



Sustainability Report 2021

Editorial



Dear Readers,

While we look back on a turbulent year for both our society and industry, we are facing new and former challenges in years to come.

The pandemic with its consequences seems to be getting more and more under control and people have begun to arrange themselves with living in a responsible new normality. However, we now have to face a serious and historically new situation due to the war in Ukraine. Apart from harmful impacts on our daily lives, the consequences for civilians directly affected are devastating. Above all, it is therefore our utmost social responsibility to provide best possible help to the people suffering from this conflict.

Moreover, we have to face one of the biggest threats our world has ever known: the climate crisis. The experience gained from the COVID-19 pandemic has taught us, that if you wait until you can see the impact of an event, it is too late to stop it. However, the pandemic also once again demonstrated that an open-minded attitude is required to overcome old-fashioned patterns and master new challenges.

We at Mubea are therefore committed to take ambitious actions for sustainability right now. By aiming beyond carbon neutrality from cradle to gate we will become climate positive by 2035. Leading by example, we will actively take part in the transformation of our industry towards e-mobility and decarbonization.

Dear readers, none of us expected that we would experience such a situation in Europe. We once again have to deal with an unprecedented crisis. So far, we have successfully managed political, social and economic challenges in past years. Mubea is confident that if we as a society stand together and act responsibly we will overcome these and future crises as well.

Let us remain optimistic!

Yours sincerely,

Thomas Muhr

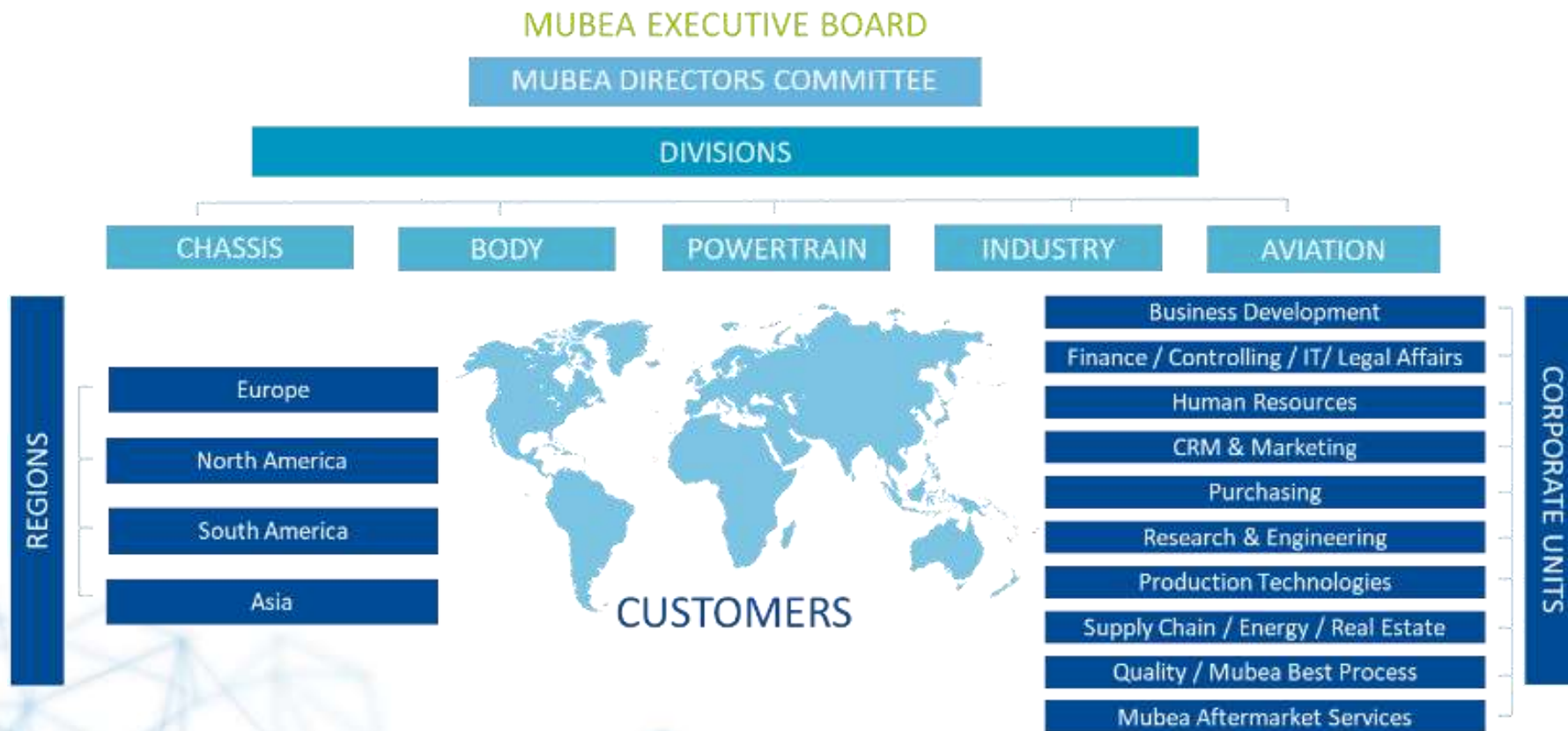
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Our Company

<GRI 102-1, 102-2 102-3, 102-4, 102-5, 102-6, 102-7, 102-8>

Mubea is an innovative global partner within the transportation industry specializing in lightweight, high-strength components and related products. The Muhr und Bender KG,

headquartered in Attendorn, Germany, is the parent company. Mubea is an owner-operated family company founded in 1916 and the ultimate parent company, the Muhr und Bender KG, is a limited partnership. The highest management bodies are the Mubea Executive Board (MEB) and the Mubea Directors Committee (MDC). The MEB is the executive decision-making team; the MDC is the sounding board and advisory capacity for the MEB.



OUR MISSION ...

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

We develop trailblazing new products that set international standards. Over the decades, we have evolved into a top automotive supplier for chassis, car body, and powertrain components. With new lightweight products, materials, and production technologies, we work closely together with our customers and scientific institutions to offer innovative solutions for

lighter and more efficient vehicles. It is our philosophy to develop new production technologies in house. We therefore have and continue to respond quickly to customer requests, and focus on understanding our customer future needs to have the technologies ready before customers ask for them. Engineering own tools and facilities is at the heart of this strategy.



Mubea is a global player, operating from 44 locations in 20 countries worldwide from Europe, America and Asia to offer our customers the closest supply chains possible.

Within the last five years, Mubea has established more than half of its locations across the globe and in attractive markets offering strong potential for growth.



| | | | | | | | | | |
|---------|--------|----------|----------------|---------|-------------|----------|--------|-------|--------|
| Austria | Brazil | China | Czech Republic | Germany | France | India | Italy | Japan | Mexico |
| Poland | Russia | Slovakia | Switzerland | Spain | South Korea | Thailand | Turkey | UK | USA |

As an owner operated family company, Mubea employs around 14,000 people and enjoys a high level of flexibility, short chains of command and a solid long term-strategy.

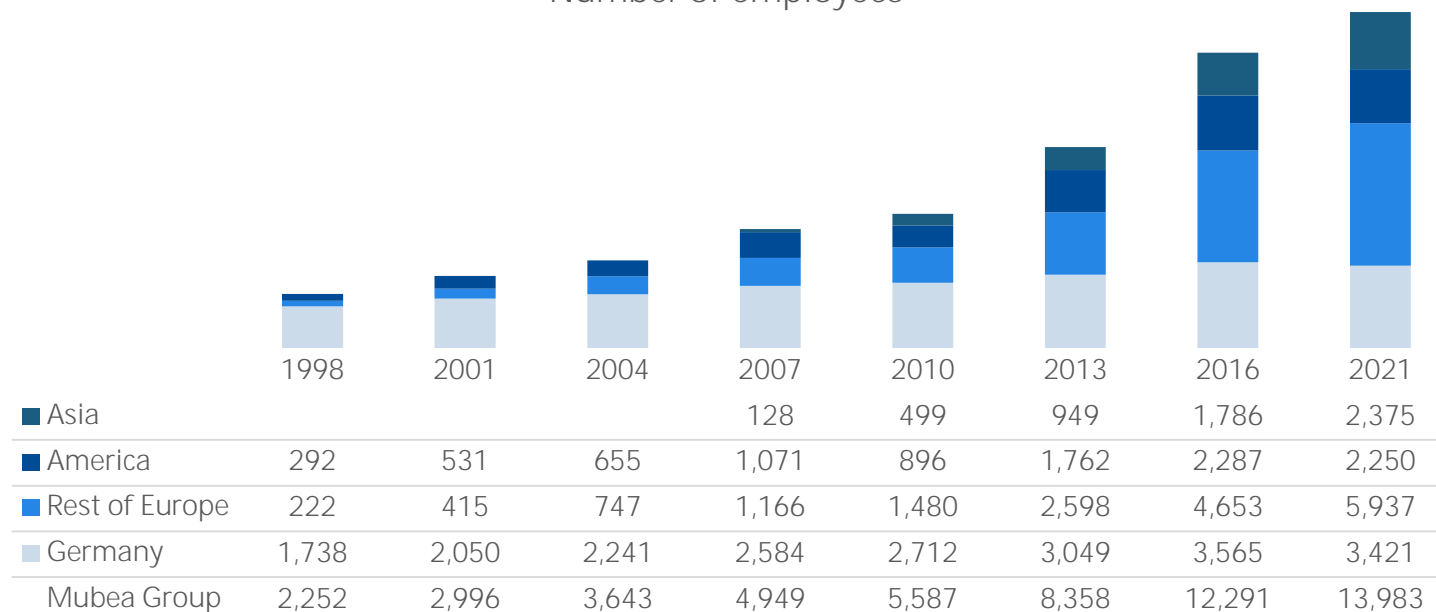
Given the fact that the Mubea Group started from Germany it is to no surprise that the majority of employees are still working from Europe. However, as Mubea grew into a worldwide automotive supplier, so did our operations. In order to compete on the automotive market with lightweight products, our company needs ambitious employee with innovative ideas. In return, Mubea offers a permanent work contract to most of its employees.

The unequal distribution between permanent staff and temporary employees in favor of long-term employment relationships as shown below underlines this philosophy. Temporary contracts for indirect are usually internships, trainee programs and other university cooperation and are therefore listed separately.

Employees by contract

| | Asia | | America | | Europe | |
|---------------------|--------------|--------------|--------------|--------------|---------------|--------------|
| | 2019 | 2021 | 2019 | 2021 | 2019 | 2021 |
| <u>Mubea Group</u> | <u>2,392</u> | <u>2,375</u> | <u>2,697</u> | <u>2,250</u> | <u>10,298</u> | <u>9,358</u> |
| Permanent Staff | 1,862 | 1,753 | 2,521 | 2,230 | 9,201 | 8,733 |
| Temporary Staff | 434 | 474 | 76 | 18 | 625 | 590 |
| Temporary Indirects | 96 | 148 | 100 | 2 | 472 | 35 |

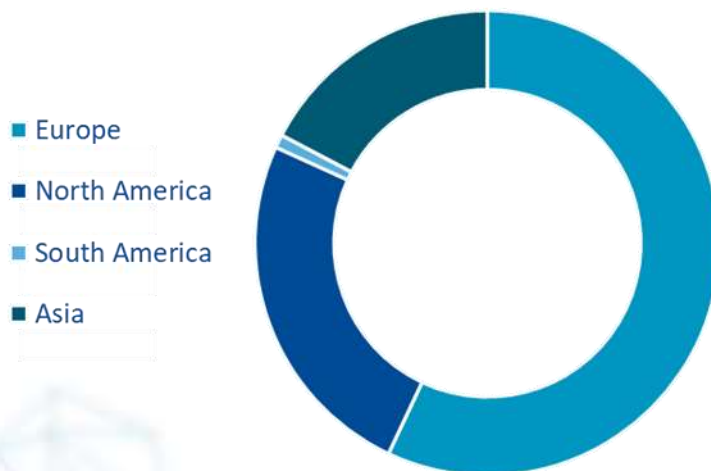
Number of employees



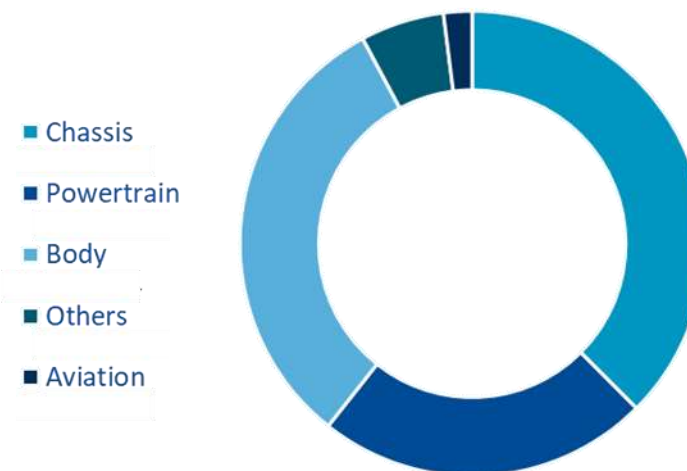
Mubea’s organization is further structured into divisions and regions. In 2021, Mubea generated a turnover of 2.2 Billion Euros by selling approx. 2.6 Billion products, which have been shipped into the global transportation markets worldwide. As highlighted on the right side, Mubea has set themselves very ambitious company growth targets by 2025. This provides further challenges in regards to achieving our sustainability goals, yet also provide Mubea the opportunity to further increase its positive impact on the world.



REGIONS



DIVISIONS



Sustainability strategy

Sustainability is a large term. While often reduced to carbon emissions nowadays, it includes so much more.

Mubea has developed a sustainability strategy, derived from increasing stakeholder expectations and Mubea's own ambitious goals. We defined five core pillars of sustainability, functioning as the foundation of our strategy.

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

In compliance with the ten principles of the United Nations Global Compact, Mubea is actively contributing towards twelve of the total seventeen United Nations Sustainable Development Goals (SDGs) in our sustainability strategy.

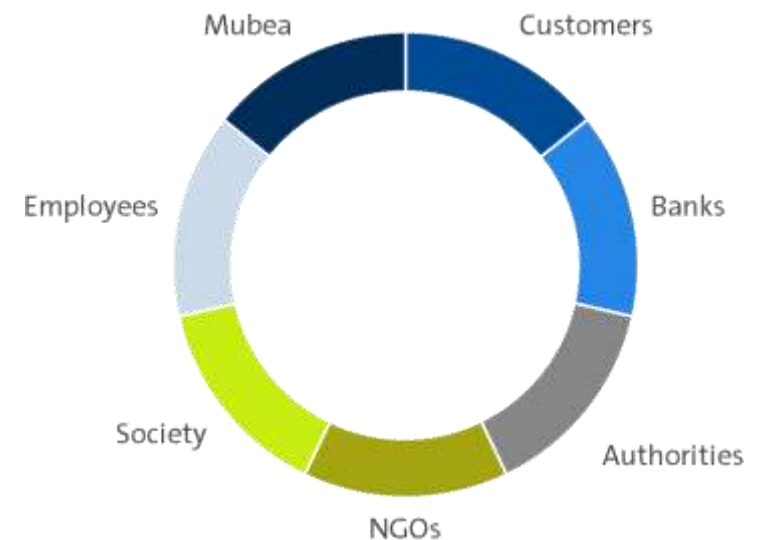



Stakeholder analysis

<102-40, 102-42, 102-43, 102-44>

We analyze the internal and external topics of our interested parties thoroughly and regularly to align our own sustainability strategy with their developing needs and expectations. In this stakeholder analysis a multi-disciplinary team worked together to determine stakeholders with the strongest interest in and greatest impact on Mubea’s sustainability activities.

As a result, the following seven groups of stakeholders were identified including the corporate management itself:



CSR TOPICS

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

We then chose the sustainability topics, which are most prevalent to our stakeholders using a Corporate Social Responsibility (CSR) mindset. The pre-selection of sustainability topics is aligned with the coverage of the Global Reporting Initiative (GRI) guidelines.

With stakeholders and topics defined, interests and impacts were assigned on a scale ranging from “not important at all” to “a top priority for this stakeholder” by the multi-disciplinary team.

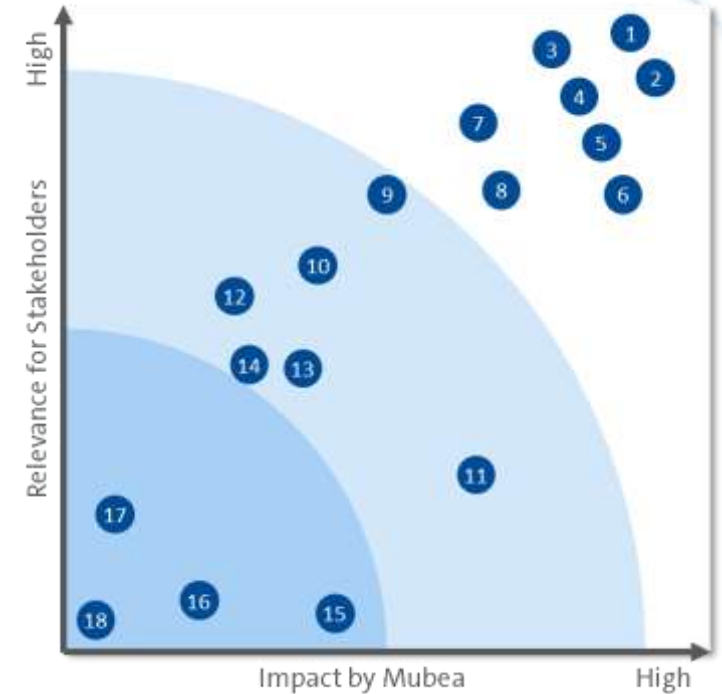
Materiality matrix

The result of our stakeholder analysis showed us, that all topics from our previous sustainability report are still relevant and therefore remain - with some being slightly renamed - in the report again. We also identified additional focal points, resulting in an extension in this year’s sustainability report.

The materiality matrix provides visualization of our sustainability topics and their positioning on a matrix representing the relevance for our stakeholders and the impact by Mubea.

The Mubea Sustainability Report 2021 addresses all topics categorized as high and medium, as displayed in the top right and middle areas.

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



Governance

<GRI 102-18>

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

Mubea significantly contributes to the success of conventional and electrified vehicles with our core competency: The development and production of best-in-class lightweight solutions. Furthermore, we want to successfully establish our core Know-how in other mobility sectors, especially in the aviation industry. We are committed to creating exceptional value for all of our stakeholders with sophisticated expertise and extraordinary engagement. We stand for trustful and fair collaboration with our employees and offer long-term career opportunities. Our future success will be based upon the solid and proven values of our family-owned company. We will act in a long-term sustainable manner while building upon our “Driven By The Best” corporate culture!

Driven by the best

<GRI 102-16>

“The Mubea Way” is the guiding principle followed by all company employees around the world and therefore represents the

way we see ourselves and everything that we as employees experience every day and associate with Mubea.



Benefits

Light: For most of our products, we strive for weight reductions. We create innovative solutions for future vehicle generations. This is based on long years of experience and extensive expertise in optimizing springs and spring-related products along with the application of high-strength materials and state-of-the-art production processes. We have contributed to reducing

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

material input and fuel consumption thus conserving the natural resources of our environment!

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

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

Values

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

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

Open minded: Progress requires cosmopolitanism! For this reason, we are always open to new ideas and developments. Differing views and constructive discussions always produce the best solutions – which is what our customers want. After all, these solutions help us maintain our position in international competition and ensure the long-term success of our company – which is what our employees and stakeholders want. Loyalty and sustained effort are the key to success for all concerned.

Mubea Best Practice

Sharing of best practices is an essential part of the “Mubea Way”: an open-minded collaboration based on experience, facts and figures. The starting point is the identification of best practice procedures. It can be achieved by internal benchmarking of our locations thru KPI reporting followed by a gap analysis. Another method is “Go to Gemba” – where our management and support staff break away from their day-to-day tasks to walk the plant floor to identify and solve possible issues:

1. Provide employees with a wider horizon of experience for developing and deciding improvement steps

- Share essential improvements, which are then transferred into the new standard



The Mubea Best Practice process describes structured ways to identify, share, and standardize best practices. Since 2014, the “Best Practice Award” has been an integral part of the Mubea Group. Projects already realized can be submitted worldwide in the categories “Occupational safety/Ergonomics, Quality, and Efficiency”. A committee consisting of members from various

business units evaluates all new nominated projects annually and selects the best practices of their categories. In addition, all nominated projects are listed in the worldwide-published “Mubea Good Practice Handbook”.

Compliance culture @Mubea

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

Typical compliance related risks in our industries concern:

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

Other relevant areas are:

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

For purposes of ensuring compliance with applicable laws, regulations, and internal policies and in order to safeguard our global operations and organization, we have established a Governance & Compliance Process (our Compliance Management System, or in short “CMS”), which is part of our management guidelines and is applicable worldwide. By way of this process

description, both shareholders and the Mubea management, make a clear commitment to a comprehensive approach to their role as owners and responsible management.

The CMS also defines the roles and responsibilities for compliance within the worldwide organization. The main pillar of the CMS is our Code of Conduct. Guidelines and further employee trainings accompany it. In order to enforce compliance in our supply chain we also expect our suppliers to adhere to our principles provided for in the document “Sustainable Development for Suppliers” which serves as a supplier code of conduct. As part of our CMS, we also appointed ombudsmen to encourage our employees and business partner to speak up in case they become aware of any non-compliance in our organization.

Compliance Management System (CMS)

Mubea's Governance & Compliance process, which was reviewed and adjusted in 2021, consist of seven elements, each with clear responsibilities for the corporate bodies involved, as shown right on the page. In order to further strengthen the compliance organization, in 2021, we hired experienced legal resources dedicated to compliance.

The focus of the compliance organization in 2021 was to detect and sanction occasional compliance issues in relation to conflicts of interest and economic crime.



Mubea Code of Conduct

Our Code of Conduct sets out the values, business practices, and the standards we uphold. Based on the principles of the “UN Global Compact”, the International Labour Organization (ILO) Conventions and the United Nations Universal Declaration of Human Rights, amongst others, our Code of Conduct covers compliance with laws and legislation, adherence to fair and free competition and zero-tolerance with regard to corruption. Anti-discrimination principles, the freedom of association and social standards are considered as well as prohibition of harassment and disclosure of conflicts of interest. Further-

more, we focus on the protection of the environment, resources and safety in the workplace and also on protection of data and confidentiality. The Code of Conduct is supplemented by a Gifts Guideline, which sets out in more detail expectations of our employees in terms of acceptance and granting of gifts.

Our Code of Conduct applies to all employees worldwide. Training of the Code is conducted as part of the onboarding process when new employees join Mubea. With the aim to improve awareness of our rules laid down in the Code of Conduct, in 2021, we conducted regular refreshing trainings on the Code of Conduct, particular in regions where we experienced violations.

In order to ensure compliance in the supply chain we contractually agree with suppliers on basic principles suppliers have to adhere to with regard to compliance matters when doing business with us. The document “Sustainable Development for Suppliers” covers topics of our Code of Conduct and includes additional requirements regarding protection of the environment and product safety. Observance of these rules by suppliers is ensured by regular supplier audits performed by the purchasing department.

Whistleblowing

Our employees and third parties, e.g. suppliers, have the ability to report any breaches of the law or internal rules and regulations they become aware of to internal and external ombudsmen in the respective regions. In addition, we encourage our employees to directly approach their respective supervisors or the compliance department to report any incidents.

Integrated Management System

Mubea strives to be efficient in all fields of our daily work. Soon we realized, that in case of our multiple management systems there is a great potential for synergies in combining our Quality, Health & Safety, Environment and Energy management system into one single integrated management system – the “MIMS”, Mubea integrated management system.

Our management system is documented in a web-based wiki system, for an easy accessibility and transfer of knowledge. Where Mubea is concerned, there are numerous awards and certificates to underscore the high demands we place on our employees, operations, product quality, service, and suppliers. Certification of our corporate management system ensures by accredited certification bodies in accordance with IATF 16949 and DIN EN ISO 9001, DIN EN ISO 14001, DIN EN ISO 50001, ISO 45001, and ISO 27001. Almost all of the Mubea sites have a certified environmental management system acc. to ISO 14001, a considerable increase to previous reporting periods.



44% of all sites now have a certified H&S management system (ISO 45001), which equals an increase of 7% compared to prior reporting years. In line with the IT strategy, the certification of sites (ISO 27001) has been increased to one third. Certified energy sites (ISO 50001) are limited to Germany, with the numbers mostly unchanged. Rollout for other sites is planned for the near future.

IT-Security and Data Protection

<GRI 102-11>

Protection of private data is paramount at Mubea, thus IT-security is a central legal role within the company. Mubea as employer, customer, supplier and business partner processes various personal data of numerous related parties. This ensures the highest possible safety of every stakeholder data that interacts with our business activities and complies with all applicable legal requirements.

Besides the European General Data Protection Regulation (GDPR) and the German Bundes-datenschutzgesetz (BDSG), Mubea complies with specific local and national laws. We pledge adherence with basic principles in regards to legitimacy, appropriation, data minimization, accuracy and integrity of data processing. We see this as part of our social responsibility for employees, customers, suppliers and other stakeholders.

Mubea has a data security policy defining: responsibility; processes; and organizational coordination in handling personal data in daily business. The Company VIA Consult was elected as external commissioner for data security and reported to regulatory authorities. Additionally, the company supplies data security coordinators for various locations. The data security concept delivers detailed procedural instructions about central activities in data processing inside the company. This includes handling of data subject rights as well. We possess a central register about data handling according to article #30 GDPR. Here it is possible to overview every relevant activity relating to personal data processing. The register depicts the legal basis, data categories and due dates for deletion.

To protect personal data, we use diverse technical and organizational measures thereby reducing risks of incidents and inaccuracies.

We raise our employees awareness with a focus on personal data and train them accordingly. We therefore developed a qualification concept with a mid-term training plan. The employees receive role specific training. Besides the basic principles of security on data, they are also taught habitual methods for protection of personal data. The data security training sessions happen mostly online, which avoids greenhouse gas emissions associated with employee travel. In the scope of our onboarding process, every employee declares the acceptance to keep exclusive information only to themselves or inside the company.

The handling of personal data inside the company is strictly controlled by a documented surveillance process, which also includes a specific planning of audits. In the frame of these audits, the external data security representative monitors single locations, surveying all activities processing data. The results of these audits including deviations both positive and negative are documented in the audit report and communicated with the business leaders.

Products

<GRI 102-2>

The second pillar of our sustainability strategy represents our numerous, innovative products: The advantages of Mubea, being light – efficient – global, represent our efforts to develop highly designed products, tailored to the specific application to minimize input material and product weight. This is proven the number of our first to market, patented innovations. In optimizing our products, we profit from our long-term experience in the automotive industry coupled with deep Know-how in material, process and mechanical design.

Our lightweight chassis and body solutions as well as our efficient powertrain products greatly reduce the fuel and energy consumption of transportation and industry. Even though electrification of passenger cars brings change in reducing emission independently of a vehicles weight, we hold onto our lightweight philosophy: Range, driving emotions and the limitation of valuable natural resource are now the driving factors more than ever. Lightweight does not only mean to achieve low weight by materials, but also to safeguard material wherever possible.

The swap of internal combustion engines for electrical engines further allows us to play our strengths in new market fields to create novel, low-carbon mobility solutions. Especially the last



mile urban mobility and delivery industry has caught our interest for providing innovative new products in our newly founded division micromobility. This chapter will further describe our ideas how to form the future with every product type we have to offer.

Mubea has implemented a zero failure tolerance all along to ensure safety and quality of all our products. This paired with our innovative strength and creative ideas positions Mubea in a strong position for the years to come.

Body

Mubea's approach has always been shaped by entrepreneurial vision, an eye for the potential offered by new technologies and a healthy dose of courage. We take advantage of new processes and materials to pursue our goals of continuous weight reduction, optimization and integration of functions, as well as efficient use of resources. Our divisions include the manufacturing business units Tailor rolled blanks (TRB), Mubea Carbo-Tech (MCT), New body products (NBP), Seating and WEBA-Werkzeugbau.

TRB – Tailor Rolled Blanks

Mubea stands out as a lightweight specialist. Lightweight construction ensures lower component and vehicle weight. In addition, our flexible rolling technology results in less raw material con-

sumption. Raw material consumption in the form of virgin steel is further reduced by the use of recycled steel, optimization of nesting and the minimization of scrap. The CO2 footprint of the tailor rolled blanks is further reduced by their recyclability of scrap in downstream processes. Future planned hot forming process will utilize electric furnaces and powered by green electricity, greatly reducing the CO2 footprint compared to natural gas ovens.

TRB is developing an innovative cold forming process for its Tailor Hardened Parts. The cost effective and energy efficient process for cold forming high strength parts utilize the work-hardening effect from the rolling process, eliminating the need for the heat treatment process. The process is close to being ready for series production.



MCT – Mubea Carbo Tech

Mubea develops carbon fiber resin product (CFRP) solutions and the corresponding production technology. This combination makes CFRP the top lightweight material for diverse applications. The reduction of emissions during the use phase through lightweight and efficient products is evident. However, the ecological aspect is also considered in the production processes through the possibility of using fibers made from sustainable materials and natural minerals. Exemplary, the Mubea Performance Wheel can be manufactured with a reduced carbon footprint thanks to the flax fibers with any selectable underlying structural fibers.



Through the high-pressure RTM production process, Mubea Carbo Tech is able to process custom material combinations. The product safety paired with our broad expertise in development and our automatized manufacturing processes lead to zero errors in development and production, which saves resources. In addition, market monitoring allows for a quick response. Green energy is used for the production processes at the Salzburg, Dolní Kralovice and Žebrák production sites. A photovoltaic system is also planned for the roof area in Salzburg. For the future, the use of natural fiber composites is also planned for the development of new climate-friendly mobility solutions in the course of the Mobility Transformation.

We are intensively researching for new sustainable carbon-fiber solutions



NBP – New Body Products

Mubea is expanding its expertise in roll bonding. The technology used has several general advantages. From a sustainability perspective, there are two distinct advantages. First, no flux materials or other brazing media are used. Second, the exclusive use of aluminum of the same grade. Both advantages making the aluminum and with that our product 100%recyclable.

Further, the products produced by Mubea can be welded in high-voltage storage housings, as there is a homogeneous composite of materials. Since no product-specific tooling is needed, a development process with less scrap is guaranteed. The cooling plate is an example product, which is needed for the cooling of the batteries for e-mobility and therefore a product which supports the process of sustainability.



Powertrain, Tubes and Industry (PTI)

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

Flexible Rotor shafts

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

One of the main components of an electrical drive motor is the rotor shaft which is pressed in the lamination stacks. Because of the innovative triangular design of the Mubea flexible rotor shaft, this component can be assembled to the lamination stack without thermal joining, significantly reducing the thermal energy required during the assembly at the customer.

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

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



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

Additionally, the rotor shaft itself is also lighter, with its hollow design resulting in weight reductions of up to 40% compared to conventionally manufactured rotor shafts. Furthermore, the flexible rotor shaft is produced from recycled steel, reducing the Scope 3 emissions of the product.

Disc springs for integrated power brake

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



The new integrated power brake design has a much better performance with a much lighter and less complex design compared to similar products. This system can recuperate 100% of the braking energy, which can increase the driving range up to 20%. Additionally, Mubea's manufacturing process for the disc springs does not utilize vacuum pumps for conveyance of parts, greatly reducing energy consumption.

During the design phase of this product, Mubea considered all sustainable aspects. From certain disc spring designs, a raw material was selected which eliminated the need for a heat treatment process step. Additionally, a flexible partially linked production line concept was implemented to streamline flow of multiple product varieties, reducing resource input, energy consumption, and CO2 footprint of the manufacturing operations.

In an effort to minimize CO2 emissions related to transportation of components, Mubea will produce these disc springs in the local markets being served: In Europe for the European market and in China for the Asian market.

Cliplless pre-opened spring band clamp

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



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

This single-use glass fiber reinforced plastic clip is a big waste of resources and therefore Mubea developed a pre opened spring band clamp that does no longer need the plastic clips.

Today we are selling around 130 Mio. SOK spring band clamps yearly and that saves around 500T of plastic material. This new design impressed our customers and gave Mubea the possibility to grow.

Chassis

Coil Spring Systems for BEVs and P-HEVs

By introducing the side load spring in the 1990s for front axle McPherson struts, we established the cold forming technology to enable the most efficient spring designs for passenger vehicles on both axles. Our in-house production of high strength spring steel provides the basis for lightweight applications. During the last decades, we were able to utilize the material to its best potential by computer-optimized designs, robust interfaces and improved production processes. Through these steps, we reduced the weight by 60% compared to our spring designs in the early '90s.



In the wake of electrification, the increasing weights of plug-in hybrid vehicles (P-HEVs) and battery electric vehicles (BEVs) demand for higher spring loads and rates. Typically, the forming of these springs with wire diameters up to 20 mm is carried out

in a hot state – with limitations to the spring's design and weight. However, lightweight is still of great importance, as it extends the driving range of electric vehicles. Mubea has increased its product portfolio to include larger diameter wire springs, in order to offer the benefits of cold forming to all future passenger car segments as well as light commercial vehicles.

Mechanical Adaptive Roll Damping (MARD)

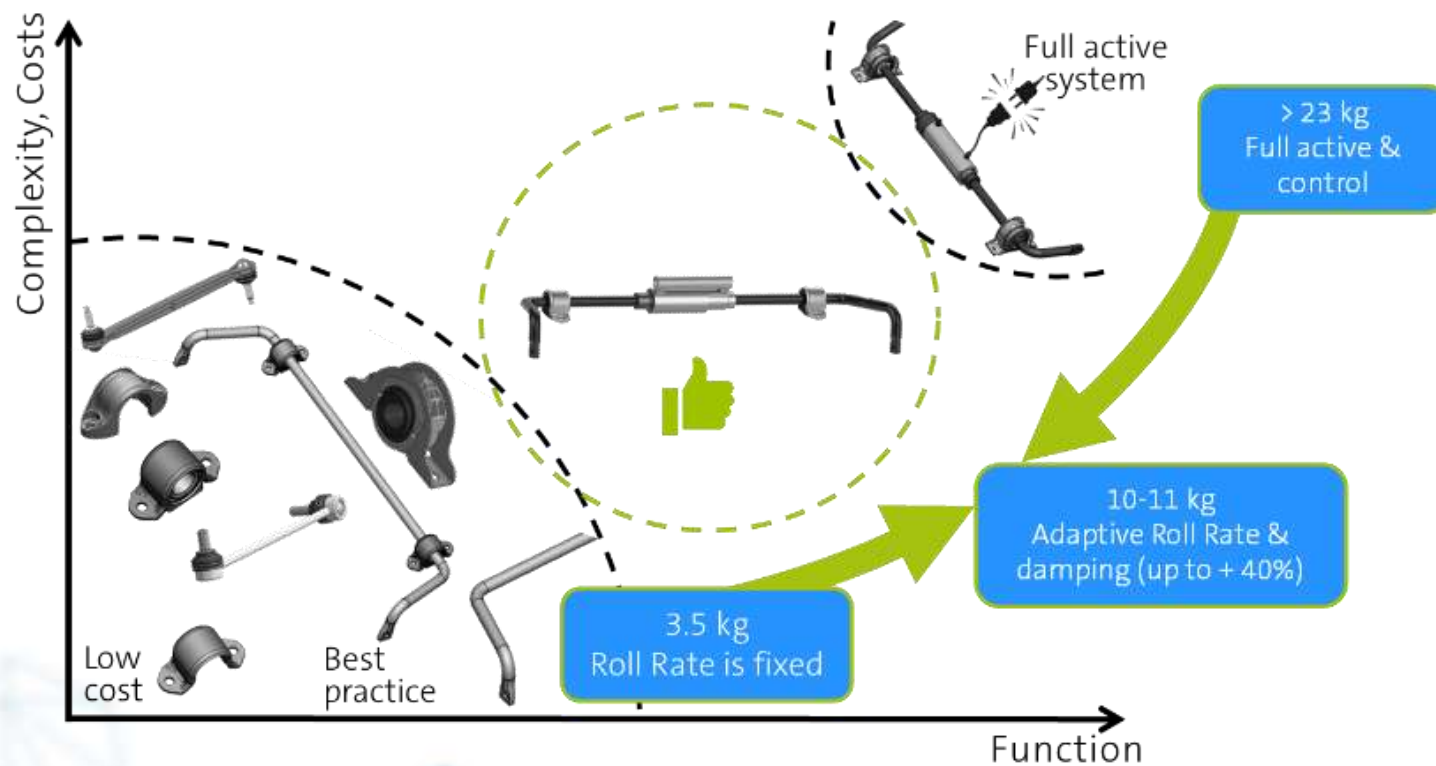
Since the invention of the automotive suspension system, the damping of a vehicle via its chassis has been a compromise between handling and comfort. Modern vehicles, however, demand the best possible handling while not restricting driver comfort. It is a tough challenge, which requires a very specific solution, thus the invention of the active suspension.

The electromechanical system actively creates a straightening moment to overcome the above-mentioned conflict. These suspension systems have a high degree of technical complexity and add significant expense to a vehicle. They require a lot of electricity when operating, and the components consist of many rare earth minerals and other precious non-ferrous metals. The control units to ensure optimal functionality also consume additional electricity and utilize critical minerals in their construction.

As a more sustainable alternative, Mubea developed an active solution that adjusts itself to the road surface automatically to provide better driving capability and superior comfort without the need of additional control units or energy consumption.

The new solution and its components are manufactured with over 90% conventional metallic alloys according to standard specifications, allowing for high percentage recycled content today. The very light rubber sealing was optimized to be manufactured with simple rubber compounds, which get along without any technical waste of critical components like for example PVC.

Staying true to our lightweight philosophy, a complete system weighs approximately 11kg, averaging almost half of other active systems. Additionally, the improved vehicle response in both the longitudinal and transverse directions result in enhanced driving performance, and reduced energy consumption while driving.



Micromobility

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

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

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

With the U-Mobility Cargobike, Mubea delivers both sustainable and efficient last mile vehicle concepts bringing our Design and technology expertise from the automotive industry to the micro mobility market. Serial production is planned for September 2022 with first prototypes already sold out and operating on public streets and cycle paths.



The Cargobike is a four-wheeled pedelec, which differs from its competitors by robustness, design, and ergonomics and up to 2,000l loading capacity. Hydraulic disc brakes, a central frame and Mubea's own performance wheels paired with motorcycle tires ensure longevity and a dependable grip plus massive stopping power.



A maximal electrical assistance of a whopping 700W, combined with 120Nm of torque supports the driver to speeds up to 25km/h. To stay in control of such a power, a double-wishbone suspension both front and back combined with rear-axle damper-strut & stabilizer bars is carried over from sports cars.

The chassis is also responsible for carrying freight without any damage. A maximum payload of 200kg (in the cargo hold) paired with a total permitted vehicle weight of 500kg are upper class in this sector.

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

While developing our electric Cargobike, we meticulously focused not only on the crucial technological aspects, but we

Next to the Cargo bike sits the “XBoard”: Our most recent addition the U-Mobility family excites riders with its unique suspensions design, allowing for comfort and safety on every riding surface. The vehicle is aimed at personal transport only and features a very practical folding mechanism allowing for shrinking it to a more convenient size for carrying by hand.



also devoted considerable attention to its functionality and sleek, modern design. The result is an innovative vehicle for the emission-free, fast and quiet transport of goods in urban areas that meets visual requirements and successfully blends into the cityscape.

The chassis is based on a patent registered “Carbon-fiber-flex” design allowing for a lightweight, low-maintenance full-suspension platform of the XBoard. Combined with hydraulic disc brakes a safe handling is always guaranteed.

Just like, for the Cargobike we transferred Mubea-expertise from other industries to this outstanding product as well:



Only the finest lightweight materials from aviation grade aluminum to stiff carbon fiber and reinforced thermoplastics are combined to create a robust but lightweight foldable frame. At under 14kg system weight the XBoard is easy to toss around town, office or wherever you might want to take it.

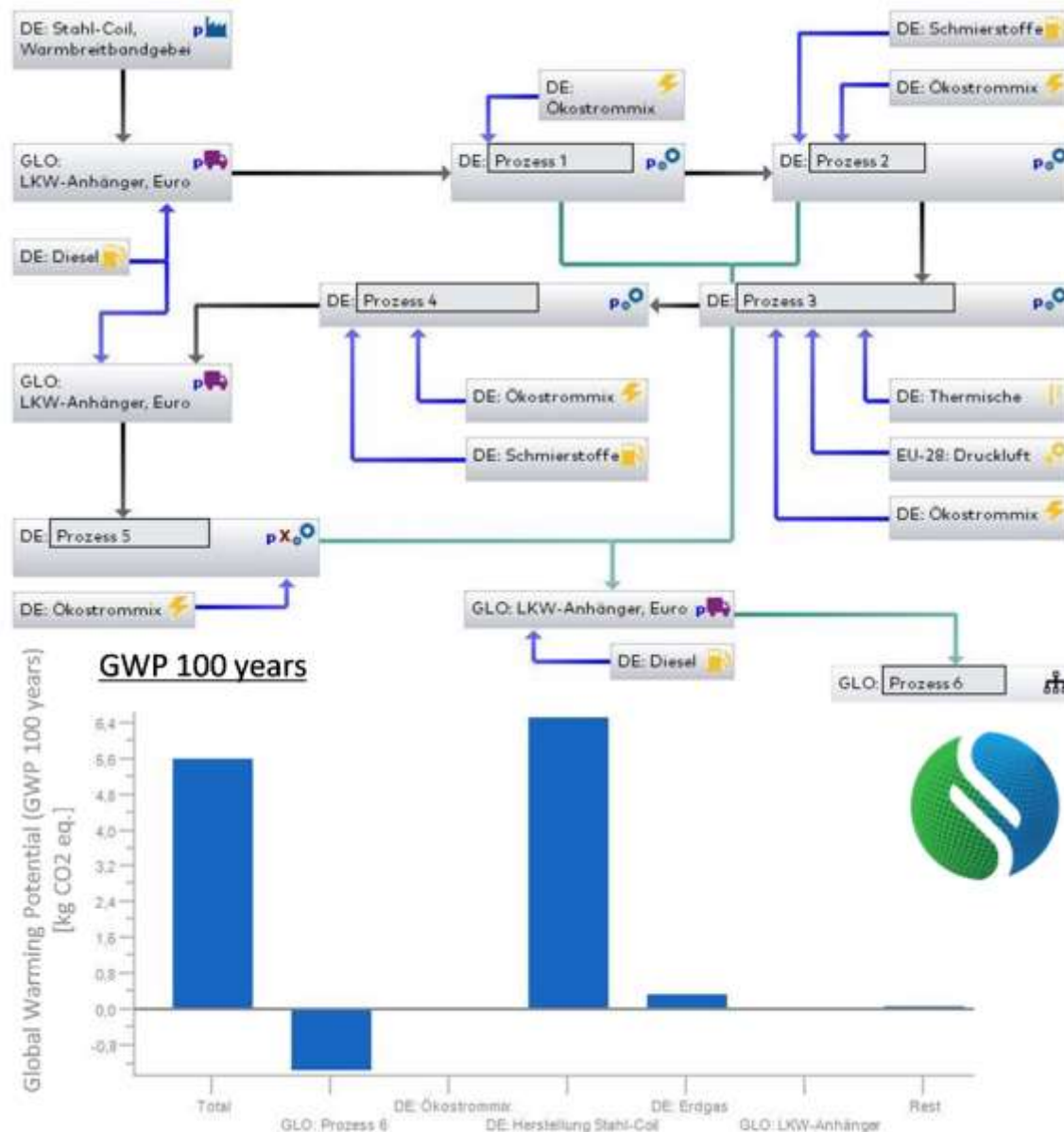
Equipped with front and rear lights including turn signals, the pure electric range around 25km. The XBoard is the first choice when it comes to flexible, stylish and fun urban mobility.



Product Carbon footprint

For analyzing and understanding the environmental impact of our products, the Mubea has been working on the calculation/modeling of product carbon footprints and the associated collection of energy and consumption data for selected pilot projects. We therefore created a standard calculation method acc. to the established standards of product carbon footprint calculations.

In order to get to grips with the subject in its entirety, the division get in touch with the topic of life cycle assessment (LCA)



also with the focus on product carbon footprints. Various software solutions were considered. As many of our customers are already working with the GaBi-Software Mubea decided to use this product from Sphera for the pilot projects to ensure compatibility and comparability of the results. The software is tested in various departments for variety of products.

To reduce it's footprint, we are not only working on the product itself but also focus on our internal processes and productions. Many departments already use reusable plastic containers for the shipment of single components and finished products.

Where necessary, we use one way paper inlayers which were produced out of recycled materials to ensure a save shipment of our assembled products like for example belt tensioners and other engine components. Concepts like these help to reduce scrap, that would otherwise cause emission to produce the necessary packaging material.

Product Safety and –Conformity

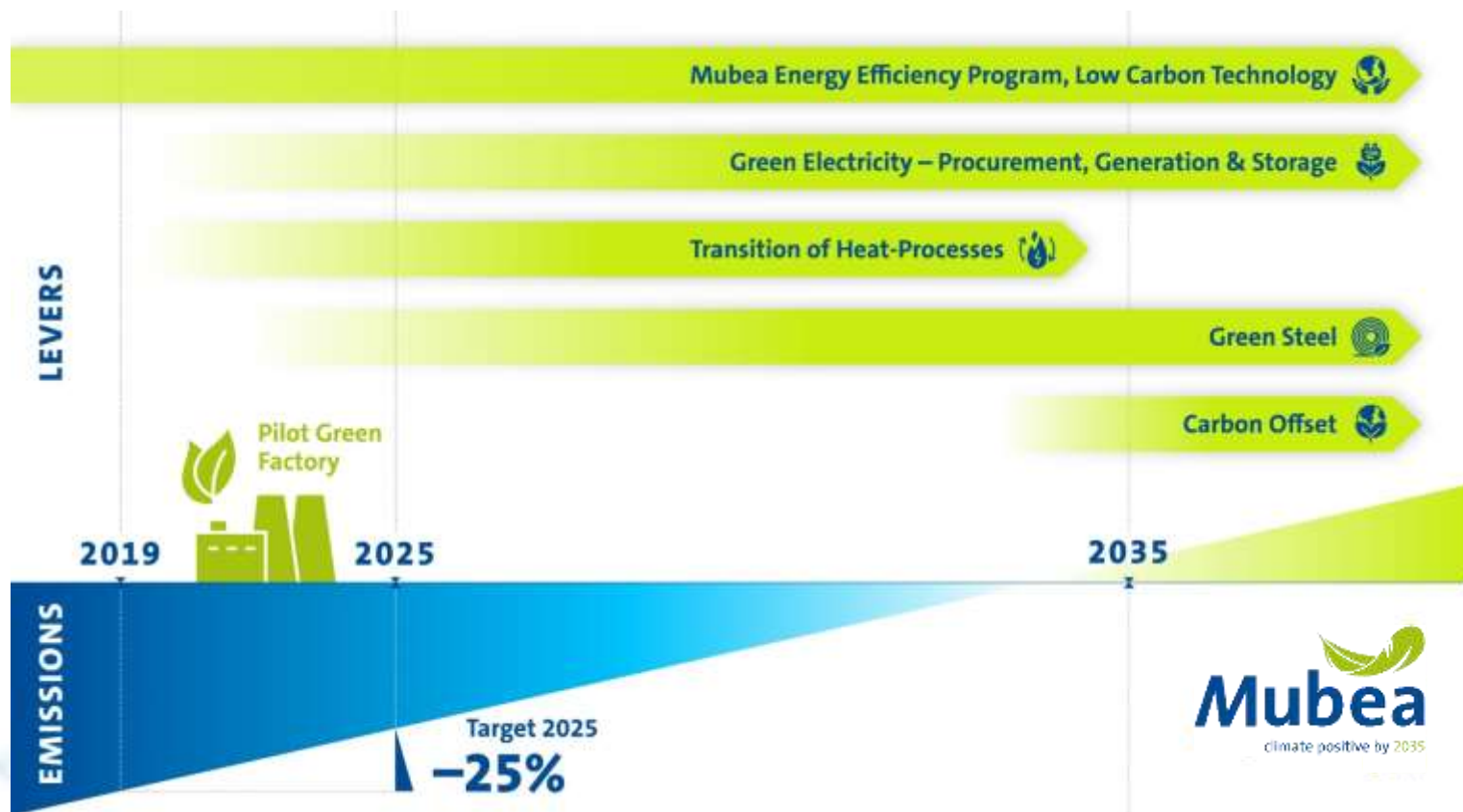
Our claim applies to all Mubea products, to meet the highest quality and safety standards. Safety is our main focus. Therefore, Mubea integrated product safety and conformity under the new coat term of product integrity into the Mubea Integrated Management System. We have established a standard process and defined roles and responsibilities in our company. With this, we created a communication network for product integrity issues sharing early warnings and lessons learned.

Processes

With the accelerating transformation to e-mobility, the focus of reducing emissions has shifted from the use phase of productions towards the manufacturing steps. Consequently, we evaluate even the smallest potentials to prevent or at least reduce emissions. When we reach our goal of truly carbon neutral

operating processes throughout the whole supply chain, we want to go even further beyond by eliminating more harmful emissions from our environment than we cause. In short, we insist to be **climate positive by 2035!**

The Path to achieve this is shown in our sustainable roadmap:



We committed ourselves to the Science-Based Targets initiative



Roadmap to become climate positive

<GRI 102-12, 305-5, 103, 305-5>

In our efforts to achieve carbon neutrality and even become climate positive in the future, our strategy first focuses on preventing emissions through energy efficiency measures, adopting low carbon technologies, and procuring green electricity. Next, the focus is to reduce emissions from difficult-to-decarbonize process by transitioning thermal process to green fuel sources or electrify them. The final step is to utilize carbon offsets to attain neutrality and move to climate positive. Our long-term vision is not to hinder climate change, but to bring it down to the pre-industrial level.

The fast rising number of challenges in regards to environment safety and their effects on society create a high demand for a clear how to handle these tasks. Due to this Mubea approaches the road to become climate positive very methodically:

Starting point was the creation of a companywide Greenhouse Gas (GHG) inventory and report. We are also calculating Product Carbon Footprints (PCF) as our customers are increasingly requesting this information. Our carbon inventories and footprints are compiled by a team of experts and are calculated in alignment with the latest legal and customer specific requirements. As our products do not directly emit greenhouse gases during their use phase, only indirectly influence vehicle emissions, we pursue a cradle to gate approach for carbon footprint accounting.

During the development of the GHG report and in PCF calculations, we found the majority of our emissions result from ma-

terial procurement. Thus achieving our goals cannot be accomplished by focusing efforts only on internal emissions reductions as we had been in recent years. Nor can the goals be accomplished by only focusing on material procurement; thus our climate positive roadmaps include multiple levers addressing all three scopes of emissions. There is still a long way to go in reaching the target of being climate positive.

The Mubea group therefore implemented global systems regarding planning and controlling. Risk management is performed at a regional, divisional and corporate level. Risks to the execution of Mubea group's global strategy are identified by regular reports to the executive board where preventative measures and reaction plans are discussed and defined.

To ensure economic success, it is necessary to identify risks and take timely and appropriate actions to mitigate impact. For this reason, risks are monitored continuously. Climate-related risks are evaluated at a local level due to the uniqueness of climate impacts on Mubea direct or supply chain operations from location to location. Market and regulatory changes are also monitored and evaluated at a corporate level, and adopted into global systems accordingly. All risks are categorized into either **physical** risk or **transitory** risk.

Acute physical risks are assessed and addressed at a local level by each site. We have multiple sites, and each can be affected differently by extreme weather conditions. One example was a successful implementation of a contingency plan after a roof failure caused by extreme rain conditions. Contingency plans are continuously reviewed and updated.

“Climate change is the greatest threat we are confronted with.

If you wait until you can see the impact, it is too late to stop it.”

We do not see the transition of engines for electric vehicles as threat, but as an opportunity to shape the future of mobility.

Chronic physical risks are also addressed locally by each site. Example, addressing rising temperature in the production area and implementing respective countermeasures to ensure safe and comfortable working conditions for employees.

In addition to physical risks, supply chain risks are addressed locally also. Each plants purchasing team is responsible for analyzing physical risks, which endanger the supply of important components needed for production. Preventative actions are taken in the form of either proactively increasing incoming inventory levels or arranging logistical contingencies. Additionally, climate-related physical risks to supply shortages are mitigated with a multi-supplier sourcing strategy.

Transitory risks emerge for diverse reasons. We design and build most of our products and production technologies in-house and therefore have many internal experts who are knowledgeable on current and upcoming material and process technologies. Mubea sees a societal trend towards a low carbon and more energy-efficient economic system, and an increasing number of new technologies to support the future low carbon economy. Accordingly, Mubea is transitioning our manufacturing technology away from the use of fossil fuels and towards electrification or carbon free fuels (ex: green hydrogen). Mubea also sees an ever-increasing demand for recycling, using recycled input materials and ensuring products are recyclable at the end of their life.

For this reason among others, we work closely with external consultants to investigate closely emerging regulations and the potential impacts. We follow newsletters and have regular internal meetings to keep us up-to-date regarding possible emerging regulations. One example for our proactive approach

was the early definition of a methodology for CO2 avoidance costs and adoption into our investment standards before regulations were implemented.

Compliance with existing regulations and legal restrictions is ensured through our global, integrated management system. Identifying and tracking of all current regulations occurs at the corporate and local level with the support of external consultants. Representatives are required to evaluate the compliance of all current regulations at regular intervals to identify possible weak points in our management system standards. Regular internal and external audits ensure compliance in practice. Identified risks get reported bottom-up and lessons learned transferred top-down.

We are members of and actively involved in a number of associations and work closely with our customers in developing low carbon products. Market trends are constantly tracked to update our product strategies. We participate in mobility shows to keep in close touch with customers regarding market developments and trends to fulfill our ambition to become a benchmark in regards to climate protection in our business sector.

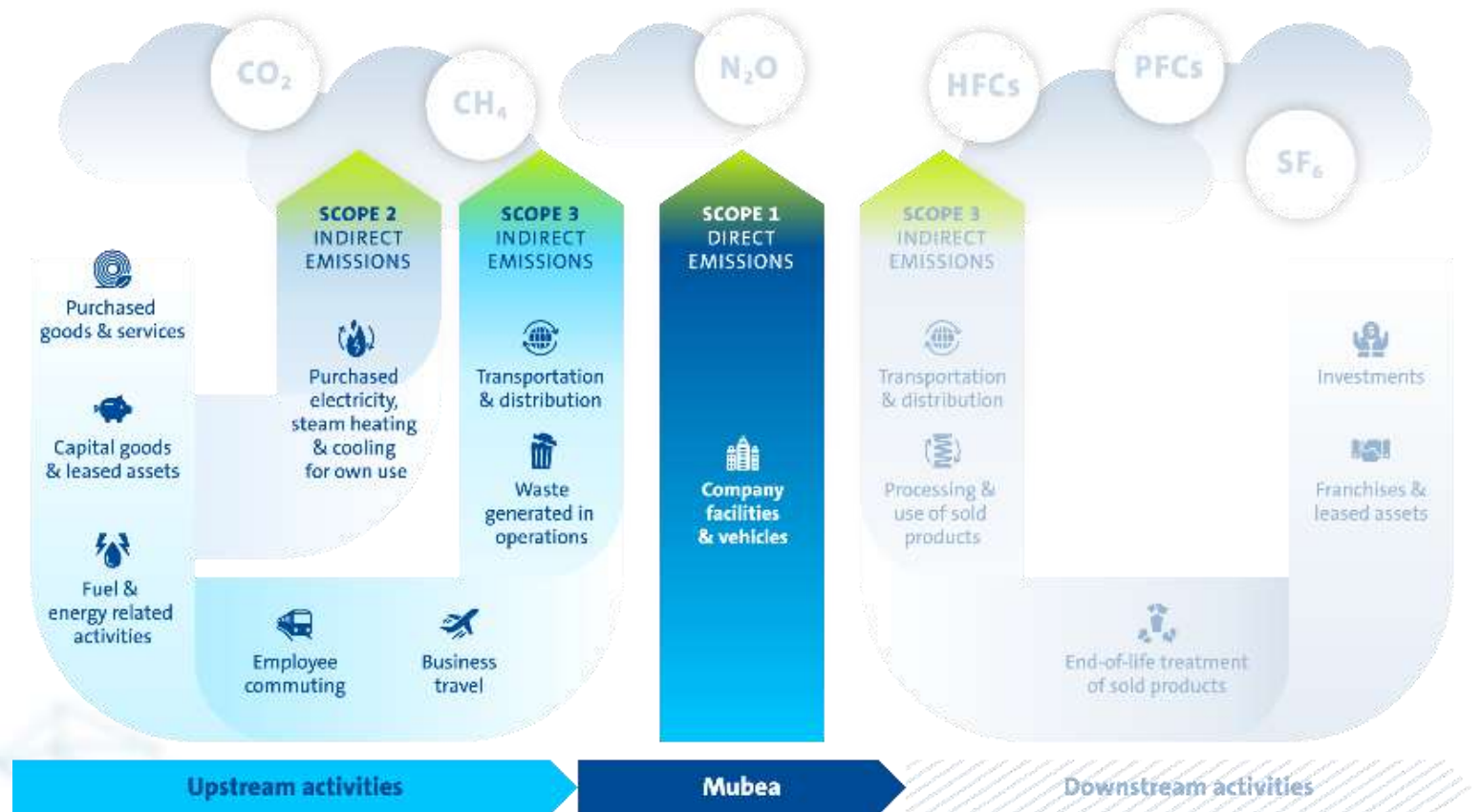
The development of the automotive industry driven by climate change does not only cause risks but creates opportunities for new business operations as well. Mubea is a specialist for high efficient usage of design and material resulting in lightweight products. Regulations regarding carbon emissions during the use phase of mobility products of our customers will lead to higher demand of Battery Electric Vehicles (BEVs). Due to the weight of the batteries, BEV lightweight products are in favor. We expect, that the rise of e-mobility will overcompensate for the revenue decrease of combustion driven vehicles supplied

today. Mubea also starts producing BEV components like battery cases and shafts for electric motors. Several additional products are under development to ensure the reduction of components for Internal Combustion Engine cars. With introduction of the Micromobility division, we further added revenue in a new product field of transport with zero emission. A new business with development and production was established and is growing with an increasing demand.

Greenhouse Gas Report

<GRI 302-1, 305-1, 305-2, 305-3, 305-4>

To be able to set both ambitious and realistic targets it is of course necessary to compile the status quo. For five years, Mubea been reporting our corporate carbon footprint (CCF) according to the well-established international Greenhouse Gas Protocol standard. Mubea's definition of emission categories, also known as "scopes", complies with international standards.



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

As a manufacturing company Mubea reports all emissions due to upstream activities as well as own business activities. We do not report emissions associated with downstream activities (use of our products), as downstream activities are within our customers reporting responsibility.

The present year marks the third year in a row having us publishing our greenhouse gas emissions via all three scopes.

Greenhouse Gas emissions

Comparison 2021 vs. base year 2019 in 1,000 metric tons of CO₂e

| | 2019 | 2021 |
|--|--------------|--------------|
| Scope 1 | 104 | 100 |
| Scope 2 ¹ | 306 | 261 |
| Sum Scope1+2 | 410 | 361 |
| Scope 3 | | |
| Purchased goods and services | 2,372 | 2,181 |
| Capital goods | 77 | 79 |
| Fuel- and energy-related activities | 43 | 61 |
| Upstream transportation and distribution | 39 | 39 |
| Waste generated in operations | 1 | 1 |
| Business travel | 26 | 4 |
| Employee commuting | 18 | 14 |
| Sum Scope 3 | 2,575 | 2,378 |
| Total sum | 2,985 | 2,739 |

¹We calculate our emissions resulting from electrical consumption based on the carbon emission factors of our local sites according to the market-based approach.

Looking at the GHG-report it clearly shows the necessity of heading into a consecutive electrification and transition of gas-fired processes to reduce the corporate carbon footprint effectively. Mubea follows its strategy and successively saved four tons of CO₂-equivalent from gas processes and 47 tons of CO₂-equivalent from electrical processes compared to the base year 2019 already.

Mubea achieved this by an electrification of gas processes, which in most cases are represented by ovens for heat treatment of steel products. We will focus on ovens with priority as they represent the most energy intensive gas units in at our manufacturing sites.

The emission reduction inside scope 2 mainly relates to the procurement of green electricity via guarantee of origin certificates (GOO). Instead of only relying on the supply of green energy Mubea plans to take an active role in the generation of green electricity in the future.

Besides financial impacts on business activities, the Covid19-pandemic and delivery shortages mark their trace in emissions as well. Due to less production at almost all our sites, the processed material rate is lower, compared to our base year. As the biggest share of Mubea’s corporate emissions is emitted in the upstream, more specifically during manufacturing of raw material, it does not surprise that the overall Scope 3 emissions come off quite a bit lower than in 2019.

Even though the crisis played its role in the decrease of our corporate carbon footprint, Mubea’s expertise in lightweight products is the main reason for a continuous decrease of the necessary material for production.

Mubea Energy Efficiency Program

<GRI 302-1, 302-4, 302-5>

The worldwide Mubea energy efficiency program (“MEEP”) has been established for many years and focuses on reducing consumption of water, energy and material in all processes. The initiative has already achieved great success thru the optimization of compressed air systems by reducing leaks, reducing the system pressures, and installing pressure management systems. The program is further searching for reduction potentials in areas such as lighting and fine-tuning of heating processes and cycle times, starting with the highest energy users at Mubea.

Energy consumption

Mubea Group 2018-2021 in GWh

| | 2018 | 2019 | 2021 |
|-------------|-------|-------|-------|
| Mubea Group | 1,020 | 1,058 | 1,042 |
| Natural gas | 497 | 519 | 482 |
| Electricity | 523 | 539 | 560 |

As a fast-growing company, Mubea is faced with an increasing demand for energy. However, we were able to reduce the overall energy consumption of the whole company by 1.5% compared to the base year 2019. Wherever possible we strive to use renewable energy to continuously reduce our carbon footprint. This extends into everyday life, as we are training our employees to identify where and when energy can be saved.

Renewable Energy

In addition to optimizing our processes to reduce energy consumption, the source of our power is also an important factor in reducing our emissions. Besides saving energy and optimizing our processes to reduce the necessary energy consumption, it is important to consider the source of power. Thru the use of green energy, either purchasing or self-generating electricity, we are able to prevent a large portion of emissions from our production processes. We have significantly and successfully reduced our emissions in Germany, Austria, America and the Czech Republic thru the use of green energy. Further, we aim to roll out a 100% use of green electricity in all Mubea locations in the coming years. This includes not only purchasing green electricity certificates but also Mubea self-generating sustainable, green energy from wind and solar.

To accomplish this goal, by 2025 Mubea plans to invest 30 million € in solar and wind parks located in Germany and the Czech Republic. Moreover, every newly built plant is “PV-ready”, meaning a later installation of on-site solar photovoltaic systems is planned to supply the plants energy demand.

The largest energy consumers at Mubea are the production processes described in the following chapter. The largest amount of energy consumption at Mubea is caused by the production processes, which therefore are described in the following chapter. By 2030, we aim to use 100% green electricity. Beginning in 2022, our locations in Germany, Austria, the Czech Republic, and the USA will be powered by 100% green electricity.

In becoming climate-positive, Mubea leverages every chance to build numerous charging stations for its fleet of electrical company cars. This infrastructure is planned to be offered to all customers visiting Mubea on business trips as well as employees for their private electric.



Transition of heat processes

Mubea manufactures a large variety of products most of which are made of metallic materials like steel and aluminum alloys. These materials typically are to heat treated to achieve desired material characteristics. While other manufacturing processes at Mubea are powered electrically, the heating processes historically have mostly been powered by burning natural gas until. Natural gas has been a convenient source of energy because of accessibility, transportability, high energy density, and it's

capability to be stored easily. However, it has downsides as well. Most importantly in regards to the Mubea goals of becoming climate positive by 2035, the burning of natural gas causes the release of other greenhouse gases, accelerating climate change. Additionally, gas is a finite resource – we will run out eventually.

To reduce our carbon footprint and leverage our investment in self-generation of green electricity, we are focusing on converting our gas ovens to either very effective conductive heating or where not possible to convective heating ovens powered by green electricity. The electrification heating processes is not accomplished quickly, which is why we are still considering modifications of our existing infrastructure to incorporate thermal energy recovery systems. The benefits of these systems can partially be carried over to the new electric oven technology in future projects.

Sustainable Materials

<GRI 301-1>

In total Mubea processed around 830kt of steel, 17.7kt of plastic materials, including carbon fiber and resin, about 4.3kt of aluminum in the year 2021.

The GHG-report illustrates Mubea's supply chain, specifically purchased goods and services are responsible for almost 80% of all Mubea greenhouse gas emissions. For Mubea these purchased goods are mainly forms of raw material purchased from numerous suppliers. Our aim to become climate positive in 2035 requires us to produce carbon free products, which requires carbon free raw material.

In cooperation with a revolutionary green steel supplier and the earlier mentioned use of green electricity we can be able to manufacture our first completely carbon free products by 2025.

We are looking for similar solutions for non-ferrous metals and plastics, and are already focused on high secondary material rates in processed materials. Many injection-molded parts are using recycled short-fibers and an adequate proportion of RC-matrix-material wherever possible.

Our ambition is leaning towards stronger implementation of closed loop reutilization loops due to benefits provided, such as reduced energy consumption, reduced waste, and reduced natural resources consumption.

In our eyes, the best energy and materials are the ones you don't use. With our lightweight expertise, we are focused on creating products that make the next generation of mobility more energy efficient and sustainable.

WRI - Water Stress Level 2021

| Site(s) | Country | Water Stress Lvl |
|-------------------|----------------|------------------|
| Celaya | Mexico | 4 |
| Manisa | Türkiye | |
| Melfi | Italy | |
| Cerkezköy | Türkiye | |
| Saitillo | Mexico | |
| Ergene | Türkiye | |
| Chakan, Pirangut | India | |
| Agreda | Spain | 3 |
| Dingelstädt | Germany | |
| Kunshan | China | |
| Shenyang | China | |
| Wendlingen | Germany | |
| Weißensee | Germany | |
| Gyoda | Japan | 2 |
| Amurrio | Spain | |
| Ujazd | Poland | |
| Rayong | Thailand | 1 |
| Kezmarok | Slovakia | |
| Cerhovice, Zbrak | Czech Republic | |
| Prostejov | Czech Republic | |
| Florence | United States | |
| Arbon | Switzerland | |
| Daaden, Weitefeld | Germany | |
| Bedano | Switzerland | |
| Dolni | Czech Republic | |
| Salzburg | Austria | |
| Gurten | Austria | 0 |
| Taubate | Brazil | |
| Taicang | China | |
| Schwerin | Germany | |
| Attendorf | Germany | |
| Oberriet | Switzerland | |
| Dietach | Austria | |

Water Stewardship

<GRI 303-1, 303-2, 303-3, 303-4, 303-5>

Responsible use of water is a high priority across the Mubea world. As in all aspects of sustainability, we defined a strategy to prevent further tightening of already existing water shortages in some areas. Therefore, we began analyzing all Mubea plants according to the water risk filter provided by the World Resource Institute in 2019.

In comparing the development over the past years, we again determined our locations in India, Mexico and Turkey as categorized as extremely water-stressed regions (Level 4). Overall, we notice a moderate increase of water stress for many locations worldwide. Currently, Mubea has 14 sites suffering from either a high or very high water scarcity (Level 3 or 4). We will further widen our sustainability measures towards the ambition of reducing water withdrawal and the consumption.

At a first step, we want to understand our current water consumption better. According to a disclosure of our sites, water is primarily used for production processes at Mubea, distributed between three main purposes:

- 59% of plants use water for cooling
- 44% of plants use water for washing
- 33% of plants use water for coating

Wherever possible Mubea implements solutions for water reuse and reduction. With this approach, we exceed the legal obligations regarding water stewardship at around half of all our sites. However, as with all resources, due to the fast growth of Mubea in recent years our total we predicted an increase of

water consumption, but not by this amount. However, as we experience an increasing interest in water, we also improved our water reporting in general resulting in numbers that are more precise - though higher - compared to previous years.

Water withdrawal

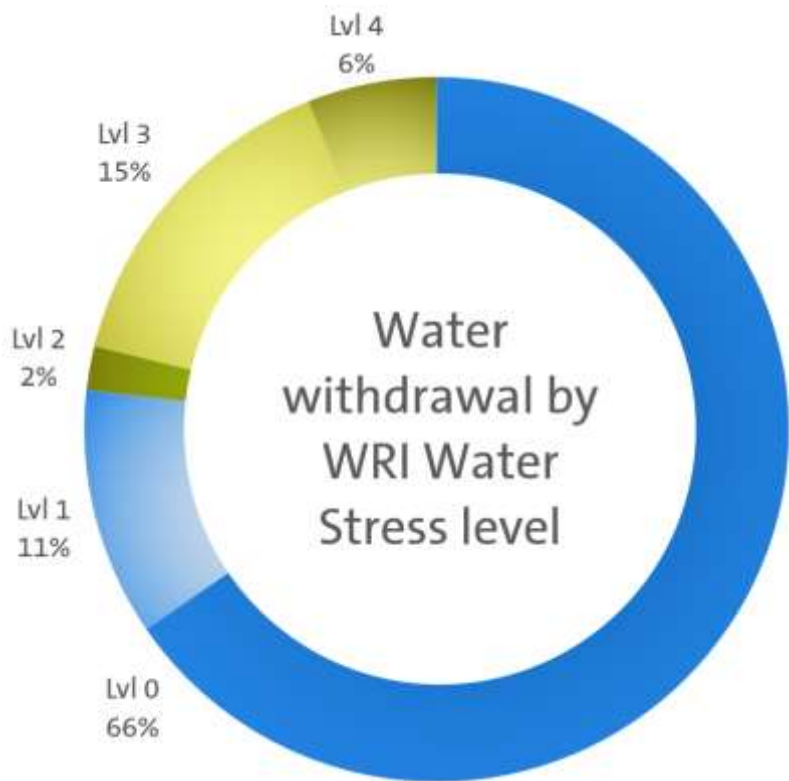
Mubea Group 2018–2021, in 1,000 cubic meters

| | 2018 | 2019 | 2021 |
|-------------|------|------|-------|
| Mubea Group | 779 | 764 | 1,049 |

As a company originating from Germany, it does not surprise that with around 75% the highest water withdrawal of Mubea happens in Europe. Our Asian and American sites share the remaining 25% at roughly the same amount. Depending on location, demand and accessibility, Mubea discharges water from various sources being it surface water, groundwater, seawater and other sources.

With a critical approach on sites in countries, which suffer from regional high water stress, Mubea is limiting and tracking its water withdrawal from those locations more strictly. Today, approximately 20% of Mubea’s global water consumption is from locations with a high or very high water stress level (Lvl. 3 & 4). Most of the water Mubea utilizes for production processes is not consumed. Instead, methods such as water reuse, recycling, and water treatment are applied before the water is discharged. Most of the water used for cooling purposes can be safely discharged into the same water body, as we take precautions to not affect the water quality. Wastewater, where purification on site cannot be provided in sufficient manner, is discharged into local water treatment plants. Where required

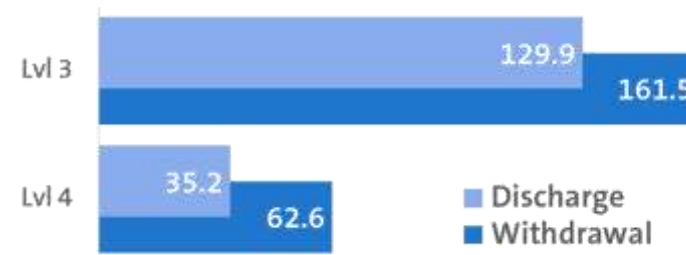
by legal obligations, polluted water is evaporated to separate it from any solved impurities.



The most water intensive production processes of Mubea is washing and degreasing of our precision steel tubes. The three-stage cleaning process requires lots of water, most of which is recycled and reused utilizing a closed loop water recycling. We even establish these practices in locations with lower water stress levels.

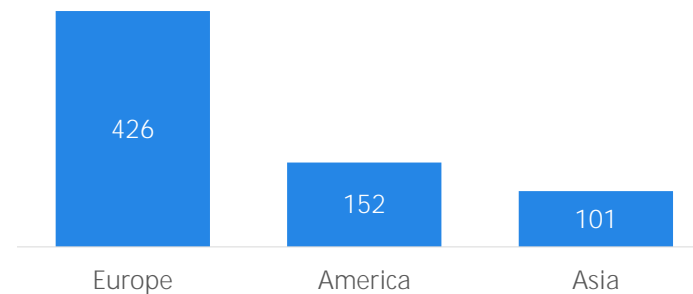
We have a wary eye on discharges of water in locations with a high water stress level. Potential hazards for natural water bodies are prevented by proactive water treatment either in- or externally. Mubea will improve its water reporting even more in the future, aiming for a more detailed differentiation in fresh and other water, and improving third party water tracking.

Water demand from sites with high water stress level [1,000 m³]



Mubea's global water consumption is roughly 679,000 m³ per year, distributed as follows: 63% in Europe, 22% in the Americas and 15% in Asia.

Water consumption [1,000 m³]



Waste

<GRI 306-1, 306-3>

The majority of the materials used within the Mubea group are steel alloys, a fully recyclable material. Regardless, it is not least in our own economic interests to minimize the material consumption and therefore scrap by optimizing our operational processes. Consequently, Mubea created a companywide scrap monitoring system with dedicated improvement targets in mass and cost for each facility. This gives the opportunity for benchmarking and best practice sharing within and beyond product groups.

We strive to use natural resources responsibly by minimizing our environmental footprint in daily work, including applying the hierarchy of waste prevention measures (avoid, reduce, recycle and reuse all materials). We are continuously working on solutions to improve the recycling of our non-metallic materials, both in terms of mechanical properties and end-of-life process steps. As an example, we are working on easy to disassemble hybrid components for better waste separation, while also on reusable single components of large assemblies after end-of-life. Unfortunately, at the current state of technology, not all materials extracted from end of life parts can be recycled, but we are working with stakeholders for solutions.

We communicate our environmental performance on a regular basis internally to support an ongoing awareness. The waste treatment at each site complies at least with the respective country's requirements and on top of that with our own set of standards. Each manufacturing plant has a certified environmental management system and locally handles their waste management. Data on waste is collected from different

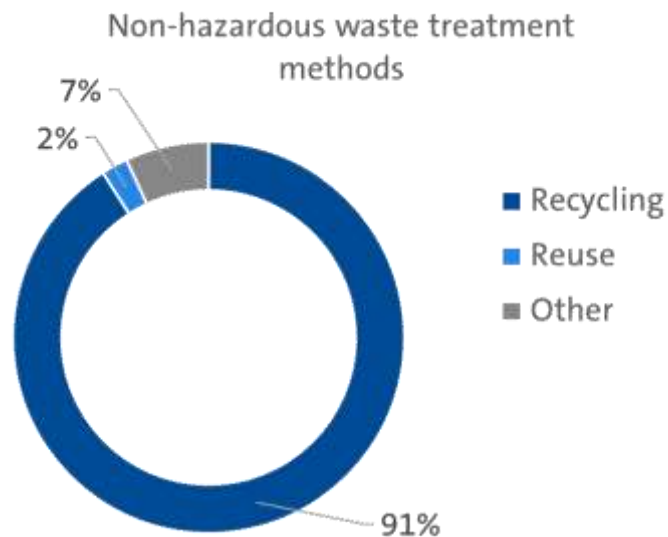


sources. In total there were 18.5% of all waste related data acquired from internal only assessment, while 29.6% were taken solely from disposal contractors. The remaining 51.9% derive from both sources.

The collected data shows that all the waste generated by Mubea is in some way connected with our own company activity. However, it demonstrates that around 44% of our waste is a result of activities in the supply chain.

Appropriate waste treatment at the end of product life is critical for 37% of Mubea products. In 2021, approximately 4.3 kilotons of hazardous waste was disposed of in all worldwide Mubea facilities.

This corresponds to approx. 4.8 kg of hazardous waste per ton of all incoming raw material consumption. A large amount of this waste are used absorbents, filter media with production dust or other aerosols, packaging waste from purchased components, and dissolved lubricants and greases from maintenance activities.



Most of the non-hazardous materials are incinerated with energy recovery. Large amount of waste, mostly metallic chipings and shavings, are remolded in the production process of our performance wheels. Even whole rims with manufacturing defects can be rerouted into the metallic mold.

The proper and legally compliant disposal of hazardous waste is the responsibility of each local site management team. Mubea aims to keep people and the environment from harm. Therefore it is our goal to reduce the use of hazardous substances which we have achieved compared to our previous reporting period. As an automotive supplier, we follow REACH and GADSL (Global Automotive Declarable Substance List) and the strict IMDS (International Material Data System) to ensure compliance with customer and market requirements.

Green Pilot Plant Concept

With the green pilot plant in Vel'ka Ida, Kosice, Mubea is taking a further step towards becoming climate-positive by 2035. The CO2-neutral plant launched as part of New Body Products division creation and the associated new plant construction. The aim is to achieve climate-neutral production over several stages. The concept was created taking into account the approach of **avoidance, reduction, and compensation**. In order to avoid and reduce the consumption of resources and raw materials, processes and consumption in the plant will be optimized. A concise example is our investment in hybrid furnaces. This new technology comes with the benefit of reduced energy consumption and can be retrofitted to all-electric operation. However, even prior to a retrofit to electric retrofit, the furnaces consume only 28.5% of natural gas compared to conventional furnaces (Values determined on the assumption of use cases). Additionally, the waste heat from the furnace and other machines in the production area is recovered to power the heating and hot water systems for the office and general spaces. Building energy consumption is further reduced through various other energy efficiency features. Other actions will include the installation of on-site renewable energies, photovoltaics, providing self-generated green energy in harmony with nature. Photovoltaics on the roof and the surrounding open space, such as the parking lots, on the site are planned. Additionally, there is a focus on incorporating ecological aspects and social measures, such as an outdoor green space for employees with a small pond and partially green facade.

Supply Chain

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

On the one hand the increasing sustainability requirements and expectations of our stakeholders are not only limited to our company itself, but they also demand to transfer these through our supply chain. On the other hand we also see the necessity of a closer cooperation within our supply chain in order to achieve our ambitious sustainability targets. This is why we defined standards for sustainable development of upstream suppliers as part of our due diligence. While downstream our supply chain, we want to create the highest transparency towards our stakeholders.

Due Diligence

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

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

As a second part of our sustainable development of suppliers, we at Mubea have integrated an assessment of the supplier's sustainability performance into the general approval process

for new suppliers. Therefore, 100% of new suppliers in 2021 disclosed their fulfillment on social and environmental criteria.

Supplier assessment

<GRI 308-1>

To monitor our supplier's compliance with our values in areas of business ethics, working conditions and environmental protection, we created a self-assessment questionnaire, which is to be completed by every new supplier and will be continuously rolled out to our existing supply chain in the future, based on priority and scope of delivery.

Mubea performs independent supplier audits or collects self-assessments, which includes a check of the compliance with our sustainability standards on site. Over the last years, the total number of supplier audits increased significantly, reaching a new high with 473 in 2021.



During these supplier audits, 49 suppliers have been identified as having slight deficits regarding social sustainability topics in the supply chain. Mubea identified improvement actions and

implemented those for the respective suppliers. 61 suppliers have been identified as having slight negative environmental impacts in the supply chain. Again, improvement actions have been identified and implemented for the respective suppliers. The improvement process for social and environmental impacts is ongoing and can end up in termination in case the implementation of the improvement fails.

Forced labor / freedom of association / child labor

During the 473 supplier audits in 2021, no suppliers have been identified with incidents of forced or compulsory labor, child labor or violation of the right to freedom of association and collective bargaining.

Mubea is implementing a Risk Management Process (as required also for the Act on Corporate Due Diligence Obligations in Supply Chains) to identify the risk of incidents of forced or compulsory labor and child labor based on the suppliers' location. 2,127 suppliers with a potential risk have been identified based on their geographic location so far. As a next step, Mubea will adapt the audit schedule to the results of the risk assessments. In addition, Mubea aims to increase the number of audits in risky regions by implementing local responsibilities.

Procurement practices

Mubea, as a global player with 44 locations in Europe, Asia, North & South America, is spending 96.5% of the procurement budget on local suppliers. Mubea's definition of "local" for procurement: The receiving Mubea plant is located in the same

region as the supplier. Not only does this reduce emissions in our supply chain but allows us to support the local economy as much as possible. By shortening the supply chain, we simultaneously decrease our response time on varying demands while also lowering the risk for shortages of supplies to our customers.

Stakeholder satisfaction and reputation

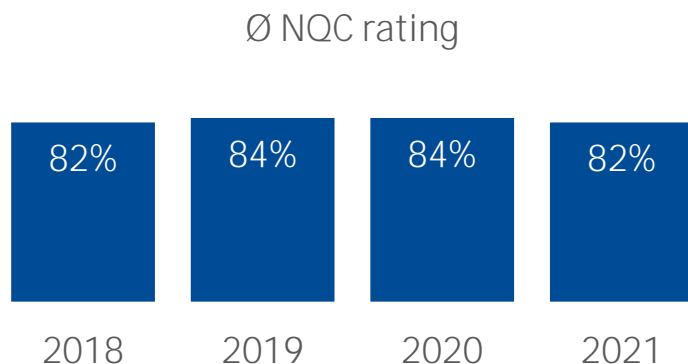
With growing concerns about climate change and environmental degradation, sustainability has become a strategic priority for organizations in general and for our stakeholders – as part of the automotive sector – in particular. Consequently, most of our stakeholders have added a sustainability rating as a part of their awarding criteria for new projects. These evaluations are usually not done by the stakeholders themselves, but rather by an independent service provider.

The following segments display our ratings from NQC, EcoVadis and CDP. These three rating platforms are considered as the universal, main sustainability evaluators for companies in general and especially for suppliers in the automotive sector. By answering a questionnaire with disclosure of evidence on their respective platforms, Mubea manages to engage over 2/3 of all its customers (based on our generated turnover) and many stakeholders like financial institutes and the community in general. It helps Mubea to create transparency about our strategies, measures and progress towards Corporate Social Responsibility. In return, these platforms condense our answers into a single rating, which can be used as a benchmark between companies, a way to show progress, and for our stakeholders as a tool to evaluate our sustainability performance.

Mubea is member of several associations among which are the VDA, AIAG, VDFI etc. and various employer's organization and Chambers of Commerce and Industry.

NQC

NQC Ltd. is a service provider for supply chain risk management solutions. They were selected by the *drive sustainability* initiative – the biggest partnership between automotive manufacturers to define and set sustainability standards – for evaluating the sustainability performance of their suppliers.

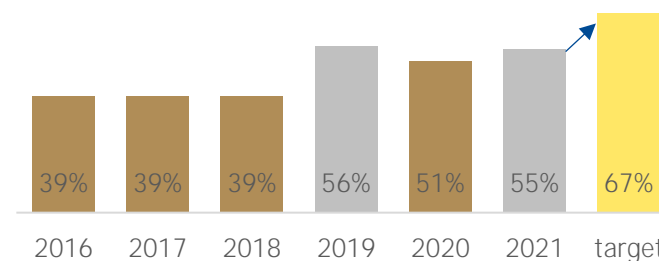


Mubea joined the NQC platform in 2014 and has since then answered and updated 57 different sustainability self-assessment questionnaires for our sites. While for most of our customers, a rating of 75% may be sufficient, it is our philosophy to strive for the best results always – regardless in which area. Our overall very good ranking for our sites in 2021 reflects this. We have held up our high ratings since 2018, even though the requirements have increased over the last years.

EcoVadis

EcoVadis is a service provider specialized in evaluating the sustainability performance of companies for other companies. They have defined their own set of sustainability standards. They collect evidence regarding sustainability policies, KPIs, and counter-measures in case of non-conformities. They also monitor companies online to include relevant additional occurrences.

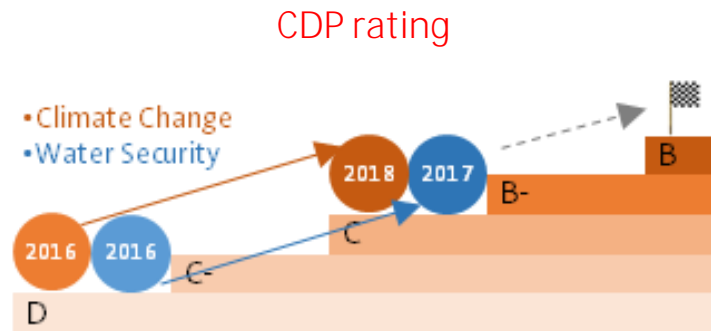
EcoVadis rating



Thus, the evaluation by EcoVadis is considerably more complex. We tackled this challenge by forming an interdisciplinary work group in 2019, with the target to understand the requirements better and improve our sustainability procedures and disclosures. As a result, we managed to improve our stagnating ratings from 39 points to above 50 points since 2019. With this rating, EcoVadis has awarded Mubea the silver medal. Our ambition is to improve our evaluation to the next level, above 67 points. This will rate Mubea as a top 5% company and qualify for the gold medal.

CDP

CDP, originally the Carbon Disclosure Project, is a non-profit organization dedicated to engaging companies and governments in disclosing environmental data to increase transparency and create a data set for evaluating trends and developments. They focus on three environmental topics: disclosure of CO₂e-emissions under Climate Change; disclosure of water volumes and quality under Water Security; and deforestation under Forest.



Mubea has participated in CDP since 2016 in the categories of Climate Change and Water Security. Since then, we have improved our ratings from a D for Disclosure to a C for Awareness. In addition, our stakeholders who also participate in CDP rate our disclosure of information as an A, which is the highest grade in Supplier Engagement. Nevertheless, our goal is to reach the Management level (B-rating) to show our coordinated actions on climate and water issues.

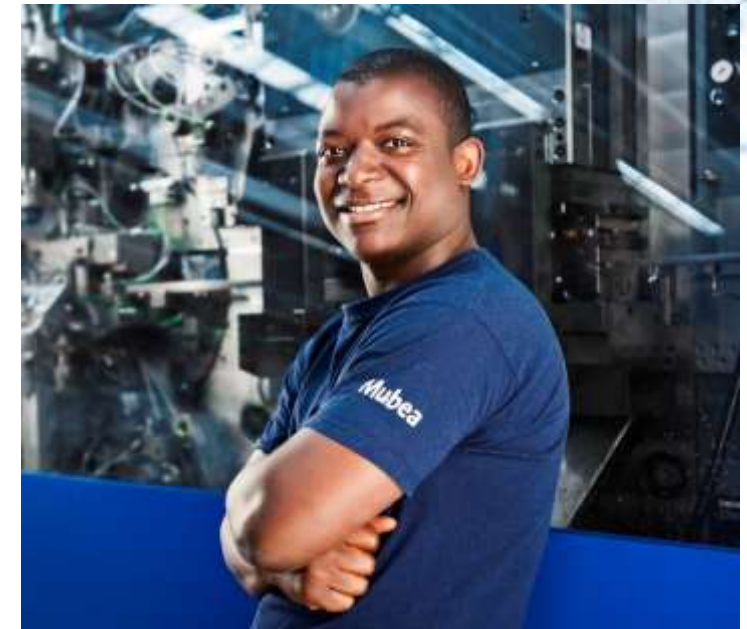
Overall, we interpret our improving stakeholders' sustainability ratings as a sign that we managed to understand the sustainability expectations of our customers better and better within the last years.

People

The last pillar and the backbone of our company stands for the people that keep the organization going. Without our employees, we would not be where we are today. This is especially true in the last turbulent years.

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

In addition, we want to provide our employees and externals the utmost safe and healthy work environment, by establishing a worldwide set of standards, tracking and checking the performance regularly. We want to be an employer where people of all kinds enjoy working.



Employer attractiveness

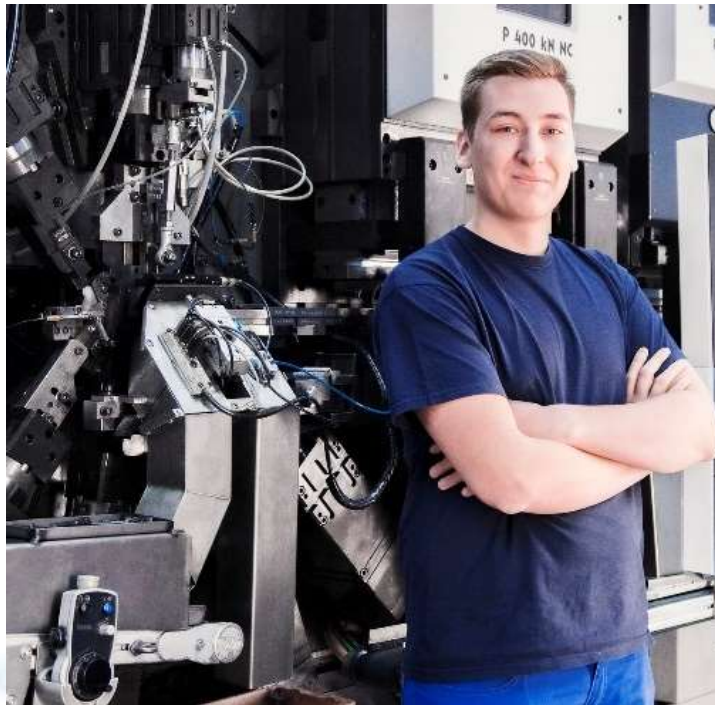
<GRI 102-41, 401-1>

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

Besides others, we clearly see three good reasons to join and stay with Mubea:

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

With more than 100 years of corporate history, we can claim with pride that “The Mubea Way” has proven our position as a preferred employer and the ability to retain and develop talents in a world where global competition is also driving widespread change in employment patterns.



This is not only expressed by local awards - e.g. Mubea Mexico Celaya achieved the Best-Places-to-Work designation in 2021 – but also by low level of group wide average monthly employee turnover 1.4%.

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

Mubea offers different additional benefits like special health insurances, discounts, retirement provisions, parental leave and other benefits each best matching to its single location needs- offered to full-time as well as part-time employees.

People Development

<GRI 404-2, 404-3>

For Mubea a skilled and motivated workforce is key to success. Our ability to provide a high level of innovation in our products combined with a clear customer focus in the development process demands a dynamic and education-driven culture that fosters innovation and provides various opportunities to acquire skills. We encourage our employees to broaden their skill-sets and competencies.

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

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



The idea is to train and educate local apprentices on practical and theoretical skills in a minimum 2- years-running-program, accompanied by trainers acting globally to convey the established and progressing company needs and offer future opportunities. As one indicator of good apprenticeship - program may serve the official local designation as an ‘Ausgezeichneter Ausbildungsbetrieb’ in Attendorf, received continuously each year from 2014 until 2021.

We focus on corporate programs provided globally. With our standardized management training approach we are able to offer comparable management training programs for different target group levels globally, aligned with the Mubea culture

and philosophy. In addition, we have a rich and diverse training catalog, available in different variations worldwide.

Corporate HR is driven to support local HR in maintaining a high standard of quality for training by supporting trainer selection, and ensuring the training content aligns with Mubea culture and our company values (Driven By The Best).



Mubea conducts a standardized, annual, employee development dialogue - Mubea Development Dialog (MDD), for all salaried employees worldwide (10% of employees) and is held by the direct superior. All managers conducting the MDDs are properly trained. In addition to the MDD there is also an annual performance review process focusing on target setting, with a midyear and final review of the targets. This also includes detailed feedback to overall performance and behavior of the employee.

Healthy and safe working environment

<GRI 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10>

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

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



Employees are encouraged to propose specific improvement ideas and are expected to take early action if deviations occur. We prepare and practice for emergencies and draw lessons learned from accidents and events. These are used to raise and improve our standards and are communicated to prevent recurrence.

We are convinced that responsible Health & Safety Management does not simply involve complying with local law and binding obligations. Consequently, all our efforts and actions are based on an extensive, integrated management system for the environment, health, safety and quality. Our approach combines globally uniform rules for the whole Mubea group with additional local operating procedures to address site specific needs and statutory requirements.

Compliance with relevant requirements is regularly checked by independent internal system audits. The group-wide audit program is monitored corporately. Moreover, many of our manufacturing sites are certified according to the recognized occupational health and safety standard ISO 45001 by an accredited third-party certification body.



As we commit ourselves to permanently improve our occupational health and safety performance and drive to a zero-accident culture, we internally report and communicate status and activities regularly. Our key performance indicator (KPI) for occupational safety is calculated as the average number of accidents per 100 employees per year.

In 2021, 392 accidents happened in Mubea worldwide or 3 accidents / 100 employees. While still missing the ambitious target of 1.9, Mubea performed better than peer companies in this metric.

Detailed analysis of accident in 2021 showed injuries were primarily caused by: failed body movement; slipping or stumbling; or load handling. We believe pandemic and economic related impacts resulting in many interruptions to

continuous work contributed to delayed progress in improving safety metrics.

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

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

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

Mubea Corona Exit Strategy

In response to the outbreak of the COVID-19 pandemic, Mubea created the Mubea Corona Exit Strategy – an unprecedented campaign to protect the health of our employees from the unknown threat of the corona virus.

Following the slogan “Better safe than sorry”, Mubea decided early to establish worldwide standards of resolute social distancing and high protective equipment on our premises. As

equipment was not available at the beginning, Mubea started tailoring facial masks and constructing protective shields on our sites.



Mubea also used the pandemic as a chance to re-evaluate its workplaces regarding occupation, ventilation and lighting. As a result, Mubea re-constructed many of its older buildings, permanently improving the infrastructure above standards.

Closely monitoring the current scientific data and technological advancements, Mubea was one of the first companies to invest in commercial PCR testing prototypes, providing their sites with the knowledge and equipment to detect and confirm

infections at an early stage. As soon as antigen tests were broadly available on the market, Mubea installed free testing capacities on their sites.

Finally and equally important, Mubea heavily promoted the vaccination campaign by educating their employees and even re-used facilities as vaccination centers to enable easy vaccinations for its employees and our families.

While the future development of the pandemic is unknown due to further possible mutations of the virus, Mubea and its employees are prepared to overcome any challenges.

Diversity and equal opportunity – Human rights

Mubea employs more than 25 nationalities at its 44 locations globally. As typical in the automotive sector, around 77% of workforce is male and 23% female over all employee groups (shop floor and salaried). Even with initiatives like STEM (promotion of diversity in areas like Science, Technology, Engineering and Math) and philosophies like equal treatment at all locations, the statistics have not changed significantly so far.

Globally, at the upper management level of approximately 500 supervisors, 12% are female. Of our top management 6% of employee are female. We plan to increase the diversity within the management team in the next 3 years.



Fair and equal treatment is one of our guidelines for all Mubea locations, as described in our Code of Conduct as well as in our Guideline for Leadership and Collaboration and as part of our philosophy of the Mubea Way with its values ambitious, focused and open minded. Every year their managers or colleagues for special local achievements in our main driving values Ambitious, Focused and Open minded nominate local working teams. Finally three teams per location can win the DBTB Award (one per category) as a special appreciation for their performance. Additionally those winners can finally apply and receive the global award of Mubea in one of those three categories.



In case employees feel not treated adequately, there is a system in use to avoid and solve unfair treatments. On the one hand, at all bigger locations local works councils are in place to help employees with their problems or complaints, but additionally there is an official global contact in place to address complaints or problems. In the last two years no complaints in this ‘Ombuds’- Procedure were addressed.



To improve global and all level communication about all Mubea information, but also feedback, dialogues etc., an internal App (We@Mubea) was implemented and is continuously improving to keep on spreading information to all employees and all Mubea locations, but also giving feedback on Mubea initiatives or other topics.

Social responsibility

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

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

In addition, local Mubea foundations have been established in the USA, India, China, Mexico and the Czech Republic. The "help for self-help" as well as the sustainability of our projects are the central concept of our foundation work.

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

Mubea Helps started in Haiti in 2011 with the project "Mango trees for the future". With donations totaling 450,937 euros, we have achieved a great deal in the country, which was devastated by natural disasters: 1,500 families were able to improve

their living and financial situation, thus enabling their children to receive a school education.

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

Together with the Reiner Meutsch Foundation "Fly & Help", we built two Mubea schools with a total capacity for 400 students in Malawi in 2019. The schools were such a huge success that we are planning to expand one of the two schools from 200 to over 800 students. Project starts summer 2022 and we are planning another Mubea school in Brazil!

In addition to the major projects, the Mubea Helps Foundation has so far supported almost 220 smaller aid projects in our German locations as well as abroad.

Almost 180,000 € in donations were handed over to aid organizations by the Mubea Helps Foundation in 2021 for a total of 53 national and international projects. Our goal is to establish foundations at Mubea sites worldwide and to support long-term and sustainable projects.



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Legal Entities

The following Mubea legal entities are included in the consolidated financial statements 2021: Muhr und Bender KG, Attendorn

Muhr und Bender KG

| | |
|---|--|
| Mubea International GmbH, Attendorn | Mubea Transmission Components s.r.o., Zebrak/Czech Republic |
| Mubea Fahrwerksfedern GmbH, Attendorn | Mubea Seating Components s.r.o., Cerhovice/Czech Republic |
| Mubea Tellerfedern GmbH, Attendorn | Mubea Automotive Components India Pvt. Ltd., Pune/India |
| Mubea Motorkomponenten GmbH, Attendorn | Mubea Otomotiv Parc.San.Ve. Tic. Ltd., Manisa/Turkey |
| Mubea Tailor Rolled Blanks GmbH, Attendorn | Mubea Stabilizer Bar Systems s.r.o., Prostejov/Czech Republic |
| Mubea Aftermarket Services GmbH, Attendorn | Mubea Precision Steel Tubes s.r.o., Prostejov/Czech Republic |
| Muhr und Bender Verwaltungs-GmbH, Attendorn | Mubea Suspension Components Russia LLC., Moskau/Russia* |
| Mubea Inc., Florence/Kty./USA | Mubea Sales and Marketing Russia LLC., Moskau/Russia* |
| Mubea Engineering AG, Heiden/Switzerland | WEBA Werkzeugbau Betriebs GmbH, Steyr/Austria |
| Mubea Leasing AG, Heiden/Switzerland | WEBA Olomouc s.r.o., Olomouc/Czech Republic |
| Mubea Carbo Tech Holding GmbH, Salzburg/Austria | WEBA Tools Taicang Co. Ltd., Taicang/China |
| Mubea Carbo Tech GmbH, Salzburg/Austria | WEBA US LLC, Florence/Kty./USA |
| Mubea spol s.r.o., Zebrak/Czech Republic | Mubea Präzisionsstahlrohr AG, Arbon/Switzerland |
| Mubea Fabbrica Molle S.A., Bedano/Switzerland | OBR Steel Tubes AG, Oberriet/Switzerland |
| Mubea do Brazil Ltda., Taubaté/Brazil | Mubea Tailor Rolled Blanks LLC., Florence/Kty./USA |
| Mubea UK Ltd., Northampton/UK | Mubea Automotive Components (Shenyang) Co. Ltd., Shenyang/China |
| Mubea-HZP s.r.o., Prostejov/Czech Republic | Mubea Automotive Poland Sp. Z.o.o., Zimna Wodka/Poland |
| Mubea France S.A.S.U., Issy les Moulineaux/France | Mubea Performance Wheels GmbH, Salzburg/Austria |
| Mubea Italia Srl, Como/Italy | Industria Auxiliar Alavesa S.A. ("Inauxa S.A."), Amurrio/Spain |
| Mubea Iberia S.A., Agreda/Spain | Engineering Developments for Automotive Industry S.L. („EDAI S.L.“), Amorebieta- Spain |
| Mubea de Mexico S. de R.L. de C.V., Ramos Arizpe/Mexico | Inauxa de Mexico S.A. de C.V., Celaya/Mexico |

| | |
|---|---|
| Mubea Precision Springs Inc., Florence/Kty./USA | Inautek Automotive Components Co. Ltd., Kunshan/China |
| Mubea North-America Shared Services Inc., Florence/Kty./USA | Mubea Performance Wheels GmbH, Attendorn |
| Mubea Real Estate Inc., Florence/Kty./USA | Mubea Automotive Slovakia s.r.o., Kezmarok/Slovakia |
| Mubea IT Spring Wire s.r.o., Prostejov/Czech Republic | FLAMM GmbH, Attendorn/Germany |
| Mubea Automotive Components (Taicang) Co. Ltd., Taicang/China | FLAMM Automobilausstattung GmbH, Aachen |
| Mubea Korea Co. Ltd., Seoul/Korea | FLAMMAEROTEC GmbH, Schwerin |
| Mubea Japan Co. Ltd., Yokohama/Japan | Mubea Rollbonding Products ek. Mon. San. Ve Tic. A.S., Çerkezköy /Turkiye |
| Mubea Suspension Components Japan Co. Ltd., Gyoda City/Japan | FLAMMAEROTEC Havacilik Sanayi ve Ticaret A.S., Ergene/ Turkiye |

*in liquidation

About this report

<GRI 102-48, 102-49, 102-50, 102-51, 102-52, 102-53, 102-54>

The Mubea Group's sustainability report has been issued 2014, 2017 and 2019. It is intended to be published from now on every year. The present report describes the progress made in terms of sustainable business practices in the 2021 fiscal year (from January 1, 2021, to December 31, 2021). As in previous editions, the report is aligned with the internationally recognized guidance issued by the Global Reporting Initiative (GRI). This report has been prepared to the best of knowledge in accordance with the GRI Standards: core option. We have not sought external assurance for the content.

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

The main organizational changes since the last report is the acquisition of the above listed OBR Steel Tubes AG Oberriet/Switzerland.

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

The sustainability report 2021 is available online in PDF format in English on our company homepage at mubea.com. The next sustainability report is scheduled for publication in 2023.

Contact point for questions regarding this report:

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