	1,99	2,58	3,02	↗
0,65	0,66	0,66	0,65	0,65	↗
62,03	69,14	86,59	71,72	85,89	↗
-	-	-	5,17	5,17	
-	-	-	1,29	1,94	
-	-	-	21,32	76,84	
-	-	-	15,51	15,88	
-	-	-	19,38	19,17	

All Locations
Einbeck
Glauchau
Batorowo
Kłodzko
Pamplona
Puebla
Komárom
Changchun
Suzhou
Pune
Fulton
Troy
Murray
Pleven
Osterode
Bielefeld

category 8

SCOPE 3.8: ... Rented/leased assets					
2021	2022	2023	2024	2025	
tCo ₂ e	tCo ₂ e	tCo ₂ e	tCo ₂ e	tCo ₂ e	
-	-	-	207,68	272,72	↗
-	-	-	104,39	106,17	↗
-	-	-	-	-	
-	-	-	42,22	38,29	↗
-	-	-	-	44,12	↗
-	-	-	1,75	3,63	↗
-	-	-	-	-	
-	-	-	49,37	37,05	↗
-	-	-	-	-	
-	-	-	8,70	25,95	↗
-	-	-	-	-	
-	-	-	1,24	0,55	↗
-	-	-	-	-	
-	-	-	-	-	
-	-	-	0,01	10,11	
-	-	-	0,00	-	
-	-	-	-	6,84	

category 10

SCOPE 3.10: ... Processing of sold products (downstream)					
2021	2022	2023	2024	2025	
tCo ₂ e	tCo ₂ e	tCo ₂ e	tCo ₂ e	tCo ₂ e	
343,04	329,52	382,08	111,21	58,73	↘
120,85	105,97	113,12	284,42	7,00	↘
12,23	11,35	10,28	20,61	1,91	↘
73,65	61,37	68,84	17,37	19,73	↘
15,56	14,96	30,54	24,05	12,23	↘
5,08	7,38	8,83	1,10	1,01	↘
76,62	74,15	83,19	39,75	11,91	↘
15,91	13,68	13,53	9,64	2,74	↘
2,25	16,85	25,04	12,30	4,17	↗
-	-	-	-	-	
-	-	-	-	-	
20,89	23,81	28,70	37,83	5,58	↗
-	-	-	-	-	
-	-	-	-	-	
-	-	-	0,77	0,57	
-	-	-	-	0,00	
-	-	-	-	-	

All Locations
Einbeck
Glauchau
Batorowo
Kłodzko
Pamplona
Puebla
Komárom
Changchun
Suzhou
Pune
Fulton
Troy
Murray
Pleven
Osterode
Bielefeld

category 12

SCOPE 3.12: ... End-of-Life Treatment of Sold Products (downstr.)					
2021	2022	2023	2024	2025	
tCo ₂ e	tCo ₂ e	tCo ₂ e	tCo ₂ e	tCo ₂ e	
9.006,64	8.502,61	9.924,16	13.372,21	14.124,43	↗
2.371,42	1.785,91	1.757,75	26.663,22	1.439,05	↘
69,15	67,51	58,73	1.542,59	183,56	↗
2.853,02	2.761,24	3.321,81	6.453,98	5.552,24	↗
95,59	95,69	197,54	3.054,99	519,44	↗
403,44	599,93	723,79	774,08	1.067,45	↗
2.107,44	2.140,02	2.394,81	5.075,56	3.651,81	↗
118,44	92,78	83,96	881,32	308,49x	↗
449,03	441,78	749,49	1.396,91	1.149,27	↗
-	-	-	-	-	
-	-	-	-	-	
539,10	544,75	636,27	341,83	1.069,39	↗
-	-	-	-	-	
-	-	-	-	-	
-	-	-	54,05	48,81	
-	-	-	0,04	5,57	
-	-	-	-	0,28	

Emissions in 2025 compared to the reference year 2021: ↗ increased ↘ reduced → remained the same
 "-" no activities present / not relevant | ■ no data available

Emissions in 2025 compared to the reference year 2021: ↗ increased ↘ reduced → remained the same
 "-" no activities present / not relevant | ■ no data available



Retail Warehouse © Irina Sharmina, Adobe Stock (AI-generated) | Shopping bag © Kribbox, Adobe Stock (AI-generated)

PROCUREMENT

PROCUREMENT

Through our procurement process we have the opportunity to influence the upstream supply chain. We use this influence to establish sustainability matters and our values along the supply chain. For this purpose, our suppliers report their current performance to us using our compliance and sustainability self-disclosure.

The further development of precisely these aspects is a shared concern with our business partners. We have therefore integrated the development level of our suppliers into our supplier evaluation. The requirements consist partly of legal and partly of customer requirements.

Our suppliers receive corresponding information about their score and any associated restrictions. A new platform for reviews and information sharing is under development. In the future, this platform will also be used to collect data on our suppliers' emissions. At the same time, an early warning system is being introduced to enable early reactions to potential areas of danger. A risk assessment for suppliers is also being introduced. In addition to demanding more sustainability along the supply chain, we are also working on continuous improvements at our sites. A reduction in paper use was achieved by switching to digital global purchasing files.

To further focus commitment in the supply chain, compliance and sustainability aspects will be given even greater consideration in nominations than before. Sustainability is an integral part of the annual global

purchasing workshop. It focuses on general information on sustainability, guidelines, as well as requirements and measures. ■





PRODUCT

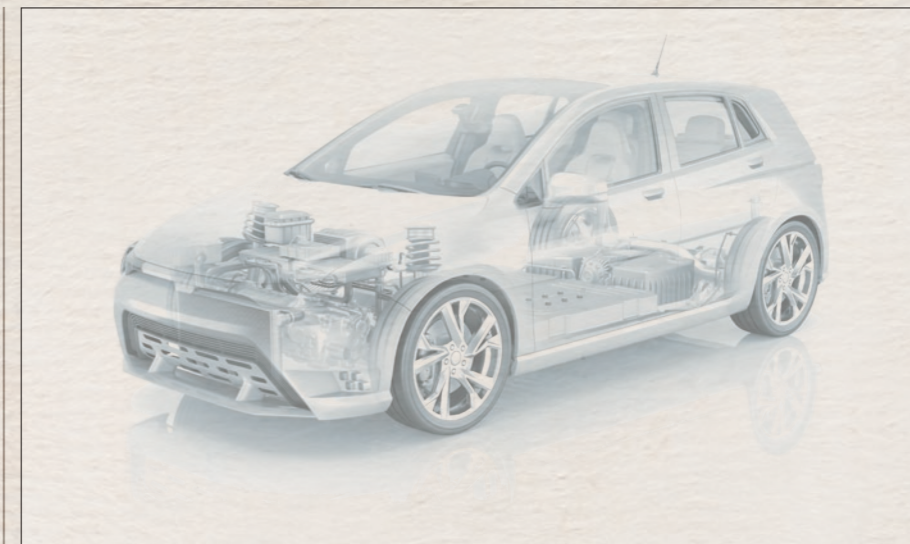
Hand Holding Eco car © ponsulak, Adobe Stock | 3D visualization © AG Visualisierung

THE PRODUCT

Principle 8, 9

We are a development partner and system supplier to the international automotive industry. Our innovative technologies and products enable us to make a significant contribution to reduce emissions. Our ready-to-install complete systems help our customers to reduce the emissions of their vehicles and thus to comply with all current and future legal regulations. In this way, we are able to make a joint contribution to the protection and preservation of our environment.

Increasing global regulatory requirements for climate protection are driving the development of ever more high-performance products. During the development of our products, we already have to pay attention to make them as environmentally friendly as possible. This is ensured by queries integrated into the development process and minimum requirements which must be met. As part of this assessment, it is examined whether the product can be manufactured in a way that materials with high density and energy-intensive production processes are replaced wherever possible, and that the product is designed to be disassemblable and recyclable. A regulatory requirement is to reduce hydrocarbon emissions to one-tenth of the previously applicable limits. In order to achieve this goal, among other things, our activated carbon tank must be equipped with significantly more activated carbon as well as an additional high-performance absorber made of activated carbon. The reduction of the limit value leads to a 30 % increase in activated carbon consumption on average. As a result of which not only



the transport costs increase, but also the associated carbon dioxide emissions. Added to this is the resulting increase in the demand for the raw materials which is required for the production of activated carbon. There is an additional climatic risk of reduced availability of these raw materials that are required for the production of activated carbon, triggered by extreme weather phenomena or water shortages in the area where the raw material plants are growing. In order to meet these challenges, we focus on the development of intelligent and sustainable solutions. We have succeeded

in counteracting this trend with our own developments (e.g. a high-performance absorber) due to the fact that we have managed to combine high performance with high environmental friendliness. Our product is not only capable of reducing the emissions of an activated carbon container by up to 90%, but also consumes up to 90% less energy in the production process than conventional products on the market. Contrary to the state of the art, the absorber is not manufactured at 800°C, but at room temperature and can be additionally or proportionally manufactured from recycled materials,



which further reduces the energy requirement and thus contributes in easing the situation. In order to reduce CO₂ emissions even further, we are also increasingly using recycled materials in other areas to produce individual components, such as the housing of an activated carbon container. By using recycled material, it is frequently possible to save more than 50% of the required energy in comparison to virgin material. Thanks to these measures, not only our customers benefit from the significantly improved climate balance of our products, but also the environment itself.

The KAYSER Automotive Group is not only working on making the existing products for conventional drive types more sustainable, but is also researching and developing products for the alternative drive market. In addition, products independent of the powertrain are being developed. The orientation of re-

search and development is continuously focussing more on intelligent solutions for the advancement of alternative drive types, which directly help to counteract climate change through their use.

These developments include components such as lines, valves or expansion tanks for the thermal management of battery electric vehicles (BEVs). New materials are being used, which support the reduction of CO₂ emissions. Particularly in the field of piping, these new materials offer the benefit of lower processing temperatures and reduced processing time. By using these materials, additional CO₂ savings can be achieved, as the energy required for production is significantly lower compared to conventional elastomer or metal piping.

These developments are supported by further developments for BEVs, which serve to protect these vehicles from explosions. Filter elements for the area of hydrogen mobility will expand the portfolio so that KAYSER can also actively contribute to reducing emissions with these products. To strengthen competitiveness, powertrain-independent systems are being developed, including the CLEAR-VISION sensor cleaning system. This system cleans sensors that are essential for driver assistance systems as well as partially and fully autonomous driving, thereby maintaining them in optimal operating condition.

In addition, developments in the areas of valves, HVAC, and chassis piping are being advanced. The use of lightweight high-performance materials not only increases vehicle efficiency, but also reduces CO₂

emissions during production and, where applicable, during use. All of these developments help us to actively face new situations and make an active contribution to climate protection.

We are committed to green hydrogen mobility in the "ViridisH2 Südniedersachsen" initiative. The initiative is pursuing the goal of establishing a concept for the implementation of public transportation in southern Lower Saxony by means of a feasibility study as well as developing a hydrogen strategy for southern Lower Saxony until the year 2035. The long-term goal is to establish

hydrogen mobility as a multiplier in Southern Lower Saxony. Alliances are to be formed along the entire value chain for further hydrogen projects, in which KAYSER is also actively involved.

Here, representatives from business, science, administration and politics join forces to actively promote various hydrogen-related projects and to network on a supra-regional level. In order to pursue this professionally, a hydrogen network office is being set up at the "Stiftung

Südniedersachsen", which is organisationally docked to the office of the SüdniedersachsenInnovations-Campus (SNIC). ■



KAYSER sign © Vanessa Strauß | KAYSER Automotive Systems



Figure 12: Future Product Areas

ANTI-CORRUPTION

Principle 10

We at KAYSER - together with our employees and business partners - firmly reject corruption. This principle is deeply embedded in our corporate policy and code of conduct and must be acknowledged by all involved parties. We expect our customers, suppliers, and other business partners to recognize our globally applicable Code of Conduct before KAYSER commits to any agreement.

As part of our national and international business operations, it is prohibited to promise or offer inappropriate personal benefits to public officials or employees of other companies in exchange for preferential treatment. Our employees act with integrity and do not derive personal benefits from their work, except for the compensation agreed upon in their contracts.

A key element of our strategic risk management is the evaluation of risks related to anti-competitive practices, corruption, and information security. This management system includes measures for the systematic identification, analysis, assessment, monitoring, and control of the relevant risks addressed.

To ensure compliance with our principles, we rely on a variety of control mechanisms and principles. The affiliated companies – with the exception of AES Tooling GmbH – have also been successfully certified in accordance with this standard. Overall, the CMS has proven to be robust. The CMS is continuously updated and improved as required. For example, the segregation of duties within our departments ensures that requests and approvals are carried out independently of each other. Clear hierarchies with defined responsibilities and regulated

business processes provide transparency and accountability at all levels.

In addition to legal requirements, the executive management teams of our group companies are also subject to extensive internal regulations. They are responsible for ensuring compliance with these principles. Approval thresholds are based on the respective hierarchical level and are supplemented by an approval scheme dependent on the investment.

All incoming invoices are system-supported and matched with the corresponding purchase orders. Only orders that have gone through an approval hierarchy can be processed automatically. If no matching order is found, a manual review is conducted by the finance department with separate approval following a "four-eyes" principle. Investments exceeding certain cost limits require prior approval from a committee. Competitive offers are mandatory in this case.

Compliance with these mechanisms is regularly reviewed at all our sites by our internal audit function. Both business processes and, on a random basis, adherence to applicable requirements are reviewed. In 2025, no indications of corruption, anti-competitive practices, or bribery were identified as part of the annual audit.



We have implemented the KAYSER Integrity Line as a whistleblowing channel through which all stakeholders in our business can report suspected cases – including anonymously. All reports are directed to the professionally independent Compliance Officer. In 2025 no incidents were reported. No indications of unlawful practices were identified.

Furthermore, an external due diligence check is carried out as part of our Information Security Management System (ISMS). KAYSER Automotive Systems GmbH in Einbeck has been certified according to the industry standard TISAX for years. The affiliated companies – with the exception of AES Tooling GmbH – have also been successfully certified in accordance with this standard. Overall, the CMS has proven to be robust. The CMS is continuously updated and improved as required. ■

Attempted corruption © sabthai, Adobe Stock

SUSTAINABILITY REPORT 2025

*Becoming
a mindful
producer!*



KAYSER[®]
AUTOMOTIVE GROUP

ONE WORLD. ONE FAMILY. ONE KAYSER.

www.kayser-automotive.com