inalfa roof systems

SUSTAINABILITY REPORT

2025



WE OPEN UP YOUR WORLD WITH EVERY DRIVE



REPORTING SCOPE AND BOUNDARY

This report outlines the sustainability strategy, management approach and performance of Inalfa Roof Systems Group B.V. and its subsidiaries for the period from 1 January 2025 to 31 December 2025.

The scope and boundary of this report includes Inalfa Roof Systems Group B.V., based in Venray, the Netherlands, and its subsidiary entities and companies. Inalfa Roof Systems Group B.V. is wholly owned by BHAP HK Investment Ltd., based in Hong Kong. Subsidiaries of Inalfa are defined as entities that are part of the economic unit of Inalfa Roof Systems Group B.V. and over which Inalfa has control.

During 2025, there were no reported changes to Inalfa's legal name, headquarters address or ownership structure. Operational changes during the year included the stopping of production activities at the Netherlands and Yantai, China operations. Both sites remained part of Inalfa's broader footprint for other activities. In addition, the further development of regional Shared Service Centre activities was reflected in the reporting structure.

India is not included within the reporting boundary. Inalfa sunroofs are produced in India under a brand license and with support from Inalfa, but the activities are not part of an Inalfa company and are therefore excluded from the scope of this report.

Except where otherwise specified, this report encompasses Inalfa and all subsidiaries within the reporting boundary. The report has been structured with guidance from the Global Reporting Initiative (GRI). Feedback and questions regarding this report can be directed to Inalfa's Global Corporate Social Responsibility team via:

sustainability.reporting@inalfa.com

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SUSTAINABLE DEVELOPMENT

ENVIRONMENTAL STEWARDSHIP

SOCIAL RESPONSIBILITY

ETHICAL GOVERNANCE AND ACCOUNTABLE



Our Commitment to ESG

At Inalfa, sustainability is an integral part of how we operate, innovate and create long-term value. As a global supplier to the automotive industry, we recognize our responsibility to manage environmental, social and governance impacts across our operations and value chain, while supporting customers in a rapidly changing mobility landscape.

Our ESG approach is built around environmental stewardship, social responsibility and ethical governance. These themes guide our efforts to reduce greenhouse gas emissions, improve resource efficiency, strengthen occupational health and safety, support employee engagement, promote responsible supplier relationships, and maintain transparent and accountable business practices.

During 2025, Inalfa continued to strengthen ESG integration across the organization. Sustainability considerations were further embedded into operational management, business planning, data collection and governance processes. This included continued work on greenhouse gas accounting, preparation for future sustainability reporting requirements, supplier engagement, responsible sourcing, employee development, and customer-facing ESG transparency.

The automotive industry continues to face significant change, including evolving customer expectations, geopolitical developments, changing powertrain strategies, stricter sustainability requirements and increasing demand for reliable ESG data. In this context, Inalfa remains focused on building a resilient organization that can respond with agility while continuing to improve sustainability performance.

Through collaboration across functions, regions, customers and suppliers, Inalfa aims to contribute to a more sustainable automotive value chain while remaining true to its purpose: to open up your world with every drive.

Leadership Perspectives on Sustainability

Interview with our Chief Executive Officer

How would you describe Inalfa's overall sustainability vision, and how has it evolved in recent years?

Sustainability has become an integral part of how Inalfa operates. In the past, sustainability initiatives were often driven by individual teams or functions. Today, we have embedded sustainability into our overall business strategy, investment decisions, operational planning, and long-term goals.

As expectations from customers, regulators, and society continue to evolve, sustainability is no longer a separate agenda—it is part of our daily business.

What were the most significant sustainability priorities for Inalfa during the past year?

Despite challenging market conditions in the automotive industry, we remained fully committed to our ESG ambitions. Our focus was centered on three key priorities.

First, we continued to reduce our environmental footprint, particularly greenhouse gas emissions from our operations. We have established a clear target to reduce our CO_2 emissions by two-thirds by 2035 compared with our 2019 baseline, and this remains a major focus area.

Second, we worked to improve operational efficiency by optimizing the use of energy, raw materials, chemicals, and other resources throughout our production processes. Improving resource efficiency benefits both the environment and our operational performance.

Third, we strengthened governance, transparency, and ESG data management. As sustainability reporting requirements continue to increase, reliable and transparent data is becoming more important than ever. We have invested significant effort in improving data quality and reporting processes across all regions.

How is sustainability integrated into Inalfa's long-term business strategy and decision-making?

Sustainability is embedded within both our strategic planning and financial processes. Every function within the organization is responsible for defining sustainability targets, identifying the projects required to achieve them, and securing the necessary resources through the annual budgeting process. Progress is reviewed regularly through management reporting and dedicated governance structures. This ensures sustainability receives the same level of attention as other strategic priorities and remains firmly linked to business performance.

For us, sustainability is not simply about compliance. It is about building a resilient business that is prepared for future customer expectations, regulatory developments, and market opportunities.

What do you see as the biggest sustainability challenges and opportunities facing the automotive industry today?

The automotive industry is undergoing significant transformation. Manufacturers and suppliers must navigate economic uncertainty, technological change, increasing regulatory requirements, and growing customer expectations, all at the same time.

One of the biggest challenges is managing this transition while continuing to invest in sustainability. Vehicle technologies are becoming more complex, regulations continue to evolve, and customers are demanding greater transparency throughout the value chain.

At the same time, these challenges create opportunities. The shift towards electric mobility, for example, requires innovative solutions that reduce weight, improve efficiency, and minimise environmental impact. At Inalfa, we are focused on developing products that combine functionality, lightweight design, and sustainable performance.

Material selection is another important area. We continue to phase out substances of concern wherever possible and increase the use of recycled content in our products. Supporting circularity and responsible resource use



Georges Andary, Chief Executive Officer

"Whether we are designing products, selecting suppliers, investing in new technologies, or improving operations, sustainability should be a natural part of every decision we make."

is becoming increasingly important as we look to reduce our overall environmental footprint.

How are customer expectations shaping Inalfa's sustainability agenda?

Customer expectations are becoming increasingly sophisticated. Today, customers expect detailed sustainability information, not only at plant level but increasingly at product level as well.

Meeting these expectations requires strong collaboration across the entire value chain. We are continuously improving our ability to collect, manage, and report sustainability data while working closely with suppliers to increase transparency and accountability.

We are also seeing greater emphasis on responsible sourcing, labour conditions, and supply chain resilience. These topics are now central to many customer discussions and align closely with our own values and priorities. Through supplier assessments, audits, and ongoing engagement, we work to ensure that our supply chain reflects the standards we expect of ourselves.

Can you share an example of how Inalfa is creating value beyond compliance?

One example is our approach to decarbonization. Rather than treating emissions reduction as a reporting exercise, we established it as one of our key strategic initiatives under direct oversight of our Global Management Team.

This led to the development of a comprehensive decarbonization roadmap and clear long-term targets that are actively monitored across the organization. By integrating these objectives into our business processes and management structures, we ensure that sustainability drives real operational improvements and long-term value creation.

How does Inalfa ensure strong governance and accountability for ESG topics?

Strong governance is essential to achieving our sustainability ambitions. Sustainability targets and budgets are approved annually by the Board of Management, while progress is reviewed regularly through established reporting structures.

Dedicated governance bodies oversee ESG priorities, performance indicators, and implementation progress.

In addition, sustainability objectives are reflected throughout the organization, ensuring leaders at every level are accountable for delivering results.

This structured approach helps ensure that sustainability remains a shared responsibility and an integral part of business performance.

Looking ahead, what are your key sustainability ambitions for the next 5-10 years?

Our ambition is clear: to continue accelerating our sustainability journey while maintaining strong business performance.

Reducing our CO_2 emissions remains a key priority, and we are committed to achieving—and where possible exceeding—our long-term targets. We will also continue strengthening ESG data quality, transparency, and reporting capabilities to meet future stakeholder expectations.

Most importantly, we want sustainability to be even more strongly reflected across all aspects of our business.

Whether we are designing products, selecting suppliers, investing in new technologies, or improving operations, sustainability should be a natural part of every decision we make.

We have made significant progress in recent years, even during challenging market conditions. Looking ahead, our focus is on maintaining that momentum, continuing to innovate, and ensuring that sustainability remains a key driver of Inalfa's long-term success.

Leadership Perspectives on Sustainability

Interview with our Chief Operating Officer

How is sustainability embedded into Inalfa's day-to-day operations and manufacturing processes?

At plant level, sustainability objectives form part of management responsibilities and performance indicators. These targets are cascaded throughout the organization, ensuring that every function contributes to improving environmental performance, resource efficiency, and operational excellence.

This approach is reinforced through regular governance and reporting processes. Sustainability performance is reviewed at both plant and global levels, with clear accountability for achieving targets related to energy efficiency, emissions reduction, and operational improvements.

What were the key operational sustainability improvements achieved over the past year?

Our primary focus during the past year was improving energy and resource efficiency across our operations.

One important achievement was the expansion of energy-monitoring systems across our facilities. By increasing the use of energy meters and analyzing consumption data in greater detail, we gained a much clearer understanding of where energy is used and where opportunities for improvement exist. This has allowed us to prioritize actions and optimize equipment performance more effectively.

We also implemented a range of practical efficiency measures, including upgrading lighting systems to LED technology, improving compressor performance, reducing unplanned downtime, and enhancing production line stability. These initiatives not only reduce energy consumption but also improve productivity and product quality.

In parallel, we continued efforts to reduce material waste through process optimization, lower chemical consumption, and improved manufacturing efficiency. These improvements demonstrate how sustainability and operational excellence can go hand in hand, creating both environmental and business value.

What are the main challenges in reducing environmental impact across global operations, and how are these being addressed?

One of the biggest challenges is the diversity of the regions in which we operate. Different countries have different levels of infrastructure development, different energy markets, and different regulatory frameworks. This creates varying conditions for implementing sustainability initiatives across our global footprint.

For example, access to renewable energy differs significantly between regions. In some countries, green energy markets are well established, and energy sources can be clearly identified. In others, energy is supplied through mixed grids, making it more difficult to track renewable energy usage and environmental impact accurately.

To address these challenges, we focus on implementing common standards wherever possible while adapting solutions to local circumstances. Our goal is to ensure consistent progress across all regions while recognizing the practical realities of operating in different markets.

How is Inalfa working to improve sustainability performance across its supply chain?

Supply chain sustainability is becoming increasingly important, both for our customers and for Inalfa itself.

Today, sustainability considerations form part of our supplier evaluation and selection processes alongside traditional criteria such as quality, technology, cost, and delivery performance. We work closely with suppliers to communicate expectations and encourage continuous improvement in areas such as



Luke Mo, Chief Operating Officer

"These improvements demonstrate how sustainability and operational excellence can go hand in hand, creating both environmental and business value."

environmental performance, transparency, and responsible business practices. We are also seeing increasing demands from customers for sustainability data throughout the value chain. While this creates additional complexity, it also encourages greater collaboration and accountability across the supply network.
Looking ahead, we believe strong partnerships with suppliers will be essential to achieving industry-wide sustainability goals and creating long-term value throughout the automotive ecosystem.

What role does innovation play in making production processes more efficient and sustainable?
Innovation is one of the most important drivers of sustainability improvement. Within our operations, innovation helps us reduce energy consumption, optimize resource use, and improve production efficiency. Better monitoring systems, data-driven decision-making, and continuous process improvements all contribute to more sustainable manufacturing.

How are you preparing operations for evolving regulations and requirements, such as carbon reduction and reporting standards?
Close monitoring of new and upcoming legislation, as well as related customer requirements, has become increasingly important as new initiatives and adjustments continue to emerge. It starts with understanding the impact and translating it into required actions.
Due to the high frequency of changes, often driven by geopolitical developments, an agile organization for quick response has become key. Inalfa is closely cooperating with all partners across the value chain to prepare for, develop, respond, commit to and implement strong governance and clear accountability.
A prominent action related to the Green Deal, Paris Climate Agreement, is our full potential project in which we actively progress toward our Science Based Targets initiative (SBTi) commitments while improving the quality and transparency of the necessary carbon-related data across the organization. This helps ensure that we are well prepared for increasing reporting requirements and stakeholders' expectations.

At the same time, we actively participate in industry forums and discussions that address sustainability challenges within the automotive sector. One area where we see significant opportunity is greater alignment around sustainability reporting requirements. Today, different customers often use different reporting systems and methodologies, creating duplication and complexity. Greater standardization would improve efficiency and allow companies to focus more resources on delivering sustainability improvements rather than managing multiple reporting formats.

Where do you see the biggest opportunities to further improve operational sustainability in the coming years?
Collaboration will be critical. By working closely with customers, suppliers, industry associations, and other stakeholders, we can accelerate progress and help establish common approaches to sustainability challenges.
Over the next decade, our ambition is not only to achieve our carbon reduction targets but also to ensure that sustainability remains embedded in every aspect of how we design, manufacture, and deliver our products. By combining operational excellence with innovation and strong partnerships, we believe we can continue creating value for both our customers and society.

Snapshot
Who We Are

Inalfa Roof Systems is a **global automotive supplier** specializing in the design, engineering and production of roof systems and integrated technologies for passenger vehicles. The company serves the automotive industry as a **Tier 1 roof system supplier** and continues to focus on delivering high-quality, innovative and reliable solutions to OEM customers.

Established in 1946, Inalfa began as a production and trading company focused on ironmongery and consumer goods. Over time, the company expanded into components for copiers and the automotive sector, before becoming a specialist in automotive roof systems. This legacy of transformation continues to shape Inalfa's approach to innovation, quality and customer focus.

Inalfa's **purpose** is to open up your world with every drive. Through its products, drivers and passengers can experience more fresh air, natural light and a stronger connection to the outside world. The company's **vision** is to be the preferred OEM partner for roof systems and integrated technologies in the changing industry landscape: a trusted partner that delivers through technical expertise, operational excellence, innovation and strong relationships with customers and suppliers.

Inalfa operates across **key automotive regions in Europe, China, Asia Pacific and North America**.

Its **global footprint** includes production facilities, engineering and validation capabilities, sales offices, regional headquarters and Shared Service Centre activities. This footprint enables Inalfa to support customers globally while maintaining regional responsiveness and operational flexibility.

During 2025, Inalfa's **production footprint continued to adapt** to changing market conditions. Production activities were stopped at the Netherlands and Yantai, China operations, while both sites remained open for other activities. The further development of Shared Service Centre activities also supported regional operations and organizational efficiency.

In 2025, Inalfa achieved **sales of EUR 1.1 billion**, supported by a **production output of 4.7 million units**. These figures reflect a challenging market environment, including reduced actual sales, changes in sales mix, lifetime extensions of existing vehicle generations, and evolving customer demand between openable roof systems and fixed glazing solutions.

Inalfa's business model and value chain remained broadly consistent with the previous reporting year. The company continues to operate as a Tier 1 roof system supplier to the automotive industry, working with OEM customers, suppliers, logistics providers and other value-chain partners to deliver roof system solutions across global markets.



In 2025, we achieved sales of EUR 1.1 billion.

Supported by a production output of 4.7 million units.

Table 1: Locations of Inalfa Offices and Facilities

Regional Market	Country	Global HQ	Regional HQ	Sales Office	Shared Service Centre	Engineering	Validation	Production	Change 2025
Europe	The Netherlands	1	1	1		1	1	1	NL stopped production
	Germany			1					
	Poland							1	
	Slovakia				1			1	
China	China		1	1		1	1	6	YT stopped production
Asia Pacific	Japan			1					
	South Korea		1	1		1	1	1	
North America	Mexico				1			1	
	United States		1	1		1	1	2	
Totals		**1**	**4**	**6**	**2**	**4**	**4**	**13**	**-2 stopped during the year**
Not an Inalfa Company	India	Producing Inalfa sunroofs under brand license, supported by Inalfa							data excluded

Note: Some sites contain several buildings and/or legal entities covered under ISO/IATF Certificate

Industry Trends and Legislative Landscape

The automotive industry continued to operate in a period of significant uncertainty and transformation during 2025. Market developments, changing customer demand, geopolitical pressures, evolving powertrain strategies and increasing sustainability-related legislation all continued to influence the business environment in which Inalfa operates.

One important market trend is the changing pace of vehicle electrification. While electrification remains a significant long-term direction for the automotive industry, the speed of growth in the electric vehicle market remains uncertain and differs substantially by region. Many OEMs are therefore continuing to balance investments between electric, hybrid and conventional vehicle platforms. This has contributed to longer lifetimes for existing vehicle generations and, in some cases, lower volume demand.

These developments also influence the roof systems market. Although panoramic roofs remain an important feature in passenger vehicles, early generations of electric vehicles have often shifted from openable roof systems to fixed glazing solutions due to technical constraints and cost considerations. This creates changes in sales mix and product demand. Inalfa responds to these trends through product innovation suitable for both traditional and electric vehicle platforms, as further described in the Technology Innovation section of this report.

Geopolitical developments are also changing the way automotive companies consider supply chain strategy. The move from globalization towards greater regionalization increases the importance of a global footprint combined with local presence in key automotive regions. Inalfa continues to monitor these developments and adapt its operational and supply chain approach to support customer requirements across regions.

At the same time, digitalization continues to reshape customer expectations and vehicle design. In modern vehicles, digital features and integrated technologies are becoming increasingly important. Electronics, ambient lighting and interior experience features are becoming more mainstream, reinforcing the need for roof system solutions that combine functionality, comfort, quality and innovation. Growth expectations also vary by region. Mature markets such as Europe, the United States, Korea and Japan are expected to remain relatively stable, while growth opportunities are increasingly linked to markets such as India, the Middle East and Africa, Latin America and Southeast Asia. In China, market growth has slowed and is increasingly served by local OEMs. These shifts reinforce the importance of regional responsiveness and close customer collaboration.

The legislative landscape is also becoming more complex. Sustainability-related regulation increasingly requires companies to manage materials, supply chain information and product data in a more detailed way. Traditional compliance processes are no longer sufficient on their own. Close monitoring of legislation and related customer requirements has become a more frequent activity, requiring continuous adjustment and cooperation across the value chain.





Key regulatory themes include circularity, recycled content, low-carbon materials, PFAS-free solutions, recyclable packaging, critical minerals, export controls and tariffs. Developments such as the EU Taxonomy, Ecodesign for Sustainable Products Regulation, End-of-Life Vehicles Regulation, Packaging and Packaging Waste Regulation, Carbon Border Adjustment Mechanism, and evolving requirements around critical raw materials and deforestation continue to shape the operating context for automotive suppliers.

Inalfa also continues to prepare for future sustainability reporting requirements. The company remains in scope for CSRD reporting as of financial year 2027. During 2025, preparations continued through updated and new policies, improved data structures and further development of the Double Materiality Assessment. These preparations support more integrated sustainability management and strengthen the connection between ESG performance, business planning and risk management.

Overall, the industry trends and legislative landscape require agility, transparency and continued collaboration. Inalfa's response is to remain close to customers and suppliers, monitor regulatory developments carefully, strengthen data and material management capabilities, and continue developing products that support quality, innovation and sustainability in a changing automotive market.



Governance, Structure and Oversight

Inalfa's governance structure supports effective decision-making, operational accountability and responsible business conduct across the organization. The Board of Management remains the highest authority in Inalfa's governance structure and is responsible for the company's strategic direction, operational management, internal control framework and sustainability oversight.

As of 31 December 2025, the Board of Management of Inalfa Roof Systems Group B.V. consisted of Georges Andary, President & CEO, and Junfei Ma, CFO. No changes were reported in the Board of Management during 2025.

The Board of Management is supported by the General Management Team, which includes global functional heads and regional leadership. The General Management Team supports strategic alignment, operational coordination and implementation of company priorities across regions and functions.

Sustainability responsibilities are embedded within Inalfa's governance structure. The CEO holds overall responsibility for sustainability, while sustainability is overseen by the COO, who is part of the General Management Team. The COO oversees the sustainability committee agenda and prepares the sustainability strategy plan for the Board of Management approval. This structure helps ensure that sustainability topics are connected to business planning, operational performance and strategic decision-making.

The Supervisory Board provides oversight in accordance with Inalfa's governance framework. No changes were reported in the Supervisory Board during 2025. The Supervisory Board consists of Jingang Li, Xu Bin and Xuemei Cui.

Inalfa remains committed to transparency, ethical conduct and sound governance. The company maintains internal control processes, management committees and compliance structures that support responsible decision-making, risk management and accountability across the organization.



GEORGES ANDARY

President & Chief Executive Officer

Georges Andary joined Inalfa Roof Systems Group B.V. in October 2023 as President & Chief Executive Officer. With deep expertise in the automotive industry, Georges has led business growth initiatives, mergers and acquisitions, and large-scale organizational transformations.
He holds a degree in Electronic Engineering from RWTH Aachen University and brings extensive senior leadership experience from Bosch, where he held multiple executive roles prior to joining Inalfa.

Georges is known for his strong commitment to diversity and cross-cultural collaboration. He is fluent in German, French, and English. Having grown up in both Lebanon and Germany and worked internationally across Europe and China, he brings a strong multicultural and global perspective to Inalfa's leadership.



JEFFREY MA

Chief Financial Officer

Jeffrey Ma joined Inalfa Roof Systems Group B.V. as Chief Financial Officer in April 2024. With more than 17 years of experience across finance, operations, and management, Jeffrey brings a strong track record in financial controlling, digital transformation, and organizational optimization within the automotive industry. Prior to Inalfa, he held senior leadership roles at Beijing Hainachuan Auto Parts (BHAP), Lear Automotive Systems, and Foxconn International.

Jeffrey brings a global mindset and a strong focus on pragmatic, solution-oriented leadership in complex, international business environments. He holds a master's degree in accounting from the Capital University of Economics and Business, an Executive MBA from Peking University, and a bachelor's degree in Industrial Engineering from Yanshan University.

BOARD OF MANAGEMENT AND SUPERVISORY BOARD - DIVERSITY AND TRANSPARENCY COMMITMENT

Inalfa is committed to promoting diversity and is actively considering gender diversity objectives for future appointments and nominations.

AFFIRMING OUR COMMITMENT TO TRANSPARENCY AND ETHICAL CONDUCT, THE BOM DECLARES THE FOLLOWING:

- No Conflicts of Interest: Inalfa is not involved in any business transactions or contracts in which a Board Member, the CEO, the CFO, or any related parties have a vested interest.
- Financial Integrity: There are no instances of financial conflicts of interest within the organization.
- Accurate Accounting: We consistently maintain precise and reliable accounting records, demonstrating our commitment to operational integrity.
- Internal Controls: Robust internal controls have been thoughtfully designed, effectively implemented, and continually upheld.
- Sustainability and Confidence: We operate with confidence in our ability to continue as a sustainable business, with no significant uncertainties.

MANAGEMENT COMMITTEES

The Board of Management (BOM) is supported by several key committees, each playing an essential role in ensuring that Inalfa's operations are strategically aligned, ethical, and sustainable:

1. GENERAL MANAGEMENT TEAM (GMT):

The GMT works closely with the BOM, providing strategic recommendations on policy and organizational development. The GMT also takes on critical responsibilities in risk management, ensuring effective navigation of potential risks and challenges.

2. INTEGRITY COMMITTEE:

Chaired by the Group Compliance Officer, who also serves as the head of Legal, the Integrity Committee ensures that Inalfa's business practices adhere to our Code of Conduct, values, and ethical standards. This committee focuses on sustainable growth and reports independently to the CEO and BOM. When necessary, the Integrity Committee has the authority to report directly to the Supervisory Board, ensuring that all key policies and strategies reflect the company's commitment to ethical standards.

3. SUSTAINABILITY COMMITTEE:

The Sustainability Committee advises the BOM on the development and implementation of Inalfa's group-wide sustainability strategy. It addresses material sustainability issues by bringing them to senior management's attention and overseeing their resolution. Representing various business areas and functions, this committee monitors and reports on the progress of Inalfa's sustainability initiatives. It convenes quarterly, and its findings are presented to the BOM to ensure continuous alignment with our sustainability objectives.

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS



THE UNITED NATIONS SUBSTAINABLE DEVELOPMENT GOALS (SDG) AIM TO MAKE THE WORLD MORE SUSTAINABLE BY 2030.

Following UN SDG are in focus and can be recogniged in our company objectives

	PROFIT
8	• Financial Performance and Resilience

	PEOPLE
16	• Corporate Culture and Behavior (Code of Conduct)
5, 8, 10	• Talent, Recruitment and Retention
4	• Human Capital Development
3	• Employee Occupational Health and Safety

	PLANET
13	• Climate Change Management (physical and transition)
7	• Energy Management and Renewable Energy
12	• Waste Management
6	• Water management
9	• Technological Innovation and Design for Environment

	PARTNERSHIP
17	• Supply Chain Climate Transitions
12	• Responsible Sourcing Critical Raw Materials and Circular materials
17	• Customer Loyalty and Trust

Focus Areas, Risk Management and Materiality

Inalfa's approach to focus areas, risk management and materiality is also shaped by the changing business environment in which the company operates.

During 2025, Inalfa further fine-tuned its double materiality assessment based on CSRD and ESRS standards. This work supports the company's preparation for future sustainability reporting requirements and helps identify the sustainability topics that are most relevant from both an impact perspective and a financial risk and opportunity perspective.

The updated assessment confirmed that economic performance remains a key general focus area, supported by ESG priorities across climate change, resources and circular economy, own workforce, customers and corporate culture. These topics reflect the areas where sustainability developments can influence Inalfa's operations, value chain, customer relationships, risk profile and long-term competitiveness.

Climate-related priorities include energy reduction, climate transition and climate adaptation. These topics are relevant both because of their environmental impact and because of their connection to cost, customer requirements, business continuity and future market access. Energy efficiency, renewable energy, low-carbon materials, recyclate content, transport and travel all remain important areas for ongoing improvement.

Resources and circular economy were also identified as important focus areas. Material efficiency, lightweight design, secondary materials, circularity, innovation and waste management are relevant to product cost, customer expectations and environmental performance. Inalfa continues to monitor these topics as part of its broader efforts to support resource efficiency and strengthen the sustainability profile of its products and operations.

Social priorities focus on Inalfa's own workforce, including safe working conditions, occupational health and safety, wellbeing, equal treatment and opportunities for all, and human capital development. These areas are important because an unsafe or insufficiently supported workplace can affect retention, sickness, incidents, productivity and quality. Training, career development and an attractive employment proposition remain important enablers of long-term organizational resilience.

Inalfa also recognizes the importance of workforce and due diligence topics in the value chain. Adequate working conditions and workforce stability at suppliers are relevant not only from a responsible business perspective, but also for supply continuity, quality and operational reliability. This connection between supplier responsibility and business resilience is reflected in Inalfa's broader supply chain and responsible sourcing activities.



Customer-related material topics include reliable information, price, quality, product safety and sustainability. As information requirements across the automotive industry become more detailed and transparent, traceable and reliable sustainability data is increasingly important for maintaining customer trust and supporting business relationships.

Corporate culture remains a governance-related focus area. Inalfa's values and working culture support responsible decision-making, employee engagement and collaboration across regions and functions. A productive and human working environment is considered important for attracting and retaining people and for strengthening the company's reputation and performance.

Overall, Inalfa's focus areas and risk management approach are intended to support agility, resilience and responsible growth. By monitoring material sustainability topics and linking them to business priorities, Inalfa aims to respond effectively to changing stakeholder expectations, regulatory developments and market conditions.

Environmental Stewardship

Our Environmental Responsibility





At Inalfa, environmental stewardship remains a fundamental element of how we operate and create long-term value. As a global supplier to the automotive industry, we recognize our responsibility to manage environmental impacts throughout our operations while supporting the transition towards a more sustainable mobility sector.

Our commitment is reflected in our Environmental Policy, which was updated in 2025, and in our adherence to ISO 14001-certified environmental management systems across our operations. These frameworks guide us in conducting our activities in an environmentally responsible manner, ensuring compliance with applicable environmental regulations while embedding environmental considerations into decision-making processes, operational activities, and continuous improvement initiatives.

Environmental responsibility is embedded within our governance structure and forms an integral part of our broader sustainability strategy. We continuously evaluate environmental risks and opportunities, monitor regulatory developments, and work to strengthen environmental performance across our global footprint. Particular focus areas include energy management, greenhouse gas emissions, resource efficiency, waste reduction, and responsible use of natural resources.

Throughout 2025, Inalfa continued to strengthen its environmental management approach through enhanced monitoring, increased transparency of environmental data, and ongoing collaboration across functions and regions. Environmental performance remains a shared responsibility across all levels of the organization, with accountability embedded in operational management and supported by corporate sustainability oversight.

In 2025, no significant environmental incidents, material non-compliance issues, or major environmental issues were reported across Inalfa's operations. This performance reflects our continued commitment to maintaining high environmental standards and effective environmental risk management practices.

Through these efforts, we aim to reduce our environmental footprint, support customer sustainability ambitions, and contribute to the long-term resilience of our business and the communities in which we operate.

Updated Inalfa's Global Environmental Policy 2025

In May of 2025, we updated Inalfa's Global Environmental Policy to further strengthen environmental management framework and align with evolving stakeholder expectations, regulatory requirements, and industry best practices. The policy applies to all global operations and establishes a consistent approach to managing environmental impacts across the organization, while extending environmental expectations throughout the value chain via the Supplier Code for Business Partners.

The updated policy outlines Inalfa's commitments across key environmental topics, including energy management, greenhouse gas (GHG) emissions reduction, circular economy, water stewardship, waste management, chemical management, biodiversity protection, employee engagement, and sustainable supply chain practices. It also outlines commitments to improving energy efficiency, increasing the adoption of renewable and low-carbon energy sources, and achieving energy intensity reduction targets in line with corporate strategy.

Inalfa has reaffirmed its commitment to reducing GHG emissions across its operations and value chain in alignment with the Paris Agreement, recognizing purchased goods and services as a significant source of emissions. The policy supports investment in low-carbon technologies, supplier engagement on decarbonization, and the development of science-based climate targets aligned with the Science Based Targets initiative (SBTi).

The policy further promotes circular economy principles through sustainable product design, resource efficiency, waste minimization, enhanced recyclability, and responsible end-of-life management. Commitments on water stewardship focus on reducing water consumption, implementing water-efficient technologies, monitoring water quality, and ensuring compliant and environmentally responsible wastewater discharge. In addition, the policy strengthens requirements for hazardous substance management through regulatory compliance, emissions monitoring, risk mitigation, and the adoption of less harmful alternatives where feasible.

Biodiversity considerations have been integrated into environmental decision-making, including commitments to responsible land use, sustainable sourcing, deforestation avoidance. The policy also emphasizes employee awareness and engagement in sustainability initiatives and reinforces expectations for suppliers and business partners to adhere to environmental standards and best practices. Implementation and oversight of the policy are governed by Inalfa's General Management Team, with overall accountability assigned to the Chief Operating Officer (COO). Progress is monitored through environmental audits, annual reporting, performance disclosure, and the annual review of quantitative environmental targets, supporting continuous improvement and compliance with applicable environmental legislation.

HTTPS://WWW.INALFA.COM/CORPORATE-SOCIAL-RESPONSIBILITY/ section "Environmental commitment"

Environmental Reporting Methodology Update and Performance Metrics

During 2025, Inalfa implemented a new Greenhouse Gas (GHG) Accounting Workbook aligned with evolving Science Based Targets initiative (SBTi) requirements. The updated methodology strengthens the consistency, transparency, and accuracy of environmental data collection and reporting across the organization, including greenhouse gas emissions and waste data at plant level.

As part of this enhancement, historical environmental data, including selected Scope 1, Scope 2, Scope 3, and waste figures, were reviewed and recalculated where necessary to ensure methodological consistency and comparability across reporting years. As a result, certain values presented in this report may differ from those disclosed in previous Sustainability Reports. These recalculations reflect improvements in data quality, reporting methodologies, and emission factor updates, and provide a more accurate and consistent basis for performance tracking over time.

The disclosure level for Scope 1 and Scope 2 energy-related emissions presented in this report is global. Detailed location-level data, supporting calculations, and underlying assumptions are maintained internally as the basis for reporting and management purposes and are not intended for public disclosure.

Unless otherwise stated, all environmental performance metrics presented in this report reflect the updated methodology and recalculated baseline values. The revised approach provides improved visibility of environmental impacts across Inalfa's operations and value chain while supporting alignment with SBTi requirements and evolving sustainability reporting expectations.







Addressing Climate Change and Environmental Risk Management

Climate change remains one of the most significant long-term challenges facing the automotive industry and its global value chains. As a leading supplier of roof systems, Inalfa recognizes the importance of understanding and addressing both the physical and transition risks associated with climate change.

Our climate change approach is centered on proactive risk management, continuous monitoring of regulatory developments, and the integration of sustainability considerations into business planning and operational decision-making. We continue to align our environmental objectives with evolving industry expectations, customer requirements, and emerging sustainability regulations.

Through ongoing investments in environmental performance, energy efficiency, emissions management, and sustainability governance, Inalfa aims to strengthen business resilience while contributing to the transition towards a lower-carbon economy.

Environmental risk management forms an integral part of Inalfa's broader risk management framework. We continuously monitor environmental and climate-related risks that may affect our operations, supply chain, customers, and external business environment.

Particular attention is given to regulatory developments, energy availability and costs, supply chain resilience, resource efficiency, and changing stakeholder expectations. Through regular assessment and monitoring activities, we seek to identify potential impacts at an early stage and implement appropriate mitigation measures where required.

Climate Change Assessment, Strategy and Priorities

Inalfa continues to assess climate-related risks and opportunities across short-, medium-, and long-term time horizons. This assessment supports the development of our climate strategy and helps ensure that sustainability considerations remain embedded within our business planning processes.

During 2025, developments relating to climate legislation, greenhouse gas reporting requirements, and broader sustainability disclosure frameworks continued to be monitored closely. Inalfa remains committed to strengthening its sustainability capabilities and preparing for future reporting requirements; this includes enhancing processes, controls, and data quality to support future reporting in accordance with the Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS).

Inalfa's climate change strategy is focused on supporting the transition towards a lower-carbon future through effective greenhouse gas management, energy efficiency improvements, operational excellence, and continuous innovation. During 2025, significant progress was made in further formalizing the company's decarbonization approach and strengthening the foundations for long-term climate action.

A key milestone during the reporting year was the completion of a dedicated project to formalize Inalfa's greenhouse gas reduction targets in line with the Science Based Targets initiative (SBTi) framework. This work established a structured pathway towards the company's near-term emissions reduction objectives and its long-term net-zero ambition. Climate-related priorities continue to be integrated into strategic decision-making, operational planning, and sustainability governance across the organization.







9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

Climate Transition Roadmap

The climate transition landscape continues to evolve rapidly, driven by increasing stakeholder expectations, regulatory developments, and customer requirements. Inalfa actively monitors emerging climate-related legislation, greenhouse gas reporting requirements, and sustainability disclosure obligations across the regions in which it operates.

This ongoing monitoring supports informed decision-making and helps ensure that climate considerations remain embedded within business planning processes. During 2025, particular attention was given to developments relating to greenhouse gas accounting, climate reporting frameworks, and future sustainability compliance requirements.

Energy efficiency

Energy efficiency remains one of the most effective mechanisms for reducing environmental impacts and greenhouse gas emissions. During 2025, Inalfa continued to improve environmental monitoring capabilities through the expansion of metering systems and increased visibility of energy consumption across operational areas.

The installation of more detailed consumption meters enables improved identification of energy-saving opportunities and supports the sharing of lessons learned between plants and regions. These initiatives contribute to more targeted reduction actions and support continuous improvement in environmental performance.

Product Innovation and Adaptation, including Eco-efficiency and Circularity

The transition towards a lower-carbon economy requires continuous innovation throughout the automotive value chain. Inalfa supports this transition by evaluating opportunities to improve product sustainability through material selection, lightweight design solutions, and technologies that contribute to improved environmental performance.

Product development activities increasingly consider sustainability requirements alongside performance, safety, quality, and customer expectations. Through innovation and collaboration with customers and suppliers, Inalfa seeks to contribute to more sustainable mobility solutions while supporting future market demands.

See Chapter "Technical Innotion Driving Sustainable Roof Systems Solutions".

Energy Consumption

Energy consumption remains a key focus area for Inalfa's environmental management approach. In 2025, gas usage amounted to 6,055,535 kWh. Electricity consumption amounted to 33,004,615 kWh.

Energy usage across sites is reported through an application provided by Schneider Electric and is based on verified invoice data. The installation of more detailed metering by area of consumption supports more targeted reduction actions and enables lessons learned to be shared between plants and regions.

Renewable energy plays an important role in Inalfa's market-based Scope 2 reporting and decarbonization approach. In 2025, Inalfa continued to apply market-based Scope 2 accounting, including the use of renewable energy certificates where applicable.

The use of renewable electricity contributed to the reduction in market-based Scope 2 emissions and supported the overall decrease in combined Scope 1 and Scope 2 emissions. In Europe, Inalfa's Scope 2 performance benefits from the use of 100% green power.

Carbon Emissions

SCOPE 1 EMISSIONS

Scope 1 emissions relate primarily to direct energy use from gas consumption and other fuel sources within Inalfa's operations. Updated Scope 1 methodology resulted in a more complete Scope 1 boundary, including gas used for heating, gas for internal transport, and fuel for lease and company cars longer than six months. Scope 1 further included calculated fugitive emissions from operation of air conditioning and HVAC systems containing refrigerants.

Scope 1 emissions amounted to 1,078 tCO_2e in 2025. This was broadly stable compared with 2024 and represents a 58% reduction compared with the 2019 baseline year. Scope 1 historical figures were recalculated to reflect the updated reporting boundary and methodology. As a result, current-year comparisons are based on the recalculated Scope 1 data series rather than the figures previously published under the former methodology.

SCOPE 2 EMISSIONS

Scope 2 emissions relate to purchased electricity. In 2025, Inalfa reported both location-based and market-based Scope 2 emissions, reflecting the updated GHG accounting approach.

Market-based Scope 2 emissions amounted to 13,696 tCO_2e in 2025. Location-based Scope 2 emissions amounted to 15,238 tCO_2e. Compared with the 2019 baseline year, Scope 2 emissions decreased by 24% on a location-based basis and by 38% on a market-based basis, including the effect of renewable energy certificates. Compared with 2024, market-based Scope 2 emissions decreased by 7.8%.

COMBINED SCOPE 1 AND 2 PERFORMANCE

In 2025, Inalfa continued to make progress in reducing combined Scope 1 and Scope 2 greenhouse gas emissions. Total Scope 1 and Scope 2 emissions, calculated on a market-based basis and including renewable energy certificates, decreased by 39.6% compared with the 2019 baseline year and by 4.6% compared with 2024.

This performance reflects both continued energy reduction efforts and the use of renewable electricity certificates.

Inalfa has also established a near-term decarbonization target for Scope 1 and Scope 2 emissions: an absolute reduction of 67.2% CO_2e by 2035 compared with the 2019 baseline year.

Relative Scope 1 and Scope 2 emissions also improved compared with the baseline year. In 2025, relative CO_2 intensity, measured as kg CO_2e per k€ sales, decreased by 22.5% compared with 2019.

Efforts made during 2025 to reduce scope 1

- Gas is mainly used for heating. Managing of usage is related to improved control, but temperature is a factor that is out of our control.
- Significant improvements related to gas usage (building control) where negative compensated by increased gas usage for heating in US-Cherokee (+18%) and EU-Slovakia (+10%) during winter season.
- In Georgia specially the month January 2025 was considerably colder and much wintrier,than the previous winter season.
- In Slovakia specially the month of February 2025 was significantly colder than the year before.

GHG Scope 1: Gas Usage

Table 2: Gas Usage

Year	Gas			
	Usage	Cost	Emission Factor	CO_2
	kWh	EUR	Defra	tCO_2e
2019	14,066,478		0.1841	2590
2020	12,418,856	€ 356,097	0.1840	2285
2021	14,836,025	€ 405,730	0.1830	2715
2022	14,557,407	€ 883,034	0.1820	2649
2023	8,187,413	€ 810,447	0.1820	1490
2024	6,041,979	€ 588,117	0.1785	1078
2025	6,055,535	€ 393,110	0.1781	1078

Absolute Scope 1 CO_2 has not changed compared to previous year and decreased by 58% compared to base year 2019

GHG Scope 2: Electric Power

Table 3: Electric Power

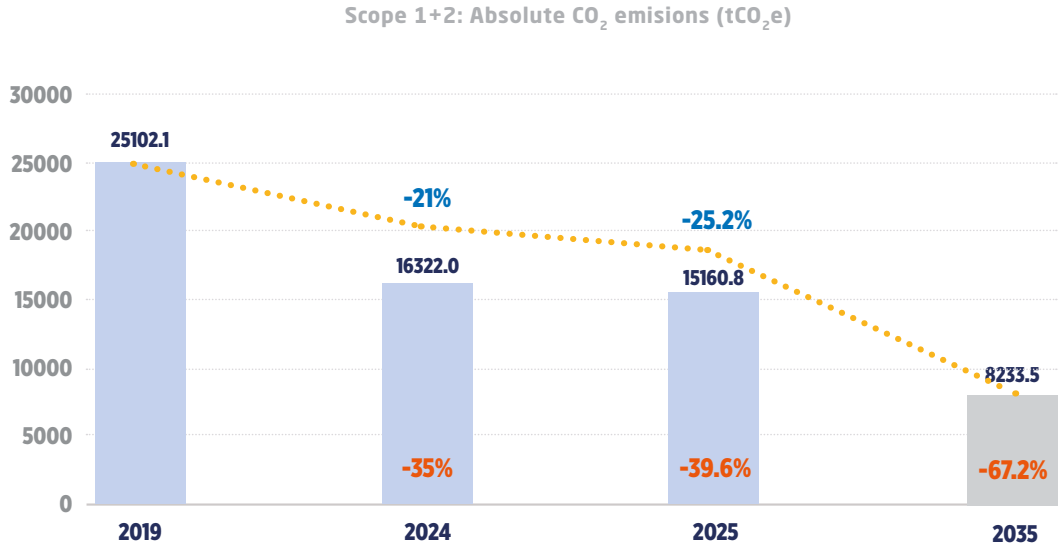
Year			Location based		Market based	
	Usage	Cost	Emission Factor	CO_2	Emission Factor	CO_2
	kWh	EUR	EIA Avarage	tCO_2e	EIA Avarage	tCO_2e
2019	39,339,132		0.0007096	20,143	0.0005635	22,169
2020	37,015,334	€ 3,266,119	0.0005003	18,138	0.0005600	20,302
2021	37,894,491	€ 3,271,013	0.0005005	17,802	0.000558	21,061
2022	35,517,792	€ 4,128,306	0.0004704	16,708	0.0005300	18,824
2023	35,183,720	€ 5,396,607	0.0004821	16,963	0.0005300	18,647
2024	35,790,610	€ 4,395,237	0.0004747	16,415	0.0004152	14,860
2025	33,004,615	€ 3,756,642	0.0004617	15,238	0.0004150	13,696



7 AFFORDABLE AND CLEAN ENERGY

TOTAL GHG SCOPE 1+2: ENERGY

Table 4: GHG Emission - Efficiency including Renewables



Absolute Scope 1+2 CO_2 (tCO_2e) reduced 39.6% to base year (2019)
4.6% reduction compared to previous year

Yearly Target -4,2% reduction per year (Absolute tCO_2e)

This reduction is attributed in part to energy reduction efforts and the utilization of Energie Attribuut Certificaat (EAC) with Guarantee of Origin for EU activities. Specifically, the portion of reduction attributed to EAC stands at 12.9% in 2025 compared to base year 2019.

Supply Chain Collaboration

SCOPE 3 EMISSIONS AND VALUE CHAIN DECARBONIZATION

Scope 3 emissions represent greenhouse gas emissions occurring throughout Inalfa's value chain, including both upstream activities associated with purchased goods and services and downstream activities related to the use and end-of-life treatment of products. In line with the Greenhouse Gas Protocol, Inalfa monitors relevant Scope 3 categories to improve transparency of value chain impacts and support long-term decarbonisation efforts. Detailed emissions data are reported through customer and CDP disclosure channels. Full public disclosure of Scope 3 values is planned from FY2026 following formal SBTi approval.

Scope 3 emissions remain the dominant contributor to Inalfa's overall greenhouse gas footprint, accounting for approximately 98% of total emissions. Purchased Goods and Services remain the largest emission source within the value chain, accounting for the majority of Scope 3 emissions. Use of Sold Products represents the second-largest contributor, while transportation, waste, business travel and employee commuting collectively account for a significantly smaller share.

Several Scope 3 categories showed improvements during 2025. Emissions associated with purchased goods and services decreased compared with 2024, supported by lower production volumes and ongoing supplier engagement initiatives. Reductions were also recorded in fuel- and energy-related activities, upstream transportation, business travel, employee commuting, use of sold products and end-of-life treatment of sold products. Waste-related emissions increased during the year, primarily due to updated waste reporting methodologies and a higher proportion of waste directed to landfill.

Table 5: Scope 1-2-3 absolute CO_2 emissions distribution 2025.

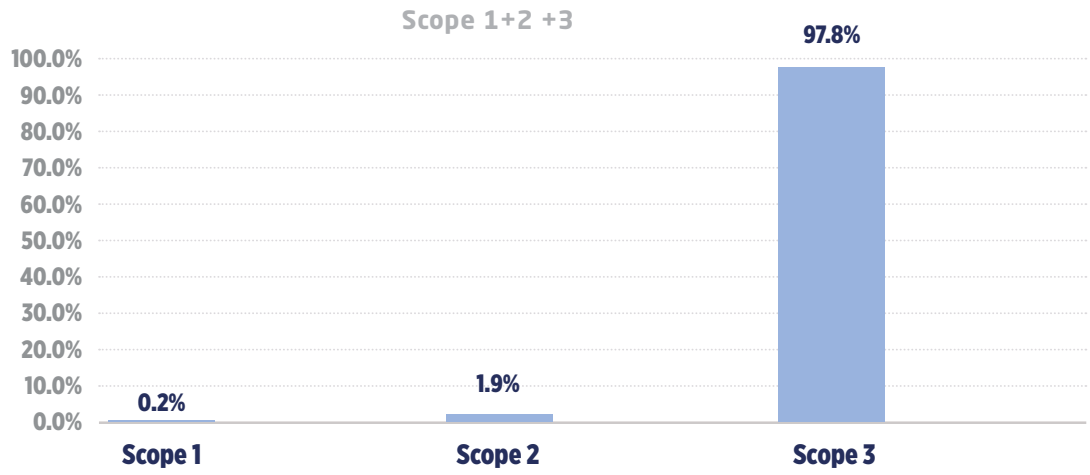
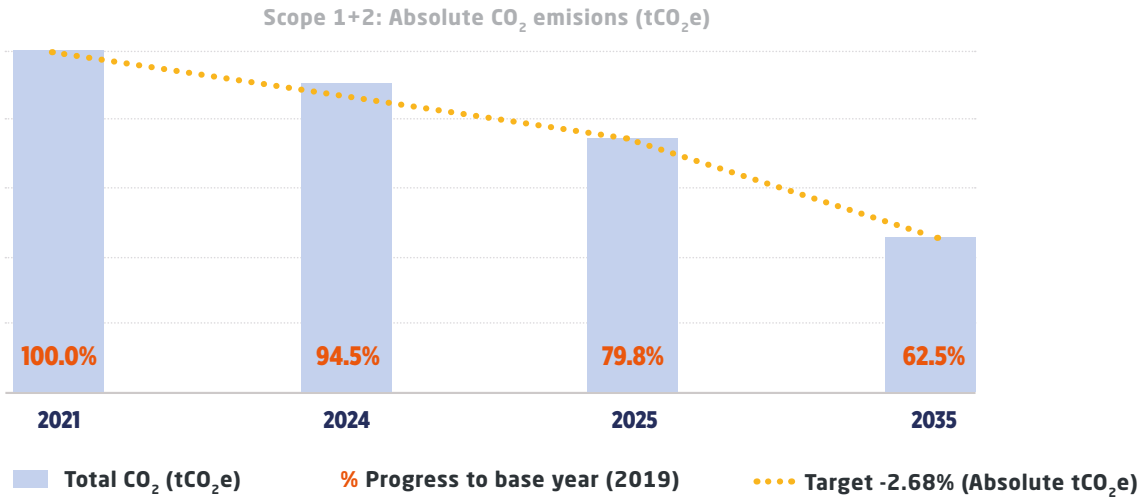


Table 6: Scope 3 absolute CO_2 emissions and progress toward the 2035 reduction target.

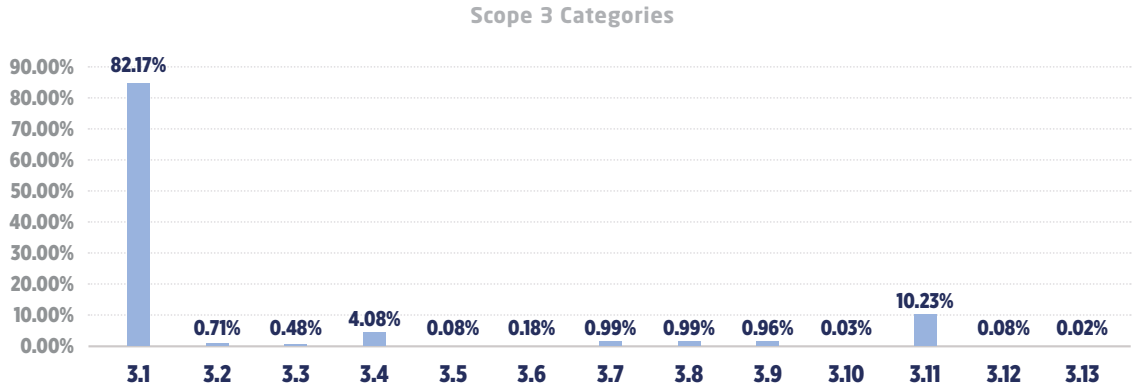


target value (2035) 62.5% compared to 2021 (37.5% reduction)

Table 7: Scope 3 KPI 2025

Scope 3 KPI	2025
Share of total GHG footprint represented by Scope 3	~98%
Largest Scope 3 category	Purchased Goods & Services (3.1)
Near-term Scope 3 reduction target	37.5% absolute reduction by 2035 (vs 2021)
Long-term target	Net Zero by 2050

Table 8: Indicative distribution of Scope 3 emissions by category (2025).



Upstream or Downstream	Scope 3 Category
Upstream Scope 3 Emissions	3.1 Purchased goods and services
	3.2 Capital goods
	3.3 Fuel- and energy-related activities (not included in Scope 1 or 2)
	3.4 Upstream transportation and distribution
	3.5 Waste generated in operations
	3.6 Business travel
	3.7 Employee commuting
	3.8 Upstream leased assets
Downstream Scope 3 Emissions	3.9 Downstream transportation and distribution
	3.10 Processing of sold products
	3.11 Use of sold products
	3.12 End-of-life treatment of sold products
	3.13 Downstream leased assets
	3.14 Franchises
	3.15 Investments



6 CLEAN WATER AND SANITATION

WATER MANAGEMENT

Water consumption remains an important part of Inalfa's environmental performance monitoring. In 2025, total water consumption decreased to 52,372 m³, compared with 64,148 m³ in 2024. This represents an absolute reduction of 18.4% year on year.

The reduction in water consumption was achieved alongside lower production volumes and a reduced number of employees.

Relative performance also improved, with water consumption per FTE decreasing from 14.6 to 13.4 and water consumption per roof decreasing from 11.5 to 11.0.

Inalfa continues to increase attention on water reporting and monitoring at global level. Water-related data is reported at global disclosure level and supports the company's broader commitment to resource efficiency and responsible environmental management.

Table 9: Water usage

Year	Water			
	Usage	Total Water Usage/Roof	Water per FTE	Trend
	m³	L		Absolute
2019	80,405	0.015	16.06	100%
2020	71,560	0.018	11.92	89%
2021	71,277	0.014	12.98	89%
2022	65,590	0.012	12.51	82%
2023	75,560	0.012	15.08	94%
2024	64,148	0.011	14.57	80%
2025	52,372	0.011	13.40	65%

Comparison of Water Consumption: 2025 vs. 2019 (base year)





12 RESPONSIBLE CONSUMPTION AND PRODUCTION

WASTE MANAGEMENT

Waste management remains an important component of Inalfa's environmental management approach. The company monitors waste generation, recycling performance and waste-related greenhouse gas emissions across its global operations in support of responsible resource management and continuous improvement initiatives.

Total waste generation remained broadly stable compared with the previous year despite lower production volumes. Waste is primarily associated with production scrap and packaging materials used throughout the supply chain. In particular, overseas transportation activities continue to rely on single-use packaging solutions, while local transportation is increasingly supported by returnable packaging systems.

In 2025, total waste generated across Inalfa operations amounted to 5.26 million kg, including 644,693 kg of hazardous waste. The global recycling rate was 60%. Compared with the previous reporting year, the reported recycling rate decreased, partly reflecting improved reporting methodologies and more comprehensive waste data collection, which resulted in a more complete assessment of waste streams and related greenhouse gas emissions.

Waste-related greenhouse gas emissions reported under Scope 3 Category 5 amounted to 556 tCO_2e in 2025. Waste intensity indicators increased during the year, reflecting higher scrap levels relative to production volumes and the continued use of packaging materials associated with overseas transportation activities. Inalfa continues to focus on improving waste segregation practices, increasing the maturity of recycling processes across sites, reducing packaging waste, and enhancing the recyclability of materials used throughout its operations and supply chain.

Table 10: Waste Indicator

Waste Indicator	2024	2025	Trend
All Waste Streams	5,216,660 kg	5,256,700 kg	Similar
Hazardous Waste	441,820 kg	644,693 kg	Improved
Recycling Rate	75%	60%	Negative Impact
Waste-related Scope 3 Emissions (Category 5)	445 tCO_2e	556 tCO_2e	Negative Impact

KPI's waste	2024	2025
Scrap Roofs	0.345% sales	0.347% sales
Waste per roof	0.93 kg/rf	1.13 kg/rf

A significant reduction in hazardous waste was realist, due to strong efforts in reducing waste of chemicals for bonding.
Note that some waste of chemicals for bonding is unavoidable to keep high quality standards.
Scrap rate due to general quality rejection have stayed on the same level and is well managed.
A significant factor in the relative increase of waste is the increased use of single use packaging due to increase of ocean freight.
Future efforts will be on increasing the recycling of these packaging materials.

Social Impact

Operational Excellence Through Inalfa Manufacturing System



At Inalfa, operational excellence is supported through an integrated management approach that brings together quality, environmental management, occupational health and safety, energy management, information security and customer-specific requirements. The Inalfa Manufacturing System provides a common framework for maintaining efficient, compliant and continuously improving operations across the global organization.

The system is built on internationally recognized management standards, including IATF 16949 for automotive quality management, ISO 14001 for environmental management, ISO 45001 for occupational health and safety, ISO 50001 for energy management, ISO 27001 for information security management and TISAX information security requirements. These certifications support consistent operational control, risk management, customer assurance and continuous improvement across Inalfa's facilities.

During 2025, Inalfa also updated its certified management system overview to reflect changes in the operational footprint. As a result of phased out activities in the Netherlands, and China, certain production-related certifications were not renewed at these locations.

Shared Service Centre activities are audited as of 2025, as supporting activities and included in local IATF certificates where applicable. This reflects the continued integration of support functions into Inalfa's broader quality and management system framework.

In 2025, Inalfa also continued to promote its World Class Quality approach through Quality Weeks held at several locations. These initiatives reinforced the company's global commitment to operational excellence, customer focus and continuous improvement, while emphasizing that quality performance is built through people, purpose and collaboration across the organization.





8 DECENT WORK AND ECONOMIC GROWTH

Table 11: Group and Facility IATF and ISO Certifications

Group/Facility	IATF 16949 Automotive Quality Management	ISO 14001 Environmental Management	ISO 45001 Health & Safety Management	ISO 50001 Energy Management	ISO 27001 IT Information Security Management	TISAX label
Inalfa Group	N.A.	N.A.	N.A.	N.A.	✓	✓
Auburn Hills, USA	✓	✓	✓			✓
Cherokee USA	✓	✓	✓			✓
Irapuato, Mexico	✓	✓	✓		✓	✓
Venray, The Netherlands	✓	0	0		covered in Group	covered in Group
Września, Poland	✓	✓	✓	✓	✓	✓
Krakovany, Slovakia	✓	✓	✓	✓	✓	✓
Chongqing, China	✓	✓	✓			
Shanghai, China	✓	✓	✓			✓
Beijing, China	✓	✓	✓	✓		✓
Yantai, China	0	0	0			
Guangzhou, China	✓	✓	N.A.			
Changchun, China	✓	✓	✓			✓
Mado, South Korea	✓	✓	✓			

Note: "0" these site had a certificate but it is not renewed due to transfer production activities.

Safety: All production sites, except one, are certified to ISO 45001, including the Risk Inventory & Evaluation process. The exception is the Guangzhou site, which has a non-certified HSE management system with internal auditing.

Environment: All production sites are certified to ISO 14001, including the Environmental Aspect Evaluation process.



Human resources

Attaining a well trained and engaged workforce adhering to health and safety standards, by...

- **Safe environment and ergonomic conditions**
- **Self-motivated employees**
- **Employee empowerment**



Human Resources and Organizational Development

People are central to Inalfa's ability to remain agile, competitive and resilient in a rapidly changing automotive industry. During 2025, Inalfa continued to adapt its organization to changing market conditions, with a focus on maintaining operational effectiveness, supporting regional responsibility and strengthening alignment between global functions and business needs.

During 2025, Inalfa's geographically driven regions have held full profit and loss responsibility, supported by global functions that contribute expertise, governance and added value to the business.

Inalfa continued to focus on workforce planning, people performance management, competence development and employee engagement. The company also further developed regional shared service centres as part of its broader organizational approach.

In July 2025, Inalfa released a new policy statement on human rights, health, safety and the environment, complementing Inalfa's Code of Conduct and the Supplier Code/Code for Business Partners Inalfa and further strengthening the company's framework for responsible employment and workplace practices.



5 GENDER EQUALITY

Workforce Profile

As of year-end 2025, Inalfa employed 3,102 employees, supported by 808 contingent workers, resulting in a total workforce of 3,910 people. The employee population consisted of 2,126 male employees, 975 female employees and one employee recorded as undeclared, representing a gender ratio of approximately 69% male and 31% female.

Compared with 2024, total headcount decreased by approximately 13%. This reduction was related mainly to lower sales volumes and adjustments in direct manufacturing activities, while maintaining the necessary level of overhead support to sustain productivity. Productivity per head remained broadly stable compared with 2023, with internal calculations showing €269k per headcount in 2025, compared with €268k in 2023 and €285k in 2024.

The workforce profile reflects Inalfa's ongoing transformation and the need to remain flexible in response to market developments. Both blue-collar and white-collar roles were affected during the year, with a continued focus on maintaining the right balance between direct manufacturing capacity and functional support across regions.

Table 12: Employees by Category

Employment Category	Employees				Contingent Workers				Total
	Male	Female	Undeclared	Total	Male	Female	Undeclared	Total	
Total workers including contingency	**2,126**	**975**	**1**	**3,102**	**549**	**116**	**143**	**808**	**3,910**
Blue collar (operational)	848	631	0	1,479	516	111	113	740	**2,219**
White collar (office based)	1,278	344	1	1,623	33	5	30	68	**1,691**
Permanently employed	1,704	792	1	2,497	0	0	0	0	**2,497**
Full-time employed	2,115	961	1	3,077	549	114	143	806	**3,883**
Part-time employed	11	14	0	25	0	2	0	2	**27**

Note: All human resources data is as year-end of 31st December 2025.

Table 13: New Employees by Age (including contingent workers)

New Employees	Male	Female	Undeclared	Total
< 30 years old	299	55	1	355
30-50 years old	196	46	2	274
> 50 years old	8	2	0	10
Unknown Age	6	0	3	9
Total	**509**	**133**	**6**	**648**

During 2025, Inalfa recorded **648 new employees and contingent workers**, with the largest group of new joiners under 30 years old.

Table 14: Terminations of Employment by Age (including contingent workers)

Terminations	Male	Female	Undeclared	Total
< 30 years old	501	105	0	606
30-50 years old	423	208	2	633
> 50 years old	93	51	0	144
Unknown Age	10	2	2	14
Total	**1,027**	**366**	**4**	**1,397**

In the same period, **1,397 terminations** were recorded, reflecting continued organizational adjustments and changing workforce requirements across the business.



ABSENTEEISM

The global weighted absenteeism rate was 2.20% for employees and 0.86% for contingent workers in 2025, with regional differences reflecting local workforce composition, employment structures and reporting practices.

DIVERSITY AND INCLUSION

As a global company, Inalfa brings together employees from different regions, cultures, backgrounds, disciplines and perspectives. This diversity supports collaboration, innovation and effective decision-making across the organization.

Gender diversity remains an important area of attention. Inalfa's shareholders remain committed to considering gender diversity when filling positions on the Supervisory Board and the General Management Team, where feasible and appropriate.

At the same time, Inalfa's understanding of diversity extends beyond gender. The company's culture and values encompass a broader view of diversity, including differences in background, abilities, culture, religion, education, experience and personality. Inalfa aims to foster an environment in which people from different backgrounds feel welcome, respected and able to contribute to the company's development.

CORPORATE VALUES

In 2025, Inalfa continued to strengthen and embed its corporate values throughout the organization. Dedicated employee sessions, workshops and leadership initiatives were organized across multiple locations to further promote collaboration, alignment and employee engagement. Inalfa's values continue to form the foundation for key HR processes, including recruitment, performance management, leadership development, learning and training initiatives.

Table 15: Absenteeism (weighted) by Region

Region/Country	Absenteeism (employees)	Absenteeism (contingent workers)
Europe	3.92%	4.77%
China & Japan	0.45%	0.47%
Korea	0.40%	no info
USA and Mexico	2.03%	no workers
weighted average	**2.20%**	**0.86%**

Table 16: Employees with disabilities

Region/Country		
	Male	Female
China	0.00%	0.00%
Germany	0.00%	0.00%
Korea	1.02%	0.00%
Mexico	0.00%	0.00%
Poland	0.66%	0.40%
Slovakia	3.85%	0.49%
The Netherlands	0.00%	0.00%
United States	0.27%	0.43%
Total	**0.67%**	**0.27%**

Please note that there may be different legal definitions of persons with disabilities in different countries.

TALENT ATTRACTION, RETENTION AND DEVELOPMENT

Attracting, retaining and developing talent remains an important priority for Inalfa as the company continues to adapt to changing market conditions and organizational requirements. Human capital development supports Inalfa's ability to remain agile, strengthen regional capabilities and maintain the competencies needed across its global operations.

In 2025, Inalfa continued to use structured people processes to support employee development and performance. Performance management activities remained embedded across the organization, with more than 95% of employees participating in dedicated performance-related sessions. All performance ratings were calibrated, supporting consistency and fairness in the performance management process.

Table 17: Talent Reviews - Percentage of Employees per Stage

Country	Update Talent Profile: Employee will update his/her Talent Profile (information about career data and future interests and plans).	Potential Assessment: Manager to assess the employee's (direct report) potential, retention risk and loss impact.	Calibration: (senior) Managers and HR to review and openly discuss identified talents and next steps for development.	Career Conversation: Manager to discuss the Talent Review and next steps for development with the employee (direct report).
China	85.0%	99.2%	100.0%	99.6%
Germany	100.0%	50.0%	100.0%	100.0%
Japan	100.0%	100.0%	100.0%	100.0%
Korea	100.0%	82.7%	100.0%	91.9%
Mexico	90.0%	96.6%	100.0%	96.5%
Netherlands	73.3%	76.4%	100.0%	80.2%
Poland	96.3%	99.4%	100.0%	98.1%
Slovakia	96.6%	94.8%	100.0%	97.4%
United States	92.1%	92.6%	100.0%	92.0%
Total (Global)	**88.7%**	**92.7%**	**100.0%**	**94.4%**

Talent review processes also continued during the year, helping the organization identify potential, support career conversations and align development needs with business priorities. These reviews contribute to succession planning, leadership development and the retention of critical capabilities across regions.



4 QUALITY EDUCATION

Learning and development remained an important part of Inalfa's people strategy. In 2025, employees completed 27,768 formal training hours recorded in the HR system, resulting in an average of 7.10 training hours per worker. Additional on-the-job training and classroom-based team training activities are also provided across the organization, although these are not fully reflected in the formal HR training system.

TRAINING HOURS

Table 18: Employees Total Training Hours

Employees Category (Management Level)	Total Trainings Hours			
	Male	Female	Undeclared	Total
Non-Executive	18831	7020	326	26177
Executive	1362	229	0	1591
Total	**20194**	**7249**	**326**	**27768**

Average Training hours per Employee	Male	Female	Undeclared	Total
Total	**7,55**	**6,64**	**2,26**	**7,10**

This table represents the training hours as formalized in the HR system. Additional training on the job and some classroom team trainings are not included in these numbers.

Employee engagement remains a key focus area, supporting a work environment in which employees are encouraged to contribute, develop and actively participate in the company's continuous improvement and transformation journey.



HEALTH AND SAFETY PERFORMANCE

Health and safety remain central to Inalfa's responsibility as an employer and manufacturing organization. Across its global operations, Inalfa aims to provide safe working conditions, prevent workplace incidents and support the health and wellbeing of employees and contractors.

During 2025, health and safety performance was monitored through global consolidated reporting, based on cooperation between HR and Global Operational Excellence-HSE. Inalfa tracks exposure hours, work-related incidents, recordable injuries, near-miss incidents, lost time incidents and absenteeism to support safety management and continuous improvement across its operations.

In 2025, Inalfa reported zero fatalities. The Total Recordable Incident Frequency Rate was 0.87 for employees and 2.32 for contractors, based on global consolidated reporting. The company recorded 24 lost time incidents, 7 medical treatment cases, 32 total recordable incidents, 47 near-miss incidents, and 420 days lost for employees. Contractor reporting showed 9 lost time incidents, 9 total recordable incidents, 0 medical treatment cases, 0 near-miss incidents, and 237 days lost.

HSE training remained an important part of Inalfa's prevention approach. Training activities are organized to increase awareness of health, safety and environmental requirements, prevent workplace accidents and environmental spills, protect employee health, and strengthen emergency preparedness. Training topics include general HSE awareness, health-specific training, safety-specific training, environmental training and emergency response.

During the year, Inalfa also continued its lessons learned exchange programme between plants, managed by Global Operational Excellence. This supports the sharing of safety knowledge, practical improvements and preventive actions across locations.

Key HSE training sessions are documented in the HR system, while other additional training activities take place outside the system, such as classroom training and on-the-job training.

Table 19: Occupational Health and Safety Performance

Exposure Hours and Incidents Frequency Rates	2025 Employees	2025 Contractors
Total Manhours	7,337,984.69	775,631.50
Fatalities	0	0
Lost Time Incidents (LTI)	24	9
Restricted Work Cases (RWC)	0	0
Medical Treatment Care (MTC)	7	0
Total Recordable Incidents	**32**	**9**
Total Recordable Incident Frequency Rate (TRIFR)	**0.87**	**2.32**
Near Miss Incidents (NMI)	47	1
Days Lost (LTIs)	420	237
Average absence due to normal illness (Percentage days lost through illness per employee)	2.20%	0.86%

note: TRIFR is calculated using the formula: (Total Recordable Injuries × 200,000) ÷ Total Hours Worked

Through performance management, talent reviews, training and employee development activities, Inalfa aims to create an environment in which employees can continue to grow, contribute and participate in the company's ongoing transformation.



Community Engagement

Across Inalfa locations, community engagement in 2025 was shaped by practical, locally driven initiatives that brought employees and communities closer together. While the activities differed by region, they shared a common purpose: contributing beyond everyday work and creating positive impact in the communities around Inalfa's operations.

Inalfa's community activities in 2025 supported themes linked to poverty alleviation, local community wellbeing and social connection.

Chongqing: Supporting local farmers in Fengjie

In Chongqing, Inalfa employees supported local farmers in Fengjie who were facing difficulties selling their oranges. By purchasing the fruit as part of an employee welfare initiative, the team contributed to a government-led poverty alleviation programme and helped support income for local families.

Slovakia: Wishing Tree initiative

In Slovakia, employees in Trnava and Krakovany participated in the Wishing Tree initiative, fulfilling wishes of children from families facing difficult situations. Each envelope taken from the tree represented a personal story, and each fulfilled wish helped bring a moment of joy where it was most needed.

Poland: Heart-shaped pillows for oncology patients

In Poland, employees supported women recovering after mastectomy by creating handmade heart-shaped pillows for an oncology ward in Poznan. Combining care, craftsmanship and empathy, the initiative provided both physical comfort and a message of support to patients.



Handmade pillows created by employees for patients in Poznan.



Together, these initiatives reflect how Inalfa employees bring the company's values to life through practical support, empathy and meaningful connection with the communities around them.



Supporting local farmers through a community-driven initiative in Fengjie.





Employees in Trnava and Krakovany fulfilling children's wishes together; Every wish prepared and delivered with personal care.



GOVERNANCE, ETHICS AND ACCOUNTABILITY

Ethical and Responsible Business Practices

Inalfa is committed to conducting business with integrity, accountability and respect for legal, social and ethical obligations. Ethical business conduct is supported by the company's Code of Conduct, which provides a common framework for responsible decision-making and expected behaviour across the organization.

The Board of Management is responsible for ensuring that Inalfa's Code of Conduct complies with the company's legal, social and ethical obligations, and that all those under its control comply with the Code. Management at all levels is responsible for ensuring that employees reporting to them are aware of the Code of Conduct and receive and complete appropriate training. Inalfa's Group Legal and Compliance Office supports the Board of Management and is responsible for the content and implementation of the Code of Conduct.

During 2025, Code of Conduct training continued across the organization. All employees completed the mandatory Code of Conduct training in 2025, with a total recorded learning content duration of 2,313 hours. This training supports awareness of ethical conduct, compliance expectations and responsible workplace behaviour.



Table 20: Code of Conduct Completion

Row Labels	Learning Content Duration (in Hours)
China	551
Germany	0
Japan	0
Korea, Republic of	685
Mexico	30
Netherlands	47
Poland	476
Slovakia	94
United States of America	430
Grand Total	**2313**

note: part of the training is done in 2026, these numbers are not included.

In 2025, Inalfa also released an updated Global Speak-Up Policy. The internal roll-out was completed through Workday, supporting a working environment in which employees and business partners feel safe and supported when raising concerns. The policy forms part of Inalfa's broader approach to responsible business practices, transparency and accountability.

You can request our Speak Up Policy at **communications@inalfa.com**

CULTURAL TRANSFORMATION AND ESG INTEGRATION

Inalfa continues to integrate sustainability into its culture, governance and business planning processes. As sustainability expectations from customers, regulators, employees and other stakeholders continue to increase, ESG is becoming an increasingly important part of how the company manages risk, strengthens resilience and supports long-term competitiveness.

In 2025, Inalfa fine-tuned its double materiality assessment based on CSRD and ESRS standards. The updated assessment confirmed that economic performance remains a key general focus area, supported by ESG priorities. These focus areas reflect both the risks and opportunities that influence Inalfa's business and its role in the automotive value chain.

Table 21: Double materiality assessment

Inalfa fine tuned its double materiality assessment in 2025 based on CSRD/ESRS standards, leading to the following top focus areas

ESRS	General	Economic Performance remains key, supported with ESG priorities
E1	Climate Change	Decarbonization on-site and upstream value chain
		Climate Adaption, avoid business interuption
E5	Resources and circular econonmy	Resources use: optimal design regarding materials
		Circularity: increase use of secondary materials
		Innovation: develop smart future-oriented products
S1	Own Workforce	Provide Safe Working conditions
		Equal treatment and opportunities for all
S4	Customers	Reliability in Price, Quality, Product Safety and Sustainability
G1	Business Conduct	Corporate culture: Recognize the value of a productive and human working environment
		Protection of whistleblowers
		Prevention of corruption and bribery
		Management of relationships with suppliers including payment practices

The company's sustainability focus is also connected to selected United Nations Sustainable Development Goals. These links help communicate how Inalfa's priorities relate to broader global sustainability themes.

Transparent and Responsible Supplier Relationships

Inalfa works with suppliers across a global automotive value chain and recognizes that responsible supplier relationships are essential to quality, resilience, sustainability and customer trust. Supplier management is therefore not limited to cost and delivery performance, but also includes quality, health and safety, environmental management, responsible sourcing and compliance with customer and regulatory expectations.

During 2025, Inalfa continued to develop its supplier strategy through the Global Strategic Supplier Blueprint. This programme aims to strengthen local supplier capabilities and improve resilience in response to geopolitical developments, including import tariffs and regional supply chain risks. At the same time, the programme supports a balanced focus on cost effectiveness, operational performance and ESG requirements.

Supplier performance is monitored through Inalfa's Supplier Management System. Supplier scoring includes quality and delivery performance as well as health, safety and environmental management system evaluation. In 2025, the Global Strategic Supplier Blueprint contributed to a **7% decrease in the number of suppliers** compared with the previous year, reflecting continued supplier consolidation and strategic alignment.

Table 22:

SUPPLIERS SCORE EUROPE

23 Audits preformed

Grade	AVERAGE	AVERAGE
A	134	85.50%
B	14	9.30%
C	3	3.20%
D	21	21.70%

Table 23:

SUPPLIERS SCORE CHINA

119 Audits preformed

Grade	AVERAGE	AVERAGE
A	103	84.20%
B	11	8.70%
C	6	4.80%
D	3	2%

Table 24:

SUPPLIERS SCORE NORTH AMERICA

15 Audits preformed

Grade	AVERAGE	AVERAGE
A	89	55.45%
B	46	28.98%
C	3	1.79%
D	21	14.07%

Table 25:

SUPPLIERS SCORE KOREA

93 Audits preformed

Grade	AVERAGE	AVERAGE
A	43	82.15%
B	7	12.60%
C	1	2.70%
D	1	2.55%

Inalfa also continued to strengthen supplier engagement through planned updates to its Supplier Quality Manual and Supplier Escalation Policy. To further improve supplier performance, the company established a Supplier Q-Summit to address issues with lower-performing suppliers and support improvement actions. These initiatives are intended to enhance supplier performance, increase transparency, and promote consistent expectations across regions.

Broader attention is also being given to critical raw materials and emerging regulatory requirements. Inalfa uses established automotive industry tools, including IMDS and CAMDS, to manage and report material data across the supply chain at substance level. These systems support compliance with local regulations and OEM requirements while helping identify and phase out substances that may become restricted in the future.



12 RESPONSIBLE CONSUMPTION AND PRODUCTION

In 2025, Inalfa continued to monitor critical raw material topics, including conflict minerals, PFAS, rare earth elements, and materials associated with deforestation risks. Although deforestation-related materials are monitored, Inalfa's products fall outside the scope of the EU Deforestation Regulation.

The company also continued efforts to reduce the use of materials of concern. Anti-friction coatings for seals are being replaced with PFAS-free alternatives, and PFAS-free lubricants are selected for new programmes. In addition, Inalfa intensified its R&D programme during 2025 to increase the use of secondary materials, supporting its broader design-for-environment and circularity objectives.

Conflict minerals reporting remains a key element of Inalfa's responsible sourcing approach. Suppliers are required to implement a conflict minerals policy and provide a conflict-free guarantee confirming that products supplied to Inalfa do not contain minerals sourced from mines that finance or support conflict in the Democratic Republic of Congo or adjoining countries. Inalfa uses the Conflict Minerals Reporting Template (CMRT) for 3TG conflict minerals and continues to cascade reporting requirements and improvement actions throughout its supply chain.

CONFLICT MINERALS AND SMELTER COMPLIANCE

Table 26: 3TG smelter status

TOTAL NUMBER OF SMELTERS	CONFORMANT TO RMAP STANDARD	ACTIVE > COMMITTED TO UNDERGO RMAP ASSESSMENT	SMELTER OF INTEREST HIGH RISK
352	181	3	0
100%	51%	1%	0%

Despite ongoing reporting and supplier engagement efforts, the conformant smelter status declined compared with previous reporting, partly reflecting changes in smelter conformance status and the complexity of deep-tier supply chains, particularly for electronic components. Inalfa's priority is to avoid and, where needed, phase out high-risk smelters. Extended Minerals Reporting Template reporting also increased from two to six minerals, reflecting growing customer and regulatory attention to materials linked to battery production, even though these minerals represent only a very limited mass in Inalfa products.

Through supplier consolidation, supplier scoring, responsible sourcing controls, material data systems and continued engagement with suppliers, Inalfa aims to strengthen transparency and resilience across its value chain while supporting customer expectations and responsible production.



Technical Innovations Driving Sustainable Roof System Solutions

The global automotive industry continues to face a period of transformation, with electrification remaining a key part of OEM strategies worldwide. While battery electric vehicles (BEVs) have gained strong momentum over the past years, their growth is slowing down compared with previous forecasts. Hybrids are seen as an intermediate solution for many consumers because of the balance of lower emissions, reduced range anxiety, and more accessible pricing. As a result, many OEMs are now adapting their strategies to reflect a more gradual and diversified transition toward full electrification.

This shift can be observed in the revised sustainability ambitions of several global automotive brands. In Europe, OEMs have publicly postponed aspects of their full-EV strategies, acknowledging a slower market demand than originally forecast. Earlier commitments are softened by extending the horizon for combustion and hybrid vehicle production. In parallel, the European Commission has also proposed to ease the 2035 zero-emission target. These developments highlight a broader trend: while sustainability remains essential, OEMs must balance environmental ambition with economic stability, technology readiness, and customer acceptance.

At Inalfa we recognize that this evolving market landscape requires both adaptability and consistency. Our commitment remains clear: we continue to focus on our strong product portfolio of openable roof systems and fixed glass panels with integrated rollo blinds. These product lines remain highly relevant across EVs, hybrids, and conventional powertrains. At the same time, we embed sustainability at the core of these solutions—reducing weight, minimizing cost, and incorporating recycled and low-impact materials where possible and needed.

PREPARED FOR A LOW CARBON AND CIRCULAR FUTURE

To support OEMs in their evolving sustainability targets, we ensure that our products are ready to meet new requirements for low carbon materials and reduced environmental impact. Across our supply chain, we maintain access to responsibly sourced and recycled materials. This includes:

- Recycled glass for panoramic panels
- "Green" aluminum, significantly reducing CO_2 per kilogram
- Recycled steels that maintain similar performance
- Recycled plastic compounds incorporated into our functional components
- Rollo blind textiles made from recycled PET

These efforts enable our customers to select roof systems with demonstrably lower carbon footprints—supporting their sustainability claims and compliance with future regulations.

In parallel, we are actively preparing for the increasing regulatory pressure in Europe on PFAS materials. With expectations of stricter legislation in the coming years, we have secured supply chain access to PFAS-free solutions, ensuring that our product portfolio will remain compliant without compromising performance or durability.





ENHANCING EXPERIENCE WHILE REDUCING IMPACT

Sustainability alone is not enough; consumers continue to expect premium experiences, high-quality products, and enhanced functionality. Therefore, we innovate not only to reduce environmental impact but also to elevate the value we deliver to end users.

We continue our efforts to bring daylight and fresh air into vehicles, promoting well-being, comfort, and a more spacious interior feel.

Our UFx (Ultra Flat Experience) roof demonstrates how cutting-edge engineering can maximize headspace for passengers while reducing weight, cost and carbon footprints. We continue to bring evolution into our product portfolio to ensure our openable systems and rollo blinds remain leading in package, performance and cost. This also includes hybrid material solutions for structural parts, to save weight, cost and overall CO_2 footprint.

In addition, our work on advanced interior features—such as Light-in-Glass, other ambient lighting integrations, sensor technology and panoramic display solutions—highlights how roof systems will play a vital role in shaping the next generation of roof systems.

LOOKING FORWARD

As the automotive industry navigates uncertainty and changing market dynamics, Inalfa continues to pursue new opportunities aligned with global trends and consumer expectations.

Our mission is to deliver the right products for tomorrow's vehicles while maintaining sustainability as a high priority. By combining material efficiency, low carbon innovation, functional integration, and a deep commitment to customer experience, we ensure that our roof system solutions contribute meaningfully to a more sustainable automotive future.









Customer Engagement and Trust Through ESG

Inalfa actively promotes its commitment to sustainability in all customer interactions.

By combining customer collaboration, product innovation and improved ESG transparency, Inalfa aims to remain a trusted partner for OEM customers in a changing automotive landscape. Customer sustainability requirements are also increasingly reflected in commercial and contractual discussions. During 2025, Inalfa was successful in nominations for new business, including alignment with contractual ESG conditions, such as specific product carbon footprint targets, minimum ESG rating / scorecard requirements and specific ESG reporting requirements. This confirms the growing importance of sustainability performance as part of customer decision-making and long-term business relationships.

During 2025, Inalfa's ESG ratings continued to improve, supporting customer trust and demonstrating progress in external sustainability assessments. Inalfa achieved an EcoVadis Bronze Medal, improved its NQC SAQ 5.0 rating and confirmed its CDP Climate score at B level. CDP Water Security was rated B-. These external assessments support customer engagement and provide a structured basis for demonstrating ESG performance.



Platform **EcoVadis**
Type **CSR**
Level **Company**



SAQ 5.0 Rating

Platform **NQC**
Type **CSR**
Level **Plant**

Climate Change Score	Water Security
B	B-

Platform **CDP**
Type **Climate, Water**
Level **Company**

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