



CORPORATE SOCIAL RESPONSIBILITY
REPORT 2025



Empowering auto brands to lead
Automotive trim that takes style and function to the next level

| | |
|-------------------------------------|----|
| 1. About this report | 03 |
| 2. Letter from the Chairman | 04 |
| 3. ZANINI | 05 |
| 4. ZANINI's culture | 29 |
| 5. Sustainability Strategy | 32 |
| 6. Customers, products and services | 34 |
| 7. Employees | 45 |
| 8. Suppliers | 67 |
| 9. Commitment to the Environment | 70 |
| 10. Commitment to the Community | 81 |

REPORTING PERIOD

Natural year 2025 (1st January 2025 to 31st December 2025).

DATE OF PUBLICATION

May 2026

DOCUMENT FORMAT

PDF and printed version

REPORT SCOPE AND BOUNDARY

This report covers all ZANINI owned manufacturing facilities and offices. All data included in the report is global data unless otherwise specified.

Since the factory in Turkey is operated externally, its operations are not included in the report data.

REFERENCE GUIDELINES

Further information regarding this report can be obtained by contacting ZANINI Corporate Quality & Environment Department. Contact us at www.zanini.com.

2. LETTER FROM THE CHAIRMAN



For more than 60 years, ZANINI has built a strong and consistent track record, driven by a firm ambition to be a benchmark in its sector. This journey has been defined by innovation, adaptability, and a constant commitment to conducting business responsibly, with full respect for environmental and social challenges.

At ZANINI, we contribute to safer and more sustainable mobility through innovative solutions, including advanced components such as radomes and aero wheel covers. In an increasingly technological environment, we are leveraging key enablers such as Artificial Intelligence to enhance our products, optimize processes, and deliver greater value to our customers.

We are fully prepared to address the profound transformation of the automotive industry. Connectivity, autonomous driving, electrification, digitalization, and cybersecurity are no longer future trends—they are essential pillars that we have already embedded into our strategy and operations, ensuring reliability, data protection, and trust across all our solutions.

As a global company, we recognize our responsibility to create a positive impact in the communities where we operate. Our strength lies in our people, and we embrace multiculturalism as a key driver of innovation, collaboration, and global understanding, enriching our organization and enabling us to respond effectively to diverse markets.

We believe that technological advancement and competitiveness must go hand in hand with social progress and environmental stewardship. Our strategy is built upon three fundamental principles: circularity, social responsibility, and economic value creation.

Our commitment to social responsibility is reflected in the way we engage with all our stakeholders—employees, customers, suppliers, communities, and shareholders. We act with integrity, transparency, and a strong ethical foundation in everything we do.

We are fully aware that meeting today's needs has both present and future implications. Therefore, we strive to balance current demands with the responsibility to protect the interests of future generations.

Significant challenges remain in addressing today's social and environmental issues. However, we firmly believe that through collective effort and long-term vision, it is possible to build a more sustainable and equitable world. At ZANINI, we remain committed to contributing actively to this goal.

Jordi Torras
Chairman of ZANINI

ZANINI is a family-owned 60-year success story, with the best yet to come.

Originally specializing in wheel covers for the automotive industry, ZANINI has grown to 1,800 employees supplying 93 million Wheel Trim units a year to almost every automaker in the world. That's 1 in 4 of every wheel produced on the planet.



1800 +
employees



4
Continents



11
Countries



13
Factories



61 yr
expertise



N° 1 global
Position Wheel
trim



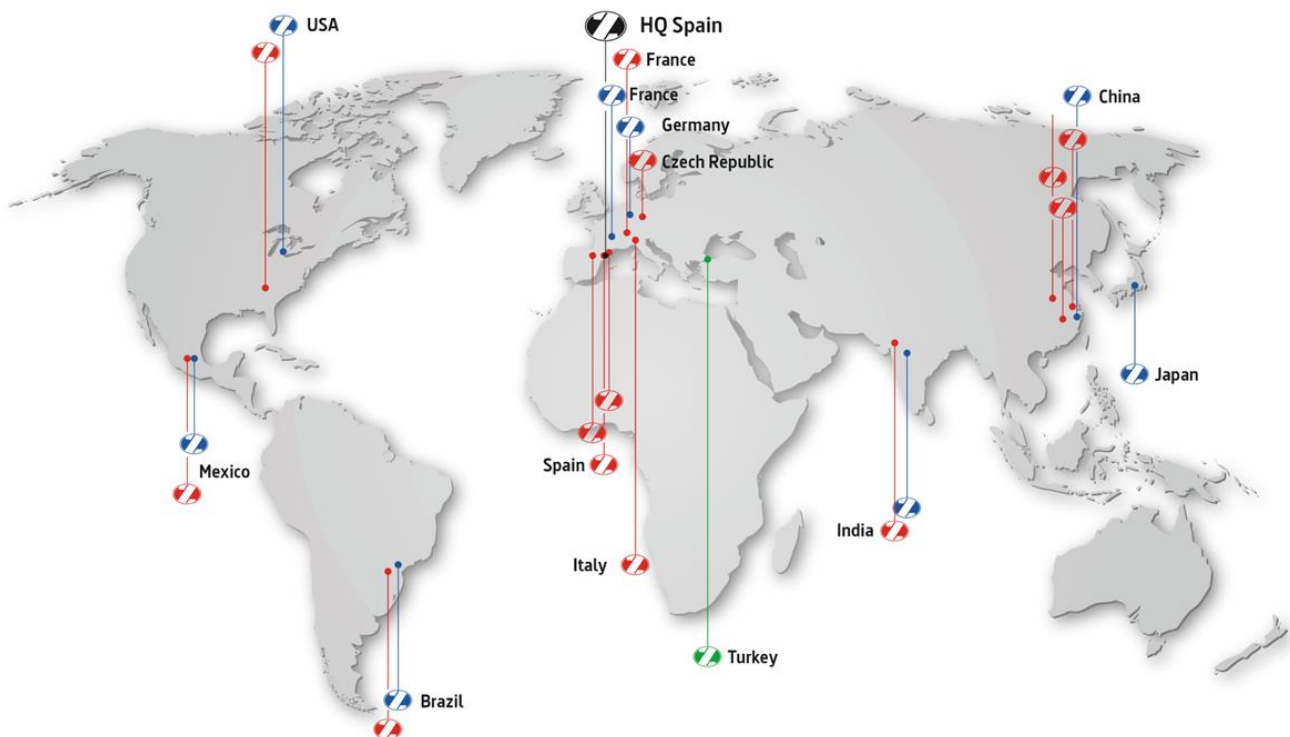
93 m +
decorated
Wheels p/yr



60 +
Brands

Yet, that's only part of the story. ZANINI's bet for innovation has been the principal axis to continue being an automotive industry standard for plastic interior and exterior decorative and functional trim. ZANINI is one of the few suppliers who can combine global reach and full service supply with production plants on three continents – in Spain, France, Italy, Czech Republic, USA, Mexico, Brazil, China and India. By being global with our operational excellence, we can better help customers create world leading brands.

ZANINI's Headquarters are located in Parets del Vallès (Barcelona – Spain), and the company has offices in 5 different countries and 13 production plants.



To ensure the continuing success of its customers, ZANINI is today taking the lead in new areas that are becoming increasingly important for leading auto brands – safety, autonomous driving and sensorization. ZANINI is using its expertise and innovation capacity, to develop new products such as radomes and decorative light and sensor integration to name a few.

We do all this because in our world success has only one meaning – the success of our customers.

ZANINI. Empowering auto brands to lead.

Strategic Priorities. An innovation first company.

Zanini works closely with OEM's to create cost-effective and innovative solutions that help auto manufacturers stand out in the marketplace.

We empower auto brands to lead.



VISION: To be a trusted global partner in the Wheel Trim and Electromagnetic Transparency & Backlighting segments, fostering the innovation approach to offer the best competitive solution for its global automotive customers, keeping financial sustainability and assuring long term development for our employees.

Not only do we produce Wheel, Body and Interior Trim (WBIT) for virtually all of the world's leading car manufacturers, we're constantly finding new ways to add real value to our customer's brands, adapting at a fast pace our products to the new market trends, like the applications to Electromagnetic Transparency & Backlighting (ETB). Our plastic molding, decoration and metallization finishes continue to set the standard for the automotive industry, today and tomorrow.

Constantly innovation, we are a 60-year-old family-owned company with our best years ahead of us.

We work close to the OEMs to create profitable and innovative solutions, which will help the car manufacturers outstand in the market.

Zanini's culture is based on the following values:

- ✓ Excellence
- ✓ Accountability
- ✓ Team work
- ✓ Leadership

Our new strategic plan 2025-2028 "Empowering Auto Brands to Lead" consolidates both product lines: WBIT (Wheel, Body & Interior Trim) and ETB (Electromagnetic, Transparency & Backlighting) and gets deeper in the development of each one of them. Maintaining our strategic axes: Innovation, Globalization, and Operative Excellence, we expect to consolidate our leadership in Wheel Trims and Premium Radomes.

Our ambition is to become a strategic supplier for those car manufacturers (OEMs) who are searching for advanced solutions combining style and function, being an essential part to strengthen their own brands "Automotive trim that takes style and function to the next level".

We are proud of our company for the achieved challenges, for the trust our customers have on us to develop each time more innovative and sophisticated products, for counting with the talent that makes us be leaders, for being part of a team with such enthusiasm in what we do, for our ever-greater diversity, and for the prestige and recognition we have reached in the automotive sector and the premium brands.

| | |
|--------------------------|---|
| ZANINI INDIA | Certificate of Appreciation – Participation in World Environment Day 2025: “Ek Ped Maa Ke Naam – One Tree in name of Mother” . |
| ZANINI BRASIL | <ul style="list-style-type: none"> • ReVeste Certificate – Uniform sustainability and promotion of the circular economy • ATERRO ZERO (Zero Waste) Certification – January 2025 • “ESG Practices in the Paraná Industry” Certification |
| ZANINI ÉPILA | <ul style="list-style-type: none"> • RSA 2025 Certification Mark as a Large Socially Responsible Company in Aragón (<i>aquí “Certification Mark” reflecteix perfectament el concepte de “sello” com a tampó oficial</i>) • Corporate Social Responsibility Commitment Certificate |
| ZANINI CHINA | <ul style="list-style-type: none"> • Changzhou City “Intelligent Factory” Certification • 2024 Outstanding Supply Assurance Progress Award – “2024 Quality Improvement Award” • Top 8 Winners Award – Eight-a-side Competition, Second Workers’ Football League (CND, Xinbei District Government) |

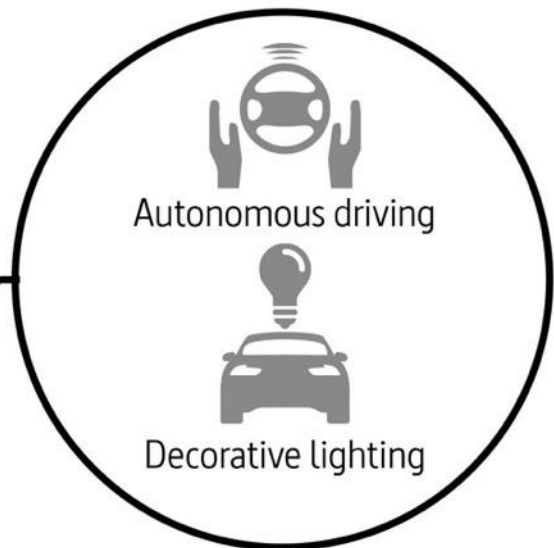
Product lines

Market leader through innovation.

Not only do we produce Wheel, Body and Interior Trim (WBIT), we're constantly finding new ways to add real value to our customer's brands adapting rapidly our products to the new market trends such as Electromagnetic Transparency & Backlighting applications (ETB)



Electromagnetic Transparency
& Backlighting



Wheel, Body & Interior Trim



Electrification

Wheel, Body & Interior Trim

Confidentiality: Restricted



Wheel Trim | Wheel Covers



Wheel Trim | Centre & Button Caps



Wheel Trim | Wheel Inserts

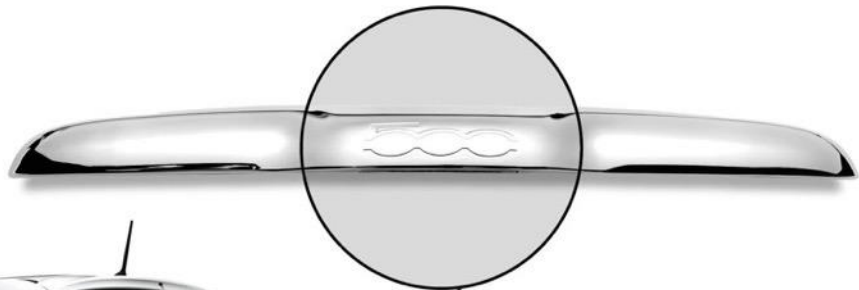
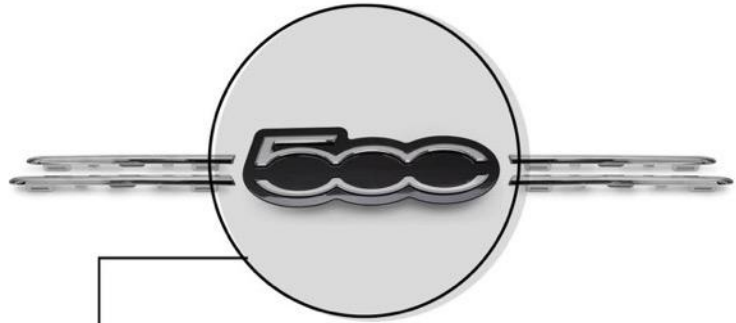


Wheel Trim | Aero Covers



Wheel, Body & Interior Trim

Body & Interior Trim | Hoodstrip & Door Handle





Wheel, Body & Interior Trim

Body & Interior Trim | Pedestrian Airbag



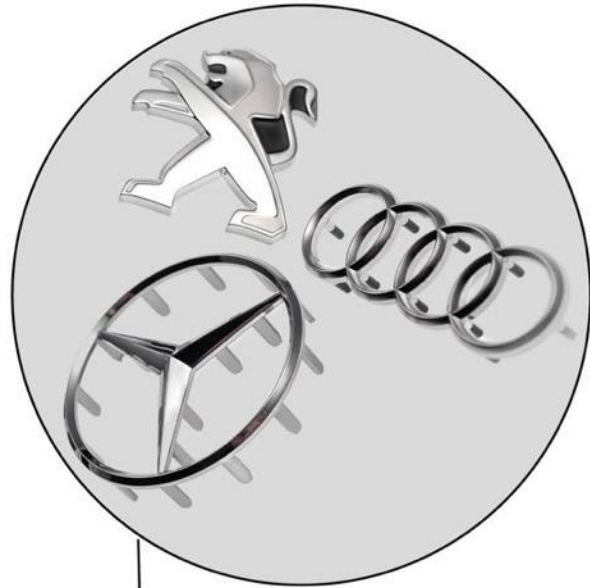
Wheel, Body & Interior Trim

Body & Interior Trim | Fuel flaps / Charge ports



Wheel, Body & Interior Trim

Body & Interior Trim | Branded Emblems



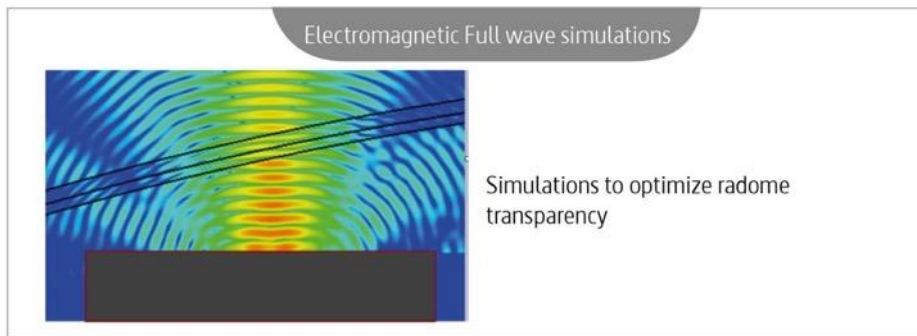
Electromagnetic Transparency & Backlighting

Confidentiality: Restricted

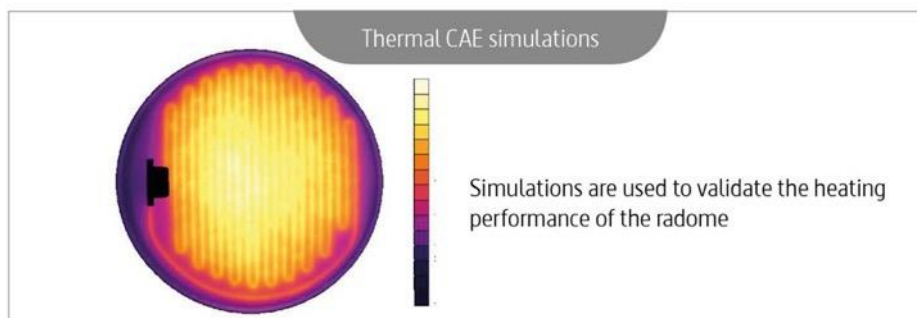


Radars Sensor Integration capabilities

- Zanini has a highly trained group of engineers in various disciplines for “Premium Radome” design and manufacturing. Comprising plastic part design, electromagnetics, advanced coatings, computerized fluid dynamics, electronics, light guide.
- We excel in sophisticated precision plastic part design combining metallic looking finishes based in our proprietary Sputtering technology.
- All the above with a high electromagnetic transparency in the W band utilized by the automotive radar sensors.



- State-of-the-art software packages to constitute our virtual lab capable of simulating: Molding, Heat transfer systems, Fluid dynamics (CFD), Mechanical Performance, Electromagnetics, Appearance, Light guide performance. To mention the most relevant.
- Our Premium Radomes include **heating systems** and **illumination** and innovation activities have as main priority the application of the latest technologies to adapt our Radomes to the new and ever-increasing market demands and requirements.



Electromagnetic Transparency & Backlighting

Radomes

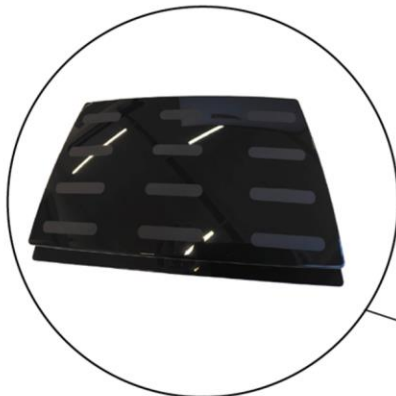
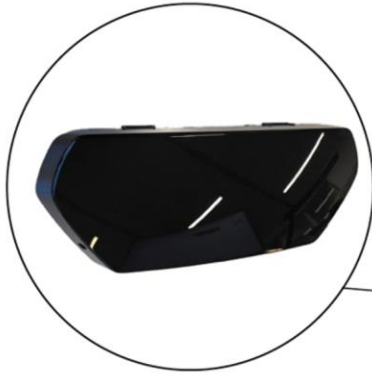
Zanini has developed more than 50 premium radomes, including heating and backlit features



Electromagnetic Transparency & Backlighting

Radomes

Zanini has also developed radar covers with heating



Electromagnetic Transparency & Backlighting

Night/Day effect &
Capacitive Sensors



Capabilities





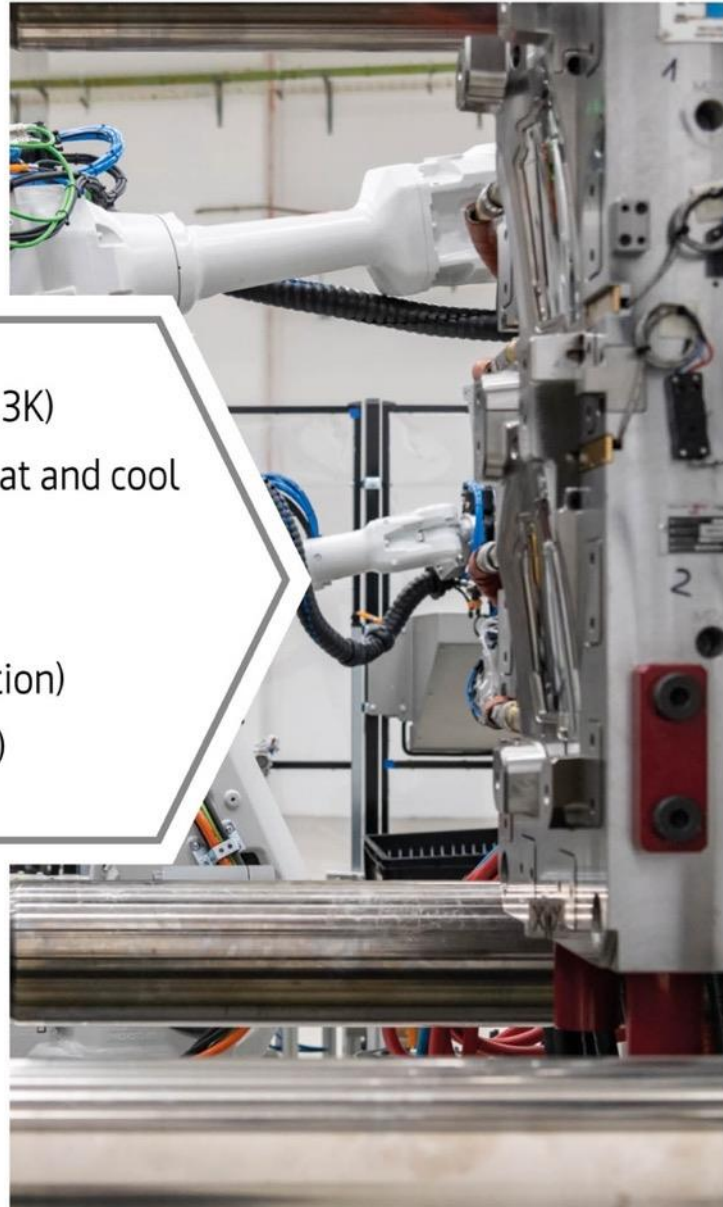
INJECTION



COATING



PVD SPUTTERING



- Plastic injection (1K, 2K, 3K)
- Plastic injection with heat and cool
- Gas injection
- Bi-injection
- IMD (in-molding decoration)
- FIM (Film Insert Molding)

- 
- ZANICHROME (PVD Sputtering)
 - Electro chrome plating
 - Metallic look painting (2-3 coats)
 - Aluminum overlays
 - Silk screen
 - Pad printing
 - Multi-color trim
 - Body color painting (3 coats)
 - Soft touch painting
 - Coating on metal surfaces
 - Hot stamping

- Gluing
- Snap joint
- Crimping
- Ultrasonic welding
- Mirror welding
- Heat welding
- Laser welding
- Mechanical assembly



Zanichrome® is a new technology developed by ZANINI.

- Allows electromagnetic transparency and backlighting
- Generates a great world of possibilities for metallic colors and textures.
- Relies on the optimal combination of PVD sputtering and the application of UV curable coatings capable of producing metallic finishes
- Provides a 100% corrosion free and environmental friendly decoration for automotive plastic parts.



ZANINI's Central Labs (Spain, USA and China) are homologated and certified by the OEM's. (PSA-ASSUREX, Renault-Self Agreement, FORD, etc.).

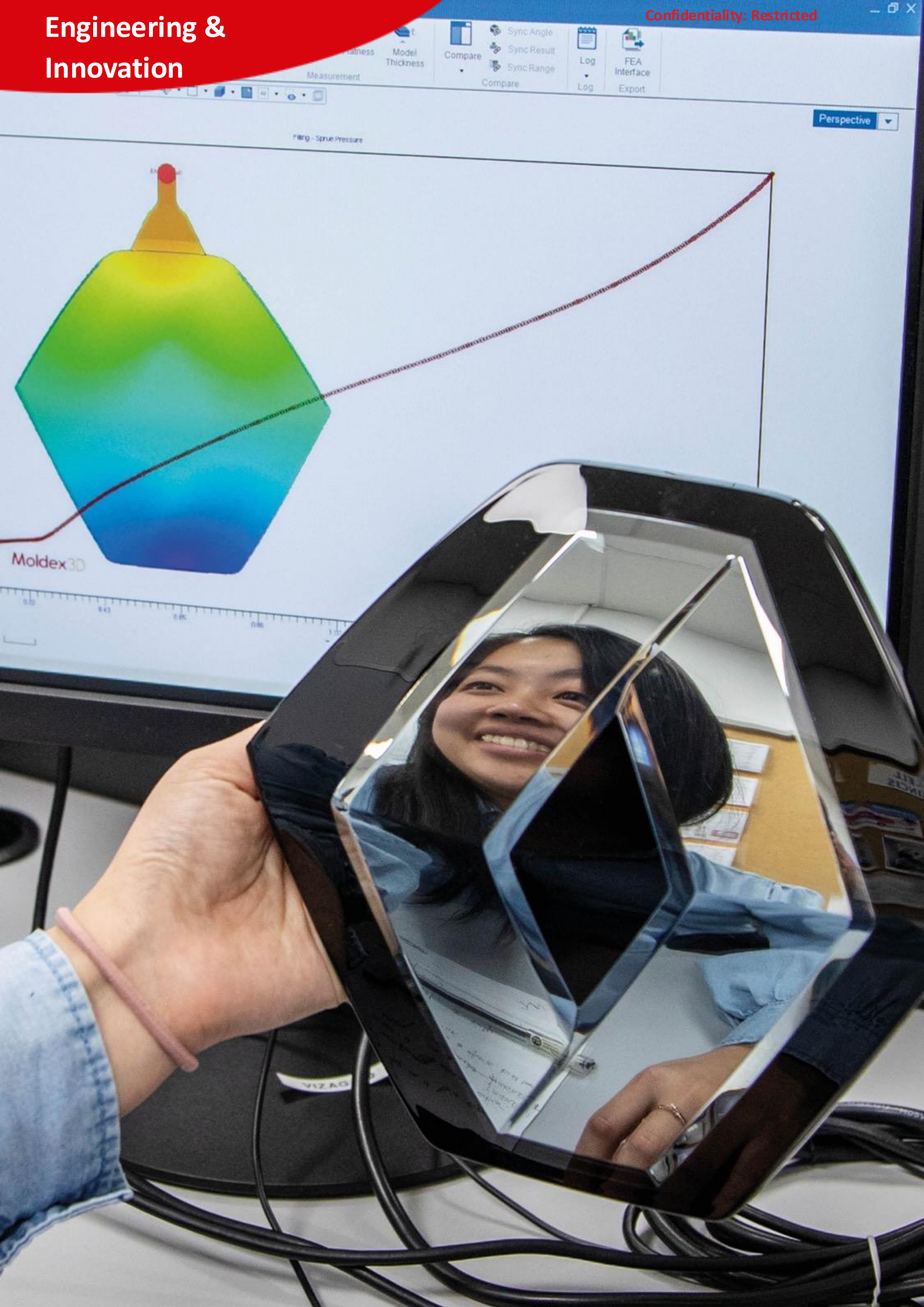
Furthermore all Zanini production plants have their own internal laboratory.

ZANINI has the resources to carry out validation tests for all types of products.



ZANINI produces its own paint in-house Zanidur®, which allows for improved flexibility and faster response time as it relates to color adjustments.





ZANINI is a development partner for all OEMs allowing them to benefit from our:

- Sophisticated knowledge management system.
- Dynamic development workflow.
- Virtual lab and its parts simulations.
- Ability to design in the brand style of each individual OEM.
- Expert multi-cultural team.
- Agile project management





ZANINI has been a pioneer in innovation management systems since 1999. This commitment has:

- Strengthened a culture of **innovation** within the company.
- Helped us to introduce new and more efficient **innovation strategies**.
- Kept us up-to-date with the **latest technologies**.
- Allowed us to offer our clients **custom-tailored** innovation.
- Allowed us to anticipate **new trends** such as Radome (WiFi/radar-friendly interior inserts).
- Ensured that we are always prepared to produce **new cutting-edge** technologies that help our customers in the market.
- Developed partnership with complementary technology suppliers

ZANINI Production System – Operational Excellence



ZANINI works under operational excellence based on the ZPS (Zanini Production System), which benefits customers, employees, shareholders and the environment:

| | |
|---------------------|---|
| CUSTOMERS | Offering competitive products, adjusted in Quality, Cost and Service. |
| EMPLOYEES | Winning competition will give the company continuity in the future, good labor conditions, good work, environment and the opportunity to be trained and develop a professional career in the company. |
| ENVIRONMENT | ZANINI's involvement in society and its relationship with the environment. |
| SHAREHOLDERS | Offering higher profitability, improving productivity and developing continuous improvement processes. |

satisfaction



customers



employees

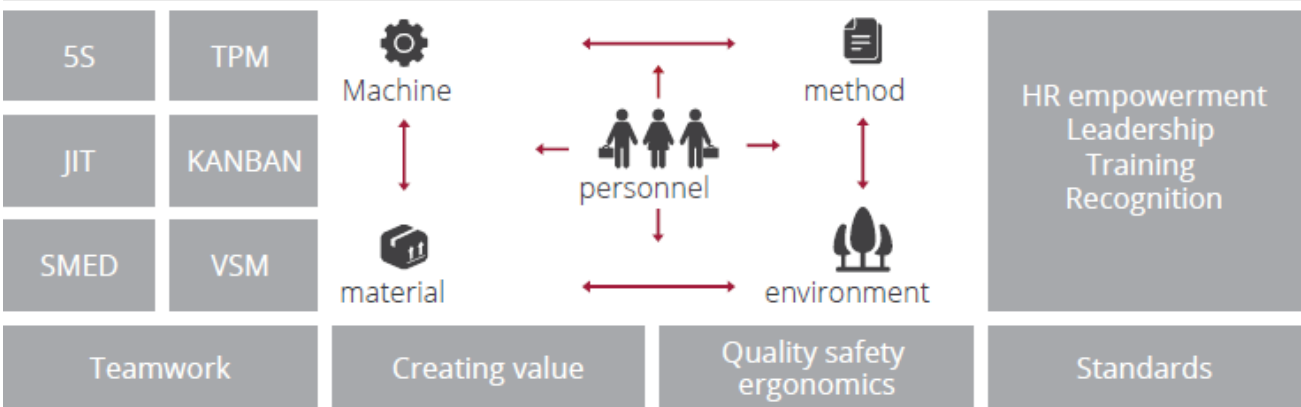


environment



shareholders

operation excellence



4. ZANINI'S CULTURE

ZANINI is a family-owned business. Our family values of Honesty, Integrity and Transparency guide our actions in ZANINI.

We are proud of being recognized as an ethical and lawful company and for our commitment with sustainable development through environmental protection, social responsibility and economic success.

We are committed to:

- Conducting our business in an ethical way
- Satisfying our customers with the best quality and service
- Developing our employee's talent and initiative
- Respecting the environment
- Protecting human rights
- Respecting and supporting our partners and suppliers
- Offering profitability for our ownership

OUR CORPORATE VALUES Our culture is based on our corporate values of:



Excellence



Accountability



Team work



Leadership

The rationale behind our Corporate Values is that in each and every position achieving results is a must, a necessary condition for every individual contributor. But is not a sufficient condition, not at the expense of the rest of Values. An excellent performance, but not achieved at the expense of Accountability, Team Work, and Leadership, as these are equally relevant to us.

Our values are embedded in our ZANINI Strategic Plan, which shows the relevance the Company gives to have a common culture of responsible performance.



Board of Directors

Composed of three directors and a non-director secretary, two of the directors are shareholders, one of whom is an executive and serves as chairman of the board, while the third is an external director, in order to ensure objectivity and professionalism.



Group Executive Committee

CEO, Vicepresidents, Regional Managing Directors and the Group Functional Area Directors.

We believe that what the company represents is as important as our product, which is why we operate with absolute honesty and integrity, and our CEO sets example of our ethical behavior.

Executives and managers are responsible of creating and promoting, by a solid and positive leadership and the establishment of a good example, a working environment in which commitment and ethical business behavior is encouraged.

With the creation and implementation of policies and evaluations, ZANINI guarantees that the accomplishing of an ethical business behavior is maintained in all the organization.

Our CEO is the main responsible of efficiently leading a significant change, operative improvement, growth encouraging, managing day to day business, managing different risks, and fulfilling employees' expectations, to continue building ZANINI's tradition of absolute honesty and integrity.

The Group Executive Committee, approves the sustainability principles, strategy and objectives and any other major associated change.

On the international level, the ZANINI companies' directors are responsible for evaluating and determining the key management problems in their respective countries.

Our Working Centers have a Code of Ethics and Business Conduct, Employee's Handbook, or other specific local documents, through which responsible practices are fostered. In 2016 we drafted our Group Ethic Code of Conduct that has been thoroughly deployed since 2017 in our working centers.

This Ethic Code of Conduct has been designed to foster a responsible and ethical work environment in our company, throughout all ZANINI workplaces worldwide.

It must serve to guide all our employees to behave in a way that is aligned with our Company values and with ZANINI's commitment to compliance with laws.

ZANINI is a compliant and responsible company and expects its employees to strictly respect the law and to conduct their tasks in a responsibly way.

4.3. HUMAN RIGHTS

Child Labor

ZANINI is compliant with all applicable laws relating to hiring minors, embedding this commitment through global hiring guidelines and ensuring it through local hiring practices as well as global tracking (Group Data Bases).

A minimum hiring age of 16 is applied throughout all our subsidiaries.

We encourage our employees to lawfully, truthfully and with good faith, bring up any concerns or report any non-compliant conducts. We are committed to internally investigate any cases, and fairly give solutions.

Employees may direct their concerns to their superior or share their concerns in any of the mailbox located for that aim in all our workplaces. They can also use the whistleblower channel, in which confidentiality is guaranteed, as well as any reprisals to whistleblowers are totally forbidden.

In the reports of our Compliance Officer (constituted in 2016) there are no whistleblower contacts regarding to human rights violation within Zanini.

THE GUIDING LINES OF OUR ETHIC CODE OF CONDUCT ARE:

- ✓ Equal opportunities
- ✓ Professional and secure work environment
- ✓ Health & safety
- ✓ Environment protection
- ✓ Compliance with laws and internal regulations
- ✓ Fair and honest competition

Forced and Compulsory Labor

ZANINI is compliant with all applicable laws regarding this aspect, does not engage neither participates in forced labor.

We ensure our supply chain is also compliant, requesting all our suppliers a commitment with Human Rights, in a questionnaire, prior to sign any contract with us.

In those geographical areas, where child exploitation or forced labor might be a risk, we conduct regular monitoring visits to our suppliers' premises.

We believe in virtuous cycles, based on a genuine sustainable vision, with a strategy of innovation, success and challenge, engaging our workforce, producing sustainable products and services, through a sustainable innovation culture, with inspiring leaders.



Source: Carroll (1991)

ZANINI's commitment is to actively contribute to sustainable development through our triple bottom-line commitment: environmental protection social responsibility and economic success.



KEY SUSTAINABLE DEVELOPMENT OBJECTIVES

Year by year, ZANINI moves towards sustainability and strives to improve on corporate environmental, social and economic management. We annually re-evaluate key sustainability objectives for the company.

Our objectives regarding sustainable development include:

- ✓ Manage and reduce our environmental impact
- ✓ Develop solutions that address environmental and social challenges for our customers and society.
- ✓ Guarantee our product's safety throughout their life cycle.
- ✓ Assure the appropriate management of any health and safety issues that may impact customers, neighbours and the public.
- ✓ Maintain a healthy and safe workplace
- ✓ Satisfy our customers with superior quality and value
- ✓ Provide a supportive, engaging, and flexible work environment
- ✓ Conduct our business with honesty and integrity

At ZANINI, we work with almost all of the world's leading car manufacturers delivering breakthrough technologies and high added value plastic finishes.



The automotive industry is one of the most innovative industries in the world and was recently described as making the transition from being mechanically based to being software based. Technology is most certainly playing a key role in developing next generation automobiles that will be more fuel efficient and safer.

Therefore, we believe in Innovation and CSR alignment, not driven by risk management, compliance, or the need to gain legitimacy to operate, but rather by a deep understanding that sustainability and innovation are two sides of the same coin, and that one cannot exist without the other.

ZANINI has a long tradition of commitment with the innovation.

In 2002 we were awarded by the Catalan Government, with the Innovation Management Award, for our efforts in implementing an innovation process in the company, and its market orientation. Since then, we have been improving our internal innovation processes, as well as launching new products and concepts to the market.



Our Innovation Department

The area of Advanced R&D + Innovation, leads the development of the innovation programs.

In the last 11 years, because of the commitment of ZANINI with the innovation and the new strategical lines launches, the Research and Development area has grown from 9 up to 41 people including electronics engineers, Physics, telecommunication engineers and Ph.D's.

Our Innovation Committee

Our Innovation Committee is composed by representatives of our more relevant areas of activity, to impregnate all the innovation activity in a holistic approach, for all areas which are affected by each innovation process.

As a part of its tasks, our Innovation department develops a technology watch service. The objective of this service is the execution of technology watch reports according to the parameters set by the company. The information is obtained by attending various workshops, seminars and exhibitions. These reports are very useful for ZANINI to have information on the areas of interest previously specified: technologies, design, trends, competitors and state of the art.

Technical reports are also prepared on any area of technology. The information provided in these reports is highly valuable for corporate decision-making.

This service relies on documented data and studies to deliver updates on **strategic information**: evolution of target markets and identification of new ones; specifications of key end users and early adopters, considering how their needs evolve throughout the project; reassessment of the initial market-entry strategy; updates on competitors (strategy, strength, target markets, etc.); a commercial strategy including concrete steps for market deployment; and updates to the dissemination plan, including target audiences and stakeholders.

In collaboration with **Marketing**, Innovation organizes **Technology Days** (Tech Shows) at our customers' facilities to showcase our latest innovations, identify new needs, connect with key design and styling stakeholders, and shift the customer's perspective.

Our **innovation approach** is closely linked to the company's strategy and has a global scope. Based on our Corporate Strategy, the Innovation Committee identifies challenges, plans and organizes idea-sharing sessions, prioritizes them, and creates creativity teams to deliver solutions.



Our Creativity Teams

Based on the challenges the Innovation Committee identifies, Creativity Teams are created, on a global and multi-geographical-area basis, with a multisite and multicultural composition, to provide solutions to those challenges.

In 2016, ZANINI was awarded with the Creativity Award of the Industrial Engineers of Catalonia Association (EIC) for the project "technology integration in aesthetic parts".

In 2023, we launched the first backlit radome in the global automotive market, implemented on the VW Atlas (North America) and the VW Tavendor (China). This development required a sophisticated design and a dedicated manufacturing process capable of meeting 5th-generation radar requirements.

This milestone led to the introduction of the first illuminated and heated radome in Europe, officially presented in Rome in March 2025 as part of the new CLA.

IP Management (Intellectual Property)

To ensure proper management of intellectual property, an IP committee has been established, coordinated by the IP manager, assisted by the R&D director. The IP manager oversees the monitoring and proposal of appropriate IP actions for the knowledge generated (foregrounded knowledge) and for the establishment of exploitation and dissemination strategies. The IP manager leads the IP sessions. To prepare for each IP session, they request reports from each responsible party on the expected outcomes regarding:

- The results of the systematic review of articles, presentations, brochures, posters, press releases, and other forms of public disclosure on technologies, as well as the expected outcomes.
- Maintaining systematic records of all development work undertaken (for the benefit of intellectual property protection).
- The results of its IP portfolio analyses and opportunities to invest in IP acquisitions.
- Any engagement of an IP attorney to assist with formal protection and advisory work.
- Any preparation of agreements with suppliers and manufacturers, and Non-Disclosure Agreements (NDAs).

The IP Committee will update the IP database to list all IP, data on its ownership, access rights, potential uses, licensing and other agreements, results of feasibility studies, and related actions. It will obtain the necessary evidence to ensure Freedom to Operate (FTO) of patents and, where possible, file new patents.

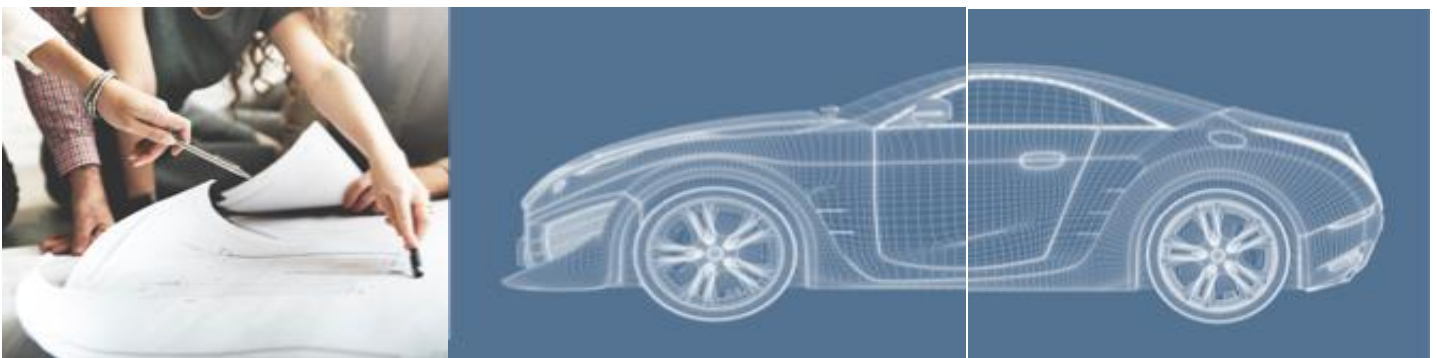
Over the past five years, we have filed 17 new patents.

Sustainability approach in our innovation

Our innovation processes always focus, from the beginning, on environmental objectives.

We strive to innovate with green materials, new metallization based on PVD sputtering (Physical Vapor Deposition), an environmentally friendly technology for decorating plastic with metallic surfaces that facilitates and simplifies its recycling.

Some of our innovation new programs are oriented to improve vehicles' safety, to new products following current trends, and to the strategic objective of the European Commission expressed in its program Horizon 2020.



As an example, we have implemented our line of transparent to electromagnetic waves elements which allow optimizing the operation of the new ADAS (advanced driver assistance systems) such as the radar to detect pedestrians or other vehicles that could cause accidents if not detected properly by the exiting multiple radar sensors in most vehicles nowadays.

We have also been developing **heated radomes** that ensure radar performance under any weather conditions (ice, snow), and we have been integrating **backlighting** into radomes. This innovation improves brand identification at night and, in vehicles with a high level of autonomous driving, can support vehicle-to-pedestrian communication and detection, helping to make autonomous driving a reality.

Regarding wheels, we are developing our own **plastic insert designs** to reduce emissions by improving wheel aerodynamics and reducing weight, while enabling easy front assembly and delivering an excellent aesthetic result.

We are currently implementing the methodological framework of our **Circular Economy project**, based on the following principles:

- Product life-cycle assessment**
- Recycled materials**
- Eco-design guidelines**

Most of our Innovation programs are carried out in collaboration with specialized organizations such as Universities, Research Centers or Innovation experts in specific fields. This give us an open-innovation advantage that we would not achieve if we relied solely on internal resources.

Our ZANINI Production System (ZPS) program can develop continuous improvement processes, based on a culture of teamwork and supported by lean tools, in order to create value, standardization of production systems and the elimination of wasteful losses.

Quality is not limited to our product's quality. We consider there are many opportunities to drive customer focused quality improvement along our entire chain of activities. Therefore, we strive to offer quality, from the purchase of raw materials through manufacturing, packaging, marketing, inventory control, distribution, service and support, invoicing, collection and any warranty claims.

ZANINI Corporate Quality Management and Quality Network team sets strategy, identifies common opportunities for improvement, and directs global synergies across all business units.

Several tools are used to manage variation in all our business processes to ensure that ZANINI understands, meets, and exceeds customer expectations. The Quality Council includes all quality leaders from divisions, facilities, and countries where ZANINI has operations and is responsible for ensuring the deployment of best practices and the implementation of the Quality Management System company-wide.

An effective Quality Management System assures the company has processes in place to produce products and deliver services that consistently meet customer requirements. Internationally ISO registered Quality Management Systems (ISO 9001, IATF 16949) include 100% manufacturing sites, 100% support (purchasing and design centers) and 100% labs. Moreover our central lab, located in Spain, has Customer's Self Approval Condition.



Measures to improve quality and safety

All processes meet a rigorous control plan approved by the client, since the beginning of the production process of each product, which sets all necessary controls which must be conducted in the manufacturing process and in the product itself, at all stages of production.

Likewise periodical audits of processes and product are performed to ensure compliance with all quality and safety specifications.

The aim of our Quality Management System is to establish working patterns to be able to design and manufacture products that meet consistently our clients' requirements and enables us to increase their satisfaction.

The Quality Management System provides the framework to establish the relationships between the different processes that shape ZANINI's activity, as well as procedures, instructions, and records, which determine ZANINI's quality system.

The design and implementation of our Quality Management System is influenced by the organizational environment, any changes and any associated risks.



All our plants are IATF 16949 certified.

This is a standard that establishes the requirements for a Quality management System (QMS), specifically for the automotive sector. The primary focus of the IATF 16949 standard is the development of a Quality Management System that provides for continual improvement, emphasizing defect prevention and the reduction of variation and waste in the supply chain. The standard, combined with applicable Customer-Specific Requirements (CSR's), define the QMS requirements for automotive production, service and/or accessory parts.

Scope of our Quality Management System

The scope of our Quality Management System is the design and manufacturing of plastic components, specializing in painted pieces for the automotive sector conducting the after designing and developing.

ZAG, ZUS, ZCHB

Are responsible of conducting the offer and of designing and developing the products as well as collaborating in the design and development of the manufacturing process. Provide procurement services, manufacturing engineering, innovation and quality and the environment.

ZAP, ZEP, ZETB, ZAF, ZCZ, ZIT

European plants are responsible of the manufacture of plastic components, specializing in painted pieces for the automotive industry.

ZAT, ZAM, ZAB, ZCH, ZIN

Our transoceanic plants are responsible of the manufacture of plastic components, specializing in painted pieces for the automotive industry. They also perform a follow-up design and product development and process and take responsibility of part of the process of drafting the offers.

OUR QUALITY SYSTEM PRINCIPLES

- ✓ Customer focus
- ✓ Leadership
- ✓ Staff participation
- ✓ Process approach
- ✓ System approach to management
- ✓ Continuous improvement
- ✓ Factual approach to decision making
- ✓ Mutually beneficial supplier relationships

Based on these principles, we establish ZANINI's Quality Policies

Quality policy

Top management has established a quality policy as a commitment to comply the quality System requirements, in order to continuously improve its effectiveness.

The policy provides a framework for establishing and reviewing quality objectives.

The policy is disseminated throughout the organization and senior management ensures that its principles are understood by all ZANINI members.

Top management annually assesses the Quality System, and its policy, and if necessary, proceeds to review it and amend it.

ZANINI's Quality System Manual

The Corporate Quality & Environmental Manager must ensure the distribution, dissemination and implementation of our Quality System Manual in ZAG and in each of our production plants. The manual is available online, in order to have an updated version. A software is used to inform users, of any changes in the manual.

The Quality Manual is reviewed once a year or whenever changes to the system or the activities of the Company require it.

The scope of management manual quality ZANINI corresponds to all our activities, from design of injected plastic pieces for further finishing using different techniques, like painted or chromed.

Our Quality System Manual is complemented with documented procedures, such as documentation control, staff training or treatment of non-compliant.

Product responsibility

Our commitment to product responsibility includes product regulatory compliance, life cycle management, and accurately representing our products through communications and marketing.

We work with recycled materials whenever possible, and according to our client's requests. We systematically use recycled materials in our injection processes and use 100% recycled trays for the delivery of our clients' brand badges.

Life Cycle Management

All ZANINI products, fully developed by us, developed jointly with other companies, or acquired from third parties must be subject to review.

We apply the same life cycle considerations for our internally developed and manufactured products, to any products purchased from suppliers.

- Environmental impacts of Product use
- Environmental impacts of Product Manufacturing
- Environmental Impacts of Raw Materials/Procured Components
- Reduction of Hazardous Materials
- Design for Recycling of Remaining Materials

Management of hazardous materials

Our H&S managers are responsible for the entire management of materials or processes that may involve any potential risks, to prevent any dangers.



**ZANINI'S GLOBAL MANUFACTURING SITES
HAVE ISO 14001 CERTIFIED
MANAGEMENT SYSTEMS,**

**AND THE MANAGEMENT OR PROCESS OF
THESE HAZARDOUS MATERIALS IS
CARRIED OUT UNDER ALL NECESSARY
CONTROL.**

Client Focus

ZANINI knows, understands and meets the needs and expectations of current and future customers and end users, as well as our stakeholders' needs.

Therefore, we work to:



Understand the needs and expectations of our clients, including potential clients.



Determine key product features for customers



Identify and assess competition in its market



Identify market opportunities, weaknesses and future competitive advantage

Responding to Customers

ZANINI has a variety of mechanisms to listen, gather, and importantly act on feedback from customers in the marketplace.

The director of Corporate Quality has overall reporting to the manufacturing organization, staff each division.

They review customer feedback and assure that all questions are addressed in a professional, timely, and effective manner.

Customer satisfaction indicators

We have customer satisfaction indicators for all our production phases such as supply, project, pre-production and final production, which are assessed internally, and through the clients' online platforms. All our workplaces monthly report with indicators, customer satisfaction, with any and all incidents, audits from clients, complains and guarantees.

Headquarters, quarterly publishes strategic indicators, which allow us to assess customer satisfaction.

Our Clients' Quality and Service requests

Our clients request demanding quality and service levels.

We monthly conduct a follow up of the fulfillment of their requests, through their online platforms and adjust, if necessary, our response. Any complains are also managed through their online platforms.

CSR and Sustainability clients' demands

Our clients, leaders in sustainability rankings, request demanding levels of CSR and sustainability performance to their suppliers, assessing us with platforms such as CDP, ECOVADIS, ACHILLES and specific CSR and Sustainability questionnaires.

Quality Planning and customer requirements

When planning the quality of each production, we adjust to our clients' specific requirements and technical specifications.

Customer communication

Clear and detailed communication with our clients, is important in our product manufacturing processes and auxiliary processes, to have a full understanding of product information, purchase orders and any changes which may arise in the products themselves, or in the purchase orders.

We are also committed to offer prompt, fair, responses to any claims or complaints.

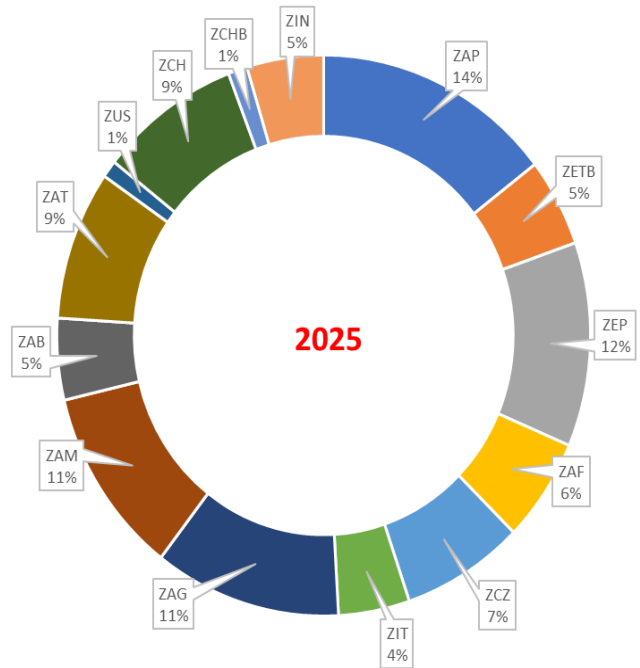
7. EMPLOYEES



WORKFORCE INSIGHT

Our workforce is distributed throughout our different workplaces

Our corporate Values



Our corporate values, of Excellence, Accountability, Team work and Leadership, are:

- ✓ Key for decision making in recruitment-selection processes (we do not only look at the candidates' experience and background, but give special importance to the candidates' integrity and attitudes towards team playing, respect and support to others).
- ✓ Individually communicated to all our new employees, and, are embedded along the whole integration process (landing) of new employees.
- ✓ Constitute the 4 key items of ZANINI's Performance Management yearly process.
- ✓ Represent the core ideas of our Leadership Development Programs, to which the rest of contents and messages are linked (we train our leaders and management teams to obtain results through fair and respectful attitudes towards individuals, and to create inclusive-collaborative cultures).
- ✓ Always present in our Strategic Plan communications (events, brochures...)

OUR HR STRATEGY IS BASED IN 3 STRATEGIC OBJECTIVES: INNOVATION, GLOBALIZATION AND OPERATIONAL EXCELLENCE

Our Human Resources Strategy

Human Resources Strategy is aimed to contribute to the 3 Strategic Objectives of Innovation, Globalization and Operational Excellence, throughout::

- ✓ Attracting, developing and retaining the right human capital to support the Business Growth.
- ✓ Specifically developing internal capabilities for international expansion and fostering intercultural mutual understanding and respect.
- ✓ Consolidate an integrated organization and a culture based on Excellence, Accountability, Team Work and Leadership.

HR's mission

Our Human Resources is oriented to support ZANINI's strategic objectives and business goals.

We consider people's performance, attitude and way of relating to each other, as key elements to achieve our business results, and so, our people's management, is based on:

- ✓ Fair, equal opportunities and development approach
- ✓ Safe and secure labor conditions.
- ✓ Good working climate and team-work



The general strategy for our HR department management is:

- ✓ Be rigorously compliant with labor laws, tax and social security in every country we operate.
- ✓ Work for a positive working environment, with a good balance between high demand and respect to individuals' needs and capacities, and promote team building activities, such as employees' gatherings, Family Days, and different annual Celebrations.
- ✓ Use HR tools to evaluate performance and ensure non-discriminatory career development.
- ✓ Prevent and investigate any behaviors of harassment, violence or discrimination of any type.
- ✓ Update data of all our working centers, regarding to data on employees, such as age, gender, type of contract, career and training, ensuring the needed confidentiality.

Our workforce

Our almost 1.800 employees are distributed worldwide, amongst working centers in 10 countries and 3 continents (Europe, America and Asia)

According to their duties, we divide our human capital in:

- ✓ **1. Structure** (offices, administration)
- ✓ **2. MOD - Direct labor**, directly related with the production process.
- ✓ **3. MOI - Indirect labor**, indirectly related with the production process, supporting the direct labor.

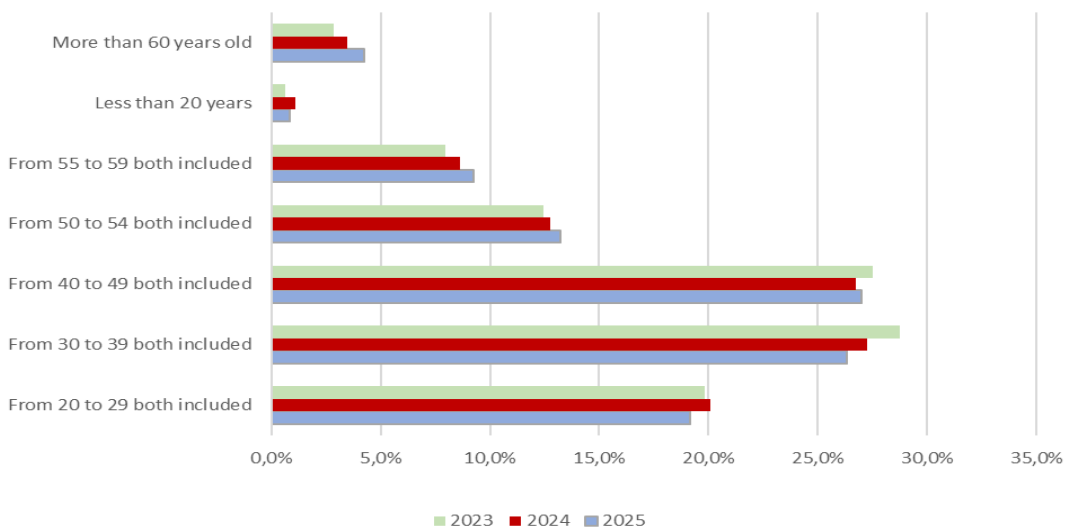
OUR WORKFORCE, PER GENDER IS DISTRIBUTED IN
**57,5% MEN, AND
42,5 WOMEN**

Employees by gender



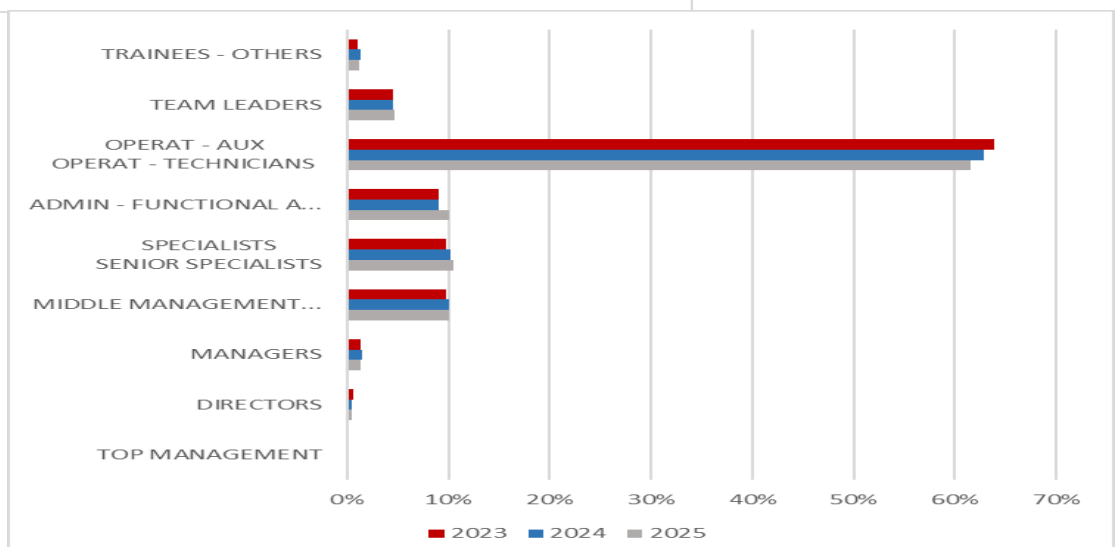
Employees by age distribution:

POR DISTRIBUCIÓN DE EDAD



BY AGE DISTRIBUTION, 53.3% OF OUR EMPLOYEES ARE 30-49 YEARS OLD

61,5% OF OUR EMPLOYEES ARE OPERATORS



Socially responsible leadership and workforce ZANINI protects human rights and has socially responsible HR practices, in order to contribute to the well-being of our employees, and also in this way facilitating working environments that foster high performance, collaboration and innovation.

ZANINI expects and requires its employees, high standards of ethical and socially responsible behavior and sets in place the processes to ensure it.

ZANINI's team is very diverse in terms of national origin, race, creed, religious beliefs, and cultures, and we consider this a clear asset, not only to business, but also to ZANINI's own culture. But we are committed to embed our corporate values, amongst them all.

WE ARE COMMITTED TO ENSURE SOCIALLY RESPONSIBLE WORKPLACES, HUMAN RESOURCES PRACTICES, AND SOCIALLY RESPONSIBLE LEADERSHIP AND WORKFORCE

Proximity, openness of management, communication

ZANINI's culture is to be open and close, encouraging horizontal and vertical communication throughout the company, amongst management, teams, and different departments, in order to avoid hierarchic status, and encouraging dialogue and collaboration amongst them all.

This culture offers not only proximity and openness to every team player, but also, invaluable knowledge about our people, performance, capabilities and interests, from different points of view.

We use specific events and channels to communicate relevant information, such as our ZANINI TV, our ZANINI online platform, brochures and newspapers and specific Corporate Strategy communication processes.

Our medium sized company still allows Corporate Headquarters to have a daily interaction with our different Workplaces, which are spread over three continents.

Performance Development Review (PDR) - Global annual process

We annually conduct an online Performance Development Review (PDR) to all our staff and part of our MOI employees.

The questionnaire is linked to our Company values and contains the same items in every country we operate.

Employees make a self-evaluation and are given the opportunity to express their interests on functional and/or geographical mobility.

After that, at least two managers (direct superior and its superior) make their contributions on the Performance and Development Action Plan of the Employee. Whenever there is a third manager, his contributions are also taken into account.

The PDR process was incorporated into an on-line version in 2014 to allow easier and clearer access and monitoring of the Performance and Development Action Plans.



ILUO – Versatility

The Iluo System's aim is to encourage multi-skilling and continuous improvement for operating personnel.

It is a clear tool for internal promotions, as it shows the personnel's evolution, allowing more neutral promotion criteria.

This tool is already implemented in all the Zanini production plants. And we have started the process of digitalization of ILUO system, for the moment in China.

STABLE EMPLOYMENT

We want to create wealth and stability for our workforce.

Compensation

ZANINI complies legislation in all its working sites with local minimum wages, and in all countries where we operate, our compensation exceeds legal minimum wage requirements.

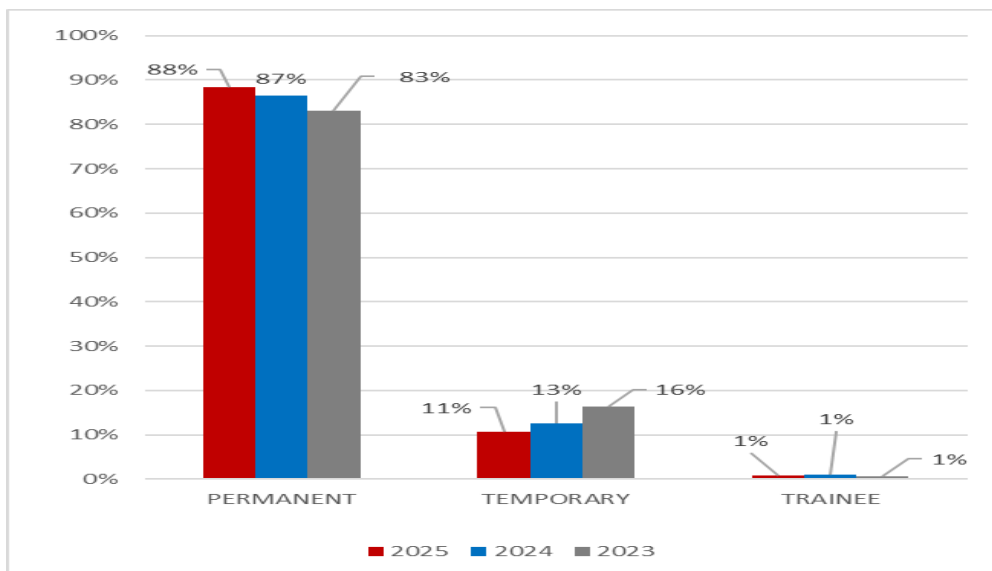
Working hours

ZANINI complies worldwide, with all applicable laws relating to working hours, overtime, and breaks.

Labor Relations

ZANINI is compliant with laws regarding labor conditions, and we ensure in all our locations a working environment where employees' questions and concerns are addressed in a fairly and timely manner. ZANINI expressly recognizes and respects freedom of association and the possibility to engage in trade unions.

Employees by contract type



88% of our employees' contracts are permanent contracts, and temporary contracts are used for occasional needs

Work-life balance

Regarding work-life balance measures, we comply local legislation in all our workplaces. We have adopted specific reconciliation measures, for office staff, regardless of their gender, in ZCZ, in the Czech Republic and in ZAT in the USA.

In Épila, Spain, when employees return from their maternity/paternity leave, they may choose their working hours, to suit their family needs.

In Detroit, USA, we have established a high level of flexibility in working hours, as some of its personnel needs to be travelling frequently, and may telework.

Our career opportunities

Our career opportunities are always based on meritocracy. Attitude and commitment are assessed in the performance evaluation.

Therefore, aspects such as age, gender or race, are never variables involved in decisions on recruitment, promotion, career development or training.

DURING 2025, 59 NEW JOB POSITIONS WERE COVERED BY OUR INTERNAL PROMOTIONS.

DURING 2024, 65 NEW JOB POSITIONS WERE COVERED BY OUR INTERNAL PROMOTIONS.

It's part of ZANINI's culture to internally promote our employees.

We strive to make our people develop in their regular jobs, facilitate functional / geographical mobility whenever feasible, and tend to fill internal vacancies with successful employees.

IN 2025, THE WORKFORCE DECREASED BY 22 POSITIONS AFTER THE NET CREATION OF 44 JOBS IN 2024,

Net Job Creation

| Center | FEMALE | | | MALE | | | TOTAL | | |
|--------------|------------|----------|------------|------------|-----------|-----------|------------|-----------|------------|
| | 2025 | 2024 | 2023 | 2025 | 2024 | 2023 | 2025 | 2023 | 2022 |
| ZEP | -2 | 12 | 22 | 1 | 5 | 1 | -1 | 17 | 23 |
| ZAG | 4 | -2 | 3 | 2 | 11 | 0 | 6 | 9 | 3 |
| ZAP | -2 | 4 | 19 | 8 | 16 | 26 | 6 | 20 | 45 |
| ZIT | -4 | 4 | -3 | 0 | -2 | 4 | -4 | 2 | 1 |
| ZETB | -4 | 11 | 18 | 0 | 3 | 8 | -4 | 14 | 26 |
| ZCZ | 2 | -4 | 1 | 2 | -4 | 3 | 4 | -8 | 4 |
| ZAF | 0 | -3 | -4 | -6 | -3 | 0 | -6 | -6 | -4 |
| ZUS | 1 | -1 | 1 | 0 | -1 | -1 | 1 | -2 | 0 |
| ZAT | 0 | 11 | 3 | 13 | -1 | 11 | 13 | 10 | 14 |
| ZAM | 2 | -1 | 31 | -14 | 15 | 2 | -12 | 14 | 33 |
| ZAB | 11 | -5 | 11 | -9 | -3 | 11 | 2 | -8 | 22 |
| ZCH | -16 | -21 | 11 | -6 | -17 | 2 | -22 | -38 | 13 |
| ZCHB | -4 | 1 | 0 | 1 | 2 | 3 | -3 | 3 | 3 |
| ZIN | 0 | 0 | 1 | -2 | 17 | 17 | -2 | 17 | 18 |
| Total | -12 | 6 | 114 | -10 | 38 | 87 | -22 | 44 | 201 |

Employee Turnover rate

There are various reasons for rotation MOD in plants. The turnover rate varies depending on each country and the situation of the labor market in every moment. In some countries, the general turnover (nationwide) tends to be higher than in others.

There are also factors, such as the opening of a new plant near our facilities, which may increase the turnover rates, where employees are highly sensitive to issues such as salary and may decide to work for another company.

Our indirect labor employees are the most stable category, followed by structure. Direct labor category is the one which is affected by more employee turnover, although it has decreased regarding previous years, specially in ZCH, ZAT and ZAM.

Turnover 2024:

2.10% DIRECT LABOR
1,27% INDIRECT LABOR
1,74% STRUCTURE

| CENTER | Direct Labor | | | Indirect Labor | | | Structure | | |
|-----------------|--------------|--------------|--------------|----------------|--------------|--------------|--------------|--------------|--------------|
| | 2025 | 2024 | 2023 | 2025 | 2024 | 2023 | 2025 | 2024 | 2023 |
| ZAB | 2,24% | 3,40% | 3,52% | 3,98% | 2,52% | 2,08% | 3,56% | 2,39% | 3,07% |
| ZAF | 0,78% | 1,75% | 0,26% | 0,29% | 0,29% | 2,65% | 2,25% | 2,02% | 0,00% |
| ZAG | - | - | - | - | - | - | 0,61% | 0,89% | 1,35% |
| ZAM | 4,58% | 7,74% | 7,65% | 3,76% | 2,68% | 2,71% | 2,94% | 3,25% | 2,73% |
| ZAP | 0,89% | 0,95% | 5,20% | 1,31% | 0,91% | 0,00% | 2,37% | 1,05% | 0,87% |
| ZAT | 9,09% | 13,85% | 13,10% | 1,79% | 3,90% | 1,48% | 3,06% | 3,50% | 4,39% |
| ZCH | 4,11% | 4,21% | 5,08% | 1,24% | 3,37% | 3,90% | 0,49% | 1,09% | 1,88% |
| ZCHB | - | - | - | - | - | - | 2,21% | 0,39% | 2,20% |
| ZCZ | 0,40% | 1,13% | 2,42% | 1,85% | 0,59% | 1,14% | 0,79% | 0,25% | 0,00% |
| ZEP | 2,74% | 2,55% | 3,38% | 0,72% | 1,08% | 0,56% | 0,60% | 0,95% | 2,81% |
| ZETB | 2,34% | 1,64% | 0,00% | 1,20% | 0,66% | 1,09% | 1,25% | 2,37% | 1,40% |
| ZIN | 1,34% | 3,81% | - | 0,84% | 1,22% | 0,00% | 1,96% | 1,62% | 3,14% |
| ZIT | 0,89% | 0,00% | 0,89% | 0,84% | 1,22% | 0,00% | 1,04% | 0,69% | 0,72% |
| ZUS | - | - | - | - | - | - | 1,28% | 1,03% | 0,98% |
| PROMEDIO | 2,10% | 2,93% | 3,11% | 1,27% | 1,32% | 1,12% | 1,74% | 1,54% | 1,82% |

Worldwide internal career opportunities

We promote international mobility among those employees who wish to live the experience of living abroad. Some of our workplaces publish vacant positions on their internal channels of communications.

Social benefits for employees

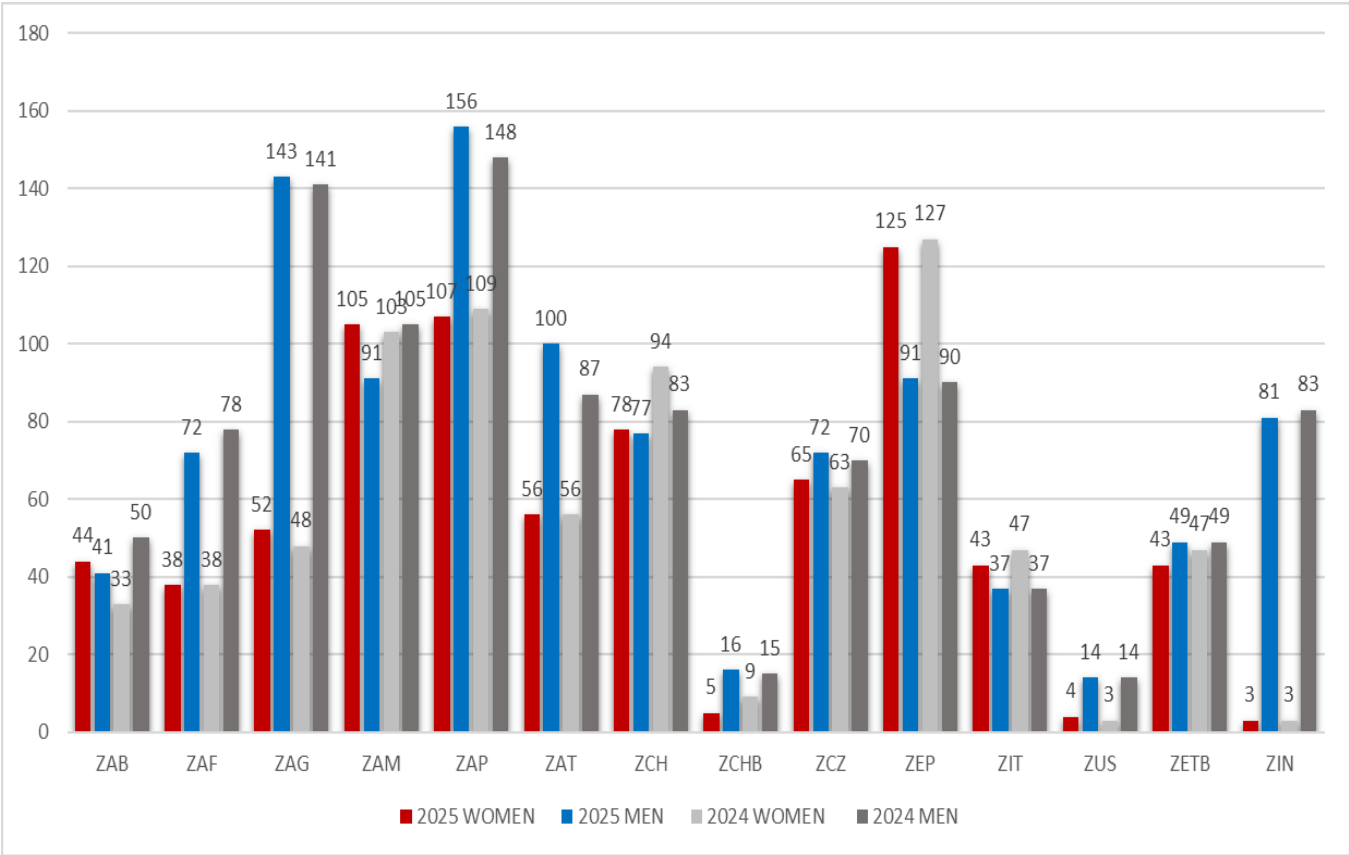
We have established social benefits for our employees which are complementary to the salaries in our different workplaces. We do regular monitoring of Salary and Benefits regional or local trends, to ensure both competitiveness and fair remuneration.

Diversity

Most countries tend to have a shortage of women in traditionally “male” professions like the ones our Company (industrial activity – automotive sector) require: Engineering and technical profiles. Nevertheless we have reached 42'5% of women in our workforce, and are determined to continue offering equal opportunities for men and women.

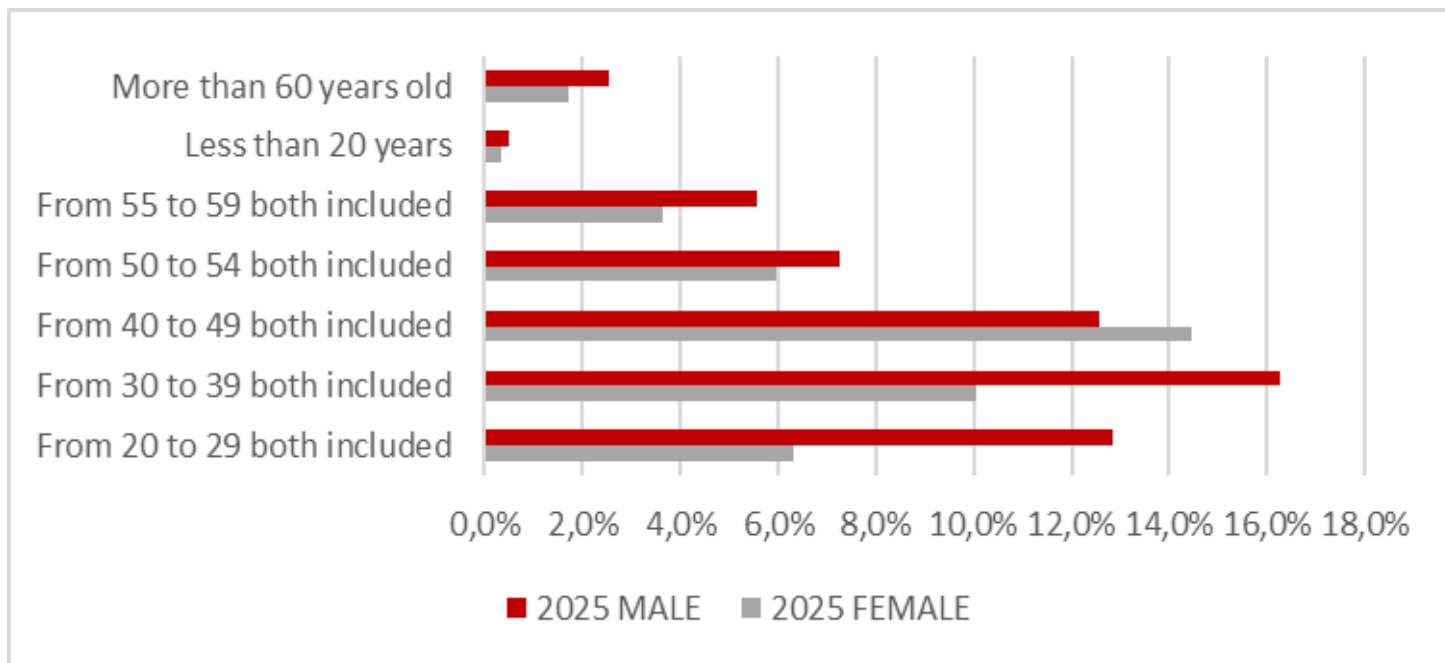
WOMEN REPRESENT A MAJORITY OF OUR EMPLOYEES IN OUR SITES IN ZAB, ZAM, ZEP, ZIT and ZCH

Employees by gender and working center

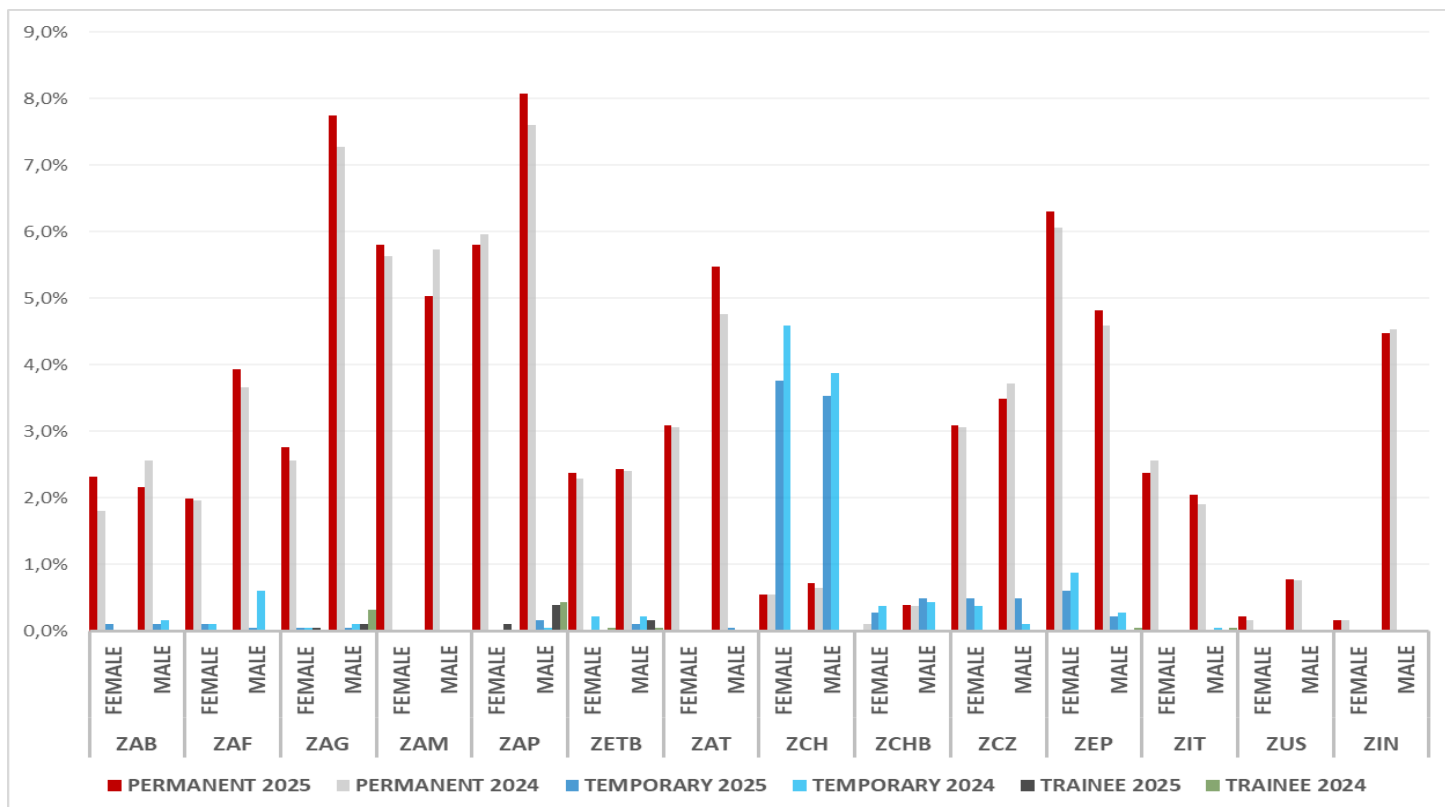


All our workplaces are compliant with local regulations regarding equal opportunities. In those countries, like USA, where there is a particularly strict legislation (EEOC), we increase our efforts offering additional specific training courses in equal opportunities.

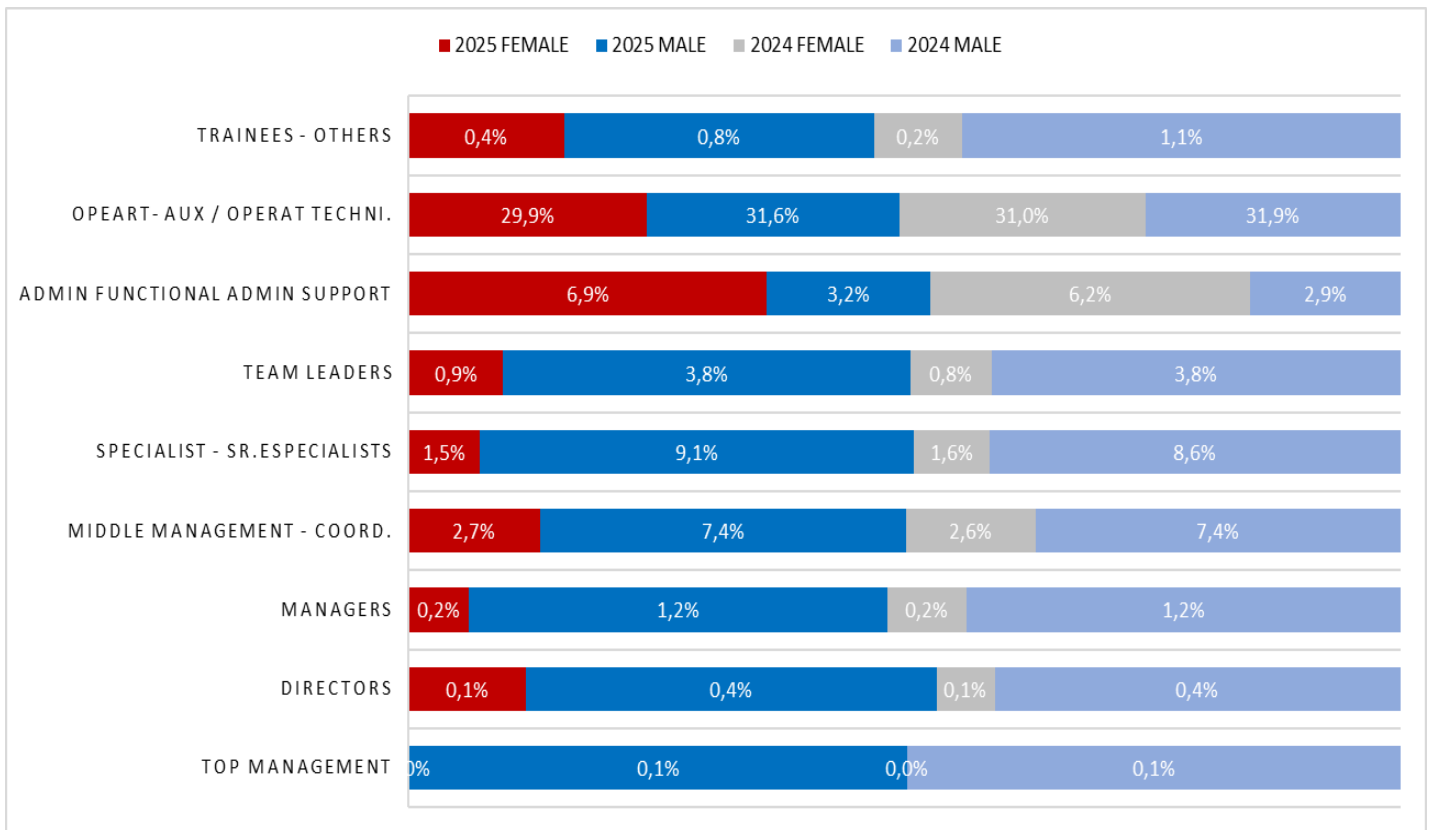
Employees by age and gender 2025



Employees by gender, contract type and working center 2025



Employees by gender and professional groups



Equal opportunities

All employment-related decisions are based solely on relevant neutral criteria including training, experience, alignment with company goals, suitability for the job and equal opportunities to ensure secure working places and professional relations free from any kind of discrimination, harassment or intimidation.

ZANINI avoids and prohibits all forms of discrimination, harassment or intimidation against employees, applicants or business partners, based on sex, age, race, color, national origin, creed, religion, disability, marital status, gender identity-expression or any other reason prohibited by laws against discrimination.

With the aim to assure equal opportunities, ZANINI is working to start the implementation of an EQUALITY PLAN, during the next exercise.

Integration of people with special needs or vulnerable communities

Regarding the integration of staff with special difficulties or vulnerable communities, workplaces comply with the legislation, and 2,43% of the total of the headcount are part of these communities in 2025.

We have worked with a specific social program in our workplace in Tennessee (USA) called Re-Entry program of Franklin, County (Rehabilitation of employees who have went through rehab back into the work force).

ZANINI has health & safety policies and practices that guarantee safe working conditions for both staff and visitors of our working centers.

ZANINI's environmental policies and practices contribute to avoid health & safety damages to the communities and society in which we operate.

Global H&S

Protection of Health and Safety in the workplace is a value in ZANINI reflected in our Global Safety and Health Policy and in the Continuous Improvement Workshops annually developed in our plants.

This commitment goes beyond compliance with legal requirements, as we meet current regulations controlling and supervising industrial operations from the beginning to the end. Plants conduct risk assessments to identify risks associated with the processes and methods. These assessments include air and noise monitoring and ergonomic programs.

Depending on the result of the risk assessment, every plant develops improvement plans, employees training activities and awareness programs.

Incidents and Accidents are also recorded and analyzed to have a better understanding of the factors causing them.

In addition, contractors are asked to submit evidence of compliance with legal requirements and notification of any injury occurring while performing work in ZANINI.

H&S Management System

Zanini launched in 2019 a plan to obtain ISO 45001 certification across all group facilities. The plant in the Czech Republic was the first to achieve it, and by the end of 2025 the centers still pending certification are ZAF, ZAM, ZAT and ZAB.

The implementation of this standard is playing an important role in assuring compliance with local regulations, creating a preventive culture, improving safety and protecting health.

Safety indicators

ZANINI records accidents and compares the result between plants and across the years since 2011. Frequency Index and Gravity Index are globally used for this purpose.

Our target is zero injuries.

| 2025 | ZAB | ZAM | ZCZ | ZCH | ZCHB | ZAP | ZAF | ZEP | ZAT | ZUS | ZAG | ZIT | ZETB | ZIN |
|-----------------------|--------|--------|--------|--------|------|--------|--------|--------|--------|------|-------|------|------|------|
| NUMBER OF EMPLOYEES | 85,0 | 196,8 | 134,4 | 156,2 | 21,2 | 250,3 | 109,0 | 201,2 | 156,9 | 18,0 | 200,2 | 76,2 | 90 | 85,1 |
| NUMBER OF ACCIDENTS | 1,0 | 6,0 | 2,0 | 5,0 | 0,0 | 5,0 | 5,0 | 4,0 | 2,0 | 0,0 | 0,0 | 0,0 | 3 | 0,0 |
| LOST DAYS BY ACCIDENT | 4,0 | 12,0 | 136,0 | 121,0 | 0,0 | 55,0 | 172,0 | 37,0 | 6,0 | 0,0 | 0,0 | 0,0 | 0 | 0,0 |
| FREQUENCY INDEX | 5,0 | 13,2 | 7,7 | 11,7 | 0,0 | 11,3 | 28,0 | 10,5 | 5,8 | 0,0 | 0,0 | 0,0 | 18,2 | 0,0 |
| SEVERITY INDEX | 0,0 | 0,0 | 0,5 | 0,3 | 0,0 | 0,1 | 1,0 | 0,1 | 0,0 | 0,0 | 0,0 | 0,0 | 0 | 0,0 |
| INCIDENCE RATE | 1204,8 | 3194,4 | 1635,0 | 3206,5 | 0,0 | 2217,0 | 4979,3 | 2110,3 | 1361,0 | 0,0 | 0,0 | 0,0 | 3599 | 0,0 |
| MEDIADURATION RATE | 4,0 | 2,0 | 68,0 | 24,2 | 0,0 | 11,0 | 34,4 | 9,3 | 3,0 | 0,0 | 0,0 | 0,0 | 0 | 0,0 |

Employees' involvement in H&S

Employees' involvement is critical to achieve implementation of safety programs.

ZANINI encourages cooperation between management and employees through safety and health committees.

These committees are a group of employees from all levels of the plant whose function is to support the safety and health program. They meet regularly to analyze incidents, accidents or recognized hazards ZANINI also seeks employee involvement through Kaizen Activities.

H&S Prevention System

Our Occupational Risk Prevention Management System (SGPRL) is built on the integration of the company's Quality Management System (QMS) and Environmental Management System (EMS). Together, these systems —their practices, procedures and controls— ensure full compliance with current Occupational Risk Prevention legislation, while incorporating the specific requirements of ISO 45001 to strengthen our overall approach to health and safety.

ZANINI Health & Safety Manual

The purpose of ZANINI's Health & Safety Manual is to:

- **Establish a prevention plan** that defines the company's approach to occupational risk management.
- **Set policies, objectives and targets** in the field of Health & Safety.
- **Define an Occupational Risk Prevention Management System (SGPRL)** that ensures full compliance with current legislation at all times.
- **Meet the requirements of ISO 45001**, fully compatible with ISO 9001 and ISO 14001.
- **Assign responsibilities and functions** to the different areas involved.
- **Develop and implement procedures and instructions** to be followed in each case.

The guidelines described in this manual apply to all ZANINI production plants and to all design and manufacturing activities related to plastic components for the automotive sector.

H&S Training

ZANINI defines the minimum knowledge required for each position and establishes an annual programme of training activities to ensure that employees receive the appropriate instruction according to their role within the SGPRL or their involvement in any prevention-related activity.

These activities are carried out according to our internal staff training procedure.

ZANINI also develops the necessary steps to meet the shortcomings of its personnel and establishes training programs to achieve a certain level of knowledge.

The training provided to employees must consider:

- The importance of compliance with the policies, procedures, instructions, and Management System requirements of Health and Safety.
- The results of the Risk Assessment.

The Prevention Officer, the Plant Manager and the Prevention Representative collaborate with the responsible officer for training in Human Resources, to select the relevant training activities, to fulfill the needs of staff training.

At the end of each year, the Human Resources Department publishes Training Activities Report, containing those carried out throughout the year, and proposes a Training Plan for next year, to the Management Committee.

The effectiveness of the training is verified regularly, which allow corresponding improvement actions.



H&S Awareness

Awareness affects all company's employees.

The Operations VP leads the actions, together with the Prevention Officer, the Prevention Representative and the Plant Manager.

Actions can be diverse, and include distribution of documentation, placing posters and holding speeches.

H&S Professional Competence

ZANINI has specialized qualified staff, for the Health and Safety Management System.

H&S Communication, participation and consultation Participation of the employees in health and safety issues, is carried out through the Safety and Health Committee, whenever this committee exists in the workplace, or by the Prevention Representatives or Workers representatives.

The Health and Safety Committee sets the periodicity of the meetings, which will be at least, the one established by the law.

Prevention and response in case of emergency

ZANINI has developed a comprehensive emergency plan in each of its operating centers to respond to accidents and emergencies, as well as to prevent and reduce the material and human damage that may be associated with them.

The preparation of this Emergency Plan is responsibility of the Department of Operations and is reviewed regularly, especially whenever any incidents, accidents or emergency situations occur.

It is the Prevention Representative responsibility to duly inform, in order to update the Emergency Plan.

| | ABSENTEEISM. Hours and percentages | | | | | | | |
|------|---|-----------------------|---------------------|-----------------------|---------------------|-----------------------|---------------------|-----------------------|
| | 2025 | | | | 2024 | | | |
| | Direct Labor | Indirect Labor | Direct Labor | Indirect Labor | Direct Labor | Indirect Labor | Direct Labor | Indirect Labor |
| ZAB | 3.612 | 745 | 3% | 1% | 2.658 | 892 | 3% | 2% |
| ZAF | 4.954 | 1.160 | 5% | 2% | 12.446 | 1.482 | 16% | 4% |
| ZAG | 0 | 0 | 0% | 0% | 0 | 0 | 0% | 0% |
| ZAM | 6.280 | 1.032 | 2% | 1% | 6.652 | 316 | 2% | 0% |
| ZAP | 29.235 | 12.114 | 14% | 10% | 29.830 | 7.893 | 15% | 11% |
| ZAT | 7.993 | 1.315 | 5% | 2% | 8.701 | 767 | 7% | 1% |
| ZCH | 3.300 | 918 | 2% | 1% | 6.736 | 1.437 | 4% | 2% |
| ZCHB | 0 | 0 | 0% | 0% | 0 | 0 | 0% | 0% |
| ZCZ | 4.692 | 3.778 | 7% | 4% | 6.738 | 2.158 | 9% | 3% |
| ZEP | 25.211 | 8.707 | 11% | 10% | 27.312 | 9.691 | 14% | 11% |
| ZIT | 4.830 | 1.870 | 8% | 4% | 4.004 | 1.101 | 7% | 3% |
| ZUS | 0 | 0 | 0% | 0% | 0 | 0 | 0% | 0% |
| ZETB | 4.463 | 1.738 | 7% | 3% | 7.086 | 2.241 | 11% | 5% |
| ZIN | 1.904 | 1.408 | 3% | 3% | 4.701 | 968 | 9% | 2% |

Investing in continuous qualification and training

We do our best to build capacities, through training, team work, continuous quality improvement processes, participation in projects, etc. In addition we invest in training our employees, even when economic context is not supportive.

“Leadership Development Programs” are yearly training proposals for each of our workplaces. They will be approved according to the yearly budget.

If a training has been approved and it has not been carried out, the workplace must inform of the reason why it has not been conducted, according to standard TS16949.

ZANINI training is planned, according to two types:

- 1) **Technical training:** This includes all specific trainings for the job (eg. molds, injection, CATIA). Transversal training skills (like computer, software, or languages), are also included.
- 2) **Training skills:** This includes those training which aim to develop skills of the person, such as communication, negotiation or leadership.

The HR Manager is the responsible for completing the Annual Training Plan, which has the following procedure:

Yearly Training Programs

Annually, staff training is planned in all workplaces in order to adjust the employee’s activity, improving and updating the desirable skills, abilities and attitudes.

In these terms, ZANINI’s training is characterized by:

- ✓ It is oriented towards the job to the person.
- ✓ It is a planned process.
- ✓ Must have clear and precise objectives.
- ✓ It aims to provide technical knowledge and attitudes to perform specific tasks.
- ✓ Has predictable, uniform and short-term effects.

1) Analysis of training needs

The HR manager has a meeting individually with each department manager, to collect information on the training needs of employees. Each department manager proposes the needed training for his team (courses, participants, approximate timing and cost, if available). These proposals are the result of the preliminary analysis by the department manager, through talks with his team, future planning of the department, informal comments and Performance Development Review (PDR) Action Plan, among others.

All our training must follow a strategic objective, so that each course will be identified with one or more strategic objectives. If this requirement is not met, the training will not be carried out, unless exceptionally. The training is absolutely essential for the correct operational of the company.

Once the HR Manager has held his meetings with all department managers, he will hold a last meeting with the plant manager, who decides what trainings are priorities for next year.

2) Rationale and determination of participants

The need of the trainings must be justified, and the specific person who will receive it must be identified. The Training Plan includes this information.

3) Timing and cost

Training will be prioritized by quarters (Q1 January-March, Q2 April-June, Q3 July-Sept, Q4 Oct-Dec).

The Training Plan includes direct cost of the training.

The final document, with the total cost of the approved budget for next year, is signed by the Plant Manager, sent to headquarters to be signed and return the approved Training Plan to the workplace.

Upon receipt, the local HR Department manages it, coordinates and implements it.

An internal document requesting authorization to implement must be authorized for each course. Once the course has been carried out, an evaluation will be carried out by the participants (adequacy of the program to the initial needs, training organization, facilities, and trainer).

After 3 months of its completion, the participant's manager will evaluate the efficiency of the course (application of the new skills in the participant's ordinary in his job post).

Only those trainings related to raising awareness or receiving information will be except from further evaluation.

At the end of each year, prior to the budgeting of a new Training Plan, those planned trainings which have finally not been carried out, are analyzed in order to decide if they need to be included in the next training plan.

In addition to planned training according to the Annual Training Plan, we also offer further trainings:

Integration Training

This type of training has as its main objective the adaptation of newly hired to the demands of professional situations, basically integration into the project, broaden staff knowledge in technical areas that are deemed necessary to fulfill its role and facilitate their integration and adaptation to the culture of the company. It is done within the first 3 months following recruitment; it is planned from the HR department, in coordination with the direct manager needs for each new employee.

Unplanned training

New needs might arise, which have not been forecasted in the Training Plan, such as:

- ✓ New employee with specific needs to comply with the required minimum skills for the performance of its duties.
- ✓ Changes in the job post, with new requirements associated with the job post.
- ✓ Promotion of an employee to a new position which requires the acquisition of new skills.
- ✓ Legislative changes requiring staff training (eg. on risk prevention or environment).
- ✓ Specific requirements of customers.

In such situations, the same procedure of application for authorization is followed, specifying in the internal document, the training is off-budget and completing a specific annex, for the aim of the unplanned training, justification of the need for training and relevant observations.

Internal training “knowledge transmission”

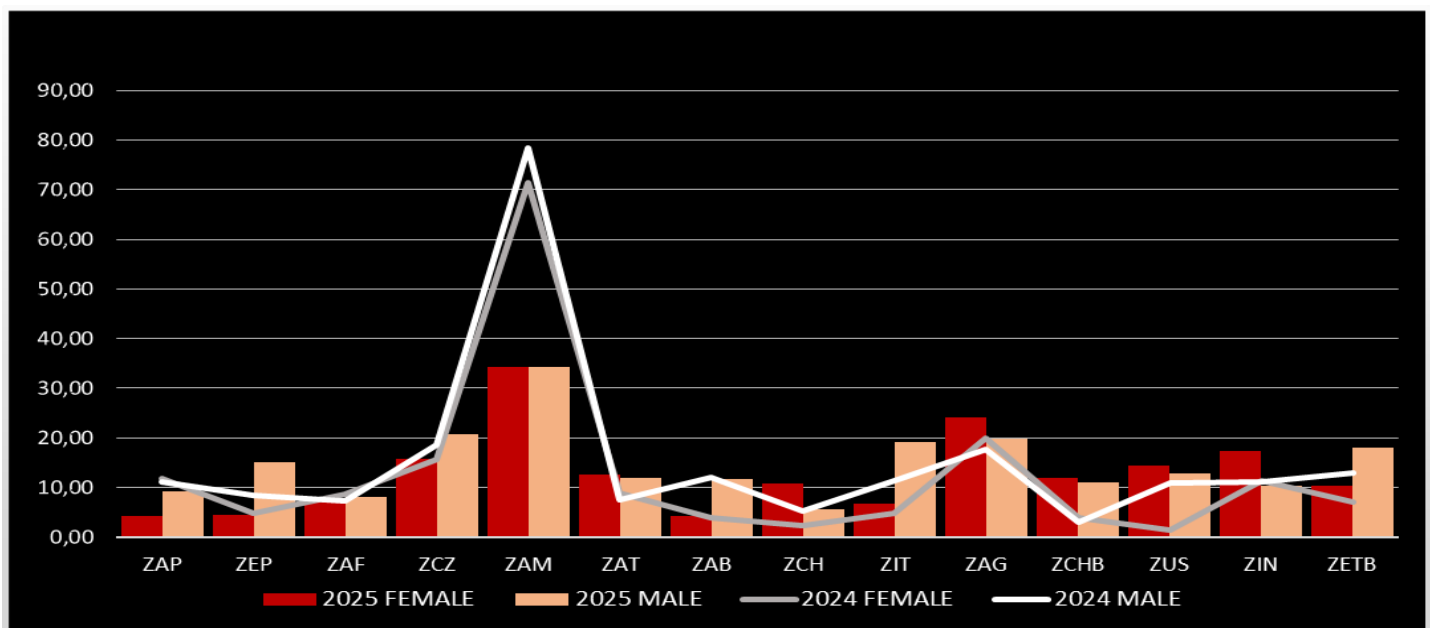
This type of training is conducted internally, and we register attendance, reporting of hours and resources. It is training that is offered by some department, in order to share experiences and best practices in the management of a particular topic (eg. a specific product, project, experience with the rest of the team). It is a very common practice, among the engineering department, but is also applicable to every department.

Yearly Training hours per employee

During 2025, the average number of hours per employee was slightly above the previous year's level in most plants, although some centers recorded decreases. This was particularly notable at ZAM, where 2024 had reached exceptionally high levels. The comparison can be seen in the table below.

ZAM OFFERED A
MEDIA OF 34
TRAINING HOURS
PER YEAR IN 2024

Training hours by gender and center 2024-2025 per employee Hr./pers.



In 2018 ZANINI launched a new internal Concept, and a corresponding internal Brand and Motto, called Zanini Academy – The Learning and Development Experience. Zanini Academy's Mission is to contribute to business results through continuous people development, turning ZANINI Workforce into Human Capital. Main objectives of Zanini Academy are to put together, improve and provide internal value to all ZANINI schemes that are aimed to Learning and Development. That is: Training Plans, Integration Schemes, Leadership Development Programs, Knowledge Sharing activities, Performance Development Review, and Detection of Potential tool.



Zanini Academy, thus, is aimed to reinforce a Learning and Development (L&D) Concept that is SISTEMATIC, CONSISTENT (throughout the Company), DURABLE and VISIBLE. It contains diverse specific initiatives (Training Tracking System, Learning Materials...).

Fair Performance and Development Management

We have Performance and Development Management processes in place, which are conducted yearly in all our sites.

Human Resources support managers to have meaningful, sincere and fair relations and conversations with their employees regarding their performance and development opportunities.



Compensation and benefits

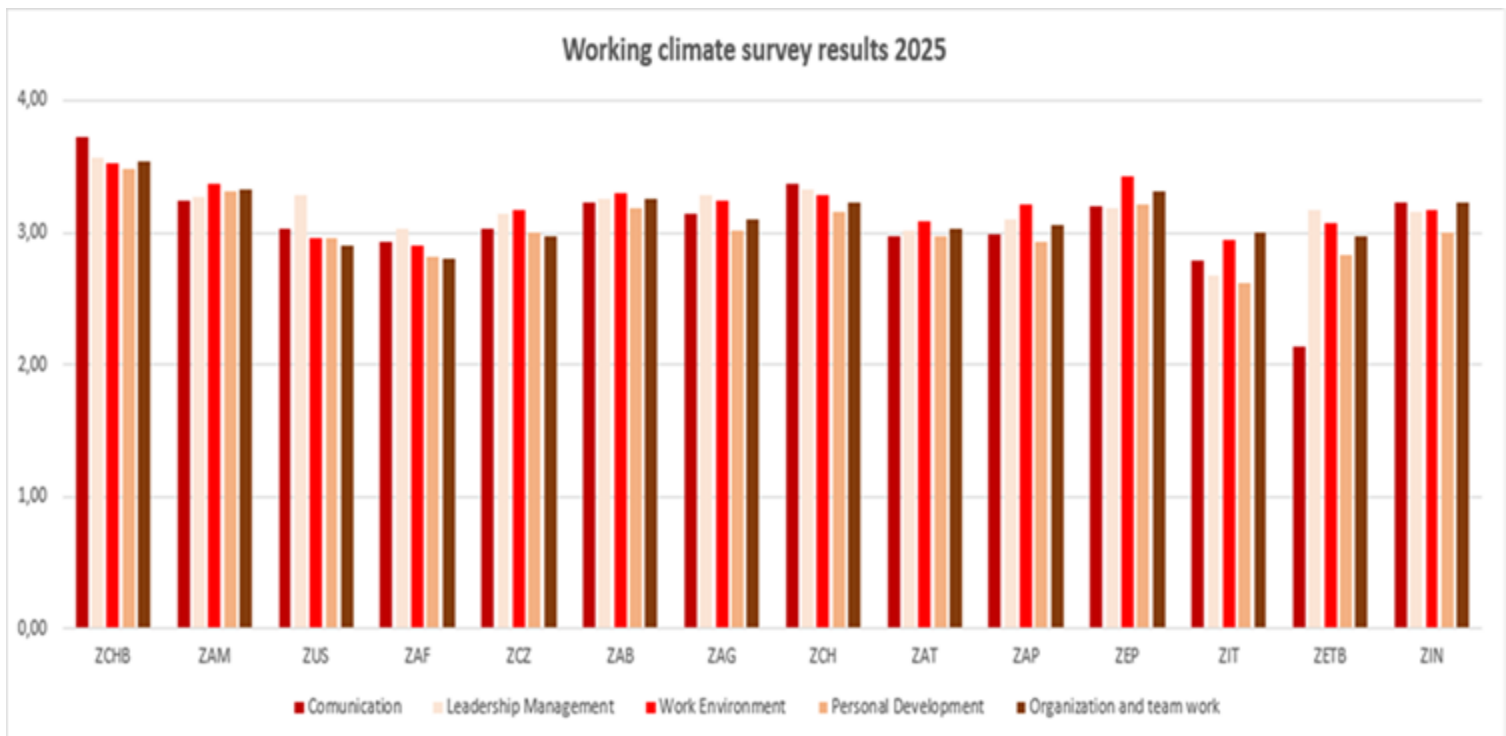
We track on a regular basis, our compensation and benefits conditions, buying remuneration studies to ensure, not only our business competitiveness, but also competitiveness in the diverse labor markets where we operate.

Working climate regular assessment

We assess working atmosphere both continuously on an informal way, through senior experienced HR professionals in every location, and regularly (every 3 years) in a formal way, through our Worldwide ZANINI Climate Survey.

**5 MAIN AREAS OF STUDY:
PROFESSIONAL DEVELOPMENT,
ORGANIZATION AND TEAMWORK,
WORK ENVIRONMENT, LEADERWHIP
MANAGEMENT AND
COMMUNICATION.**

Our latest Working Climate Survey was conducted in 2025, and offers the following results:



8. SUPPLIERS

According to their activity, we have mapped our suppliers, in the following categories:

| | |
|-------------|---|
| Category 1 | Suppliers selected by Customer (OEM) |
| Category 2 | Suppliers selected by ZANINI |
| Category 2a | Pieces (rings, emblems, clips, padding) |
| Category 2b | Chemicals for the manufacturing of paintings, glues and materials, and injection. |
| Category 3 | Auxiliary Suppliers of products used in our manufacture or delivery processes - packaging and labelling, but not directly part of our products. |

Supplier development and recognition

ZANINI permanently strives to provide quality components and services in a cost-benefit relationship, drive continuous improvement and provide the end user consistently quick deliveries. These same guiding principles towards excellence in customer satisfaction and continuous improvement are, necessarily, a goal which must be shared in our supply chain.

Suppliers are responsible for the quality of their products, compliance with the standards in their systems and processes, and display an optimal level of performance to ensure competitiveness in the global environment.

ZANINI's policy is to support the development of its suppliers and value them for their sustained performance and continuous improvement.

Quality demands in our supply chain

All ZANINI suppliers have a third-party certification of its quality management system according to the current version of ISO 9001 and according to Zanini's Suppliers' Handbook.

On the other hand, we request our key suppliers to adopt and implement the requirements of the Technical Specification IATF 16949, according to their quality results, and the influence of their product in our final products' quality.

Quarterly Quality Supplier's Evaluation

ZAG continuously assesses through the Suppliers Quality Index (IQF) the evolution of our suppliers' quality, based on the evaluation of its quality system and the level of their services.

Suppliers start with a score of 100, from which different criteria will be deducted. According to their performance, we categorize our suppliers' Fitness level, in:

| | |
|----------|-----------------------|
| A | 85 ≤ IQF ≤ 100 |
| B | 65 ≤ IQF ≤ 85 |
| C | 0 ≤ IQF ≤ 65 |

Since 2023, suppliers must have a sustainability plan, calculate their carbon footprint and set defined reduction targets in order to qualify as A-level suppliers. In 2025, A-level suppliers in EMEA reached 60% exceeding the planned target of 30%.

The Supplier Quality Assurance Officer will quarterly issue a report, ranking our suppliers in the "A", "B" or "C". This report is submitted to our Purchase and Quality Department in ZAG, with a copy to the Quality Managers of the Group's plants.

The results of the assessment are summarized in the "level indicator I.Q.F. Providers", which offers information about quality level, evolution and fluctuation particular suppliers.

This offers objective data for the purchasing department.

Supplier in Level "C" (IQF under 65) will be introduced in the IQF Improvement Process.

We request from our suppliers to fulfil CSR demands, regarding human rights, health and safety, non-discrimination, child protection, anti-corruption, respect for the environment, protection of confidential information and labor law.

CSR demands in our value chain

ZANINI explicitly requests all its suppliers to comply with applicable laws in their respective countries, as well as with the best practices and generally accepted values of Corporate Social Responsibility.

We request the CSR performance, through:

- ✓ Supplier Quality Manual
- ✓ Supplier Preliminary Questionnaire
- ✓ Environmental questionnaire
- ✓ Terms of purchase (purchase contract)
- ✓ Environmental questionnaire RA001 and questionnaire RC047.
- ✓ The supplier must have an insurance, to cover any financial losses arising from non-compliance of environmental requests.

Mapping our suppliers on CSR

We request your suppliers to comply our CSR standards. Non-complaint suppliers will be considered non approved suppliers.

In those countries where CSR may be improved, ZANINI selects specific suppliers, including those who do respect CSR principles and values.

To achieve this, ZANINI always makes previous visits to any new supplier with potential for any improvement in its CSR in order to check for any irregularities, and if so, the potential supplier remains out of the supply chain. Also conducts regular visits to selected suppliers, with the aim of detecting violations in CSR compliance.

WTO suppliers

ZANINI only purchases in countries belonging to the WTO (World Trade Organization) which advocates and monitors the practices in terms of non-discrimination, openness, transparency, environment and public health.

ZANINI disregards the purchase of any products, from any countries which are publicly suspected of malpractices in CSR.

LOCAL SUPPLIERS

In our determination to serve our customers locally, we strive to strengthen local research and development and purchase from local suppliers, to better serve our customers around the world, and create employment and wealth around our workplaces.

9. COMMITMENT TO THE ENVIRONMENT

All of us, members of the ZANINI team, in our strive to continuously improve our environmental performance undertake to act according to the following principles:

- ✓ The protection of the environment is a positive value for ZANINI, whose commitment exceeds mere compliance with the legal requisites.
- ✓ Compliance with our clients' requirements and all other relevant regulations through our control and supervision of operations.
- ✓ Optimizing the use of our resources, raw materials, water and energy by applying the best available and most economically feasible techniques.
- ✓ Promoting the study and use of new technologies which are less polluting, as well as reducing our waste.
- ✓ Setting environmental targets and developing action plans to achieve them, with the necessary resources.
- ✓ Promoting staff involvement, through education and awareness training, in order to improve the organization's environmental behavior.
- ✓ Sensitizing and involving all our suppliers and sub-contractors in order to achieve compliance with our Environmental Policy.
- ✓ Providing practical and effective solutions and products to address our own and our customers' environmental challenges.
- ✓ Setting and implementing global environmental policies, management systems, and tracking and maintaining key performance metrics, enables ZANINI to continually integrate and drive environmental stewardship throughout the organization.

COMMITMENT TO ENVIRONMENT

ENVIRONMENT MANAGEMENT SYSTEM

All of us, ZANINI has extensive global environmental management systems in place to identify, track, and manage relevant information indicative of corporate-wide environmental performance.

These include management systems covering a full range of environmental compliance and performance metrics relevant to ZANINI's operations, including the following critical elements:

- ✓ Environmental compliance management
- ✓ Energy management
- ✓ Air quality management
- ✓ Waste management
- ✓ Water management
- ✓ Product life cycle management
- ✓ Sustainable Packaging

ZANINI's environmental management is based on ISO14001, from which we develop all our corporate environmental policies, manual, procedures and instructions, which are available, through our website, and are followed in all our workplaces.

Environmental objectives are marked from our Headquarters in Spain, previous dialogue and agreement with the managers of each of the plants, which also have their own specific operational procedures.

Almost all our ZANINI's global manufacturing sites have ISO 14001 certified management systems, which are reviewed by an independent 3rd party as required by that standard.



Environmental Manual

Our environmental Manual aims to:

- ✓ Satisfy the requirements of the ISO 14001
- ✓ Establish Environmental policy, objectives and environmental goals.
- ✓ Establish an Environmental Management System which always guarantees, compliance with current legislation.
- ✓ Assign responsibilities and functions to be performed by the different involved areas.
- ✓ Reference procedures and instructions to be followed in each case.

The Corporate Quality & Environmental Director is the responsible to manage and implement this manual in ZANINI's productive plants.

The objectives and targets set by the management are developed for each of the plants or operating units in the form of action plans which include the responsibilities, resources and deadlines for achieving the environmental objectives and goals of the organization.

ZANINI, in order to ensure compliance with environmental requirements, keeps track of legislation that may affect their activities, products or services.

Environmental Compliance Management

Operations are subject to global environmental laws and regulations including those pertaining to air emissions, wastewater discharges, toxic substances, and the handling and disposal of solid and hazardous wastes. These laws and regulations are enforceable by national, state and local authorities around the world. ZANINI is committed to be fully compliant with all global environmental requirements and regulations.

All manufacturing facilities are required to complete a Global Environmental Management annually, which consists of a detailed evaluation of each facility's systems to ensure environmental compliance and management system performance.

Our Environmental Auditing Program

Manufacturing, distribution and laboratory operations are audited for environmental compliance, in order to:

- ✓ Measure and assure that procedures, practices and programs comply with environmental regulations
- ✓ Identify potential environmental concerns and establish plans to address them
- ✓ Apprise management on compliance matters
- ✓ Assure ZANINI environmental policies and standards are met

To achieve this, we use a variety of tools and resources:

- Internally-developed compliance protocols
- Global Environmental Management
- Externally-purchased compliance protocols (included in Supplier's Manual)
- External environmental consultants as needed to provide additional expertise and 3rd party verification of our auditing protocols
- Complete and robust documentation of audit findings, assignment of responsibility and due dates for closure of findings, and detailed review of findings closure to assure corrective actions are appropriate and sustainable
- 14001 external audits

Environmental investments

The environmental impact investments made at ZANINI's various plants during 2025 were:

ZANINI Paretz

- Injection molding chiller replacement
- Installation of a blasting machine for tooling, delivering a significant improvement in residual cleaning performance.
- Phase 1 of the Charvo III RTO
- New water-control system for the paint booth

ZANINI Czechia

- Repositioning and renewal of the drying units.

ZANINI Italia

- Installation of a new injection molding machine.
- Commissioning of a new, more efficient paint-drying unit.

ZANINI Épila

- Replacement of the drying units.
- Renewal of the temperature-control systems.

ZANINI Tennessee

- Installation of a new, more energy-efficient humidity chamber.
- Acquisition of two new injection molding machines (900T and 1080T) with improved energy efficiency.
- Renewal of the compressor's chiller unit.
- Installation of a new machine in the waste-handling area equipped with an integrated collection system.

ZANINI Mexico

- Installation of new dryers with improved energy efficiency.
- Commissioning of a new injection molding machine with higher energy-efficiency performance.
- Renewal of the granulator, achieving better waste-reduction results.

ZANINI Brazil

- Installation of a new injection molding machine with improved energy efficiency.
- Commissioning of a new mixing room, including enhancements in the waste-handling area.
- Upgrade of the Promix system, resulting in reduced waste generation.
- Installation of a new Freegel system with improved energy efficiency.

ZANINI China

- Installation of new paint-pump units with improved energy efficiency.

ZANINI India

- Installation of a fire-detection system within the paint booth.
- Expansion of the mixing area integrated into the paint booth.
- Deployment of photovoltaic panels to increase renewable-energy generation.

ENERGY

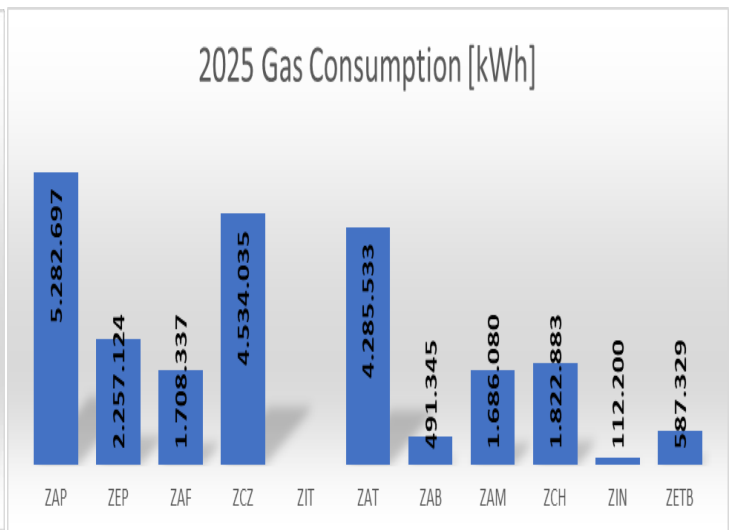
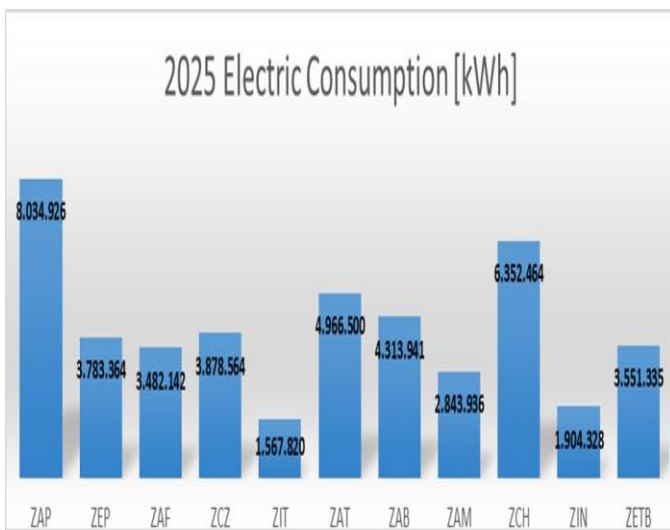
At ZANINI, energy management is global, comprehensive and extends beyond energy efficiency efforts in factories. It involves personnel from environmental operations, facility operations, sourcing, engineering, etc. Each department ensures energy efficient technology is being used, opportunities are being identified in the design process, renewable energy opportunities are identified, and data is tracked routinely and consistently by facilities.

We run internal and external audits and collaborate with organizations such as CIAC (Clúster de la Indústria d'Automoció de Catalunya) and Endesa, in order to promote and achieve a more efficient energy management.

ZANINI has also worked to reduce the energy requirements of products by adding new technology such as injectors, thermal blankets or new lighting system.

During 2021 Green Energy has been implemented in the Spanish plants, establishing a corporate strategy of a green energy consumption policy to the rest of the plants.

The following tables show the electricity and gas consumption during 2025 in all ZANINI's production plants:



EMISSIONS

Volatile Organic Compounds (VOC) levels and Evaluating Progress CO2 emissions from ZANINI operations are tracked and reported according to the administrative and legal regulations valid in each production center.

Reductions in CO2 emissions have been accomplished through the development of solvent-less and lower particulate technologies, green chemistry initiatives, pollution prevention programs, and pollution control equipment.

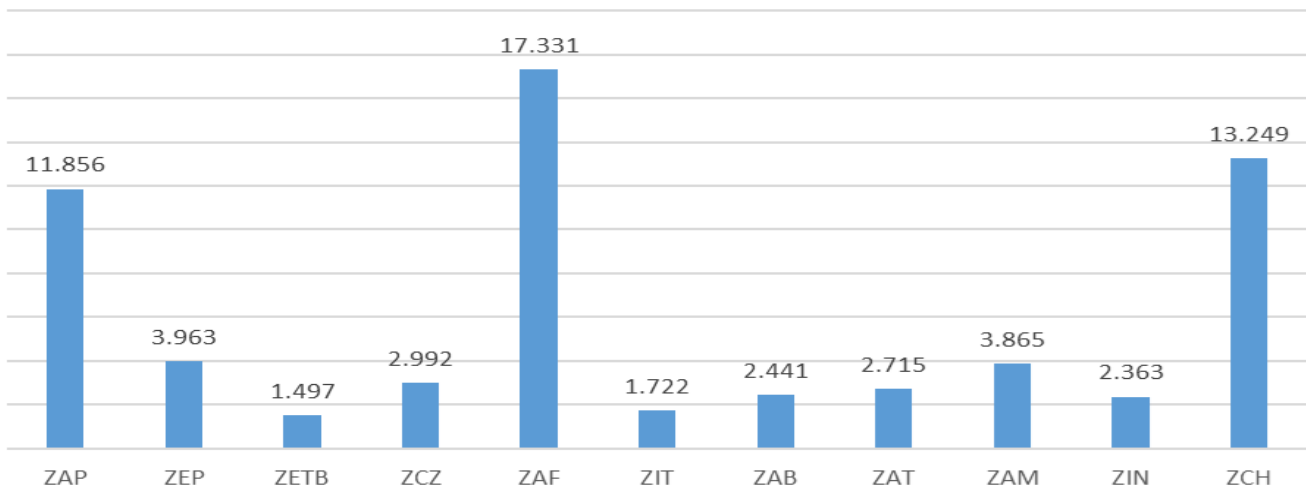
WATER

Reducing water use is an important element of environmental stewardship.

The standard requires ZANINI operations to manage their water resources through understanding their water use, compliance with regulatory requirements, systematic conservation and reuse, and reporting of water usage.

Water resources include water intake, effluent water discharge, and rainwater.

Water consumption 2025



EFFLUENTS AND WASTE

Waste management and minimization is an important component of ZANINI’s environmental stewardship.

Waste Management standard applies to all locations and provides the framework and corporate expectations that are required to manage all waste types from the time of generation until reused, recycled, treated or disposed. The standard sets a baseline for several core waste program elements and encourages waste minimization and recycling whenever possible.

Recycling, Reuse, Treatment and Disposal

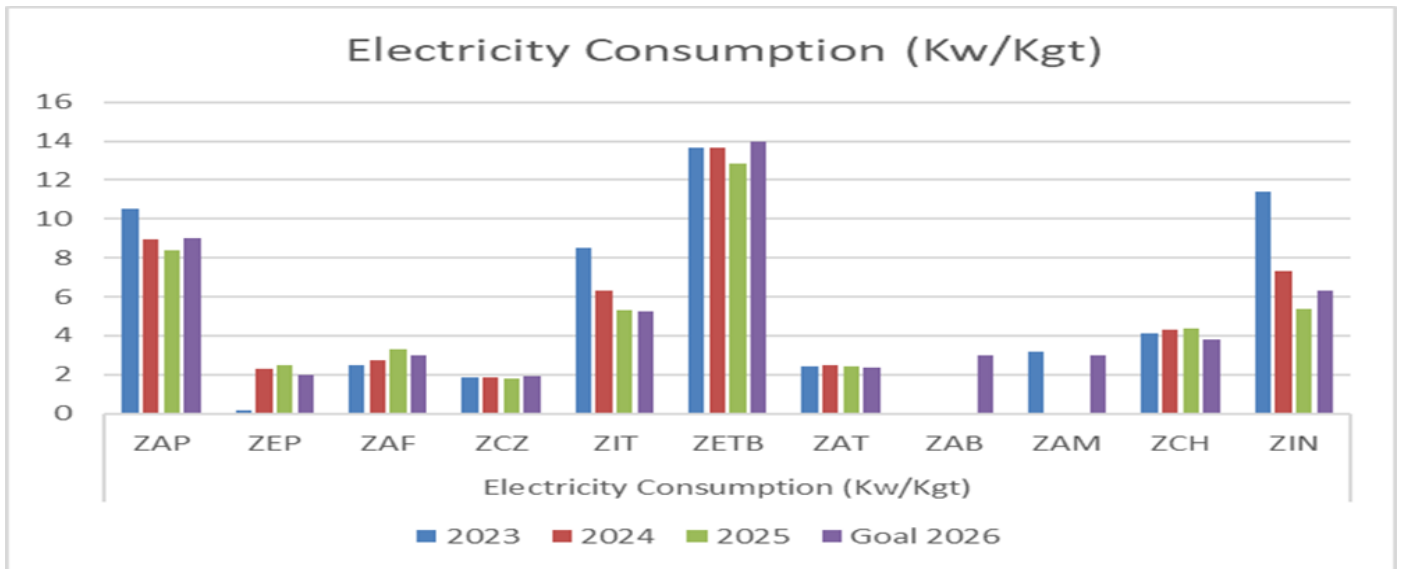
All waste recycling, reuse, treatment, and disposal practices are required to comply with applicable regulations, including waste stream profiles, content identification, and labelling.

Compliance with all ZANINI and other regulated waste requirements is evaluated through the environmental auditing program.

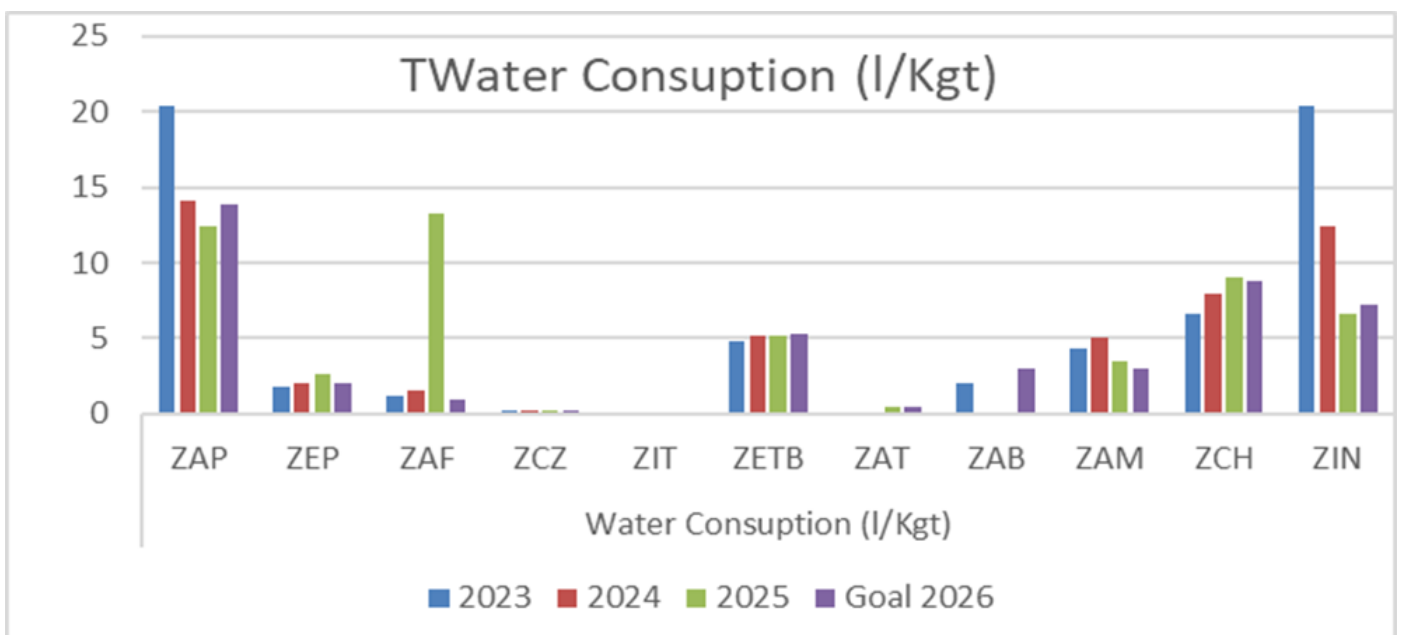
OUR RESOURCES CONSUMPTIONS

During 2025, variations in water consumption were observed compared with 2024. In cases where consumption increased, this correlated with higher sales volumes, whereas decreases were linked to changes in production processes that require less water. A separate consideration must be made for ZAF, where the increase compared with previous years is explained by the presence of a water leak.

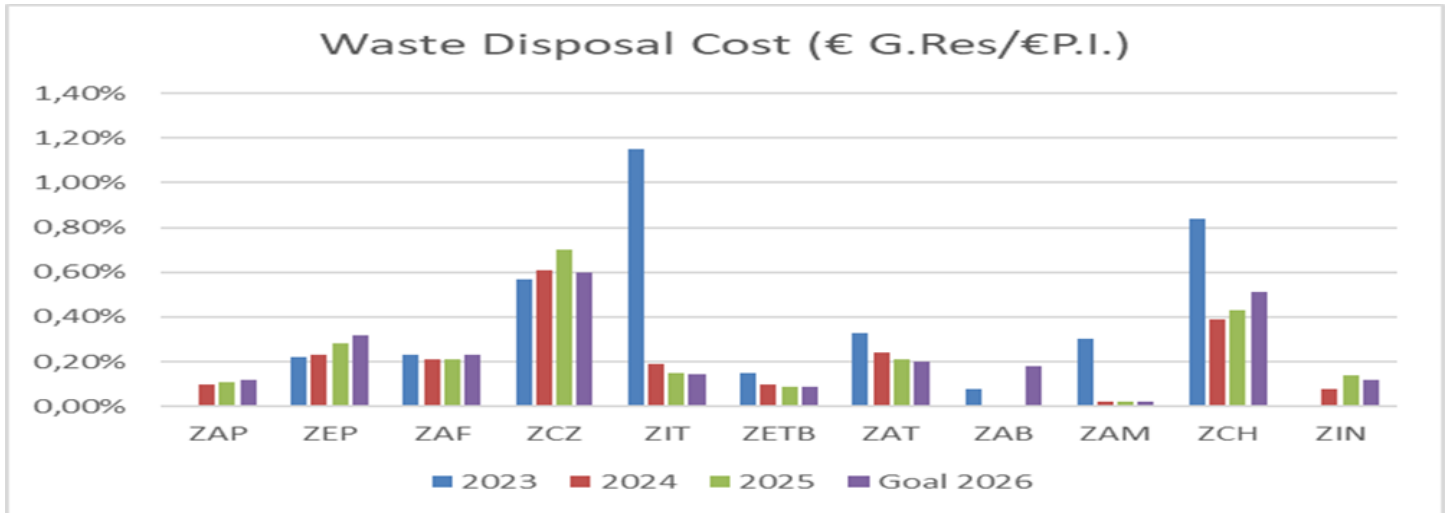
Although our consumption of natural resources has been affected by the irregular situation created by COVID-19 and subsequent crises from December 2021 to December 2025, it is generally showing a tendency to improve, and targets, especially at the most established plants, are being met or are very close to being met, allowing for more ambitious goals to be set.



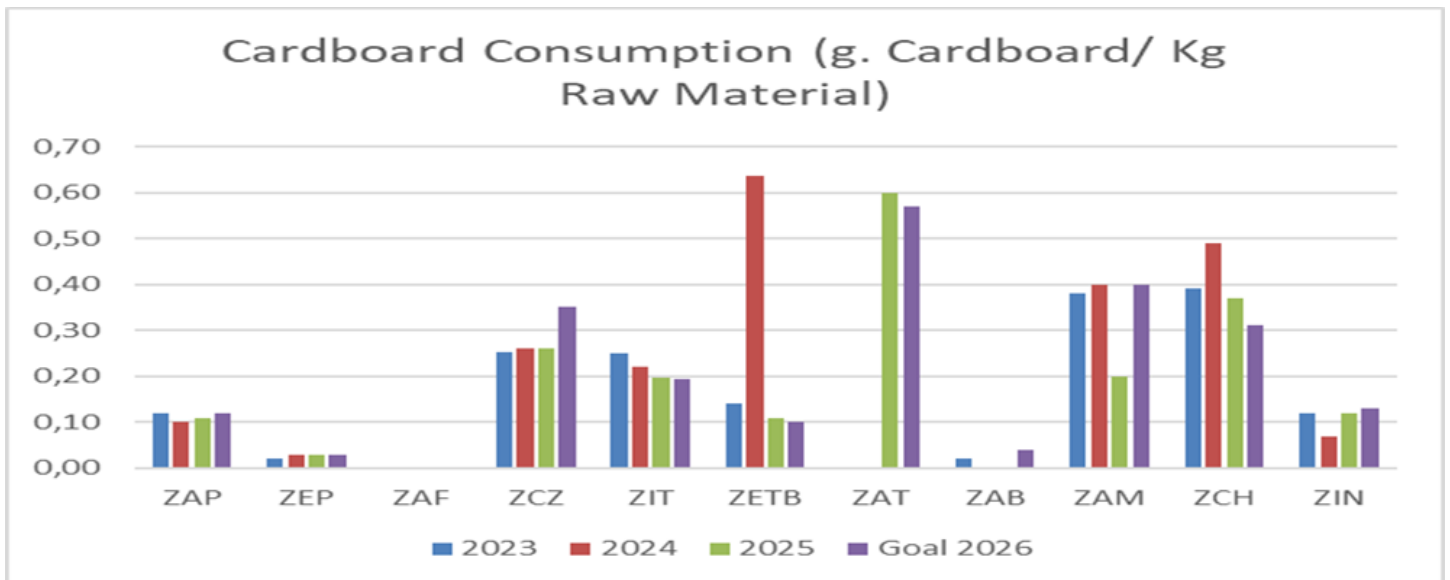
We have achieved all environmental goals by reducing consumption and meeting virtually all targets. At ZAM and ZAB, we have practically met all our targets at the sites with established production.



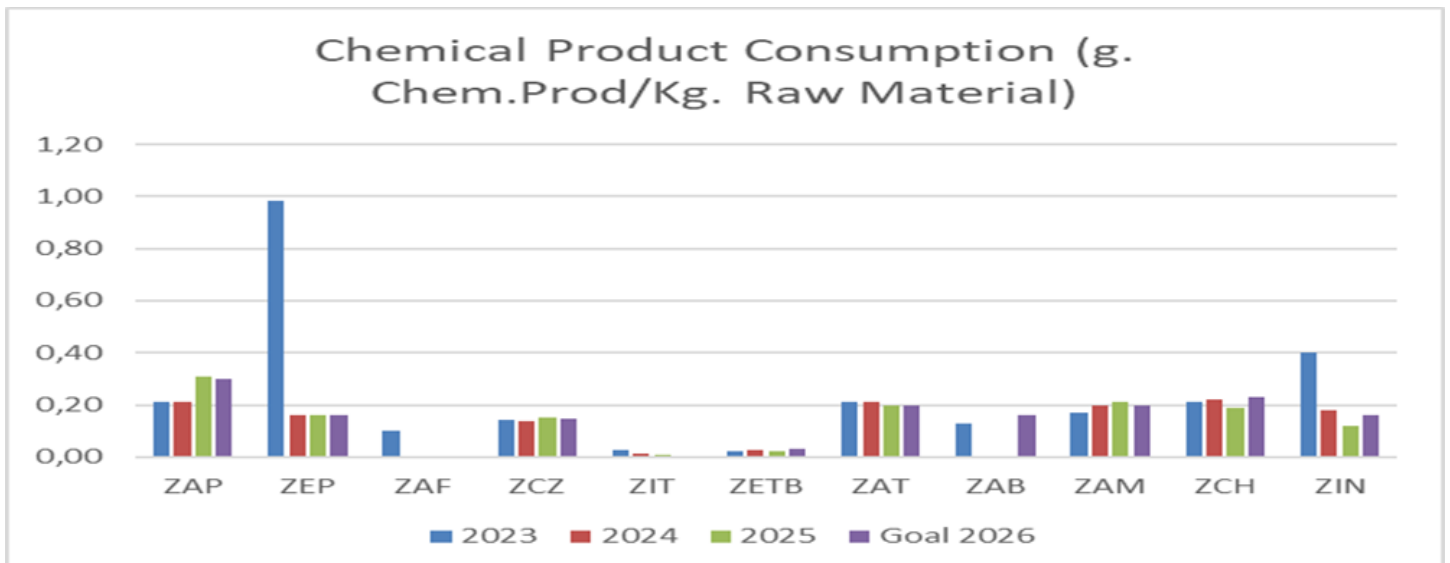
Waste Disposal cost



Cardboard Consumption



Chemical Product Consumption



COMMITMENT TO ENVIRONMENT

| | ZAP | | | | ZEP | | | | ZAF | | | | ZCZ | | | | ZIT | | | | ZETB | | | |
|--|--------|--------|--------|----------|--------|--------|--------|----------|--------|--------|-------------|----------|--------|--------|--------|----------|--|--------|--------|----------|--------|--------|--------|----------|
| | dar-23 | dar-24 | dar-25 | target26 | dar-23 | dar-24 | dar-25 | target26 | dar-23 | dar-24 | dar-25 | target26 | dar-23 | dar-24 | dar-25 | target26 | dar-23 | dar-24 | dar-25 | target26 | dar-23 | dar-24 | dar-25 | target26 |
| OPERATIONAL INDICATORS | | | | | | | | | | | | | | | | | | | | | | | | |
| Electricity Consumption (Kw/Kgt) | 10,53 | 8,93 | 8,41 | 9 | 0,144 | 2,3 | 2,5 | 2 | 2,46 | 2,71 | 3,3 | 3 | 1,98 | 1,83 | 1,77 | 1,93 | 8,53 | 6,31 | 5,33 | 5,27 | 13,64 | 13,67 | 12,82 | 14 |
| Water Consumption (l/Kgt) | 20,38 | 14,14 | 12,4 | 13,82 | 1,851 | 1,98 | 2,6 | 2 | 1,18 | 1,55 | 13,22 | 0,9 | 0,22 | 0,27 | 0,22 | 0,26 | water are not used for industrial purposes | | | | 4,77 | 5,23 | 5,22 | 5,33 |
| Waste Disposal Cost (l G.Res/P.l.) | 0,00% | 0,10% | 0,11% | 0,12% | 0,22% | 0,23% | 0,28% | 0,32% | 0,23% | 0,21% | 0,21% | 0,23% | 0,57% | 0,61% | 0,70% | 0,60% | 1,15% | 0,19% | 0,15% | 0,15% | 0,15% | 0,10% | 0,09% | 0,09% |
| Cardboard Consumption (g. Cardboard/ Kg Materia Prima) | 0,12 | 0,1 | 0,11 | 0,12 | 0,021 | 0,03 | 0,03 | 0,03 | 0 | 0 | not tracked | | 0,25 | 0,26 | 0,26 | 0,35 | 0,25 | 0,22 | 0,20 | 0,20 | 0,1 | 0,6 | 0,1 | 0,1 |
| Chemical Product Consumption (g. Chem.Prod/Kg. Materia prima) | 0,21 | 0,21 | 0,31 | 0,3 | 0,984 | 0,16 | 0,16 | 0,16 | 0,1 | 0,001 | not tracked | | 0,14 | 0,14 | 0,15 | 0,15 | 0,03 | 0,01 | 0,01 | 0,01 | 0,02 | 0,02 | 0,02 | 0,03 |

| | ZAT | | | | ZAB | | | | ZAM | | | | ZCH | | | | ZIN | | | |
|--|--------|--------|--------|----------|--------|--------|--------|----------|--------|--------|--------|----------|--------|--------|--------|----------|--------|--------|--------|----------|
| | dar-23 | dar-24 | dar-25 | target26 | dar-23 | dar-24 | dar-25 | target26 | dar-23 | dar-24 | dar-25 | target26 | dar-23 | dar-24 | dar-25 | target26 | dar-23 | dar-24 | dar-25 | target26 |
| OPERATIONAL INDICATORS | | | | | | | | | | | | | | | | | | | | |
| Electricity Consumption (Kw/Kgt) | 2,45 | 2,51 | 2,45 | 2,33 | 2,39 | 3 | 2,61 | 3 | 3,19 | 2,9 | 2,5 | 3,00 | 4,13 | 4,3 | 4,35 | 3,8 | 11,4 | 7,32 | 5,38 | 6,3 |
| Water Consumption (l/Kgt) | 0,12 | 0,14 | 0,5 | 0,48 | 1,99 | 3,00 | 2,6 | 3,00 | 4,3 | 5,10 | 3,50 | 4,00 | 6,63 | 8,01 | 9,08 | 8,77 | 20,34 | 12,45 | 6,68 | 7,19 |
| Waste Disposal Cost (l G.Res/P.l.) | 0,33% | 0,24% | 0,21% | 0,20% | 0,08% | 0,2% | 0,15% | 0,18% | 0,30% | 0,02% | 0,02% | 0,02% | 0,84% | 0,39% | 0,43% | 0,51% | 0,14% | 0,08% | 0,12% | 0,21% |
| Cardboard Consumption (g. Cardboard/ Kg Materia Prima) | N/A | N/A | 0,6 | 0,57 | 0,02 | 0,04 | 0,03 | 0,04 | 0,38 | 0,40 | 0,20 | 0,40 | 0,39 | 0,49 | 0,37 | 0,31 | 0,12 | 0,07 | 0,12 | 0,13 |
| Chemical Product Consumption (g. Chem.Prod/Kg. Materia prima) | 0,21 | 0,21 | 0,2 | 0,20 | 0,13 | 0,16 | 0,15 | 0,16 | 0,17 | 0,20 | 0,21 | 0,20 | 0,21 | 0,22 | 0,19 | 0,23 | 0,4 | 0,18 | 0,12 | 0,16 |

Environmental awareness is a milestone in our day-to-day activity, and is always present in our meetings, and internal and external communications.

Awareness affects all company employees. The Corporate Quality & Environmental Manager and the Plant Managers set the actions, consisting of the distribution of documentation related to the environment, placarding, holding lectures and similar activities.

All our new staff receives basic environmental training, and all our employees receive periodical environmental updates.

ZANINI develops the necessary steps to meet the shortcomings of its staff related with environmental policies and processes and establishes necessary training programs and dates for which it must reach a certain level of knowledge.

The effectiveness of the training is checked regularly, allowing establish the corresponding improvement actions.

ZANINI believes it is essential to juggle the economical and social progress with nature and people protection to be able to enjoy of a healthy environment and an inhabitable planet according to the sustainability principles.

ZANINI's activity, in many cases, is localized in the surrounding of natural spaces. In this sense, the environmental authorizations stablish several measures to reduce the risk of impact over the environment, as are the following:

- Correct waste management
- Effluent control (responsible use of water consumption. In this aspect, the respective centers of the society are subject to the local regulation of fluid waste.
- Other corrective measures

The application of the established measures in the own environment authorization, as well as the own internal policies in terms of environment, takes us to considerate that this risk is not significant.

Carbon Footprint Measurement Model

The model used to measure the carbon footprint generated by the company's activities is based on standardised emission factors applied across the entire organisation and on specialised software aligned with the GHG Protocol. This ensures rigorous quantification and provides an objective view of the evolution of ZANINI's emissions over time.

The analysis shows a 27% reduction in 2025 compared with 2023 (which will be taken as the reference value going forward), while emissions increased by 1.7% compared with 2024. This outcome is mainly influenced by the use of 100% renewable electricity in ZAB and 20% in ZCZ, which helped reduce emissions but were not sufficient to offset increased activity in other plants, particularly ZCZ, ZAT and ZIN.



Occupational Health & Safety Certification

Manufacturing plants in the EMEA and APO regions hold ISO 45001 certification, ensuring the implementation of an occupational health and safety management system aligned with international standards. In parallel, certification for the plants in the remaining region is currently under evaluation and planning.

10. COMMITMENT TO THE COMMUNITY

ZANINI is aware that no company can thrive in a community that does not have a positive social development. Since its founding in 1965 ZANINI has focused on training and integrating disabled persons and supporting employees who volunteer in different community services.

Our continuous improvement corporate strategy seeks to align our product innovation and technologic improvements, with our commitment with employees and business groups to solve community challenges.

Aware that our company cannot solve social challenges on its own, we want to make a step forward in our mission to improve community's day-to-day well-being, by making the necessary efforts to reach the direct contact with the community, employers and other social agents to identify necessary actions and increase efficiency through partnerships with different organizations, identifying national and global trends and solutions.

Social agents help us to maintain awareness of the emergent matters and to be able to respond in a responsible way. Therefore, it develops interaction plans and communicates with a wide variety of social agents at institutional, regional or domestic level, and intends to satisfy the expectations worldwide in global matters.

We have a long-term relationship with a Charity organization in the USA, we collect food and toys for Christmas, at ZAG, to donate to different charity organizations, and at ZAT, we support local charities, and we collaborate with local schools.

Our efforts to generate a positive impact on the society lead us to collaborate with several associations and organizations.

COMMITMENT TO THE COMMUNITY

ZANINI has contributed in 2025 with an amount of 98.544'7€ through affiliation fees, subscriptions and donations to the following associations:



Sociedad de Técnicos de Automoción



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