

SODECIA

www.sodecia.com

Integrated Report 2024

*Adding value to industry,
Adding value to you.*

SODECIA

We are an important component for the automobile sector, over the years we have actively contributed to the development and adaptability of this industry. This happens thanks to the people who are dedicated every day to the future of Sodecia, together we go further, towards the future.

*Adding value to industry,
Adding value to you.*





About this report

Reporting of financial and non-financial information

With this document, we are continuing our policy of transparency in the reporting of financial and non-financial information.

The report was prepared in accordance with the Global Reporting Initiative (GRI) Standards version 2021.

The presence of different geographical contexts makes the identification and reporting of sustainability performance information a highly complex, time-consuming, and demanding task, involving various players in its preparation.

When drawing up this document, namely when reporting on the GRI indicators, and given the size of the Group, it was not always possible to consolidate data from all geographies. In the interests of transparency, these occurrences have been noted and correctly described.

With the aim of continually improving sustainability reporting, incorporated through regular and timely internal reporting, thus ensuring the reliability of information and access by Sodecia's central structures to the necessary data for performance monitoring, we plan to develop a process for digitising this data and improving the sustainability data governance structure, starting in 2025, to facilitate 2026 reporting.

04

Presentation of the information

This Annual Report is an interactive document. For additional information, see the links provided to external websites.

Publishing cycle

The information reported in this report concerns the period from 1 January 2024 to 31 December 2024. The report is issued annually.

Information verification

The financial information contained in the report has been externally verified by PricewaterhouseCoopers & Associados – Sociedade de Revisores Oficiais de Contas, Lda., which has produced an independent report with a limited guarantee of reliability, which can be consulted in the annex.

Date of publication

20 February 2025



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2024

Facts and Numbers 2024

Our Business

925 M

Economic value
generated, in euros

851 M

Economic value
distributed, in euros

26

Operating Units

13

Countries where
we operate

11

Number of
customers (over one
million euros in sales)

OUR OPERATIONS

233 M

Employee costs

91%

Percentage of purchases
made from local suppliers

685 818,9 MJ

Energy Consumed

38 tCO₂e

CO₂ emissions
(down 4% on 2023)

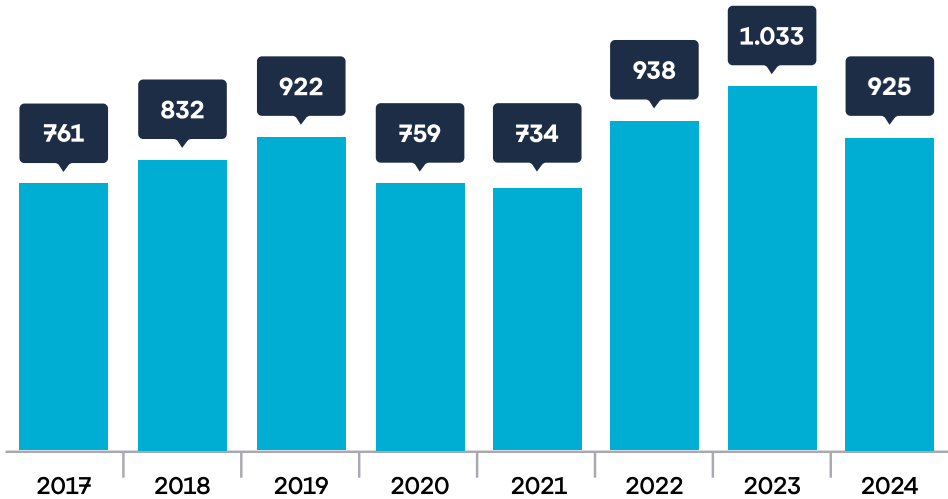
238 kt

Generated waste

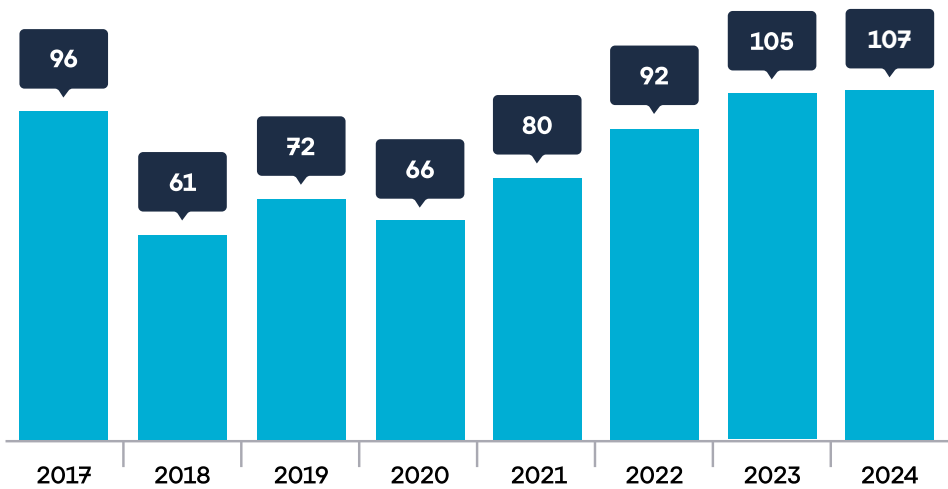
OUR PEOPLE**5.353**Total number
of workers**328.406**Total number of
hours of training**63%**Employees with a
performance appraisal**100%**Employees covered by OHS
management system**53**Accidents at work (per 5,959,098
hours worked)**0**Deaths due to accidents at work
or occupational diseases

Evolution of the Main Indicators

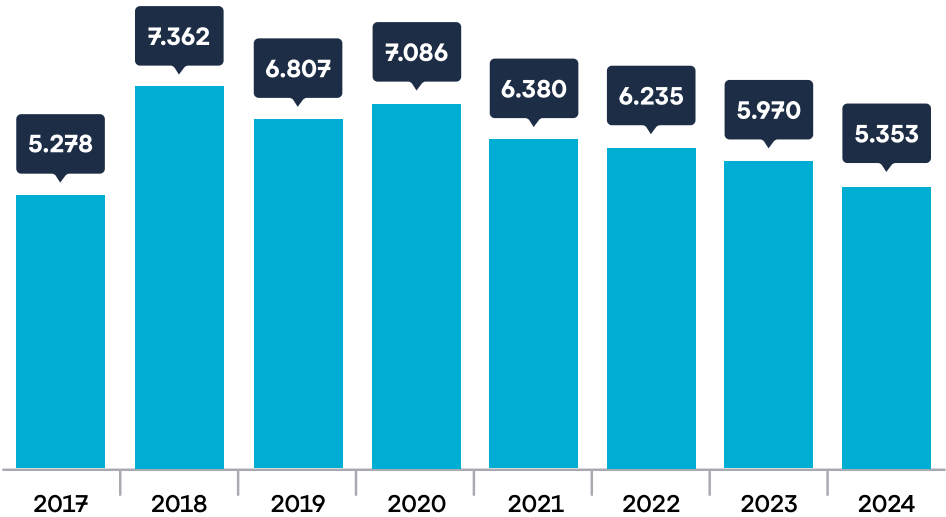
(Values in millions of euros)



- Consolidated Sales



- EBITDA



- Number of Employees



Message from the Board of Directors

During 2024, the global geopolitical situation remained unstable, with persistent conflicts such as the war in Ukraine and tension in the Middle East impacting the world economy.

Political uncertainty and international sanctions have affected trade and international markets, with inflationary pressure remaining and interest rates high, thus contributing to a reduction in purchasing power and hindering economic growth. Companies and governments have faced challenges in the recovery, requiring solid strategies to ensure stability and sustainability in a scenario of downturn, despite the resilience shown by the global economy.

This reality has had a significant impact on the automotive sector, with constant variations in production volumes, changes to project launch plans at various OEMs – all of which with a significant impact on vehicle production – and, inevitably, on the quantity demands made in the supply of components.

From another perspective, today more than ever we are seeing a variety of different types of vehicles available to consumers, from traditional combustion vehicles, whether petrol or diesel, to pure electric vehicles and hybrids, including plug-in versions. This diversity creates more difficulties than solutions, as it makes it more difficult for manufacturers to decide which platforms to develop, thus hindering regular production.

As a global supplier with a presence in several countries and close relations with most car manufacturers, Sodecia cannot escape the impact of this market instability.

Contrary to what we projected at the end of 2023, we suffered a slight reduction in our aggregate sales, which was especially marked in the last quarter of last year. The volatility of our clients' requests has naturally added to the stress of our operations, but the company has still managed to accommodate its costs to a large extent.

Despite the reduction in sales, we were therefore able to increase our EBITDA ratio, increase our cash position and strengthen our balance sheet, all of which thanks to the rigorous and careful management carried out by our teams throughout the year.

We persevered in making structural and careful investments that enabled us to improve production capacity and efficiency in our plants, whilst always being aligned with our commitment to sustainability. We have remained committed to our policy of reducing our carbon footprint, while focusing on increasing our energy production capacity.

Retaining skilled labour continued to be a challenge in 2024, requiring careful management of the associated costs. To tackle this issue, we invested in the training and development of our employees, with special emphasis on the Sodecia Academy. We are always committed to strengthening the internal development of our human resources, increasingly promoting internal recruiting.

Following on from our work in 2023, we have strengthened our governance policies and compliance training in the area of sustainability. We have implemented strict measures to protect human and labour rights, strengthened whistleblowing channels and reinforced internal regulations. We believe that these actions are crucial to ensuring the company's sustainable growth.

The year 2024 was also marked by intense activity in restructuring the Group, always seeking to improve our units' capacity and competence, in accordance with the demands placed on us by the market. We endeavoured to eliminate waste and thus simplify the company, aiming for significant productivity gains.

This is work that will have to continue in 2025, and which also involves disposing of non-strategic assets that do not add value to the Group. Some of these assets were transferred in the year just ended, and projects have been launched to do the same for others.

However, 2024 was also marked, in a very impressive way, by the launch of a new division we call Access & Authorisation. At the end of the year, we announced that we had reached an agreement to take a stake in an important industrial group based in Germany, with industrial units in multiple geographies, and which has a very prominent position in the market.

With this operation, which is still awaiting approval from the regulatory authorities, we are endeavouring not only to enter a branch of the automotive industry that is new to us, but also to gain faster access to the new Asian manufacturers that have shown significant penetration in the global market.

With this, we are also following the transformation that is taking place in car access systems, with new digital and automatic solutions that are independent of the type of motorisation and therefore apply to all vehicles.

Finally, we have maintained and expanded our relationship with the community, strengthening our role as a patron and actively contributing to social development. We are confident that, despite the challenges, we will continue to grow in a sustainable and responsible manner, consolidating our position in the market.



Main Events

Relevant facts (New Business, investments)

The year 2024 was atypical regarding new investments, as several OEMs delayed or cancelled programmes planned to be launched during the year.

The reason for these delays/cancellations is directly related to the market's instability, the result of the trend in energy technologies to follow, as well as the high aggressiveness of Asian competitors in the technological content of their vehicles.

Coupled with this, we had a large concentration of new business decisions by clients in the second half of 2023, which meant that investments were decided that same year.

That said, the total amount of investment approved in 2024 is 17.3 million euros.

The most relevant investments carried out in 2024 were the following:

Daimler - AMG

During 2024, around 1.7 million euros were invested in the implementation of welding cells for the production of wheel arches for a new deal with this client.

VW Group Cross Car Beams – Attendorn/Germany

This project, split between the VW Group and Ford, has already seen a total investment of around 19.5 million euros in previous years across both projects. During 2024, there were additional investments, according to the timetable agreed with the client, of a further 0.8 million euros.

VW Group Floor E4 – Nitra/Slovakia

In 2024, to finalise the installation of this hot stamping line, and in which around 13.6 million euros had already been invested in 2023, a further 2.1 million euros were invested, divided between industrial utilities, quality laboratories and laser cutting equipment. This line is the fourth that Sodecia installs, out of a total of seven installed in the group, demonstrating Sodecia's clear commitment to this type of technology that allows entry into groups of high value-added parts.

Increase in volumes for Honda two-wheelers – Manaus/Brazil

Having confirmed the previous year's trend of increasing production volumes for our client Honda, the leader in the two-wheeler market in Brazil, Sodecia decided to continue the trend of investment in this unit in 2024 by improving productivity and increasing capacity through the installation of new welding robots and a new Epoxy painting line, totalling 1.7 million euros.

Greatest Western EV manufacturer – Ramos Arizpe/México e Saarlouis/Alemanha.

In order to launch production of the same vehicle model in Europe and the United States, Sodecia invested around 3.4 million euros in welding cells, laser cutting equipment and automation systems to increase production capacity at the Saarlouis and Ramos Arizpe plants.

Relevant facts regarding Sodecia Group



Preliminary

The Sodecia Group retained its three existing divisions that already existed in 2023, namely: Automotive, Safety & Mobility and Technology, each dedicated to specific and autonomous products and activities, supported by several industrial units spread across various geographies.

Another division was created in 2024 (as indicated below), called Access & Authorisation, which will start industrial activities in 2025, once the preceding conditions for acquiring shares in the HUF Group have been met (see below).

In 2024, the aim was to obtain the best performance from the various units in order to eliminate redundancies and entities that have lost their usefulness. A stake in the joint venture with AAPICO (Thailand) was also sold due to its inactivity, as detailed below.

I) Internal restructuring processes

The year 2024 was fertile in internal restructuring activities aimed at improving the Group's performance and optimising the resources available as the business evolved in different locations.

The operations carried out are highlighted below.

(a) A branch of Sodecia Automotive Europe, GmbH was set up in Slovakia, in April 2024, to support the management team of the Automotive Division's European region.

(b) The company Sodecia SM Research & Innovation Portugal, S.A. was transferred from Sodecia – Participações Sociais, SGPS, SA to Sodecia Safety & Mobility Product Competence Centre, GmbH, thus becoming part of the Safety & Mobility Division, constituting direct support for the aforementioned PCC in Portugal. The transfer was carried out with the sale of the entire share capital by means of a share purchase agreement.

(c) Following the closure of its industrial activity, Sodecia Automotive Bahia, Ltda. was merged into Sodecia Automotive South America, Ltda. with effect from 31/12/2024.

(d) Sodecia Automotive Kansas City, LLC, was merged by incorporation into Sodecia Automotive Detroit, Corp, with effect from 31/12/2024.

(e) Sodecia Canada Investments, Inc, was merged by incorporation into Sodecia Automotive London, Inc, but with effect from 1/1/2025.

(f) The company Industria Mecânica Brasileira de Estampas – Imbe, Ltda, changed its name to Sodecia Automotive São Paulo, Ltda, and will dedicate itself to a new industrial activity in 2025.

(g) The company Rigorosa Tools Groebern, GmbH changed its name to Sodecia Access & Authorization International, GmbH and its corporate purpose to the administration, management, supervision, monitoring, advisory, administrative services, strategic and organisational planning of projects, businesses and investments for the automotive industry, directly or through group companies, as well as the execution of studies, research and evaluation of new access and authorisation technologies, products, prototypes, software and production processes for that same industry; or equivalent purpose.



With this move, the company became the holding company of a new division that will start up in 2025, and is dedicated to access and authorisation products in the automotive industry.



II) Acquisition Process

(a) Sodecia Participações Sociais, SGPS, SA acquired an additional 318,922 (three hundred and eighteen thousand nine hundred and twenty-two) shares of the share capital of Sodecia Automotive International, SA.

(b) Sodecia Automotive International, SA acquired 2 (two) shares held in the share capital of Sodecia Automotive South America, Ltda. from Rui de Lemos Monteiro by transfer of shares.

(c) Sodecia Automotive South America, Ltda. acquired the following shareholdings from Rui de Lemos Monteiro by transfer of shares:

202 (two hundred and two) shares held in the share capital of Indústria Mecânica Brasileira de Estampos Imbe, Ltda.

1 (one) share held in the share capital of Sodecia Serviços, Ltda.

2.206 (two thousand two hundred and six) shares held in the share capital of Sodecia Automotive Manaus, Ltda.

1.379 (one thousand three hundred and seventy-nine) shares held in the share capital of Sodecia da Bahia, Ltda.



III) Disposal Process

Sodecia Automotive Europe, GmbH sold the 1,499,999 (one million four hundred and ninety-nine thousand nine hundred and ninety-nine) shares it held in the company AAPICO Sodecia (Thailand) Co. Ltd to AAPICO Hitech Public Company Limited, with effect from 18 December 2024.

This put an end to a JV that was operationally inactive.

IV) Events realised in 2024, with expected effects in 2025 (HUF Group)

On 20/12/2024, Sodecia Access & Authorization International, GmbH (formerly Rigorosa Tools Groebern, GmbH), as purchaser and Sodecia – Participações Sociais, SGPS, SA, as guarantor of the purchaser, entered into a share purchase agreement, associated with other agreements, including a shareholders' agreement and refinancing agreement of the Huf Group, with Huf Holding GmbH & Co. KG, as seller, for the purchase and transfer of:

- (a) 30% of the stake in Huf Hülsbeck & Fürst GmbH & Co. KG; and
- (b) shares with serial numbers 3 to 7,802, i.e., 30% of all shares in Huf Industrieverwaltung GmbH.

The acquisition of the shareholdings is dependent on the fulfilment of certain conditions that can suspend the operation if not met, namely a favourable ruling, or the absence of opposition, by the competent competition and foreign direct investment control authorities in various geographies, which are expected to take place in the first half of 2025.

Our Perspectives for 2025

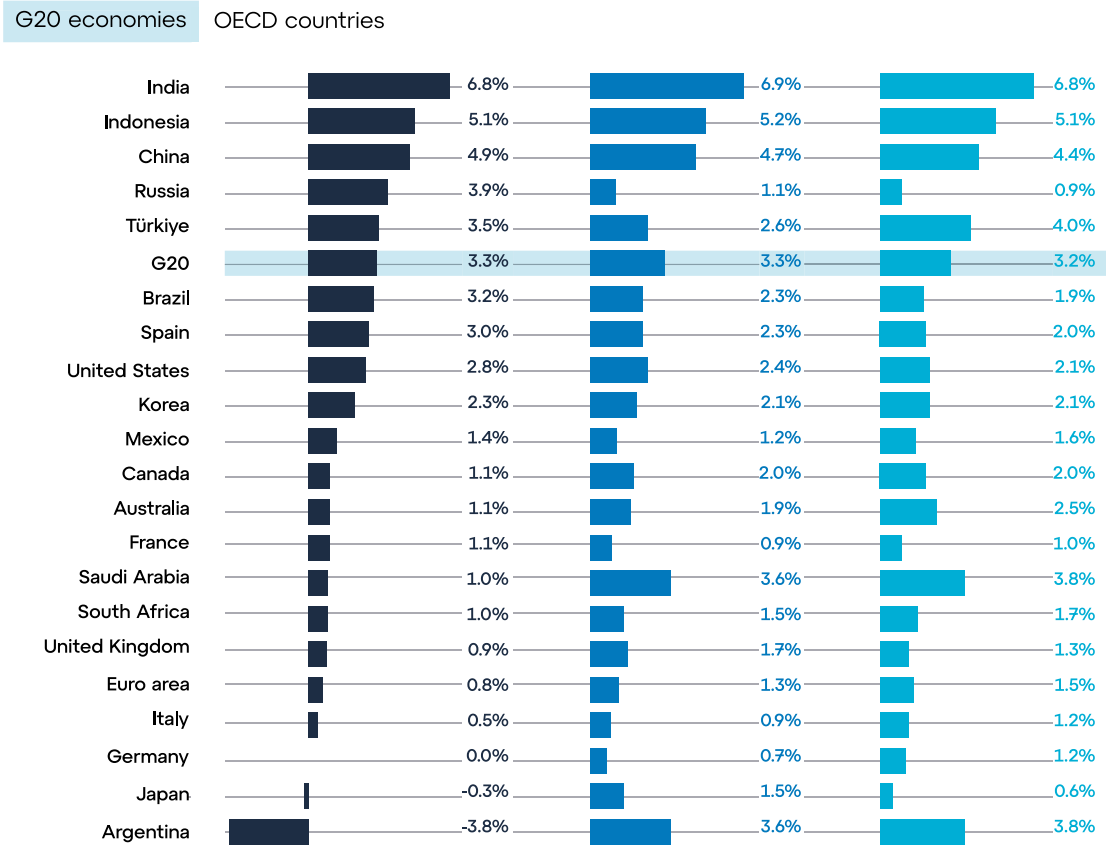
Conflicts, pandemics, economic instability and geopolitical changes have shaped the recent years and led us to a different society. Thus, we expect things to continue on the same course but at an even faster pace of change, pressured by the need to mitigate the impacts of climate change and the emergence of new technologies, such as Generative AI, which will be the catalyst for far-reaching changes.

According to OECD forecasts, global economic growth in 2025 is expected to stand at 3.3%, but with significant differences from region to region, and should remain stable in 2026.

Inflation should continue on its downward path, increasing alignment with the objectives of each central bank.

Market sentiment remains low, despite the increase in household savings in several countries around the world.

Real GDP growth projections for 2024, 2025 and 2026 %year-on-year

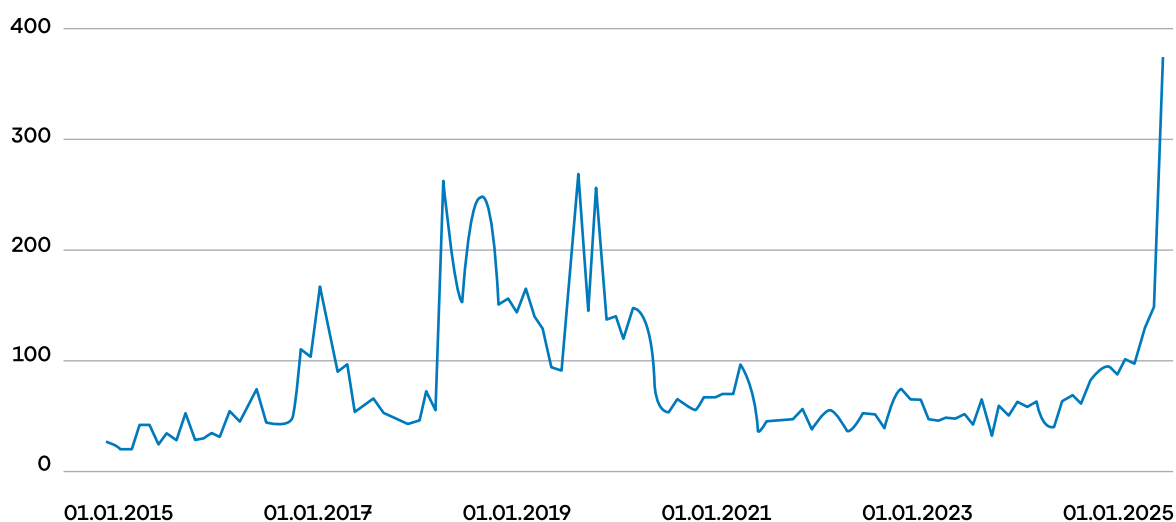


Source: OECD Economic Outlook December 2024



Trade policy uncertainty is high

Index of trade policy uncertainty, Normalised index of newspaper articles mentioning trade policy uncertainty



Note (hover to read the text)

Source: Caldara, Dario, Matteo Iacoviello, Patrick Molligo, Andrea Prestipino, and Andrea Raffo (2020), "The Economic Effects of Trade Policy Uncertainty," *Journal of Monetary Economics*, 109, pp.38-59

The year 2025 will bring an increase in pressure from various governments to introduce import barriers (for example with the application of tariffs), which will lead to a readjustment of the competitiveness of some locations and a significant change in global trade.

The commodities (steel and aluminium) market in 2025 is expected to navigate a scenario of stability, with some market dynamics and occasional strategic adjustments that may occur.

It is expected that the steel market will stabilise regarding price, assuming there are no disruptions in the logistics chain.

The shortage of talent will persist. Therefore, we will boost our upskilling policies, invest more in training, internally develop profiles that are scarce in the market and invest in the automation of production lines.

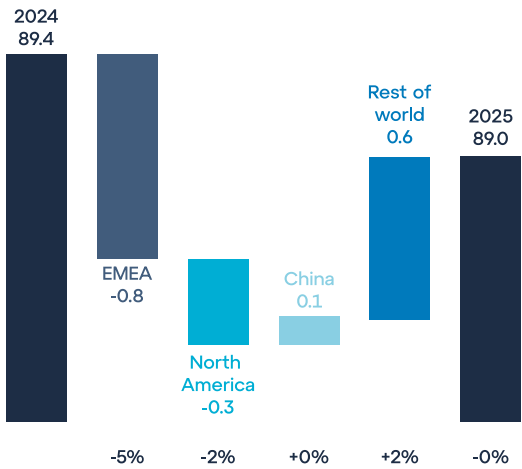
Over the next few years, we will continue to witness the entry of new players into the mobility market, offering differentiated services. These newcomers are forcing the incumbents to review their strategy and market positioning.

Regarding the mobility market, in 2025, due to the stability of inventories in many markets and technological challenges, a slight reduction in global production is expected.

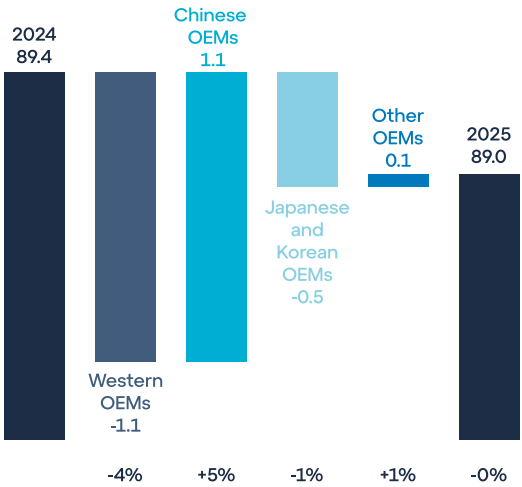
What to expect in 2025

Headwinds in advanced markets, letting Chinese OEMs gain further influence

2025 production, regional changes



2025 production, OEM changes



Data compiled January 2025
EMEA = EU27 + UK + Turkey + Morocco + South Africa. Excludes Russia and Iran
Source: S&P Global Mobility

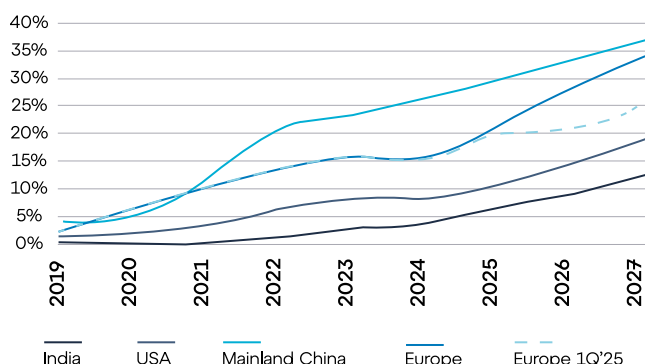
The demand for vehicle purchases will continue to depend heavily on credit access conditions.

The launch of several NEV (New Electric Vehicle) models across various segments will contribute to the ongoing growth of electric vehicle sales. However, demand for these vehicles may change based on government incentive and subsidy policies.

BEV Acceptance Rates Vary | Key BEV Markets

BEV challenges include pricing, loan rates, shifting Govt. incentives, regulatory uncertainty, ZEV mandates, charging concerns (esp. prices), range concerns & OEM planning—no one ever said it was going to be easy!

BEV share of passenger vehicle sales forecast



Data compiled Jan. 16, 2025

Source: 2023 S&P Global Mobility light Vehicle sales-based Powertrain Forecast
(Note: Including passenger cars, pickups / light trucks but excluding

Mainland China: BEV share rising in line with OEM NEV push-fresh products, new NEB brands, EV price war, Government support (National/Local). NEV share already >1 in 2 vehicles sold. Could approach 1 in 2 vehicles in next few years (2024 44%)

Europe: BEV trend slowed down (affordability vs. availability of good BEVs, market saturation?) Some concerns on EV incentive phase/phasing out. Political risk of net zero push-back as populists seek differentiation. No changes in targets till 2030, ICE ban 2035 postponed to 2040.

USA: 2025 brings with it much uncertainty surrounding BEV sales progress, as the new administration begins implementing its policies. While new BEV products continue to roll out, federal incentive support is likely to be withdrawn. When combined with potential tariff plans, the auto industry is in a heightened state of uncertainty.

India: BEV penetration anticipated to surge from 3.7% to -6.7% in 2025. This remarkable growth will be propelled by the launch of mass-market EVs from leading automakers such as Mahindra, Hyundai, Tata, Maruti Suzuki, and Toyota, signaling a transformative shift in the nation's BEV landscape

For Sodecia:

Customer experience will continue to be one of our top priorities, duly supported by our human resources, process optimisation and automation, as well as dematerialisation, which will contribute to our organic growth.

We will remain vigilant and open to analyse M&A opportunities and even execute acquisition operations that can boost synergies, strengthen our product offering and invigorate our presence in strategic geographies. These opportunities will be assessed based on risk and return on investment within our established practices, without compromising our financial autonomy or net cash versus EBITDA ratio.

Our partnerships with research and development centres combined with the capabilities of our PCCs (Product Competence Centres) will enable us to accelerate the process of developing our new product portfolio and thus become aligned with the mobility of the future, in a balanced distribution of sales across manufacturers and respective vehicle ranges.

In order to successfully overcome the challenges and uncertainties of the upcoming years, both regarding the economic environment and the market, we will continue to strengthen our 4G (Growing the People, the Business, the Results and the Sustainability) management model, as well as boost the S3 (Speed, Simple and Satisfaction) acceleration factor of our sustained growth.

We will maintain our stance of continuously reducing our carbon footprint towards carbon neutrality, strengthening the pillars of Governance and Social responsibility, ensuring a sustainable future, while consistently adding value to our stakeholders.

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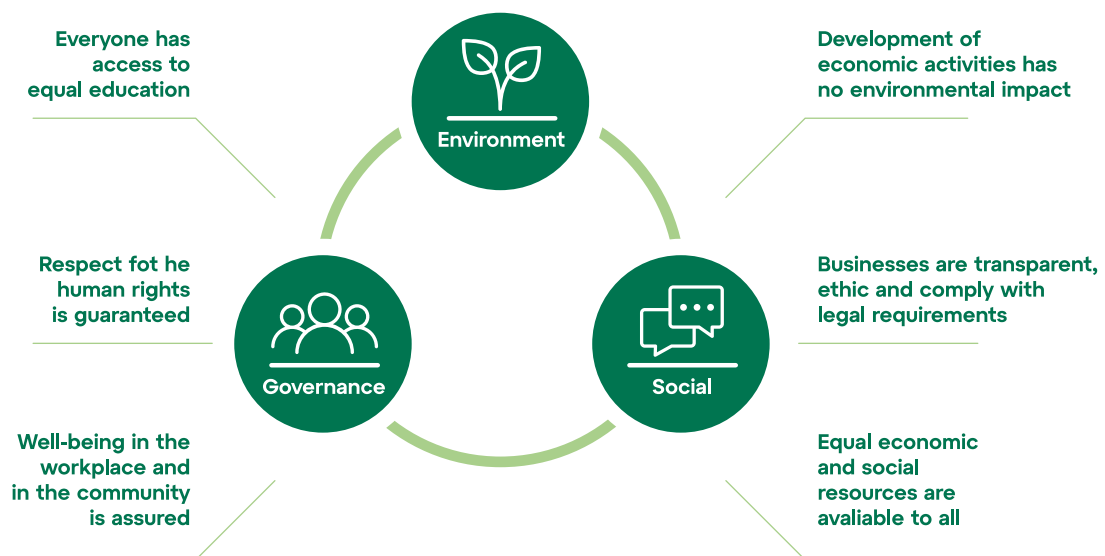
Strategy for Sustainability

The journey to sustainability

Sustainability is a crucial element in all areas of our daily lives and should increasingly guide our vision and future decisions.

At Sodecia, we are fully aware of this reality, and we are committed to ensuring that our business is progressively more aligned with ESG best practices. For us, sustainability represents a source of opportunity

and a fundamental component in the management and success of our business in the short, medium, and long term. That is why we have been continuously investing in reducing the environmental impact of our operations, by combating climate change and improving the well-being and quality of life of our people.



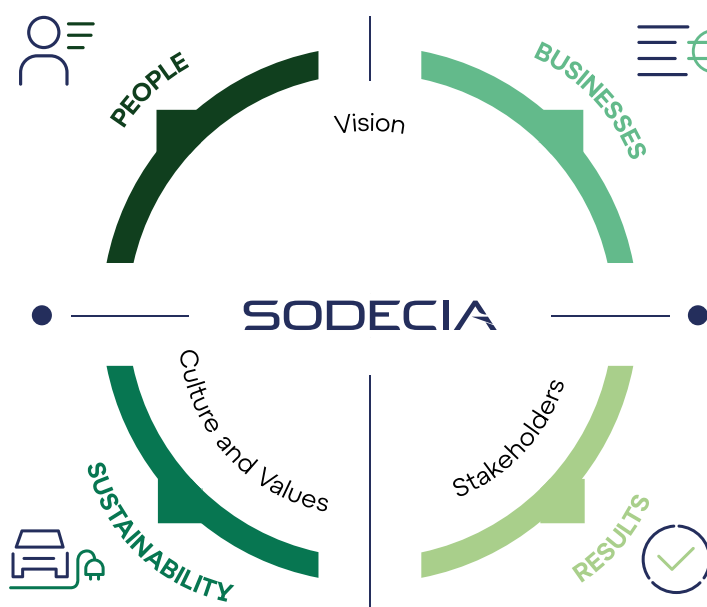
- ESG Commitments

As an engine of economic growth, job creation and a source of technology and innovation, the business sector plays a crucial role in promoting sustainability, which encompasses the planet, communities, and society in general. Within this framework, as an integral part of the automotive industry, Sodecia has made a clear commitment to sustainability, guided by the ambition to generate value for both our business and society.

Following this commitment, Sodecia has implemented a number of sustainable actions and measures. These include evaluating our business in light of the United

Nations' 2030 Agenda, identifying the main Sustainable Development Goals (SDGs) in which we can take action and make a more significant contribution.

The implementation of the Management Model (4G) based on four pillars – “Growing the People”, “Growing the Business”, “Growing the Results”, and “Growing the Sustainability” – reflects Sodecia’s commitment to integrating sustainability into its strategy. Additionally, other initiatives that reinforce this commitment stand out, such as the development of the sustainability policy and the definition of a solid governance structure.



- 4Gs: Growing the People, Growing the Business, Growing the Results, Growing the Sustainability

Sodecia reinforced its commitment to sustainability in 2024, in a scenario marked by the continuing political, environmental, social and economic challenges of 2023, as a response to global uncertainties. The year was characterised by prolonged conflicts, but also by continued inflation affecting economies.

At Sodecia, we are continuing our policy of becoming less polluting and more self-sufficient in electricity by expanding the implementation of solar panels in our units. Along with these measures, we have introduced a series of improvement actions in our activities and operations, with the goal of reducing Scope 1, 2 and

3 Greenhouse Gas (GHG) emissions, in line with our commitment to reducing our carbon footprint. These measures, namely the implementation of solar panels in some of the group's units, have enabled us to consolidate the reduction of carbon in scope 2 GHGs through the generation of green electricity.

As part of our journey towards sustainability, in 2024 we also obtained an average rating of 87.5% in the S-Rating, which assesses the sustainability performance of suppliers in the automotive sector in relation to environmental, social and corruption risks.



On 27 February 2024, Sodecia received a sustainability award in recognition of its ESG (Environmental, Social and Governance) practices. The award ceremony took place in Évora, Portugal, and the award was given by Caixa Geral de Depósitos, Portugal’s largest bank.

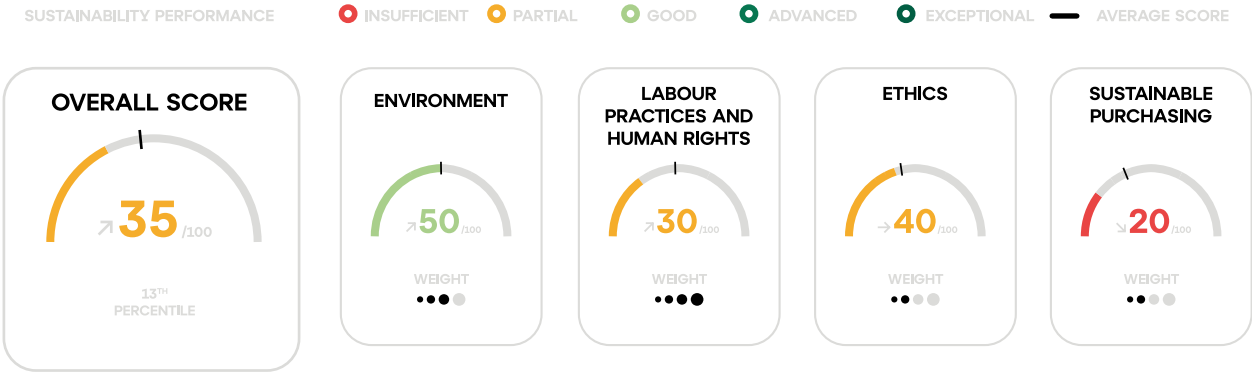
The company also maintains its commitment, submitting the corresponding surveys to EcoVadis and to the Carbon Disclosure Project (CDP). Additionally, to promote good sustainable practices among our partners, we have implemented procedures and policies (e.g. environmental, social, and governance policies) to promote sustainability among our suppliers, customers, government entities, and other stakeholders in our value chain.

According to the 2024 EcoVadis assessment, Sodecia obtained an overall score of 35/100, placing it in the 13th percentile compared to other companies in the sector. The assessment details the following issues: with regard to the environment, the company scored 50/100, reflecting adequate practices, albeit with room for improvement. With regard to labour practices and human rights, the score was 30/100, indicating the need to strengthen policies in this area. Ethics was rated 40/100, signalling a reasonable performance, but also areas where the company could improve. Finally, in the field of sustainable purchasing, the score was 20/100, showing an area with

great potential for development. This assessment reflects an average performance, with some positive policies and practices, but also significant areas for improvement. The analysis is valid until 28 May 2025.

According to the results achieved, the Corrective Action Plan identified 61 areas for improvement. These areas cover the environment, labour practices and human rights, ethics, and sustainable purchasing, requiring different priority and implementation levels. Most areas, such as the environment, labour practices, human rights and ethics, are considered medium or low priorities. The area of sustainable purchasing, for its part, reflects greater urgency, with predominantly medium and high levels of priority.

In 2025, Sodecia will adopt the European Sustainability Reporting Standards (ESRS), accompanied by a new Double Materiality Analysis (DMA) exercise and stakeholder mapping. In 2024, although the sustainability report will continue to report on the GRI standards, it has been structured according to the ESRS format, organising the chapters according to the ESG approach (Environment, Social, and Governance), in keeping with the order suggested by the European standards. The DMA and stakeholder mapping remained unchanged from the previous year, and are expected to be updated in 2025.



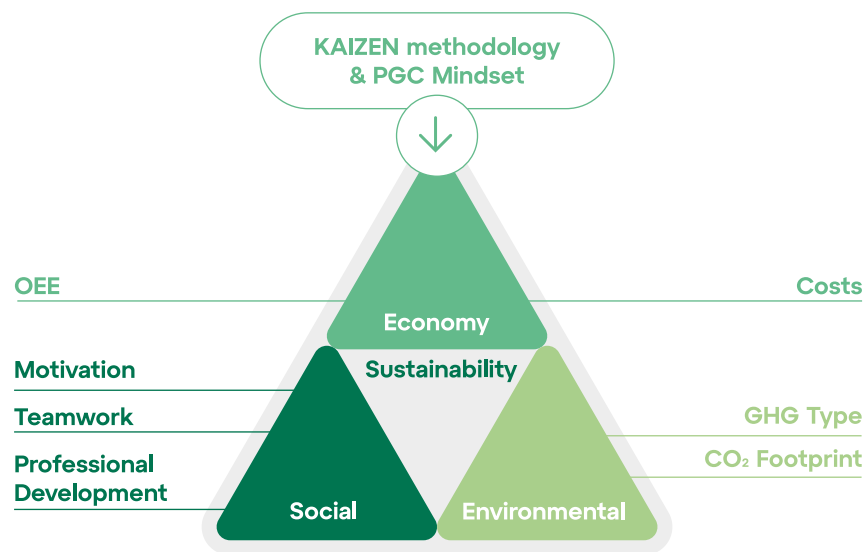
Kaizen Methodology

Made up of several operating units in different regions, Sodecia faces the challenge of balancing business growth and the development of its teams with the increasing demands of the market regarding sustainability, while ensuring customer satisfaction.

To achieve this balance, we have integrated the Kaizen culture into our management model, thus promoting the continuous process improvement. This approach not only supports the corporate and employee development strategy, but also contributes to solving internal problems and increasing performance, especially in the area of sustainability.

In each operating unit, there is a person responsible for promoting this Kaizen philosophy, who collaborates with various departments to increase process efficiency, establish standards and coordinate projects to reduce waste, such as the carbon footprint. This person also coordinates employee training and validates the results of the implemented projects.

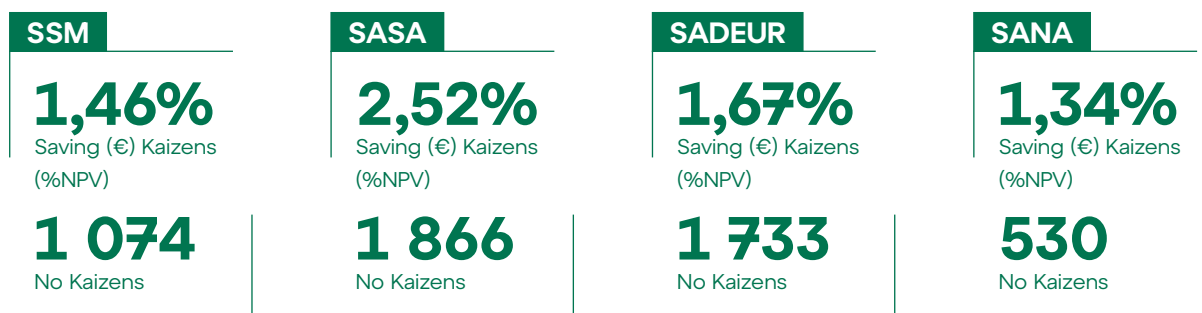
Through this approach, we optimise resources, reduce waste, and promote a culture of constant improvement at Sodecia. This transformative impulse motivates us to grow and inspires the whole team to make the company even better. As part of the promotion of the Kaizen culture, we are committed to reducing CO₂ emissions with the same dedication we apply to the other seven commitments.



- Kaizen Methodology

In 2024, the application of the Kaizen philosophy resulted in major savings, an increase in the number of projects and training aimed at improving the working environment and creating value programmes that reduced the environmental impact of our activities, including a significant reduction in our carbon footprint.

924,200.00 Euros were invested in Kaizen initiatives, resulting in a reduction in CO₂ emissions in scopes 1, 2 and 3, as well as in savings of 3,990,004.50 euros in the SMINT and SAINT business units. In the SMINT unit, 39 Kaizen initiatives were implemented, while in SAINT, 378 initiatives were implemented (174 in SASA, 149 in SAEUR and 55 in SANA).



- Kaizen projects at the SMINT and SAINT business units

2024 Kaizen Activities

5487
Number of employees
who participated

251
No Multipliers

5203
Number of Kaizen
projects finished

4%
GHG CO₂ reduction
with Kaizen projects

1,70%
Savings

GHG CO₂ Reduction

702.141,66€
GHG type 1

1.431.549,78€
GHG type 2

932.160,06
GHG type 3

924.200€
Investments

3.990.051,50
Reduction of CO₂ emissions

- Kaizen Results and CO₂ Reduction

The investment carried out by Sodecia achieved significant results, with 5,487 employees participating in Kaizen initiatives and 251 multipliers involved. 5,203 Kaizen projects were completed, resulting in a 4% reduction in GHG CO₂ emissions and savings of 1.70%. Compared to the targets set for the year, the number of multipliers exceeded the initial target of 219, but

the number of Kaizen projects and the reduction in emissions were below the targets set, which were 6,584.4 projects and a 10% reduction. The economy also failed to reach the target of 2%, but the results still reflect important progress in the areas of efficiency and sustainability.

Contributions to the Sustainable Development Goals

At Sodecia, we seek to have a positive impact on society and on our various stakeholders. We are therefore committed to actively contributing to the achievement of the United Nations' 2030 Agenda and its respective SDGs.

With solutions that cover our entire value chain, we seek to transform the way we operate and live on a planet with increasingly limited resources. We have identified a set of priority SDGs aligned with the nature of our business and our corporate culture, to which we wish to contribute more actively. We also recognise the importance of other complementary SDGs, which represent an opportunity for more responsible management, optimisation of resources and creation of value in the communities where we operate.

Alongside our contribution to the SDGs, Sodecia has established several partnerships with associations and organisations with the goal of developing innovative projects and solutions that bring value to society. However, in the near future we intend to continue making new commitments in the area of sustainability and social responsibility, joining initiatives of national and international importance.



Priority SDGs



- _ Development of training actions for employees within the scope of their roles.
- _ Support to employees in their academic progress.
- _ Attracting and developing young talent, providing young people with an opportunity at a stage when they can choose a profession, establishing a connection with practice and professional work. Possibility of visiting our plants and getting to know the manufacturing processes. Support to career planning in the automotive industry, thus enabling a more informed choice of career path.
- _ Environmental education campaigns.



- _ Generation of employment and wealth in the different geographies where it operates.
- _ Promotion of dignified work, by protecting labour rights and fostering occupational health and safety (e.g., by implementing and certifying occupational health and safety management systems).
- _ Promotion of human rights in the value chain.
- _ Promotion of diversification, technological modernisation and innovation.
- _ Promotion of economic growth in balance with environmental preservation, encouraging resource efficiency in consumption and production processes.



_ Promotion of innovation and increase of the digitisation of our processes, on the way to reducing our carbon footprint.



_ Through the location of many of our plants, we promote opportunities for local populations, creating economic and social value in these communities and in their countries.

_ Promotion of equal opportunities and contribution to the fight against inequalities and discrimination.



_ Promotion of sustainable management and of the efficient use of natural resources in in-house operations.

_ Integration of ecodesign criteria and product life-cycle analysis.

_ Promotion of the circularity of materials.

_ Promotion of sustainability in the value chain and integration of ESG aspects into purchasing criteria.

Complementary SDGs



_ Through social responsibility campaigns aimed at the local communities most in need in the vicinity of Sodecia plants (e.g., donations for essential needs and food).



_ Through social responsibility campaigns aimed at the local communities most in need (e.g., food donations).



_ Occupational health programmes and campaigns in the area of health and well-being.



_ Actions to promote energy efficiency and the incorporation of renewable energies in the production plants.



_ Actions to preserve forests and plant trees.



_ A governance model based on rules of ethics and conduct, integrity and transparency, and accountability.

_ Promotion of active forms of stakeholder involvement.

_ Promotion of human rights in the value chain.

_ Prevention of corruption and bribery in the value chain.

ESG materiality analysis

In 2022, Sodecia carried out not only its first sustainability report but also a DMA to define its material topics. This chapter presents the adopted methodology.

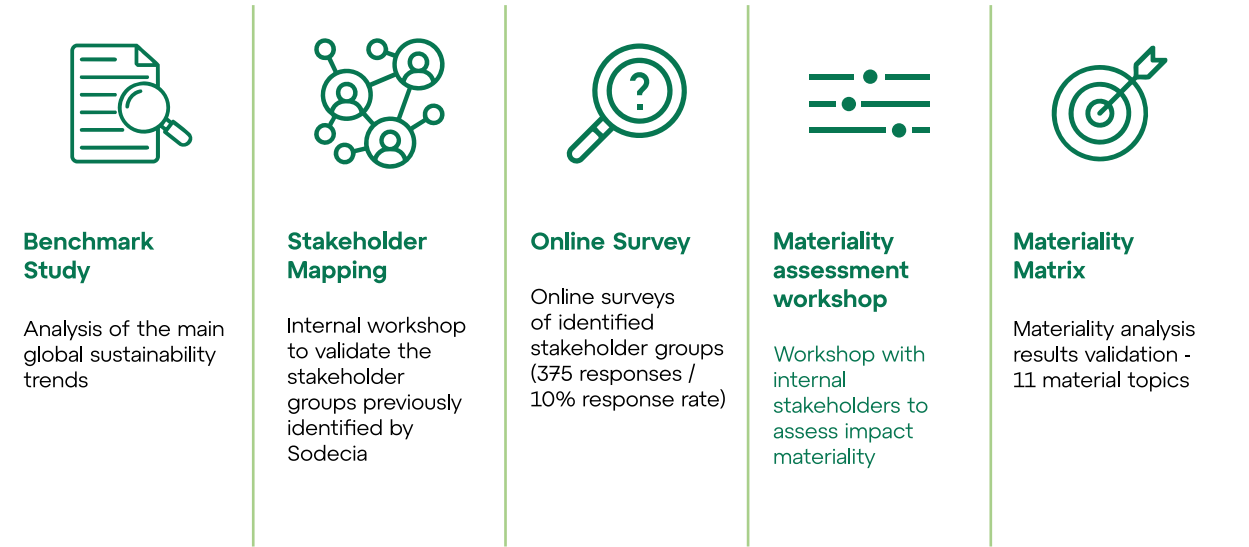
This period was also defined by the approval of the Corporate Sustainability Reporting Directive (CSRD), which establishes standards on corporate reporting on the company’s management of social and environmental challenges, while addressing the issue of double materiality.

In keeping with our commitment, we are continuing to report on sustainability and on the work carried out in 2024, thus reinforcing our commitment to transparency and responsibility in sustainability issues. This document is an essential tool for comprehensively communicating

our practices and progress, ensuring compliance with established standards and promoting transparency in Sodecia’s actions.

In this context, Sodecia’s ESG Materiality Analysis had two main objectives: (1) to identify the most important issues and trends for the company’s stakeholders, as well as the selection and prioritisation of the most relevant sustainability topics for Sodecia’s decision-making and strategy development process; and (2) to show how environmentally and socially relevant issues or information can have financial consequences for the present or future of the companies, and vice versa.

Taking into account these objectives, the ESG Materiality Analysis comprised four phases:



- DMA Methodology



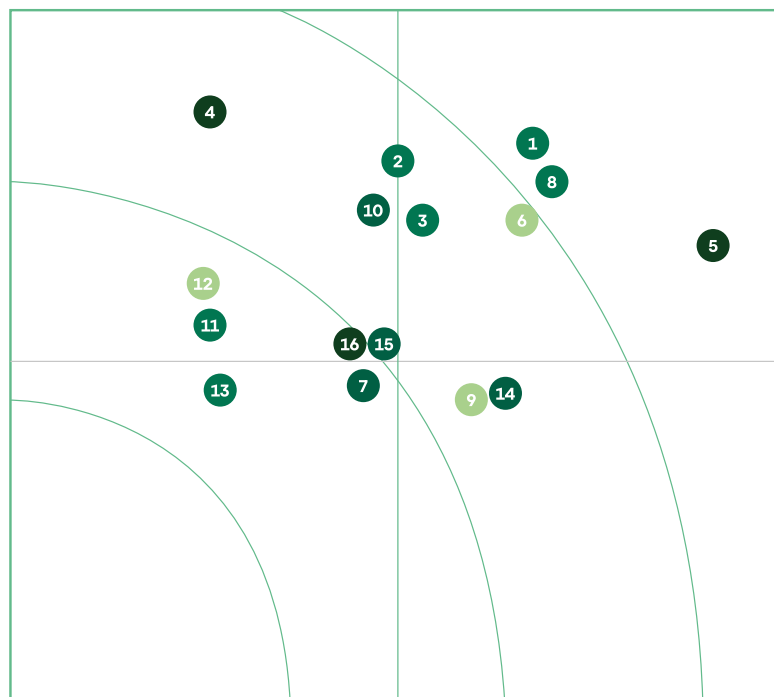
_ Analysis of the main global sustainability trends, that is, a benchmark study, where peer companies of national and international reference in the automotive sector were considered.

_ Mapping of the stakeholders to be consulted. In this phase, an internal workshop was held, with multidisciplinary staff and different hierarchical levels, comprising several areas of Sodecia.











_ Consultation with stakeholders (both internal and external) using an online survey, seeking to evaluate: (1) the topics on which Sodecia has the greatest impact on the economy, the environment and people, including human rights, as a result of its business activity or relations; and (2) the topics on which Sodecia could be most impacted from a financial, operational, and reputational perspective.

_ Final internal workshop with Sodecia's employees, with the following objectives: (1) assessing the significance of the company's impacts on the economy, the environment and people, including human rights, as a result of its activity or business relationships and (2) assessing their financial, operational, and reputational relevance to the company.

Financial vs Impact Materiality



- **Environmental protection and responsible use of resources**
 - 1. Ecodesign and product life cycle
 - 2. Energy and climate change
 - 3. Waste management
 - 8. Efficient use of resources
 - 11. Water and wastewater management
 - 13. Air quality
- **Employee, customer and data security**
 - 4. Product quality and safety
 - 5. Occupational health and safety
 - 16. Data protection and security
- **Development of human capital**
 - 7. Diversity and inclusion
 - 10. Training and professional development
 - 14. Labour relations and social dialogue
 - 15. Talent attraction and retention
- **Ethics, human rights protection and community development**
 - 6. Sustainability in the supply chain
 - 9. Involvement with the community
 - 12. Governance, ethics and responsible business conduct

	Occupational health and safety		Product quality and safety
	Ecodesign and product life cycle		Training and professional development
	Efficient use of resources		Labour relations and social dialogue
	Sustainability in the supply chain		Involvement with the community
	Energy and climate change		Talent attraction and retention
	Waste management		

- Material topics

The alignment achieved between all the phases of the exercise and the internal harmonisation of its results meant that (from a list of 16 identified sustainability topics) a total of 11 material topics were ultimately identified for Sodecia. These are identified in the materiality matrix in order of relative importance attributed during the stakeholder consultation process, in the two dimensions analysed – impact and financial materiality.

The 11 material topics thus defined make up the sustainability information in this report, and are identified in each subchapter and, where relevant, described.

Future Initiatives (2025–2026)

Execution of the **New DMA – 2025**

New reporting structure, based on the European Sustainability Reporting Standards (ESRS) – 2025



Our stakeholders

Society Identification

At Sodecia, we recognise that business growth and globalisation depend on collaboration between companies, governments, and communities. We focus on strengthening solid and lasting relationships with all our stakeholders (both internal and external), meeting their needs based on compliance with regulatory standards, and also on transparency and continuous communication in both directions. This commitment seeks to generate a significant impact on society and preserve Sodecia's reputation and credibility, a key asset of our Group.

As a result of the ESG Materiality Analysis exercise, an internal workshop was held, with a multidisciplinary team and different hierarchical levels, with the goal of identifying and/or validating entities that may affect the

Group or may be affected by our decisions or activities in the short, medium, or long term.

In this new communication cycle, we have identified ten stakeholder groups as the most relevant and with whom we interact regularly. We maintain various channels of dialogue and communication with them, the methods and frequency of which are adapted to each group, depending on the purpose of the involvement. Sodecia's email, website and social networks (LinkedIn and YouTube) serve as general communication channels, open to all stakeholders.



Stakeholders

Employees



PURPOSE OF INVOLVEMENT

We want to provide our employees with the best possible working conditions as regards career advancement and well-being, including the ability to inform and be updated on the state of the company.

MAIN MECHANISMS OF INVOLVEMENT

- _ Intranet
- _ Quarterly internal newsletter
- _ Organisational climate survey
- _ DSD – Daily Safety Dialog
- _ TGW – Things that go wrong
- _ Forums for sharing best practices and safety programmes
- _ Weekly, monthly and quarterly meetings
- _ 1st- and 2nd-Half Leadership Meetings
- _ Training sessions
- _ In-house and online training, webinars
- _ Suggestion box (digital and physical formats)
- _ Posters and information leaflets
- _ OHS worker consultation
- _ Events (e.g., Quality Week, Kaizen Tournaments)
- _ Solidarity events
- _ Team training actions

Customers



PURPOSE OF INVOLVEMENT

We want to be part of the customers' commitment to a sustainable world, without leaving a footprint.

MAIN MECHANISMS OF INVOLVEMENT

- _ Online Sustainability Platforms, ECOVADIS, CDP, NQC – Supplier assurance; customer's P.O.; management accounting report (RI) – Annual

Suppliers



PURPOSE OF INVOLVEMENT

We need to protect our value chain by considering which sustainability requirements of our customers and ourselves need to be applied to our tier suppliers.

MAIN MECHANISMS OF INVOLVEMENT

- _ Supplier portal
- _ Regular one-on-one meetings and regular operational meetings
- _ Supplier qualification, selection, and evaluation process. Includes defining contracts, warranties, NDA – Non-Disclosure
- Agreement, supplier manual, and performing 2nd-party audits.
- _ Technology fairs and days
- _ Training actions
- _ Kaizen programmes within suppliers

Shareholders and Investors



PURPOSE OF INVOLVEMENT

Reporting the company's financial, accounting and sustainability statements to inform our business situation.

MAIN MECHANISMS OF INVOLVEMENT

- _ Meetings and general meetings
- _ Presentation of results
- _ Regular financial reports
- _ Other communications
- _ Meetings and events to present the results
- _ Response to requests
- _ Conferences, roadshows, site visits

Strategic Partners (Technological, Academic and Industrial)



PURPOSE OF INVOLVEMENT

Having a better response to our customers' project demands with the best solutions in the market.

MAIN MECHANISMS OF INVOLVEMENT

- _ Specific cooperation actions
- _ Participation in working groups
- _ Technology days
- _ Regular meetings
- _ Protocols
- _ Young talent programmes

Financial sector (Banks, Insurance Companies, Rating Agencies)



PURPOSE OF INVOLVEMENT

Reporting the company's financial, accounting and sustainability statements in order to have no risks in the operations.

MAIN MECHANISMS OF INVOLVEMENT

- _ Meetings and events to present the results
- _ Response to requests
- _ Conferences, roadshows, site visits

Government and regulatory agencies



PURPOSE OF INVOLVEMENT

Compliance with all required laws and trade limits.

MAIN MECHANISMS OF INVOLVEMENT

- _ Submission of mandatory legal information
- _ Response to notifications
- _ Responses to requests
- _ Meetings

Local communities (Local Authorities, Schools, IPSS [private institutions for social solidarity], NGOs, etc.)



PURPOSE OF INVOLVEMENT

Engaging in social responsibility with local communities.

MAIN MECHANISMS OF INVOLVEMENT

- _ Events
- _ Donations and sponsorships
- _ Communication and awareness campaigns
- _ Meetings and committees within the scope of some projects

Employee Representatives (Workers' committees and unions)



PURPOSE OF INVOLVEMENT

Having a healthy relationship to enable the communication of needs versus benefits, focused on solving common problems caused by internal and external contexts.

MAIN MECHANISMS OF INVOLVEMENT

- | | |
|-----------------------------|-------------------------------------|
| _ Work meetings | _ Conferences |
| _ Exploratory conversations | _ Collective bargaining instruments |
| _ Negotiations | |

Governing Bodies



PURPOSE OF INVOLVEMENT

Shaping and expressing the will of society.

MAIN MECHANISMS OF INVOLVEMENT

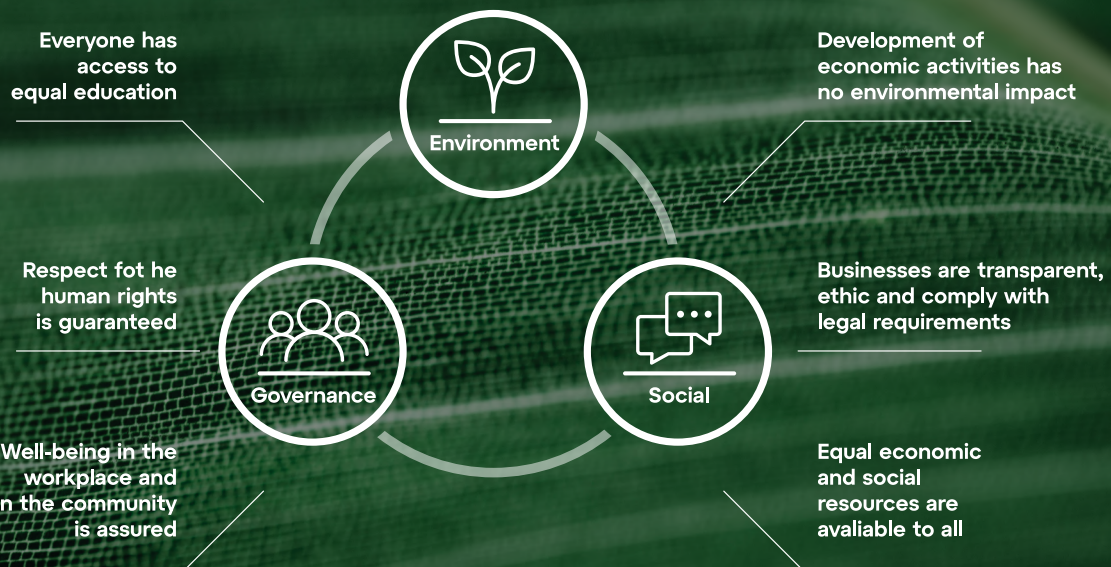
- | | |
|-------------------------------------------------|------------------------|
| _ Meetings and general meetings | _ Response to requests |
| _ Approval of the company's business plan | _ Report writing |
| _ Resolutions on the management of subsidiaries | |

Future Initiatives (2025–2026)

In 2025, a **new Stakeholder Mapping exercise will be carried out**, in line with the new reporting structure and in compliance with the **European Sustainability Reporting Standards (ESRS) – 2025**

Our Planet

Sodecia aspires to generate a positive impact on both society and its stakeholders. We are committed to actively contributing to the realisation of the United Nations 2030 Agenda and its SDGs by implementing sustainable solutions throughout our value chain. Our goal is to transform the way we work, aware that we live in a world with increasingly scarce resources. That is why respect for the environment is an essential pillar of our commitment to sustainability.



We recognise the importance of effectively managing environmental resources and risks, minimising their impact. This principle guides all the Group's companies, seeking to ensure a better quality of life for current and future generations. In this context, we are committed to managing the environmental aspects of our value chain, allocating the necessary investments and financial and Human Resources (HR). This environmental concern has been integrated into the organisational structure, with actions and roles defined and carried out by competent employees. Thus, in 2023, we considered it essential to create an Environmental Policy, which was published at the beginning of 2024.

This Environmental Policy complements the Group's existing principles, codes and working guidelines. It defines our vision and commitments in terms of environmental and climate management, establishing the guiding principles for the continuous improvement of our environmental performance in the short and long term, and forms the basis for defining objectives and targets, taking into account the expectations of our stakeholders.

Environmental Commitments



Respecting, pursuing and enforcing compliance internally and in its relations with external partners, with the requirements stipulated by legislation in its different geographies and other requirements applicable to its business area. We are committed to always acting in accordance with the public rules that are inherent to the activities of all our business units.



Continuously improving our performance by carrying out actions related to the environmental, safety and health management system (Safety, Health and Environment Master Plan – SHEMP). We are committed to ensuring the best working conditions at all times, in defence of the interests of our employees and of everyone we interact with.



Achieving environmental, safety and health objectives and targets, by improving processes and the working environment. We are committed to developing practices and actions for continuous improvement as a constant development of this policy.

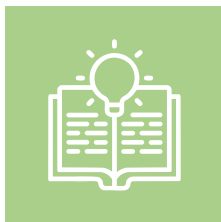


Protecting the environment, including preventing environmental pollution, reducing our carbon footprint and implementing compensatory measures, when justified. In particular, we are committed to implementing measures relating to:

- _ Product life cycle
- _ Energy and climate change
- _ Waste management
- _ Resource efficiency
- _ Water and effluent management
- _ Air quality



Identifying risks and opportunities, assessing and continuously monitoring the risks inherent to Sodecia's activities, to prevent and minimise environmental impacts and the occurrence of accidents. We are committed to a vigilant attitude that allows us to anticipate problems and prevent damage to the environment, safety and health of all those who come into contact with us.



Continuously raise the awareness of our HR on activities and practices related to the environment, safety and health, as well as establishing channels of communication and transparent information on these issues with stakeholders. We are committed to promoting, publicising and raising awareness of best practices within the framework of this policy.



Cooperating with business partners on environment-related activities. We are committed to developing external relations that safeguard the protection, promotion and development of this entire policy.



Contributing to society. We are committed to cooperating with external organisations to add value to society as a whole and to the most disadvantaged groups.

The company's Environmental Policy is based on international standards such as ISO 14001:2015, the Global Reporting Initiative (GRI), the UN Global Compact, the SDGs of the United Nations 2030 Agenda, the OECD Guidelines for Multinational Enterprises, EU environmental legislation, as well as local legislation and the suppliers' code of conduct. It applies to all of the Group's facilities and suppliers and requires compliance with the principles of environmental responsibility.

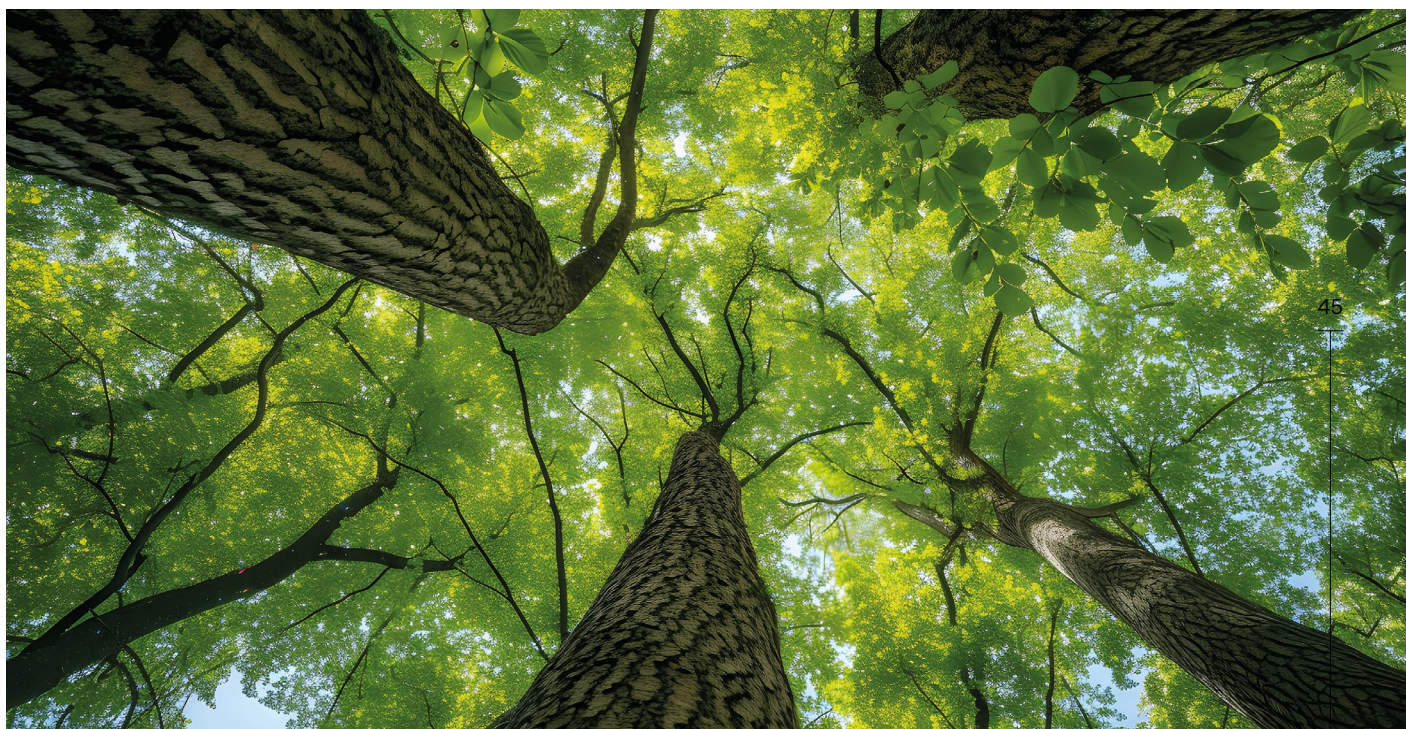
Sodecia is committed to developing a sustainable strategy to tackle challenges such as climate change and seeking effective solutions to reduce the

environmental impacts of its operations. Committed to carbon neutrality by 2035, it is dedicated to complying with applicable legislation and requirements, continuously improving its performance through actions in the environmental management system and achieving objectives in the areas of environment, safety and health. The Group focuses on environmental protection, including reducing the carbon footprint, preventing pollution, adopting offsetting measures, with actions in various areas such as the product life cycle, energy and climate change, waste management, resource efficiency, water and effluent management and air quality.

At the same time, Sodecia identifies and monitors risks and opportunities, raising employee awareness and maintaining transparent communication with stakeholders. In addition, it fosters cooperation with business partners and contributes to society by generating value, particularly for vulnerable groups.

The implementation of the policy will be supported by an environmental management system, including the SHEMP, with measures to control air quality, CO₂ emissions, water and waste. The objectives will be implemented through targets, action plans and indicators, and will be monitored periodically. Responsibility for execution is shared by all of the company's employees, and it offers whistleblowing mechanisms to report non-compliance. The policy came into force in January 2024 and will be adjusted periodically to ensure a continued commitment to sustainability.

“The Group
[SODECIA]
focuses on
environmental
protection...”



Energy Efficiency and Climate Change

Climate change represents one of today's greatest global challenges, requiring effective and comprehensive responses at all levels, from governments to companies and communities. At Sodecia, we are fully aware of the importance of this issue for society and the future of our planet. We are therefore committed to significantly reducing our GHG emissions, thereby helping to mitigate the negative impacts of climate change on ecosystems and people's quality of life.

At Sodécia, we have implemented a series of measures and initiatives to achieve the Group's carbon neutrality in alignment with our customers. We are focused on increasing energy efficiency, using alternative fuels and installing equipment to generate renewable energy,

seeking to reduce our carbon footprint throughout the value chain. During this process, we set significant milestones and intermediate targets, such as reducing our carbon footprint by 10% with reference to 2019.



In 2024, in collaboration with the Product Competence Centres (PCCs), we continued to calculate the Carbon Footprint per Part as a KPI that is always present in our requests for information (RFI) and requests for quotation (RFQ). This method is based on our existing model for calculating CO₂ per unit, as well as on the various templates provided by our customers. With this approach, we can now analyse and develop products and processes incorporating so-called green innovations and fully green products. This initiative reflects our ongoing commitment to sustainability

and environmental innovation, reinforcing our role in the fight against climate change. In line with our commitment to carbon neutrality, this year we created the conditions with our corporate purchasing so that we could develop proposals in a Purchasing Power Agreement (PPA) format with the main suppliers of green electricity in the geographies where we are located. In 2025 and subsequent years, we will make significant reductions in each of our units in CO₂ GHG type 2 emissions through the implementation of this plan, which began in 2024.

Energy consumption and energy efficiency

In 2024, we faced significant challenges due to the economic slowdown, driven by high interest rates in the United States and by the strikes that affected the automotive industry, where we have a considerable market share. This context has resulted in a reduction in car production volumes and, consequently, a reduction in our energy consumption. However, at Sodecia, we are aware that all our processes depend on energy sources to operate, which has led us to adopt extraordinary measures to manage energy consumption more efficiently and sustainably.

Due to the increase in Sodecia’s turnover in products from more energy-intensive processes (Painting and Hot stamping), 685,818.9 MJ of energy were consumed in 2024, representing a 29% increase on the previous year. However, it is important to emphasise that most

of this consumption corresponds to renewable energy, the result of the aforementioned investments.

Non-renewable energy consumption increased by 7% this year, from 7,629 MJ in 2023 to 8,190 MJ in 2024.

Sodecia also recorded an increase of around 17% in energy intensity, from 0.06, in 2023, to 0.07, in 2024.

It should be noted that, in 2024, we invested more than 924,000 euros in energy efficiency solutions at our operating units.

It should be noted that, in 2024, we invested more than 924,000 euros in energy efficiency solutions at our operating units.

Investement CO₂ (Teq)



520
New Heating System in Plant 4



400
Air Barrier



4,2
LED Lights - Production

Water Quality



63K
Neutralization Station KTL

- Investments in energy efficiency

GHG emissions

In line with the expectations of our stakeholders and the main global trends, at Sodecia we have been improving the calculation of our carbon footprint since 2019. This process includes the global accounting of our GHG emissions in scopes 1, 2 and 3, as defined by the GHG Protocol model. Despite the increase in the number of production facilities, Sodecia has managed to reduce total CO₂e emissions in absolute terms in recent years. This is due to continuous investment in environmental management, especially in the adoption of energy-efficient technologies and the optimisation of production processes.

Our global carbon footprint is down from 2023, thanks to the measures implemented throughout this year. A determining factor in achieving these results has been the purchase of green energy, in places where it is required by our customers or where we have identified an advantageous opportunity, such as Brazil – the first country where our production has achieved a zero-carbon footprint in scope 2. Additionally, the application of the Kaizen Continuous Improvement methodology, namely in carbon reduction initiatives, has been a key strategy.

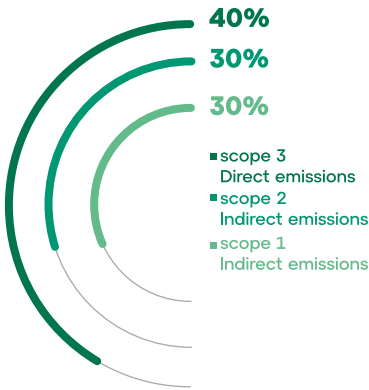
In the Group's total emissions, scope 3 emissions account for 40%, followed by scope 1 and 2 emissions, both with 30%. Scope 1 emissions derive mainly from the use of fuels. Scope 3 emissions are mainly related to steel waste management. Scope 2 emissions relate to electricity consumption.

With regard to scopes 1 and 2, in 2024, Sodecia recorded total emissions of 38 tCO₂e, representing a decrease of 4% compared to 2023.

GHG emissions (scope 1 and 2)
in tons of CO₂



CO₂ Emissions distribution
by scope (2022)



Direct emissions (scope 1) (t CO ₂ e)	2022	2023	2024
Stamping oil	483.0	406.6	441.7
Diesel generator	33.3	33.3	33.3
Washing oil	108.4	108.4	48.6
Welding gas	375.2	672.0	407.7
Hot stamping gas	2,314.4	3,572.1	3,959.7
Gas for the Gas Painting Line	971.9	1,259.0	1,584.7
Own transportation	448.5	190.0	314.6
Heating system	1 586	14,079.0	12,177.1
Total	13,785.3	20,320.3	18,967.4

- GHG emissions

Indirect emissions (scope 2) (t CO ₂ e)	2022	2023	2024
Electricity	22,913.8	19,303.5	19,067.0
Total	22,913.8	19,303.5	19,067.0

Indirect emissions (scope 3) (t CO ₂ e)	2022	2023	2024
Employee transport	468.3	773.6	391.0
Cleaning	208.4	166.1	15.1
Transportation service	1,967.8	3,411.7	1,419.4
Non-reclaimed containers	629.5	684.8	1,790.4
Metallurgy products from waste	26,498.2	22,199.7	NA
Recycled	40.4	8.4	22,231.7
External warehouses	468.3	37.4	9.8
Total	30,280.9	27,281.7	25,857.4

Featured Initiatives

SMINT | India

Carbon emissions generated and avoided

This initiative was implemented with the goal of promoting environmental improvements, focusing on implementing the Kaizen methodology and on planting more trees at our plant's premises. We also held training on environmental awareness and celebrated Environment Day at the plant. To optimise waste management, a segregation system has been set up, with separate containers for recyclable, non-recyclable and hazardous waste installed throughout the facility.

A regular analysis of the type and quantity of waste generated was carried out to identify opportunities for reduction. Employees took part in training on the importance of waste management and were encouraged to adopt ecological practices. We have established partnerships with certified recycling companies to ensure the proper handling of recyclable materials. Additionally, we have chosen to use environmentally friendly materials, such as biodegradable or recyclable raw materials and packaging. We continue to optimise production processes and improve manufacturing methods to minimise material waste.

The goal of the initiative was to raise employee awareness by briefly explaining carbon emissions and the carbon footprint, as well as to achieve the goal of reducing the carbon footprint. The action took place throughout 2024 at the Pukkathurai plant and involved all our employees. As a result, all our employees have become more aware of carbon emissions and have acquired knowledge about the carbon footprint. The initiative seeks to increase the number of actions to further reduce carbon footprint, with the goal of continuously improving the company's environmental practices.

Circular Economy

Sodecia sees the Circular Economy as a way of reducing the use of raw materials and material waste, providing environmental and economic benefits throughout its value chain. This concept goes beyond the boundaries of effective waste management and recycling, seeking a broader action that encompasses everything from redesigning processes, products and new business models to optimising the use of resources – ecodesign.

Ecodesign, an essential component of the circular economy, seeks to improve the environmental performance of products by systematically integrating certain key aspects into the various stages of product design, especially in the consumption of energy and raw materials. Thus, by changing raw materials and manufacturing, packaging, transport and maintenance processes, it is possible to create more durable products and generate value for consumers throughout their life cycle.

Sodecia therefore plays a crucial role in the automotive industry’s value chain, supplying essential components to Original Equipment Manufacturers (OEMs). In addition to ecodesign, resource efficiency is also crucial to ensuring the competitiveness and sustainability of our company, especially in industrial metalworking, stamping and welding processes in our commercial areas.

Risks and Opportunities of Resource Efficiency

Main Risks

Material Shortages

a.) Dependence on specific raw materials can lead to interruptions in production due to shortages or price fluctuations.

Environmental Regulations

a.) Strict environmental standards can increase operating costs and require investment in cleaner technologies.

Global Competition

a.) Fierce competition can put pressure on profit margins and require continuous improvements in efficiency.

Opportunities

Technological Innovation

a.) Investing in advanced technologies, such as automation and artificial intelligence, can increase efficiency and reduce costs.

Sustainability

a.) Adopting sustainable practices can improve the company’s image and attract environmentally conscious customers.

Strategic Partnerships

a.) Collaborations with suppliers and customers can optimise the supply chain and reduce risks.

Economic Impacts

Resource efficiency results in significant savings in operating costs. Optimised metalworking, stamping and welding processes reduce material and energy waste, increasing productivity. Additionally, the implementation of advanced technologies (quality vision systems) improves product quality and reduces rework, contributing to the company's profitability.

Our Continuous Improvement (Kaizen 512) and Competitiveness Management systems are proof of our processes' increased efficiency and of the competitiveness of our products.

Environmental Impacts

The automotive industry has a significant impact on the environment, especially in terms of carbon emissions and consumption of natural resources. Being part of this industry, Sodecia seeks to improve resource efficiency, which can contribute to mitigating these impacts through:

_ Emissions Reduction: Cleaner technologies and efficient processes can reduce greenhouse gas emissions. Sodecia improves its processes through continuous improvement activities.

_ Waste Management: At Sodecia, we have limits imposed by our customers on the amount of waste we generate. Practices of recycling and reusing materials reduce the amount of generated waste.

_ Use of Renewable Energy: Investing in renewable energy sources, through the policy of PPAs as mentioned in the ESG measures of 2024 and beyond, to reduce dependence on fossil fuels.

Social Impacts and Human Rights

Sodecia's duty is to ensure that its operations respect human rights and promote fair working conditions. This includes:

_ Safe Working Conditions: Implement strict safety measures to protect workers from accidents and exposure to dangerous substances.

_ Well-being: Ensure that all employees are treated and considered fairly and with adequate benefits.

_ Social Responsibility: At Sodecia, embracing the SDGs and the plan developed for this purpose of corporate social responsibility practices benefits local communities and promotes social inclusion.

Sodecia's resource efficiency is essential for economic, environmental and social sustainability. By adopting innovative and sustainable practices, Sodecia can not only improve its competitiveness, but also contribute to a more sustainable and just future.

Waste produced (ton by waste type)



Waste management

At Sodecia, waste management is based on the 4Rs (Reduce, Reuse, Recycle and Recover). Control of all waste-related processes is implemented, from their production, separation, storage and transport to their final destination, not only to ensure compliance with the legislation in force in each region, but also to monitor the various service providers.

Our goal is to reduce the amount of waste produced and to increase the percentage of waste destined for recovery and recycling. We also intend to invest in more sustainable solutions, setting more ambitious targets and implementing stricter controls for hazardous and non-hazardous waste. In addition to the environmental plans and programmes already in place, Sodecia works actively with its employees and communities to promote the reduction, reuse and correct disposal of waste. To this end, it has carried out a number of initiatives in the various countries where it operates, including changing suppliers, strengthening conditions for better waste separation and organising events, both internal and external, to educate and raise environmental awareness on this issue.

In 2024, all the operating units accounted for in waste production generated a total of 10,265.96 tonnes of hazardous waste and 237,363.88 tonnes of non-hazardous waste.

Other Initiatives | Guarda

Geography Initiative (SMINT)

Recycling welding lenses

The initiative consisted of implementing a recycling process for welding lenses, with the goal of reducing the consumption of new lenses and promoting a more sustainable solution.

Implementation began in January 2023 and is still in force today. The Maintenance, Engineering, Welding Technicians and Logistics teams were involved, and the initiative took place at the Sodecia BU Guarda plant.

With this initiative, it was possible to achieve a 45% reduction in the consumption of new lenses in 2023 and a 35% reduction in 2024. Similarly, by implementing a lens-polishing process, we were able to increase the durability of the lenses by 300%.



Oil recycling

The initiative consists of implementing a filtering process for the oil used, with the goal of reducing consumption of this resource. Started in October 2023, the action is still ongoing. Sodecia BU Guarda's maintenance, engineering and logistics teams are directly involved. As a result, a 10% reduction in oil consumption was achieved.

Consumption of Personal Protective Equipment (PPE)

The initiative consists of implementing a new standard process to improve the distribution of PPE per operator, with the goal of reducing PPE consumption. This action began in January 2024 and is still in force, involving the OHS, engineering, production, maintenance and logistics teams. The initiative is taking place at the Sodecia BU Guarda plant and, as a result, it has been possible to achieve a 49% reduction in PPE consumption.

India

A detailed waste management system called Hazardous Waste Management has been implemented at this unit, which includes:

- _ **Waste management of used oil:** The oil used to maintain machines and tools is stored for proper disposal.
- _ **Phosphate sludge:** The sludge generated is collected and stored in the hazardous waste management area and transferred to Tamil Nadu's waste management system at a specific time.
- _ **Used cotton gloves:** They are stored, collected and sent to Tamil Nadu's waste management team.

Other Initiatives

Geography Initiative (SMINT)

Waste management

A waste segregation system has been implemented at the Pukkathurai plant in Chennai to separate recyclables, non-recyclables and hazardous materials, ensuring proper disposal and recycling. The initiative included the use of reusable materials, training programmes on waste management and exploring opportunities to convert waste into energy. Regular audits were carried out to monitor progress and identify areas for improvement.

The goal was to minimise the environmental footprint by segregating and recycling waste, reducing landfill waste and generating revenue from recyclable materials.

In 2023, the initiative reached 80%, but in 2024 there was a slight reduction to 75%, highlighting the need for improvements and adjustments in waste management.

Geography Initiative (SASA)

Waste management services

Two organisations, POWER METALS and Green Earth Waste Management, were contracted to manage the waste at the SAPRE plant, complying with Sodecia standards and local regulations (OHS Act 85 of 1993). The initiative, which took place in the 1st quarter of 2024, involved the purchasing and HR departments, in collaboration with other partner organisations, ensuring the proper measurement of all waste generated by the unit.



Featured Initiatives

Brazil

Blue Seal Programme

Ensuring the sustainable use of water is the main objective of the Blue Seal Programme. Sodecia uses water collected from deep tube wells, duly licenced by the competent environmental bodies. In some units, water is also supplied by utilities.

The sanitary and industrial effluents generated are treated at the Effluent Treatment Plants (ETPs) and Industrial Effluent Treatment Plants (IETPs). These processes are rigorously monitored, ensuring compliance with the input and output parameters established by the applicable legislation. Much of the treated effluent is reused for purposes such as irrigating gardens, washing floors and other less demanding uses such as flushing toilets.

Water consumption is an essential indicator for the company, which develops projects and campaigns to reduce consumption and promote conscious use.

SASA

Ecological Walk 2024 – SAMGR and SAMAN

The company runs awareness-raising campaigns, encouraging conscious consumption and proper waste disposal. On Environment Day, the SAMGR – Sete Lagoas unit held its third Ecological Walk, where employees and their families collected waste in Serra Santa Helena. In 2024, the walk took place on 2 June, with identified collectors for selective collection, promoting the practice of proper disposal and environmental awareness.

The results include a reduction in scattered waste, an increase in awareness and an incentive to physical activity. By November 2024, non-recyclable solid waste totalled 110.1 tonnes, representing a reduction of 1.38% compared to 2023, when 111.48 tonnes were generated. The recyclable material has been properly disposed of.



Other Initiatives

Geography Initiative (SASA)

MUD Programme

The initiative was developed with the goal of optimising the use of steel and reducing scrap waste. To do this, the company carried out studies using simulations to determine the best geometry and cut-out for cutting the blank to produce the stamped part, as well as identifying the ideal area for cutting.

The main purpose of the initiative was to make better use of steel as a raw material, reduce the production of scrap metal in the process and minimise waste.

The action took place throughout the year and involved the whole company. It was carried out at the SAMGR/SAMAN units, and the result was a reduction in steel consumption at the SAMGR unit.

Future Initiatives (2025-2026)

SMINT

_ **Reducing the amount of hazardous waste** by using an evaporator to eliminate the amount of water in the hazardous waste. – 2025

_ **Reduction of polymer consumption** in injection moulding machines using the Kaizen methodology. – 2025

_ **Increased focus on the waste management system**, by carrying out appropriate training to monitor the details, preparing records and defining the person responsible for the specific area. Greater attention should be paid to the routing of waste, its tracking sheet and the respective follow-ups. – 2025

_ **Work with the support of new chemical products to reduce the consumption of machinery oil.** – 2025

SAINT (SASA)

_ **Implementation/Maintenance of 5s / Kaizen.** – 2025

_ **Maintenance of the MUD programme** – Reduction goal of 0.7 in relation to the VLP (SAMGR / SAMAN Target). – 2025

_ **Carrying out a campaign for the correct disposal of waste** (involving employees and their families). – 2025

_ **Sustainable use of water** aimed at reducing consumption compared to a previous period. – 2025

_ **Increase in the percentage of reused water** and the number of water reuse projects. – 2025

Ecodesign and Life Cycle

Part of our plan to implement management based on the Circular Economy consists of adopting ecodesign strategies throughout the life cycle of the products. Our vision is to ensure that our products follow a sustainable life cycle in order to meet the expectations of the markets and of our customers.

In this context, we have developed programmes to reduce the consumption of raw materials and optimise the generation of waste in our production processes. We focus on various product development activities, including:

- Changing raw materials to maximise their use, reducing not only resource consumption but also the carbon footprint.
- Developing new technologies for the engineering team's activities.
- Improving R&D actions to analyse the viability of the products, reducing the need for physical tests.
- Optimising products and processes to reduce the global carbon footprint.

Reducing the use of other materials (stamping oil, paper, plastic, pallets and wooden boxes) and optimising processes using technology – such as automating semi-manual procedures and digitising processes – are other examples of actions taken by Sodecia to reduce resource consumption and waste production.

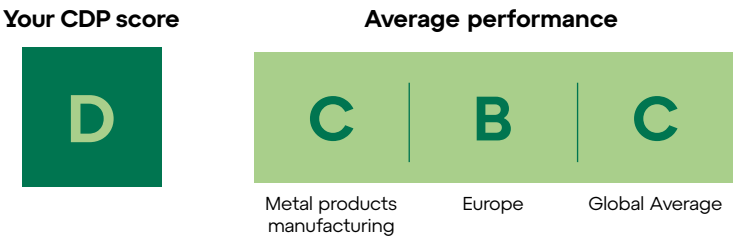
The SSMPCC team is strongly committed to product sustainability, covering existing products, new ones, those under development and those in the process of being included. We created a workshop to calculate CO2 emissions, integrating the calculation into the Cost Model, with an emphasis on the main raw materials. Additionally, we promote sustainability by recycling waste and adopting ecological lighting solutions, significantly reducing total electricity consumption, including in the SSMPCC car park, presented as a green example (+ p.).

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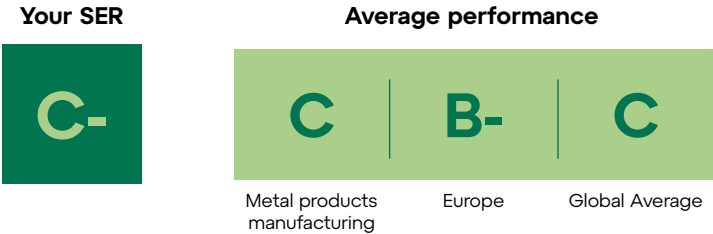
CDP Score

The CDP score is a tool that evaluates the transparency and performance of companies in managing environmental risks, including issues such as climate change, water conservation and forest preservation. The score is awarded on the basis of the companies' answers to a comprehensive questionnaire from the Carbon Disclosure Project (CDP), which covers topics such as carbon emissions, sustainability goals' and strategies for adapting to climate change. Scores range from A, indicating excellence, to D-, suggesting poor environmental practices or a lack of transparency (CDP, 2023).

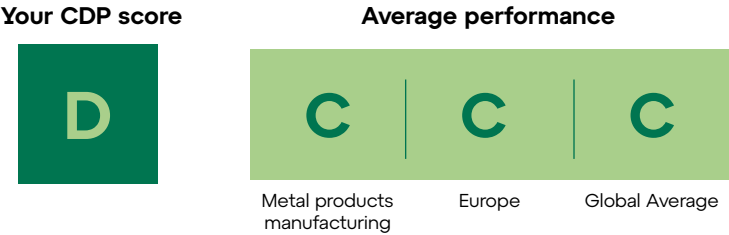
In the case of Sodecia, the company scored D in 2023, placing it in the category of **Disclosure** with regard to climate change. This rating is below the regional average for Europe, which is B, and below average for the metal products manufacturing sector, which is C. In this sector, Sodecia is among the 17% of companies that have achieved the Disclosure level in its activity group.



The CDP's Supplier Engagement Rating (SER) report gave Sodecia a score of C- in 2023, placing the company in the **Awareness** category. This rating is below the regional average for Europe, which is B-, and also below the average for the metal product manufacturing sector, which is C. In this sector, Sodecia is among the 28% of companies that have reached the Awareness level in its activity group.



Regarding water safety, in 2023, Sodecia obtained a score of D, which placed it in the **Disclosure** category. This score is below the regional average for Europe, which is C, and also below the average for the metal product manufacturing sector, which is C. In this sector, Sodecia is among the 16% of companies that have achieved the Disclosure level in its activity group.



Sodecia recently received updated data for 2024 on its score in various categories related to climate change and water security. The tables below show the variation between the 2023 and 2024 results, showing improvements in some categories, decreases in others, stability in certain categories and the introduction of new categories into the analysis. The first table shows the CDP score in the categories related to climate change for the two years under analysis, while the second table shows the CDP score in the categories related to water security.



Categories related to climate change	Score (2024)	Score (2023)
Process Dependencies, Impacts, Risks and Opportunities	C	D
Environmental policies	B	Not applicable
Scope 1 and 2 emissions (incl. verification)	C	D
Opportunity Disclosure	D	C
Scope 3 emissions (incl. verification)	D	D
Context	D	Not applicable
Governance	C	C
Targets	D-	D-
Energy	B	D
Valuation of Environmental Externalities	C-	Not applicable
Business Strategy	D	Not applicable
Emissions Reduction Initiatives and Low Carbon Products	D-	D
Verification (incl. emissions)	D	Not applicable
Involvement in the Value Chain	D	C
Involvement in Public Policy and Collaboration with Industry	C-	Not applicable
Risk Disclosure	D-	D
Business Strategy, Financial Planning and Scenario Analysis	Not applicable	C
Risk Management Processes	Not applicable	C

Analysis of the table above shows improvements in performance in categories such as Process Dependencies, Impacts, Risks and Opportunities, Scope 1 and 2 Emissions (including verification) and Energy. Furthermore, there were reductions in areas such as Disclosure of Opportunities, Emissions Reduction Initiatives and Low Carbon Products, Involvement in the Value Chain and Disclosure of Risks. Some categories remained stable, such as Scope 3 Issues, Governance and Targets. In addition, new categories were reported, such as Environmental Policies, Context, Valuing Environmental Externalities, Business Strategy, Verification (incl. emissions) and Involvement in Public Policy and Collaboration with Industry.



Categories related to water security	Score (2024)	Score (2023)
Risk Disclosure	D	Not applicable
Involvement in Public Policy and Collaboration with Industry	C-	Not applicable
Water Pollution Management Procedures	D	C
Water Accounting	C-	D-
Governance	C	C
Environmental policies	B	Not applicable
Opportunity Disclosure	D	Not applicable
Involvement in the Value Chain	C-	D
Targets	D	C
Process Dependencies, Impacts, Risks and Opportunities	C	Not applicable
Business Strategy	D	D
Business Impacts	Not applicable	C
Water Policies	Not applicable	D
Water Risk Assessment	Not applicable	C
Water-Related Opportunities	Not applicable	C
Exposure to Water-Related Risks and Responses	Not applicable	C

Analysis of the table above reveals improvements in performance in categories such as Water Accounting and Value Chain Involvement. Conversely, there were reductions in Water Pollution Management Procedures and in Targets. Some categories remained stable, such as Governance and Business Strategy. In addition, new categories were reported, such as Disclosure of Risks, Involvement in Public Policy and Collaboration with Industry, Environmental Policies, Disclosure of Opportunities and Process Dependencies, Impacts, Risks and Opportunities.

Sustainable loans

In a scenario where sustainability is a determining factor for business success, ESG funding stands out as an opportunity to grow in an innovative, competitive and responsible way. More than just sources of capital, these financial instruments are catalysts for positive change, aligning our growth objectives with ambitious environmental targets.

By opting for ESG financing, we pave the way for investments in clean technologies, energy efficiency projects and sustainable solutions that differentiate our operation in the market. These loans allow us to strengthen the company's resilience in the face of regulatory challenges and growing consumer demands for more conscious practices.

In addition to the operational benefits, ESG financing provides access to more competitive financial conditions, encouraging the implementation of projects with measurable impacts, such as the transition to a low-carbon economy. This strategy reflects a clear commitment: to prepare our company for a future where sustainability and growth go hand in hand.

To this end, we have defined a set of KPIs that reflect our commitment to sustainability, namely increasing sales of electric vehicles (EVs) and reducing scope 1 and 2 GHG emissions. The framework and materiality of these objectives were validated by KPMG, which issued a Second Party Opinion (SPO).

In the table below, we detail the indicators and targets associated with sustainable financing.

	Sustainability Performance Indicator	Sustainability Goal	Performance Achieved	Goal Achievement
BPI	KPI 1	Reduce GHG 2 by 20%	-7.30%	No
	KPI 2	Increase sales for EVs by 3%	+2,21%	No
CA	KPI 1	Reduce GHG 2 by 3%	-7.30%	Yes
	KPI 2	Increase sales for EVs by 0,5pp	+2,21%	Yes



Our People

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Our employees are one of Sodecia's most important assets. They are the ones who contribute to the growth of our Group on a daily basis, which is why their development, progression and safety have always been a priority. Investment in training and capacity building is seen as a tool to prepare our employees for the current and future needs of the business.

Similarly, planning and designing their careers, as well as setting short- and medium-term objectives and

performance appraisals, are ways of managing each person's evolution and seeing progress as natural.

Alongside the investment Sodecia makes in developing our internal capital, we are also committed to creating our own initiatives and supporting social responsibility projects, endeavouring to contribute to a fairer and more balanced society in all the countries where we operate.

Our employees

At Sodecia, we believe that the success of our Group depends on the people who work here and their skills. We continually invest in attracting, developing and retaining talent, in training, in disseminating knowledge and in adopting the best market practices to promote the collective and individual performance of each person, guided by meritocracy.

5 353
Number of permanent employees

328 406
Total training hours

76%
Male

24%
Female

58
Average hours per employee

100%
Employees covered by the health system

- Our employees

Human capital management

Human capital management continues to be a challenge for Sodecia, especially given the complexities of the current global scenario. With the persistent impact of new war scenarios, political instability in certain regions of the globe and emerging social issues, the need to attract and retain specialised talent has become even more crucial. At the same time, the growth in the Group's global sales, coupled with constant technological evolution and sustainability requirements, reinforces the importance of looking for professionals with specific technical skills who can adapt to the new realities of our sector.

With more than 5,373 employees spread across four continents and thirteen countries, we want to ensure a safe and healthy working environment for everyone. For this reason, in 2024, the "Growing the People" programme remained one of the fundamental pillars of Sodecia's strategy ■ SEE PAGE 27 | "THE JOURNEY TO SUSTAINABILITY"

As part of our Management Model, we have defined the SOS – Sodecia Organisational Standard – the Programme that establishes the company's obligations and hierarchies, enabling the operational units to carry out the tasks vital to the business in a consistent manner. Additionally, the SOS also includes the main management indicators for each of the employees' roles, helping them to clearly know their objectives and the activities to be carried out.

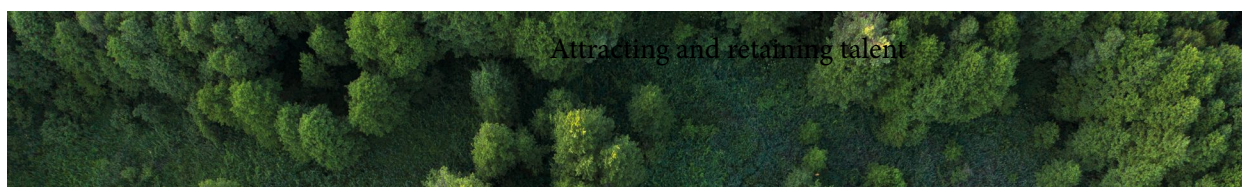
Using the SOS and the standardised list of management indicators for each function as a starting point, in 2024 we continued the work carried out in previous years, especially with regard to the periodic and transparent assessment of our employees' performance, geared towards creating training plans aimed at ensuring development opportunities.

In total, 63.2% of the employees underwent performance appraisals.

5 353
Number of employees

2 161
Number of evaluated employees

63,2%
Employees underwent performance appraisals



Attracting and retaining talent

Attracting and retaining talent

As a way of attracting and retaining talent, we have sought to value our employees not only by promoting a healthy organisational environment, but also through a comprehensive remuneration strategy. This strategy includes not only the basic salary, but also a set of appropriate benefits centred on the health and well-being of employees, both in their professional relationship with the company and their work, as well as in the personal and family dimensions.

In addition, we guarantee flexible working arrangements for roles compatible with this practice and adopt specific programmes and tools for motivation and personal and family satisfaction.

In the Group's various operating units, we have developed partnerships with higher education institutions to welcome students to Sodecia's facilities, promoting the future recruitment of young talent. In this way, we contribute not only to the

renewal of talent at Sodecia, but also to increasing youth employability in the countries where we operate.

We challenge our business units to be the best place to work in order to attract the best professionals. We strive to meet the demands of the labour market and ensure that our professionals are integrated into our corporate culture, i.e., that they identify with our company and our values.

However, we not only care about our people, we also care about the communities where we operate, in the different geographies in which we operate. We know that by purchasing goods and services from local suppliers (respecting the limitations imposed by geographical issues and the lack of local supply), Sodecia is contributing to strengthening the economy of each region and the of the country as a whole.



Health

- Health insurance
- Life insurance
- Occupational medicine
- Disability benefits
- Dental Insurance



Family

- Festive events and celeb of thematic dates
- Nursery for employees' children
- Parental leave
- Childcare



Well-being

- Transport
- Teambuilding actions



Merit

- Learning and development
- Productivity awards

- Employee benefits



Featured Initiatives

SSMINT

Partnership with a local community college and FAME Programme

To help attract skilled labour and develop high-potential employees, we established a partnership with a local community college and joined the FAME Programme. This programme allows mechatronics students to work part-time while continuing to attend school.

Thanks to this partnership, we were able to integrate a student who worked with our maintenance team on various projects. In addition, we have recruited a recent graduate to work with us on Kaizen projects. We identified his high potential early on and have since helped him progress to the role of Project Manager.

We did so because we believe that this approach benefits both the employee and the company, promoting mutual growth and enabling organisational goals to be achieved.

Other Initiatives

Geography Initiative (SSMINT)

Internal promotions to management and leadership positions

The goal was to eliminate open positions and improve results through internal promotions and job rotation. We carried out promotions based on performance evaluations and position openings throughout the year, involving positions such as QSM, plant manager, industrial planning, shift coordinator, quality engineering supervisor, MPES and production engineering. The initiative, carried out at the SSMGRD, resulted in the elimination of open positions and improved results, promoting development and internal mobility.

In 2025, we intend to take part in university forums and conferences in our region, promote school visits to Sodécia and open applications for professional internships.

Pukkathurai Plant, Chennai

We have recruited recent engineering graduates to develop practical skills in areas such as production, quality, preventive maintenance and operational processes. Practical training in stamping and welding was provided, accompanied by experienced engineers. The goal was to prepare engineers for future management positions, bridging the gap between academic knowledge and industrial skills, ensuring a continuous flow of talent for organisational growth. After evaluation, several engineers were promoted to permanent positions.

Featured Initiatives

SAINT

Sodecia Open Doors Programme and Incentive to Higher Education and English

The **Sodecia Open Doors Programme** encourages the education and professional growth of employees, promoting training, internal mobility and technical knowledge within the company.

The **Undergraduate and Postgraduate Incentive Programme** supports employees attending technical, undergraduate, or postgraduate courses, reimbursing up to 50% of tuition fees, subject to a six-monthly assessment of academic performance. On completion, the employee commits to staying with the company for two years, with the possibility of career progression, including international opportunities and management positions.

Sodecia offers a free **English course** to employees who need to improve their fluency to carry out their duties. The scholarship covers 100% of the costs, including tuition, fees and academic materials. Participation is defined after an assessment by the manager and HR, followed by a placement test. The course runs up to advanced level, with regular assessments to monitor progress. High performance can open doors to career progression and international opportunities.

Sodecia collaborates with universities and the National Industrial Training Service (SENAI) on **innovation and training projects**. It also takes part in trade fairs to strengthen its brand and attract new talent, using social networks to publicise its initiatives. Its benefits package stands out in terms of talent retention, consolidating its position in the market.



Implementation of benefits in line with industry standards and competitive salaries

Sodecia Automotive Pretoria enlisted an external company to conduct a general salary survey and reviewed various roles, applying salary adjustments and implementing a wide range of benefits, such as a meal allowance with 60% company support and the payment of a 13th-month salary.

The initiative, which began in the second quarter of 2024, had the following objectives: to guarantee the retention and attraction of resources; to ensure that the unit is competitive with Tier 1 companies; and to reduce employee turnover in key roles. In the end, there was a reduction in employee turnover and greater ease in attracting resources.

Other Initiatives

Geography Initiative (SAINT)

Participation in trade fairs in the region

Sodecia has taken part in various fairs and events with the goal of promoting its brand and attracting new talent. At the PQA Fair (Amazonas Quality Programme), it was awarded the gold prize in the processes category. In 2024, at the SAE CarBody Brazil event, the company presented a talk on reducing CO₂ emissions in the automotive industry, focusing on optimising product design and sustainable laser welding. Sodecia was also present at FECONEX, SENAI and other events, highlighting the quality of its processes and attracting new employees.



Future Initiatives (2025-2026)

SSMINT

_ **New ATT rate plan:** Negotiation of a new rate plan for the house, ensuring a fairer and more transparent payment for all employees. - **2025**

SAINT (SASA)

_ **Continuous implementation of motivation and non-monetary benefits:** Promote employee well-being and flexible working wherever possible. - **2025**

_ **SETA apprenticeship programme:** PLCO training for team leaders, with the goal of improving leadership and management skills on the production line (12-month programme). - **2024/2025**

_ **Toolmaking training programme:** Qualification of production line employees to create a pool for the tooling area. Continuation of accredited training to become toolmakers. - **2023/2026**

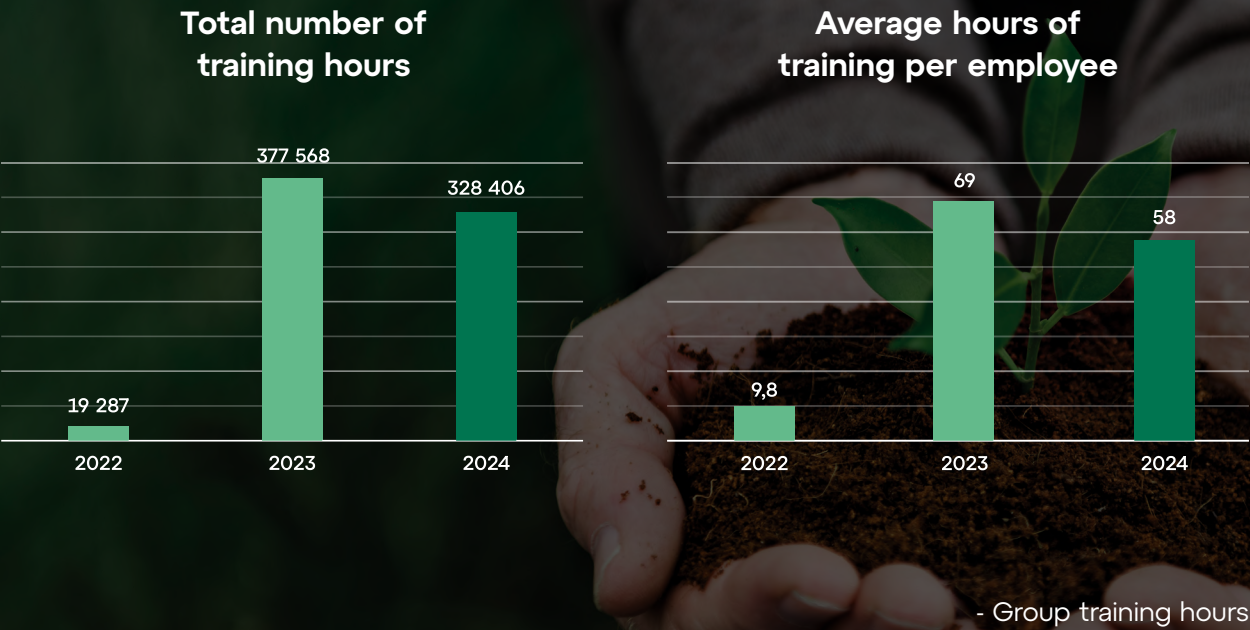
Training and Professional Development

Sodecia has implemented a series of training courses that enable our employees to acquire specialised technical knowledge to meet the demands of the automotive sector. By imparting theoretical and practical knowledge, it is possible to be prepared to create solutions tailored to the demands and needs of our customers, ensuring competitive costs and obtaining industrial flexibility to develop and produce specific high-quality products.

Thus, in 2024, we adopted an Annual Training Plan for Sodecia, to be continued in 2025, in which the heads of each department define the training needs of each employee every year, so that they can acquire or improve certain key competences for their activity. The following needs have been identified:

- _ Increased skills in identifying and applying the technical methodologies described in Sodecia’s internal procedures (e.g. support processes, systems management).
- _ Development of soft skills to provide employees with leadership and team management skills.
- _ Greater knowledge of the technology adopted by Sodecia and its specific features (e.g. operations, welding, machinery, etc.).
- _ Improved communication between Group’s companies and with the main customers and suppliers.
- _ Execution of production activities with greater safety and efficiency.

This plan is essential for the fulfilment of the Group’s strategic objectives and is especially important in the process of motivating all employees, who are involved in the rapid changes that are constantly required for Sodecia’s operations.



Featured Initiatives

SSMINT

Multiskilling Matrix and Strategy

In the second half of 2024, a zero score was assigned in the **Multiskilling Matrix** due to a lack of records and inadequate control of the multiskilling of employees. The lack of organisation made it difficult to identify the people trained to replace roles when necessary. The solution was to create a more structured matrix, with employees' qualifications duly identified, managed, controlled and updated by the HR department, with the collaboration of HR&S, QSM, EUN, Production Supervisor and SSMGRD.

In August 2024, a new **Multiskilling Strategy** was adopted to reduce absenteeism and increase productivity. This strategy also sought to promote task rotation and train employees in new roles, increasing their satisfaction and motivation while reducing mental fatigue. Implementation was carried out in the field with the support of HR&S, QSM, EUN, Production Supervisor and SSMGRD.

Other Initiatives

Geography Initiative

SSMLSK training events

Ergonomics for the Management (Jan 2024) – Raising awareness among 15 employees regarding ergonomic adjustments, prevention of occupational illnesses and pain relief with practical exercises.

MS Excel (Mar–Oct 2024) – Three-level training for 30 employees, focused on improving efficiency and productivity.

Digitisation and Optimisation of Processes (Nov 2024) – Training for managers and supervisors in data reporting and introduction to Power BI.

SSMINT training events

Between May and November 2024, mandatory training on personal data protection and cybersecurity was carried out for employees in the IT and HR areas, with a 98% completion rate. The training, which was essential for the TISAX audit, sought to minimise cyber risks.

In addition, training was provided on the Whistleblowing Channel and information security, which is compulsory for anyone who has access to active devices and access control functions. The volume of training increased in seven key areas, with the participation of 17 in-house trainers.

Featured Initiatives

SSMINT | India

SODECIA Safety Mobility Pukka

At our Sodecia Safety Mobility Pukka unit, we offer continuous training and motivation to employees, encouraging them to take part in various activities. We carry out technical and external training to improve efficiency in their areas.

Some examples include: IATF awareness training for all employees classified as Indirect Labour (IL); IATF internal auditor certification for technical managers; competency renewal for forklift operators with certification; first aid training for trainers, with certification; ISO 14001 awareness training for all IL; ISO 14001 internal auditor certification for EMS managers.

Every year, we recruit between seven and ten new employees from various universities. They enter through aptitude and reasoning tests, with short-term contracts and defined benefits. After six months in operational areas, Graduate Engineer Trainees (GETs) are assessed and, if they meet the requirements, they are reassigned to new roles. Job rotation takes place every six months to prepare them for middle management positions in a three-year training cycle.

The retention strategy is reviewed periodically, with an action plan to develop and retain key, high-potential employees.

Other Initiatives

Geography Initiative

Young Apprentice

The Young Apprentice programme, in partnership with SENAI, is aimed at young people between the ages of 18 and 22 with secondary school technical training. The selection process includes CV screening, assessments, dynamics and interviews. Those selected begin four months of training at SENAI, followed by 18 months of integration and continuous monitoring at the company. In 2024, 45 young people participated, with a success rate of over 65%. At the end of the programme, participants have the possibility of employment and career progression.



Featured Initiatives

SGPS

SODECIA ACADEMY

The goal of the SODECIA ACADEMY is to provide employees with essential technical skills for the challenges of the automotive sector. In 2024, we organised seven intensive weeks of training for leaders from different areas, such as manufacturing directors, quality directors, CEOs, ITK managers, CFOs and VPFOs, HR directors and COOs and VPOs, with the support of partners such as the Kaizen Institute, Happiness Business School, Susana Barros, Edite Amorim and Porto Business School. The sessions, held in English, promoted multiculturalism and inclusion, covering topics such as quality, ethics, continuous improvement, process digitalisation and strategic alignment.



The training strengthened internal communication, encouraging the development of a mutual support network and had an impact on external communication, reinforcing Sodecia's image as a company that invests in talent and promotes an inclusive and multicultural environment.

In 2024, we also implemented the BUYBETTER programme, an international procurement initiative that brought employees from Brazil and India to Porto. The programme promotes cultural immersion, diversity and inclusion, while strengthening purchasing operations and the exchange of knowledge between employees from different parts of the world.

Future Initiatives (2025-2026)

SSMINT

- _ **Development of the technical workforce (SAMGR):** Continuation of the specific class with a focus on toolmaking (SENAI and Sodecia partnership, with the school located within the Sodecia facility) – SAMGR. - **2025**
- _ **Group training – MS Excel and Cybersecurity in production:** Group training to improve skills in MS Excel and cybersecurity, with a focus on production. – **2025**
- _ **Subsidised group training – soft skills and others:** Group training aimed at developing soft skills and other relevant competences for employees. – **2025**
- _ **Training in English and German:** English and German language training to improve employees' language skills. – **2025**

SAINT

- _ **Apprentice development programme:** Train apprentices to work more broadly in industry. – **2025**
- _ **Trainee Programme:** Insertion of trainees in strategic areas of the Group. – **2025**

Labour relations and social dialogue

With regard to labour relations, we see social dialogue as crucial to balancing the interests of employees and our stakeholders, while respecting national, cultural and regional traditions. Through communication, consultation and negotiation between partners, organisations, governments and trade unions on issues of common interest, it is possible to achieve a more balanced and efficient management of the Group, thus ensuring respect for human rights, well-being in the workplace and in the community, transparency in business and compliance with legal and ethical requirements.



Featured Initiatives

India

Maintain cordial relations with the union

The initiative to maintain cordial relations with the unions was implemented at the Pukka unit, involving two unions, one with internal disputes and the other supporting management. Open communication channels were established and regular dialogues promoted, addressing concerns in a collaborative way. All agreements were honoured, strengthening trust. Trade union representatives took part in discussions about changes affecting employees, and specific issues were resolved through mediation, preventing conflicts. The goal was to promote a collaborative culture, with the initiative taking place in 2024, preserving good relations and trust between the parties at the Pukkathurai facility in Chennai.

Fostering and maintaining a harmonious relationship with local government

The initiative sought to strengthen the relationship with the local government of Tamil Nadu, ensuring compliance with regulations and promoting constant communication with the local authorities. In 2024, the company collaborated on community projects focused on infrastructure, education and the environment. Compliance increased from 92% to 97% and all changes to working conditions were made in accordance with local legislation, with 21 days' notice to ensure consensus between the parties. The goal was to create a basis of mutual trust with the government and the local community.

SSMATT

Integration of temporary employees into the labour market

The goal of the initiative was to offer temporary employees an opportunity to integrate into the labour market, with a special focus on foreigners and refugees, who often face significant barriers in accessing employment. The process consisted of evaluating the performance of these employees in their daily work, using the quality of their work and their willingness to collaborate with Sodecia as the criteria for integration. Many of the participants have turned out to be valuable employees, making a significant contribution to the company's success.

Implemented since April 2024, the initiative has involved the HR and production departments of Plant 4, as well as temporary labour companies. Held at plant 4 of the Attendorn business unit, it has already resulted in the successful integration of six new employees. Additionally, eight more employees were integrated, after the Christmas holidays, with the signing of the corresponding contracts.

Other Initiatives

Geography Initiative (SSMPCC)

Open-door policy

The “open door policy” initiative of the Managing Director and of the HR manager was implemented to create a climate of trust between employees, offering them the possibility of direct interaction whenever necessary. The goal was to create a barrier-free environment.

This policy is in force regularly and at any time, enabling employees to freely interact with management. The Managing Director, the HR manager and the employees were involved. The initiative took place at the office, SSMPCC and, as a result, employees are encouraged to open discussions.

Featured Initiatives

SAINT | Brazil and Africa

Sodecia promotes inclusion and diversity, condemning discrimination and harassment in accordance with the law. It adopts policies that eliminate social and racial barriers, ensuring equal opportunities regardless of gender, age, race, disability or economic status.

Its recruitment processes are transparent, value local and internal talent and ensure a safe working environment. The company also pays employees fairly, respecting union conventions, overtime limits and mandatory breaks, and prohibits practices such as child or forced labour, both in its operations and in the supply chain. In Brazil, a set of remuneration criteria and initiatives have been established to promote diversity, as described in the Transparency and Equal Pay for Women and Men Report, including:

Remuneration criteria

- _ Job and Salary Plan or Career Plan.
- _ Meeting production targets.
- _ Availability for overtime, client meetings and travelling.
- _ Availability of people in specific occupations.
- _ Length of professional experience.
- _ Ability to work as part of a team.
- _ Proactivity, development of ideas and suggestions

Actions to increase diversity

- _ Actions to support the sharing of family obligations for both genders.
- _ Policies for hiring women (black, disabled, in situations of violence, heads of household, LGBTQIA+).
- _ Policies and promotion of women to management positions.

In order to promote gender diversity among employees, the Group encourages female integration, encouraging the occupation of leadership positions and entrepreneurship, through internal policies and external actions that reinforce the role of women in the company and in the communities.



SASA (South Africa)

Donation to the MATA Taxi Association

On 15 May 2024, a monetary donation was made to the MATA Taxi Association, with the goal of supporting the purchase of school uniforms for disadvantaged children in the community. The purpose of this action was to support the local community and contribute to reducing poverty in our communities.

The initiative involved the collaboration of the MATA Taxi Association and various schools in the region, and was held at MATA's premises. As a result, 75 children received school uniforms, ensuring that they are properly dressed to attend classes, thus promoting a mentality favourable to learning.



Other Initiatives

Geography Initiative (SASA)

Football barbecue

The unit organises a quarterly football barbecue seeking to involve young people and promote activities that keep them away from crime and drug use. The goal of the initiative was to reduce crime and the consumption of illicit substances among young people in the community.

The initiatives took place on 19 April and 28 October 2024 at the Mamelodi Sports Ground in Pretoria. The event was attended by 20 members of the Sodécia football team and 80 people from football teams in the local community.

The results included greater visibility for the company in the community, fostering dialogue and enabling it to support the community whenever necessary.



SASA | Brazil

The TGW Management Programme and the Satisfaction Survey are crucial to improving Labour Relations. TGW Management facilitates direct communication between management and employees, transforming suggestions into preventive and corrective actions, while Plant Tours aim to improve safety and process efficiency. The Satisfaction Survey collects feedback on management and the working environment, resulting in action plans for improvements. In 2024, the SAMGR unit was awarded the Great Place to Work (GPTW) Certification, highlighting a positive working environment.

The employee satisfaction assessment has remained stable since 2021, with the 2024 survey aimed at improving people management. The initiatives contributed to achieving the 100% target in TGW Management and the “Zero Fines and Penalties” indicator. The SAMGR unit has maintained full compliance, while SAMAN is implementing measures to correct offences related to the PCD quota.

GPTW (Great Place To Work) Award



Future Initiatives (2025-2026)

SSMINT

- _ Long-term wage agreement with the old union. – 2025.
- _ Full local legal compliance. – 2025.
- _ Creating an **employee handbook**. – 2025–2026.
- _ **Expanding and improving Sodecia's website**. – 2025.
- _ **Implementation of a social platform**, e.g., meet & greet for company updates. – **2025**;
- _ **Promotion and encouragement of women to occupy leadership roles**. – 2025–2026.
- _ **Replacing the existing system for monitoring attendance and absences with more efficient software**. – 2025.

SASA

- _ **Support to Solidarity Institutions and to the Community**: Selecting a charity relevant to the SDGs each month. – 2025.
- _ **Intensifying everyone's understanding of compliance with the Code of Conduct**. – 2025.
- _ **Maintaining the implementation of the Operating System (SOM)** at all levels, making everyone aware of its objectives and goals. – 2025;

Occupational health and safety

At Sodecia, we strive every day to identify and eliminate risks to our employees’ health and safety, ensuring a working environment that prioritises everyone’s well-being. This commitment is crucial if we are to achieve the goal of an accident-free workplace.

Employee data		2022	2023	2024
Total number of	fatalities resulting from work accidents	0	0	0
	serious work accidents (excluding fatalities)	0	0	0
	work accidents with mandatory reporting	52	61	53

Data concerning Workers who are not employees, but whose work and/or workplace is controlled by the company		2022	2023	2024
Total number of	fatalities resulting from work accidents	0	0	0
	serious work accidents (excluding fatalities)	0	0	0
	work accidents with mandatory reporting	0	0	0

- Accidents at work

In 2024, there were 53 work-related accidents involving Sodecia employees, reflecting a significant improvement compared to 2023. Of special note were the results of the SANA units, which showed a 50% reduction compared to the previous year, and SASA, which recorded a 25% decrease.

The prevention of occupational risks and the promotion of employee health and safety are the result of investment in improving working conditions and internal processes for identifying, assessing and controlling existing (or emerging) risks, as well as health monitoring and promotion actions carried out in the workplace. This investment not only reduces the risk of accidents at work, but also allows for a tangible improvement in the working environment itself – an increase in employee motivation, efficiency and productivity, because “less risk” means “more confidence”.

Furthermore, a working environment in which strict and ambitious safety standards are adopted makes it possible to improve the level and quality of production, which translates into a reduction in the social costs associated with accidents and occupational illnesses.



As a measure to prevent occupational risks, Sodecia has an Occupational Health and Safety Management System, implemented at all our Group's facilities, which must be complied with by all employees, including temporary staff and external workers (service providers).

Sodecia's Occupational Health and Safety Management System includes procedures for managing risks, monitoring health, carrying out audits and implementing corrective actions. Health and Safety Committees at each site support these initiatives, along with comprehensive training programmes for employees and service providers, in order to minimise risks and environmental impacts.

This system has been developed to ensure the best working conditions and well-being internally, to keep the environment of the surrounding communities safe from any negative impact of our operations and to fulfil the applicable legal requirements and technical standards, regardless of the geography in which Sodecia operates.

As part of this system, there are specific procedures and programmes/tools that enable the management of occupational health and safety risks at Sodecia's facilities, as well as the control and prevention of unsafe behaviour and conditions.

Regular audits of the health and safety conditions of our operating units are also carried out and, depending on the irregularities identified, action plans are developed.

Each Sodecia unit has a Health and Safety Committee, made up of employees from different areas and levels of the company. The main functions of this committee are to support the Safety Department in carrying out internal safety audits, risk assessments and analysing incidents, as well as to promote communication between all employees at the facilities regarding Health and Safety issues, holding regular meetings for these purposes.

Sodecia's Health and Safety Policy, which came into force in January 2024, focuses on sustainable growth, the well-being of its employees and customer satisfaction, in line with international standards such as ISO 45001:2018, GRI 403:2018 on occupational health and safety, the UN Global Compact and the United Nations 2030 Agenda. The policy ensures compliance with legal requirements in all operations and promotes a safety culture to prevent accidents and occupational illnesses.

The policy also emphasises the importance of a proactive approach to safety, with the goal of achieving zero accidents and fostering a safe, inclusive and sustainable working environment, and applies to all Sodecia facilities, employees and service providers, extending its principles to the value chain.

Its main commitments include:

- _ Ensuring compliance with the legal regulations applicable to occupational health and safety management at each location.
- _ Providing resources and conditions for the continuous improvement of the objectives of the Occupational Health and Safety System by our employees, service providers and stakeholders.
- _ Encouraging sustainable growth, a sense of belonging and employee participation as an integral and indispensable part of running our business.
- _ Preventing and eliminating risks in the workplace, especially in the automotive industry.
- _ Promoting communication and consultation to reinforce the occupational health and safety culture.

With regard to accidents at work, there were zero compulsorily reportable accidents in 2024, with no deaths resulting from these accidents. There have been no reports of occupational diseases or deaths resulting from occupational diseases.

Occupational risk assessment and management

Sodecia's process for identifying and managing unsafe conditions/occupational risk falls under the "Incident Investigation" Corporate Procedure. It seeks to define the process for recording accidents, analysing causes, identifying and managing risk situations and implementing corrective actions.

Applicable to all of Sodecia's operating units, all employees, third parties and visitors, this procedure is managed through the SoftExpert platform (internal VNP), a solution developed specifically for business process management, regulatory compliance and corporate governance.

In the event of "non-conformities" or the occurrence of an accident at work, the appropriate mechanisms are put in place to prevent and/or minimise the risks. The Safety Technician of the facility where the non-conformity was identified must immediately issue an

alert to the entire Company and, within two weeks, an analysis of the accident and an investigation must be carried out to ascertain its causes.

The results of this assessment are disclosed to the entire Company within two weeks of the previous phase, seeking to prevent new occurrences in the other operational units.

All activities and functions are subject to risk assessment, including all new projects (before and after their implementation), changes in production processes, layouts of facilities or any other type of change in the context of the company.

This "Incident Investigation" procedure enables the continuous identification of occupational risks and incidents and the definition of the necessary corrective and monitoring measures.

Occupational Health and Safety Training

At Sodecia, we ensure that all our facilities and processes comply with the legal regulations in force, actively promoting a culture of safety to prevent accidents at work and occupational illnesses. For this reason, we have developed a training programme dedicated exclusively to Occupational Health and Safety (OHS) issues.

This training is part of the corporate "Training and Integration" procedure, which defines the health and safety content to be passed on to Sodecia employees and third parties, with the goal of mitigating or even eliminating the risks of accidents, occupational illnesses and environmental impacts.


This procedure includes 22 mandatory training courses on "Health, Safety and Environment", applicable to all employees of Sodecia's business units, including all new employees, before they start their jobs.

This plan communicates the general concepts of the safety system and the specific requirements of each role, including instructions on the safe operation of equipment. In addition, it covers topics related to safety policy, basic safety rules, a matrix for the use of Personal Protective Equipment, general emergency rules, corporate safety procedures, incident reporting, Safe Work Instructions and the 5S methodology.

This plan applies whenever there is a change of role/workstation, when a new position is identified, when there is a Hazards and Risks survey and when there is an update to the Safe Work Instructions.

Sodecia commitments

Zero Accidents

	OBJECTIVE & TARGETS	PERFORMANCE 2023
	Number of accidents	2
	REFERENCE	PERFORMANCE 2024
	0	3
<p>COMMENTS</p> <p>In 2023 and 2024, no accidents at work were recorded in the SAMGR unit. However, at the SAMAN unit, three accidents at work were reported in 2024. As a result, corrective measures were adopted, and best practices were shared with other units.</p> <p>We have worked intensively to prevent new occurrences, reinforcing practices related to our management model, such as the Unsafe Conditions Programme, the Plant Tour and various inspections of machinery and equipment, with the goal of identifying and eliminating unsafe conditions and behaviours.</p> <p>The main actions carried out: Executing a cross-analysis of 100% of the 5BPs registered in Softexpert by the Group's other units; Implementation of Internal Workplace Accident Prevention Programmes and Campaigns, such as the Return to Holidays Campaign, SIPATMA and Green April.</p>		

Assurance that the management model is maintained

OBJECTIVE & TARGETS	PERFORMANCE 2023
SHEMP (Safety, Health and Environment Master Plan)	95.7
REFERENCE	PERFORMANCE 2024
100	93.9
<p>COMMENTS</p> <p>Maintenance of the SHEMP Index and Action Plan for Adaptation and Correction of Unrealised Actions.</p> <p>Average of the two units: SAMAN and SAMGR</p> <p>SAMAN – In 2024, an audit was carried out by a specialised company, resulting in a SHEMP score of 91.5. Based on the results, an action plan was developed to address necessary adjustments and corrections.</p> <p>SAMAN – 91.5 in 2024 / SAMGR – 96.3 in 2024</p>	



Unsafe Conditions Programme

OBJECTIVE & TARGETS

Identification of an Unsafe Condition per employee/month)
Pointing out one Unsafe Condition per employee/month)

REFERENCE

100%

PERFORMANCE 2023

100%

PERFORMANCE 2024

100%

COMMENTS

Close monitoring and follow-up of the unsafe conditions programme.

SAMAN – The SAMAN unit set a target of 7,492 unsafe conditions and recorded 7,683, achieving a resolution efficiency of 100%. The efficiency rate (reported/resolved) was 99.5%, as there are still actions from 2024 with a 90-day resolution deadline pending closure.

SAMGR – Maintenance of the Unsafe Conditions Programme.

Efficiency rate (reported/resolved) of 99.7%.

Reporting target from January to October 2024: 4,751.

Reports from January to October 2024: 4,912.



At Sodecia, safety has always been, is and will always be a core principle. Our goal is to implement a safety culture based on active care, providing a safe and dignified working environment for employees and suppliers.

This is reflected in our management model, which includes not only the Incident Programme, the SHEMP (Safety, Health and Environment Master Plan), the Plant Tour and the health and safety campaigns held throughout the year.

The applicability of the management model, which includes SHEMP, the incident programme, the Plant Tour, the DSD (Daily Safety Dialogue) and the health and safety campaigns held throughout the year, form the basis of prevention.

SHEMP seeks to systematically ensure:**01**

Monitoring of compliance with all legal requirements applicable to occupational health and safety in each local business unit (avoiding fines and administrative offences).

02

Preparation of the unit to respond to any type of occurrence or emergency related to Health and Environment (HE), ensuring that buildings are preserved and kept in good operating condition, that machinery and equipment are safe to operate and that risk management is in place for all activities carried out.

03

Ensuring the management of unsafe conditions and incidents, guaranteeing assertive communication, development and training for all employees and service providers.

04

Standards of cleanliness and organisation in all areas, in accordance with the 5S methodology.

05

Training of all employees and leaders in behaviour management, encouraging a culture of safe behaviour and active care, achieving the goal of ZERO accidents.

06

Execution of audits to check compliance and manage KPIs to ensure that the unit is sustainable and does not generate environmental liabilities.

07

Achievement of the UN's SDGs.

Featured Initiatives

SSMINT | Auburn

At Sodecia Safety & Mobility Auburn, Inc., several initiatives focused on safety and sustainability were implemented in 2024:

Paperless Risk Identification Report: Digitisation of the risk identification process using the Paycom HR system, reducing the use of paper and increasing employee participation by 33% compared to 2023.

Zero Accidents: The unit has achieved the goal of zero accidents in 2024, thanks to continuous training, preventive approaches and rapid correction of identified risks, maintaining a safe working environment.

Environmental Waste Disposal Programme: Implementation of a programme for the safe management of waste, such as batteries and electronic equipment, without resorting to landfills. The company has adopted specific procedures for responsible and sustainable disposal, with guidance for employees from the Occupational Health and Safety team.

Guarda

Creation of the “Close Call” Reporting Procedure

As of February 2024, all situations with the potential to cause accidents have been reported to the Occupational Health and Safety (OHS) department and assessed using the 5 Basic Principles (5BP) methodology. This approach, which provides a systemic view of technical and administrative problems, ensures that issues are dealt with comprehensively and effectively. Previously, some situations with a risk of accidents were not reported, which led to the implementation of this procedure.

The evaluation process involved the safety technician, HR manager, administration, supervisors and shift coordinators at the Sodecia Safety & Mobility Guarda unit. The use of the 5BP methodology was essential for accident prevention, providing a structured and effective response to risk situations.

Featured Initiatives

SAINT | Salon

Confined-space training and restricted-space analysis

In 2024, the PHS unit identified the area under the press as a confined space, requiring specific certification for all employees accessing the site. Safety protocols were established, including mandatory training in Confined Spaces on 8 November and First Aid on 26 and 27 November. The training involved managers from various areas, production supervisors, maintenance technicians and production employees, ensuring compliance and safety at PHS.

Documentation and analysis of unsafe conditions to prevent problems

A detailed record of unsafe conditions in the plant is being developed, using photographic evidence and timestamps. Unsafe conditions are reported by production supervisors via the Wufoo.com platform and analysed by the health and safety leader, who monitors occurrences and implements resolution plans. This process involves supervisors, the plant director, HR and the MPLD manager, and covers the North and PHS locations.

The system covers the North and PHS locations, with supervisors recording unsafe conditions, and the health and safety leader analysing the results on a daily basis. The parties involved include production supervisors, the plant director, the health and safety leader, HR and the MPLD manager.

Other Initiatives

Geography Initiative (Brazil)

Green April

The Green April initiative takes place every year with the goal of making employees aware of the importance of occupational health and safety. During the week of 26 April 2024, the project tackled health and safety issues with guidance, games and exhibitions. This year, the campaign focused on the safe use of mobile phones, promoting accident prevention and reinforcing the safety culture in the plant.

The event was organised by the SAMGR and SAMAN units, seeking strengthen the safety culture, raise employee awareness and prevent accidents at work. The goal was to reach the target of zero accidents, ensuring a safer and healthier working environment for everyone.



Featured Initiatives

SAINT | Brazil

SIPATMA

The Internal Accident Prevention and Environment Week (SIPATMA) is an annual event held at each Sodecia unit, with a focus on promoting occupational health and safety. In 2024, the chosen theme was “Active Care”. During the week, various activities were organised, including talks, games, interactive dynamics and exhibitions, to encourage practical learning about best security practices.

SIPATMA seeks to reinforce the company’s safety culture, emphasising that everyone is responsible for creating a safe and healthy working environment. The initiative contributes to raising awareness about the care needed to prevent accidents and improve well-being in the workplace.



South Africa

The unit faces challenges in the areas of safety, health and the environment, namely the limited skills of the team, the high employee turnover in the safety department and the complexity of the new processes. The safety culture of the new team is also limited, due to the low level of experience. In 2024, there was one accident, a significant improvement on the four accidents recorded in 2023, given the holistic approach adopted by the company to promote a safer working environment.

Significant progress has been made with regard to compliance and training, with 100% compliance with the incident programme, 83 out of 100 points in the SHEMP, and ISO 14001 (environmental) and ISO 45001 (safety) certifications. In addition, a hygiene and risk assessment survey was carried out on the machines.

For 2025, it is planned to carry out biannual hygiene surveys, increase safety awareness through training and initiatives such as safety week and the formation of safety committees. The goal is to reduce the number of unresolved incidents, improve training in 5BP and monitor the safety of new operators. DDS topics and job descriptions will be updated on the basis of reported incidents to reinforce safety in the plant.

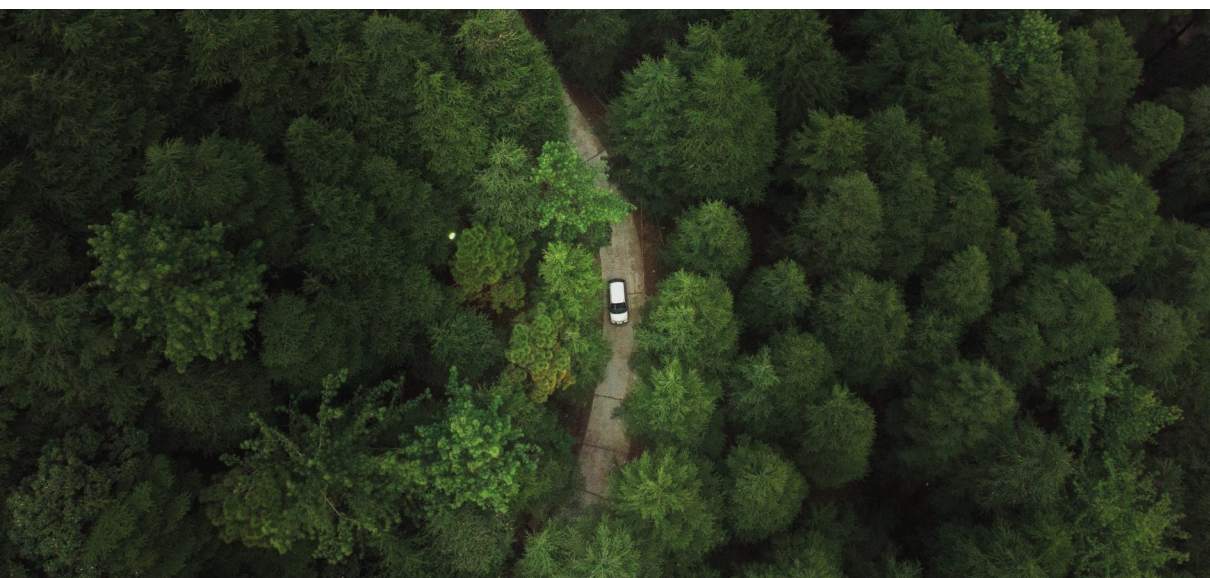
Future Initiatives (2025-2026)

SSMINT

- _ **Implementation of more events focusing on health conditions, e.g. World Heart Day, Women's/ Men's Health Day. – 2025**
- _ **Unsafe behaviour programme:** implemented to identify unsafe behaviour that can cause injury to people and property. – 2025
- _ **Reduction/elimination of oil in the stamping process – 2025/2026**

SAINT

- _ **Employee involvement activities:** Kaizen, "Catch the Faulty Part", "Forklift Competition", Family Day. – 2025
- _ **Development of training centres within our plant** (Production Area, Mobile Equipment Training Area, Practical ERP Training). - **2025/2026**
- _ **Safety dashboard:** Develop and implement a comprehensive Safety Dashboard to monitor, identify trends and promote continuous improvements in workplace safety. – **2025**
- _ **Safety programmes:** Increase employee participation in safety programmes through targeted awareness campaigns and by rewarding active participation in safety initiatives. – **2025**
- _ **Unsafe Conditions (UC) Reports:** Systematically collect Unsafe Conditions (UC) reports through a simple and accessible platform, encouraging employee involvement and proactive risk identification. – **2025**
- _ **Review of all policies and training:** Level UP. - **2025**



Our communities

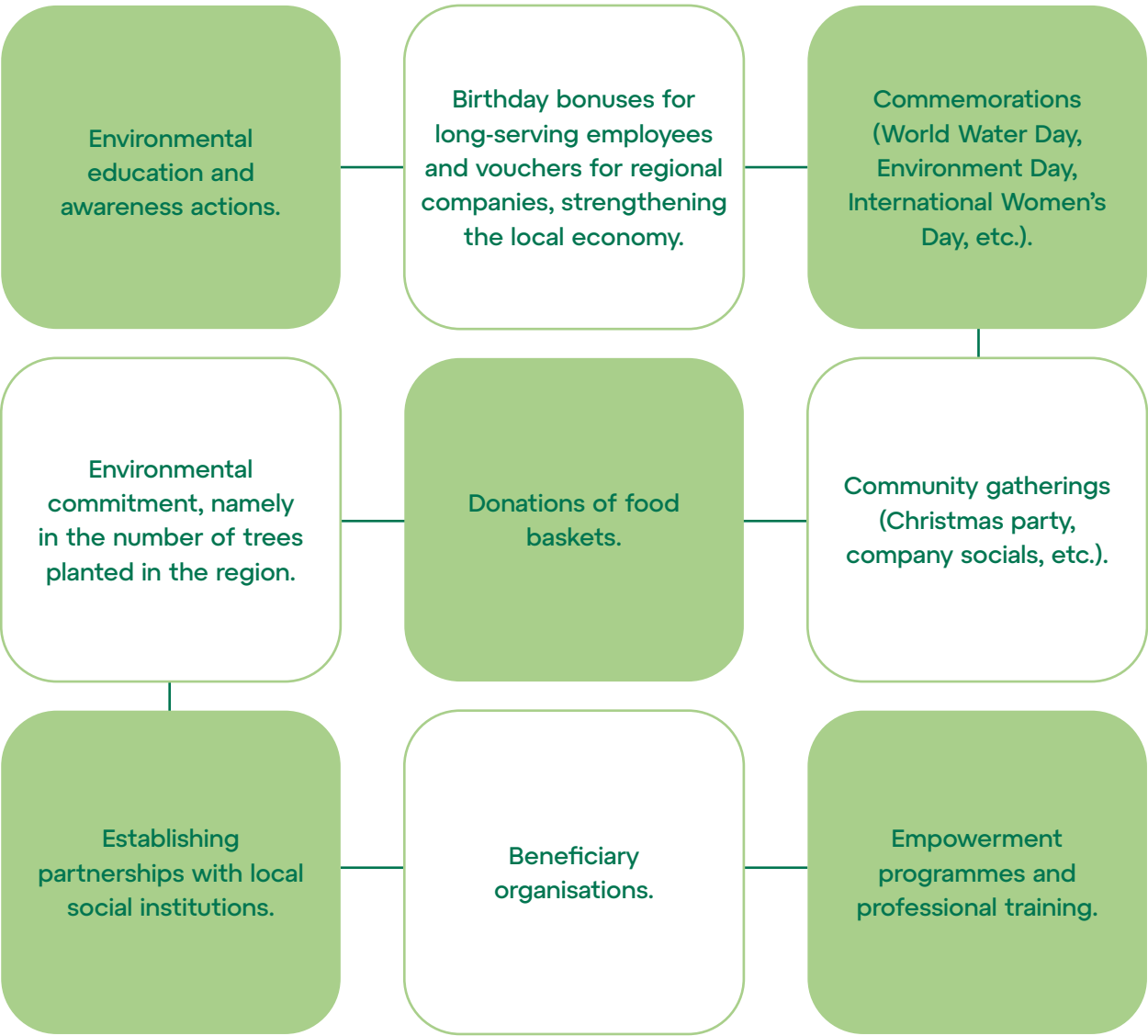
At Sodecia, we work to strengthen ties with the local communities where we are present, responding to their needs and contributing to the development of society. Our commitment is to create social value by positively impacting people’s lives, promoting employability and fostering the growth of local communities.

As part of our corporate social responsibility, we have carried out various initiatives to support communities in the various geographies where we operate, investing in partnerships that promote local development in the medium and long term.

In 2024, we continued the work carried out in previous years, organising various actions that reflect Sodecia’s desire to contribute to reducing inequalities and generating added value.

We want our employees to play a crucial role, dedicating their time and expertise to coordinating donation campaigns, interacting with local communities and amplifying the impact of our programmes. This mission reflects our core values and belief in the power of collective action to make a difference.

A few examples of initiatives include:



Featured Initiatives

SSMINT | Auburn

The Sapling Programme

Sodecia Safety & Mobility Auburn, Inc. has become a member of the National Forest Foundation's Sapling Programme, reaffirming its commitment to the local community by providing a healthy environment for our employees. In March 2024, we managed to raise and donate enough money to plant 200 trees in the Tuskegee National Forest, which is located about a 20-minute drive from the unit. Many of our employees live in this area and this initiative has allowed us to demonstrate our commitment to the community.

The initiative involved the HR manager of the business unit, the general manager, the plant manager and the competitiveness manager. By planting the 200 trees, we were able to reduce our business unit's carbon footprint by 4,200 kg.

Other Initiatives | Guarda

Geography Initiative (SSMINT)

Family Party

Sodecia Safety & Mobility Guarda organised a Family Day, bringing together employees and their families for a day of joy, togetherness and community spirit. The event included various activities, such as a collection of essential items for donation, a socialising lunch and lots of fun for all ages.

One of the most special moments was the Treasure Hunt, where participants took part in traditional games and challenges. The points accumulated were converted into monetary donations, which were proudly handed over to two outstanding organisations: the Life Support Centre – NASCER and SOS Children's Villages Portugal.

We are very happy to support these organisations and to have shared this special day with our Sodecia family.



Featured Initiatives

SSMINT | India

Community development and education: social responsibility initiative in Panjayant

Our company's corporate social responsibility seeks to carry out activities that promote the development of the local community of Panjayant, in accordance with Corporate Social Responsibility (CSR) standards. In 2024, we continued to support education and the local population with actions such as donating chairs to fire stations and used laptops to public schools. We also organised education campaigns, health camps and skill-development workshops for the local population.

The initiative, which took place in July 2024, sought to promote the education and training of the local population, including trusted students and students with physical disabilities. The action took place at the Vanagaram Public School in Chennai and had a positive impact, with students and locals acquiring new skills.

In 2023, we achieved 97% performance in this initiative, and in 2024 we reached 100%, meeting the CSR standards.

LSK

Company tours for primary school students

The first event consisted of a visit to our facilities by pupils from the final years of primary school. During the visit, we presented our company and highlighted the career opportunities for graduates from technical fields, emphasising the benefits of a technical education and the promising future that this area offers.

The second event was the employment and education fair, organised by the Zlin Regional Chamber of Commerce, which was attended by 38 secondary schools and 22 employers. At this fair, we introduced students and their parents to educational and career opportunities, sharing success stories of employees who have combined a technical education with a career in our company.



These events reinforced the importance of creating solid connections between educational institutions, students and employers. We have taken on the challenge of making technical areas more attractive and accessible to young people, encouraging them to opt for a promising career in this field. Through these initiatives, we inspire the next generation of professionals, who are essential for the sustainable growth of our company and the region as a whole.

Other Initiatives | SSMPCC

Geography Initiative (SSMINT)

TISAX Audit

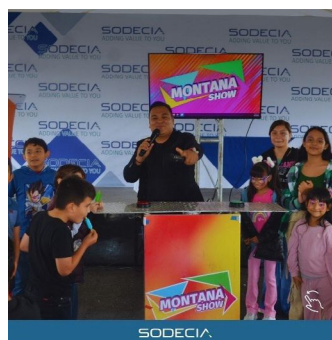
The goal of the initiative was to obtain the TISAX certification, which is essential for companies in the automotive sector. The audit took place between June and November 2024, involving all the departments of the Product Competence Centre, with special participation from the IT and HR areas. The process was carried out in person and online. As a result, we have successfully achieved the TISAX Certification, ensuring compliance with the mandatory requirements for this sector.

Featured Initiatives

SAINT | Mexico

We recently organised a Family Day at our Ramos plant in Mexico, attended by 213 people, including employees and their families. The event was a success, with moments of joy, interaction and unforgettable memories. The children took part in exciting games and activities, while everyone had the chance to take guided tours of the plant, learning more about our facilities and what makes Sodecia special.

Events like this reinforce the importance of community and the value of sharing our work with those who support us on a daily basis.



Featured Initiatives

SASA | South Africa

Food donations

The initiative consisted of delivering food parcels to the Cancer Association to support the families of children undergoing cancer treatment. The goal was to help minimise the difficulties faced during this challenging phase. Held in the third quarter of 2024, Sodecia took part in the action in partnership with the Cancer Association of South Africa.

The delivery took place at the association's premises, with 20 food parcels being donated, totalling 1,800 ZAR. This action provided significant support to families, helping to alleviate their food needs at a difficult time.



Educational programme for resistance to drugs and violence

The initiative consisted of supporting the graduation of 500 students from the PROERD project, led by the Minas Gerais Military Police. The goal of the programme is to prevent drug use/abuse and violent practices, both in the school environment and outside it. The action took place on 28 August 2024, at the SAMAN and SAMGR units, with the participation of SAMGR employees.

The event took place at UNIFEN, and its main results were the prevention of drug use/abuse and the promotion of less violent behaviour among students, both inside and outside school.



PROERD offers a four-month course, taught by volunteer military police officers who have been trained pedagogically, in collaboration with parents, teachers, students and the community. With a focus on preventing drug use, the lessons teach students how to stay away from bad influences, avoid violence, resist direct and indirect pressure and turn to their parents or guardians whenever necessary.

Featured Initiatives

SGPS

Social support with the Campanhã Youth Centre

In 2024, a social support project began with the Campanhã Youth Centre, in Porto, focused on revitalising its music room. The lack of equipment in the space was identified by the SGPS team during a visit, when it also assessed the centre's needs. As a first step, a donation was made to buy musical equipment, providing an environment where the children can develop their creativity.

The project began in December 2024 with the goal of supporting children's personal and social development through music. This project is the first step in an ongoing commitment to the Campanhã Youth Centre community. Over the next year, an engagement plan is planned to enable employees to get actively involved, reinforcing the impact of the initiative.

This project is part of the company's broader vision of social responsibility and sustainability. We believe that by investing in the community, we are building a better future for everyone. Every action and partnership contributes to a fairer and more sustainable world, with the continuity of our initiatives reaffirming our commitment to transformative results.

Other Initiatives

Geography Initiative (SGPS)

Patrons of Escola 42

We are patrons of Escola 42, an innovative institution located in Porto that offers free, high-quality education in the field of technology. The support, an ongoing initiative with activities and yearly contributions, includes funding and active participation in activities promoted by the school itself, as well as in external events and workshops.

This initiative was carried out because we believe that investing in technological education is fundamental for sustainable development and for creating opportunities for future generations. Our company, together with the Escola 42 team, was involved in the initiative.

Support for Escola 42 has enabled many students, who would otherwise not have access to a quality education, to develop advanced technological skills.

Future Initiatives (2025-2026)

SSMINT

- _ **Construction of RO (Reverse Osmosis) drinking water system** and infrastructure at two nearby schools – **2025**
- _ **Improving well-being and reducing stress/burnout and lack of support for family caregivers** (in collaboration with local community programmes). - **2025**
- _ **Organise or participate in local activities with a focus on the environment, sustainability and employment.** – **2025**
- _ **Promotion of employee participation in community activities**, providing time and resources to strengthen relationships and make a positive impact on society. – **2025**

SASA

- _ **Collection/donation of one tonne of food per month.** - **2025**
- _ **Continuation of sustainability projects with a focus on the Corporate SDGs**, according to the defined schedule (one campaign per quarter with an environmental/social focus). - **2025**



Our Group

Governance Model

Company Identification

Company Name:
SODECIA – Participações
Sociais, S.G.P.S., S.A.

Main Activity:
Gestão de participações
sociais

Headquarters:
Rua de António Bessa
Leite nº 1430, 4º, 4150-
074 Porto, Portugal

Share Capital:
EUR 64.442.910,00





Corporate Governance

The current term of office for all governing bodies, corresponding to the 2024–2027 four-year period, began by resolution of the Shareholders on 27/02/2024.

The company's governing bodies have the following composition:

OFFICERS OF THE GENERAL MEETING

Mr. Carlos Manuel Macedo do Vale Grijó **CHAIRPERSON**

Mrs. Ana Carla Novais de Carvalho Dias Teixeira **SECRETARY**

BOARD OF DIRECTORS

Mr. Rui de Lemos Monteiro **CHAIRPERSON**

Mr. Miguel Nuno de Avelar Lopes Cardoso **MEMBER**

Mr. Armindo Jorge de Melo Ribeiro **MEMBER**

Mr. Filipe José Mesquita Soares Moutinho **MEMBER**

SUPERVISORY BOARD

Mr. Paulo Roberto de Souza Mathias Lima **CHAIRPERSON**

Mr. Sérgio Paulo Esteves de Poças Falcão **MEMBER**

Mrs. Raquel Sofia Cruz da Rocha Araújo Gomes **MEMBER**

Mrs. Cláudia Martins Moreira Rodrigues **ALTERNATE MEMBER**

STATUTORY AUDITOR

Pricewaterhausecoopers & Associados- Sociedade de Revisores Oficiais de Contas, Lda

Mr. Joaquim Miguel de Azevedo Barroso **ALTERNATE STATUTORY AUDITOR**

The Board of Directors has retained the general powers of administration, management and representation of the company.

Here, we identify the specific areas of intervention of each member of the Board of Directors according to their special training, competence and experience:

i) Mr. Rui de Lemos Monteiro: strategic development, organic and acquisition expansion processes, technological and industrial development, commercial relations with clients, partners and suppliers.

ii) Mr. Miguel Nuno de Avelar Lopes Cardoso: development and organisation of the legal department, organisation and preparation of corporate resolutions and contractual documents, merger and acquisition processes.

iii) Mr. Armino Jorge de Melo Ribeiro: development and organisation of the sustainability area, contemplating risk management, digital transformation and process optimisation, as well as communication and talent development.

iv) Mr. Filipe José Mesquita Soares Moutinho: business development, responsible for the area's established objectives and strategic issues; definition of the commercial strategy for the development and acquisition of new business; evaluation and definition of the market and client risk management strategy; coordination with the CapEx and product team to reach the strategic objectives to support the group's strategic growth.

The Group's governance model, duly explained in the **"Governance Handbook"**, is based on 4Gs:

Growing the People: attracting, developing and retaining talent, knowledge, and dissemination of best practices; driven by merit and promoting the best performance and well-being.

Growing the Business: increasing market position, increasing value in the production chain by leading technological advancement, retaining and increasing the customer base and exceeding its expectations.

Growing the Results: increasing value in the ongoing relationship with clients, outperforming competitors and achieving better results than those budgeted and those achieved in the previous quarter.

Growing the Sustainability: sustainable industrialisation, ensuring inclusive and equitable education, developing green products, pursuing carbon neutrality, advocating and enforcing transparency and compliance.

All activities undertaken take into consideration each of the 4Gs and are evaluated for their achievement.



The Group's Governance system is based on a hierarchical pyramid organisation in which entities at higher levels pass instructions/authorisations to those at subsequent levels, in order to ensure harmonious actions by all units and achieve efficiency gains.

As previously established, matters of major importance to Sodecia Participações Sociais, SGPS, SA must be approved and ratified by its Board of Directors to ensure control of policies, strategies and investments in the entire Group.

The control of the performed operations is also supported by continuous forensic audit processes to the activities of each of each sub-holding and unit of the Group. Increasing the awareness and responsibility of the various managers regarding absolute compliance with the internally decided rules is also an objective.

All professionals who perform supervisory functions have vast professional and business experience, technical expertise and considerable knowledge of the automotive market and of the Sodecia Group. The functions of these employees are developed with autonomy and independence, and the Group makes available all the information necessary for the good performance of these functions.

The company's supervisory, accounting and internal audit bodies meet quarterly, and are provided with all documents, clarifications and information necessary for the exercise of their duties.

“Increasing the awareness and responsibility of the various managers regarding absolute compliance with the internally decided rules is also an objective.”

Corporate Governance Review and Formation

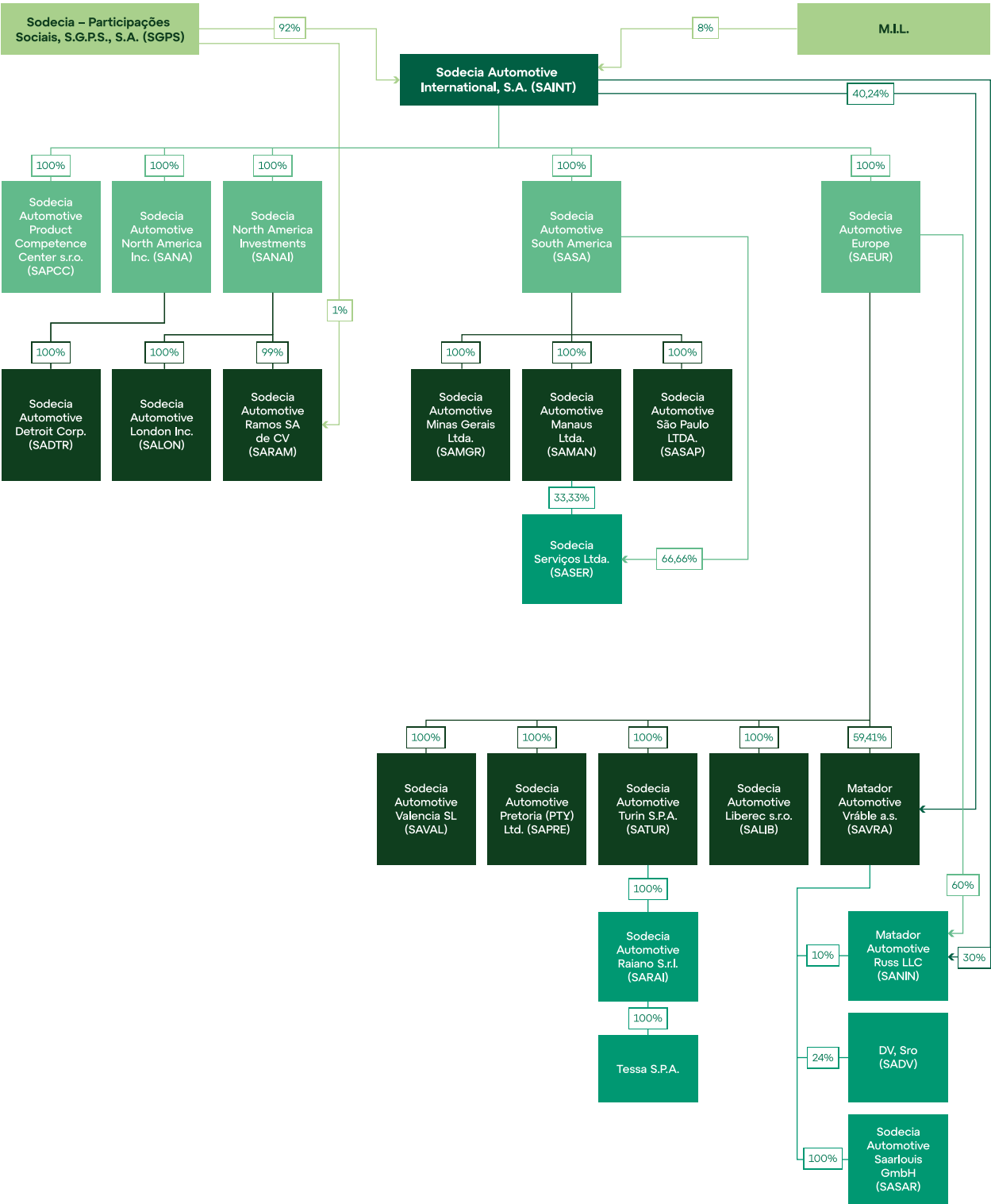
In 2024, the process of reviewing, preparing and disclosing the Group's governance documents continued, as did the conducting of training sessions on them.

All documents are published and accessible in the document management system.

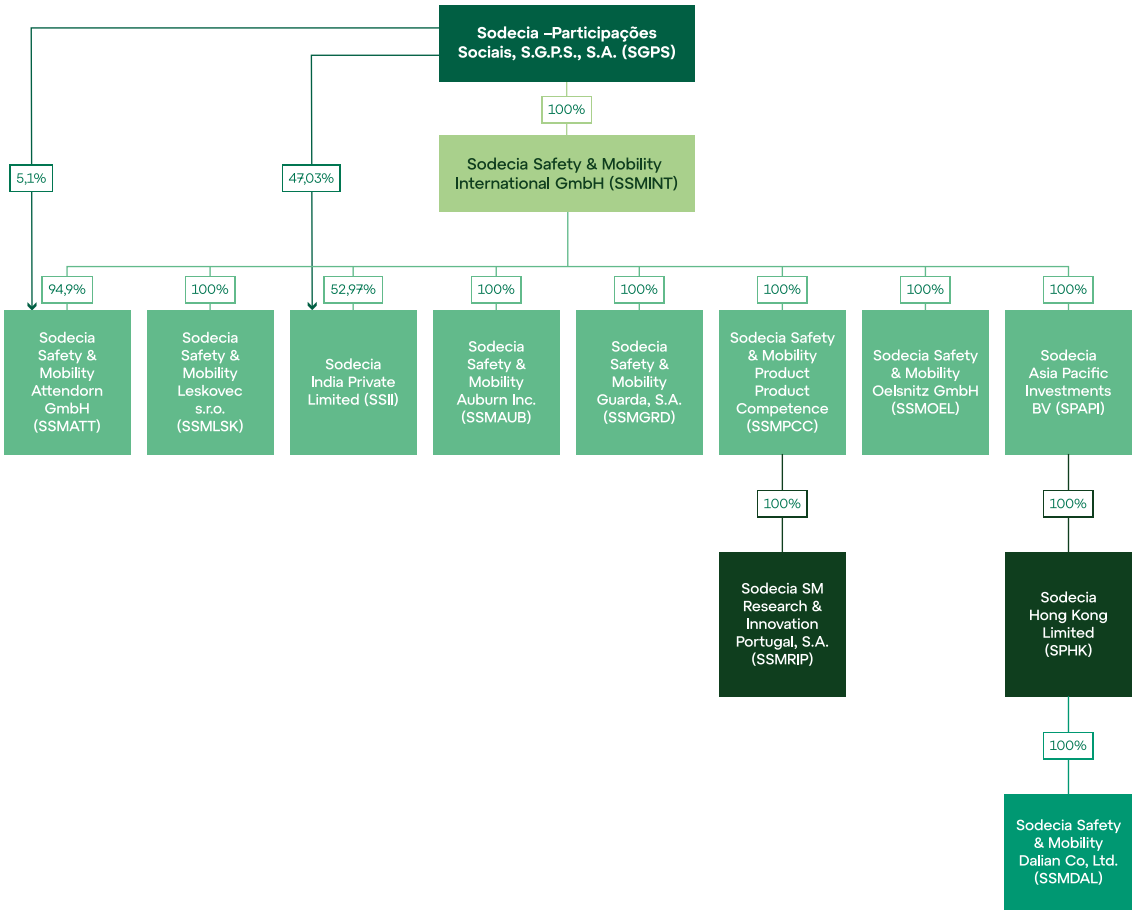
Organisation chart

By divisions:

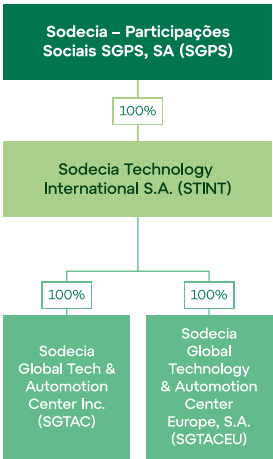
Sodecia Automotive Division Chart



Safety & Mobility Division Chart



Sodecia Technology Division Chart



Sodecia Access & Authorization Division Chart



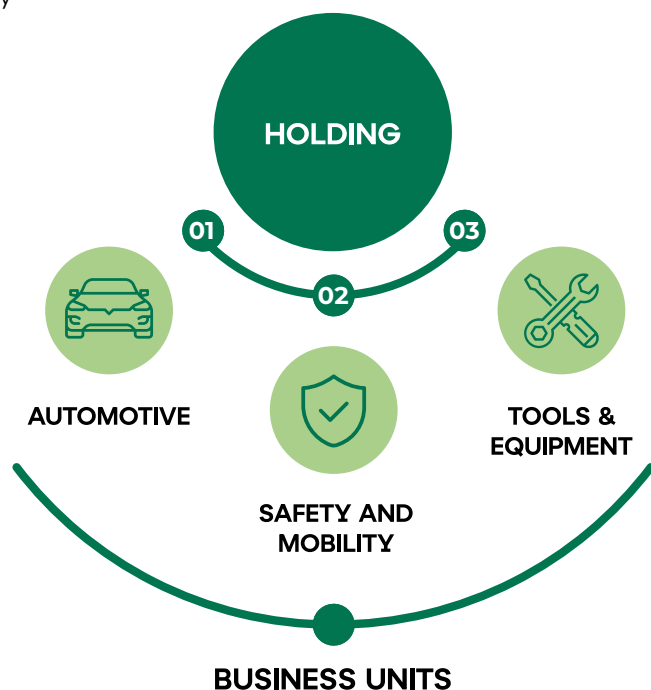


Our Business

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Who we are

Sodecia is an industrial group founded in 1980 that operates worldwide as a full-service provider in the automotive sector through the development and production of stamping assemblies, particularly for products such as structural parts for Body in White, safety systems, powertrains, chassis and others. Sodecia has three main divisions: Automotive, Safety and Mobility and Tools & Equipment.



As a partner of the world's leading automotive OEMs, Sodecia seeks to provide integrated product solutions that fulfil the highest levels of customer requirements, constantly adding value to challenges, exceeding expectations and participating in success.

_ Our strengths



Global Presence

Strategic positioning that allows us to deliver services and logistics footprints according to the global market customers needs.



Social responsibility & sustainability

Part of our corporate strategy, it is what drives our passion to improve across all our locations, while respecting the environment and making positively impacting in our communities.



Product competence centers

Focused and significant investment in engineering and research & development ensuring product innovation in each division.



Long-term and solid relations with stakeholders



Organization

Strong and empowered individual management teams in each business unit giving fast and effective answers to our customers.



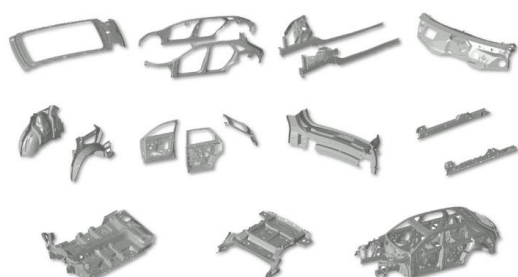
Management model

Strong management model, allows us to monitor constantly on our 4 main pillars, growing the people, growing the business, growing the results and growing the sustainability.

_ Capabilities

Using state-of-the-art equipment and technology, Sodecia is able to carry out the most important and requested services in the automotive sector, such as research and development of products and processes, simulations, design and manufacture of tools, cold and hot stamping of steels (soft, high-resistance and pressure-hardened conventional) and aluminium (1000 to 6000 series), winding, fine cutting, plastic injection, bending of metal wires and tubes, CNC machining, surface treatment, laser, projection, spot and arc welding (MIG, MAG), brazing, riveting, assembly and testing.

Body in White products



Security systems products



Powertrain products



Tools & Equipment

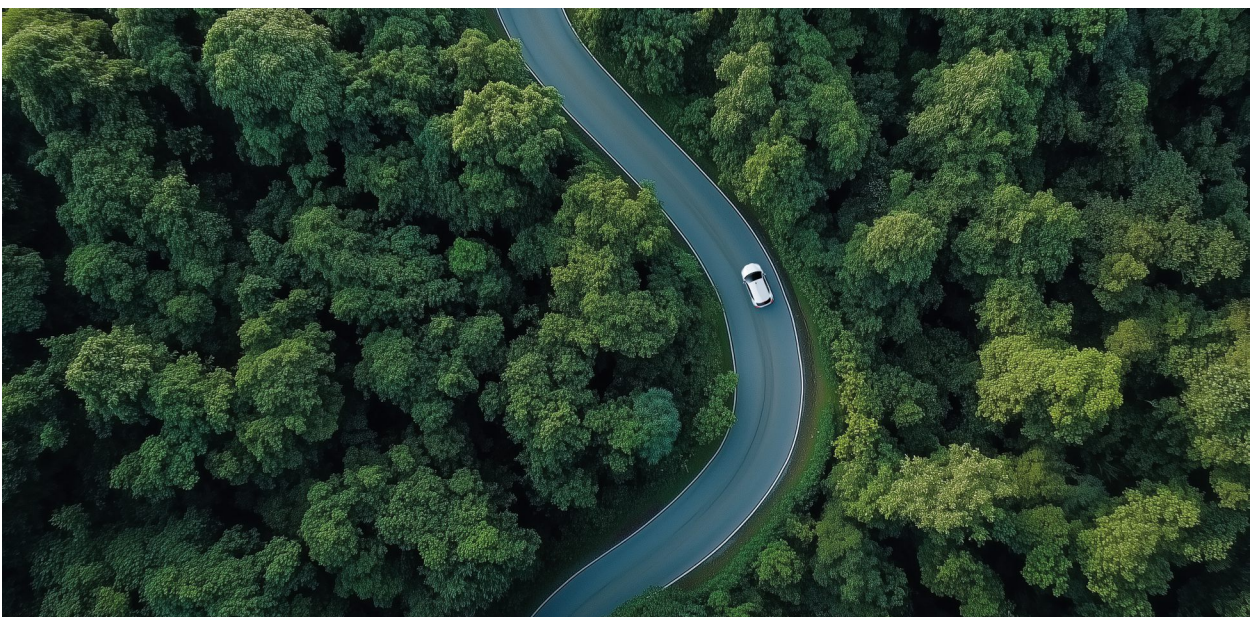


Our operations

Sodecia is present in 13 countries, in multiple parts of the world: Europe, Africa, South America, North America and Asia-Pacific.



Sodecia's business units with different emphases are supported by two Product Competence Centres (PCC): one in Slovakia, focused on the Automotive division and the other in Germany, focused on the Safety and Mobility division, and a Technical Automation Centre (GTAC) in Canada, which, together with the head office in Porto, Portugal, and sales offices, enable the Sodecia Group to offer comprehensive services and provide customers with the best solutions for their needs in the different regions of the world.



Automotive

Europe

- 2** Italy
- 1** Spain
- 2** Germany
- 1** South Africa
- 1** Czech Republic
- 2** Slovak Republic
- 1** PCC, Slovak Republic

North America

- 2** USA
- 2** Canada
- 1** Mexico

South America

- 2** Brazil

Safety & Mobility

Europe

- 2** Germany
- 1** Czech Republic
- 1** Portugal
- 1** PCC, Germany

Asia

- 2** India
- 1** China

North America

- 1** USA

Tools & Equipments

Europe

- 1** Portugal
- 1** Germany

North America

- 1** Canada



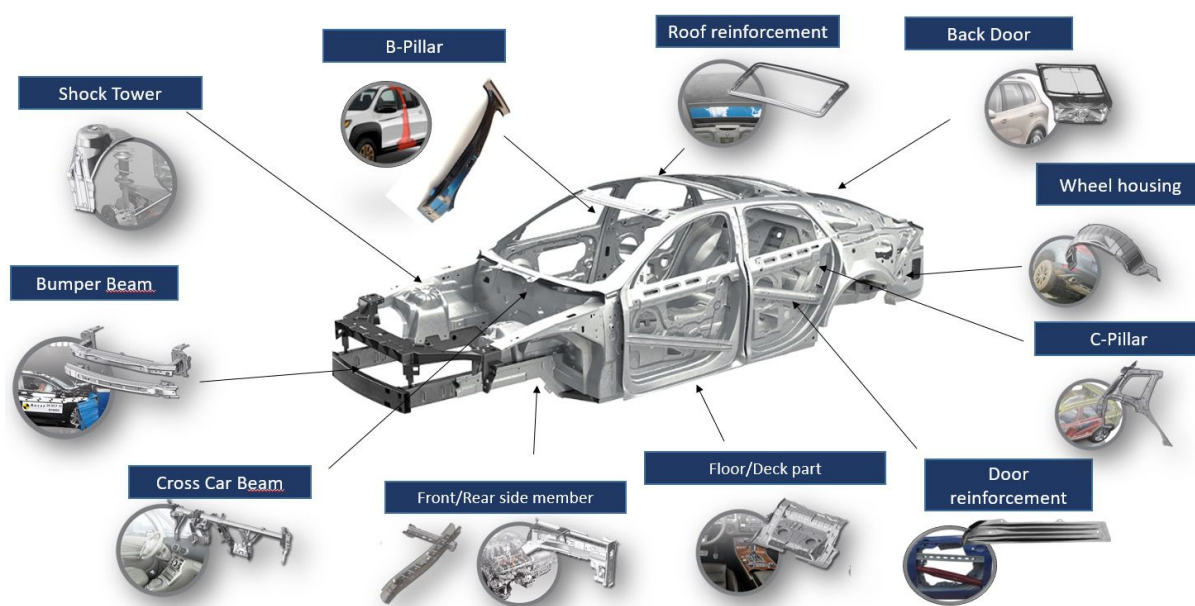
Our products

The Group, as part of its business sustainability development process, integrated into the automotive industry market, seeks to ensure that products follow a sustainable life cycle in order to meet the expectations of markets and customers, contributing to a better future.

Recycling, reduction in the emission of pollutant gases, safety and low energy use are now the main goals in the development of the automotive industry. In this context, the search for new solutions in the field of materials and, consequently, transformation processes is a reality in the day-to-day life of the entire production chain, leading to unprecedented changes in the industry, regarding both the form and the quantity of application of lighter and more durable materials, as is the case with

advanced high-strength and pressure-hardened steels, aluminium, composites, high-strength plastics and alloy steels with differentiating mechanical properties. Production processes have also undergone significant changes, with the necessary changes to be able to embrace the new materials and their specificities. The main examples of this are hot stamping, hydroforming, winding, laser welding, riveting and others.

The strategy involves in-depth knowledge of the products used by our customers, their present and future needs, and the personalised development of solutions, including manufacturing, product use and end-of-life, ensuring the translation of these technical needs into economic value for the Group.



It is in this context that Sodecia continues to invest in Product Competence Centres (PCC), created to develop differentiating value propositions for the automotive and mobility industry, adjusting products and processes to respond to the global market.

The challenge is based on guaranteeing the development of activities that, in an organised and time-distributed manner (APQP), are supported by the Group's specialised resources, in this case, the Engineers, with the support of Computer-Aided Engineering (CAE) tools, with virtual design means (CAD), supported by finite element simulation (FEM), for example, stamping simulations, welding simulations, structural static analyses, collision simulations, thermal simulations, modal analyses and others.

The goal is to go through the normal development cycle of a product, from its initial stage of conception and three-dimensional graphic modelling, to the stages of product validation, process definition and implementation, always analysing and criticising the technological level to be applied, thus ensuring the expected product performance and profitability that will ensure the continuity of the research and development work.

The Process Competence Centres (PCCs), along with the Group's various units, interact with the engineering departments of specific customers and suppliers, ensuring the application of best practices and knowledge throughout the process. The PCCs also have laboratories for product testing and qualification. The innovation aspect, including intellectual property issues, is taken into account in ensuring legal issues and protecting the ideas developed.

As an example, we present some of the activities and projects carried out in this area, such as a family of products whose reference was to reduce the weight of the component to ensure the requirements established by the client in the corresponding specifications. Weight reduction, which ensured customer satisfaction and met all set requirements, also contributes directly to the sustainability of the product's entire life cycle, when 100% recycled and reusable materials are used in its design. Weight reduction directly results in a competitive, economic and sustainability advantage, due to the lower use of raw materials, contributing to the reduction of the impact on carbon emissions, and is now a commitment made by our Group.

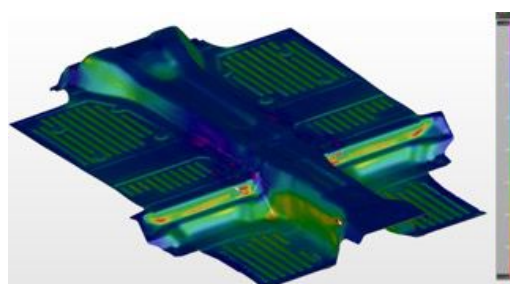
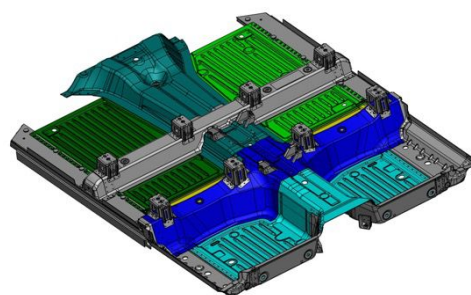
PCC BIW, as a technical centre dedicated to a new technological solution, addresses various initiatives related to sustainable growth. The main sustainability challenges come from an innovation and development mindset, mainly focused on Research and Development (R&D) initiatives, as well as optimisations of BIW build to print solutions proposed by the client, regarding weight reduction, optimisation of material consumption, reduction of production processes and general impacts on the carbon footprint. These activities are largely covered by the Product Process Feasibility (PCC PPF) department.

However, there are also various activities carried out by the PCC ME (Manufacturing Engineering) team, such as standardising production processes, unifying performance, producing in-house prototypes and reducing scrap, resulting in lower energy consumption and a significant reduction in CO₂ emissions. In addition to the topics mentioned, PCC BIW employees separate waste for recycling, use environmentally friendly lighting solutions and focus on reducing overall electricity consumption.

One of PCC's main objectives, with regard to reducing the complexity of vehicle body assembly, continues to be the integration of various parts into more complex entities. The goal of this action includes incorporating more printed parts into a single piece.

The design of the integrated part can be enhanced with reinforcements, malleable zones, TWBs (Tailor-Welded Blanks) and different combinations of materials to meet various impact requirements.

The use of fewer parts offers a significant advantage in weight reduction and overall simplification of assembly, which results in environmental and economic benefits.

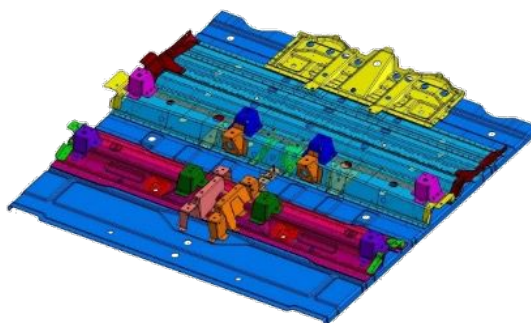
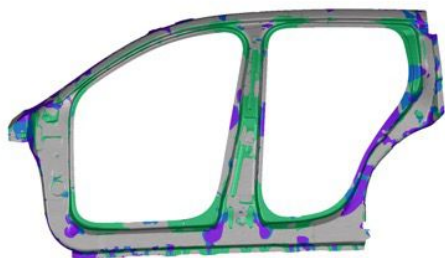
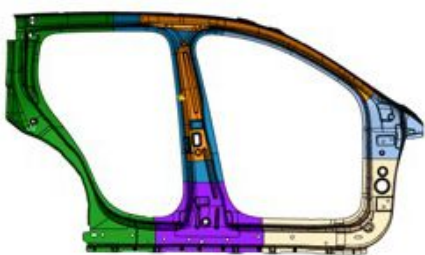


The application of several combinations of materials, considering different thicknesses, material classes and PHS (Press Hardened Steel) alternatives, continues to be the main objective.

The purpose is to follow the latest trends in materials and grade combinations, to validate the overall performance of BIW parts and the manufacturability, in combination with crash performance and the overall behaviour of the structures.



Tailor Welded Blanks (TWB) offer our customers a product centred on added value, reducing weight, raw material consumption (elimination of scrap) and energy consumption (fusion of assembled parts into a single pressed part), thus promoting greater sustainability. TWB parts can have different thicknesses and material grades, according to the requirements of the parts. Raw patchwork parts are produced with the TWB parts to reinforce the pieces. Parts such as roof panels and door frames combine the highest safety requirements with economical and lightweight construction.

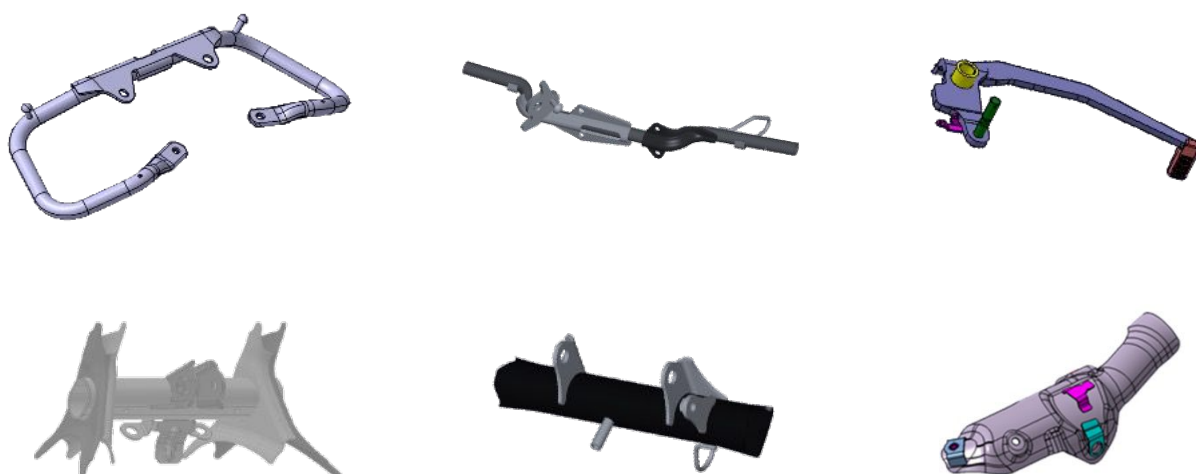


The Group focuses on the production of complex assemblies and on the use of hot stamping material and technology in the automotive sector, as well as in floor assemblies, for a wider range of customers, which is a strength of the Group. The Sodecia Group is able to produce parts using hot stamping with soft zones for better part malleability or energy absorption. Tailor Rolled Blanks (TRBs) are also produced for our customers at Sodecia for floor assemblies. TRB parts can have different thicknesses with the same material class. The advantages of TRBs are similar to those of TWBs.

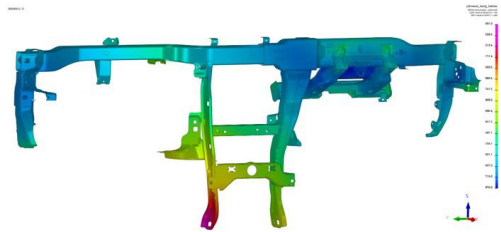
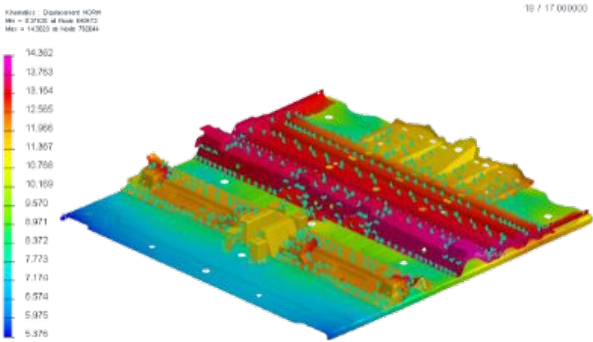
Sodecia is able to offer various options for the design and manufacture of products, such as cold-formed parts, hot-formed parts, parts with TWB (Tailor Welded Blanks), TRB (Tailor Rolled Blanks), patches and large cast stamped parts for customer satisfaction.

The use of large stamped parts is a competitive solution compared to High Pressure Die Casting. With large stamped parts, it is possible to reduce both the carbon footprint and the weight of the product.

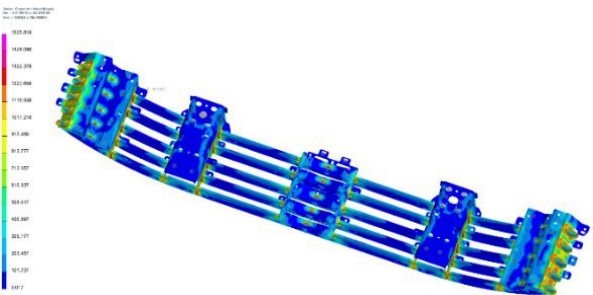
The portfolio was diversified and expanded on the basis of our experience in the automotive industry by adding the production of motorbike parts – using simulations and technologies with the production of tube systems, for example, the assembly of cross beams for cars.



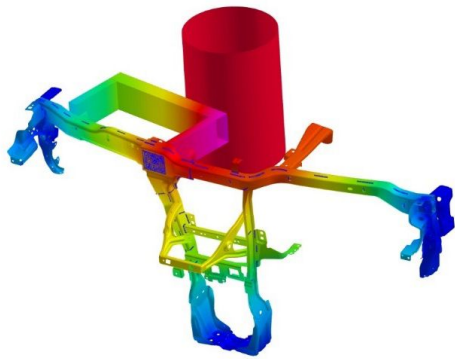
All parts produced are reported to the International Material Data System (IMDS). At IMDS, all the materials used to manufacture cars are collected, kept, analysed and archived. Using IMDS, it is possible to fulfil the obligations imposed on car manufacturers, and consequently their suppliers, by national and international standards, laws and regulations.



- Cross Car Beam (CCB)
arc welding simulation

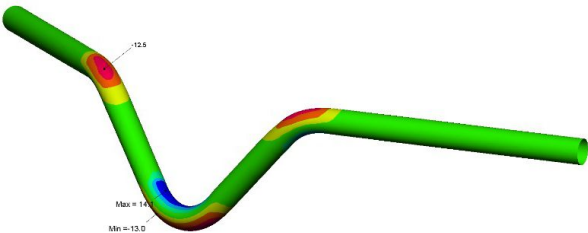


- Front Underrun Protection (FUP)
arc welding simulation



- Cross Car Beam (CCB) crash
performance simulation

Sodecia also produces parts for heavy-duty vehicles and products for motorbikes, which in many cases contain curved tubes.



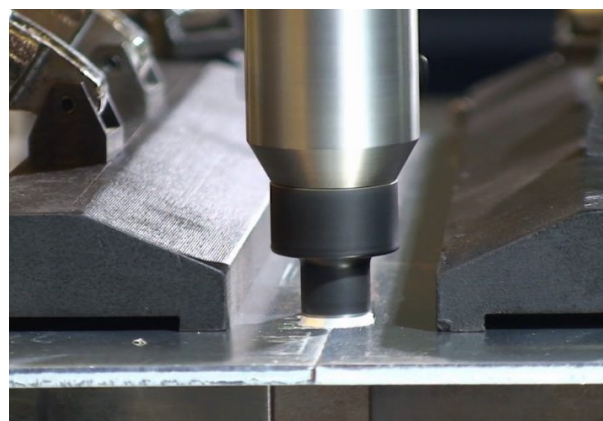
- Motorbike handlebar tube bending simulation

Research and Development (R&D) activities

Sodecia currently uses various types of joining methods to produce stamped parts, such as spot welding, arc welding, laser welding, drilling screws, among others. However, the R&D department also focuses on other progressive joining methods, such as Friction Stir Welding (FSW).

FSW is a solid-state joining process that uses a non-consumable tool to join two workpieces facing each other without melting the workpiece material. Heat is generated by friction between the rotating tool and the workpiece material, which leads to a softened

region near the FSW tool. As the tool is moved along the joining line, it mechanically mixes the two pieces of metal and forges the hot, softened metal by the mechanical pressure applied by the tool. With this type of solid-state joining, it is generally possible to weld aluminium and steel together in series production.

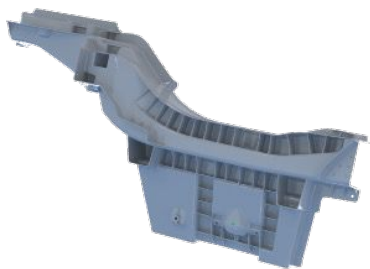


In a long-term perspective, Sodecia monitors trends in the automotive industry, such as High Pressure Die Casting (HPDC). Some OEMs have changed or are planning to change stamped and welded assemblies, which used to consist of up to 100 parts, to a single cast part.

Magnesium alloys are promising for the future, for example for applications in Cross Car Beams. Sodecia maintains regular communication with the main

producers of HPDC machines, with all the necessary peripherals. Large foundries offer a tremendous possibility to reduce the weight of products. By circularly reusing the material, it is also possible to reduce the CO₂ footprint. These are two objectives identified as the most important in the production of electric vehicles (EVs).





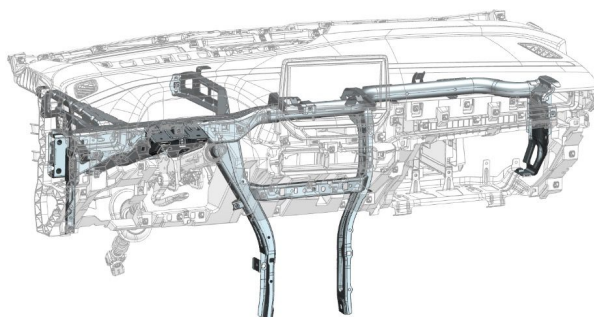
- Example of an intermediate casting part

The Safety and Mobility division carries out its business mainly in four different areas of activity, namely automotive crossbeams, safety (which includes seat belt system components, consolidated on the market with the seat belt system height adjustment product, as well as load securing systems), extrusion components with a fastening function and various systems (engine and battery support) and finally powertrain (for both internal combustion vehicles and EVs), which includes gear shifting systems and assemblies associated with the braking mechanism when stationary.

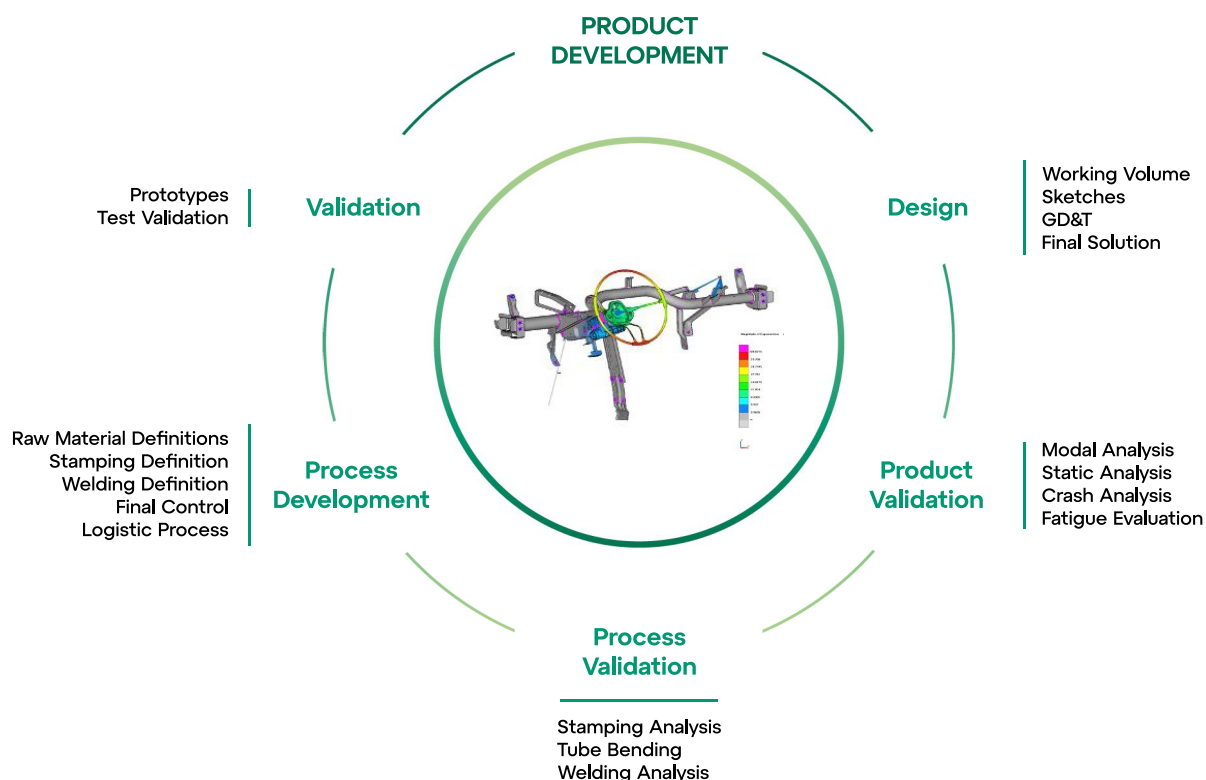
Our Product Competence Centres have a common structure and departments, which aim, on the one hand, to monitor and understand market trends and develop new products and, on the other, to implement, standardise and optimise new manufacturing processes.

In our area of activity there are departments that support product development: Research and Development (R&D) and Product Development (PD). While R&D focuses on future products and improving our product portfolio, PD focuses on offering the best product according to the customer's needs. In both cases, all of the OEM's technical requirements, such as geometries, specifications or standards, are met to guarantee the functionality of the final product and customer satisfaction. To this end, they rely on CAD tools, enabling modelling of the solutions developed in a virtual environment, including the respective graphic visualisation and interactions with the various surrounding components and functions.

The CAE tools are available in our R&D and PD departments, and are now essential in supporting decision-making. Virtual validation, which, with regard to structural, noise, vibration and harshness (NVH), or thermal analysis, makes it possible to assess the developed solution against the requirements of use and process simulations (cold or hot sheet metal stamping, tube bending, welding), which make it possible to assess the feasibility of the geometry by reproducing the selected processes, are used intensively, helping to reduce development costs by anticipating and avoiding potential problems that would otherwise only be detected in production.



- Cross Car Beam assembly (integrated Dashboard view)



All Product Development activities are therefore supported by CAD tools for data verification with regard to potential design optimisation, product and process simplification and the design of concepts, seeking the best performance from the manufacturing process.

Transport optimisation is increasingly important today in order to optimise design with regard to transport needs. This type of optimisation helps to increase the overall use of transport, reduce transport and significantly reduce the carbon footprint.

Sodecia Group's development is built with lighter vehicle parts in mind. Weight and CO₂ reduction are currently some of Sodecia Group's main areas of research. These are some of the most demanding requirements in the automotive sector. For internal combustion engines, this is due to the need to improve fuel efficiency. In the case of electric vehicles, weight also affects the vehicle's range and, until the electric grid is completely decarbonised, their consumption still plays an important role in the vehicles' CO₂ emissions during this phase.

To this end, our product development (PD) department takes into account the impact of carbon footprint generation during the initial concept creation phase, in order to optimise and to respond to the requirements imposed by the end customer and the legal requirements in force.

With this in mind, and as part of our innovation process, a tool was developed and applied to calculate the carbon footprint (CO₂) with the corresponding generation of a "Carbon footprint product certificate", as in the case presented here.



Certificate of Product Carbon Footprint

FH LHD



Boundaries: Cradle to gate approach for all the materials and components per product. Some marginal contributions which are not directly calculated are taken into account by using a safety factor.

Standard: The balance considers the sum of all direct and indirect greenhouse gas emissions of the mentioned product. It is depicted in CO₂ equivalents (CO₂e). The calculation of the balance follows international standards and regulations.



Attendorf, 08.02.24

Place and Date:

Signature

- Carbon footprint (CO₂) product certification

The Sodecia Group therefore proposes innovative solutions to offer the best results in terms of weight reduction and to meet the sector's most stringent requirements. To achieve this goal, various directions are being followed, such as reducing the thickness of parts, using hybrid concepts (mixing different materials, such as steel, aluminium, plastic, etc.), optimising the characteristics of the part by making better use of the material's performance, changing manufacturing process technologies, among others.








One of the reference activities was aimed at developing a product solution with a direct impact on reducing weight and consequently reducing the carbon footprint. The product in question is associated with the dashboard support, already referred to here as the Cross Car Beam, which is part of a reputable and premium group in the automotive market.

With the goal of innovating by supporting a hybrid concept, the response to structural functions with the application of more robust materials stands out. Conversely, for the other less demanding functions, materials were applied with the main function of reducing weight to obtain the best combination of product performance and weight.

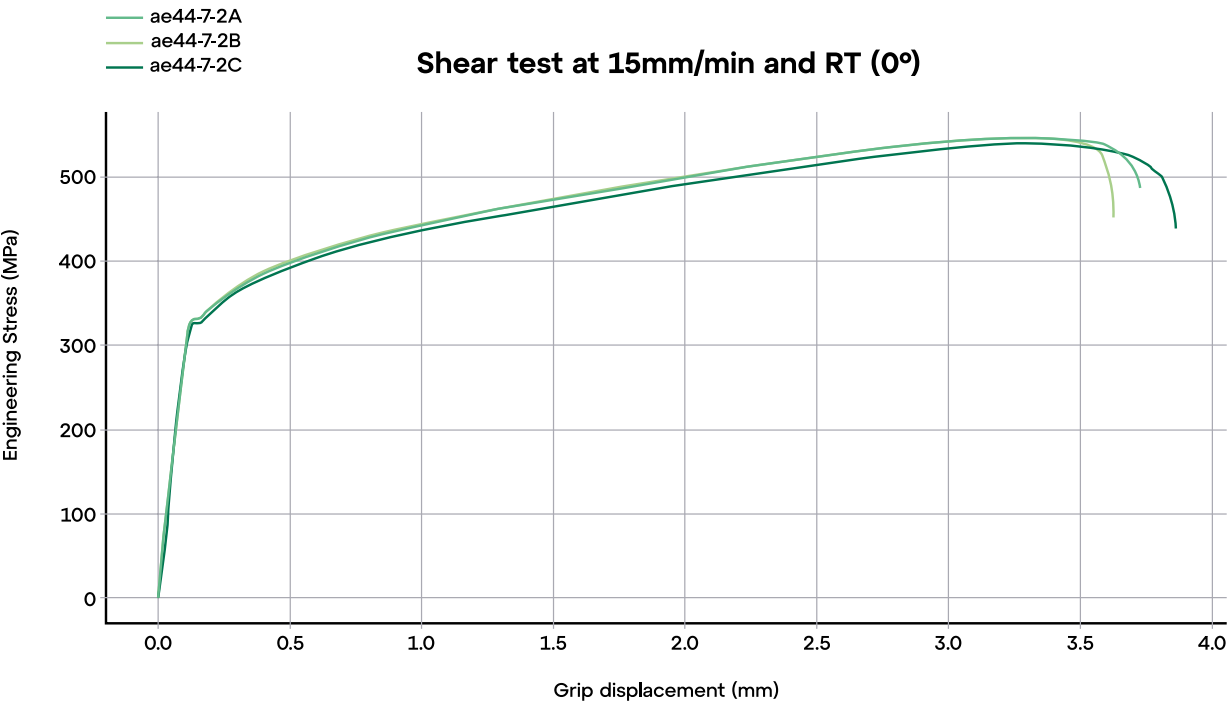
During the development process, various research activities were carried out, with a special focus on the characterisation of the materials, in order to generate material charts that represent their actual physical behaviour when subjected to the various stresses that the product is subjected to.

As an example, some of the evidence of these research and results is presented here, for a better interpretation of the involvement and detail that is required and demanded by our R&D/PD activities with our clients.

Material characterisation tests and hybrid joining technologies

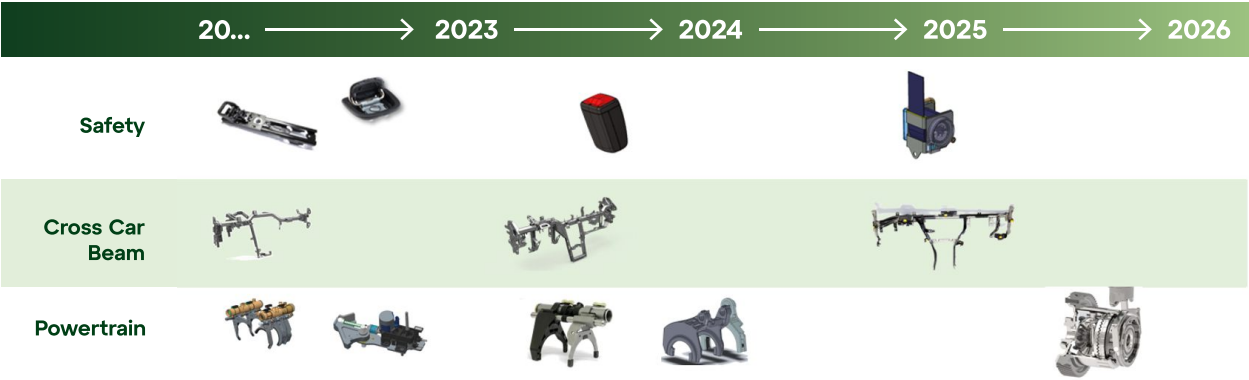
Characteristic	Description/picture	Code	Characteristic	Description/picture	Code
Hole tearing in the top layers		L	Screw head shears		B
Screw head disengages from the top layers		A	Shearing in the area of the shaft		S
Screw shaft tears from the bottom layer		G	Top layer material failure Starts with hole tearing in the top layer and ends with the break of the material — belongs to the thin material		T
			Top layer material failed Belongs to the brittle material		U

Example of a physical test curve to support the generation of a material chart.



For each commodity, a global roadmap is followed for the coming years. The Sodecia Group believes that increasing the complexity of its products, as well as generating added value for the customer, is the path that leads to greater sustainability of the business, as well as greater cooperation with the customer.

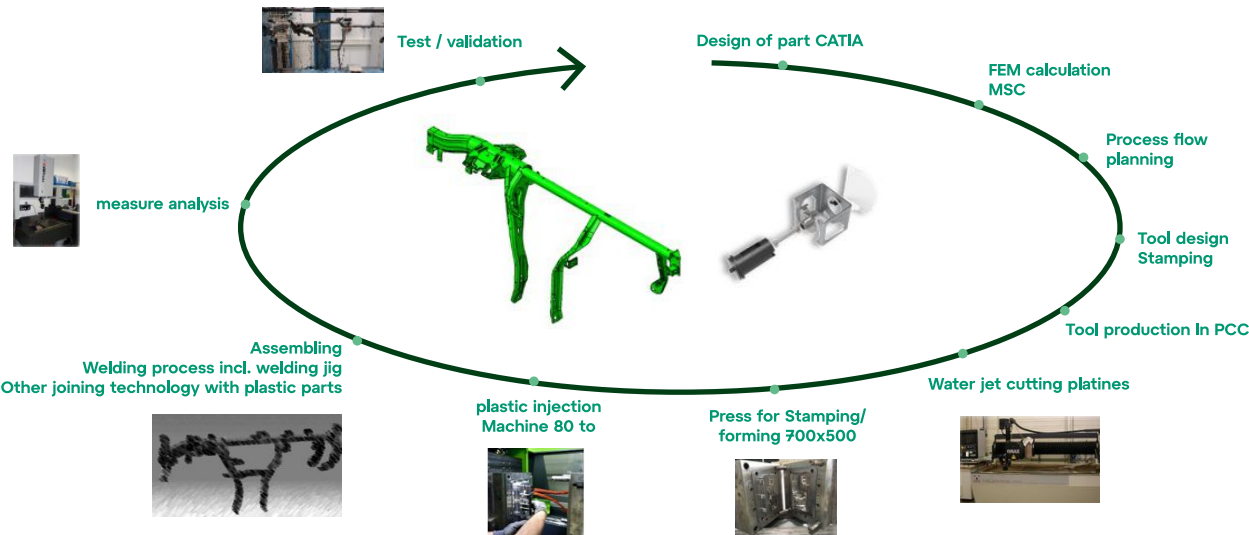
The product roadmap for the coming years is shown below.

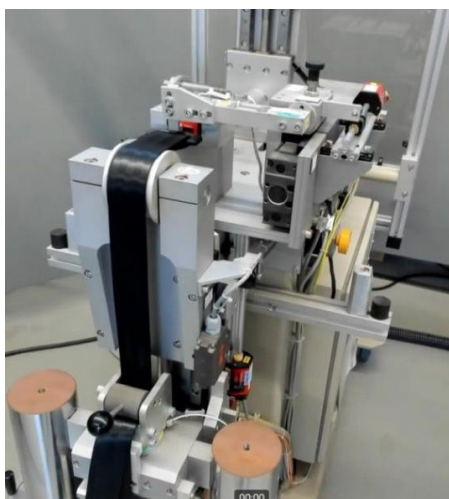
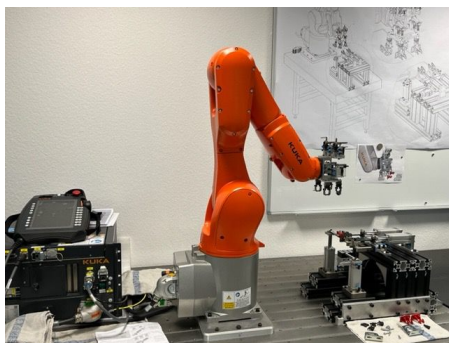


At Sodecia Safety & Mobility's Product Competence Centre, the R&D area has been developing and supporting the main activities focused on the global optimisation of products and processes. These activities can be carried out using only internal resources, but not exclusively. To ensure access to and efficiency of technologies and trends, developments are often carried out in partnership with leading universities, technical institutes, or technology experts. The intellectual property resulting from these activities often leads to the registration of patents.

One of the bases for this activity is simulations (as mentioned above), as well as the use of prototyping technologies. This component is supported by 3D printing solutions as a requirement of speed and precision to achieve our concept of prototype solutions, with the aim of reducing time-to-market, material consumption and the overall energy of the process, having a direct impact on CO₂ reduction and carbon neutrality, since consumptions can be reduced.

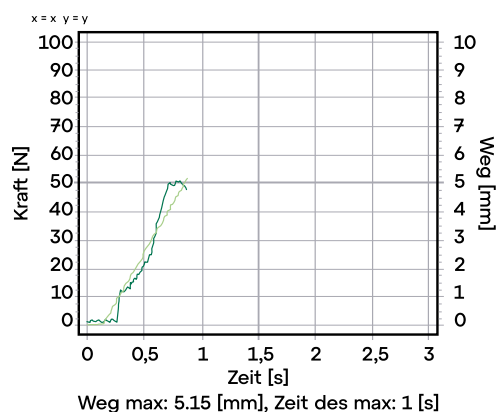
The prototype development circle is represented and summarised in the following full service supplier circle – from the white paper, to prototyping, testing and validation.



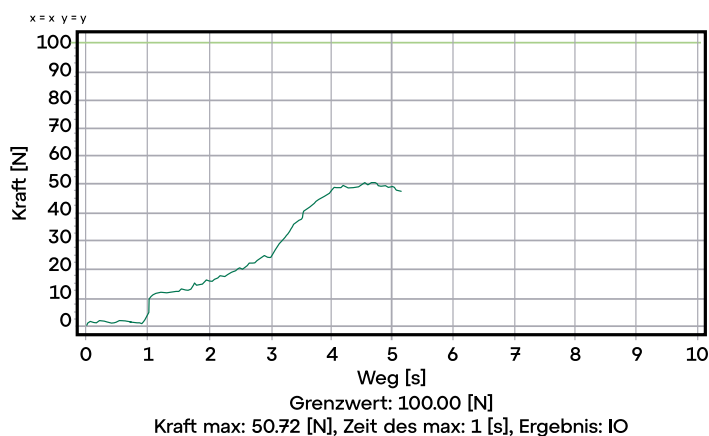


In addition to our core activities at the Sodecia Safety & Mobility Product Competence Centre, a laboratory is available with a series of manufacturing and testing machines, which provide fundamental and specific support for product and process validation in the development and approval phase in order to move forward with the best concepts, allowing validation and qualification tests to be carried out to ensure not only the success of the project at product scale by analysing the results achieved in the mechanical requirements, but also to ensure that the process is capable of producing and guaranteeing the repeatability of these characteristics, also promoting the link to the simulation of the process in series. Dedicated laboratory equipment makes it possible to carry out validation and qualification tests to not only ensure the success of the project at product level by analysing the results achieved in the mechanical requirements, but also ensure that the process is capable of producing and ensuring the repeatability of these characteristics.

Schlossöffnung: Kraft und Weg über Zeit



Schlossöffnung: Kraft über Weg



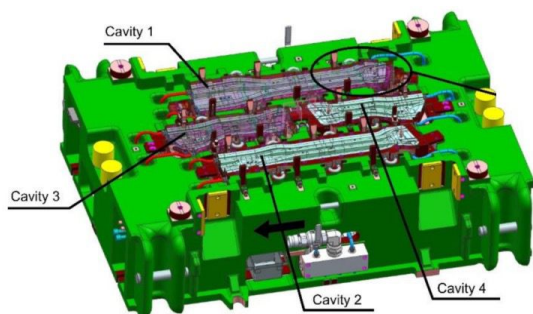
New materials and different types of production technology are also tested in our laboratories for future use in series production.

With regard to the Process, the Manufacturing Engineering Department draws up and implements detailed definitions of the manufacturing process, capitalising on the best solution that strikes a balance between the economic and technical points of view. To achieve this result, all the best practices (as well as the less successful ones) are taken into account to guarantee the best productive result in a competent and repeatable manner.

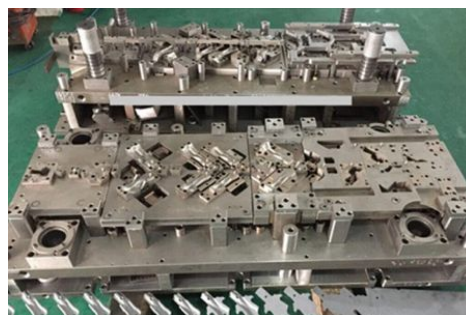
Thus, the Process and Manufacturing Engineering Department is in close contact with the Production

Sites and participates in Continuous Improvement and Kaizen Activities, always with an emphasis on Quality and Performance Improvement. Staff training at sites with new and modified production processes is also part of this department's remit, ensuring the necessary transfer of knowledge.

The Sodecia Group has a special division for cold and hot stamping tools, control and measuring devices – Sodecia Global Vendor Tooling (SGVT) – which cooperates with tool shops and suppliers around the world.



- Hot stamping tool



- Progressive cold stamping tool



The Sodecia Group also includes an operation in Canada – the Global Tech & Automation Centre (GTAC) – entirely dedicated to the research and development of automated production equipment and robotic assembly lines for different types of products, using different technologies (welding, assembly, handling, etc.). This unit operates globally in a direct manner, integrated into the Group's various project teams, covering all stages of industrial process development.

With the ambition of positioning the Sodecia Group as a market leader, the Sodecia Group has been investing in the Global Tech & Automation Centre (GTAC), located in Canada and Portugal, since it was founded in 2013. The principle of this division is the research and development of the latest technologies, providing Sodecia with the most efficient and sustainable manufacturing systems in its Business Unit operations.



GTAC is fully dedicated to the exploitation of advanced manufacturing technologies, developing industrial automation as part of the Industry 4.0 / 5.0 concept. It has a portfolio that includes R&D, engineering, robotic systems, vision systems, artificial intelligence, autonomous equipment and testing machines used to produce structural parts, safety components and complex assemblies in a wide range of sectors.



GTAC products

At GTAC, the emphasis on automation centres on taking manufacturing technologies and industrial automation to unprecedented levels. What sets GTAC apart is its diverse portfolio, which includes everything from large multi-process assembly lines to complex high-volume assembly centres and even vision-guided autonomous machines. This means that GTAC can significantly increase the production capacity of the companies while maintaining top quality and improving overall efficiency.

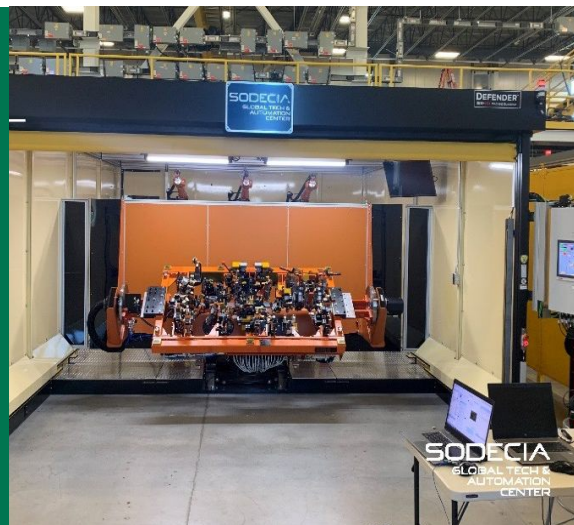


Large Multi-Process Assembly Lines

Designed for exceptional productivity, GTAC's assembly lines are a testament to precision engineering and innovation. Systems that integrate multiple processes, from rough machining to quality control, to ensure flawless assembly of complex products.

Standard Flex Cells

Equipped with advanced technology, a user-friendly interface and advanced safety features, GTAC's standardised cells ensure consistency and high-quality welding. Modular designs make them easily adaptable to any specific needs, enabling seamless integration into the customers' existing manufacturing processes.



High-Volume Complex Assembly Centers

GTAC's high-volume complex assembly centres provide the perfect solution for companies looking to increase their production capacity, maintain the highest quality standards and improve overall efficiency.



Vision Guided Autonomous Nut Welding

Working fully autonomously, the production systems guided by artificial intelligence through GTAC's vision processing precisely handle parts in different manufacturing, welding, assembly, laser cutting and inspection processes. No human intervention during the product manufacturing process.



People Development: Fostering Growth

A notable aspect of the partnership with GTAC is the access to personalised training services, designed to meet the unique and specific needs of each company and its associates, ensuring that they get the most out of their collaboration with GTAC.



“Teamwork,
Partnership and
Sustainability”

GTAC is proud of the incredible work the team is doing and of the strong partnerships it has established along the way.

These partnerships are a testament to GTAC’s commitment to continually thrive and push the boundaries of innovation, ensuring that it goes hand in hand with environmental responsibility, creating a future where technological progress coexists harmoniously with sustainable practices.

By choosing GTAC, companies not only gain access to innovative technology and solutions, but also become part of a network dedicated to the success of their companies and to the planet’s sustainability.

Certifications

SODECIA AUTOMOTIVE MANAUS LTDA. excels in the production and commercialisation of metal components for motorbikes and cars, using advanced processes such as stamping, welding, painting and assembly. The company guarantees the quality of its products in accordance with the requirements of the NBR ISO 9001:2015 standard, verified by audits. In addition, the NBR ISO 14001:2015 certification reflects Sodecia's environmental commitment, proving sustainable practices and social responsibility. This way, SODECIA AUTOMOTIVE MANAUS LTDA. reinforces its position of excellence in the car and motorbike market, by complying with high quality standards and promoting customer satisfaction.

SODECIA MINAS GERAIS INDÚSTRIA DE COMPONENTES AUTOMOTIVOS, LTDA. is well-known for manufacturing stamped parts, welded assemblies and tube cutting and bending for the automotive industry. The company is certified according to the ISO 14001:2015 standard, once again reinforcing its commitment to sustainable environmental practices. It also meets the requirements of the IATF 16949:2016 Edition 1 standard, consolidating its excellence in the production of automotive components. This way, SODECIA MINAS GERAIS reiterates its commitment to quality and sustainability in the automotive sector.

Certifications	Business units	Certification areas
ISO 9001	SAMAN, SAPRE, SAVAL, SATUR, SARAI, SAVRAV, SAVRAN, SASAR, SSMATT, SSMLSK, SH SSMINT	Quality Management – Quality management principles, including a strong customer focus, the motivation and involvement of top management, the process approach and continuous improvement.
ISO 14001	SADTR, SALON, SARAM, SAROS, SAMGR, SAMAN, SAPRE, SAVAL, SATUR, SARAI, SAVRAV, SAVRAN, SALIB, SASAR, SSMAUB, SSMGRD, SSMDAL, SSMLSK, SSMPKA	Environmental Management – Provides assurance to the company's management and employees, as well as to external stakeholders, that the environmental impact is being measured and improved.
IATF 16949	SADTR, SAKAC, SALON, SARAM, SAROS, SAMGR, SAPRE, SAVAL, SATUR, SARAI, SAVRAV, SAVRAN, SALIB, SASAR, SSMAUB, SSMGRD, SSMDAL, SSMATT, SSMLSK, SSMPKA, SPPCC SSMINT	Quality management systems – Defines the quality management system requirements for the design and development, production and, where relevant, installation and service of automotive products. ISO/TS 16949:2009 is applicable to the company's sites where customer-specified parts are manufactured for production and/or service.
ISO 45001	SAPRE, SAVAL, SATUR, SARAI, SAVRAV, SAVRAN, SALIB, SASAR, SSMGRD, SSMDAL, SSMLSK	Occupational health and safety management systems – Specifies requirements for an occupational health and safety (OHS) management system and provides guidance for its use, to enable companies to provide safe and healthy workplaces, preventing work-related injuries and ill health, as well as proactively improving their OHS performance.
ISO 50001	SATUR, SARAI, SAVRAV, SAVRAN, SALIB, SASAR, SSMATT	Energy management – Designed to support companies in all sectors, this ISO standard provides a practical way of improving energy use through the development of an energy management system (EMS).
ISO 27001	SAVAL, SATUR, SARAI, SAVRAV, SAVRAN, SALIB, SASAR, SSMDAL, SSMLSK	Information security management – Its general principle is that the company adopts a set of requirements, processes and controls, with the goal of adequately mitigating and managing its risk.

Featured Initiatives

SSMINT - SSMPCC

Intellectual property support case (CCB Hybrid concept > metal solution)

The initiative sought to develop and optimise a product that met the customer's needs, focusing on the integration of multiple functions. This approach has made it possible to reduce the number of parts, combine different materials, improve tolerance control, absorb vibrations, reduce weight and improve the functional characteristics of the product.

The use of low-carbon and almost completely recyclable materials has helped to reduce the environmental footprint of the manufacturing process, promoting a more effective assessment of the product/vehicle's life cycle. At the same time, the optimised design has increased production efficiency and reduced the product's energy consumption during use, extending its life cycle. The solution also eliminated unnecessary parts, simplifying production and resulting in savings for the company and environmental benefits.

SAEUR - PCC BIW

PCC BIW, as a technical centre dedicated to new technological solutions, optimising build to print projects and improving the business unit's performance, has implemented several sustainability-related initiatives over the past year.

The main sustainability challenges arose from a mindset geared towards innovation and development, especially through R&D initiatives. Optimisations were also made to the BIW build to print solutions proposed by customers, with a focus on reducing weight, optimising material consumption, simplifying production processes and reducing environmental impact, especially the carbon footprint. These actions mainly covered the activities of the PCC's product and process feasibility (PPF) department.

At the same time, PCC's manufacturing engineering (ME) team also promoted various initiatives, including standardising production processes, unifying performance and reducing waste, resulting in a significant decrease in energy consumption and CO₂ emissions.

In addition to the topics mentioned above, PCC BIW employees separate waste for recycling, use environmentally sustainable lighting solutions and focus on reducing overall electricity consumption.

Future Initiatives (2025-2026)

SSMINT

- _ Comparison of the impact of CO₂ emissions between casting solutions and standard steel solutions, taking into account the replacement of parts by the casting strategy. - **2025**
- _ Close contact with suppliers to find alternative materials that reduce weight and carbon emissions - **2024-2025 (on going)**
- _ Development of a division matrix verifying the portion of the BIW carbon impact coming from material, application of fasteners, stamping process and welding. - **2025 - 2026**
- _ Establishment of a strategy for the serial application of green steel, taking into account the availability of steel mills on the market versus the different requirements of OEMs over the next few years. - **5 anos**
- _ Offer customers different options, i.e., the development of a product with a carbon footprint of the standard product and reduced alternative versions, to boost customers in the SDGs. - **2024-2025 (on going)**
- _ Company-wide training workshops to raise awareness of sustainability topics such as weight reduction, materials with lower CO₂ emissions, green electricity. - **2024-2025 (on going)**

Featured Initiatives

SAEUR - PCC BIW

Innovative method for joining sheet metal

The PCC BIW R&D team has proposed a new technology for joining metal elements, including combinations such as steel and aluminium, without the use of fasteners or heat. The research involved analysing theoretical sources, simulations and checking the current coverage of the methodology through a specific patent. The goal was to introduce a new patent-protected joining method, with activities carried out throughout 2024, ranging from theoretical analyses to the construction of tools and physical tests. This method allows multi-material joining and reduces the material in the flap area.

Main features:

- _ Joining without additional elements and without heat
 - _ Multi-material joining
 - _ Reduction of material in the flap area
-

Featured Initiatives

PCC in Vrable-Nitra, Slovakia

TWB physical stamping test

A physical stamping test was carried out on TWBs (Tailor Welded Blanks), prepared externally and used as roof elements joined by laser and friction welding. The goal was to validate an alternative solution to the one-piece concept by exploring innovative joining technologies. The activities, carried out throughout 2024 included theoretical analysis, feasibility studies, external sample preparation and internal stamping. The team in charge of the project was PCC BIW R&D, with the activities taking place at PCC's facilities in Vrable-Nitra, Slovakia. The results were positive, showing a reduction in material, waste and energy consumption.

3D digitalisation of stamped parts using laser sensors and cameras

In the manufacturing engineering laboratory, tests were carried out to detect cracks, dents and missing components in stamped parts on the line and at the end of the line, using laser sensors and cameras. The goal was to eliminate waste, ensure full inspection of the parts and eliminate the need for human operators for the entire inspection. The team in charge was PCC's Department of Manufacturing Engineering (ME), with the activities taking place at PCC's facilities in Vrable-Nitra, Slovakia. The results were positive, proving the effectiveness of detecting the aforementioned faults. Based on the detection speed and the alignment of the press configuration, a serial solution will be adjusted.



Responsible business conduct

Ethics and transparency are fundamental principles for Sodecia, and are directly reflected in the Group's reputation. To this end, we are dedicated to acting in a close and responsible manner with our employees, customers, suppliers and other partners, guaranteeing the continued trust placed in us. Our way of working is guided by a deep-rooted culture of ethics and compliance, with the goal of ensuring the preservation of the environment and fully respecting human and labour rights, while promoting the continuous improvement of social conditions in the communities where we operate.

Internally, we have developed a set of mechanisms and instruments that ensure not only the transparency and integrity of the Group's practices, but also the incorporation of the values of business ethics by all our employees, at all levels. Committed to conducting business and establishing commercial relationships based on honesty and professionalism, we strive to act in accordance with legislation, standards and corporate responsibility practices recognised at national and international level.

In addition to our internal rules, the pillars that guide Sodecia's business conduct include the values and ethics handbook, the code of conduct on anti-corruption and bribery, as well as the directors code of conduct. The Board of Directors has also ratified various political commitments covering areas such

as the environment, human rights and labour. These policies seek to prevent, eliminate, or mitigate the adverse impacts of the company's activities on human rights, such as child labour and labour exploitation, as well as on the environment, including pollution and the loss of biodiversity.

The Group's responsible business conduct is based on various intergovernmental reference instruments, including the United Nations International Bill of Human Rights, the Guiding Principles on Business and Human Rights, the Convention on the Rights of the Child, the Convention on the Rights of Women, the International Labour Organisation's Fundamental Principles and Rights at Work, the OECD Guidelines for Multinational Enterprises, the 10 Principles of the UN Global Compact and the Rio Declaration on Environment and Development.

As part of our interactions with external partners, we have implemented procedures and mechanisms to analyse the counterparties with whom we relate. This effort is especially aimed at mergers and acquisitions (M&A), joint ventures, takeovers and customer management.



**ENVIRONMENTAL
POLICY**



**SUSTAINABLE
PURCHASING
POLICY**



**HUMAN RIGHTS
POLICY**



**OCCUPATIONAL
HEALTH AND
SAFETY POLICY**



**WHISTLEBLOWING
CHANNEL**



Future Initiatives (2025-2026)

SSMINT

- _ Risk Policy. - 2025
- _ Artificial Intelligence Policy. - 2025
- _ Communication Policy. - 2025

Respect for Human Rights

In a global context, as Sodecia's is, with a large workforce, attention to human rights is not only relevant, but of crucial importance to us. Respect for human rights, as universal standards of conduct, must be applied to all companies in the market, with the goal of ensuring a better quality of life for all people, contributing to a fairer and more dignified society.

Sodecia contributes to sustainability and economic growth, respecting human rights as part of its social commitment. The company ensures that these rights are respected in its operations and supply chain, establishing business relationships based on this principle through its Human Rights Policy.

The policy is based on international standards and frameworks, including:

- _ United Nations International Bill of Human Rights.
- _ United Nations Convention on the Rights of the Child.
- _ United Nations Convention on the Rights of Women.
- _ OECD Guidelines for Multinational Enterprises.
- _ The 10 Principles of the UN Global Compact.
- _ Guiding Principles on Business and Human Rights.
- _ Fundamental Principles and Rights at Work of the International Labour Organisation.

The purpose of this policy is to establish standards of action on human rights and labour rights for its employees and supply chain, promoting a culture of integrity and respect. It defines commitments and principles for continuously improving performance in these areas, in the short and long term, serving as a basis for defining objectives and targets, taking into account the expectations of the stakeholders.

It applies to all its industrial, administrative and commercial facilities and requires partner companies to respect its principles. It is also applied to its supply chain, especially to Tier 1 suppliers, through the company's purchasing model procedures. The principles must be followed in accordance with local legislation and, in the event of inconsistency with the legislation of any market, Sodecia promotes compliance with these principles.

The contents of this policy include:

- Anti-corruption
- Compliance
- Employee working conditions, health and safety
- Social dialogue
- Talent management and training
- Working hours
- Equal opportunities, diversity, discrimination and harassment
- Privacy
- Prohibition of forced labour
- Prohibition of child labour
- Remuneration





Meet the requirements stipulated by legislation and other requirements applied to your business area.



Continuously improve its performance by carrying out actions related to compliance with human and labor rights management processes.



Achieve objectives and goals in terms of human and labor rights.



Safeguard human and labor rights, particularly in relation to the following aspects: Anti-corruption, Prohibition of child labor, Prohibition of forced labor, Equal opportunities, diversity, discrimination and harassment, Working hours, Remuneration, Working conditions, health and safety of employees, Talent management and training, Social dialogue and Privacy.



Identify risks and opportunities, evaluate and continuously monitor the risks inherent to SODECIA's activities, as well as its direct suppliers, in order to prevent and minimize impacts on human and labor rights.



Continuously raise awareness among its human resources, and direct suppliers, of the importance of human and labor rights, as well as establishing transparent communication and information channels on these topics, with interested parties.



Cooperate with commercial partners in activities related to human and labor rights.



Continuously improve human and labor rights management processes, to ensure that there is appropriate and effective management, helping the SODECIA group to achieve goals in these areas, understanding the needs and expectations of interested parties, and the life cycles of our products and services.

- Commitments made under the Human Rights Policy

Featured Initiatives

Human Rights Policy Audit

In 2024, we reinforced the critical importance of adhering to our Human and Labour Rights Policy, based on various international frameworks. This policy, available on our internal system, defines the standards of action in relation to human and labour rights for our employees and those in our supply chain. Its adoption is essential to foster a culture of integrity and respect, conducting our operations with zero tolerance for human rights violations.

To ensure effective implementation, we set targets, action plans and monitoring indicators. Every six months, HR divisions and HR regions must collect relevant data from all business units and prepare a compliance report. Once finalised, the report is submitted to the Monitoring Committee and then to the Board of Directors of Sodecia – Participações Sociais, SGPS, SA for evaluation.

From 2025, we will have two annual deadlines: 30 July for the first half of the year and 20 January for the second.

Corruption, Fraud and Bribery Prevention

Prevention

Corruption, fraud and bribery are major issues these days, posing serious threats to the security and financial interests of institutions. These practices not only harm the economic and social development of society, but also jeopardise the market and the reputation of business entities. Our Group's reputation is intrinsically linked to each subsidiary and employee, and it is imperative that each one acts in accordance with the highest standards.

At Sodecia, we reject any form of financial crime, such as fraud or bribery, which is why preventing and fighting corruption are among our top priorities. We strictly comply with national and international laws and have established a set of internal rules of conduct and actions designed to identify, monitor and mitigate possible risks that could jeopardise our company's reputation and integrity.

The Code of Conduct on Anti-Corruption and Bribery is the core document that identifies situations susceptible to corruption risks in the Group's activities, as well as the preventive and corrective measures to minimise the likelihood of these risks occurring. The purpose of this Code is to establish an unequivocal and firm stance against all forms of corruption, fraud and bribery, explicitly reiterating our commitment to preventing such behaviour within the company. This Code applies to all employees, in all geographies where we operate, and also extends to our stakeholders.

By adopting the "Plan for the Prevention of Risks of Corruption and Related Offences" (PPR), Sodecia demonstrates its commitment to ethics, transparency and legal compliance.

At the same time, Sodecia maintains the following regulatory documents:



Governance Handbook

Defines Sodecia's corporate governance rules



Values and Ethics Handbook

Defines a set of rules governing institutional and interpersonal relations within the Group



Code of Conduct on Anticorruption and Bribery

Defines the policy and rules for fighting corruption and bribery in all Sodecia companies



Employee Handbook - Global

Defines a set of rules for institutional and interpersonal relations between the Group and its employees



Director's Code of Conduct

Defines the duties and responsibilities of a director



Risk Management

Risk management is the analysis carried out by companies to achieve a sustained advantage in each activity individually and in all activities as a whole. Sodecia adopts a methodology to identify, analyse and classify risks, resulting in a list of mitigation measures.



Risk Identification

Areas of the Group's activity where there is a risk of corruption



Risk Assessment

- Probability of occurrence
- Severity of the consequence/impact



Measures

- Preventive
- Mitigation

Sodecia has also implemented a set of general measures to combat corruption, namely:

Awareness-raising actions on the consequences of corruption and related offences.

Whistleblowing Channel: available from the end of March 2024.

Codes of Conduct and handbooks: Code of Conduct on Anti-Corruption and Bribery (GG-GV-CC001); Values and Ethics Handbook (GG-GV-HB003); Employee Handbook (GG-HR-HB001); Directors' Code of Conduct (GG-GV-CC005); Code of Conduct on Charitable Donations and Sponsorship (GG-GV-CC002); Code of Conduct on Information and Communication Technologies (GG-HR-CC002).

Procurement Procedures (GB03-P0002).

Promotion of actions to clarify internal rules and procedures.

Verification, through internal controls, of compliance with the procedural rules in force.



Whistleblowing Channel

The Whistleblowing Channel plays a crucial role in reporting irregularities within companies. Its implementation makes it possible to detect and prevent offences, helping to reduce the financial, reputational and other damages associated with these practices. It also makes it possible to identify offences more quickly, promoting a culture of transparency and accountability that increases employee and market trust. These actions are reflected in the continuous improvement of the procedures implemented by the company.

To ensure understanding of the procedure and mechanisms associated with the Whistleblowing Channel, it is crucial that all parties involved understand how it works and its importance. For this reason, we carried out training for the entire Group, which initially included several members of the management of the SAINT (SADEUR | SASA | SANA + PCC), SSMINT (PCC) and STINT units. After this training session, it was

imperative that, within 60 days, 100% of the employees had taken part in the planned training. Each company made sure that there was evidence of this participation, ensuring effective control of the process.

The continuity and effectiveness of this system depends on the consistent integration of this topic into the company's internal processes. Therefore, all onboarding processes must include training on the Whistleblowing Channel, ensuring that awareness and compliance are maintained over the long term.

Reports of offences, in accordance with the procedure for reporting offences and protecting whistleblowers, must be made through the platform available on Sodecia's online page, which establishes a set of internal rules for receiving, recording and processing reports on offences that have occurred.



The following are identified as possible targets of infringement:

- _ Harassment.
- _ Health and safety conditions.
- _ Working conditions.
- _ Public procurement.
- _ Corruption.
- _ Discrimination for any reason.
- _ Unethical business practices.
- _ Environmental protection.
- _ Radiation protection and nuclear safety.
- _ Protection against retaliation.
- _ Protection of privacy and personal data and security of networks and communication systems.
- _ Protection of intellectual property.
- _ Consumer protection and anti-competitive practices.
- _ Protection of human rights.
- _ Public health.
- _ Food and feed safety, animal health and animal welfare.
- _ Product safety and compliance.
- _ Transport safety.
- _ Financial services, products and markets, and the prevention of money laundering and terrorist financing.
- _ Forced or slave labour.
- _ Child labour.
- _ Human trafficking.

An act or omission contrary to and detrimental to the financial interests of the European Union, as well as an act or omission contrary to the rules of the internal market, including competition rules and state aid, is also considered an offence. Violent crimes, especially violent and highly organised crimes, and economic and financial crimes are also included in the concept of offence.

Reports of irregularities must be registered on the whistleblowing portal available on our website by the end of the first quarter. Whistleblowers may include,

in particular, (i) employees, (ii) service providers, contractors, subcontractors and suppliers, as well as any persons acting under their direction or supervision, (iii) shareholders, members of Sodecia's management and supervisory bodies and (iv) volunteers and interns (whether paid or not). Any report of offences made through the Whistleblowing Channel will be treated confidentially.

Reports received will be registered via the Whistleblowing Channel as follows:

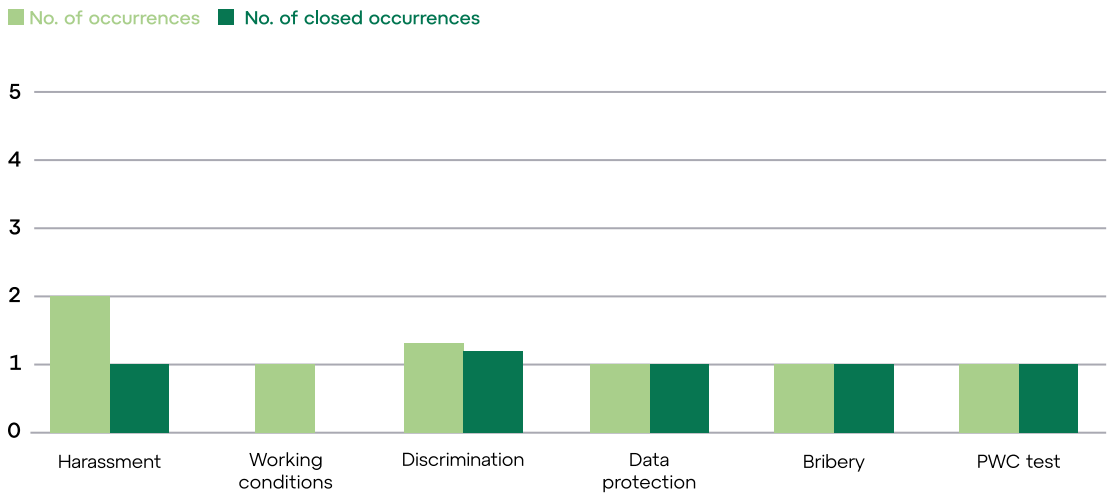
- _ Within two days of receiving the report, the whistleblower will be notified.
- _ The competent authorities take the appropriate measures to verify the allegations contained in the report and, where necessary, to put an end to the reported offence, including by opening an investigation or proceedings or by notifying the competent authority, including European Union institutions, bodies, offices or agencies.
- _ Within a maximum period of three months following the report, the whistleblower will be notified of the measures planned or adopted to follow up on the report and the respective grounds.

_ If the whistleblower has so requested, the findings of the analysis carried out on the report will be communicated to them within 15 days of its completion.

Acts of retaliation against the whistleblower are forbidden, and the whistleblower is legally protected in general terms and may also benefit from witness protection measures in criminal proceedings.

Seven incidents were recorded, most of which were closed with a decision by Sodecia, duly communicated to the source. Two cases remained open: one concerning working conditions and the other harassment.

Whistleblowing Channel 2024			
Type of occurrence	No. of occurrences	No. of closed occurrences	Decision
Harassment	2	1	One closed and one awaiting a report on the actions requested
Working conditions	1	0	Awaiting report on requested actions
Discrimination	1	1	Closed
Data protection	1	1	Closed
Bribery	1	1	Closed
PWC test	1	1	Closed
Total	7	5	



- No. of occurrences in the Whistleblowing Channel 2024

Data Protection and Cybersecurity

The digital transformation in companies has made it possible to connect and trade products and services, changing the dynamics of business and promoting more sustainable growth through rapid access to information. It also increases process efficiency by reducing resource consumption. However, this rapid digitalisation brings challenges, such as cyberattacks, which put companies' personal data at risk, including that of employees, customers and other stakeholders.

For Sodecia, data security is a top priority. We continually invest in mechanisms to protect against cyberattacks in order to keep the system running efficiently and to protect the data of our employees, customers and partners. We make sure to comply with the sector regulations and legislation in force in the countries where we operate.

We have security and protection policies, subject to regular audits, and we have an external Data Protection Officer (DPO) accredited to fulfil legal data protection requirements. Sodecia has internal data protection regulations, based on the following processes:

Code of Conduct on Personal Data Protection

US Code of Conduct on Personal Data Protection

Personal Data Processing and Protection

Seeking to promote knowledge and understanding of the policies and procedures implemented to prevent corruption and related offences, Sodecia has established a regular Training Programme for all its managers and employees. The internal training programme for Sodecia employees included the dissemination of an information document throughout the Group. This document provides a concise summary of all the instruments that make up Sodecia's regulatory compliance programme.

Supply chain management

Supplier management is key to ensuring an optimised and responsible supply chain. At Sodecia, we recognise the importance of our suppliers as essential stakeholders throughout the life cycle of our products. We want to strengthen long-term relationships based on trust and integrity.

Sodecia currently has a global supply chain centred on three supply points: Europe, South America and Asia. Geographical dispersion offers comprehensive sources of supply for various markets, ensuring greater security and reducing the risks associated with loss of product stock.

In 2024, more than 599 million euros were spent on supplies and services rendered in total (an increase of almost 15% on the previous year), which reflects the impact that purchasing practices have on the distribution of the Group's economic value. Of this amount, about 91% corresponded to expenses with local suppliers, which reinforces Sodecia's commitment in the search for new partnerships that contribute to the development of society.

In our Group, we endeavour to effectively and consistently assess the performance of our suppliers, ensuring that our supply chain is aligned with the requirements of the automotive industry and complies with local and international legal and regulatory standards. Our SUPPLIER PORTAL acts as a direct communication channel between Sodecia and its suppliers, enabling consistent and objective monitoring of overall performance, as well as verification of the regulatory compliance of key suppliers. This tool promotes transparency in the supply chain, enables risk management and product procurement and supports the sustainability of our business, customers and suppliers.

Faced with growing customer demands and legal requirements, and aware of the impact of purchases, Sodecia seeks to optimise resources by purchasing only what is necessary for adequate production. Furthermore, we influence suppliers to comply with the requirements of human rights, environmental protection and the rules of the customer's value chain. We also include the transport of goods in transactions, controlling this phase of the process.

Since we are committed to reducing our carbon footprint throughout the value chain, we closely monitor the progress of our steel suppliers and partners on sustainability, especially with regard to decarbonisation. We have improved our supplier selection and evaluation process to integrate sustainability criteria, including in the VDA 6.3 audits. Compliance with current legislation and good practices in areas such as the environment, health and safety at work (covering systems defined by the ISO 14001 and ISO 45001 standards), human rights, ethics and business integrity are fundamental aspects.

In addition to our supplier portal, we have also developed the "Initial Supplier Declarations and Guarantees" and the "Supplier Handbook" (part of our code of conduct), where we establish requirements that include environmental, social and governance (ESG) considerations for our suppliers.





- Number of suppliers assessed on the basis of environmental and social criteria

In 2024, 100 suppliers were evaluated based on environmental and social criteria – a decrease of 33.8% compared to 2023 – in which no significant actual or potential negative impacts were identified.

The reduction, from 2023 to 2024, is justified by the amount initially chosen from 100 suppliers and placed on the Supplierassurance platform based on SAQ 5.0. Going forward, we will add more suppliers, including those from the past, until we have exhausted the materiality of the existing database. However, all new suppliers who apply to work with Sodecia have the initial requirement to complete the survey on this platform.

Supply Chain Risk Management

At Sodecia, supply chain management takes on a global importance and considerable complexity, which is a characteristic of a group of its size. This complexity is associated with various risks that can jeopardise the suppliers' ability to deliver products or services as agreed, jeopardising the trust of stakeholders. Examples include operational risks (delivery delays and product quality problems), financial and compliance risks, as well as unexpected events such as natural disasters, geopolitical risks and cyberattacks.

Based on this context, in the second half of 2023, Sodecia revised its supplier management process and implemented a specialised tool for risk management and due diligence in the global automotive sector supply chain. This tool allows us to collect additional information on our suppliers from the SUPPLIER PORTAL, external sources and data available on the internet, providing a comprehensive 360° view of our supply chain.

Sodecia, committed to sustainability, promotes the continuous improvement of its products and services, exerting influence on the supply chain to achieve high standards of quality and environmental responsibility. The Sustainable Purchasing Policy integrates sustainability into the purchasing department, with resources dedicated to training employees and suppliers, establishing standards of conduct, integrity and transparency. It sets standards for action on sustainability, with the purchasing department responsible for its implementation and efficient management of the purchasing process.

This policy guides relations with suppliers, requiring compliance with ethical, environmental and quality principles, including guidelines for preventing corruption, promoting innovation and ensuring respect for human and labour rights. All direct suppliers must adhere to the principles defined and apply them to their own suppliers, in line with Sodecia's voluntary policies. The policy is overseen by the SGPS's Purchasing Department, which ensures that it is implemented and communicated to all stakeholders.



The policy is based on the following principles:

Integrity, Transparency and Compliance: Sodecia's suppliers must comply with the Code of Conduct, promoting ethics, transparency and integrity, as well as fighting corruption. They must also report conflicts of interest, maintain confidentiality and participate in evaluations to ensure efficient management of the value chain and mitigate risks in procurement processes.

Environmental Policy: Sodecia requires suppliers to comply with the applicable environmental legislation and requirements, always seeking to improve performance through the SEMP.

Quality, Innovation and Continuous Improvement: Sodecia values quality, innovation and continuous improvement, requiring suppliers to adopt good practices, encourage innovation and promote increased efficiency.

Human Rights and Labour Rights: Sodecia demands that suppliers, employees and subcontractors respect human rights, reject forced and child labour, harassment, discrimination and corruption comply with labour legislation, promote equality, diversity and inclusion, and recognise the right to trade union membership.

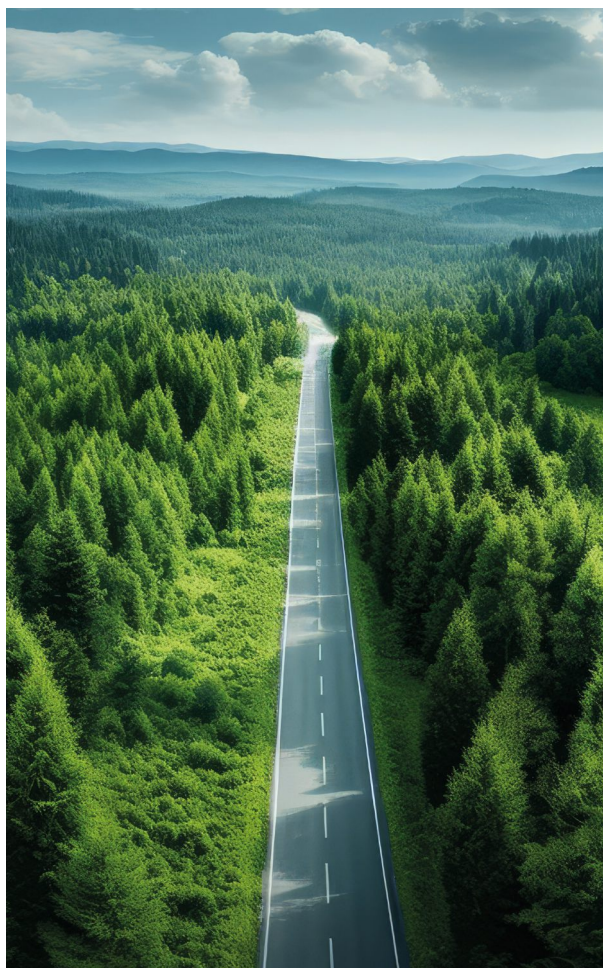
Occupational Health and Safety Policy: Suppliers must guarantee a safe and healthy working environment by preventing risks, monitoring employee health, complying with legal OHS requirements and promoting communication and participation by everyone, to reinforce a culture of safety and well-being.

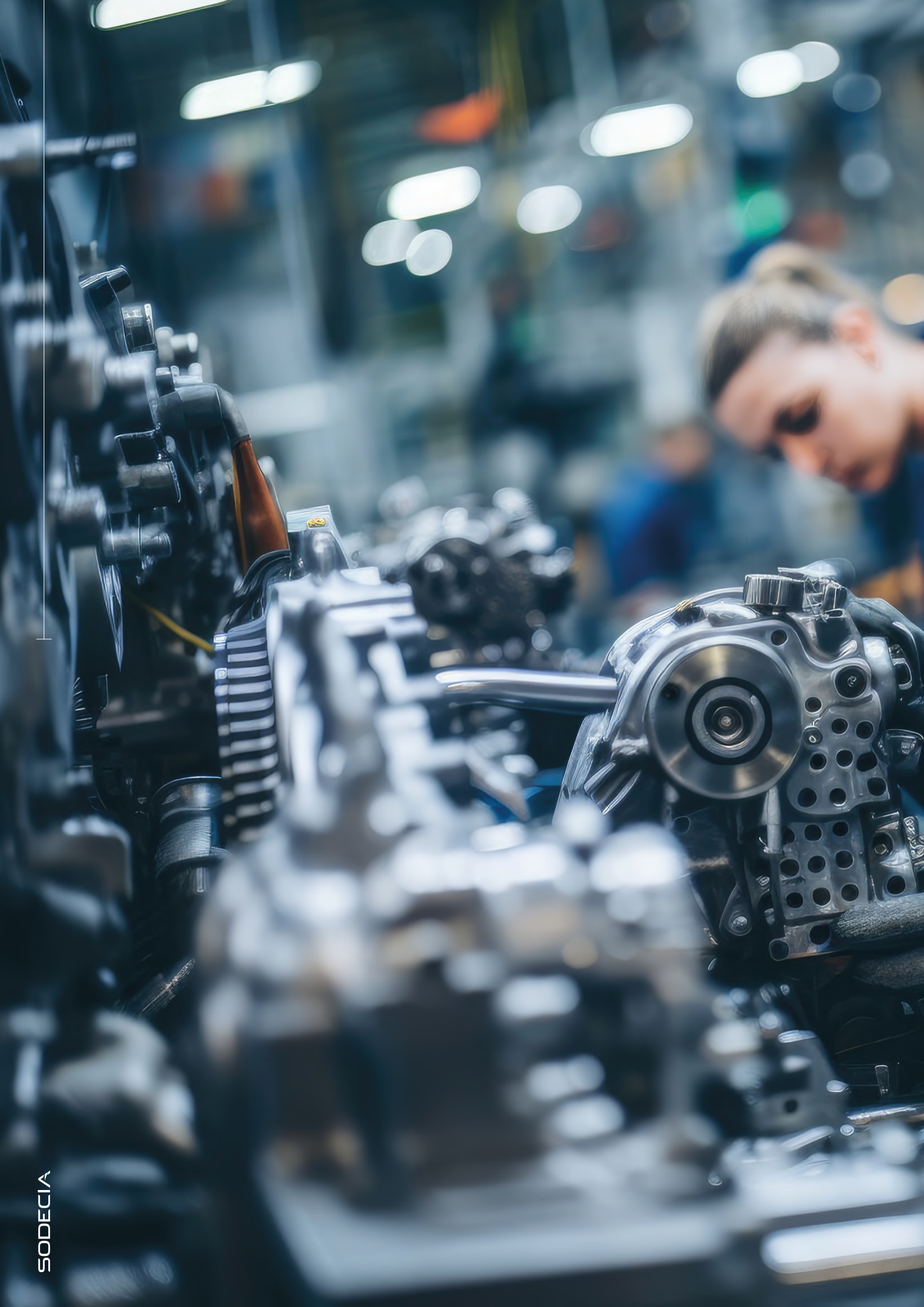
The adoption of the **Supplier Assurance SAQ 5.0 rating (SAQ 5.0)** reinforces our commitment to sustainability and positive impact on the supply chain. This platform aligns us with industry standards, ensures compliance with regulations and improves the assessment of supplier practices, enabling us to identify improvements, promote continuous development and manage risks in a sustainable way.

Sodecia's purchasing process follows the guidelines of the Sustainable Purchasing Policy, where the performance of suppliers directly influences their evaluation. Therefore, Sodecia's suppliers must comply with the principles of the policy and the requirements stipulated in the Group's existing processes and procedures.

In risk assessment processes, not only incidents/ records of sanctions, exclusions and convictions are examined, but also negative news relating to entities or individuals, focusing on issues such as human trafficking, discrimination/abuse in the workplace, child labour, forced or slave labour and poor environmental practices, among others. With regard to situations of significant risk of child or forced labour, no cases of non-compliance were detected in our supply chain in 2024.

At Sodecia, we manage the risks related to our suppliers based on the principle of partnership throughout the contractual relationship, which enables us to monitor the level of risk, especially for long-term suppliers.







Attachments

Correspondence table

Material topics of the Sodecia Group	GRI standards	GRI indicators	Chapter/subchapter of the report
Product quality and safety	GRI 2: General Contents	2-6	Our products ■ PAGE 106
	GRI 416: Consumer Health And Safety	416-1/2	
Sustainability in the supply chain	GRI 2: General Contents	2-6	Supply chain management ■ PAGE 136
	GRI 204: Purchasing/Supply Practices	204-1	
	GRI 308: Environmental Assessment of Suppliers	308-1/2	
	GRI 407: Freedom of Association and Collective Bargaining	407-1	
	GRI 408: Child Labour	408-1	
	GRI 409: Forced or Slave Labour	409-1	
Attracting and retaining talent	GRI 2: General Contents	2-7, 2-8, 2-19, 2-20,	Human capital management ■ PAGE 63
	GRI 401: Employment	401-1/2	
Training and professional development	GRI 404: Education and Training	404-1/2/3	Human capital management ■ PAGE 63
Labour relations and social dialogue	GRI 2: General Contents	2-30	Human capital management ■ PAGE 63
	GRI 202: Market Presence	202-1/2	
	GRI 402: Labour Relations	402-1	
Occupational health and safety	GRI 403: Occupational Health and Safety	403-1/2/3/4/5/6/7/8/9/10	Occupational health and safety ■ PAGE 106
Involvement with the community	GRI 2: General Contents	2-28	Our communities ■ PAGE 88
	GRI 413: Local Communities	413-1	
Energy and climate change	GRI 302: Energy	302-1	Energy efficiency and climate change ■ PAGE 45
	GRI 305: Emissions	305-1/2/3/4	
Resource efficiency	GRI 302: Energy	302-3	Circular economy ■ PAGE 50
Ecodesign and product life cycle	-	-	Ecodesign and life cycle ■ PAGE 57
Waste management	GRI 306: Waste	306-1/2/3/4/5	Waste management ■ PAGE 52

GRI Index 2024

This document is an annex to the Sodecia Group's Sustainability Report 2024. The GRI Standards and indicators to which the sustainability report is responding are identified, with reference to the respective contents in the Report (or other external resources) and the response is detailed in the table itself, where applicable.

Declaration of use	Sodecia Group reported in accordance with the GRI Standards for the period 1 January to 31 December 2024.
Report according to:	GRI 1: 2021 Fundamentals
Applicable GRI Sector Standard(s):	N/A

GRI 2: General Contents 2021

The Company and its Reporting Practices

2-1 Organisational Profile

Legal name of the company: Sodecia – Participações Sociais, SGPS, S.A.

The Sodecia Group operates through three divisions: (a) Automotive, (b) Safety & Mobility and (c) Technology.

Nature of ownership and legal form: 70100

Nature of the company: (CAE – Activity description)

Headquarters: Rua de António Bessa Leite, nº 1430, 4º andar, 4150-074 Porto, Portugal

Countries of operation: Sodecia is present in 13 countries in different regions of the world: Europe, Africa, South America, North America and Asia-Pacific. On our website, you can find the specialties of each business unit, whether they are chassis, powertrain and body manufacturers, or motorbike assembly units, tool and die units, or the three Product Competence Centres and one Process Competence Centre – GTAC. Together with our headquarters in Porto, Portugal, and our sales offices, these units make up the Sodecia Group, enabling us to offer our customers the best solutions to meet their needs in different regions of the world.

The Automotive division includes assembly by hot stamping and accounts for the majority of revenue (approximately 78%). The product portfolio includes bumpers, floors, door rings, A and B pillars, among others. The Safety & Mobility division, which accounts for more than 20% of revenue, covers safety systems (e.g., seat belt height adjuster), powertrain components (ICE & EVs) and crossbeams. The Technology division focuses on automation solutions for cold and hot stamping, as well as for other activities outside the automotive sector.

All the main automotive markets are covered from a regional perspective, with the majority of sales in the Automotive division generated in Europe (39%), North America (18%), Latin America (21%).

All the major original equipment manufacturers (OEMs), such as BMW, Volkswagen Group, Daimler, Volvo, Jaguar Land Rover, Ford, Honda, GM, Stellantis, Tesla, Renault, Nissan and Mitsubishi, are long-standing Sodecia customers.

2-2 Entities included in the company's sustainability report

In Sodecia Group's sustainability reporting, the following entities are included:

Sodecia - Participações Sociais, S.G.P.S., S.A.				
Division Holding (DH)	Regional Holding (RH)	Business units	Acronym	Country
Automotive Division				
Sodecia Automotive International, S.A.			SAINT	Portugal
	Sodecia Automotive North America Inc.		SANA	USA
		Sodecia Automotive Detroit Corp.	SADTR	USA
	Sodecia North America Investments BV.		SANAI	Netherlands
		Sodecia Automotive London Inc.	SALON	Canada
		Sodecia Automotive Ramos SA de CV.	SARAM	Mexico
	Sodecia Automotive South America Ltda.		SASA	Brazil
		Sodecia Automotive Minas Gerais LTDA	SAMGR	Brazil
		Sodecia Automotive São Paulo LTDA	SASAP	Brazil
		Sodecia Automotive Manaus Ltda.	SAMAN	Brazil
		Sodecia Serviços Ltda.	SASER	Brazil
	Sodecia Automotive Europe GmbH.		SAEUR	Germany
		Sodecia Automotive Valencia SL	SAVAL	Spain
		Sodecia Automotive Pretoria (PTY) Ltd.	SAPRE	South Africa
		Sodecia Automotive Turim, S.P.A.	SATUR	Italy
		Sodecia Automotive Raiano S.r.l.	SARAI	Italy
		Matador Automotive Vráble, a.s.	SAVRA	Slovakia
		DV, Sro	SADV	Slovakia
		Sodecia Automotive Liberec, s.r.o.	SALIB	Czech Republic
		Matador Automotive Rus LLC	SANIN	Russia
		Sodecia Automotive Saarlouis GmbH.	SASAR	Germany
	Sodecia Automotive Product Competence Center, s.r.o. (SAPCC)		SAPCC	Slovakia

Sodecia - Participações Sociais, S.G.P.S., S.A.

Division Holding (DH)	Regional Holding (RH)	Business units	Acronym	Country
Safety & Mobility Division				
Sodecia Safety & Mobility International GmbH.			SMINT	Germany
		Sodecia Safety & Mobility Auburn Inc.	SSMAUB	USA
		Sodecia Safety & Mobility Guarda, S.A.	SSMGRD	Portugal
		Sodecia Safety & Mobility Oelsnitz GmbH.	SSMOEL	Germany
		Sodecia Safety & Mobility Product Product Competence Center	SSMPCC	Germany
		Sodecia SM Research & Innovation Portugal, S.A.	SSMRIP	Portugal
		Sodecia Asia Pacific Investments BV	SPAPI	Netherlands
		Sodecia Hong Kong Limited	SPHK	Hong Kong
		Sodecia Safety & Mobility Dalian Co, Ltd.	SSMDAL	China
		Sodecia Safety & Mobility Attendorn GmbH.	SSMATT	Germany
		Sodecia Safety & Mobility Leskovec s.r.o.	SSMLSK	Czech Republic
		Sodecia India Private Limited	SSII	India
Technology Division				
Sodecia Technology International, S.A.			STINT	Portugal
		Sodecia Global Tech & Automation Center Inc	SGTAC	Canada
		Sodecia Global Technology & Automation Center Europe, S.A.	SGTACEU	Portugal
Access & Authorization Division				
Sodecia Access & Authorization International GmbH			SAINT	Germany

The Tools & Equipment Division is included in the financial statements, but is not included in the sustainability report.

To collect the information, the Holding sent quantitative and qualitative information sheets to the various divisions and units to collect information for the sustainability report.

2-3 Reporting period, frequency and points of contact

About this report

The sustainability report refers to the period between 1 January 2024 and 31 December 2024.

The report is published annually.

Points of contact: Carlos Gomes (carlos.gomes@sodecia.com)

2-4 Reformulations of information

The 2024 sustainability report now includes qualitative and quantitative information on the holding SGPS for certain GRI indicators. Also, in 2024, GRI 401-3 Parental leave will be reported.

2-5 External verification

At the Sodecia Group, all the activities carried out take into account each of the 4Gs and are evaluated for their fulfilment. The Group's governance system is based on a hierarchical pyramid organisation, in which entities at higher levels pass on instructions/authorisation to entities at subsequent levels, to ensure harmonious actions by all units and achieve efficiency gains.

As previously established, the most important issues for Sodecia Participações Sociais, SGPS, SA are approved and ratified by its Board of Directors, in order to guarantee control of policies, strategies and investments throughout the Group. Control of the operations carried out is also supported by continuous forensic auditing processes of the activities of each Group sub-holding and unit. Increasing the awareness and responsibility of the various managers for absolute compliance with the rules decided internally is also an objective.

In the last quarter of 2022, a "Monitoring Committee" was formed to advise the Board of Directors and the Executive Committee, made up of the main managers of the various departments, as well as the heads of each Division.

The goal is to strengthen the company's and the Group's governance systems by assigning the committee two essential tasks:

i. Preparing documents and organising all matters proposed for deliberation by the executive body.

ii. Monitoring the implementation by all departments and divisions of decisions taken by the executive body.

Without prejudice to the activity of the "Monitoring Committee", and in order to reinforce the control of governance rules, financial, judicial and accounting audits were maintained. The implementation of an ERP system based on SAP S/4 Hana technology also continued.

All the professionals who carry out supervisory duties have extensive professional and business experience, technical expertise and considerable knowledge of the automotive market and of the Sodecia Group.

The duties of these employees are carried out autonomously and independently, and the Group provides all the information necessary for the proper performance of these duties.

The company's supervisory, accounting and internal auditing bodies meet quarterly and receive all the documents, clarifications and information they need to carry out their duties.

This report has not been subject to external verification of the data relating to the ESG issues presented in the GRI Table. However, the data was submitted to three ESG platforms, which are mandatory for the following customers: NQC-Supplierassurance, CDP and ECOVADIS. The results are available on these platforms upon consultation of the corresponding DUNs.

Activities and Workers

2-6 Activities, value chains and other business relationships

Chapter Our Group

Chapter Supply chain management

Sodecia operates as a full-service supplier in the automotive industry, developing and producing stamped assemblies, especially for products such as structural body parts (Body in White), safety systems, powertrain, chassis, among others. The company supplies major OEMs (e.g., Stellantis, GM, Ford, VW, Audi, among others) around the world.

In the value chain, the following elements stand out:

Upstream: through the purchase of raw materials and their transport to the plants, involving around 1,700 suppliers. The main raw materials include steel, aluminium, fasteners, oils, welding materials (tips, wire or gas), plastic components, paints, etc. The raw materials are stored in the plants or in external warehouses.

Operations: raw materials enter production and, after processing, are stored in the plants until they are transported for delivery to the customer (external warehouses or customer warehouses). Some of the subcontracting is mainly used in painting processes, where transport is required at this stage.

Downstream: global supply to the main OEMs – Original Equipment Manufacturers (such as Stellantis, GM, Ford, VW, Audi, among others).

With regard to business relationships, in addition to suppliers, transport companies and customers, we would highlight companies in the financial sector (banks and insurance companies), auditors, among others.

2-7 Colaboradores

SAINT

Total number of employees by type of contract and gender		2024
No. of permanent employees (permanent contracts)	Male	3 295
	Female	941
	Subtotal	4 236
No. of temporary employees (fixed-term or uncertain)	Male	282
	Female	78
	Subtotal	360
Total	Male	3 577
	Female	1 019
	Subtotal	4 596
Number of full-time employees	Male	2 251
	Female	665
	Subtotal	2 916
Number of part-time employees	Male	7
	Female	11
	Subtotal	18
Total	Male	2 258
	Female	676
	Subtotal	2 934

SMINT

Total number of employees by type of contract and gender		2024
No. of permanent employees (permanent contracts)	Male	824
	Female	293
	Subtotal	1 117
No. of temporary employees (fixed-term or uncertain)	Male	54
	Female	13
	Subtotal	67
Total	Male	878
	Female	306
	Subtotal	1 184
Number of full-time employees	Male	827
	Female	299
	Subtotal	1 126
Number of part-time employees	Male	4
	Female	4
	Subtotal	8
Total	Male	831
	Female	303
	Subtotal	1 134

Note 1: The total number of permanent and temporary employees differs from the total number of full-time and part-time employees, as the figures for Sodecia's employees are calculated at the end of the reporting year, in this case 2024. As a result, many of the temporary employees were no longer active during this period.

Note 2: The SAEUR, SANA and SASA business units were taken into account when reporting on the SAINT division.

Note 3: In the SASA region we do not have part-time contracts as they are all full-time, nor do we have temporary work. In management, we have the temporary line, but the number indicated corresponds to underage apprentices and employees on the trainee programme. All full-time and on Sodecia contracts.

2-8 Workers who are not employees

SAINT	
Workers who are not employees	2024
Workers who are not employees	254

SMINT	
Workers who are not employees	2024
Workers who are not employees	115

Note 1: The SAEUR, SANA and SASA business units were taken into account when reporting on the SAINT division.

Note 2: Most of the non-employee workers at the SAEUR unit are hired for cleaning, food delivery and kitchen, and security services. The contractual relationship with the company is a contract with an external company, and the type of work carried out is manual.

Note 3: The majority of employees at the SANA unit have a direct contractual relationship with the company, for the production area, and are mostly general labour.

Note 4: At the SADSA unit, we have outsourced services such as security, cleaning, cafeteria, etc., but the workers are not controlled by Sodecia and neither is their management within the units.

Governance

2-9 Governance and management structure

Chapter Strategy for Sustainability

Chapter Governance model

Sodecia is made up of a Board of Directors, a General Meeting, a Supervisory Board and a Statutory Auditor. Our four-member Board of Directors has a four-year term of office.

The SGPS Board of Directors is made up of four members, all men. The General Meeting has a Chairperson and a Secretary. There are no specialised committees.

2-10 Appointment and selection of the highest governance body

Directors are appointed in accordance with the Directors' Appointment Procedure, taking into account their position in Sodecia Group's structure.

The Board of Directors, the General Meeting itself, and the Supervisory Board are appointed at the General Meeting, taking into account the views of stakeholders, including shareholders. Additionally, the Board of Directors is composed of directors who are members of the different departments and divisions, financial, operational, regardless of gender.

Under our Code of Conduct, directors must perform their duties in good faith, with the care that an ordinarily prudent person in a similar position would exercise under similar circumstances, and in a manner that they reasonably believe to be in the best interests of the corporation. In general, and under common law, directors have fiduciary duties to the Company. By fiduciary duties, we refer to those persons who have a general duty to act in the best interests and for the benefit of the Company and its shareholders, carrying out their business.

According to our Directors' Code of Conduct, directors must act in accordance with their specific professional training or expertise, and not in areas outside their capacity.

2-11 Presidency of the highest governance body

The Sodecia Group is a Portuguese industrial group whose activities began as a family business and evolved into a multinational, operating in the automotive components market since 1980. The Chairperson of the Board of Directors is the CEO of the company and the ultimate beneficial owner. The full job description was published by Human Resources at the end of 2024.

Possible conflicts of interest are mitigated according to Sodecia's Governance policies, published in SoftExpert.

2-12 Role of the highest governance body in overseeing impact management

Sodecia SGPS has adopted a monistic model, i.e., General Meeting, Board of Directors, Supervisory Board and Statutory Auditor.

At the end of 2024, the Board of Directors of Sodecia SGPS consisted of four members, who play a relevant and decisive role in developing, approving and updating the company's purpose, value, or strategic mission statements, policies and targets related to sustainable development.

This governance body includes the CEOs of the Automotive and of the Safety and Mobility Division Holdings, respectively.

In the Group's organisational model, and at the level of Sodecia SGPS, the figure of the Sustainable Development Director was created, with an intervening role in the day to day of sustainable development, in monitoring and controlling the objectives established as regards the organisation's targets for sustainable development, and is also the principal discussion partner with all Division Holdings and respective Product Competence Centres (PCCs) and even Regional Sub-holdings regarding sustainable development proposals and sharing of best practices, contributing decisively to create a sustainable future.

Of the SGPS, consisting of four members, along with the members of the governing bodies of the Divisional Holdings, namely the CEO (Chief Executive Officer), COO (Chief Operations Officer), CFO (Chief Financial Officer) and CHRO (Chief Human Resources Officer) and, in the case of the Automotive Division, also with its three Sub-holdings – North America, South America and Europe – in the person of the President, VPO (Vice-President of Operations) and VPF (Vice-President of Finance), contribute to the overall supervision, by Division and by Region, as regards due diligence and other processes in order to identify the company's impacts on the economy, environment and people.

The Sustainable Development Corporate Director, in the SGPS, has a relevant role in the aggregation and consolidation of information per Division and Region, as well as regarding due diligence to identify the company's impacts on the economy, environment and people. It is this director who compiles the carbon footprint, who fosters its reduction, as well as the GHGs.

Complementarily, the Holdings have an established KPIS process that enables them to identify impacts and to take corrective action. Namely in corporate terms, in addition to monthly indicators, three annual meetings are held focusing on the 4Gs – growing the people, growing the business, growing the results and growing the sustainability – in which the various impacts are analysed and the appropriate measures are taken. Additionally, the central Business Processes department plays a relevant role in the continuous improvement of processes as well as in the preparation of new ones that address the sustainability pillar. The topic of sustainability is also addressed at the highest level in the monthly Growing the Sustainability – Strategical meetings, which are attended not only by the members of the boards of directors, but also by all corporate managers and by the managers of the Divisions and Regions.

The BoD meets whenever necessary, but at least once a month, and a review of the effectiveness of the processes is carried out whenever necessary. However, at least three times a year, as part of the 4G meeting, one of which is Growing the Sustainability, the processes are reviewed, and at the monthly Growing the Sustainability – Strategical meetings, the sustainability component is presented by all the regions and divisions. The topic of sustainability and its review is also addressed in one of the two leadership meetings that are held annually.

2-13 Determining responsibility for impact management

The Board of Directors (BoD) of Sodecia SGPS manages the Group's impacts on the economy, the environment and people, while the CEO, COO, and CHRO of each of the Divisional Holdings, Automotive and Safety & Mobility respectively, are responsible for this impact management in each of their Divisions. In the case of the Automotive Division, its regional sub-holdings – North America, South America and Europe – in the persons of their President, Vice-President of Operations and Vice-President of Finance, play a major role in managing the impacts of the respective region. Each of these Divisions, or in Automotive's case, also its regional sub-holdings, manage this topic at the level of each of its subsidiaries, commonly known as Business Units (BUs).

The Safety and Mobility Division Holding has weekly meetings with its BUs in which these topics, among others, are reported on. In the case of the Automotive Division Holding, weekly meetings are also held with its Regional Sub-holdings, which also meet weekly with their BUs. In turn, the two Holding companies mentioned above have weekly meetings with Sodecia SGPS in which these topics are addressed. In addition to the Divisions' weekly meetings with Sodecia SGPS, monthly meetings are also held, as well as three annual meetings, as part of the 4G process review, in which one of the Gs is growing the sustainability in order not only to present the

report but also to review any changes that may be needed regarding processes within the management model. In addition, there is an escalation process for certain sustainability issues that must be reported immediately to the highest levels of the company's governance and which require immediate action. This escalation process is mainly broken down into issues that already occur and their impact and issues that require immediate intervention under penalty of causing an impact. This escalation process enables the highest hierarchical levels to intervene immediately in the area for which they are responsible, with even the Chairperson of the Region and the CEO of the Sodecia SGPS Division being involved in this escalation process.

The escalation model has been refined to be as comprehensive and effective as possible.

2-14 Role of the highest governance body in sustainability reporting

The SDCD prepares all the information for the sustainability report with the help of an external sustainability consultancy and then submits it for approval to the Board of Directors, which analyses and approves the sustainability information reported, including the material topics that were approved as part of the sustainability strategy carried out with the dual materiality analysis.

2-15 Conflicts of interest

The Board of Directors represents and binds the Company, taking into account the interests of the shareholders. According to our Values and Ethics Handbook, Sodecia's interests and objectives cannot be harmed or affected by any personal interests, and therefore situations that may influence, reduce, or affect the independence and objectivity of any employee's decision in pursuing their personal interests and objectives are prohibited.

Any situation that constitutes or leads to a possible conflict of interest, namely any relationship of a financial, commercial, professional, family, or friend nature that may influence the decision-making process, must be immediately reported to the employee's immediate superior. Our Directors Code of Conduct emphasises that directors must act without personal conflicts (economic or otherwise) with the Company and must not use their position of trust to further their private interests. The Director must avoid conflicts between their duties and their personal interests, and avoid circumstances in which they have, or might have, an interest that conflicts, or might conflict, with the interests of the Company.

Criteria	Description
Cross members	<p>The Director must act in good faith, with care and loyalty, in the best interests of the Company, the Sodécia Group and the Company's shareholders at all times, without any conflicts of interest.</p> <p>The Director acknowledges that breach of their fiduciary, legal, or contractual duties may result in damages to the Company and to the Company's shareholders, including but not limited to actual damages, lost profits, and personal injury, such as loss of goodwill, loss of confidence of customers, potential customers, suppliers and potential suppliers, loss of competitive position, for which the Director shall be personally liable, indemnifying and holding harmless the Company and the Company's shareholders.</p>
Cross-participation with suppliers and other stakeholders	<p>The supplier screening must be based on objective criteria of capacity, quality, innovation, cost and services, to achieve the highest standards of quality, in accordance with the values and principles contained in the Values and Ethics Handbook.</p> <p>Workers should monitor and confirm suppliers' compliance with these values and principles and should maintain stable and transparent relationships based on cooperation.</p>
Existence of controlling shareholders	<p>The Director acknowledges that breach of their fiduciary, legal, or contractual duties may result in damages to the Company and to the Company's shareholders, including but not limited to actual damages, lost profits, and personal injury, such as loss of goodwill, loss of confidence of customers, potential customers, suppliers and potential suppliers, loss of competitive position, for which the Director shall be personally liable, indemnifying and holding harmless the Company and the Company's shareholders.</p>
Related parties, their relationships, transactions and debit balances	<p>According to our Values and Ethics Handbook, the main goal of Employees should be to fully meet customer needs, promote satisfaction and excellence. Contact with public institutions must be transparent and limited to the appropriate scope of activity. Workers may not seek illegal advantages from public institutions for themselves, for third parties, for the Company, or for the Sodécia Group. Workers should cooperate with public institutions when necessary.</p> <p>Cooperation between employer organisations and trade unions must comply with current legislation and be transparent and independent. Any relationship between Sodécia Group and trade unions, political parties, and their representatives or candidates must be based on transparency and ethics.</p>

2-16 Communication of critical concerns

All critical concerns, identified through the complaints channel and other communication channels with stakeholders, are taken up by direct reporting through the escalation process (CG05-M0001) in accordance with the Management Model.

During the reporting period there were no critical concerns to report.

2-17 Collective knowledge of the highest governance body

Chapter Governance model

Regarding measures to develop the collective knowledge, skills and experience of the highest governance body on the subject of sustainable development, various policies have been produced in the environmental and human rights fields. These policies are approved by the Board of Directors and implemented in the various markets where Sodécia operates, and in all its units.

The Policy is the responsibility of the SGPS's Human Resources Department (SGPS DCRH), which ensures its implementation. A person responsible for each Sodécia region and site (Regional DRH and Local DRH) is also appointed.

The implementation of this Policy is supported by (1) Sodecia's global processes, integrated into its responsible management model; (2) the establishment of procurement strategies that respect human rights; (3) the enshrinement of the commitments in all contracting processes; (4) the signing of labour contracts that include the commitments; (5) the disclosure and training of senior management on all human rights protection commitments; (6) the requirement that partners provide declarations and guarantees that human rights are respected; (7) the inclusion of human rights protection provisions in supply contracts; and (8) the request of human rights reports from suppliers.

The review of the Policy is carried out by the SGPS, in conjunction with the functional areas DCRH/CDDS/DC Processes, and with the regional and local representatives of this Policy (Regional DRH and Local DRH).

This Policy is communicated and made available to all employees and stakeholders.

2-18 Evaluation of the performance of the highest governance body

The members of Sodecia SGPS's BD are chosen at a general meeting by the shareholders, and their performance evaluation is carried out by the shareholders, namely on the basis of the objectives established for the financial year, as well as by the Chairperson of the Board of Directors of Sodecia SGPS. The CEO, COO, CFO and CHRO of each division are assessed by the holding company and in particular by its Chairperson, on a quarterly basis, bearing in mind the level of performance. Managers in general, namely those from Corporate, for example from Sustainable Development, are also evaluated on a quarterly basis.

Following the evaluation processes, measures are taken in response to the results obtained, which may include individual and tailor-made development plans, changes in the composition of the governance body or specific managers, changes in functions, both vertically and horizontally, process changes, or even changes to the organisational and reporting model.

The performance assessment of the highest hierarchical governance body is not carried out by a specific body that has been appointed solely for this purpose and is made up of members who are not part of the company's staff.

2-19 Remuneration policies

The fixed remuneration policy for members of the highest governance bodies and senior executives takes various factors into account:

Market values, in the different geographies in which the Group operates, and according to the duties performed. Market values are obtained through studies and analyses by independent companies and specialised recruitment agencies.

The payment of gratuities is decided freely and autonomously by Sodecia, taking into account the work done and any other elements deemed relevant for this purpose.

In expatriation situations, Sodecia bears the costs of moving its employees and of settling in/adapting to the new country in which the employee will be working.

Sodecia does not have a signing bonus policy, but creates all the conditions for onboarding, welcoming and integration.

In terms of possible contract terminations, the law is, obviously, complied with, and there may be situations of case-by-case negotiations as well as compensation practices for compliance with the duty of non-competition.

There are no Clawback clauses, not least because there are no incentives or bonuses dependent on achieving specific targets, but rather the aforementioned gratuities. There is also no retirement plan/benefit at corporate level.

Sodecia's responsible management model includes codes, guidelines and procedures such as the Values and Ethics Handbook, the Directors Code of Conduct, the Code of Conduct on Anti-Corruption and Bribery, as well as Environmental and Human Rights Policies that promote and guarantee performance in line with the best market practices, namely regarding impact on the environment and on people.

2-20 Processes that determine remuneration

The process for determining the remuneration policies and the remuneration itself does not have the oversight of independent members of the highest governance body or of an independent remuneration committee.

Nonetheless, the opinions of stakeholders, including shareholders, are taken into account since:

- (i) The Board of Directors of Sodecia SGPS takes into account the opinion of the controlling shareholder, which is decisive for decision-making, namely through its Chairperson of the Board of Directors.
- (ii) At the level of the Divisional Holdings, the analyses carried out at corporate level at the request of the Board of Directors are taken into account.

Remuneration policies, although not involving consultants independent of the remuneration area in determining them, are established to ensure recruitment in light of market dynamics, to attract, recruit, motivate and retain members of governance bodies, executives and employees in general, and are aligned with sustainable development.

2-21 Annual remuneration ratio

For confidentiality reasons, Sodecia reserves the right to not report this information.

Strategies, Policies And Practices

2-22 Declaration on sustainable development strategy

[Chapter Sustainability Strategy](#)

[Chapter Message from the Board of Directors](#)

2-23 Policy-related commitments

[Chapter Strategy for Sustainability](#)

At Sodecia, policy commitments mention several intergovernmental instruments, such as the UN International Bill of Human Rights, the UN Guiding Principles on Business and Human Rights, the UN Convention on the Rights of the Child, the UN Convention on the Rights of Women, the International Labour Organisation's Core Labour Standards, the OECD Guidelines for Multinational Enterprises, the 10 Principles of the UN Global Compact and the Rio Declaration on Environment and Development. These commitments involve a due diligence process that makes the precautionary and human rights principles explicit in detail, especially with regard to:

- Anti-corruption
- Recruitment
- Prohibition of child labour
- Prohibition of forced labour
- Equal opportunities, diversity, discrimination and harassment
- Working hours
- Remuneration
- Employee working conditions, health and safety
- Talent management and training
- Social protection and insurance
- Social dialogue
- Privacy

Sodecia is committed to treating its employees fairly and equitably and to promoting a culture of respect and diversity that attracts, retains and promotes its employees on the basis of qualification and competence. Sodecia does not tolerate any form of discrimination or harassment. This principle applies to any form of discrimination due to social or ethnic origin, colour, gender, nationality, religion, language, physical or mental limitations, gender identity, sexual orientation, age, marital status, or membership of civic, trade union, or political associations.

The Board of Directors has approved a number of policies, including an environmental policy, a sustainable purchasing policy, a human rights policy and a labour rights policy, which seek to prevent, eliminate, or mitigate the adverse impacts of its activities on human rights, such as child labour and the exploitation of workers, and on the environment, such as pollution and the loss of biodiversity.

The Human Rights and Labour Rights Policy covers Sodecia's operations, i.e. all its industrial, administrative and commercial facilities. Sodecia also requires the companies it works with to respect the principles set out therein. It also applies the policy's commitments as a requirement to its supply chain, specifically to Tier 1 suppliers, through procedures in the company's purchasing model. The management principles set out therein must be applied in line with the legislation of each market. In the event of any inconsistency with the legal framework of a market, Sodecia promotes compliance with these management principles and respect for human and labour rights.

All policy commitments are available via the softexpert platform (internal VNP).

2-24 Incorporation of commitments

Chapter Strategy for Sustainability

The goals of this Policy are implemented by setting targets, action plans and follow-up indicators.

The choice of indicators and the definition of targets should tend to promote continuous improvement, implemented in short-, medium- and/or long-term action plans and monitored periodically, both within the scope of operations and at the level of corporate coordination and consolidation and/or within the scope of the compliance function. (Internal and external audits.)

The Governance policy is approved by the Board of Directors and implemented in the various markets where Sodecia operates, and in all its units. The Policy is the responsibility of the SGPS's Human Resources Department (SGPS DCRH), which ensures its implementation. A person responsible for each Sodecia region and site (Regional DRH and Local DRH) is also appointed.

The implementation of this Policy is supported by (1) Sodecia's global processes, integrated into its responsible management model; (2) the establishment of procurement strategies that respect human rights; (3) the enshrinement of the commitments in all contracting processes; (4) the signing of labour contracts that include the commitments; (5) the disclosure and training of senior management on all human rights protection commitments; (6) the requirement that partners provide declarations and guarantees that human rights are respected; (7) the inclusion of human rights protection provisions in supply contracts; and (8) the request of human rights reports from suppliers. The review of the Policy is carried out by the SGPS, in conjunction with the functional areas DCRH/CDDS/DC Processes, and with the regional and local representatives of this Policy (Regional DRH and Local DRH), and communicated and made available to all employees and stakeholders.

Sodecia also requires the companies it works with to respect the principles set out herein. It also applies this policy's commitments as a requirement to its supply chain, specifically to Tier 1 suppliers, through procedures in the company's purchasing model. The management principles here set out must be applied in line with the legislation of each market. In the event of any inconsistency with the legal framework of a market, Sodecia promotes compliance with these management principles and respect for human and labour rights.

Training sessions were held at leadership meetings attended by Sodecia Group's leaders, the most recent of which was given by the Happiness Business School on social sustainability.

2-25 Processes to remediate negative impacts

At the Sodecia Group we have created a model that consists of discussing gaps vis-à-vis the defined objectives, enabling the interaction of all members of the company, up to the top leadership and the development of systematic actions to mitigate any existing problems.

Regarding people and the working environment, Jump Level meetings are a tool that enables us to have clearer and more transparent communication between the leader and the subordinate. We have adopted the 5BP (5 Basic Principles) tool, which enables us to act with a systemic vision in the face of technical and administrative problems. This powerful “Quality Tool” ensures that issues are addressed systemically and laterally.

Furthermore, we maintain a flexible agenda. In addition to the meetings defined in our model, we carry out emergency plans involving the highest echelons of the company, with the main goal of ensuring that all the necessary resources are in place for a quick and satisfactory solution. Every quarter, we have the opportunity to evaluate the results of the previous period regarding the objectives, promoting a critical and in-depth analysis of the Quality Model and System in all our divisions at the 4G Meeting (Growing the People, Growing the Business, Growing the Results and Growing the Sustainability). This meeting’s feedback, with the participation of the key players, is called “Feedbetter”. This expression is fully in line with the purpose of “for the best” feedback. This mechanism addresses concerns as well as best practices laterally to the company, ensuring a constant PDCA process.

Inspection by the authorities confirms the good results of the remediation implemented, including regular internal checks on sustainable solutions through a constant lateral review of our corporate processes.

2-26 Mechanisms for seeking advice and raising issues

Chapter Respect for Human Rights

Currently, the following mechanisms stand out in our management model:

Code of Conduct procedures: Corporate Codes that define the appropriate practices and conduct for Sodecia Employees at all levels. There is coverage of business practices such as bribery and conflict of interest.

Management Model: Escalation Matrix, which defines which operational risks (with an internal or external impact) should be escalated to the highest level of the company.

Operationally, these practices are addressed in the following processes:

Jump Level Meeting: A mechanism that allows interviews with a higher level, in a reserved way to deal with any circumstance.

Escalation Process: Risks and/or occurrences that must be escalated (time-bound) to the highest level of the company.

For both cases, cause analysis and action-taking practices are considered.

These practices can be found in our 4G Management model, available on the company's intranet. At each review, training is conducted to ensure correct implementation. We also encourage this practice in frequent meetings.

2-27 Compliance with laws and regulations

Compliance with laws and regulations		2024
Number of fines paid during the reporting period	Cases of non-compliance with laws and regulations that occurred in the reporting period	0
	Cases of non-compliance with laws and regulations that occurred in previous financial years	0
	Total	0
Amount of fines paid during the reporting period	Cases of non-compliance with laws and regulations that occurred in the reporting period	0,00 €
	Cases of non-compliance with laws and regulations that occurred in previous financial years	0,00 €
	Total	0

2-28 Participation in associations

Through its various units, Sodecia is a member of industry associations, business associations and other organisations, in particular the Business Roundtable Portugal Association, and is represented in the sectors and geographies in which it operates.

Stakeholder Involvement

2-29 Approach to stakeholder involvement

Chapter Our stakeholders

As a result of the ESG Materiality Analysis exercise, an internal workshop was held, with multidisciplinary staff and different hierarchical levels, seeking to identify and/or validate entities that may affect the Group or that may be affected by our decisions or activities in the short, medium or long term.

In this new communication cycle, we have identified ten stakeholder groups as most relevant and with whom we interact on a regular basis. We maintain with them several dialogue and communication channels, whose methods and frequency are adapted to each group, depending on the purpose of involvement. The e-mail, the website and the social networks of the Sodecia Group (LinkedIn and Youtube) serve as general communication channels that are open to all stakeholder groups.

In 2024, a needs assessment was carried out by comparing the 2023 RI (based on the 2021 GRIs) and the CSRDs of 27 June 2023.

2-30 Collective bargaining instruments

		2022	2023	2024
Total no. of employees covered by collective bargaining agreements	SAINT	688	3.482	3.408
	SMINT	1.173	525	879
Total no. of Employees	SAINT	1.114	4.508	2.934
	SMINT	1.193	884	1.134
Percentage of employees covered by collective bargaining agreements (%)	SAINT	62%	77%	86%
	SMINT	98%	59%	78%

Note 1: The SAEUR, SANA and SASA business units were taken into account when reporting on the SAINT division.

Note 2: At SAUER and SANA, the working conditions and terms of employment are not based on the collective bargaining agreements that cover the company's other employees.

Note 3: At the SASA unit, working conditions and terms of employment are based on the collective bargaining agreements that cover the company's other employees.

Note 4: The collective agreements in both Brazil and South Africa are sectoral – the metal/automotive sector covers all companies in this segment.

Material Topics

GRI 3: Material Topics 2021

3-1 Materiality definition process

Chapter ESG materiality analysis

3-2 List of material topics

Chapter ESG materiality analysis

The materiality exercise resulted in a total of 11 material topics for Sodecia Group, listed in the identified chapter. Each material topic presents, at the beginning of the corresponding chapter/subchapter, introductory information about its relevance for Sodecia.

3-3 Management of material topics

Each material topic presents, in its respective subchapters, information about its relevance to the Group and to our stakeholders, as well as the approach followed – including defined policies and commitments – reflecting the Group's management approach. Additionally, we present a selection of specific actions, such as projects, programmes and initiatives, that we developed in 2024, as a way to illustrate the implementation of management in this area.

SPECIFIC CONTENT

GRI 200: Economic Performance

GRI 201: Economic Performance 2016

201-1 Direct economic value generated and distributed

Chapter Financial Reporting

Chapter Financial Statements

Insurance Support	2023	2024
I) Direct economic value generated		
Financial income and net gains	1 033 096	925 036
II) Direct economic value distributed		
Operating costs	-701 229	-598 601
Employee salaries and benefits	-238 136	-233 283
Taxes	-27 199	-22 193
Investments in the community	-189	-168
Payments to capital providers		
Dividends paid	-4 319	-2 879
III) Accumulated economic value (I-II)	62 023	67 912

GRI 202: Market Presence 2016

202-1 Ratio of the entry level wage by gender compared to the local minimum wage

Ratio between the entry salary and the local minimum wage

SMINT	Gender	Ratio
Germany – Attendorn	Male	1,0
	Female	1,0
Germany – PCC	Male	1.24
	Female	1.02
Germany – Unity	Male	1,0
	Female	1,0
Portugal - PCC	Male	1,0
	Female	1.09
Portugal - Guarda	Male	1,0
	Female	1,0
Czech Republic – Leskovec	Male	1.11
	Female	1,0
India – Chennai	Male	1,0
	Female	1,0
USA – Auburn	Male	1,0
	Female	1,0

Ratio between the entry salary and the local minimum wage

SAINT	Gender	Ratio
Africa – Pretoria	Male	1,0
	Female	1,0
USA – Detroit	Male	0.97
	Female	0.97
Mexico	Male	0.05
	Female	0.05
London - Canada	Male	0.67
	Female	0.67
USA - Kansas	Male	0.67
	Female	0.67
Brazil - Minas Gerais	Male	1.36
	Female	1.36
Brazil - Manaus	Male	1.32
	Female	1.32
Brazil - São Paulo	Male	2.13
	Female	2.13

Note: For this GRI indicator, data was reported from the SAINT division made up of the SAEUR (Africa), SANA (Detroit, Mexico, Canada and Kansas) and SASA (Minas Gerais, Manaus and São Paulo) units.

202-2 Proportion of top management positions held by individuals from the local community

SAINT	2022	2023	2024
Total number of top management members at significant locations of operation	132	117	93
Total number of top management members at significant locations of operation contracted to the local community	108	94	87
Percentage of senior management at significant locations of operation that are hired from the local community (%)	82%	80%	94%
SMINT	2022	2023	2024
Total number of top management members at significant locations of operation	38	42	50
Total number of top management members at significant locations of operation contracted to the local community	16	18	37
Percentage of senior management at significant locations of operation that are hired from the local community (%)	42%	43%	74%

Note 1: In the SAEUR division, the definition of top management adopted by the company is managers and directors at the sub-holding level.

Note 2: In the SMINT division, all employees at Sodecia locations were taken into account. The definition of top management adopted by the organisation is Levels L1 and L2 in the organisation chart, and regarding the geographical definitions of location, these were USA/ Detroit and Kansas, London/ Canada – Ramos/ Mexico.

Note 3: In Brazil, employees with Brazilian nationality were considered the local community. The definition of top management adopted by the company is

management/trust positions (managers and directors) and managers who report to the unit's EUN. Regarding the geographical definition of location adopted by the company, it was the region in which it is located.

Note 4: In Africa, Pretoria, the definition of top management adopted by the company is heads of department.

Note 5: At the SANA unit, all employees at Sodecia locations were taken into account. The definition of top management adopted by the company is Levels L1 and L2 in the organisation chart, and regarding the geographical definitions of location, these were USA/ Detroit and Kansas – London/Canada – Ramos/Mexico.

GRI 204: Purchasing/Supply Practices 2016

204-1 Proportion of expenses with local suppliers

Chapter Supply chain management

GRI 301-1: Environmental Performance

Renewable materials used		2022	2023	2024
Renewable Materials (t)	Steel	292 228,60	262 420,00	36 419,6
	Aluminium	24 729,00	22 626,00	494,0
	Stainless steel	950,10	1 249,00	536,8
	Fasteners	3 803,80	3 703,70	972,0
	Welding wire	109,00	96,20	87,0
	Glue	N/A	N/A	5,0
	Oil	N/A	N/A	0,0
	Purchased parts – tubes and profiles	N/A	N/A	535
	Cardboard/Sheets	N/A	N/A	18,0
Total materials used		321 820,50	290 094,90	39 067,4

Note: For the year 2024, data was reported for the renewable materials glue, oil, purchased parts – tubes and profiles, cardboard/sheets. The data considered in GRI Indicator 301-1 was obtained from the reporting of the SAINT and SMINT divisions.

GRI 302: Energy 2016

302-1 Energy consumption in the company

Chapter Energy Efficiency and Climate Change

Energy (KJ)		2022	2023	2024
Consumption of fuels from non-renewable sources	Natural Gas – Stationary	5 355 961,5	2 813 285,1	3 690 593,0
	Diesel – Stationary	3 139 755,2	4 815 685,6	4 498 957,4
	Subtotal	8 495 716,7	7 628 970,7	8 189 550,4
Consumption of fuels from renewable sources		128 531 066,9	155 113 344,0	321 237 777,3
Total consumption of energy purchased for consumption (Electricity)		335 370 222,3	368 077 204,3	356 387 065,9
Total consumption of energy purchased for consumption (Heating)		N/A	4 815,69	4 499,0
Total energy sold		0	0,0	0,0
Total (MJ)		472 397,0	530 824,3	685 818,9

Note: To calculate this indicator, the conversion factor 1 KWh = 3.6 MJ and the direct method for calculating CO₂e based on the GHG protocol were used. The analysis of 2024 data shows that, compared to 2023, there was a 7% increase in the use of non-renewable sources, a 107% increase in the use of renewable sources and a 3% increase in the total amount of energy purchased.

302-3 Energy intensity

Chapter Energy Efficiency and Climate Change

Energy Intensity	2022	2023	2024
	0,108	0,060	0,070

Note: The metric used to calculate the ratio was the number of total sales, namely 914,000,000.00. The types of energy included in the ratio are scope 1, 2 and 3 emissions (value of 63,891,765 kg of CO₂eq). The energy consumption being considered in the calculation of the ratio has been included in the table above from GRI 302-1: Energy consumption in the company

302-4 Reduction of energy consumption

Source	Unit	2024
Electricity	MJ	-20 123 642,9
Solar energy		319 051,2
Recycled Scrap		-1 982 259,2
Diesel		98 166,4
Subtotal		-21 688 684,5

Note: The basis used to calculate this indicator was the previous year, in order to compare differences in consumption. A conversion factor of 1 kWh to 3.6 MJ was used to ensure consistency between the units of measurement.

GRI 305: Emissions 2016

305-1 Direct (scope 1) Greenhouse Gas Emissions

Chapter Energy Efficiency and Climate Change

Direct emissions (scope 1) (t CO ₂ e)	2022	2023	2024
Stamping Oil	483,0	406,6	441,7
Diesel generator	33,3	33,3	33,3
Washing oil	108,4	108,4	48,6
Welding Gas	375,2	672,0	407,7
Hot Stamping Gas	2 314,4	3 572,1	3 959,7
Gas for the Gas Painting Line	971,9	1 259,0	1 584,7
Own transportation	448,5	190,0	314,6
Heating system	9 050,6	14 079,0	12 177,1
Total	13 785,3	20 320,3	18 967,4

Note: To calculate this indicator, only the greenhouse gas (GHG) carbon dioxide (CO₂) was taken into account. The year 2019 was adopted as the base year because it was the first year that Sodecia reported this indicator. For this indicator, scope 1 emissions were calculated using the direct approach, in accordance with the GHG Protocol.

305-2 Indirect (scope 2) GHG emissions

Chapter Energy Efficiency and Climate Change

Indirect emissions (scope 2) (t CO ₂ e)	2022	2023	2024
Electricity	22 913,8	19 303,5	19 067,0
Total	22 913,8	19 303,5	19 067,0

Note: To calculate this indicator, only the greenhouse gas (GHG) carbon dioxide (CO₂) was taken into account. The year 2019 was adopted as the base year because it was the first year that Sodecia reported this indicator. In addition, the Carbon Footprint database (www.carbonfootprint.com/international_electricity_factors.html) was used to support the calculation, and scope 2 emissions were calculated using the direct approach, in accordance with the GHG Protocol.

305-3 Other indirect (scope 3) GHG emissions

Chapter Energy efficiency and climate change

Indirect emissions (scope 3) (t CO ₂ e)	2022	2023	2024
Employee transport	468,3	773,6	391,0
Cleaning	208,4	166,1	15,1
Transportation service	1 967,8	3 411,7	1 419,4
Non-reclaimed containers	629,5	684,8	1 790,4
Surplus metalworkers	26 498,2	22 199,7	NA
Recycled	40,4	8,4	22 231,7
External warehouses	468,3	37,4	9,8
Total	30 280,9	27 281,7	25 857,4

Note: To calculate this indicator, only the greenhouse gas (GHG) carbon dioxide (CO₂) was taken into account. The year 2019 was adopted as the base year because it was the first year that Sodecia reported this indicator. Scope 3 emissions were calculated on the basis of the direct approach, in accordance with the GHG Protocol, as well as average annual carbon intensity values per reference country in commodities and services.

For the year 2024, it was not possible to obtain data on "surplus metallurgical materials".

305-4 GHG emissions intensity

	2022	2023	2024
GHG emissions intensity (tCO ₂ e/ Total group sales including intercompany)	0,07	0,06	0,07

Note: For calculation purposes, "Total group sales including intercompanies" was used as the denominator (914,000,000.00) and scopes 1, 2 and 3 were considered, based on CO₂ emissions (63,891,765 kg of CO₂eq).

305-5 Reduction of greenhouse gas (GHG) emissions

	2022	2023	2024
Reduction of GHG emissions as a direct result of reduction initiatives (t CO ₂ e).	N/A	8 000,0	2 888,4

Note 1: To calculate this indicator, only the greenhouse gas (GHG) carbon dioxide (CO₂) was taken into account. The year 2019 was adopted as the base year because it was the first year that Sodecia reported this indicator. This indicator was calculated using the direct approach, in accordance with the GHG Protocol.

GRI 306: Waste 2020

306-1 Waste generation and significant waste-related impacts

Cap. Economia circular

306-2 Management of waste-related significant impacts

Chapter Circular economy

306-3 Generated waste

Generated Waste	2022			2023			2024		
	Total SAINT	Total SMINT	Sodecia Group	Total SAINT	Total SMINT	Sodecia Group	Total SAINT	Total SMINT	Sodecia Group
Total Hazardous Waste (t)	10 978,272	369,968	11 348,240	15 688,986	403,728	16 092,714	10 009,75	256,21	10 265,96
Total Non-Hazardous Waste (t)	13 086,387	10 906,699	23 993,086	434 137,930	9 448,663	443 586,593	226 317,61	11 046,27	237 363,88

Note: In 2024 there is no information to report from the holding SGPS for this indicator.

306-4 Waste for recovery operations

The data presented between GRI 306-3, GRI 306-4 and GRI 306-5 are not fully aligned. For this reason, it was decided not to report this GRI in 2024.

306-5 Waste for disposal operations

The data presented between GRI 306-3, GRI 306-4 and GRI 306-5 are not fully aligned. For this reason, it was decided not to report this GRI in 2024.

GRI 308: Environmental Assessment of Suppliers 2016

308-1 New suppliers selected based on environmental criteria

In 2024, 100 suppliers were evaluated based on environmental and social criteria, in which no significant actual or potential negative impacts were identified.

308-2 Negative environmental impacts in the supply chain and actions taken

For 2024, no supplier has been classified as having a significant or potential impact on the environment in the SADEUR, SANA, SASA or SSMINT units.

GRI 400: Social Performance

GRI 401: Employment 2016

401- 1 Hiring of new employees and employee turnover

2024

Number of entries and exits, by location, gender and age group		Entries			Exits		
		<30	30-50	>50	<30	30-50	>50
SAINT	By Group	138	147	11	218	279	24
	Male	229			416		
	Female	67			105		
	Subtotal	296			521		
		<30	30-50	>50	<30	30-50	>50
SMINT	By Group	33	13	6	24	44	16
	Male	40			61		
	Female	12			23		
	Subtotal	52			84		
Total Entries and Exits (by age group)							
Total Entries and Exits (by gender)	Male	269			477		
	Female	79			128		
Total Entries and Exits (by Location)	SAINT	296			521		
	SMINT	52			84		
Total Entries and Exits		348			605		

2024

Percentage of entries and exits, by location, gender and age group		Entries			Exits		
		<30	30-50	>50	<30	30-50	>50
SAINT	By Group	8%	9%	1%	13%	17%	1%
	Male	14%			25%		
	Female	4%			6%		
	Subtotal	16%			31%		
		<30	30-50	>50	<30	30-50	>50
SMINT	By Group	14%	2%	2%	10%	7%	4%
	Male	5%			7%		
	Female	4%			7%		
	Subtotal	4%			7%		
Total Entries and Exits (by age group)							
Total Entries and Exits (by gender)	Male	10%			16%		
	Female	4%			7%		
Total Entries and Exits (by Location)	SAINT	18%			31%		
	SMINT	4%			7%		
Total Entries and Exits		11%			19%		

Note 1: The information reported was calculated based on the SAINT (Brazil and SAPRE) and SMINT divisions.

Note 2: For the SAPRE unit there were no dismissals during the period. The terminations were due to resignations and dismissals. Recruitment was carried out for key positions and for BBEE purposes.

401-2 Benefits for Full-time employees that are not provided to Temporary or part-time employees

Chapter Our employees

SAINT	2024
SAEUR	Benefits
Welfare Fund	Africa
Medical Assistance or Health Plan	Africa
Bonus	Africa
Meal Allowance	Africa
SASA	Benefits
Medical assistance	Annual medical examination for Directors (SASA/SASER)
Tenure Bonus	Brazil
Welcome kit for parents of newborns	Brazil
PS (Profit Sharing)	Brazil
Company Car for Managers, Regional Managers and KAM	Brazil
SMINT	2024
	Benefits
Health Insurance	AUB Specific
Temporary Disability	AUB Specific
Long-term Disability	AUB Specific
Vision Insurance	AUB Specific
Dental Insurance	AUB Specific
401K	AUB Specific
Life Insurance	China
Health Insurance	China
Disability Benefits	China
Parental Leave	China
Support for school books (children in high school)	Portugal
Discounts on the purchase of products or services in establishments with protocols with Sodecia	Portugal
Group health insurance policy	India
Social benefits	India
Casual and Sick Leave	India

Note 1: The information reported refers to the SAINT (SAEUR and SASA) and SMINT divisions.

Note 2: In the SMINT unit in Germany, labour legislation does not, in principle, distinguish between full-time and part-time employment. However, a temporary contract should be analysed differently. The standard benefits for full-time employees apply equally to part-time employees.

Note 3: At the SMINT unit in Portugal, there are no temporary or part-time employees.

401-3 Parental Leave

Parental leave (No.)	2024	Sodecia
Total number of employees entitled to parental leave	Male	329
	Female	121
	Subtotal	450
No. of employees who went on leave during the reporting period	Male	50
	Female	24
	Subtotal	74
No. of employees returning to work after parental leave	Male	48
	Female	19
	Subtotal	67
No. of employees who return to work and remain with the Company after 12 months	Male	47
	Female	19
	Subtotal	66

Return to work and retention rates after parental leave (%)	2024	Sodecia
Return to work rate (after leave)	Male	96%
	Female	79%
	Subtotal	91%
Retention rate (12 months after returning to work after the leave)	Male	94%
	Female	79%
	Subtotal	89%

Note 1: The information reported was calculated on the basis of the SAINT (SAPRE and Brazil) and SMINT divisions.

Note 2: All employees are entitled to parental leave, be it paternity or maternity.

Note 3: Maternity allowance lasts 120 days for companies not enrolled in the Citizen Company Programme and 180 days for enrolled companies.

Note 4: The SAMGR unit receives 120 days of maternity allowance and the SAMAN, SASA and SASER units receive 180 days.

Note 5: Paternity allowance lasts five days for companies not enrolled in the Citizen Company Programme and 20 days for enrolled companies.

Note 6: The paternity allowance is five days for the SAMGR unit and 20 days for the SAMAN, SASA and SASER units.

Note 7: For 2024, Brazil did not report the total number of employees entitled to parental leave.

GRI 402: Labour Relations 2016

402-1 Prior notification deadlines regarding operational changes

Unit	Minimum number of weeks' notice typically provided to workers and their representatives prior to the implementation of significant operational changes that could substantially affect them.	For companies with collective bargaining agreements, indicate whether the notice period and the provisions for consultation and negotiation are specified in these collective agreements.	Notes
Brazil	Prior notice varies according to the type of operational change, but respects legal obligations: 15 days (collective holidays), 7 days (compensatory leave), 48 hours (shift change) and 30 days (individual holidays).	Collective labour agreement: Economic adjustments and social clauses defined annually between company representatives and workers, respecting trade union categories. Specific agreements, such as compensatory time, bank of hours and profit sharing (PS): The union is involved whenever necessary for adjustments.	Economic adjustments and social clauses defined annually. The union is involved when necessary.
Africa	48 Hours' notice is required for short-term changes, in accordance with government regulations.	SAPRE is subject to the MIBCO Main Agreement, but there is no specific period regulated by this agreement.	The minimum notification period is 48 hours. The MIBCO Main Agreement does not regulate notification periods.
SAEUR	Different for each region: 2 weeks (Liberec), 3 months (Oelsnitz), minimum 4 weeks (Saarlouis), minimum 4 weeks with at least 1 month for substantial changes (Italy), normally 3 weeks for layoffs (Valencia), 1 week (Slovakia).	According to local laws.	In Liberec there is no collective bargaining, while in Oelsnitz, notification periods are specified in collective agreements and standard contracts.
SANA	1 week.	Yes, in CBA.	The Collective Bargaining Agreement between Sodecia Automotive London Inc. and Uniform and its local section 27 runs from 18 October 2023 to 17 October 2026.
SMINT	1 week, 2 weeks and 3 weeks (depending on the context or location).	There are no collective agreements.	There are no collective labour agreements at SSMDAL. SMAUB employees do not belong to a trade union and consequently do not engage in collective bargaining. However, as a matter of practice, the SMAUB leadership team provides two weeks' notice before implementing significant operational changes.

GRI 403: Occupational Health and Safety 2018

403-1 Occupational Health and Safety Management System

Chapter Occupational Health and Safety

Sodecia's Occupational Health and Safety Management System includes procedures for managing risks, monitoring health, carrying out audits and implementing corrective actions. Health and Safety Committees at each site support these initiatives, along with comprehensive training programmes for employees and service providers, in order to minimise risks and environmental impacts.

Each Sodecia unit has a Health and Safety Committee, made up of employees from different areas and levels of the company. The main functions of this committee are to support the Safety Department in carrying out internal safety audits, risk assessments and analysing incidents, as well as to promote communication between all employees at the facilities regarding Health and Safety issues, holding regular meetings for these purposes.

Sodecia's Health and Safety Policy, which came into force in January 2024, focuses on sustainable growth, the well-being of its employees and customer satisfaction, in line with international standards such as ISO 45001:2018, GRI 403:2018 on occupational health and safety, the UN Global Compact and the United Nations 2030 Agenda. The policy ensures compliance with legal requirements in all operations and promotes a safety culture to prevent accidents and occupational illnesses.

The policy also emphasises the importance of a proactive approach to safety, with the goal of achieving zero accidents and fostering a safe, inclusive and sustainable working environment, and applies to all Sodecia facilities, employees and service providers, extending its principles to the value chain. Its main commitments include:

- Ensuring compliance with the legal regulations applicable to occupational health and safety management at each location.

- Providing resources and conditions for the continuous improvement of the objectives of the Occupational Health and Safety System by our employees, service providers and stakeholders.

- Encouraging sustainable growth, a sense of belonging and employee participation as an integral and indispensable part of running our business.

- Preventing and eliminating risks in the workplace, especially in the automotive industry.

- Promoting communication and consultation to reinforce the occupational health and safety culture.

403-2 Hazard identification, risk assessment and incident investigation

Chapter Occupational health and safety

Sodecia's process for identifying and managing unsafe conditions/occupational risk falls under the "Incident Investigation" Corporate Procedure. It seeks to define the process for recording accidents, analysing causes, identifying and managing risk situations and implementing corrective actions.

Applicable to all of Sodecia's operating units, all employees, third parties and visitors, this procedure is managed through the SoftExpert platform (internal VNP), a solution developed specifically for business process management, regulatory compliance and corporate governance.

In the event of "non-conformities" or the occurrence of an accident at work, the appropriate mechanisms are put in place to prevent and/or minimise the risks. The Safety Technician of the facility where the non-conformity was identified must immediately issue an alert to the entire Company and, within two weeks, an analysis of the accident and an investigation must be carried out to ascertain its causes.

The results of this assessment are disclosed to the entire Company within two weeks of the previous phase, seeking to prevent new occurrences in the other operational units.

All activities and functions are subject to risk assessment, including all new projects (before and after their implementation), changes in production processes, layouts of facilities or any other type of change in the context of the company.

This "Incident Investigation" procedure enables the continuous identification of occupational risks and incidents and the definition of the necessary corrective and monitoring measures.

403-3 Healthcare Services

Chapter Occupational health and safety

The prevention of occupational risks and the promotion of employee health and safety are the result of investment in improving working conditions and internal processes for identifying, assessing and controlling existing (or emerging) risks, as well as health monitoring and promotion actions carried out in the workplace. This investment not only reduces the risk of accidents at work, but also allows for a tangible improvement in the working environment itself – an increase in employee motivation, efficiency and productivity, because "less risk" means "more confidence".

As a measure to prevent occupational risks, Sodecia has an Occupational Health and Safety Management System, implemented at all our Group's facilities, which must be complied with by all employees, including temporary staff and external workers (service providers).

Sodecia's Occupational Health and Safety Management System includes procedures for managing risks, monitoring health, carrying out audits and implementing corrective actions. Health and Safety Committees at each site support these initiatives, along with comprehensive training programmes for employees and service providers, in order to minimise risks and environmental impacts. This system has been developed to ensure the best working conditions and well-being internally, to keep the environment of the surrounding communities safe from any negative impact of our operations and to fulfil the applicable legal requirements and technical standards, regardless of the geography in which Sodecia operates.

As part of this system, there are specific procedures and programmes/tools that enable the management of occupational health and safety risks at Sodecia's facilities, as well as the control and prevention of unsafe behaviour and conditions. Regular audits of the health and safety conditions of our operating units are also carried out and, depending on the irregularities identified, action plans are developed.

In accordance with Sodecia's Management Model, there are specific meetings to monitor and analyse the results and feedback from our employees.

403-4 Participation, Consultation and Communication with Employees on Occupational Health and Safety

Chapter Occupational health and safety

Each Sodecia unit has a Health and Safety Committee, made up of employees from different areas and levels of the company. The main functions of this committee are to support the Safety Department in carrying out internal safety audits, risk assessments and analysing incidents, as well as to promote communication between all employees at the facilities regarding Health and Safety issues, holding regular meetings for these purposes.

Sodecia's Health and Safety Policy, which came into force in January 2024, focuses on sustainable growth, the well-being of its employees and customer satisfaction, in line with international standards such as ISO 45001:2018, GRI 403:2018 on occupational health and safety, the UN Global Compact and the United Nations 2030 Agenda. The policy ensures compliance with legal requirements in all operations and promotes a safety culture to prevent accidents and occupational illnesses.

The policy also emphasises the importance of a proactive approach to safety, with the goal of achieving zero accidents and fostering a safe, inclusive and sustainable working environment, and applies to all Sodecia facilities, employees and service providers, extending its principles to the value chain.

Its main commitments include:

Ensuring compliance with the legal regulations applicable to occupational health and safety management at each location.

Providing resources and conditions for the continuous improvement of the objectives of the Occupational Health and Safety System by our employees, service providers and stakeholders.

Encouraging sustainable growth, a sense of belonging and employee participation as an integral and indispensable part of running our business.

Preventing and eliminating risks in the workplace, especially in the automotive industry.

Promoting communication and consultation to reinforce the occupational health and safety culture.

403-5 Worker training on Occupational Health and Safety

Chapter Occupational Health and Safety

At Sodecia, we ensure that all our facilities and processes comply with the legal regulations in force, actively promoting a culture of safety to prevent accidents at work and occupational illnesses. For this reason, we have developed a training programme dedicated exclusively to Occupational Health and Safety (OHS) issues.

This training is part of the corporate "Training and Integration" procedure, which defines the health and safety content to be passed on to Sodecia employees and third parties, with the goal of mitigating or even eliminating the risks of accidents, occupational illnesses and environmental impacts.

This procedure includes 22 mandatory training courses on "Health, Safety and Environment", applicable to all employees of Sodecia's business units, including all new employees, before they start their jobs.

This plan communicates the general concepts of the safety system and the specific requirements of each role, including instructions on the safe operation of equipment. In addition, it covers topics related to safety policy, basic safety rules, a matrix for the use of Personal Protective Equipment, general emergency rules, corporate safety procedures, incident reporting, Safe Work Instructions and the 5S methodology.

This plan applies whenever there is a change of role/workstation, when a new position is identified, when there is a Hazards and Risks survey and when there is an update to the Safe Work Instructions.

403-6 Employee Health Promotion

At locations in Europe, employee health promotion is carried out in accordance with national and public health services. At other Sodecia locations, outside Europe, the company provides all employees with external private healthcare services.

There are actions promoted locally by the Health and Safety Team of the respective units with the goal of encouraging preventive measures for various general public health issues, such as: COVID-19; drugs and alcohol, following the General Data Protection Regulation implemented by the company's Data Protection Officer.

403-7 Prevention and mitigation of Occupational Health and Safety impacts directly related to business relationships

Sodecia's Health and Safety System includes specific procedures and programmes/ tools to guide implementation: Occupational Health Risk Management; Unsafe Behaviour and prevention control, as well as prevention of unsafe conditions.

Regular audits of Occupational Health and Safety conditions are also carried out. From the audits, the irregularities identified are the subject of action plans to overcome the problems and prevent similar situations.

In the event of an accident, it is mandatory to carry out a 5BP, which is a process of investigating and analysing the root causes, along with an action plan to resolve the problems and implement preventative measures to avoid similar situations recurring. The results of 5BP are shared with all the other units, and a risk assessment is mandatory, taking into account the root causes of the accident and, if necessary, an action plan to eliminate the risks identified.

403-8 Workers covered by an occupational health and safety management system

Sodecia's occupational health and safety management system (OHSMS) covers all workers, whether they are employees or not, as long as the work is carried out in a place controlled by the company, i.e., all our facilities. This information is controlled by Human Resources and Payroll.

403-9 Work accidents

Chapter Occupational health and safety

Employee data		2022	2023	2024
Total number of	fatalities resulting from work accidents	0	0	0
	serious work accidents ¹ (excluding fatalities)	0	0	0
	work accidents with mandatory reporting ²	52	61	53
	Hours worked	5 063 126	5 045 708	5 095 497
Index of	fatalities resulting from work accidents	0	0	0
	serious work accidents (excluding fatalities)	0	0	0
	work accidents with mandatory reporting	10	10	10

Note: Main types of accidents at work:

Accidents without loss of time – Minor injuries, temporary discomfort, muscle pain.

Accidents with sick leave of up to 15 days – Lacerations, sprains, contusions, wounds, fractures, eye injuries, musculoskeletal injuries and back pain.

¹ High severity work injuries, according to the GRI criteria, are those from which the worker cannot, does not, or is not expected to fully recover to their pre-injury state of health within six months.

² Concerns any work-related injury or illness that results in one of the following: death, days away from work, restricted work or transfer to another position, medical treatment beyond first aid, or loss of consciousness; or significant injury or illness diagnosed by a doctor or other licenced health professional, even if it does not result in death, days away from work, restricted work or transfer of position, medical treatment beyond first aid, or loss of consciousness.

Data concerning workers who are not employees, but whose work and/or workplace is controlled by the company		2022	2023	2024
Total number of	fatalities resulting from work accidents	0	0	0
	serious work accidents ¹ (excluding fatalities)	0	0	0
	work accidents with mandatory reporting ²	0	0	0
	Hours worked	963 789	1 431 447	863 601
Index of	fatalities resulting from work accidents	0	0	0
	serious work accidents (excluding fatalities)	0	0	0
	work accidents with mandatory reporting	0	0	0

Note: Main types of accidents at work:

Accidents without loss of time – Minor injuries, temporary discomfort, muscle pain.

Accidents with sick leave of up to 15 days – Lacerations, sprains, contusions, wounds, fractures, eye injuries, musculoskeletal injuries and back pain.

¹ High severity work injuries, according to the GRI criteria, are those from which the worker cannot, does not, or is not expected to fully recover to their pre-injury state of health within six months.

² Concerns any work-related injury or illness that results in one of the following: death, days away from work, restricted work or transfer to another position, medical treatment beyond first aid, or loss of consciousness; or significant injury or illness diagnosed by a doctor or other licenced health professional, even if it does not result in death, days away from work, restricted work or transfer of position, medical treatment beyond first aid, or loss of consciousness.

For the reporting of this indicator, no group of employees was excluded. The data was collected through various methodologies, such as Daily Iant Tour; Unsafe behaviour programme; Internal audits of the health and safety system; Audits related to the management of health and safety risks in equipment and workstations.

All the quantitative information reported here refers to the Automotive Division, and the data is consolidated from the plants in this division.

The number of hours worked refers only to direct workers, i.e., all workers, employees and non-employees, who worked directly on the plant floor operations.

Work-related hazards that are likely to cause serious injury are:

Unsafe conditions and unsafe acts related to industrial vehicles (e.g., forklifts, pallet trucks, etc.).

Unsafe conditions and unsafe acts related to cranes and overhead travelling cranes.

Actions have therefore been taken to eliminate these dangers and minimise risks, such as engineering control through protective mechanisms and new presence or movement signalling systems; administrative measures through safe working instructions; and training actions with personal protective equipment (PPE).

403-10 Occupational diseases

	2022	2023	2024
Number of fatalities resulting from occupational diseases	0	0	0
Number of cases of occupational diseases reported	0	0	0
Number of confirmed occupational disease cases	0	0	0

Work-related risks most likely to cause serious injury	Ergonomic conditions Ergonomic conditions (e.g., inadequate ergonomic conditions in the workplace, manual handling of loads, etc.)
Identification of these risks	Daily plant Tour; Unsafe behaviour programme; Internal audits of the health and safety system; Audits related to the management of health and safety risks in equipment and workstations.
Risks that caused or contributed to work-related accidents with serious consequences during the reporting period	Any risk related to less favourable ergonomic conditions can lead to accidents with serious consequences.
Actions taken or underway to eliminate these risks and minimise hazards, using the risk control hierarchy	Elimination of manual tasks. Replacing manual tasks with robotic cells. Engineering controls.

Note 1: We have no reported cases of work-related health problems.

Note 2: All the quantitative information reported here refers to the Automotive Division, and the data is consolidated from the plants in this division.

GRI 404: Education and Training 2016

404-1 Average annual training hours per Employee

Chapter Human capital management

Categoria funcional dos colaboradores por género	Gender	2022	2023	2024
Board of Directors	Male	269	986	356
	Female	164	239	263
	Subtotal	433	1 225	619
Operators	Male	1 281	3 043	2 350
	Female	423	520	851
	Subtotal	1 704	3 563	3 201
Technicians	Male	521	573	826
	Female	104	120	129
	Subtotal	625	693	955
Logistics	Male	175	249	380
	Female	54	73	78
	Subtotal	229	322	458
Supervisors	Male	132	172	186
	Female	28	31	40
	Subtotal	160	203	226
Management	Male	99	125	143
	Female	14	21	46
	Subtotal	113	146	189
Administrative Staff	Male	N/A	N/A	0
	Female	N/A	N/A	3
	Subtotal	N/A	N/A	3
Management	Male	N/A	N/A	7
	Female	N/A	N/A	1
	Subtotal	N/A	N/A	8
Total	Male	2 477	5 148	4 248
	Female	787	1 004	1 411
	Subtotal	3 264	6 152	5 659

Total no. of training hours, by employee category and gender	Gender	2022	2023	2024
Board of Directors	Male	7 640	9 258	14,920
	Female	6 878	6 895	4,913
	Subtotal	14 518	16 153	19 833
Operators	Male	172 786	221 751	139 030
	Female	36 766	42 074	28 662
	Subtotal	209 552	263 825	167 692
Technicians	Male	69 903	65 004	87 361
	Female	11 209	6 527	15 168
	Subtotal	81 112	71 531	102 529
Logistics	Male	13 086	25 141	12 126
	Female	5 106	6 688	4 722
	Subtotal	18 192	31 829	16 848
Supervisors	Male	24,111	12,858	12,915
	Female	3,762	3,440	2,135
	Subtotal	27 873	16 298	15 050
Management	Male	5 228	17 183	3 788
	Female	255	2 013	1 931
	Subtotal	5 483	19 196	5 719
Administrative Staff	Male	N/A	N/A	0
	Female	N/A	N/A	11
	Subtotal	N/A	N/A	11
Management	Male	N/A	N/A	595
	Female	N/A	N/A	120
	Subtotal	N/A	N/A	715
Engineering	Male	N/A	N/A	151
	Female	N/A	N/A	75
	Subtotal	N/A	N/A	226
	Male	N/A	N/A	0
	Female	N/A	N/A	10
	Subtotal	N/A	N/A	10
Total	Male	292 754	351 194	270 734
	Female	63 976	67 637	57 673
	Subtotal	356 730	418 831	328 406

Average number of training hours, by employee category and gender		Gender	2022	2023	2024
Board of Directors	Male		28	9	42
	Female		42	29	19
	Subtotal		34	13	32
Operators	Male		173	73	59
	Female		87	81	34
	Subtotal		123	74	52
Technicians	Male		134	113	106
	Female		108	54	118
	Subtotal		130	103	107
Logistics	Male		75	101	32
	Female		95	92	61
	Subtotal		79	99	37
Supervisors	Male		183	75	69
	Female		134	111	53
	Subtotal		174	80	67
Management	Male		53	137	26
	Female		18	96	42
	Subtotal		49	131	30
Administrative Staff	Male		N/A	N/A	
	Female		N/A	N/A	4
	Subtotal		N/A	N/A	4
Management	Male		N/A	N/A	85
	Female		N/A	N/A	120
	Subtotal		N/A	N/A	89
Total	Male		118	68	64
	Female		81	67	41
	Subtotal		109	68	58

Note: For 2024, two more functional categories have been reported, namely Administrative and Management. The data considered in GRI Indicator 404-1 was obtained on the basis of reports from the following units of the holding SGPS and the SAINT (SAEUR, SANA and SASA) and SMINT divisions.

404-2 Programmes for skill development and end-of-career management

Chapter Our employees

404-3 Percentage of employees receiving regular performance and career development reviews

Employee category	Gender	2022	2023	2024
Administrative Staff	Male	82%	95%	27%
	Female	69%	49%	39%
	Subtotal	75%	90%	32%
Operators	Male	46%	74%	81%
	Female	58%	37%	86%
	Subtotal	49%	71%	82%
Technicians	Male	70%	63%	46%
	Female	77%	72%	72%
	Subtotal	71%	72%	49%
Logistics	Male	43%	45%	49%
	Female	45%	44%	84%
	Subtotal	43%	45%	57%
Supervisors	Male	79%	43%	47%
	Female	81%	81%	40%
	Subtotal	7%	6%	51%
Management	Male	65%	78%	61%
	Female	89%	79%	57%
	Subtotal	67%	78%	68%
Labourers and helpers	Male			
	Female			
Total	Male	56%	75%	61%
	Female	64%	49%	66%
	Subtotal	57%	73%	62%

Note 1: The information reported was calculated on the basis of the divisions of the holding SGPS and the SAINT (SADEUR, SANA and SASA) and SMINT (SSGRD, SSMATT, SSMAUB, SSMDAL, SSMLSC, SSMOEL and SSMPUK) divisions.

Note 2: In the Africa unit, the difference is the staff who are doing the integration.

Note 3: In 2024, there was no valuation in the holding SGPS.

GRI 407: Freedom of Association and Collective Bargaining 2016

407-1 Operations and suppliers where freedom of association and collective bargaining may be at risk

There have been no reported cases of operations and suppliers where freedom of association and collective bargaining may be at risk.

GRI 408: Child Labour 2016

408-1 Operations and suppliers where there is a significant risk of incidents of child labour

There have been no reported cases of operations and suppliers where there is a significant risk of incidents related to child labour.

GRI 409: Forced or Slave Labour 2016

409-1 Operations and suppliers where there is significant risk of incidents of slave or forced labour

There have been no reported cases of operations and suppliers where there is a significant risk of incidents related to child labour.

GRI 413: Local Communities 2016

413-1 Operations with local community involvement, impact assessments and development programmes

[Chapter Our communities](#)

GRI 414: Social Assessment of Suppliers 2016

414-1 New suppliers selected based on social criteria

[Chapter Supply chain management](#)

414-2 Negative social impacts in the supply chain and actions taken

[Chapter Supply chain management](#)

GRI 416: Consumer Health and Safety 2016

416-1 Assessment of health and safety impacts of the major product and service categories

SAINT	2022	2023	2024
Number of product and service categories made available by the company	2 723	2 631	2 606
No. of product and service categories where health and safety impacts are assessed	256	281	270
Percentage of product and service categories where health and safety impacts are assessed	9,40%	10,68%	10,36%
SMINT	2022	2023	2024
Number of product and service categories made available by the company	1 471	1 471	671
No. of product and service categories where health and safety impacts are assessed	22	22	22
Percentage of product and service categories where health and safety impacts are assessed	1%	1%	3%

Note 1: To report this indicator in the SAINT unit, the SAEUR, SASA and SANA divisions were included in the calculations.

Note 2: For the SASA unit, products classified by the customer with a severity index of 10 in the PFMEA are identified as a potentially high risk to the health and safety of the end user in the event of failure. In response, rigorous preventive measures are implemented, duly identified, detailed and controlled, in accordance with the analysis and mitigation of risks and potential failure modes (FMEA). These measures are critically analysed every month to assess their effectiveness.

Note 3: For 2024, no supplier has been classified as having a significant or potential impact on the environment.

416-2 Cases of non-compliance regarding health and safety impacts of products and services

Cases of non-compliance	2022	2023	2024
No. of cases of non-compliance with regulations that resulted in fines or penalties	0	0	0
No. of cases of non-compliance with regulations that resulted in warnings	0	0	0
No. of cases of non-compliance with voluntary codes	0	0	0
Total no. of cases of non-compliance	0	0	0

Note 1:

1- The indicator refers to the health and safety of customers, so fines or warnings from ACT are not taken into account.

2 – Incidents for which the company is exempt from any liability are excluded.

3 – Non-conformities related to product labelling (Indicator 417-2) are excluded.

Note 2: For 2024, no supplier has been classified as having a significant or potential impact on the environment.





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