



Sustainability Report Brose Group 2025

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About this report

This Sustainability Report, like this year's financial report, covers the reporting period from 1 January to 31 December 2025. The contents of the report are guided by the materiality assessment based on GRI standards, which was performed for the 2019 Sustainability Report (see Materiality assessment, p. 11). It was validated for the 2025 Sustainability Report. Unless otherwise stipulated, all information contained in the report refers to the entire Brose Group, excluding Brose Sitech GmbH – the joint venture between the Brose Group and Volkswagen AG [GRI 2-2].

Responsible for content in the sense of German Press Law: Stefan Krug, Chief Executive Officer, Brose SE, Max-Brose-Straße 1, 96450 Coburg, Germany. This report was approved by the Brose Executive Board and meets the criteria set forth in the GRI (Global Reporting Initiative) Services' Content Index - Essentials.

Liability disclaimer

We have prepared the data contained in this Sustainability Report with the utmost care. Nevertheless, the Brose Group accepts no liability and makes no guarantee with respect to the correctness or accuracy of the information contained in this Sustainability Report. In addition to retrospective analysis, forward-looking statements made in this report were made based on existing forecasts. Although these have been prepared with the utmost care, unforeseeable developments in the future may lead to different results. Therefore, any forward-looking statements made in this report should not be regarded as certain. The Brose Group reserves the right to update this Sustainability Report without additional notice [GRI 2-4].

Foreword of the Executive Board



Ladies and Gentlemen,

The structural crisis in the automotive industry, volatile markets, ongoing geopolitical tensions and increasing regulatory requirements demand more determination, cost discipline and strategic focus from companies than ever before. Even under these challenging conditions, Brose remains committed to its responsibility for sustainable business practices. This prompted us to completely overhaul our sustainability strategy in 2025. It provides the binding framework for our actions and outlines how we systematically integrate environmental, social and economic responsibility into our processes.

The consistent reduction of greenhouse gas emissions is one of our top priorities. At our locations worldwide, we are concentrating on improving energy efficiency and increasing the use of renewable energy sources. Since 2025, we have achieved net carbon neutrality for our remaining, currently unavoidable Scope 1 and Scope 2 emissions through investments in certified climate protection projects. At the same time, we continue to reduce the carbon footprint of our products across the entire value chain. Our long-term ambition is to offer products from 2039 onward whose remaining emissions can be fully offset.

Our employees are our most valuable asset

This progress would not be possible without the expertise and commitment of our employees. Their knowledge and dedication enables them to develop pioneering innovations and ensure a consistently high level of quality worldwide –

with reliability, a commitment to excellence and a focus on the future. This achievement is built on shared values that guide our actions every day. Following the example of our founder Max Brose, our family-owned company is also dedicated to supporting the communities around our global locations. We accept social responsibility and sponsor social, educational, cultural and sports-related projects. We are fortunate to be able to build on an ownership structure that ensures continuity and has put the long-term success story of our corporate group at the center of what we do for more than 115 years.

Sustainability as a key factor for future viability

We further strengthened our commitment to responsible corporate governance by joining the UN Global Compact in 2025. The principles anchored in the initiative relating to human rights, labor standards, environmental protection and integrity are central to our strategic orientation.

As a founding and Executive Board member of the Responsible Supply Chain Initiative (RSCI), we are also committed to establishing robust and reliable industry-wide standards for social and environmental responsibility in supply chains. We expect our suppliers to meet the same high standards that we set for ourselves. They are required to share and actively support our standards relating to climate protection, human rights, working conditions and environmental management. Through training and audits, we promote a supply chain that meets the requirements of sustainable business practices.

For us, sustainability is an ongoing process driven by a willingness to learn, collaboration and innovation. We are convinced that companies that take environmental and social responsibility seriously are more competitive in the long term. For us, sustainability means combining economic stability with long-term viability, both within our corporate group and beyond.

A handwritten signature in blue ink, which appears to read 'S. Krug', with a long horizontal line extending from the end of the signature.

Stefan Krug
CEO of the Brose Group

Company profile

Last updated: 10 June 2026

Brose is Germany's largest privately owned automotive supplier. One in three cars worldwide is equipped with at least one Brose product. The mechatronics specialist develops and manufactures systems for vehicle doors, tailgates and seats. Brose also produces electric motors and drives from 200 watts to 14 kilowatts for a wide range of vehicle applications, including steering, thermal management and e-scooters.

Facts and figures

- Brose employs approximately 24,500 people, roughly 59 percent in Europe (including South Africa and India), 26 percent in America and 15 percent in Asia
- Around 8,300 additional employees work for our joint venture Brose Sitech in Europe and China
- Company name: Brose SE
- Headquarters: Max-Brose-Str. 1, 96450 Coburg, Germany
- Three headquarters in Germany: Coburg (CEO, Interior division), Hallstadt (Exterior division) and Würzburg (Drives division); two regional headquarters are located in Detroit/USA and Shanghai/China

In 2025, research and development expenditure as a share of sales was 4.7 percent.

Governance

Shareholder family: Michael Stoschek (Chairman of the Administrative Board until the end of 2025), Christine Volkmann († 22 December 2023) and their respective children [GRI 2-1].

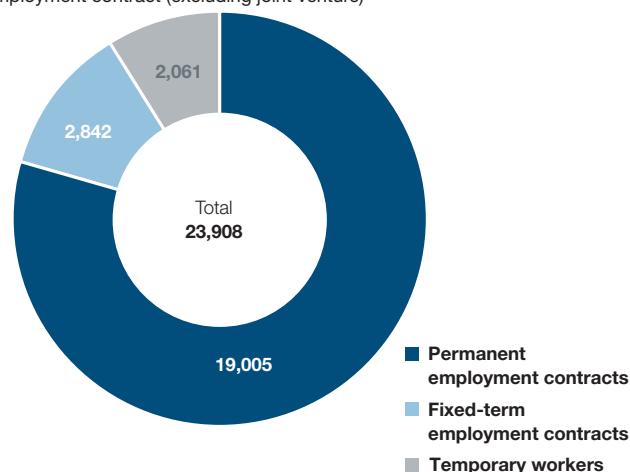
Advisory Board: Dr. Bernd Bohr, Dr. Torsten Rosenboom (from August 2025)

Executive Board: Stefan Krug (CEO of the Brose Group and Chief Operating Officer Production until the end 2025), Bernhard Blauth (Executive Vice President Human Resources), Andreas Jagl (Executive Vice President Interior until the end of April 2025), Klaus Jungwirth (Executive Vice President Interior from May 2025), Raymond Mutz (Executive Vice President Drives), Michael Brandstetter (Executive Vice President Exterior)

The shareholder family comprises the Administrative Board, which is the highest governing body in the Brose Group. Since the passing of shareholder Christine Volkmann on 22 December 2023, there are now four members. Two of them are women, and two are men. All of the shareholders have been involved in the business and worked on social causes for years. The Articles of Association govern all requirements placed on the shareholders.

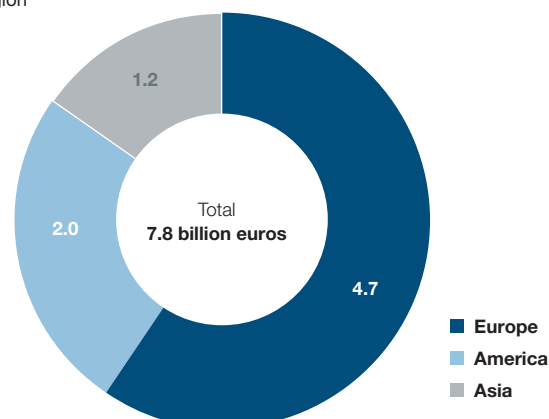
Employees 2025

by employment contract (excluding joint venture)¹

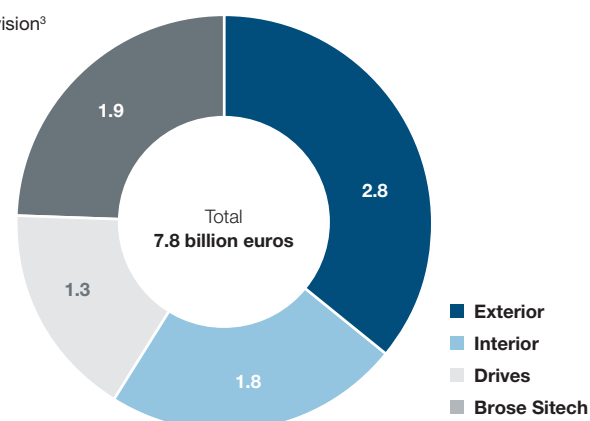


Sales 2025

by region²



by division³



¹ Due to the differences in the data available on our joint venture, our report does not include it to improve comparability.

² Including Brose Sitech. Deviations possible due to rounding. In addition, due to inter-company sales between the business divisions, it is not possible to add sales in the business divisions to group sales.

³ Including Brose Sitech. Deviations possible due to rounding. In addition, due to inter-company sales between the business divisions, it is not possible to add sales in the business divisions to group sales.

Locations and internationalization

In 2025 Brose had 76 locations in 25 countries, including 63 of our own plants and 32 development and sales offices – joint ventures.



Interest groups, public funds and taxes

We are engaged in politics and society in the countries in which we manufacture our products. This is why we are a member of national and international interest groups. In Germany, these include the German Electrical and Digital Manufacturers' Association, the German Association for Supply Chain Management, Procurement and Logistics, the Association of Electrical and Electronic Manufacturers and the German Association of the Automotive Industry.

We are also members of the German Chambers of Commerce in the US, China, Spain, Japan, France, India, Italy, Mexico, Sweden, the Czech Republic and South Africa, among other countries. No political contributions were made during the reporting year.

Public funds

in millions of euros of the total payments, by region⁴

	2023	2024	2025
China	10.7	7.7	11.8
Germany	0.8	0.7	0.7
Europe (excluding Germany)	2.5	2.2	2.3
North America	0.4	0.5	0.7
Rest	0.6	0.5	0.5
Total	15.0	11.6	16.0

⁴ Deviations possible due to rounding.

Products

As a mechatronics specialist, we develop and manufacture mechatronic components and systems for vehicle doors and seats. Electric motors for transmissions, brakes, steering and climate control as well as drives for two-wheelers complement our product portfolio.

Technology for doors and liftgates

Our success story began with the “crank drive for retractable windows”. Today we are one of the world market leaders in the development and manufacturing of mechatronic systems for vehicle doors and liftgates. We stand for comfort, flexibility, efficiency and safety. We have transferred this expertise to the side door, enabling a new level of comfort when boarding the vehicle. Our comprehensive portfolio comprises all of the requisite components – from power opening latches and side door drives to electronics and sensors for collision and anti-trap protection.

Adjustment systems for seat structures

Autonomous driving and electromobility require new and dynamic interior concepts. We offer mechatronic systems and innovative solutions to meet these demands.

Our range of products extends from manual adjusters to complete power-adjustable seats with lumbar support and a massage function. These features enable a wide array of design options for the vehicle interior, always guided by our commitment to passenger comfort and safety.

Electric motors and drives

Our products are used in HVAC units, engine cooling, in the drive train and in steering and braking systems. They also operate window regulators, seats, liftgates and side doors. The components improve the efficiency of conventional and e-vehicles alike, which in turn reduces energy consumption and extends range, while also making a vital contribution to sustainability. Additional applications in the field of micro-mobility complement our product portfolio.

Product portfolio

Exterior

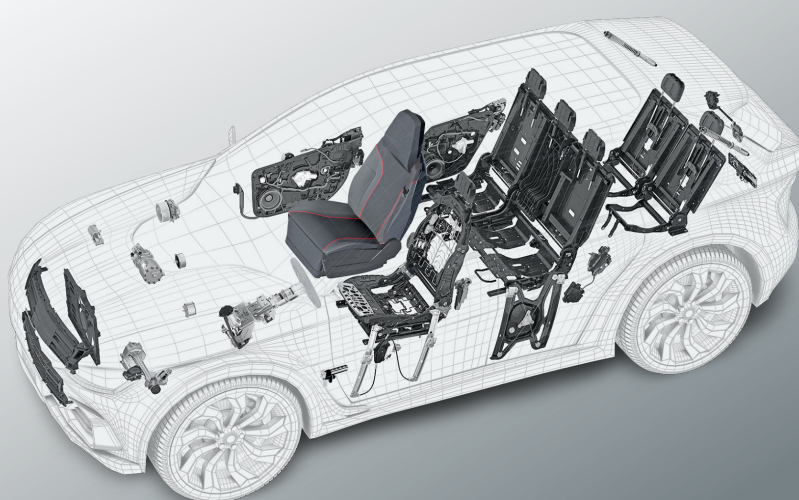
- Door systems
- Window regulators
- Liftgate systems
- Side door drives
- Latch systems

Interior

- Front and rear seat structures
- Seat components
- Vehicle seats
- Comfort adjustment systems

Drives

- Heating and ventilation components
- Electric motors for chassis and steering
- Electric oil pumps and actuators
- Drives for electric two-wheelers



Philosophy

Brose's aim is to deliver first-class performance in every respect. This is why the shareholders, the Advisory Board and the Executive Board adopted the FIRST company principles, which reflect our corporate culture.

F

Family

Our family not only includes the shareholders, but all employees worldwide.

I

Innovation

We are constantly improving our product range and internal processes.

R

Return

To maintain our independence and finance the company's development, we generate a sustainable return.

S

Speed

Speed in all processes and decisions is an important success factor.

T

Team

Instead of pursuing individual interests, we work together for the good of the company.

Compliance with legal requirements and ethical principles goes without saying at Brose. Various policies like the "FIRST" company principles and the Brose Code of Conduct guide our actions in day-to-day business operations to ensure respectful, honest and fair conduct towards business partners and employees. Consequently, they apply worldwide and are accessible to employees in their respective local languages. Regular, mandatory e-learning courses anchor these principles within our company. The principles were adapted at the end of 2023.

We want to be a point of contact for suppliers, society and policy makers at our locations and promote socially and environmentally responsible development. Our responsibility takes into account the entire life cycle with regard to the impact of our products on the environment. We are committed to the continuous improvement of our processes in consideration of economic aspects and necessities.

It is our goal to

- Sustainably reduce adverse environmental effects,
- Continuously improve the energy efficiency of our products and production,
- Prevent risks of injury and health hazards,
- Provide a safe and ergonomic working environment for our employees,
- Use suppliers that follow our sustainability and ethical principles,
- Provide the necessary financial, structural and human resources,
- Comply with legal and regulatory requirements.

Preventing hazards, deficiencies and waste is our highest priority. Whenever and wherever we identify them, we eliminate or mitigate deficiencies and address their root causes. We also take targeted organizational and HR-related measures.

Sustainability management

As a globally operating family-owned company with a history spanning more than 115 years, Brose places great importance on sustainability and has firmly embedded it as an overarching field of action within its corporate strategy. This commitment provides the framework for all of the company's environmental, social and economic activities.

Its organizational integration reflects its importance. From senior management to each and every employee, we continuously work to improve the company's eco-efficiency. The Brose Code of Conduct defines this commitment as binding for all employees. It is further specified and supported by targets in our sustainability strategy, which was revised in 2025.

Sustainability management in the Brose Group is aligned with this strategy and has been deliberately designed to

remain lean. Responsibilities for specific topics are clearly assigned to individual departments and functions, enabling sustainability aspects to be managed effectively across the entire organization. We see sustainability as an integral part of responsible executive management.

This commitment is also reflected in our expectations of our supply chain and value chain. We place great emphasis on ensuring that environmental and social standards are not only upheld within our own company, but also embraced and continuously advanced by our business partners. This includes transparent requirements for suppliers as well as measures aimed at continuously improving environmental and social practices throughout the network.

Sustainability organization

Overall responsibility for sustainability rests with the Chief Operating Officer. The Chief Corporate Responsibility Officer (CCRO) of the Brose Group reports to the COO and coordinates all sustainability-related activities, which are decentralized and embedded within the respective functions.

The central governance body is the CR Board, which meets on a monthly basis. The CR Board comprises representatives from all functions that contribute to sustainability, supplemented by regional representatives from Detroit (USA) and Shanghai (China). The CCRO reports directly to the Executive Board meeting on material topics on a quarterly basis and submits recommendations for action and decision proposals for issues that cannot be resolved within the CR Board.

The management systems for environment, energy, health & safety (EHS) and fire prevention are also consolidated under

the term "technical sustainability" and fall under the direct area of responsibility of the COO. Operational responsibility for these topics lies with the Occupational Safety and Environment department (ZAU). In addition, environmental coordinators have been appointed in all business divisions to ensure the implementation of the relevant requirements within their respective areas. At least once a quarter, members of the EHS Board meet under the leadership of the COO. These include coordinators from the business divisions along with the CCRO, representatives from Purchasing, Human Resources and Corporate Communications, as well as other group functions depending on the topic. The Board serves as the central steering and coordination body for all EHS-related matters. It evaluates courses of action, defines implementation approaches and supports the Executive Board in implementing the sustainability strategy, particularly the EHS program.

Brose sustainability strategy

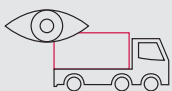
Brose Group's sustainability strategy reflects our understanding of comprehensive corporate responsibility. It addresses both the company's long-term economic viability and the impact of our actions on society, our employees and the environment. The strategy was further refined by the Executive Board in June 2024 and reaffirmed in 2025. It provides the foundation for the continued development of our sustainability efforts.

The shareholders and the Executive Board are committed to positioning Brose as a sustainably operating organization worldwide. Based on our strategic guiding principles, four fields of action have been defined, each supported by focus topics and target visions. Together, they establish the binding framework for all business areas and functions and help embed sustainability systematically and structurally throughout the company.

The four fields of action and their key messages are:

- **Energy & Environment:** Brose is committed to protecting the environment with the goal of preventing environmental impacts, particularly by reducing emissions, waste and toxic substances.
- **Products & Innovations:** Brose takes compliance with CO₂ emission limits, improving resource efficiency and established principles of the circular economy into consideration when developing products.
- **People & Society:** Brose values its employees, embraces its social responsibility and supports local projects at its locations.
- **Suppliers & Supply Chain:** We expect our suppliers to share our principles and actively support our sustainability goals.

Our way to sustainability – Four fields of action

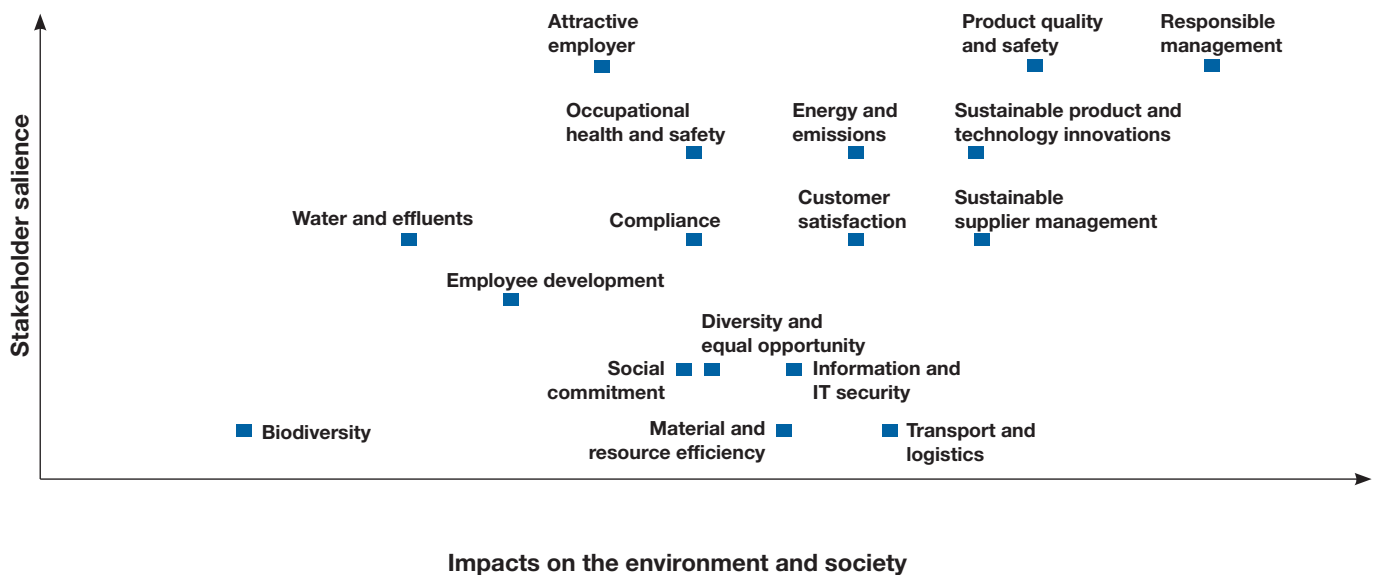
Energy & Environment	Products & Innovation	Suppliers & Supply chain	People & Society
Our way of reducing the environmental impact of our plants. ▪ Net carbon-neutral operation of our locations (Scope 1 and 2) ▪ 100 percent coverage of our electricity requirements through renewable energy sources ▪ Recognized as a Top 3 company within the automotive industry by the German Sustainability Award 2025	Our greatest lever to drive forward sustainability lies within development and product design. ▪ Net carbon-neutral products with the start of series production from 2039 (including supply chain) ▪ Use of sustainable materials, circular design and efficient products	Our social responsibility activities and our high sustainability requirements impact our entire supply chain. ▪ Development of a net CO₂-neutral product range from 2039 together with our suppliers ▪ Ensuring compliance with environmental and human rights standards in the supply chain as a founding member of the Responsible Supply Chain Initiative (RSCI)	As a family-owned company, we are more than just one supplier of many. We value our employees, take social responsibility and support local projects at our locations. ▪ Good working conditions at all our locations today and in the future ▪ Support for projects in the fields of health, education, culture, art and sport ▪ Investment in humanitarian aid around our locations
			

Materiality assessment

To determine the material content of this report, we conducted a multi-step analysis process with the help of an outside party once again in 2025. The process began with a systematic evaluation of relevant topics, which was supplemented to reflect regulatory and industry-specific requirements and consolidated into a list for selection. In workshops with experts from the relevant business areas, we assessed each topic from two perspectives: its financial materiality for our company and its impact materiality with

respect to the environment and society. As a result of this reassessment and the revised structure of the axes, the positioning of individual topics changed slightly compared with the previous assessment. The topic names have remained unchanged from previous years to ensure consistency in reporting. The results of the materiality assessment were subsequently validated by the executive management. [GRI 3-1]

Topic matrix for materiality assessment [GRI 3-2]



Compliance and risk management

The Brose Group Chief Compliance Officer is the Compliance Management System process owner and is responsible for risk-oriented enhancements to the system via the global compliance organization. The system is designed to ensure ethical and legally compliant conduct within the Brose Group. Moreover, it helps us control and minimize compliance risks. We also established a Compliance Committee to advise the Executive Board on cross-departmental compliance issues and support the Compliance department. Permanent members include the Executive Vice President Commercial Administration, the Executive Vice President Human Resources, the Chief Compliance Officer, the head of Auditing and the Group Compliance Officer.

The principal focus of our compliance activities is antitrust law and avoiding corruption. The Compliance Management System encompasses prevention measures in the form of training courses and consultations for employees in individual cases, monitoring of compliant behavior and responses to misconduct such as disciplinary actions or process improvements. Training courses are designed to address the individual risk propensity in specific areas of business and provide information on current planning or changes in legislation.

Regular reviews performed by the auditing department in Brose Group companies and locations support the Compliance Management System in preventing and uncovering corruption. In 2025, no significant incidents of corruption or antitrust violations were confirmed, nor were any fines or penalties imposed on Brose for corruption or antitrust offenses.

Code of Conduct fosters and demands ethical conduct

The Brose Code of Conduct outlines the requirements for ethical and compliant behavior in day-to-day work within a globally applicable framework. It includes rules concerning export control, information security and money laundering. Additional topics in the Code of Conduct include responsibility in the workplace, fighting corruption, conduct towards business partners and third parties, avoiding conflicts of interest, fairness and diversity along with quality and product safety.

The Code of Conduct is available in German, English, Chinese, Spanish and Czech and published both digitally on the intranet and in printed form to reach all employees and new hires, including those in skilled trades. It applies worldwide at all of our locations. The rules will continue to be updated and adapted to current demands on a regular basis.

Supervisors are tasked with ensuring that the employees assigned to them understand and comply with the Brose Code of Conduct. The company will not tolerate any behavior that contradicts the Code of Conduct, and such behavior may result in legal action. No serious breaches were reported in 2025. Employees with PC access are required to participate in an e-learning course on the Brose Code of Conduct every 36 months. The courses last about an hour and raise awareness of the behavior norms outlined therein while making employees conscious of proper conduct in their day-to-day work. 8,679 employees completed a corresponding e-learning session in 2025. The average fulfillment rate for the year under review is approximately 93 percent worldwide.

Raising awareness for the topic area compliance

Brose also offers in-person compliance seminars on the topics "Introduction to compliance" and "Antitrust law" in foreign and domestic companies of the Brose Group.

To raise awareness among employees working in high-risk areas or projects, a mandatory e-learning module on anti-trust law was introduced in 2022, which must be repeated every three years. 8,355 people completed this training in 2025. This corresponds to a fulfillment rate of 90 percent.

The anti-corruption policy governs binding, group-wide requirements for accepting and granting gifts and guest services as well as handling potential conflicts of interest. Employees must communicate and document these conflicts in a transparent manner so that they can work with their respective supervisors to ensure that any issues are handled appropriately. An accompanying e-learning module was also introduced in April 2023 in the context of the anti-corruption policy adopted in 2022. The e-learning course must be repeated every 36 months. A total of 9,023 employees received training in 2025, which translates into a participation rate of 97 percent.

The Brose Code of Conduct for Suppliers and Service Providers obliges our business partners to be socially responsible and comply with all applicable laws, in particular those governing the avoidance of corruption and violations of antitrust law. The Code of Conduct for Suppliers and Service Providers should be seen as a supplement to the existing purchasing guidelines and is attached to the contract. It enters into force when the contract is concluded between the business partner and Brose. In 2023, the Brose Code

of Conduct for Suppliers and Service Providers was extensively revised and expanded to address new requirements stemming from the German Act on Corporate Due Diligence Obligations in Supply Chains (Lieferkettensorgfaltspflichten-gesetz (LkSG)).

Reporting potential compliance incidents

If employees have questions about compliance topics or are aware of any compliance incidents, we expect them to actively seek a personal meeting with their supervisor to discuss the matter or directly contact the responsible Compliance Officer, HR support officer or the works council. Every concern is treated as confidential. Moreover, internal HR audits are conducted to discuss the relevant topics by location and identify the need for action as required. Local and/or global employee surveys can further be used to compile information on inconsistencies.

The Brose Group provides the web-based whistleblower system "WhistleB" in 17 languages along with accompa-

nying information. Employees at all Brose locations, customers, suppliers and other business partners can use this system to confidentially or anonymously report violations against legal regulations in accordance with the German Whistleblower Protection Act (Hinweisgeberschutzgesetz (HinSchG)). Reports usually involve possible violations of antitrust law, the ban on corruption and corporate security; however, incidents such as theft, property damage and threats, among other things, may also be reported. In the context of the German Supply Chain Act (LkSG), this whistleblower system was also expanded to serve as a complaint mechanism for reports on possible human rights violations in employees' own business divisions and within the supply chain. A procedural regulation was published in writing on the Brose website for this purpose. All reports are processed by an internal reporting office, which is committed to maintaining strict confidentiality.

Tax management

As a family-owned German company, we are aware of our responsibility to society when it comes to meeting our tax obligations. The Brose Group is committed to tax compliance via the C.A.R.E. (Compliance, Attitude, Responsibility, Enforcement) Principles in its internal Code of Conduct. This includes adhering to national and international tax laws. We also acknowledge that tax payments made by the Brose Group in specific countries are crucial revenue sources that can support public, economic and social projects.

The Executive Vice President Commercial Administration is responsible for taxes and tax strategy and delegates tasks to Finance and Taxes Brose Group and the local Finance competence centers. Finance and Taxes Brose Group functions as the tax department for Germany and also coordinates the Brose Group's foreign tax roles. The head of Finance and Taxes and the Executive Vice President Commercial Administration share a constant exchange of information on key aspects of this topic. Among other things, these include current and future developments with respect to foreign and domestic legislation, the status of the risk assessment and the implementation of risk-mitigating measures or con-

trols. Furthermore, the Executive Vice President Commercial Administration keeps the shareholders and Advisory Board informed of important tax-related issues and the tax risk assessment. Finance and Taxes Brose Group strictly adheres to tax guidelines and continuously monitors and improves processes and controls. It is also committed to contributing as comprehensively as possible to the success of the Brose Group's operations. This is achieved, for example, by closely supporting innovative developments, promptly resolving tax-related uncertainties and identifying practical solutions to meet specific tax requirements. Backed by the active support of the Executive Vice President Commercial Administration, the Brose Group has a modern, world-class tax function. Ongoing education and training opportunities for all employees via internal and external training courses ensure that this tax function continues to evolve and improve. To review and validate our position, the Finance and Taxes group function also relies on internal and external expertise when needed. An auditing firm confirms our tax items in the annual financial statements. As part of its digitalization effort, the Brose group is working to further automate its processes and continually expand IT-based controls. Among other

things, this includes IT-assisted modeling of tax-related processes to establish the Tax Compliance Management System (Tax CMS) along with tool-based documentation and review of potential reporting obligations within the scope of EU DAC6 Guidelines.

The Brose Group follows a management approach to taxes aimed at avoiding impermissible tax reductions and tax evasion and always ensuring compliance with statement, reporting, cooperation and documentation obligations to tax authorities in the respective tax jurisdictions.

We do not engage in aggressive tax planning activities, and we pay taxes wherever we operate in a value-adding capacity. Finance and Taxes Brose Group and the decentralized tax departments maintain a professional, transparent and cooperative relationship with the tax authorities. Considering stakeholder interests is important to us in order to ensure the long-term success of our company and not lose sight of our objective of achieving a balanced tax burden in the process.

Tax concerns raised by employees, customers, suppliers and other business partners can be reported via our web-based whistleblower system, WhistleB. During the reporting period, employees of German Brose companies who suspected misconduct were able to contact the responsible Compliance Representative by phone, by email or via the “WhistleB” system.

Our involvement in associations, ongoing professional education and training to enhance our tax skills and an exchange with internal and external stakeholders help us constantly improve our tax position in line with our company principles. Upholding our ethical principles is a prerequisite in this regard. Our participation in industry associations aims to promote the fair, transparent and administratively streamlined development of tax law.

Information and IT security

Our Information Security Management System (ISMS) provides the framework for ensuring information security at Brose. It comprises the processes, policies, procedures and controls designed to ensure the confidentiality, integrity and availability of Brose’s information assets. In doing so, we take relevant cybersecurity regulatory requirements (e.g., EU NIS2, TISAX) into account and continuously enhance our ISMS.

Cyber crisis simulation to strengthen resilience

In 2025, the number of cybersecurity incidents in our company’s direct environment increased significantly. The main threats included phishing attacks, ransomware attacks and fraud attempts via messaging services. A cyberattack on Jaguar Land Rover resulted in substantial economic damage and disrupted our production. In addition, further ran-

somware attacks occurred within our supply chain. We successfully thwarted several targeted attacks on core Brose IT systems. These incidents confirm the effectiveness of our protective measures while also highlighting the need to continuously enhance them.

To further strengthen our resilience, we conducted a cyber crisis simulation. In addition to the Executive Board, representatives of selected central functions, the State Criminal Police Office and specialized cybercrime units of the Criminal Investigation Department participated in the exercise. The simulation provided valuable insights into crisis management, particularly with regard to decision-making under time pressure, cross-functional coordination and external communication.

Privacy

We are also aware of our responsibility when it comes to data privacy and believe that compliance with legal guidelines goes without saying. We rely on our employees' cooperation to meet this goal. For example, the Brose Code of Conduct and binding internal processes for all employees and functions ensure data is handled in accordance with data protection legislation.

The European Union's General Data Protection Regulation (GDPR) plays a crucial role here. The EU Data Protection Management System was established to meet these requirements. It is based on the VdS guidelines for implementing the GDPR (VdS 10010:2017-12 (01)). Compliance with the GDPR is ensured by the data protection managers, local data protection coordinators and data protection officers. To this end, the data protection manager regularly reports to the Compliance Committee and exchanges information on strategies, processes and existing threats with the CISO as part of the Information Security Working Group.

Internal guidelines on compliance with the regulation apply to all employees at our European locations. All employees with access to a PC must complete an e-learning course on EU data protection every two years. Their employment contract also requires them to maintain confidentiality. We raise awareness of issues related to data protection laws among employees with measures designed for specific topics and target groups. Employees in HR roles and in the IT and development departments frequently come into contact with large volumes of sensitive and personal information in their day-to-day work. Focus training sessions were held in 2025 for this purpose.

To ensure that personal data remains adequately protected even when activities are outsourced to service providers, the legally required contracts, in particular pursuant to Article 28 GDPR, are concluded with suppliers that act as processors on our behalf.

Sustainable procurement

Brose is working on establishing the most efficient and resource-conserving company-wide methods of purchasing raw materials and products while considering both internal and external supply chain sustainability requirements.

Sustainability requirements within the supply chain are coordinated by the Supplier Quality and Development team within Central Purchasing. The team's tasks include ensuring suppliers comply with requirements and continuously developing and refining the corresponding processes. Our Code of Conduct for Suppliers is the framework for compliance with sustainability requirements, as are the sustainability standards created for suppliers in both the production and non-production material sectors when working with Brose. To continuously expand and establish our processes, we participate in industry initiatives aimed at improving transparency in our supply chains, realize regular benchmark meetings with leading businesses in the automotive sector

and unrelated segments and convey our insight through training courses and supplier discussions within our supply chain.

High standards and initiatives for more sustainable procurement

We rely on premium quality suppliers and set high standards for purchased parts and capital goods to exceed our customers' expectations. Even before awarding a contract, Brose conducts a thorough review of the supplier's technology and process capabilities. Acceptance of the Brose Code of Conduct, where we have compiled our high social, ethical and environmental standards, forms the basis for our continuing collaboration. Regular progress checks are carried out once a contract has been awarded. The supplier must provide precise information on the project status and product development status. Upon series start, we perform

additional assessments and evaluate compliance with our high quality standards. Our guidelines are aligned with those of the automotive industry in accordance with IATF 16949 (International Automotive Task Force).

To satisfy the constantly rising automotive market demands for sustainable procurement, Brose is not only a founding member of the RSCI (Responsible Supply Chain Initiative), but also provides the chair who spearheads the initiative. RSCI focuses on compliance with standards relating to human rights, forced and child labor, occupational health and safety and environmental protection, and is an essential component of risk management in relation to our suppliers. The sharing platform delivers comparable audit results and thus leads to mutual acknowledgment of these outcomes in the supplier network. In addition, Brose is part of the Sustainability Task Force of the German Association of the Automotive Industry (VDA), where we collaborate with automakers and tier-1 suppliers to create unified standards for protecting the environment and human rights.

Launched in 2022, RSCI prevents multiple audits and minimizes auditing expenditure overall throughout the industry. These measures are an integral part of our risk management system and are applied using a risk-based approach to ensure compliance with both our Code of Conduct for Suppliers and legal requirements.

In 2025, Brose conducted a risk analysis of its supplier base in accordance with the German Supply Chain Due Diligence Act (LkSG). To implement the requirements of the German Supply Chain Due Diligence Act (LkSG), a management process was established in previous years and is continuously refined based on the experience gained. This process includes the use of abstract and continuous monitoring information, supplier self-assessment questionnaires and RSCI audits. Supported by the proSustain platform introduced in 2024, which is part of the Brose supplier portal and therefore provides a simple, centralized interface for collaborating with our suppliers, risk mitigation tasks are created directly and addressed jointly with our suppliers. More than 3,500 direct and indirect suppliers use the platform and are continuously monitored to ensure we remain informed of key risks, developments and changes within our supplier base at all times.

To structure Brose requirements and make these available to suppliers, we have consolidated them into two Brose standards on sustainability alongside the Code of Conduct for Suppliers since 2022. We use these standards to describe the requirements and expectations we have of our suppliers

to determine and successively improve their ecological footprint and work together with Brose to achieve the long-term target of net carbon neutrality in both our processes and the products we deliver. We have specific requirements regarding the emission reduction steps needed to achieve 2025, 2030 and 2035 milestones, along with the net carbon neutrality of our products in 2039, and to increase the use of secondary material and recycle in the products we procure. The data for the 2025 reporting year will be collected during calendar year 2026 and will provide a comprehensive overview of target achievement across our supplier base.

In 2024, both standards underwent an update that, in addition to editorial revisions, primarily included the integration of green electricity usage for future projects as a key criterion for collaboration. The use of renewable electricity by our suppliers is systematically tracked and continuously expanded.

The structured survey of compliance with sustainability standards, which began in 2022, was significantly expanded in 2024. The findings on emissions and processes, energy consumption and material usage obtained from this survey are a solid foundation for further implementing our Brose sustainability strategy with our suppliers. At the time this report was prepared, the collection of supplier responses for the 2024 reporting year had not yet been completed. The process targets a response rate covering at least 70 percent of production material purchasing volume.

To make data exchange with our suppliers more efficient, data collection was integrated into the Brose supplier portal in 2025. In addition to CO₂ emissions reporting, the platform now also supports conflict minerals reporting.

We demand zero-defect products from our suppliers based on the principle of avoiding errors throughout the entire supply life cycle. Suppliers must provide detailed documentation of their quality management measures. This includes initial sample documents or proof of qualification and requalification of the delivered parts. We take a similar approach to supplier approval for capital goods.

We strive for positive, collaborative partnerships with all of our suppliers, a consistent quality management system and continuous improvements to processes and products. We use audits to ensure the presence of effective management systems (IATF 16949). The validity of the certification is reviewed on a regular basis and considered in our supplier rating.

Supplier assessment of ecological aspects

At Brose our approach is to map the entire production and product life cycle in the most ecological way possible. Our environmental management system is based on the ISO 14001 standard. We also expect our suppliers and delivered parts to meet the highest ecological production and product life cycle standards possible. The Code of Conduct for Suppliers requires them to be socially responsible and comply with all applicable laws. We perform a specific review of ecological criteria for new suppliers.

To support our suppliers' efforts to implement environmental protections, we launched a series of training courses in 2020. They cover the necessary standards and additional expectations Brose has for its suppliers. Topics not only include environmental protection but also the sustainable reduction of emissions in our suppliers' products and processes. In late 2021, we expanded our training program into three different modules and offer them in all of the regions where Brose purchases goods. Worldwide, we are observing growing restraint in the demand for individual, customer-specific training, not least due to uncertainty about the validity of political frameworks.

Employment conditions and ethical and moral principles

In the spirit of our Code of Conduct and company principles, we encourage employees to exercise their freedom of association and engage in collective bargaining. These principles apply in the same way to every vendor the Brose Group works with. We have high expectations of ourselves and our suppliers when it comes to employment conditions. Our Code of Conduct for Suppliers is an integral part of every Brose supply contract. To our knowledge, none of our vendors tolerates child labor or dangerous working conditions. Similarly, to our knowledge, we work exclusively with suppliers that do not subject their employees to forced or compulsory labor conditions. Moreover, we are unaware of any cases where suppliers do not meet our company's ethical and moral principles. The allegations concerning one of our suppliers were investigated through an audit conducted in 2024. In 2025, the corrective action and improvement plan was implemented and monitored. Following a final assessment of the progress made, the case was closed in 2025.

To address the requirements related to agreements on human rights due diligence, working conditions, and environmental protection arising from the introduction of the German Supply Chain Due Diligence Act (LkSG), the Code of Conduct for Suppliers was fundamentally revised in 2023. In addition to incorporating the results of the risk analysis and

explicitly describing our grievance mechanism, the scope of environmental due diligence obligations under the LkSG was specifically expanded.

We always review every new supplier's capability and performance. We use the supplier onboarding process, supplier self-assessments and additional evaluations of key issues such as innovative strength or environmental management systems for this purpose. As part of the process, Brose sends all potential suppliers a Self-Assessment Questionnaire (SAQ). This Self-Assessment Questionnaire requires suppliers to make explicit statements regarding their moral principles and internal compliance rules, in addition to other topics.

Among other things, companies must be able to provide information on whether they can assure that no child or forced labor and no discrimination is tolerated on the basis of gender, race, skin color or similar. These questions are based on the Code of Conduct that is binding for all Brose Group employees worldwide and is a fundamental part of our supplier management. Our Global Terms and Conditions of Purchase are available on the Internet at <https://www.brose.com/de-en/purchasing/general-terms-and-conditions-of-purchase/>.

To underscore our efforts beyond our corporate and supply chain boundaries, Brose is an active member of the sector dialogs with the automotive industry as part of the National Action Plan for Business and Human Rights (NAP) promulgated by the German Federal Ministry of Labor and Social Affairs. Key members include reputable manufacturers and suppliers alongside countless non-government organizations and stakeholder groups. Brose expressly welcomes the recommendations for action drafted during the sector dialogs, as they provide us with valuable orientation aids for implementing the due diligence obligations outlined in the German Supply Chain Act, whose requirements Brose has consistently reviewed and embedded into its procurement processes and strategies since the law was published in July 2021.

Goods procurement in the regions and localization rate

Around 1,270 suppliers from 45 countries throughout the world deliver products to the various locations of the Brose Group. During the 2025 fiscal year we procured 46 percent of goods and services from suppliers in Europe, 22 percent from North America and 32 percent from Asia. Our suppliers' share of value added is about 60 percent.

The overall localization rate within the respective regions is 77 percent. This is just one of the ways we strengthen local economies and optimize transport routes, while simultaneously creating more local jobs.

When procuring new systems we also ensure that they meet our high environmental and energy efficiency standards. Our internal Production Equipment Specifications “Work Safety and Environment – Brose Norm (BN) 589580” are always an integral part of our technical specifications, which ensures these environmental and energy efficiency standards are firmly anchored in the procurement process. The BN 589580 standard defines minimum requirements for protection and prevention in planning, producing and building production equipment. Alongside economic efficiency, worker safety and environmental protection are criteria set by our own standard.

Stakeholder engagement in purchasing

The Brose Group values continuous communication with suppliers and customers and works hard to maintain the best possible business relationships, for example by conducting regular supplier surveys. We use these to determine whether our vendors continue to meet Brose’s high standards.

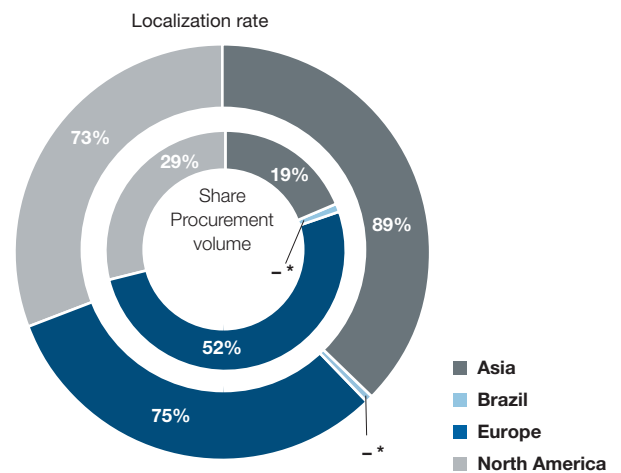
We maintain regular dialog with our suppliers on sustainability topics, not least through the “Brose Green Hour”, in which at regular intervals we present priorities of our sustainability strategy and put collaboration with suppliers center stage. In 2025, we focused in particular on direct dialog with our raw material suppliers, which represent a key lever for achieving our sustainability goals.

International sustainability regulations with significant impacts on procurement processes

Our products and suppliers are subject to numerous and continuously evolving sustainability regulations. In 2025, our primary focus was on preparing for the definitive phase of the EU Carbon Border Adjustment Mechanism (CBAM), effective January 1, 2026, and the EU Deforestation Regulation (EUDR). To this end, the necessary measures were implemented by cross-functional teams in collaboration with the affected suppliers. In particular, the uncertainty surrounding the actual implementation dates and last-minute regulatory changes placed a significant burden on both our internal teams and our suppliers.

Share of procurement volume and localization rate

by region



As a result of an internal consolidation of our regional data analysis, the results for Brazil are no longer reported separately as of 2025.

Environment

The Brose Group operates an integrated management system for the environment, energy, occupational health and safety that establishes binding standards across the Group and is continuously refined. Overall responsibility rests with the COO, while operational implementation is managed by Occupational Safety and Environment (ZAU).

All production locations of the Brose Group are certified in accordance with ISO 14001, thereby demonstrating the effectiveness of their environmental management systems each year. In addition, the majority of locations meet the requirements of ISO 45001 for occupational health and safety. To improve energy efficiency, the Brose Group also operates an energy management system in accordance with ISO 50001. In the reporting year, 31 locations were certified. All valid certificates are made available transparently on the company's website. The Group's process management system is also certified in accordance with IATF 16949 and pro-

vides a reliable foundation for quality, risk management and continuous improvement.

The Brose Group attaches the highest importance to compliance with all environmentally relevant laws and regulations. Environmental incidents are systematically recorded and assessed to identify potential risks at an early stage and derive preventive measures. No significant environmental impacts resulting from uncontrolled emissions, released chemicals or waste were reported during the reporting period. Likewise, no fines or non-monetary sanctions were imposed in 2025 for environmental violations.

Through the continuous refinement of the management system, regular internal and external audits and close collaboration between central and regional units, we ensure that environmental, energy, occupational health and safety requirements are implemented effectively worldwide and continuously improved.

Sustainable product and technology innovations

Our business divisions consistently pursue efforts to reduce our product-specific CO₂ footprint. They work intensively to lessen their environmental impacts across the entire life cycle of our components and systems.

The Brose Group has analyzed the ecological footprint of its products for more than two decades using the company's own assessment standard, Brose Standard 590020. This methodology is based on the international standards ISO 14040, ISO 14044 and ISO 14067 and is continuously refined with respect to data depth and assessment scope. The assessment focuses on the entire product life cycle. The service life is based on a vehicle lifetime of 200,000 kilometers and considers diesel and gasoline vehicles as well as electric drives. In addition to CO₂ emissions, we assess further environmental criteria, including material and resource efficiency, the use of regranulate and recycled materials and the recycling and recovery rates of our products. We also analyze the proportion of reusable components and consistently work toward minimizing resource consumption.

As part of our holistic approach, we also consider logistics in our assessments and reduce their environmental impacts, for example by consolidating material and freight shipments to reduce transport emissions.

We optimize logistics and transport processes on a product-specific and customer-specific basis to reduce harmful environmental impacts, for example by locating final assembly operations close to our customers.

Based on our sustainability strategy, our business divisions derive product-specific measures focused on the activities described above.

The **Exterior business division** pursues a comprehensive strategy with product-specific measures to reduce CO₂ across its product families. These include material substitutions using more sustainable alternatives, the use of renewable energy throughout the supply chain and far-reaching conceptual adjustments to product design. For example, we have increased the scrap content of the aluminum used in our window regulator rails to as much as 85 percent. Depending on the product, this can reduce the CO₂ footprint by up to 40 percent compared with the 2022 reference year.

In the **Interior business division**, product development is the most significant lever for sustainably lowering CO₂ emissions. The focus is on the continuous reduction of product

weight. Intelligent material combinations and design approaches for future seat structures contribute to this effort. The targets requested by customers for weight and CO₂ savings were successfully met during the reporting year. The business division also improved logistics processes through several individual measures to make them more efficient and resource-friendly.

To reduce CO₂ emissions during the manufacturing and service life of the products, the **Drives business division** uses low-CO₂ materials, reduces component weight and lowers energy consumption. Continuous product development has enabled us to reduce the size of the electronics in the new generation of 600-watt radiator fan motors while lowering the motor's overall weight by 5 percent. The

product's manufacturing-related CO₂ footprint from cradle to gate has been reduced by 8 percent, or approximately 1 kilogram of CO₂ per motor. In addition, the lighter motor reduces energy consumption and CO₂ emissions during the vehicle's service life.

We have representatives at the group and business division levels who are responsible for product safety. Since they are often assembly components, Brose products do not usually require their own certification. However, in individual cases they may be certified by the German Federal Motor Transport Authority (KBA). Risk assessments are performed according to the FMEA method, with improvement measures being implemented until there are no more assessments classified as critical and approval is granted.

Energy use and emissions

We improve our manufacturing processes in production to continuously reduce waste and scrap content. Manufacturing equipment is reused wherever possible. When procuring new equipment, energy efficiency is a key criterion in supplier selection.

In 2025 total energy consumption among all Brose locations was 1,358,096,400 MJ. This includes consumption of energy sources such as electricity, gas, district heating and heating oil that we need for our manufacturing processes and administration buildings.

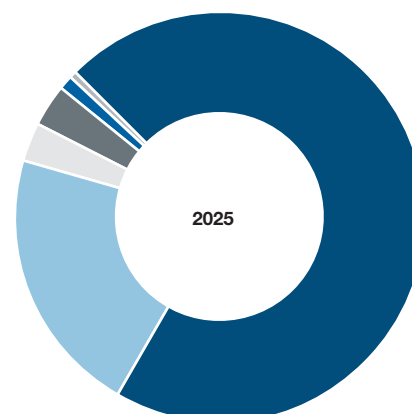
The main type of energy Brose uses is electricity (72 percent), followed by gas. The majority of gas consumed goes toward paint finishing and heating systems. The share of renewable energy in power consumption is 100 percent; the share of renewable energy in total energy consumption is also 72 percent.

The energy intensity of the Brose Group during the reporting year is 288 kWh/thousand euros. We believe this ratio of energy consumption to plant costs excluding material and tool costs is relatively low.

Energy consumption

in megawatt hours by energy type

	2023	2024	2025
	MWh	MWh	MWh
■ Power	263,884	272,150	272,049
■ Natural gas	131,798	130,829	80,881
■ Fuels	19,845	15,850	11,051
■ District heating	14,322	16,833	12,619
■ Heating oil	373	475	513
■ Liquid gas	293	457	136
Total	430,515	436,596	377,249



Measures for reducing greenhouse gases

As part of our environmental program, we have set targets to reduce our annual energy consumption by 1.5 percent by the end of 2027, thereby simultaneously cutting greenhouse gas (GHG) emissions. We defined absolute values based on energy consumption in 2019 as target figures.

During the 2025 reporting year, we implemented 51 individual measures in our production locations designed to increase energy efficiency and reduce greenhouse gases. This saves us another 2.2 GWh annually. The measures were primarily related to cross-sector technologies deployed across various manufacturing processes, such as compressed air, lighting, cooling or ventilation.

Energy savings thanks to efficiency measures

in megawatt hours

	2023	2024	2025
MWh	5,148	7,332	2,157

The Brose CO₂ balance is based on the international Greenhouse Gas Protocol standard. Emissions comprise:

- Direct emissions from oil and gas consumption along with the Brose fleet and Brose Flugservice GmbH (Scope 1)
- Indirect emissions from generated power and district heating (Scope 2)

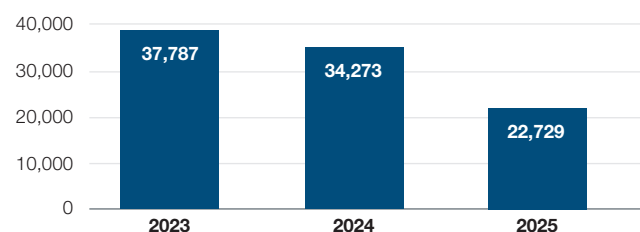
- All additional, indirect emissions from manufacturing and transport processes in the supply chain and other indirect emissions arising through the use of our products or waste disposal. This also includes emissions generated by business travel (Scope 3).

The CO₂ equivalent for Scope 1 and Scope 2 reporting is calculated by multiplying primarily local emissions factors with the computed fuel consumption. In certain locations we also use factors from the Intergovernmental Panel on Climate Change (IPCC) database.

The CO₂ equivalent for the Scope 1 emissions from all of the Brose Group locations in the 2025 fiscal year was 22,729 t. Scope 1 emissions are below the previous year's level. The reduction is primarily attributable to the decommissioning of our natural gas-fired combined heat and power plant as well as lower fuel consumption. It was possible to reduce Scope 2 emissions to 2,014 t CO₂ equivalents due to the high share of renewables.

Scope 1 emissions

using the in tons of CO₂ equivalent.

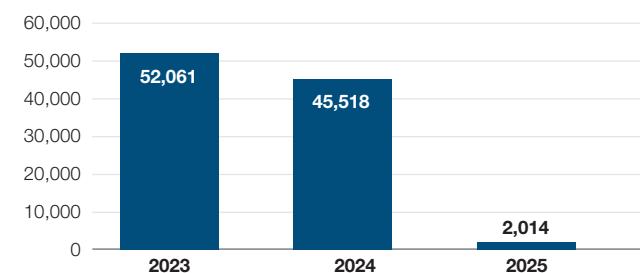


Emissions from generating purchased energy

The Brose Group sources 100 percent renewable electricity for its locations worldwide. As a result, Scope 2 emissions from purchased electricity have been completely eliminated. The remaining Scope 2 emissions result exclusively from the use of district heating, particularly at locations in Europe where fully renewable energy supply options are not yet available. These residual emissions amount to a total of 2,014 metric tons of CO₂ equivalents. Location-specific emission factors continue to be used in calculating these emissions.

Scope 2 emissions

using the in tons of CO₂ equivalent.

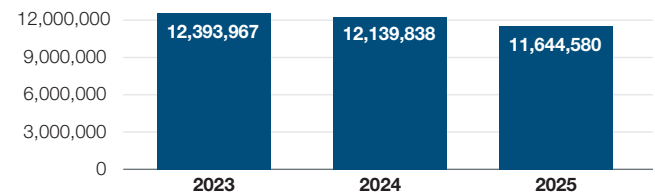


Emissions from the downstream value chain

The total of all Scope 3 emissions from the Brose Group locations in the 2025 fiscal year is 11,644,580 t of CO₂ equivalents. Most of our Scope 3 emissions are associated with the use of our products in our customers' finished products. We consider the following factors when determining these Scope 3 emissions: useful life, drive type and part weight.

Scope 3 emissions

using the in tons of CO₂ equivalent.



Determining GHG emissions intensity

Greenhouse gas (GHG) emissions intensity of the Brose Group is reported annually in the Carbon Disclosure Project. Three different quotients are provided. They refer to the ratio of Scope 1 and Scope 2 emissions to annual sales, number of employees and energy utilized. The purchase of electricity with a lower carbon footprint and the significant reduction in gas consumption improve the key figures.

GHG emissions intensity quotient

in tons of CO₂ equivalent and percent by category

	2023	2024	2025	Difference vs. previous year
t CO ₂ /million euros in sales	13.82	12.47	4.15	-67%
t CO ₂ /employee	3.41	3.11	1.03	-67%
t CO ₂ /MWh	0.21	0.18	0.07	-64%

Material and resource efficiency

The Brose Group is aware of its responsibility when it comes to conserving our earth's limited resources. We are working on this topic in many different areas of the business in order to identify and achieve potential related to more efficient use of resources. Our goal is to manufacture products that are free from hazardous substances to protect our consumers' health.

We have implemented an additive pre-production process for the material-efficient, tool-free production of metal and plastic components. For example, we produce prototype parts for development and validation, as well as production equipment for Brose plants worldwide. Compared to conventional manufacturing methods, material expenditure decreases of up to 90 percent can be achieved provided the product is designed with additive manufacturing guidelines in mind. Eliminating tools results in savings in materials, money and time.

In metal additive manufacturing, we focused on qualifying and introducing sustainable metal powder materials. Specifically, for our standard aluminum alloy, we no longer use primary aluminum for the atomization process (which is very energy intensive to produce) but have switched entirely to secondary aluminum. This is intended to significantly reduce our carbon footprint.

Another activity concerns the reuse of stamping scrap from Brose's global press shops that manufacture seat rails. Our approach is to return homogeneous stamping scrap from seat rail production back into the cycle. Stamping scrap from the press shops is atomized into a metal powder by

an atomization system. This metal powder is then used as feedstock for selective laser melting (metal 3D printing). The advantage, in addition to the 100 percent use of our own secondary material for printing steel components, is that 3D printing uses system-compatible materials compared to strip steel. This enables the production of printed components with the same mechanical characteristics as a conventionally stamped or formed seat structure component.

During the reporting period, activities to increase the use of recyclates and scrap in the components used were further intensified, with the goal of sustainably reducing the products' carbon footprint. One focus was on using sustainable aluminum alloys with a scrap content of up to 90 percent. At the same time, we are also examining the use of steels from electric arc furnaces in Europe. This method of production likewise enables a high scrap content and thus helps conserve resources.

For polymer materials such as polypropylene and polyamide, mechanically recycled types continue to be used predominantly. For polyoxymethylene (POM), which is less suitable for mechanical recycling, we investigated Carbon Capture and Utilization (CCU) technology as an alternative. In this process, CO₂ is captured either directly from ambient air or from industrial processes, converted into synthetic methanol, and then used to produce POM. This process can reduce the carbon footprint by up to 90 percent compared with conventionally produced POM. These measures make an important contribution to further improving the environmental balance of our products.

Use of materials for products

in tons by material

	2023		2024		2025	
	Material use	Difference vs. previous year	Material use	Difference vs. previous year	Material use	Difference vs. previous year
Steel	433,600	+7.38%	415,190	-4.25%	408,125	-1.70%
Filled/reinforced plastics	94,824	+7.48%	94,666	-0.17%	96,822	2.28%
Copper/copper alloys	12,227	+12.99%	13,480	+10.25%	11,711	-13.12%
Plastic	23,101	+8.27%	23,894	+3.43%	23,035	-3.59%
Aluminum/aluminum alloys	19,230	+10.99%	18,499	-3.80%	18,027	-2.55%
Other metals	8,546	-5.02%	7,931	-7.20%	6,752	-14.86%
Elastomers	1,033	+3.00%	1,410	+36.50%	975	-30.86%
Magnesium/magnesium alloys	500	-39.83%	392	-21.60%	276	-29.49%
Zinc/zinc alloys	725	+16.97%	790	+8.97%	499	-36.89%
Total	593,804	+7.43%	576,252	-2.96%	566,222	-1.74%

Use of secondary raw materials

in tons by material

	2023		2024		2025	
	Use of materials	Share of secondary raw materials	Use of materials	Share of secondary raw materials	Use of materials	Share of secondary raw materials
Steel	433,600	108,400	415,190	103,798	408,125	102,031
Plastic	118,959	4,758	118,560	4,742	119,857	4,794
Aluminum	19,230	7,692	18,499	7,400	18,027	7,211
Copper	12,227	0	13,480	0	11,711	0
Total	584,016	120,850	565,729	115,940	557,720	114,036

Waste treatment and prevention

In general, we try to avoid generating waste whenever possible, which is why we use returnable packaging for shipments. However, since it is not possible to stop waste from being generated entirely, we separate it by type in our locations to ensure effective disposal and recycling. The waste generated in our locations comprises scrap for recycling, household or commercial refuse, metal waste and special waste.

Building on the waste reduction measures implemented to date, our focus through 2027 is on further reducing landfill waste and sustainably increasing the waste recovery rate. To this end, additional opportunities are being identified at all locations to further expand material recovery and progressively eliminate landfill disposal, particularly for hazardous waste.

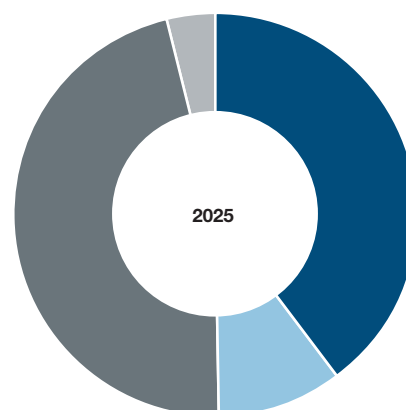
Documenting waste paths helps ensure that waste is transported away and recycled or disposed of in accordance with legal requirements. When selecting disposal companies we consider legal requirements, existing permits and completed service provider audits to ensure the various types of waste are disposed of in a professional manner. Waste is almost exclusively sent to local disposal specialists. Waste is never transported across borders and residual materials are never exported.

We also assess the reliability of our disposal specialists each year. As in previous years, most (91.7 percent in the reporting and 98 percent in the previous year) of our disposal companies were rated as exemplary. We have not determined any violations against legal requirements among any of the disposal companies. We expect 8.3 percent (previous year: 2 percent) of the disposal companies to implement improvement measures, particularly with respect to documentation.

Amount of waste types⁵

in tons

	2023	2024	2025
■ Scrap for recycling/ energy recovery	13,174	15,470	16,369
■ Household/commercial refuse	3,861	3,961	4,163
■ Metal waste (scrap)	21,161	21,212	19,110
■ Special waste	2,326	2,429	1,492
Total	40,522	43,072	41,134



⁵ Deviations possible due to rounding.

Water and effluents

The total water volume in fiscal year 2025 fell by 6.5 percent compared to the previous year. In relation to sales and the number of employees, respectively, the demand for water has likewise decreased. Water consumption averages approximately 78 liters per employee per day. Water is sourced from on-site wells (24 percent) and municipally supplied drinking water (76 percent). The latter is referred to as fresh water in the following. We use water to cool production processes, as process water in surface technology, to apply cooling lubricants in washing systems, to water green spaces, in the canteen and in break rooms and for cleaning buildings.

We want to continue to reduce our demand for water with a consistent water management system. Our focus lies on water with high purity levels and processes that result in effluents with high levels of pollution.

Resource-conserving systems at our locations

In general, when procuring new systems we focus on decreasing water demand and contaminant load in wastewater while ensuring ground water and soil remain protected. This is accomplished by identifying systems that play a key role in water conservation early on in the procurement phase. Environmental experts identify all relevant requirements for the system using the "EHS Tracker" template that accompanies the procurement process and define these in the technical specifications so that they are taken into account by the plant manufacturer. Regular inspection and maintenance work ensure safe operation of systems that process substances that could contaminate water.

One example of our efforts in this area is the dramatic reduction of the specific water consumption of our nine-zone system for cathodic dip painting, specifically due to recirculation, cascades, bath maintenance measures and process control. The latest-generation systems consume 5.6 liters per square meter of painted surface. The effluents we treat in our own plants are emptied into the public sanitary sewers.

Paint finishing systems require sterile water with low conductivity, which is why we desalinate fresh water using reverse osmosis. The saliferous water is led in through the sewer. Since the Querétaro-Aeropuerto/Mexico plant is located in an arid region, the saliferous concentrate from the reverse osmosis system is mixed together with rain water in a collecting tank and then used to water green spaces. This

allows us to reduce the plant's fresh water requirements by 40 cubic meters daily.

Specific water removal

Brose uses a variety of sources for its daily water needs. Sanitary and social facilities required more than 80 percent of fresh water during the year under review. 12 percent was used as process water for surface technology. We used 7 percent of fresh water for irrigation and 1 percent for cleaning and washing processes. Well water is used almost exclusively for cooling purposes in our German locations; it is led back to the ground water via drainage shafts wherever possible.

Treated and reused water

Brose has effluent treatment systems, but it does not have its own water treatment systems. The reason for this is the position of our locations where a well-developed municipal infrastructure ensures the corresponding water treatment, thereby enabling water to be returned to surface water. Our Querétaro Aeropuerto/Mexico location is one exception. Here, effluents are treated in the industrial park's own effluent treatment system and provided to the businesses located there again for reuse. We are aware of our responsibility when it comes to a resource as valuable as water and we are working hard to conserve potable water as much as possible. At the same time, very few of our production processes require water.

Effluent discharge systems and water quality

The Brose Group generated 586,997 m³ of effluents in 2025. Due to the high water quality we can lead part of this back into the storm water sewer either directly or following treatment. More than anywhere else, this is possible in our European locations. The ground water the Hallstadt location takes for cooling purposes is used in separate cycles and monitored systems and can be reintroduced via drainage shafts after use. Effluents from paint finishing systems are treated in a batch plant prior to being led into the sanitary sewer. A chemical process is used to remove heavy metals, oils and lubricants.

We are increasing our use of sand traps and gasoline traps to irrigate our parking areas. To ensure smooth operation of these systems, we inspect them according to the same criteria in all of our locations. The remaining water that is not led away via storm water sewers or ground water is disposed of via the public sanitary sewer system. These sys-

tems are subject to effluent regulations in the respective municipalities.

Thanks to efficiently designed plants and optimized processes, water consumption for our technical processes at the locations has now been optimized to the greatest possible extent. Further considerations and reviews with regard to economically efficient and meaningful potential showed that the locations had already reached a high stan-

dard in 2021 and that there was no need to set a new target for reducing the water footprint in the current environmental program. There is scope for reductions in the irrigation of green areas that we will continue to keep and maintain for the time being. In some locations, the use of drip irrigation systems or resistant grass species is already reducing water demand.

Biodiversity

Biodiversity encompasses the diversity of life in all its forms, including various species, their genetic variations and the interactions of these organisms within complex ecosystems in water, on land and in the air. Biodiversity contributes to the provision of ecosystem services such as pollination, water purification and climate regulation. The loss of biodiversity has serious consequences for the environment and human health and poses a growing threat to all living organisms. Protecting and promoting biodiversity is therefore essential to the long-term sustainability of our planet.

Scientists have identified several major threats to biodiversity, including climate change, which is altering the habitats of many species through global warming, droughts and extreme weather events. Changes in land use, such as intensive agriculture and deforestation, also contribute to the destruction of natural habitats. In addition, environmental pollution caused by the excessive use of fertilizers and pesticides, as well as contamination of soil and water, poses a significant threat to biodiversity. Other factors, such as the

overexploitation of natural resources and the spread of invasive species, also contribute to biodiversity loss. These complex and interconnected pressures require measures to protect and promote biodiversity.

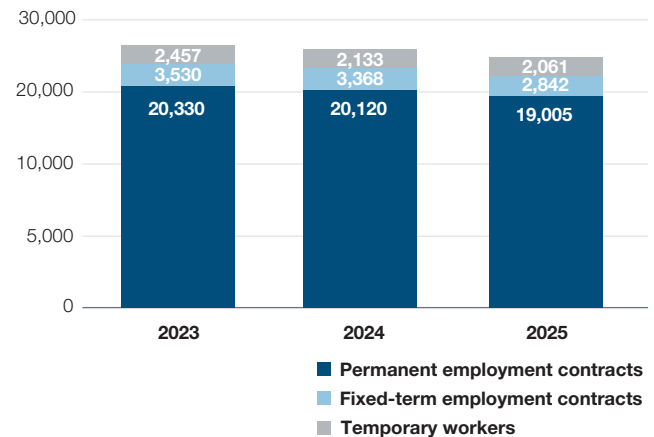
As a globally operating company, it is important to us to have a positive impact on these influencing variables. The Brose Group's primary areas of action are reducing the impact of our business activities on climate change and sustainably sourcing our raw materials. To reduce the CO₂ footprint of our sold products, we focus on lowering CO₂ emissions at our locations, reducing product weight and using suitable materials. Within our supply chain, we promote the deforestation-free sourcing of high-risk raw materials to help preserve critical habitats. In addition, Brose is developing technologies that support circular economy principles, including recycling, the reuse of raw materials and waste reduction, to minimize adverse environmental impacts and help preserve the natural foundations of life for all living organisms.

Employees and society

Qualification and development, working environment and social benefits paired with forward-thinking HR concepts help us deploy employees where they are needed while giving them what they need to grow, enhance their loyalty to the company and establish Brose as an attractive employer worldwide. To be prepared for future challenges, increase competitiveness and support scalable growth, we enhance and improve our HR organizational structure and technical standards on a regular basis.

Employees

by employment contract (excluding joint ventures)⁶



⁶ Due to the differences in the data available on our joint venture, our report does not include it to improve comparability.

Performance, compensation and fair wages

All of the companies of the Brose Group offer our employees compensation and additional benefits regardless of employees' gender, religious denomination, heritage, age, disability, sexual orientation or country-specific characteristics. Brose respects the right to appropriate remuneration based on legally guaranteed minimum wages, employee performance and the respective labor market. All employees thus receive remuneration commensurate with their work. Gender-specific differences are attributable to individual lifestyles and personal development paths.

Regional comparative studies are conducted annually with the support of an independent, external service provider to analyze the current market level. The analyses are incorporated into considerations for both basic and total compensation. This means that all employees receive compensation packages that are competitive in the relevant markets in which they work.

The company's financial situation, collective wage agreements and the employee's individual performance are used for changes in wages. At Brose we use the annual objective agreement and the performance appraisal process for

this purpose. Supervisors evaluate their employees based on their performance and share confidential feedback with them. Around 8,500 employees and managers worldwide participate in this objective agreement and performance appraisal process. In 2025 about 73 percent of participants were male and 27 percent female. Supervisors arrange clear, manageable and motivating assignments and achievable results with their employees.

As a family-owned company, we are keenly aware of our responsibility towards our employees. This is why we inform our employees of changes within the company as quickly as possible and proactively help them qualify for new assignments within the Brose Group or when changing jobs.

Attractive benefits and rewards

Brose also relies on a comprehensive package of voluntary benefits tailored to the needs of its locations to strengthen its appeal as an employer. This package is available to all of our employees. In addition to health management, it also encompasses services such as catering, company sports activities, a company and private pension plan and discounts on merchandise in the Brose Shop.

Brose offers a bike leasing campaign for employees at its German locations featuring the slogan “Keep fit, protect the environment and save money”. We work with a leasing partner to provide the bikes to our employees free of VAT. They also save taxes because the lease payment is deducted from their gross pay. This also applies to car leasing options additionally offered to Brose employees in Germany.

Contractually agreed or voluntary profit-sharing bonuses paid out to our employees depend on the results of the corporate group and whether employees achieve their personal objectives.

Equal pay for equal work

With respect to gross annual income, the income ratio of women to men across all employee groups is more than 90 percent. Differences can be found in personal paths through life and development, which all have an impact on wages earned. The three main locations in Coburg, Bamberg and Würzburg with a total of around 5,400 employees were used to calculate the income ratio. Only core staff members are counted here. At the German locations, collective agreements either apply directly or there are company regulations based on collective agreements.

Social benefits in focus

Brose is always reviewing its range of voluntary social benefits. There is a special focus on aspects pertaining to the work-life balance, personalized employee counseling and preventive health care. An audit performed by the certification firm berufundfamilie Service GmbH provides valuable insight into how we can further develop the programs we offer in this area. We have been conducting regular (re) certifications with binding target agreements with this independent partner since 2010. Since the third successful certification, we have participated in what are known as dialog processes, in which the individual maturity level of our family and life phase-oriented HR policy is examined every three years for potential for improvement and corresponding recommendations for action are developed. We are also a member of the Federal Association for Employee Assistance (bbs).

We encourage a healthy work-life balance. The Brose Kids Club is firmly established as its own brand in the Brose Group product portfolio. Depending on the location, it is open to employees' children between the ages of one and 14 and comprises the following modules: crèche, kindergarten, nursery, youth academy and options for caring for children during school breaks. Around 14 people have been employed in the childcare facilities at the headquarters in Coburg/Germany and at the largest production facility in the Brose Group in Ostrava/Czech Republic since 2010 and 2014, respectively. In October 2024, a new Brose Kids Club opened at our plant in Prievidza/Slovakia. The new childcare center at the Bamberg location in Germany officially opened in February 2025.

The “FamilyNet” relocation program has also proven highly effective. Complementing the targeted onboarding of impatriates, expatriates, recruited skilled professionals, highly sought-after specialists and others, “FamilyNet” also supports family members throughout the relocation process, including in their personal lives. Such programs are designed to strengthen social ties to the region and help avoid the loss of specialists.

Company pension

Obligations for a company pension plan and similar commitments of the Brose Group worldwide totaled 519 million euros at the end of the 2025 reporting period (according to IAS 19). The various pension plans in Germany are mainly company-funded, direct commitments. For the majority of employees, these consist of defined contribution plans. The amount of the contribution depends on the employees' income in particular. Beyond this, there are also contribution plans based on final salaries from the past. Participating in deferred compensation enables employees to build up an additional insurance-based pension plan, which is managed by external pension providers. Foreign pension plans under deferred compensation partly consist of contributions made by employees and the company.

Systematic employee development

We value employees who are willing to learn and support them with comprehensive training opportunities in a variety of formats, including in-person classroom training courses along with virtual classroom and online training courses for extending and building product, methodological, leadership and language skills and personal development. On-the-job training also ensures professional qualification.

Our internal training program focuses on the company's requirements and helps us meet legal and business-critical demands while taking into account economic, ecological and social goals. In 2025, over 55,000 participants attended internal training courses (indirect employees). Brose simultaneously further developed its online training portfolio to foster a lifelong and self-determined learning culture and provided new virtual classroom training, educational videos and online training courses.

In March 2025, the online learning platform Go1 replaced the previously used LinkedIn Learning solution. This resulted in annual savings of 135,000 euros. In 2025, approximately 2,400 active Go1 users at Brose completed an average of two hours of learning content. Moreover, 268 users enhanced their language skills through the Speexx language learning platform.

In addition, the entire range of Brose learning courses is available and documented in the myLearning learning management system (SAP SuccessFactors). It facilitates and promotes self-directed and goal-oriented learning in everyday work life.

In terms of sustainability, all our employees and managers are required to complete the "Fundamentals of Sustainability" online training course. The advanced online training on the Supply Chain Due Diligence Act (LkSG) is mandatory for the Purchasing, Supplier Quality and Logistics functions.

Diverse career paths

For Brose, systematic development of experience and expertise as well as a uniformly high standard of quality are indispensable in order to effectively prepare for management activities or assignments in project management or expert career paths. As of 31 December 2025, 1,322 employees were on the leadership career path, 230 on the project management path and 195 on the expert path.

The systematic development of top talent was another focus of HR development activities in 2025. Around 60 percent of key positions were filled in the reporting year with internal successors as part of the succession planning process.

To secure succession for key positions in the company, between 2024 and 2026 a total of 56 people will participate in leadership development programs at levels three and four.

In addition to internal succession planning for key positions, pool succession planning was established for additional leadership positions as a fixed part of the annual Performance and Talent Management (PTM) process. In addition, the definition of key positions was revised and aligned with current business requirements.

The PTM process is uniformly managed through myHR in SAP SuccessFactors. The process and system promote employee development, the accurate filling of internal vacancies, succession planning and the systematic identification of key players and high-potential employees in the Brose Group worldwide. Moreover, the number of completed talent profiles was again significantly increased from 60 percent to 71 percent. The goal is to make employees' skills and experience more visible within the organization and to leverage this information effectively.

In 2025, the standardization and streamlining of the performance appraisal system for employees was also advanced. The changes, which were implemented worldwide from 2025 at all locations except Coburg and Rastatt, are aimed at eliminating the separate documentation of individual annual performance objectives. This will significantly reduce administrative effort and give employees and managers more time to discuss current tasks and focus topics during the year. Assessment of achievements will be carried out in the personal performance review.

Performance appraisal interviews as part of the annual Performance and Talent Management (PTM) process form the basis for assessing the performance of all employees worldwide. The PTM system provides information required for individual performance review and development discussions. In the commercial sector, a simplified process is carried out.

Apprenticeship training: the foundation for the future

We believe that a solid career orientation is indispensable in helping high school students transition effectively into their new careers. This is why Brose targets young people early on: from job shadowing and events like “Girls Day” or “Girls for Technology Camp” to information sessions at schools and career fairs to education partnerships – our instructors and apprentices are on hand with advice and practical assistance to help facilitate career orientation for all interested parties. We are also active on various social media channels to provide insights into everyday training and are involved with the Wissensfabrik Deutschland and the Junge Forscher und Forscherinnen initiative, which encourages innovative approaches to supporting school projects.

Brose has offered apprenticeships for around 100 years – during the reporting year approximately 250 apprentices and dual-track students learned a vocation at Brose. About 30 percent of them worked at our locations in the US and Slovakia. The range of apprenticeship occupations encompasses nine industrial/technical and commercial vocations and seven dual-track studies programs.

In April 2024, our entire Brose training department obtained an education certification in accordance with DIN ISO 21001 from TÜV-Thüringen. A surveillance audit by TÜV Thüringen is scheduled for February 2026.

Building expertise in production

In order to remain an attractive employer for our production employees and retain them over the long term, it is vital to offer measures tailored to their needs and the reality of today's working environment. To this end, we are expanding the degree of automation and digitalization at our plants in the medium to long term, strengthening their competitiveness and implementing accompanying personnel measures. For instance, to ensure the systematic and standardized development of employees in manufacturing, a global talent identification process identifies the most promising and motivated manufacturing employees, who are then encouraged to cultivate their skills through development programs and training courses.

Furthermore, we are working on measures to create an attractive and healthy working environment. These measures are intended to increase loyalty among production employees. Our goal is to sustainably reduce absenteeism and employee turnover to levels well below the market average.

Corporate diversity

Our corporate group is present on five continents around the globe. Around 71 percent of our employees work in locations outside of Germany. Together we represent over 102 countries with all of their diverse cultures and value systems. We view this diversity as an opportunity to learn something new every day. It is accompanied by internationally organized collaboration that also involves our customers and business partners from around the world. This requires openness, connected thinking and action from everyone involved. Diversity is also reflected in how we promote and develop all of our employees – regardless of their age or gender.

To increase the percentage of women in technical areas in particular, Brose has spent years supporting measures to interest women in technical career profiles early on in life. These efforts range from career orientation initiatives for

girls to internships or college or degree theses for aspiring female engineers all the way to mentoring programs that pair experienced women in management positions with young female engineers. Completing rotations to systematically expand experience and skill sets or participating in our three-step career path concept can help them develop and grow into responsible technical and management positions.

Collaboration in a global team

Every workday at Brose is international when you are communicating with so many project teams in so many different languages in our locations around the world. Many employees in development, production and administration already work in a global network on a daily basis – within our company and with customers, partners and suppliers. An increas-

ing number of employees are working for limited periods at locations outside their home country. Intercultural training courses educate all Brose employees on international challenges and ensure effective and successful collaboration. Nevertheless, if our employees become aware of incidents of discrimination, they are required to inform their supervisor and the responsible HR manager immediately. They can also contact the Brose Group's Legal & Compliance department. Irrespective of this, every employee has the option of contacting the head of HR or the relevant employee representative in confidence.

Notices of possible discrimination at our locations, including those reported via the group-wide whistleblowing system, were investigated and quickly clarified in the reporting period.

The topic of "Fairness and diversity" and protected characteristics against discrimination are covered in the Brose Code of Conduct, which is binding for all employees in the company. Brose respects internationally recognized human rights and promotes the principles of the United Nations Global Compact because insults, discrimination and harassment contradict our basic principles of cooperation and will not be tolerated.

Instead, we believe an appreciation of "otherness" is one of the keys to successful global business collaboration. We value employees with a strong global orientation – an asset that enables them to collaborate well, understand their environment and act effectively.

This includes an understanding of other cultures and the ability to handle ambiguity and diversity. We offer tailored intercultural training courses specifically for this purpose.

Occupational health and safety

Corporate health management at Brose and our workplace health promotion are aimed at building and expanding employee resources and resilience. Corporate health management focuses on evaluated processes (steering committees and working groups), a principles culture (health mission) and responsible leadership (FIRST principles).

Our social and health management combines socially integrative employee and family programs that improve the work-life balance with preventative and acute health management offers. We are also a member of the Bundesverband Betriebliche Soziale Arbeit e.V., a federal association promoting corporate social work, and the Corporate Health Alliance. Our objective is to minimize the physical and mental stress our employees face (lifestyle enhancement) and make them more aware of their own health with preventative, acute and responsive health-promoting activities (workplace enhancement). This takes place, for example, through:

- Concerted individual actions such as training courses, presentations, workshops, event days as lifestyle enhancement offers on topics such as nutrition, exercise, relaxation and stress management,

- Sustainable health programs such as Brose Check-Up, Mobil-Check, health coaching, the springtime health initiative "Fit in den Frühling", hazard assessments for psychological stressors in the workplace, company integration management, Mobee-Fit, MyHealth,
- In the reporting year, in particular digital offerings such as online courses on nutrition, relaxation, exercise and longevity,
- The use of health promoters and systemically oriented employee consultations and other offers to help resolve conflicts, such as mediation or our leadership dialog.

Corporate health management considers all legal requirements, is based on applicable standards and guidelines and is constantly updated as part of a control loop (PDCA cycle). Each year, key focus topics are promoted through comprehensive communications, topic-specific giveaways (such as fascia balls, health kits and similar items) and tailored initiatives, including running programs and diversity projects. These offers are accessible to all employees via various channels, including the myBrose app, the intranet, notices

and health promoters. The latter are involved as representatives of the workforce in the local or location-specific Health working groups. Information on current workforce needs is gathered in employee surveys. We also perform feedback surveys on workplace health promotion offers.

Employees can reach the corporate health management contacts named on the intranet or in the app directly at any time. The results strengthen our resolve to continue developing services and offers tailored to the needs of our employees.

Industrial medicine, physical therapy and company sports

The legal requirements governing comprehensive industrial medical support for all employee groups and types of contracts focus primarily on preventative health offers that meet employee needs. For example, our Closed-Loop Activity Program offers employees a cyclical program featuring prevention, acute care and rehabilitation services. All offers are clearly available on the Brose intranet. A health guide summarizes all activities and is available as a flyer in all departments. Campaigns are also announced via the myBrose app and by email. Industrial employees also regularly learn about the offers via the health promoters and can obtain information on monitors in the production area.

From the initial diagnosis to treatment, we improve regeneration in a network comprising industrial medical care, post-care physical therapy and psycho-social support, while shortening paths and preserving the work capacity of all of our employees.

Preventing work-related accidents

Our goal is to prevent work-related accidents in all areas of our company. Group-wide accident statistics consider accidents involving all Brose employees as well as agency workers and temporary employees. The figures do not include accidents involving employees from external companies. Hazard assessments are performed for all workplaces and activities to prevent accidents. The hazards that are identified are assessed using a risk matrix based on the probabili-

ty of occurrence and the extent of damages. Intolerable risks are mitigated using the appropriate protective measures. Technical precautions take precedence over organizational and personal protective measures.

The efficacy of the protective measures is reviewed and ensured through regular technical tests or safety inspections. Supervisors document work-related accidents that occur despite preventative measures and analyze them with occupational safety specialists and additional experts like the company doctors if necessary. Employees at certain locations can even report near-misses and unsafe situations themselves via the myBrose App.

There are also many opportunities for employees to actively participate in preventive measures relating to occupational health and safety, such as the company suggestion system, submission of proposals via the works council to the occupational health and safety committee or participation in the incident analysis carried out by the supervisor (near-miss, accident, unsafe situations).

Accidents resulting in more than three days of lost time must be reported. All locations comply with applicable laws. Wherever it seems reasonable and possible, German requirements – including those of the trade association – are applied worldwide. 130 such accidents were reported group-wide during the year under review. There were 112 accidents in plant functions, eleven in the business divisions and seven in the group functions. There were no fatal accidents in the Brose Group in 2025.

The number of incidents per thousand employees (TMQ) is a yardstick for measuring the frequency with which accidents occur, while the accident severity is used to determine the average number of days lost due to incidents. The number of incidents per thousand employees is determined for a rolling twelve-month period. Part-time and full-time workers are evaluated. Figures are not presented by gender, religion or ethnic group. The number of incidents per thousand employees was 4.63 for the group as a whole during the year under review.

Number of work-related accidents >3 days and severity level

in number of days lost per number of accidents by region

	2023		2024		2025	
	Number of work-related accidents	Number of days lost per number of accidents	Number of work-related accidents	Number of days lost per number of accidents	Number of work-related accidents	Number of days lost per number of accidents
Europe	112	20	95	39	98	30
North America	24	94	24	81	29	31
Latin America	0	0	1	15	1	15
Asia	2	90	1	276	1	57
Africa	1	21	2	6	1	20
Total	139	34	123	47	130	30

Incidents per thousand employees >3 days in 2025

by region

	Jan.	Feb.	Mar.	Apr.	May	Jun.	July	Aug.	Sep.	Oct.	Nov.	Dec.
Europe	6.67	6.79	7.12	6.57	6.77	6.37	6.56	6.54	6.52	6.35	6.33	6.38
North America	3.97	3.82	3.82	3.53	4.17	4.34	4.38	4.42	4.31	4.35	4.39	4.61
Latin America	2.01	0	0	0	0	0	0	0	0	0	1.77	1.74
Asia	0	0	0	0	0	0	0	0	0	0	0.21	0.21
Africa	5.60	2.81	2.82	2.82	2.80	0	0	2.71	2.67	2.63	2.59	2.55
Average	4.67	4.61	4.79	4.42	4.68	4.47	4.58	4.61	4.57	4.48	4.55	4.63

Ergonomics in the workplace

Brose takes safeguarding the health of its employees very seriously. This is why we further improved ergonomics in our production workplaces around the world during the reporting year.

We established the “ergonomic check-up” to clearly assess our global locations and the work systems in place there. We evaluate existing and planned work systems using the traffic light method. Now only older systems have “red” workplaces with very strenuous tasks. Targeted selection of employees and job rotation help us alleviate possible negative impacts of these workplaces. The objective is to eliminate the “red” workplaces.

Specifically, we are relieving the burden on our employees by increasing the use of robots and automation for strenuous work. Ideally, these measures will also shorten assembly times and increase efficiency. One example of this is the automation of the previously manual press-fitting process for a housing in Pune/India.

Physiotherapists at the locations are also regularly involved in workplace inspections. They assess ergonomic aspects from a medical perspective and offer employees advice on healthy sequences of motion in the workplace.

Social commitment

Our family-owned company embraces its responsibilities towards society and sponsors projects in the areas of sports, education, culture and society. We cooperated with partners, initiatives and institutions in 15 countries for this purpose in 2025. Our public and social commitment plays a crucial role in securing Brose's long-term competitiveness. Our shareholders are committed to positioning Brose as a promoter of social, educational and cultural projects. In view of the recent crises and challenging economic conditions overall, we adjusted the financial scope of our involvement during the reporting year. In total, we reduced our expenses by around 40 percent compared to the previous year.

Sports

Sports require dedication, discipline, passion and teamwork – qualities that also define the Brose Group. Consequently, promoting sports is extremely important to us and helps increase the attractiveness of our locations and our company.

Education

Education is an important prerequisite on the path to personal success, whether at work or in one's personal life. At the same time, it is also an engine for social and technological growth. As a globally operating, family-owned company, systematically fostering young peoples' careers is an integral part of the Brose identity.

Social projects

Brose is committed to helping people who face difficult situations. We make a conscious effort to concentrate our social commitment on the regions surrounding our locations, where our proximity gives us keen insight into the unique local needs and challenges.

Culture

Whether music, theater or other forms of creative expression: culture moves and connects people across all borders. It creates and strengthens core values such as tolerance and humanity. Alongside talent and skill, it demands from artists extraordinary passion, ambition and dedication. All of these traits can also be found in the Brose canon of values. This is why we support cultural projects and initiatives at our company locations.

Investments in the community

in thousands of euros by area

	2023	2024	2025
■ Sports	3,222	2,029	975
■ Education	241	152	141
■ Culture	246	170	198
■ Social projects	335	190	154
Total	4,044	2,541	1,468

Max Brose Hilfe

Even our company founder, Max Brose was committed to helping the needy and the socially vulnerable during his active time as an entrepreneur. The non-profit organization Max Brose Hilfe e.V. supports social and humanitarian projects in his name. Michael Stoschek, Max Brose's grandson and Chairman of the Administrative Board, endowed Max Brose Hilfe with one million euros when it was established in 2017. All of the shareholders made an additional million available in 2022 for help for Ukraine. The association also receives donations from employees and other sponsors. 100 percent of these funds are used for projects and aid measures.

Every employee of the Brose Group may apply for funding to support their personal commitment to cultural, educational, sports and social initiatives. It makes no difference whether applicants seek support for far-away aid organizations or become involved with associations or other institutions right on their doorsteps. The prerequisite for funding is: the employee must already be involved there – whether through voluntary work or monetary contributions – and the recipient must be an eligible charitable institution or non-profit organization. This is Max Brose Hilfe's way of honoring its employees' commitment to social issues.

The Brose Group supports the association's work by assuming the administrative costs incurred.

Annex

Key Performance Indicators

Environment

Scope 1 emissions

in tons of CO₂ equivalent by country

	2023		2024		2025	
	Absolute	Difference vs. previous year	Absolute	Difference vs. previous year	Absolute	Difference vs. previous year
Germany	14,487	-8.90%	15,499	6.99%	4,778	-69.17%
USA	5,807	-5.70%	5,121	-11.81%	4,834	-5.60%
Czech Republic	2,667	-28.82%	2,945	10.44%	2,738	-7.04%
Canada	1,688	-9.44%	941	-44.23%	864	-8.18%
Mexico	3,740	+73.71%	3,192	-14.65%	4,008	25.57%
Great Britain	1,891	+19.61%	1,803	-4.65%	1,602	-11.17%
Rest	7,507	+111.46%	4,771	-36.45%	3,906	-18.14%
Total	37,787	+8.10%	34,273	-9.30%	22,729	-33.68%

Scope 2 emissions

in tons of CO₂ equivalent by country

	2023		2024		2025	
	Absolute	Difference vs. previous year	Absolute	Difference vs. previous year	Absolute	Difference vs. previous year
China	31,412	-29.30%	26,989	-14.08%	671	-97.51%
USA	4,139	-72.99%	3,956	-4.43%	0	-100.00%
Mexico	11,655	-11.29%	10,026	-13.98%	0	-100.00%
Germany	847	+181.40%	869	2.61%	1,037	19.35%
Canada	670	+133.45%	154	-77.05%	0	-100.00%
India	1,688	+197.18%	1,908	13.05%	0	-100.00%
Czech Republic	226	-98.19%	183	-18.89%	242	32.42%
Rest	1,424	+125.32%	1,433	0.63%	64	-95.57%
Total	52,061	-41.22%	45,518	-12.57%	2,014	-95.58%

Scope 3 emissions

in tons of CO₂ equivalent by category

	2023		2024		2025	
	Absolute	Difference vs. previous year	Absolute	Difference vs. previous year	Absolute	Difference vs. previous year
Use of sold products	9,856,171	+16.73%	9,622,267	-2.37%	9,209,865	-4.29%
Purchased goods and services (direct)	1,983,187	+5.81%	1,947,972	-1.78%	1,945,289	-0.14%
Processing of sold products	226,652	-11.91%	218,780	-3.47%	212,414	-2.91%
Capital goods	92,380	+26.25%	87,460	-5.33%	61,773	-29.37%
Upstream transport and distribution	101,870	-1.98%	146,633	+43.94%	106,510	-27.36%
Employee commuting	47,643	+3.48%	47,286	-0.75%	42,787	-9.51%
Purchased goods and services (indirect)	30,331	-23.45%	36,990	+21.95%	33,323	-9.91%
Business travel	22,474	+44.30%	19,472	-13.36%	18,522	-4.88%
Downstream transport and distribution	24,276	-17.38%	4,066	-83.25%	5,379	-35.28%
End-of-life treatment of sold products	7,737	+5.01%	7,600	-1.77%	7,589	-0.14%
Waste generated in operations	1,244	+4.80%	1,313	+5.55%	1,129	-13.98%
Total	12,393,967	+13.80%	12,139,838	-2.05%	11,644,580	-4.11%

Amount of waste types⁷

in tons by regions

2023	Scrap for recycling/ energy recovery	Household/ commercial refuse	Metal waste (scrap)	Special waste	Total
Asia	2,170	763	1,956	604	5,494
North America	4,531	1,021	3,764	124	9,441
Europe	5,665	1,894	15,394	1,558	24,511
Latin America	636	63	37	39	774
Africa	172	119	9	1	302
Total	13,174	3,861	21,161	2,326	40,522
Difference vs. previous year	-5.65%	+12.86%	+17.47%	+6.26%	+7.81%

2024	Scrap for recycling/ energy recovery	Household/ commercial refuse	Metal waste (scrap)	Special waste	Total
Asia	1,898	769	1,815	450	4,827
North America	6,094	1,318	4,692	333	12,437
Europe	6,528	1,836	14,667	1,614	24,170
Latin America	729	31	33	28	820
Africa	220	6	6	0	232
Total	15,469.87	3,960.85	21,212.18	2,428.69	43,071.58
Difference vs. previous year	+17.43%	+2.58%	+0.24%	+4.41%	+6.29%

2025	Scrap for recycling/ energy recovery	Household/ commercial refuse	Metal waste (scrap)	Special waste	Total
Asia	1,903	843	1,705	319	4,770
North America	7,485	1,461	5,431	185	14,562
Europe	6,077	1,774	11,906	956	20,712
Latin America	718	64	56	32	871
Africa	186	21	0	0	80
Total	16,369	4,162	19,110	1,492	40,996
Difference vs. previous year	+5.81%	+5.10%	-9.91%	-38.56%	-4.82%

⁷Deviations possible due to rounding.

Total water consumption⁸

in cubic meters by source and region

	2023			2024			2025		
	Well water	Fresh water	Total	Well water	Fresh water	Total	Well water	Fresh water	Total
Asia	27,681	143,572	171,253	20,915	116,217	137,132	4,240	115,170	119,410
North America	3,384	180,132	183,516	6,333	167,763	174,096	5,966	153,825	159,791
Europe	231,608	216,131	447,739	193,707	210,649	404,356	155,951	230,587	386,538
Latin America	164	7,118	7,282	0	7,582	7,582	0	7,242	7,242
Africa	0	5,092	5,092	0	5,243	5,243	0	8,084	8,084
Total	262,837	552,045	814,882	220,955	507,454	728,409	166,157	514,909	681,066

⁸Deviations possible due to rounding.Effluent discharge rates⁹

in cubic meters by disposal type and region

2023	Storm water sewer	Public sanitary sewer	Ground water	Total
Asia	0	70,530	0	70,530
North America	17,201	86,055	0	103,256
Europe	214,498	151,555	115,372	481,425
Latin America	0	1,441	0	1,441
Africa	0	0	0	0
Total	231,699	309,581	115,372	656,652

2024

Asia	0	88,387	0	88,387
North America	21,544	98,413	0	119,957
Europe	184,374	149,655	90,668	424,697
Latin America	0	6,073	0	6,073
Africa	0	4,199	0	4,199
Total	205,918	346,726	90,668	643,312

2025

Asia	0	54,267	0	54,267
North America	25,202	102,927	0	128,129
Europe	186,985	167,649	41,057	395,691
Latin America	0	8,733	0	8,733
Africa	0	177	0	177
Total	212,187	333,753	41,057	586,997

⁹Deviations possible due to rounding.

Employees and society¹⁰

Employees

by group (excluding temporary workers, excluding joint venture)

	2023			2024			2025		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Employees	7,321	2,797	10,118	7,026	2,726	9,752	6,290	2,465	8,755
Indirect cost laborers	3,131	454	3,585	3,083	475	3,558	2,917	420	3,337
Direct labor	5,878	3,880	9,758	5,968	3,880	9,848	5,663	3,785	9,448
Apprentices	341	58	399	286	44	330	270	37	307
Total	16,671	7,189	23,860	16,363	7,125	23,488	15,140	6,707	21,847

Employees

by region (excluding temporary workers, excluding joint venture)

	2023			2024			2025		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Germany	5,855	1,603	7,458	5,538	1,506	7,044	4,895	1,315	6,210
Europe (excluding Germany)	4,308	2,432	6,740	4,414	2,458	6,872	4,293	2,443	6,736
China	2,248	844	3,092	2,121	844	2,965	1,856	767	2,623
East Asia	163	66	229	145	57	202	125	53	178
North America	3,801	2,106	5,907	3,861	2,103	5,964	3,683	1,949	5,632
South America	296	138	434	284	157	441	288	180	468
Total	16,671	7,189	23,860	16,363	7,125	23,488	15,140	6,707	21,847

Employees

by age (excluding temporary workers, excluding joint venture)

	2023			2024			2025		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
under 20	321	87	408	270	67	337	244	61	305
20-29	3,467	1,549	5,016	3,329	1,496	4,825	2,881	1,299	4,180
30-39	5,872	2,382	8,254	5,649	2,328	7,977	5,093	2,128	7,221
40-49	3,720	1,842	5,562	3,755	1,882	5,637	3,665	1,854	5,519
50-59	2,529	1,084	3,613	2,529	1,068	3,597	2,421	1,050	3,471
from 60	762	245	1,007	831	284	1,115	836	315	1,151
Total	16,671	7,189	23,860	16,363	7,125	23,488	15,140	6,707	21,847

¹⁰Due to the differences in the data available on our joint venture, our report does not include it to improve comparability.

New entries

by age (excluding temporary workers, excluding joint venture)

	2023		2024		2025	
	Total	Share of designated workforce groups	Total	Share of designated workforce groups	Total	Share of designated workforce groups
under 20	368	90.2%	417	123.7%	231	75.7%
20-29	2,591	51.7%	1,900	39.4%	1,536	36.7%
30-39	1,760	21.3%	1,154	14.5%	900	12.5%
40-49	828	14.9%	519	9.2%	438	7.9%
50-59	256	7.1%	143	4.0%	149	4.3%
from 60	24	2.4%	14	1.3%	21	1.8%
Total	5,827	24.4%	4,147	17.7%	3,275	15.0%

New entries

by gender (excluding temporary workers, excluding joint venture)

	2023		2024		2025	
	Total	Share of designated workforce groups	Total	Share of designated workforce groups	Total	Share of designated workforce groups
Male	3,813	22.9%	2,666	16.3%	2,176	14.4%
Female	2,014	28.0%	1,481	20.8%	1,099	16.4%
Total	5,827	24.4%	4,147	17.7%	3,275	15.0%

New entries

by region (excluding temporary workers, excluding joint venture)

	2023		2024		2025	
	Total	Share of designated workforce groups	Total	Share of designated workforce groups	Total	Share of designated workforce groups
Germany	714	9.6%	242	3.4%	185	3.0%
Europe (excluding Germany)	1,895	28.1%	1,284	18.7%	1,003	14.9%
China	442	14.3%	212	7.2%	81	3.1%
East Asia	40	17.5%	6	3.0%	14	7.9%
North America	2,671	45.2%	2,283	38.3%	1,881	33.4%
South America	65	15.0%	120	27.2%	111	23.7%
Total	5,827	24.4%	4,147	17.7%	3,275	15.0%

Exits

by age (excluding temporary workers, excluding joint venture)

	2023		2024		2025	
	Total	Share of designated workforce groups	Total	Share of designated workforce groups	Total	Share of designated workforce groups
under 20	181	44.4%	174	51.6%	148	48.5%
20-29	1,710	34.1%	1,599	33.1%	1,654	39.6%
30-39	1,374	16.6%	1,338	16.8%	1,444	20.0%
40-49	708	12.7%	667	11.8%	708	12.8%
50-59	347	9.6%	315	8.8%	359	10.3%
from 60	152	15.1%	185	16.6%	280	24.3%
Total	4,472	18.7%	4,278	18.2%	4,593	21.0%

Exits

by gender (excluding temporary workers, excluding joint venture)

	2023		2024		2025	
	Total	Share of designated workforce groups	Total	Share of designated workforce groups	Total	Share of designated workforce groups
Male	2,939	17.6%	2,779	17.0%	3,141	20.7%
Female	1,533	21.3%	1,499	21.0%	1,452	21.6%
Total	4,472	18.7%	4,278	18.2%	4,593	21.0%

Exits

by region (excluding temporary workers, excluding joint venture)

	2023		2024		2025	
	Total	Share of designated workforce groups	Total	Share of designated workforce groups	Total	Share of designated workforce groups
Germany	393	5.3%	596	8.5%	781	12.6%
Europe (excluding Germany)	1,136	16.9%	1,042	15.2%	1,032	15.3%
China	396	12.8%	333	11.2%	427	16.3%
East Asia	19	8.3%	31	15.3%	32	18.0%
North America	2,467	41.8%	2,221	37.2%	2,246	39.9%
South America	61	14.1%	55	12.5%	75	16.0%
Total	4,472	18.7%	4,278	18.2%	4,593	21.0%

GRI Index

For the Content Index – Essentials Service, GRI Services reviewed that the GRI content index is presented in a way consistent with the requirements for reporting in accordance with the GRI Standards and that the information in the index is clearly presented and accessible to the stakeholders. The service was performed on the German version of the report.

Statement	Brose SE has reported in accordance with the GRI standards for the period from 1 January to 31 December 2025.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI industry standard(s)	-

General Information		Page	Comments and omissions
GRI 1	Foundation 2021		
GRI 2	General Disclosures 2021		
GRI 2-1	Organizational details	5	
GRI 2-2	Entities included in the organization's sustainability reporting	3	Deviations are indicated by footnotes.
GRI 2-3	Reporting period, frequency and contact point	3	
GRI 2-4	Restatements of information	3	Restatements are indicated by footnotes.
GRI 2-5	External assurance		The report has not undergone an external audit.
GRI 2-6	Activities, value chain and other business relationships	5-6	
GRI 2-7	Employees	5, 40	
GRI 2-8	Workers who are not employees	5, 40	
GRI 2-9	Governance structure and composition	5, 9	
GRI 2-10	Nomination and selection of the highest governance body	5	
GRI 2-11	Chair of the highest governance body	5	
GRI 2-12	Role of the highest governance body in overseeing the management of impacts	9, 10	
GRI 2-13	Delegation of responsibility for managing impacts	9, 10	
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GRI 2-16	Communication of critical concerns	12-13	
GRI 2-17	Collected knowledge of the highest governance body	9-10	
GRI 2-18	Evaluation of the performance of the highest governance body	5, 9-10	
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GRI 2-21	Annual total compensation ratio	29	
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GRI 2-30	Collective agreements	29	
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GRI 3	Material Topics 2021		
GRI 3-3	Management of material topics	13-14, 17-18	
GRI 2	General Disclosures 2021		
GRI 2-29	Approach to stakeholder engagement	14, 18	
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GRI 3-3	Management of material topics	9-10, 29, 15, 17-18	
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GRI 201-3	Defined benefit plan obligations and other retirement plans	28, 29	
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GRI 202	Market Presence 2016		
GRI 202-1	Ratios of standard entry level wage by gender compared to local minimum wage	28, 29	
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GRI 203-1	Infrastructure investments and services supported	17-18	
GRI 204	Procurement Practices 2016		
GRI 204-1	Proportion of spending on local suppliers	17-18	
	Compliance		
GRI 3	Material Topics 2021		
GRI 3-3	Management of material topics	8, 12-13	
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GRI 205-2	Communication and training about anti-corruption policies and procedures	12	
GRI 205-3	Confirmed incidents of corruption and actions taken	12-13	
GRI 206	Anti-competitive Behavior 2016		
GRI 206-1	Legal actions for anti-competitive behavior, anti-trust and monopoly practices	12	
GRI 207	Tax 2019		
GRI 207-1	Approach to tax	13-14	
GRI 207-2	Tax governance, control and risk management	12-14	
GRI 207-3	Stakeholder engagement and management of concerns related to tax	13	
GRI 207-4	Country-by-country reporting		Confidentiality constraints: detailed country-by-country reporting has been omitted, as the publication of this information would reveal sensitive competitive data.

Material Topics		Page	Comments and omissions
	Sustainable product and technology innovations		
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GRI 414-1	New suppliers that were screened using social criteria	17
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GRI 403-2	Hazard identification, risk assessment and incident investigation	9, 32-34
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GRI 403-4	Worker participation, consultation and communication on occupational health and safety	32-34
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GRI 403-6	Promotion of worker health	32-34
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GRI 406-1	Incidents of discrimination and corrective actions taken	17, 32

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