



PROUD

MANUFACTURERS

2025

2025

Sustainability report

Non-Financial Information
Statement 2025

TEKNIA[®]



INDEX

Letter from Javier Quesada de Luis, CEO of Teknia		4
2025 at a glance		6
01	Teknia: we are manufacturers	12
01.1	Business Model	15
01.2	Purpose and Values	22
01.3	Our Stakeholders	24
02	Moving Teknia	26
02.1	Moving Teknia 2025: strategic pillars	29
02.2	Moving Teknia 2025: closure and impact assessment	32
02.3	Industry challenges	36
02.4	Focused on profitability: generating economic value	37
03	Sustainability at Teknia: we manufacture responsibly	40
03.1	Sustainability Plan 2023-2025: commitments, objectives and progress	44
03.2	Dual materiality study according to CSRD requirements and EFRAG ESRS standards	48
03.3	Analistas & Ratings ESG	51
03.4	Collaboration with associations, partnerships and sponsorships	52
04	Corporate Governance	58
04.1	Governing bodies and organisational structure	61
04.2	Code of Conduct and internal regulations	64
04.3	Sustainability governance	65
04.4	Risk assessment and management	69
04.5	Human Rights and Ethical Conduct	78
05	Responsible management of the value chain	80
05.1	Teknia's value chain	84
05.2	Our suppliers	86
05.3	Quality and commitment to our customers	89
05.4	Our Customer Service	94
05.5	Electrification and new mobility	95

06	People: our pride	98
06.1	The Teknia team	101
06.2	Health, safety and well-being	103
06.3	Ongoing training and commitment to young talent	105
06.4	Equal and inclusive	112
06.5	Reconciliation and disconnection	116
06.6	Remunerations policy	117
07	We are manufacturers: driving an advanced, efficient and circular industry	120
07.1	Environmental Management	123
07.2	Climate Change Management	124
07.3	Responsible use of resources	132
07.4	Circular Economy	135
07.5	Information regarding the European Union Taxonomy	137
07.6	Advanced manufacturing and technological transformation plan	138
08	Generating positive impact	146
08.1	Generating shared value: our commitment to society	149
09	About this report	158
09.1	Methodological aspects	160
09.2	Scope	160
09.3	Benchmark	161
09.4	Independent review	161
A	Annexes	162
A.I	Indicators relating to our people	164
A.II	Impacts, Risks and Opportunities (IROs) identified in the double materiality analysis in accordance with CSRD requirements and the EFRAG ESRS standards	176
A.III	Table of contents relating to Law 11/2018	192
A.IV	Table of contents - GRI Universal Standards	205
A.V	Table of contents of the Ten Principles of the UN Global Compact and the SDGs of Agenda 2030	212
Contact details		214

LETTER FROM CEO

JAVIER QUESADA DE LUIS

We are proud to be manufacturers



The past year has once again demonstrated the strategic importance of industry in general and specifically for Europe. Against a backdrop of growing global competition and profound transformations in the automotive sector, local manufacturing capacity has become a key factor in ensuring the continent’s strategic autonomy, innovation and competitiveness. At Teknia, we firmly believe in this model of a strong and resilient industry, which we champion, and we have worked to strengthen our role within the European and global industrial value chain.

Our work is driven by the conviction that manufacturing matters. It matters to our customers, who need partners capable of offering reliable, flexible and high-quality processes. It matters to our plants, which are hubs for technology, talent and skilled employment. And it matters to the regions where we operate, where we contribute to employment, investment and economic development.

This year we have continued to consolidate our position as a global manufacturer of metal and plastic solutions for mobility, expanding our capabilities and strengthening our operations to anticipate and support the evolution of the sector, which is facing periods of instability. We have therefore made progress in modernising our plants, steering them towards greater efficiency, largely thanks to digitalisation. To this end, we have successfully implemented new management models that leverage new technologies to optimise internal operations and maximise the value contributed by our employees. All of this has enabled us to improve production flexibility and enhance our competitiveness in an increasingly demanding environment.

At the same time, we have strengthened our collaboration with traditional customers and with some of the new players emerging in the mobility ecosystem, making available to them not only our industrial capacity but also our expertise in the co-development, validation and industrialisation of new products. Being manufacturers means transforming ideas into real solutions, and that is a commitment we have continued to uphold rigorously since the start of our operations in 1992.

In 2025, we also completed our strategic plan “Moving Teknia 2025”, an ambitious roadmap that has guided us over the last three years to “move” the company towards a better place. Despite having to adapt to changing market conditions, “Moving Teknia 2025” has succeeded in providing that momentum. The plan has marked a turning point in tackling the company’s strategic projects and accelerating change management, which is more necessary than ever in the current climate.

For this reason, throughout the year we have also continued to drive our organisational and cultural transformation. We are aware that the industry of the future (and indeed of the present) will depend on the talent and ability of our teams to adapt and develop. We have therefore continued to make progress in people management, continuous training and the creation of a safe, diverse and inclusive working environment. The industry is a driver of skilled employment, and it is our responsibility to continue attracting and developing the talent that underpins operational excellence within the Group.

Sustainability has remained another of the strategic pillars of our management. From an industrial perspective, we understand that contributing to sustainable progress involves operating efficiently, investing in cleaner technologies and minimising the environmental impact of our processes. During the current financial year, we have made progress in standardising and digitising ESG information across all our plants, enabling us to measure, compare and improve our performance with greater precision. At the same time, we have strengthened our contribution to the development of the regions in which we operate, particularly through educational and social initiatives that generate real and lasting opportunities.

Looking ahead, we face a decisive period for the European industry and for Teknia. We will continue to invest in our production capabilities, expanding our technological expertise and strengthening the pillars that underpin our competitiveness: quality, trust, innovation and talent. We will do so with a clear vision: industry is progress, and the pride we take in manufacturing is what drives us to keep moving forward.

I would like to express my gratitude to everyone at Teknia, as well as to our customers, suppliers and communities, for their trust and collaboration throughout the year. Our purpose – to be a partner in mobility manufacturing – guides us every day, and we will continue to work with determination to contribute to a stronger, more resilient European industry that is ready for the future. Let’s keep moving forward together and say loud and clear that we are proud to be manufacturers.

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2025 AT A GLANCE



Teknia, we are manufacturers

100% family owned company

+30 years of experience
in the sector



3,277 people

68%
EMEA

25%
EE.UU.

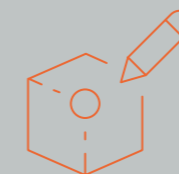
7%
Brazil



21 production plants



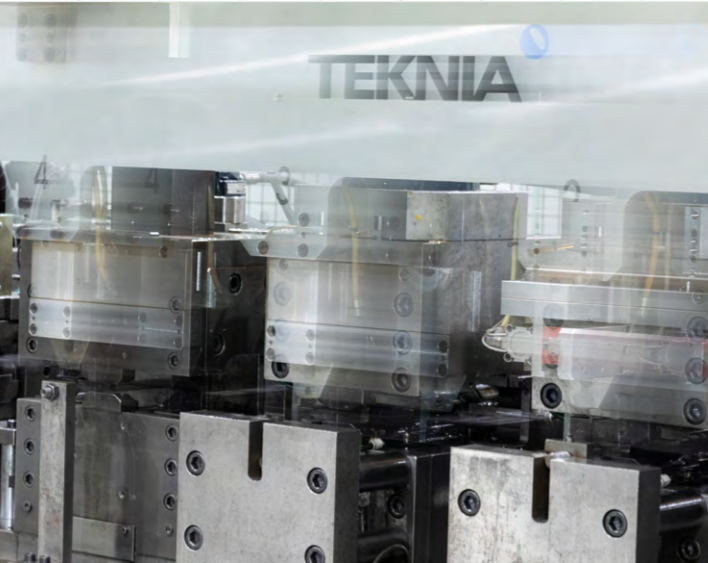

Presence in **11 countries**



4 manufacturing technologies




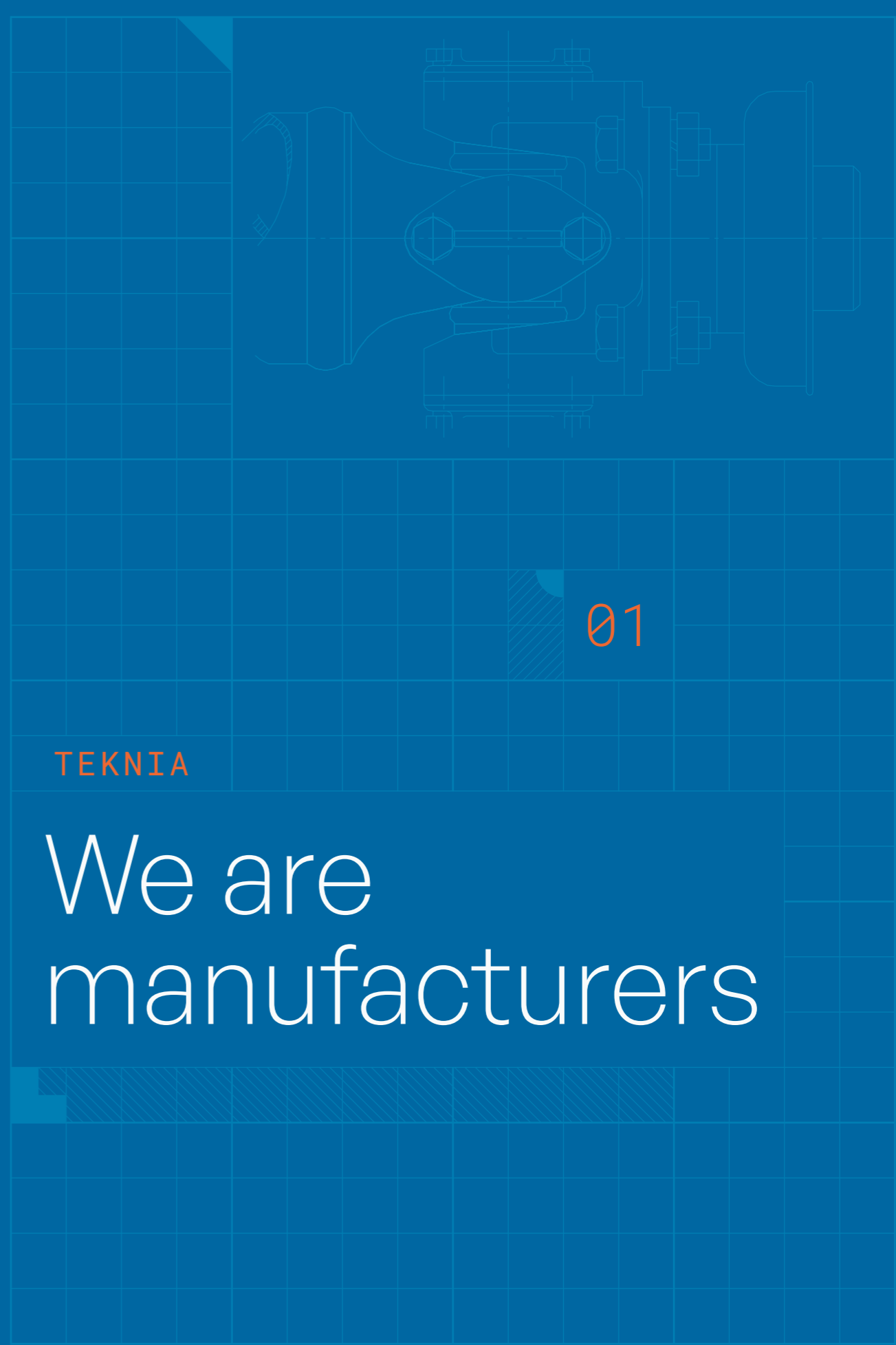
Technological, geographical,
customer and
supplier **diversification**

<p>2025 AT A GLANCE</p>	
<p>ECONOMIC PERFORMANCE</p>	
<p>€408 million in turnover</p> <p>€41.6 million EBITDA</p> <p>€20.6 million EBIT</p>	
<p>CORPORATE GOVERNANCE</p>	
<p>Implementation and Rollout of the New Risk and Opportunity Management System</p> <p>60% independent directors</p>	
	<p>MOVING TEKNIA 2023-2025 STRATEGIC PLAN</p> <p>Closure of the Plan with an achievement rate of around 60%</p> <p>€ 70 million invested</p> <p>29 strategic initiatives rolled out over three years</p>

<p>KEY FIGURES AND ACHIEVEMENTS OF THE YEAR</p>	
<p>2023-2025 SUSTAINABILITY PLAN</p>	<p>SUPPLIERS</p>
<p>Preparation of the double materiality study in accordance with CSRD requirements and EFRAG's ESRS standards</p> <p>Sustainability training for staff, including senior management, in collaboration with Nebrija University</p> <p>We have improved our EcoVadis rating</p>	<p>72% local suppliers +3% compared to 2024</p> <p>56% purchases based on ESG criteria +5.6% compared to 2024</p> 
	<p>CUSTOMERS</p> <p>€ 67 million in new business secured</p> <p>Achieving 100% of the acquisition target in the strategic categories of Driving Comfort and Electronics</p>

2025 AT A GLANCE	
	<p>ADVANCED MANUFACTURING</p> <p>Successful deployment of the capabilities of the Teknia Centre of Innovation (TCI) in co-development projects with customers</p> <p>Roll-out of the TOEM (Teknia Operation Excellence Model) based on Lean Manufacturing and Kaizen methodologies</p>
	<p>PERSONAS: OUR PRIDE</p> <p>93% permanent contracts</p> <p>36% women in the workforce</p> <p>-7% reduction in the pay gap (compared to 2024)</p> <p>LGBTI protocol in 89% of Spanish plants</p> <p>-23% in accidents at work (compared with 2024)</p> <p>-15% Frequency and incidence rates (compared with 2024)</p>
	<p>QUALITY</p> <p>100% IATF 16949 certified plants</p> <p>-11% incidents and complaints (compared with 2024)</p> <p>-25% cumulative reduction since 2023</p>

KEY FIGURES AND ACHIEVEMENTS OF THE YEAR	
<p>ENVIRONMENTAL PERFORMANCE</p> <p>86% of plants certified in accordance with ISO 14001</p> <p>-22,2% emissions intensity since 2022</p> <p>73% of electricity consumption from renewable sources +19% compared to 2024</p> <p>98% of electricity from renewable sources in Spain +27% compared to 2024</p> <p>First year with Scope 3 carbon footprint audited</p>	<p>GENERATING SOCIAL IMPACT</p> <p>6 partnerships with entities in the third sector across 5 countries: Spain, Morocco, Senegal, Romania and Mexico</p> <p>Boosting the international corporate volunteering programme</p> <p>More than 120,000 beneficiaries (direct and indirect) thanks to our social projects since 2022</p>
<p>PRIZES AND AWARDS</p> <p>Teknia Martos wins the “Lifetime Achievement and Business Excellence Award” at the 13th ASEM Business Awards.</p> <p>Teknia awarded the Kyriba medal for the successful implementation of the Group’s new state-of-the-art treasury management system</p>	



TEKNIA

We are
manufacturers

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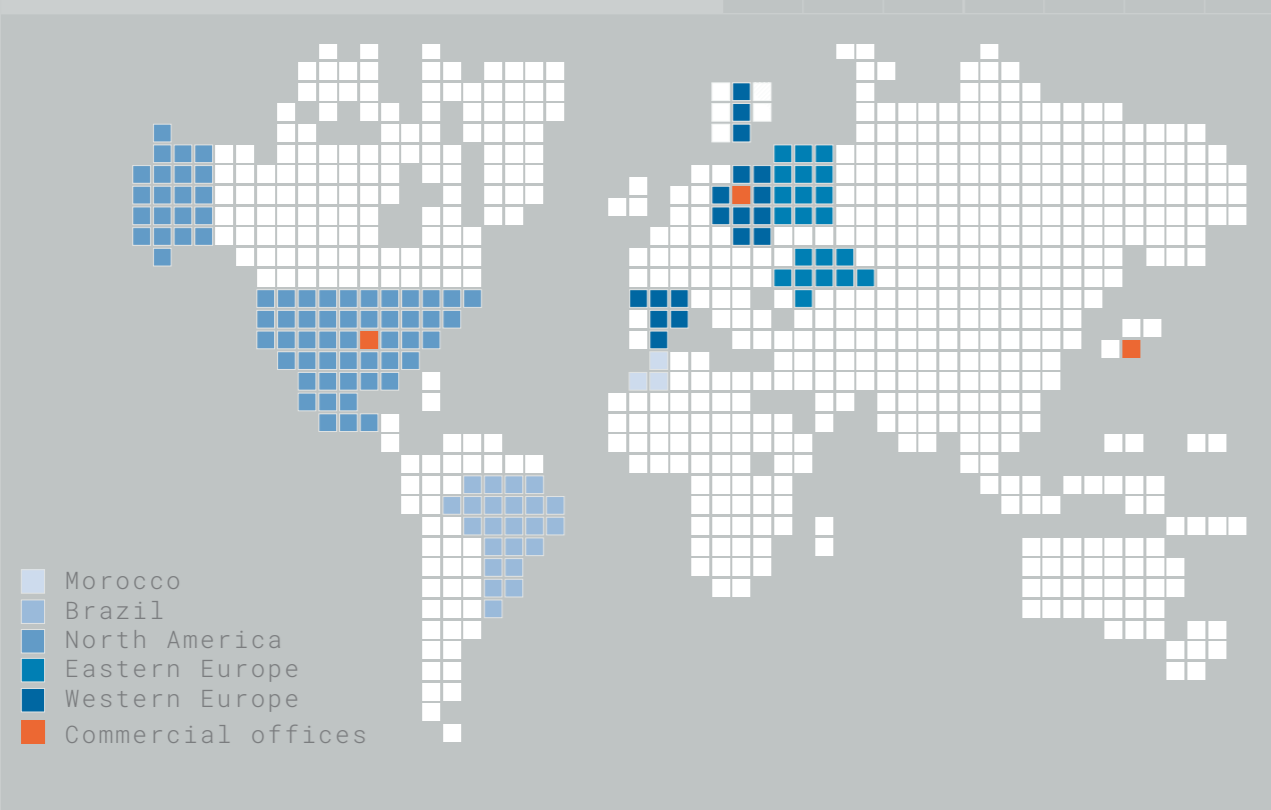
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We are a family-owned multinational company of Spanish origin, with a long-term vision and a drive for growth that reflects our belief in the strength of European industry. We operate in the automotive and mobility sector, contributing our own production capabilities that form part of the industrial heart of the continent.

PRODUCTION BY GEOGRAPHICAL LOCATION AND COMMERCIAL OFFICES

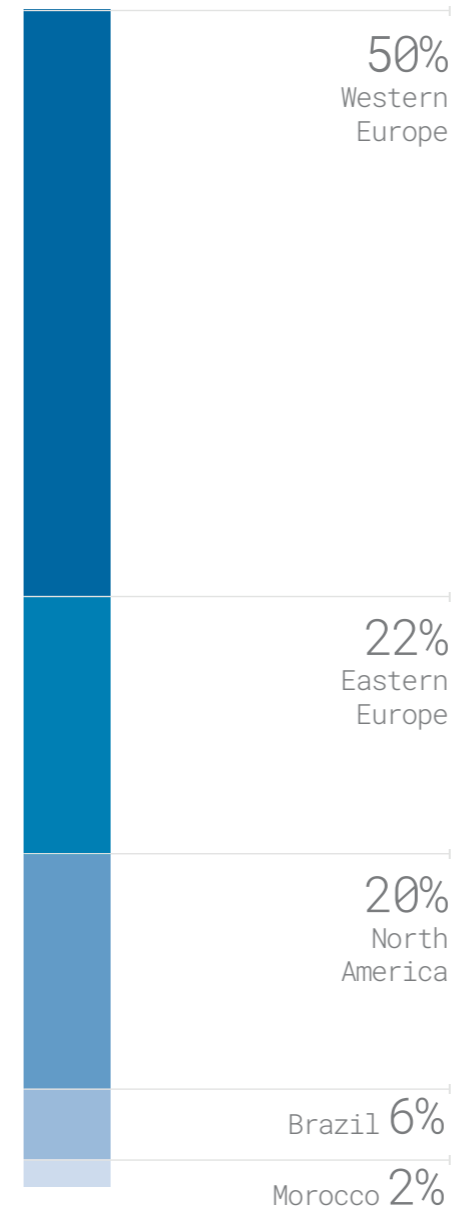


Specialising in the manufacture of metal and plastic components for mobility solutions, we combine a wide range of technologies with in-depth knowledge of production processes. We believe that being manufacturers is a strategic decision: it contributes to the resilience of the value chain, drives innovation and sustains the skilled employment that makes both technological and social progress possible.

Our more than 30 years of experience as manufacturers make us a key partner for both traditional customers and new players who are redefining the future of mobility. To all of them,

we offer not only industrial capacity, based on highly specialised technologies, but also the knowledge and expertise required for product **design, development and validation.**

We are convinced that manufacturing is not merely about production: it is about long-term investment, transforming innovations into real solutions, and driving forward one of the world's most important industries, the automotive sector, to redefine the mobility used by millions of people worldwide **And that is the pride that drives us. The pride of being manufacturers.**



01.1

Business Model

We have 21 production plants in 11 countries and a team of 3,277 people. Each of our plants is associated with at least one of the **main technologies we develop**: plastics, metal, machining and aluminium. All the areas that support this activity (Quality, Commercial, Purchasing, Engineering, Production and Human Resources) are developed in these areas, with the support of the corporate team.

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PILLARS OF OUR BUSINESS MODEL

01

Technological and product diversification

As a company belonging to the automotive and new mobility sector, our strategy is based on technological and product diversification, focused on the responsible manufacture of high added value components.

Diversification

Technological: in a competitive automotive sector, specialisation in strategic products is crucial.

Geographic: maintaining the location of plants and offices wherever customers have needed us has made us a global player.

Customers: with the aim of positioning ourselves as a benchmark manufacturing partner, we offer customers solutions aimed at the automotive industry as well as for other mobility solutions. We currently have 2 specialised centres where we design products and processes as well as customised equipment for new mobility.

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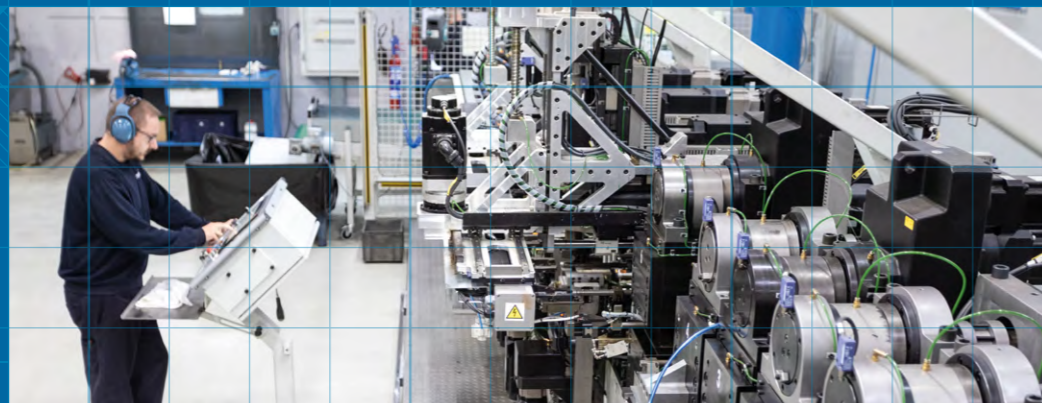
Development of new products and technologies

We are committed to products and processes with long-term profitability above the industry average, minimising risks and consolidating the economic sustainability of the business.

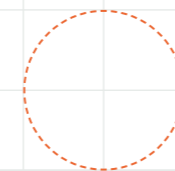
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Shareholders

We are a 100% family owned company with an ambition for growth and a long-term vision. For this reason, we are committed to strategic alliances and network collaboration.

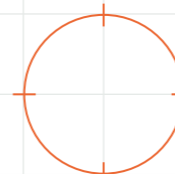


We are involved in all phases of production, from product definition, development, validation and manufacturing, making us **a strategic and reliable partner for advanced manufacturing** and co-development of mobility components



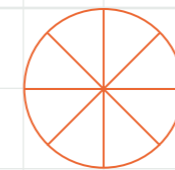
CONCEPT

New product development



DESIGN

Product specification according to customer's requirements



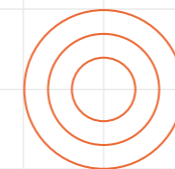
DEVELOPMENT

Development of the product based on concept and design



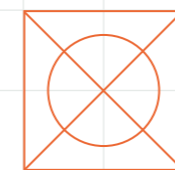
VALIDATION

Validation and acceptance of the proposed product



PRODUCTION

Mass production of the product



DELIVERY

Sequenced delivery of the customer's finished products

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OUR MANUFACTURING TECHNOLOGIES	PRODUCTION FACILITIES		
<p>PLASTIC INJECTION</p> 	<p>PLASTIC EUROPE</p> <ul style="list-style-type: none"> Azuqueca Martos Tánger Rzeszów Uherský Brod 	<p>NORTH AMERICA</p> <ul style="list-style-type: none"> San Luis de Potosí 	<p>BRAZIL</p> <ul style="list-style-type: none"> Brazil
<p>METAL</p> 	<p>METAL EUROPE</p> <ul style="list-style-type: none"> Manresa Kragujevac Pedrola Kalisz Elorrio 	<p>NORTH AMERICA</p> <ul style="list-style-type: none"> Nashville 	<p>BRAZIL</p> <ul style="list-style-type: none"> Brazil
<p>ALUMINIUM INJECTION</p> 	<p>ALUMINIUM</p> <ul style="list-style-type: none"> Ampuero Oradea Vimmerby Tepej del Río 		
<p>MACHINING</p> 	<p>MACHINING EUROPE</p> <ul style="list-style-type: none"> Barcelona Bilbao Santander 	<p>NORTH AMERICA</p> <ul style="list-style-type: none"> México City 	

CATEGORIES OF PRODUCTS WE MANUFACTURE

PRODUCTS

	 <p>NEW MOBILITY</p>	 <p>SAFETY</p>	 <p>INTERIORS</p>
 <p>ELECTRONICS</p>	 <p>EXTERIORS</p>	 <p>DRIVING COMFORT</p>	 <p>POWERTRAIN</p>

Most of our customers (83%) are Tier 1 providers in the automotive sector, responsible for integrating parts into devices or systems.

The remainder (17%) corresponds to OEMs (Original Equipment Manufacturers), which manufacture vehicles and other end products.

This positions us as a strategic partner in the automotive value chain. Also, to offer the highest level of service to our customers, we have a centralised technical and engineering support structure that allows us to develop innovative products and processes demanded by the market.

Our continued growth and sustained evolution over time has positioned us as a leading manufacturer of mobility solutions

RAW material suppliers

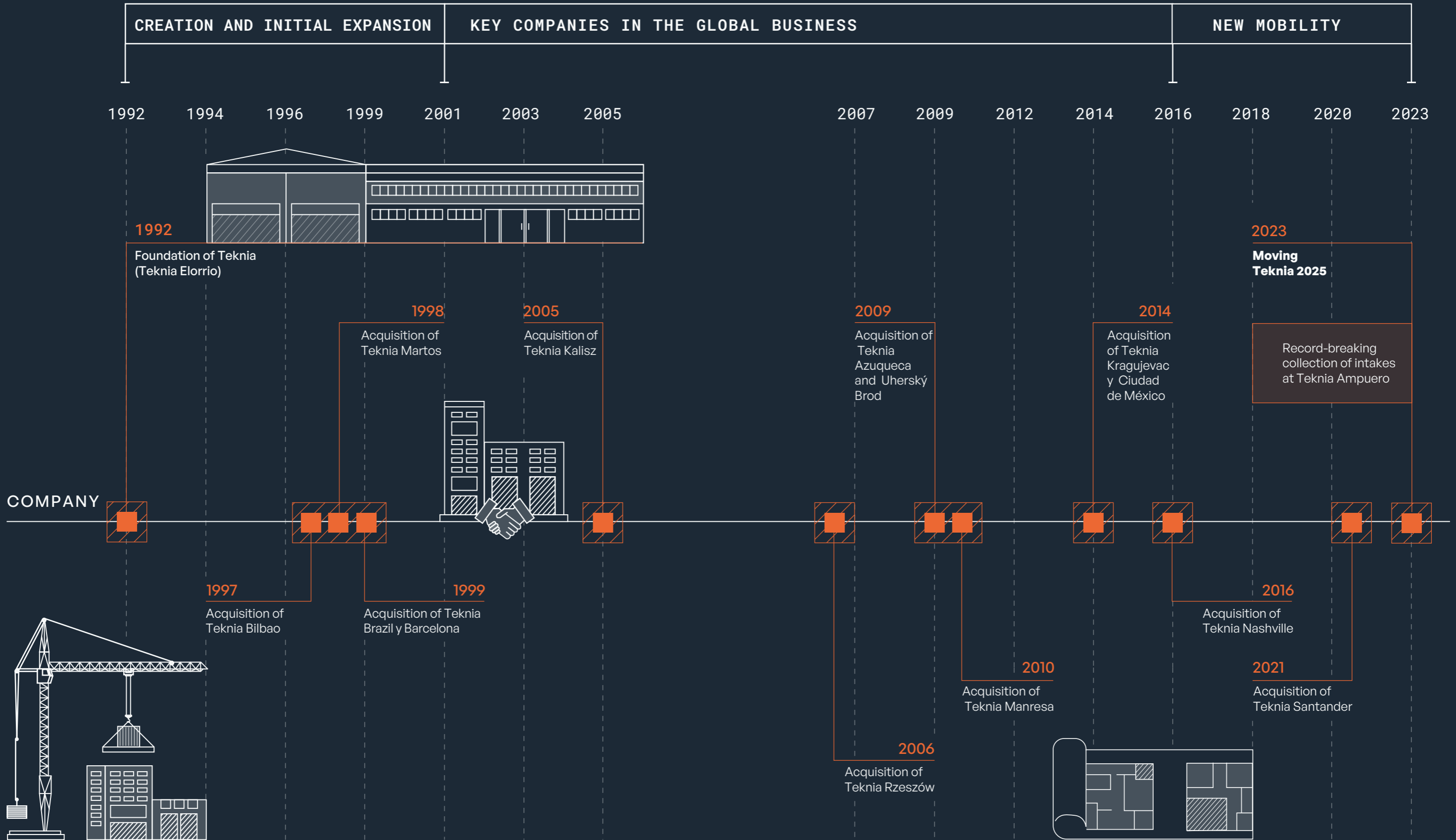
Tier 2 Suppliers manufacture the parts

Tier 1 Suppliers integrate the parts into systems or sub-systems

Original Equipment Manufacturer
They produce the finished product



OUR HISTORY



01.2

Purpose and Values

Our purpose, *“To be a manufacturing partner for mobility”* (To be a manufacturing partner for mobility), guides our industrial activity and shapes our values and corporate culture. It expresses who we are: a company with over 30 years’ experience in manufacturing, committed to bringing capability, knowledge and reliability to the European mobility industry.

It is this purpose that drives us to innovate, to invest in new production capabilities and to work alongside our customers to build solutions that strengthen the value chain and the future of the automotive industry, fuelled by the pride we take in being manufacturers and contributing to the development of the mobility of the future.

OUR VALUES

AMBITION

We aim high, always looking to go **one step further**, to evolve and to go as far as possible together. Our ambition is the engine that drives us to improve, to discover new opportunities and to continually improve ourselves, both individually and collectively.

EFFICIENCY

We act with precision, rigour and attention to detail. **We seek excellence** in every process, product and service, as well as the trust of our **customers** and the respect of the sector. We know that every action has an impact, which is why we work in a **sustainable way**. We are committed to the environment and the communities where we operate.

	<p>MANUFACTURING</p> <ul style="list-style-type: none"> ■ High manufacturing expertise and efficiency ■ Continuous improvement 	
	<p>PARTNER</p> <ul style="list-style-type: none"> ■ For all stakeholders ■ Driving product co-development ■ Going beyond being a supplier to customers 	
	<p>FOR MOBILITY</p> <ul style="list-style-type: none"> ■ Drivers of mobility for people in the widest sense of the word 	

ADAPTABILITY

We are **versatile and resolute**. **We anticipate** changes, detect real needs and address them with agility and efficiency. Our ability to adapt to new circumstances allows us to respond quickly and effectively, transforming our clients’ expectations and challenges into **solutions**.

PRIDE

We take pride in being a manufacturer and always deliver the best, with **common sense and ethical behaviour**. Our work reflects who we are and the commitment we make as a team.

01.3

Our Stakeholders

To be a trusted partner and live up to our purpose and values, we need to know and understand our stakeholders, which means maintaining an ongoing dialogue with them that allows us to address their concerns and meet their expectations in a proactive and innovative way.

Our stakeholders consist of all those groups with their own legitimate interests in our activity, a certain capacity to impact on the fulfilment of corporate objectives and their own expectations regarding corporate management.

RELATIONSHIP AND STAKEHOLDERS' DIALOGUE CHANNELS

Stakeholders	Our commitment	Communication channels
Team – Our people	Unity, empowerment, training and recognition.	<ul style="list-style-type: none"> Workers' representatives, direct dialogue with the Human Resources department. Holding internal plant (TekMeetings) and corporate events, including an annual company-wide management team meeting (Global Annual TekMeeting). Internal communication via bulletin boards, screens, email and corporate intranet with information updated weekly. Sustainability Report.
Customers	Flexibility, adaptability, long-lasting relationships and trust.	<ul style="list-style-type: none"> Continuous dialogue with the Sales Department. Monitoring of satisfaction and other quality indicators. Annual analysis of the terms and conditions of purchase and other commercial commitments. Participation in trade fairs and hosting of events with customers (TekDays). Response to questionnaires and specific requirements. Organisation of plant visits. Sustainability Report. Information on products and technologies on the website and contact form. Digital product catalogue for meetings.
Suppliers	Cooperation and transparency.	<ul style="list-style-type: none"> Regular meetings and direct communication with the sales and quality team. Several communications to support the fulfilment of our requirements. Sustainability Report.



Stakeholders	Our commitment	Communication channels
Society as a whole	Talent acquisition, transparency and positive contribution.	<ul style="list-style-type: none"> Digital communication through Teknia's website and social networks. Interviews and visits to media plants. Participation of Teknia spokespersons in events, forums and round tables. Donations through national and international associations, framed within Teknia's social action plan. Corporate volunteering programme. Sustainability Report.
Financial institutions	Transparency and accuracy of information.	<ul style="list-style-type: none"> Regular meetings and direct communication with various departments (Finance, Strategy, ESG, ...). Events and factory tours (Strategic Days). Sustainability Report.
Institutions	Transparency, the veracity of information and collaboration.	<ul style="list-style-type: none"> Direct dialogue with national, regional and local authorities on a regular basis. Institutional visits to the plants. Participation in associations: SERNAUTO, ACICAE, AEC, AEFAME, UN Global Compact Spain, among others. Sustainability Report.



02

Moving Teknia

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MILESTONES

- Finalisation of the Moving Teknia 2023–2025 Strategic Plan.

ONGOING PROJECTS

- One Teknia. One north 2026–2028.

GENERATING IMPACT

- 408 million in turnover.
- EBITDA: 41.6 million euros.
- EBIT: 20.6 million euros.
- Moving Teknia: €70 million invested / 29 strategic initiatives rolled out.



In 2023, we launched our strategic plan “Moving Teknia 2025”, a project designed to further strengthen our position as a European manufacturer and consolidate our industrial capabilities for the future. This plan, which we are completing this financial year, is based on five key pillars and reflects our belief that investing in industry means investing in competitiveness, strategic autonomy and the creation of value for the entire industrial ecosystem.

With a total investment of €70 million, we have driven forward various projects that strengthen our manufacturing capacity, modernise our plants and advance key technologies for the mobility of tomorrow. Because continuing to manufacture in Europe requires vision, commitment and the determination of those of us who believe that industry is the engine of progress.

02.1

Moving Teknia 2025: strategic pillars

	<p>TRUSTED PARTNER Strategic for stakeholders</p>
	<p>ADVANCED MANUFACTURING To place Teknia at the forefront of industrial technology</p>
	<p>NEW MOBILITY To keep people moving</p>
	<p>DATA-DRIVEN COMPANY For better decision making in real time</p>
	<p>FOCUSED ON PROFITABILITY To ensure the company’s viability as well as its stakeholders</p>

BEING A TRUSTED PARTNER	
To be the trusted partner for all our stakeholders , strengthening the relationship with our team, customers, suppliers, shareholders, public and financial institutions.	
Team Workers	As a key asset of Teknia, we develop specific programmes and plans to improve the well-being of our teams. <ul style="list-style-type: none"> Extended development of Health & Safety standards. Training on new technologies and skills required by the market. Promoting internal Group communication at all levels of the organisation
Customers	Together with our customers , we work to become a strategic partner and develop solutions tailored to their needs. <ul style="list-style-type: none"> Continue to strengthen the R&D (Research & Development) area and the culture of innovation. Investment in new materials and technologies to meet the challenges of the new mobility.
Suppliers	We strive to expand the relationship with essential suppliers, optimising the processes of the value chain. <ul style="list-style-type: none"> Prioritisation of strategic suppliers. Incorporation of ESG criteria. Commitment to recycled and recyclable materials.
Shareholders	We identify opportunities for further sustainable growth. <ul style="list-style-type: none"> Identification of growth opportunities. Control of the company's risks. Increasing the value of the Teknia brand.
Institutions	By positioning ourselves as an active player in the sector , we work to build solid and transparent relationships with public and private actors. <ul style="list-style-type: none"> Organising events with key stakeholders. To continue strengthening communication and institutional relations through dialogue with key associations and institutions.



ADVANCED MANUFACTURING			
Commitment to advanced manufacturing, digitalisation and sustainability to place Teknia at the forefront of industrial technology.			
Through 4 innovation levers:			
Data Strategy	Industry T.0	Information Systems	Corporate Guidelines
Focus on optimisation and efficiency to achieve operational excellence , and take advantage of the opportunities offered by business variety and contextual volatility. This approach will allow us to get the most out of our resources, while developing new methodologies and advanced maintenance systems.			
NEW MOBILITY			
To become a benchmark in new mobility , based on our experience, the dedication of our teams and our production capabilities.			
Experiencie	Teams	Production	
More than 30 years of experience in the sector and multiple technological capabilities.	Commitment towards new opportunities, reinforcement and training in core areas of development.	Adaptability and continuous support, with a strategy based on specialisation.	
DATA-DRIVEN COMPANY			
To be a data-driven company for better decision making in real time.			
Our priorities:			
Available and up-to-date information in decision-making processes.	Data-driven global perspectives and scenarios.	Proactive event management and increased operational visibility.	
FOCUSED ON PROFITABILITY			
Continued focus on profitability to ensure the company's viability as well as its environment.			
Generation of capital		New business opportunities	
In order to maintain a strong and profitable balance sheet , Teknia works to optimise its capital generation.		We seek growth opportunities by expanding into new markets linked to new mobility, as well as by acquiring assets in the automotive market.	

02.2

Moving Teknia 2025: closure and impact assessment

MOVING TEKNIKIA IMPACT FIGURES (2023-2025)

• 29 STRATEGIC INITIATIVES

rolled out throughout the strategic plan

• €42.5 MILLION

invested in increasing production capacity

• €10.3 MILLION

invested in increasing plant productivity and safety

• €7.7 MILLION

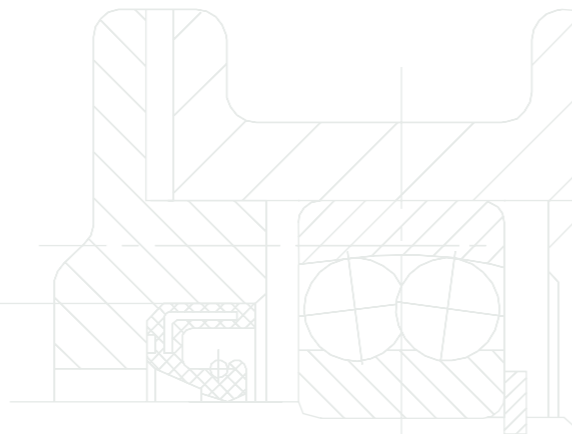
invested in digital transformation

• €1.8 MILLION

invested in sustainable innovation, R&D and energy efficiency

• €70 MILLION

Total investment over
the duration of the plan



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TEK STORY

Review of the Moving Teknia 2023-2025 Strategic Plan



ALEJANDRO DELEYTO
Chief Strategy Officer (CSO)



VALERIA BOGGIAN
Strategy Project Manager

“Moving Teknia” has been Teknia’s strategic plan for the period 2023–2025. This plan is based on five fundamental pillars that have shaped the company’s direction over the last three years. Now that it has come to an end, we take stock of what has been achieved, what we have learnt and the challenges ahead.

■ **What headline sums up the conclusion of the Moving Teknia Strategic Plan?**

The assessment of the strategic plan now that it has come to an end is positive. It was conceived as an ambitious plan that sought to transform the company into a more efficient and collaborative organisation, and thanks to everyone’s efforts, we are achieving this. It is important to highlight that over the past three years the automotive sector has changed substantially; 2023 was a year of significant growth, whilst 2024 and 2025 have been years of contraction. In this regard, we can highlight Teknia’s ability to adapt, whilst maintaining the direction set out by this strategic plan.

In quantitative terms, following the work carried out over these three years, we have concluded the plan with an achievement rate of around 60%, with the main factor holding us back being the growth in sales volume

resulting from the absence of inorganic growth. On the other hand, it is worth highlighting the work carried out with our stakeholders, with whom we have developed a relationship of trust that enables us to deal effectively with complex situations such as those currently facing the sector.

■ **Taking stock, how has each of the plan’s pillars progressed? Which one has been the most successful?**

It is important to note that not all pillars started from the same level of maturity, so we can say that this comparison is not entirely “fair”. That said, all five pillars have made significant progress, but the “standout success” has undoubtedly been pillar one: *Being a trusted partner*. We have strengthened our external positioning and reputation with our stakeholders and strengthened our relationship with clients, which has enabled us to secure projects of high strategic interest to us. Furthermore, at an institutional level, this has been underpinned by milestones such as the financing from the European Investment Bank. On the other hand, we have placed greater focus on our people, creating a new integrated management system that allows us to identify talent within the company, in order to empower and retain it.

In the second pillar, *Advanced Manufacturing*, the highlight has been the creation of the TCI (Teknia Centre of Innovation), a centre focused on a model of collaboration and centralisation of commercial and technical activity that enables us to respond to our clients more swiftly and successfully develop projects with

greater added value. Indeed, we can see the results of this in our co-development projects with two leading customers.

Meanwhile, in the third pillar, *Data-Driven Company*, we have made significant progress: unlike investments related to external projects, which have been delayed or cancelled due to the sector’s current situation, digital transformation projects yield an internal return in the form of greater company efficiency, which is why we have decisively prioritised investment in this area.

In New Mobility, the fourth pillar of our plan, the most notable milestone has been the creation of Teknia Partners during the past financial year, a financial vehicle for making minority investments in businesses related to new mobility. Through Teknia Partners, as part of the strategic plan, we have made two investments that are enabling us to develop our expertise in the fields of energy storage and urban electric mobility.

Finally, in the fifth and final pillar, *Focused on Profitability*, we have also achieved significant milestones. We now have a new financial strategy that has enabled us to maintain optimal solvency and debt ratios, which are reflected in our current financing options. At the same time, we are strictly managing our investments, ensuring maximum returns and short-term cash generation.

■ **Apart from the sector’s context, which has influenced the Plan’s development, what has been the biggest challenge over these three years?**

The biggest challenge is managing a profound cultural transformation, moving from being a decentralised company focused on individual plants to an organisation with a more global and corporate vision. In this process, where we have also introduced a new project-based way of working, a new financial strategy and are undertaking an accelerated digital transformation process, it is normal for there to be some resistance to change. The plants have their own day-to-day operations and their own inertia, and ultimately, people take longer to adapt than technical processes do, so they require closer support.

■ **And the future? What will the pillars of the new strategic plan be looking ahead to 2028?**

It will be a plan that builds on the existing approach and maintains the course already set, reinforcing those areas with the greatest potential for improvement that we have identified over the last three years. With Moving Teknia we have laid solid foundations; now it is time to realise their full potential, so we have defined three priority areas: improving operational efficiency, increasing control over both finances and systems, and achieving a balance based on diversification across all areas of the company. We want to minimise the company’s risk by balancing sales between Europe and North America, evaluating opportunities for collaboration with the Asian market, and maintaining a balanced commitment to our four current technologies, without losing sight of developments in the electrification market.

<p>Teknia Xpander</p>	<p>02.3</p>
<p>In 2024, we acquired Xpander, a Spanish company specialising in digital transformation consultancy, the sale of proprietary software based on blockchain technology, and bespoke software development. This acquisition was part of Teknia's growth and digitalisation strategy, with the aim of strengthening the Group's technological capabilities. In the short and medium term, Xpander will enable us to achieve greater process efficiency, improvements in data analytics powered by information systems and artificial intelligence, cybersecurity, and the development of our own applications; and, crucially in an industry such as Teknia's: to guarantee the security and quality of data across supply chains.</p>	<p>Industry challenges¹</p>
<p>In addition to providing services internally, Xpander offers services to third parties as a technology consultant offering, among others, blockchain platforms that allow tracing the origin of raw materials or various processes, thus creating the digital product passport, which provides traceability and security in the supply chain of various sectors: food, automotive or retail, among others.</p>	<p>The global automotive industry is undergoing an unprecedented structural transformation, marked by a crisis of competitiveness in Europe. Suppliers on the continent face a cost disadvantage of 15% to 35% compared to their rivals in China and the United States, driven by high energy prices, labour costs and a fragmented regulatory burden. Without urgent intervention, it is estimated that by 2030 Europe could lose up to 23% of its industrial added value and around 350,000 jobs, jeopardising its industrial sovereignty against competitors who combine protective measures with strong state support.</p>
<p>Currently, and in collaboration with the rest of the Teknia team, Xpander is participating in one of our plant digital transformation and energy efficiency projects: the IoT-based pilot project that is being successfully developed at our Teknia Manresa plant.</p>	<p>Internationally, the landscape is defined by a divergence of strategies. China has established itself as the dominant disruptive force, controlling 52% of its domestic market by 2023 and leading the global battery supply chain through large corporations. Faced with the saturation of their domestic market, Chinese manufacturers are now pursuing an aggressive expansion abroad. In contrast, the United States faces a highly uncertain outlook, with the introduction of universal tariffs from April 2025 and a pivot towards fossil fuels, eliminating federal incentives for electric vehicles in favour of more economical internal combustion engines.</p>
	<p>In Europe, the industry is struggling to maintain its relevance as the trade balance reverses, moving towards a position as a net importer of light vehicles. To mitigate the impact of the European Commission's new tariffs, some Chinese brands are localising their production on European soil with plants in Hungary, Turkey and Spain. The Spanish market reflects the challenges facing the continent: although the economy is robust, the country is lagging behind in electric mobility, sitting 23 points below the European average for the penetration of this technology</p>
	<p>¹ Sources: Clepa (European Association of Automotive Suppliers), Accenture, Basque Trade & Investment, S&P Global Mobility.</p>

<p>due to bureaucracy and a public charging infrastructure that remains insufficient.</p>	<p>02.4</p>
<p>As for decarbonisation trends, the sector faces a critical obstacle: demand for electric cars is proving much lower than expected. Despite strong regulatory impetus and strict CO₂ targets, consumer behaviour is not keeping pace, showing clear reluctance due to high purchase prices and range anxiety. This situation has forced manufacturers to scale back their electric vehicle penetration forecasts in their strategic plans, reviving interest in hybrid engines and fossil fuels to ensure the short-term viability of their businesses.</p>	<p>Focused on profitability: generating economic value</p>
<p>Finally, the future of connected mobility is shifting towards the Software-Defined Vehicle (SDV), where control of the digital architecture enables the provision of personalised services and cloud-based updates. To adapt to this reality, new business models are emerging that seek to build customer loyalty through ecosystems of integrated services. Strategies such as <i>"Battery as a Service"</i> (BaaS), which separates the cost of the vehicle from that of the battery through subscription and rapid-swap systems, aim to transform the relationship with the user, shifting from the sale of a physical asset to the provision of a continuous mobility experience.</p>	<p>In a highly challenging sectoral context, with the Group undergoing a significant reorganisation to adapt to market conditions and improve operational efficiency, Teknia achieved sales of €408 million in 2025, representing stable revenue (+0.3%) compared to the previous year (on a like-for-like basis following the divestments of Teknia Gebze and Teknia Stuttgart).</p>
<p>In this challenging environment, Teknia improved its profitability by increasing EBITDA to €41.6 million, representing an improvement of 1.7%, excluding non-recurring restructuring costs. Consequently, the EBITDA margin on sales increased to 10.2%. Meanwhile, EBIT improved by 19% to €20.6 million.</p>	

ECONOMIC VALUE GENERATED AND DISTRIBUTED TEK Nia (IN THOUSANDS OF EUROS)*			
	2023	2024 ²	2025
Net turnover	459,463	407,204	408,429
Procurement (goods, raw materials and other consumables and subcontracting)	(247,098)	(206,724)	(196,121)
Employees (staff costs)	(112,666)	(115,521)	(114,931)
Financial expenses	(5,139)	(6,479)	(4,222)
Taxes on profits	(5,419)	(641)	(3,242)
PROFITS EARNED, PROFIT TAXES PAID AND SUBSIDIES RECEIVED BY COUNTRY (IN THOUSANDS OF EUROS)*			
2025	Financial Results	Taxes on profits	Grants
Brazil	531	-	-
United States	(1,119)	-	-
Spain	2,994	(119)	512
Japan	3	-	-
Morocco	-9	-	-
Mexico	2,186	866	-
Czech Republic	341	218	-
Romania	188	21	-
Serbia	(127)	7	-
Sweden	1,193	557	-
Poland	1,834	384	-

* In thousands of euros

² Restated on a like-for-like basis for discontinued operations according to Teknia's 2025 Audited Annual Accounts.

THE EUROPEAN INVESTMENT BANK (EIB) GRANTS TEK Nia A LOAN OF €30 MILLION

The European Investment Bank (EIB) and Teknia have signed a €30 million loan to finance the company's activities. The loan will support Teknia's research and development (R&D) activities to develop more sustainable component manufacturing technologies across a large number of Teknia's European sites, representing 15 of the Group's 21 plants. The investments will focus on the application of advanced manufacturing technologies, product diversification and the reduction of CO2 emissions.

The operation is backed by InvestEU, the European Union's (EU) flagship programme designed to mobilise over €372 billion in additional investment, both public and private, to support the EU's policy objectives during the 2021–2027 period.

One of the strategic sectors covered by this programme is the automotive industry, with the aim of reindustrialising a sector undergoing rapid transformation, driven by electrification and digitalisation.

Teknia welcomed members of the EIB to its corporate offices in Madrid to mark the signing of the agreement. During the event, they were able to discuss Teknia's present and future in greater detail.

“This significant loan will enable us to continue growing during these challenging times for the automotive sector and to focus even more on delivering innovative mobility manufacturing solutions in the most sustainable way possible, whilst reducing the Group's carbon footprint”, explained our CEO, Javier Quesada de Luis.



ETHIFINANCE CONFIRMS TEK Nia'S BB+ RATING

In June 2025, the rating agency EthiFinance reaffirmed Teknia's BB+ rating, highlighting “its financial strength” and emphasising its ability to generate recurring operating cash flow. Furthermore, the agency has positively assessed the Group's progress in sustainability and governance, thereby reinforcing its position as a supplier in the global market.



03

SUSTAINABILITY AT TEKNIA

We
manufacture
responsibly

01

02

03

04

05

06

07

08

09

A

MILESTONES

- Completion of the 2023–2025 Sustainability Plan.

ONGOING PROJECTS

- Cross-cutting projects described throughout the Sustainability Report.

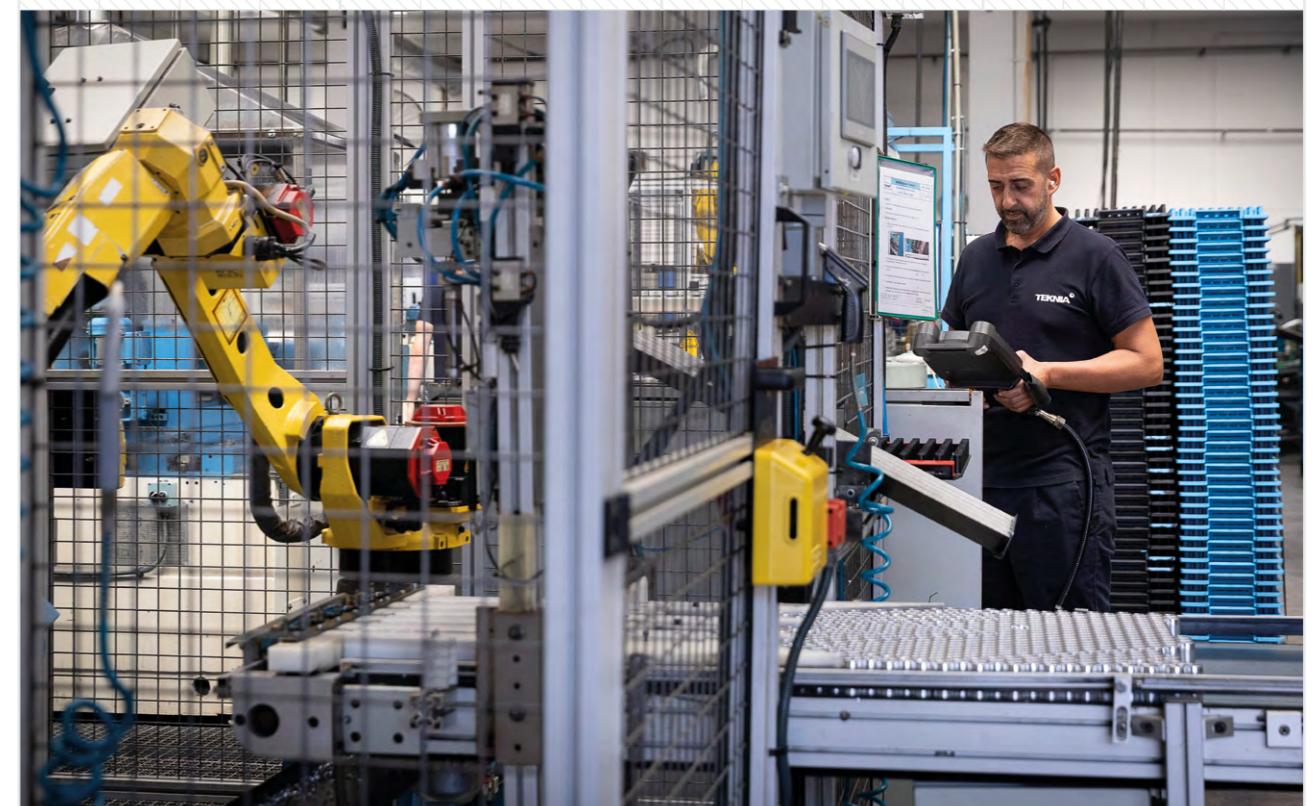
GENERATING IMPACT

- Improvement in the overall EcoVadis rating.
- Dual materiality analysis according to CSRD requirements and EFRAG ESRS standards.
- Sustainability training for the Teknia team.
- Acquisition and first phase of implementation of ESG data management software.



Teknia’s strategic approach to sustainability is based, among other things, not only on a continuous dialogue with our stakeholders, but also on a solid basis of **analysis of our environmental, social and governance (ESG)**, impacts, risks and opportunities. Also, like the Moving Teknia strategic plan, sustainability and ESG management are not static and require constant analysis, evaluation and monitoring, and this is where we are devoting much of our efforts and investment.

As part of this continuous improvement, during 2025 we have begun to implement **ESG data management platform**, a software solution that will assist us both in the automation of ESG data and reporting by production sites, and in the management of this data, enabling us to standardise processes and streamline the design of actions and decision-making in the areas of sustainability.



03.1

Sustainability Plan 2023-2025: commitments, objectives and progress

In line with the Moving Teknia strategic plan, we have also finalised our 2023-2025 Sustainability Plan, following a review of the various projects comprising its five lines of action. This plan, conceived from a fully integrated approach, is reflected in our sustainability commitments, which, under the Group's strategic vision,

ensure cohesive, holistic and long-term ESG management at Teknia.

Details of [how sustainability is governed in Teknia](#) can be found in section 4.3.

STRUCTURE OF THE SUSTAINABILITY PLAN

5 STRATEGIC PRIORITIES



ESG TRAINING FOR TEKNIJA'S SENIOR MANAGEMENT

In collaboration with Nebrija University and Conese, Teknia delivered a one-day ESG training session aimed at the company's top management: Executive Committee and Management Committee, Plant Managers, Business Directors, corporate team, amongst others.

Divided into three sections, the session covered a wide range of topics that directly affect our responsible management: from the latest trends and challenges in sustainability, regulatory pressure, sustainable management of the value chain in the automotive sector, corporate governance and ethical issues, human rights management, to the use of green raw materials, specifically steel, which is highly relevant to Teknia's operations.

The event featured contributions from Paloma de la Puente and Pablo Soteras (Partners at Conese Consulting), Ana Benavente (HORSE) and Carlos Ruiz Alonso (Acerinox), who shared their perspectives as active sustainability professionals and executives, well-versed in the challenges and opportunities involved in managing ESG aspects within the business sector.

This training has helped us work towards the target set out in the 2023-2025 Sustainability Plan of having 100% of top management trained in sustainability. It has also been included in the overall training indicators presented in [Chapter 6, "People: our pride"](#).

13 LINES OF WORK

48 PROJECTS

TRANSVERSAL LINES OF SUPPORT FOR THE STRATEGY

- > OPERATIONS_PURCHASE_QUALITY
- > COMMUNICATION AND IR
- > FINANCIAL
- > LEGAL
- > OTHERS

PROGRESS TOWARDS 2025 AND REVIEW OF THE PLAN					
Strategic pillar Moving Teknia	Sustainability Plan Pillar	Sustainability Commitment	Performance/progress 2025	Goal 2025	Goal 2030
Becoming a partner	Trusted partner	Being the trusted partner for sustainable mobility, demonstrating leadership, good governance, and ethical practices.	A 23% reduction in workplace accidents compared with the previous year. Design and delivery of sustainability training for staff. Training for Teknia's top management in collaboration with Nebrija University.	Zero lost-time accidents. 100% of management trained in ESG: over 50% achieved.	Contribution to the physical and mental well-being of our employees and ISO: 45001 certification in all our plants. 100% of staff trained in ESG.
Advanced manufacturing	Efficiency	Promoting advanced, efficient and circular manufacturing in order to produce in an environmentally friendly manner.	98% of electricity consumption from renewable sources in Spain; 73% globally. 22.2% reduction in the ratio of CO ₂ emissions per production value compared to 2022. First carbon neutral plant in our operations in 2024.	80% of electricity consumption from renewable sources in Spain: target achieved. 14% reduction in the ratio of CO ₂ emissions relative to production value in 2025 compared to the base year (2022): goal achieved.	100% renewable electricity consumption in Teknia by 2030. Carbon neutral in business interests plants by 2040 (scopes 1 and 2) and throughout the entire value chain by 2050.
New mobility	People	Empowering our people to meet the challenges of the new global mobility.	47,758 hours of training delivered in 2025. Promotion of female talent: 35.6% of the workforce are women, a high average in the automotive industry in Europe.	Promoting internal talent through specific training programmes. Ensuring that both genders are represented in internal recruitment processes.	Encourage specific actions to ensure a clear awareness of the benefits of diversity. Promote specific programmes for the development of female talent.
Data driven	Value chain	Driving sustainable transformation in Teknia's value chain.	In terms of turnover, 56% of our purchases are aligned with Teknia's ESG requirements. 5.6% more than the previous year. 72% local suppliers.	100% strategic suppliers signatories of Teknia's ESG requirements. 70% local suppliers: target achieved.	100% strategic suppliers assessed on ESG issues by 2026. 80% local suppliers.
Focused on profitability	Positive impact	Generating shared value for the environment and the communities in which we operate.	More than 120,000 beneficiaries (direct and indirect) thanks to our social projects since 2022. Investment in social projects in 2025: 134,000 euros.	Contribute to education and progress, benefiting at least 20,000 people: target achieved.	Socio-economic development programmes through education in all territories where the company operates by 2030, benefiting 200,000 people.

03.2

Dual materiality study according to CSRD requirements and EFRAG ESRS standards

This year we have carried out a new double materiality analysis, a strategic process to comprehensively analyse how Teknia impacts the environment and, in turn, how it is affected by environmental, social and governance issues, and how this may lead to financial implications. This study forms a fundamental part of our work to **prepare for and adapt to the various applicable European ESG regulations, including the CSRD** (Corporate Sustainability Reporting Directive). This directive stipulates that sustainability reporting should be based on the results of the organisation's analysis of dual materiality. These results are the identified impacts, risks and opportunities (IROs) which, therefore, must be managed appropriately.

The dual materiality envisaged in these requirements considers two perspectives:

- **The materiality of impact:** positive and negative impacts of the company on the environment and society.
- **Financial materiality:** financial risks and opportunities that may affect the company economically.

And all this, spanning the company's direct operations and value chain, upstream and downstream.

WHAT ARE IROS?

Impact	The effect that the company's processes, activities, products, services or relationships have on people or the environment over time. They may be current or potential.
Risk	Uncertain environmental, social or governance events or conditions that, if they occur, could potentially have a negative effect on the company and its sustainability strategy, on its ability to achieve its goals and objectives and to create value, and may therefore condition its decisions and those of its stakeholder relationships.
Opportunity	Uncertain environmental, social or governance events or conditions that, if they occur, could potentially have a positive effect on the entity and its sustainability strategy, on its ability to achieve its goals and objectives, to create value, and therefore may condition its decisions and those of its stakeholder relationships.

The double materiality study was based on the CSRD requirements set out in Commission Delegated Regulation (EU) 2023/2772 of 31 July 2023, and the methodological recommendations published by EFRAG.

PHASES OF ELABORATION OF THE DOUBLE MATERIALITY ACCORDING TO CSRD: HOW WE HAVE DONE IT AT TEKNIA

<p>1 Analysis of the operational and business context</p>	<p>An analysis of both Teknia's industry and business model has been carried out to gain an initial understanding of potentially material issues.</p> <p>Among the external sources used, the following were taken into consideration:</p> <ul style="list-style-type: none"> ▪ GRI reporting frameworks and applicable regulation: the ESRS (European Sustainability Reporting Standards) of the CSRD, developed by EFRAG, including the topics, sub-topics and sub-sub-topics proposed by EFRAG in ERSR 2 Art. 16. ▪ ESG analysts and ratings: S&P, SASB, MSCI, Sustainalytics. ▪ Specialised sector information from Anfac, SERNAUTO and others. <p>Internally, key documents such as the Sustainability Report, Code of Conduct, Sustainability Plan and Moving Teknia Strategic Plan have been reviewed.</p> <p>In addition, meetings were held with managers from various operational areas at Teknia: ESG, Energy, Human Resources, Commercial, Operations, Procurement, Quality, Finance and Legal, among others.</p>
<p>2 Mapping of Teknia's value chain</p>	<p>This is a key element in identifying where and how impacts, risks and opportunities (IROs) occur and which of our stakeholders are affected.</p>
<p>3 Identification and assessment of impacts, risks and opportunities (IROs)</p>	<p>We have conducted a preliminary identification of all IROs, examining risk maps, the 2023 Sustainability Report, the context analysis and all the information consulted in the first phase. Supplemented by interviews with various internal departments to identify specific IROs.</p> <p>We have defined each IRO and linked it to our value chain by differentiating between Impact Materiality (derived from impacts) and Financial Materiality (derived from risks and opportunities).</p> <p>Following internal validation of the preliminary list of IROs, an assessment of these was carried out, both quantitatively and qualitatively, according to scope, likelihood and remediability.</p>
<p>4 Consulting stakeholders</p>	<p>Internal (employees) and external (customers, suppliers, institutions) stakeholders were consulted via surveys and in-depth interviews to assess the identified IROs.</p>
<p>5 Consolidation of results</p>	<p>After weighting all IROs through the various methodologies, we have established the materiality threshold, finally determining which issues are to be considered relevant and which are not.</p>

The following material topics have been considered in the preparation of this Sustainability Report (Non-Financial Information Statement – NFIS).

ESG Aspect	Issue	Sub-issue	Section of the report
Environmental	Climate change	Adaptation to Climate Change	Chapter 7
		Climate Change Mitigation	
		Energy	
	Pollution	Air pollution	
		Water pollution	
		Soil contamination*	
		Substances of concern*	
		Microplastics*	
	Water	Water management	
	Biodiversity and Ecosystems	Impact on the status of species and on the extent and condition of ecosystems*	
Circular Economy	Resources inflows, including resource use		
	Waste management		
Social	Own workforce	Working conditions	Chapter 6
		Equal treatment and opportunities for all people	
	Workers in the value chain,	Working conditions*	
		Equal treatment and opportunities for all people*	
		Other labour rights*	
Affected stakeholders	Economic, social and cultural rights of groups	Chapter 8	
Customers	Customer relationship management	Chapter 5	
Gobernanza	Business conduct	Corporate culture	Chapter 4
		Corruption and bribery	
		Protection of whistleblowers	
	Management of supplier relationships, including payment practices		Chapter 5
Cybersecurity and data protection	Data protection	Chapter 7	
	Cybersecurity		
Digitalisation and innovation	R&D&I		
	Digitalisation		

* Material issues in the environmental and people areas of the value chain that were not previously considered relevant to Teknia but have been identified as material this year. In future financial years, we will work towards detailed management of these sub-issues, whilst also reporting on their performance.

For further information on the Impacts, Risks and Opportunities (IROs) identified in the analysis, see Annex II.

03.3

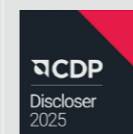
ESG Analysts & Ratings

As part of our commitment to our clients, we provide responses to various ESG analysts regarding our sustainability performance:



Supplier Assurance SAQ

Sustainability self-assessment questionnaire developed by the Drive Sustainability initiative. It assesses the performance of suppliers in the automotive supply chain on key issues such as corporate governance, human rights and labour conditions, responsible supply chain management and responsible sourcing of raw materials. At Teknia, these questionnaires are completed by each plant, in accordance with our customers' requirements.



CDP

A global standard that uses independent methodology to assess the transparency and performance of organisations in climate change, water and forest management. Teknia continues to work to strengthen CDP's work and annual rating in the climate change management questionnaire, making significant progress in the latest score. Furthermore, following the reorganisation and reformulation of the CDP modules, since last year we have also been responding to the questionnaire on water management.



WE HAVE IMPROVED OUR OVERALL RATING



Overall score
7 68/100

Percentile
80.9

EcoVadis is an international system that assesses companies, independently and impartially, on sustainability and corporate responsibility across three different modules: Environment, Labour Practices and Human Rights, Ethics, and Sustainable Procurement. Its methodology is based on international standards such as the UN Global Compact principles, the Global Reporting Initiative (GRI) standards and ISO 26000.

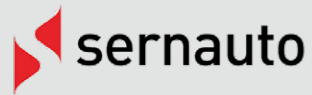
In 2025, Teknia achieved a score of 68 out of 100, thereby improving on the score obtained in the previous year. With this score, we have positioned ourselves above 80% of the companies assessed, and our internal efforts to improve our sustainability performance are becoming tangible.

The most notable progress this year has been in the Ethics and Sustainable Procurement modules, historically those requiring the greatest effort, and whose strengthening reduces the risk of non-compliance with strategic clients. Proof of this has been the internal progress made on various cross-cutting issues, such as the new Risk Management System, training courses on Information Security and Sustainability, and the UN Global Compact Sustainable Supplier Training Programme in which Teknia has participated, amongst others. Despite the improvement in the overall rating, EcoVadis has tightened its criteria this year. This has meant that our medal has dropped from silver in 2024 to bronze in 2025, as other companies have also improved their results, demonstrating a competitive and increasingly demanding environment.

03 . 4

Collaboration with associations, partnerships and sponsorships

Major social and economic breakthroughs or overcoming adverse sectoral contexts often rely on strong partnerships with other actors. Teknia promotes and actively participates in various industry associations, industry alliances or sponsorships that seek to share experiences, knowledge and growth with different stakeholders.



Asociación Española de Proveedores de Automoción

Teknia has been a member of the board of the Spanish Association of Automotive Suppliers (Sernauto) since 2022. Javier Quesada de Luis, our CEO, represents Teknia in this governing body.

The company is also a member of the Construction Industry, Foreign Trade, Communication and R&D&I Commissions and the Public Affairs working group.

We are also an active part of the Responsible Business Commission, through our Group ESG Manager, who represents Teknia in this sustainability forum, a fundamental space for listening and active participation on the needs and management of ESG issues in the automotive sector, as well as to learn about and debate the associated regulations. Within this committee, in 2025 Teknia participated in various activities, including the Double Materiality sectoral framework and the Impact Portal for ESG data management, amongst others, as well as communications and working groups with our peers and leading companies in the sector.

Finally, in 2025 we sponsored the 12th Sernauto 2025 Conference, an event held on 19 June 2025 at IFEMA (Madrid) that brought together all the key players in the automotive components sector and was officially opened by the Minister for Industry.



Asociación de Empresa Familiar del País Vasco

As a family business, we are members of the Family Business Association of the Basque Country (Aefame) since 2022 to share experiences with other companies, but also to be an active part of the association and to value its commitment to the long term.



ACICAE

The role of the Basque Country automotive cluster is to improve the competitiveness of the automotive sector.

Since 2024, Teknia has been a member of the Board of Directors of ACICAE, the governing body of the Automotive Cluster.



Asociación Española para la Calidad

We are members of the Spanish Quality Association (AEC), a benchmark association in the field of quality, which also has an Automotive Committee, one of the most important in Spain, with more than 100 companies that collaborate to achieve the highest quality standards in the sector. In addition, we are active participants in various thematic forums, such as the ACS Sustainability Community and the ACS Environment Community.



Foundation CRE100DO

Since 2023, we have been part of this foundation, which promotes business excellence by bringing together Spain's leading medium-sized enterprises (MSEs). Its main objective is to stimulate growth, innovation and cooperation in what is known as the middle market, promoting its specific characteristics and its contribution to the Spanish productive fabric.

Teknia has participated in conferences at different levels with company executives, including the CEO conferences, aimed at sharing experiences among the top managers of the member companies.



Automotive Intelligence Center

We are part of the Board of Trustees of the AIC, located in Amorebieta (Basque Country), where we have the Metal TCI, which aims to be a centre for generating value for the automotive sector based on the coordination of highly qualified personnel with the aim of developing knowledge of the sector. Its aim is to carry out scientific research and technological development activities through projects in close and direct collaboration with all types of business entities, with the aim of directly boosting competitiveness and innovation in the automotive industry.



UN GLOBAL COMPACT

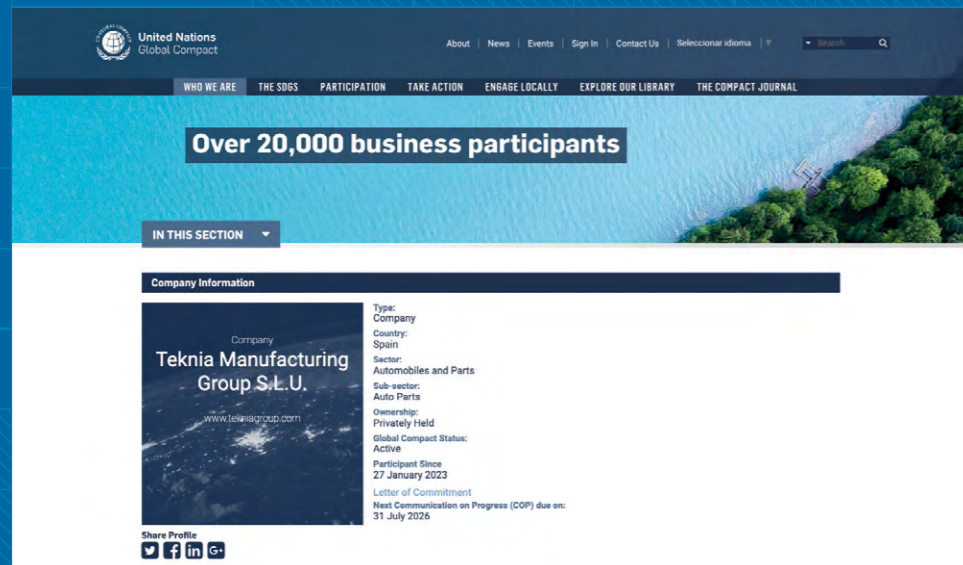
We have been a member of the Spanish Network of the UN Global Compact since 2023, the largest international initiative promoting corporate sustainability. Since then, we have been active members, having participated in various accelerator programmes with the aim of improving our sustainable performance. All are described in this report.

In this way, we align our strategy and operations with the Ten Principles on human rights, labour standards, the environment and anti-corruption.

Teknia's commitment and performance can be seen throughout this Sustainability Report, as well as in our Progress Reports (CoP), which can be consulted publicly on the United Nations Global Compact website.



Find out more



We are also members of:

- **AEDHE**
Henares Business Association
- **ANDALTEC**
Technology Centre of the Andaltec R&D&I Foundation
- **ASEM**
Marteña Business Association
- **DIRCOM**
Association of Communication Managers
- **FCM**
Cantabria Metal Federation
- **FVEM**
Basque Federation of Metal Companies
- **TEDFUN**
Technical and Development Association of Spanish Die Casting
- **PMCC**
Patronal Metalúrgica Cataluña Central

And we collaborate with:

- **ANDALTEC**
Technology Centre of the Andaltec R&D&I Foundation
- **Bind 4.0**
Basque open innovation platform
- **Generacciona**
Generacciona. Details can be found in section [6.4.Equal and inclusive](#)

OTHER INITIATIVES



Alliance for Dual VT

We are a member of this alliance whose objective is to promote quality vocational training and employability of young people.



Industria Erronka – Industry Challenge

We are sponsors of Industria Erronka, a project promoted by the Vizcaya Federation of Metal Companies (FVEM) that seeks to bring the industrial sector closer to young students in Vizcaya. Over several months, through this collaboration, visits were organised to Teknia's factories in the Basque Country and meetings held in schools, aimed at students in secondary school, sixth form and vocational training, to inspire an interest in STEM subjects.

01
02
03
04
05
06
07
08
09
A

TEK STORY

Energy efficiency through digital transformation



This year, the Teknia Manresa plant has hosted the launch of a pilot project based on the **IoT** (Internet of Things), aimed at monitoring and optimising energy consumption. Its implementation represents progress on two fronts: the digital transformation of the plant, with a focus on data management and the generation of economic efficiencies; and, on the other hand, a positive impact on energy efficiency and, consequently, on the facility's sustainable performance.

■ **What does the project involve? What is expected from this pilot phase?**

This is a pilot project we have implemented on two representative production lines at the plant, which include stamping, overmoulding and assembly processes, to monitor their energy consumption. To do this, we have fitted the machines with sensors to collect real-time information and send it to the PLC hubs. These, in turn, upload the data to the cloud for processing and analysis. We have started by focusing initially on these two lines to roll out the Minimum Viable Product (MVP) and test the data architecture, without overloading the rest of the plant.



MARC MOLINA BERNAT
Plant Manager at
Teknia Manresa

■ **Where do things stand right now? How will things continue to evolve?**

Having completed this first phase of creating a common data architecture, identifying parameters to monitor, fitting sensors to machinery and obtaining the initial data, we are now working on verifying the quality of this data. This will enable us, in subsequent phases, not only to measure consumption but also to generate a series of alarms and dashboards to detect unusual events, such as uncontrolled electricity spikes. We will be developing this second phase in collaboration with Xpander.

■ **How are we going to move from simple electricity consumption data to business indicators and even sustainable performance metrics?**

This is the major challenge of the second phase of the project: integration with the Manufacturing Execution System (MES) and the Enterprise Resource Planning (ERP) system, which will allow us to cross-reference data and obtain precise energy consumption metrics linked to actual production and its impact on plant costs. At this stage, we will be in a position to develop and analyse KPIs such as consumption and cost per unit produced, energy intensity and, ultimately, CO2 emissions. We will be able to obtain a much more accurate carbon footprint, something that customers and stakeholders increasingly value.

■ **Which areas have been involved in the project? How is the plant responding to the technology rollout?**

Many departments have been involved, from the projects, IT/OT and advanced manufacturing teams at head office, to the environment and quality departments, and the engineering and maintenance teams here at the plant... many people have contributed to making this possible. Albert Monseny, for example, maintenance manager at Teknia Manresa, has played a key role in the development of the pilot project. His extensive experience at the plant and in-depth knowledge of internal processes have facilitated the successful execution of the project. Albert already had specific training in the field of sensor technology, which enabled him to anticipate the needs of this project. Thanks to his work and vision, Teknia Manresa had a sensor infrastructure installed on various machines, which was essential for streamlining the roll-out of the pilot project.

This roll-out has been well received at the plant. We know it is a tool for competitiveness and that this type of investment allows us to maintain continuity and remain at the forefront. In fact, this year several employees have undergone training in robotics with great enthusiasm. This is the way forward.

■ **What is the timeline for rolling out this model across the rest of the company?**

The aim is to have the pilot fully implemented and validated on the current production lines by the end of 2026. The idea is that once it is established, it will be scalable; we do not want the knowledge to remain solely at Teknia Manresa, as the aim is to roll it out to more plants and technologies.



04

Corporate Governance



01

02

03

04

05

06

07

08

09

A

MILESTONES

- New Risk and Opportunity Management System.

ONGOING PROJECTS

- Ongoing updating of framework policies.

GENERATING IMPACT

- Appointment of a new independent director to the Board of Directors.
- **60%** independent directors.
- Restructuring of the corporate and business organisation chart (Operations organisation chart).



Ambition, efficiency, adaptability and pride are the values we apply every day in the development of our operations. These values are deeply rooted in our identity as manufacturers and are reflected in the guidelines, policies, procedures, skills and attitudes that underpin our work in the plants and throughout the organisation, and which are supported by our corporate governance.

We are a reliable and trustworthy business partner, and to remain so, we always ensure the integrity of all our operations throughout the value chain. This way of working is what sustains our customers' trust and consolidates our role as manufacturers committed to industrial excellence.

04.1

Governing bodies and organisational structure

Teknia Manufacturing Group S.L.U., the Group's parent company, has a single shareholder, Siuled S.L., a family-owned company. This shareholding structure ensures that the company maintains its essence and values over the years, without hindering progress in good corporate governance, the basis and pillars of which we continue to develop.

Board of Directors

The Board of Directors is the highest governing body, overseeing executive management and defining and improving Teknia's governance. It currently comprises five individuals who bear ultimate responsibility for the management and representation of the company. In addition to the roles established in the Capital Companies Act, it is the body responsible for approving and enacting the Group's ethical regulations. In 2025, Mr Javier Quesada Suescun, formerly Honorary Chairman of the Group, has held the chairmanship on behalf of Siuled, S.L., following the retirement of Javier Lazpita after three decades with the company. It is also worth noting the appointment of a new independent director to the Board of Directors, Mr Cristóbal Valdés Guinea.

Board of Directors at the end of the 2025 financial year:

- Mr. Javier Quesada de Luis, Chief Executive Officer.
- Siuled, S.L.³, represented by Javier Quesada Suescun.
- Mr José Antonio Jainaga Gómez, independent member.
- Mr Cristóbal Valdés Guinea, independent member.
- Mr Iñigo Marco-Gardoqui Alcalá-Galiano, independent member.

With this new composition, 60% of the Board of Directors consists of independent directors.

Executive Committee

Teknia has an **Executive Committee**, with the aim of streamlining decision-making. This body remained unchanged during the 2025 financial year and was composed as follows: led by the CEO, Javier Quesada de Luis, and comprising the Chief Operations Officer (COO), Rafael Morales; the Chief Financial Officer (CFO), Nieves García; the Chief Commercial Officer (CCO), Rodrigo Marín; the Chief Strategy Officer (CSO), Alejandro Deleyto; and the Chief Human Resources Officer (CHRO), Jorge Lázaro.

³ After the retirement of Javier Lazpita in January 2025, Siuled, S.L. took over the Chair of the Board of Directors, represented by Javier Quesada Suescun.

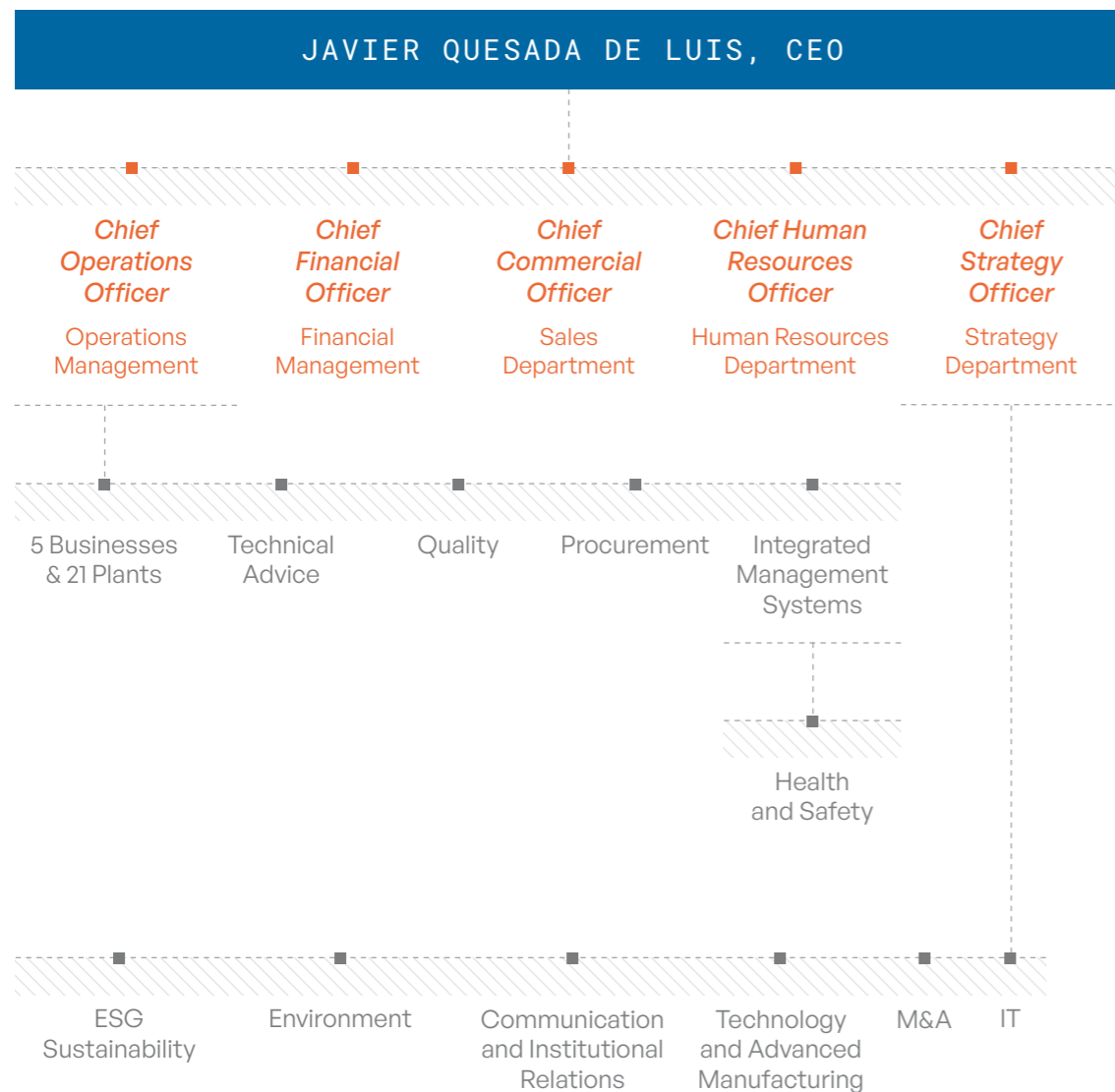
For its part, the **Corporate Management Committee** continues to be made up, together with the members of the Executive Committee, by the Finance Department, Ana San Vicente; Technology and Advanced Manufacturing, Mario Martín; Technical Consultancy, Michel Peña; Communication and Institutional Relations, Gonzalo Prieto; and the head of the Legal Department, Diego Martel.

The Group's **Business Directors** complete the **Top Management** team. Following the restructuring of Operations undertaken

after the close of 2025, this team now comprises Juan de Dios Gómez, Sergi Gonfaus, Jorge Varela and Jorge Lima, who report to the Chief Operations Officer.

Organisational chart

Teknia's organisational chart retains the structure of the previous financial year, with the exception of the Strategy Department, which has been reorganised internally with the aim of boosting both innovation, through the technology centres, and continuing to drive the Group's digitalisation.



Likewise, each of the companies that make up the Teknia Group has its own global management structure, to which the management of each area reports, as the most senior managers.

In addition, the Operations Division leads the different businesses (business units) at company level. During 2026, this area will undergo substantial organisational changes. Until now, it consisted of six areas into which

the plants were grouped according to their technology and geographical location; it will subsequently be reorganised into five areas based on their core technology (Plastics, Metal, Machining and Aluminium), with only one area (Brazil) remaining organised by geographical location, due to its many specific characteristics, including its multi-technology nature. This new organisational structure is set out below:



04.2

Code of Conduct and internal regulations

All Teknia employees are governed by the Code of Conduct, corporate policies and existing manuals and procedures. Given our international structure that embraces different cultures and realities, our internal regulations seek to harmonise at a global level while reflecting these particularities so that the identity and idiosyncrasies of each of the plants are not lost. Our rules are regularly reviewed and updated to reflect new trends, requirements or changes in internal operations. Our Code of Conduct sets forth the criteria for action and values governing the actions and relations of the companies that make up the company. The standards of conduct that make it up set out the principle of due diligence for the prevention, detection and eradication of irregular behaviour. This, together with the other policies, constitutes the company's first line of defence against risks such as corruption, bribery and any fraudulent behaviour, or the inappropriate use of information in violation of the European Data Protection Regulation (GDPR). Teknia has zero tolerance for all of them. The Code of Conduct, applicable to all Teknia companies and individuals, is based on the following principles: All operations shall be ethically and responsibly carried out. Compliance with the legislation in force in each country is a necessary prerequisite for the Code of Conduct. **Teknia competes in the market in a fair way and does not accept under any circumstances misleading, fraudulent or malicious behaviour.**

Supplier selection shall be governed by objectivity and transparency criteria, reconciling the corporate interest in securing the best conditions with the benefit of maintaining stable relationships with ethical and responsible suppliers.

Ethics and Compliance Committee

The **Ethics and Compliance Committee** oversees compliance with and interpretation of the Code of Conduct in the company and is made up of:

- **Legal Advice department** (coordination of the Committee).
- **Financial Department**
- **Human Resources Department.**

This Committee acts as the **Group's Central Supervisory Body** in the relevant matters attributed thereto. In each of the companies which make Teknia, the corresponding General Management together with the Human Resources Manager of each individual company act as the local Ethics and Compliance Control Bodies.

In order to carry out their supervisory functions, Teknia's Ethics and Compliance Committee and the **local Ethics and Regulatory Compliance Control Bodies** have established a reporting channel, as provided for in the Code of Conduct.

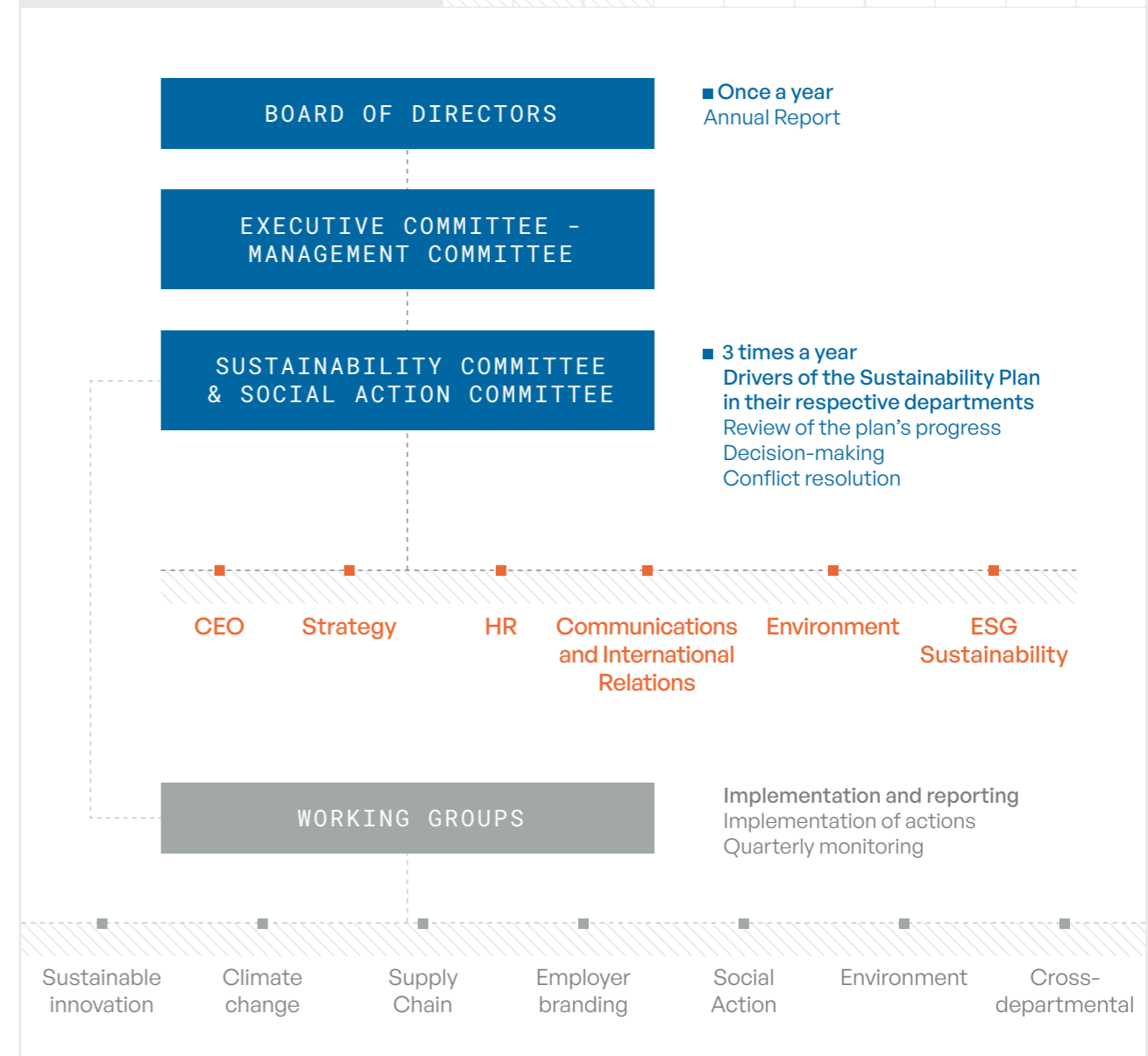
The local Ethics and Compliance Control Body will analyse **complaints** and take appropriate action, informing the Ethics and Compliance Committee of the processing and resolution of each case, as well as seeking its advice and collaboration, if necessary. It will also guarantee the confidentiality of all data and actions taken; the conduct of proceedings appropriate to the circumstances of the case, always acting independently; and the indemnity of any complainant as a result of submitting requests or complaints in good faith to the Committee. In case the complaint is against the General Management of the company, the Ethics and Compliance Committee shall necessarily deal with the proceedings.

04.3

Sustainability governance

Teknia continues to follow the **ESG governance model**, which includes a **Sustainability Committee**. This body acts as the driving force behind the lines of action in sustainability, reviews the fulfilment of objectives and manages the evolution of the projects deployed. The Committee meets three times a year (at a minimum) and reports to the Executive Committee and/or the Management Committee, as required by strategic needs.

ESG GOVERNANCE MODEL



<p>Each corporate department, in addition to its own functions, has been assigned additional competencies in sustainability matters:</p>	<p>In addition, various Working Groups have been established to enable the implementation and reporting of different actions defined in the plan across various areas. These groups are activated according to the needs of Teknia and our stakeholders. Its overall objective is the collaborative search for efficient solutions to complex sustainability challenges and the promotion and monitoring of some of the commitments set out in our Sustainability Plan.</p>
<ul style="list-style-type: none"> ▪ Sustainability Plan: managed by the Strategy Department, which houses the Sustainability-ESG unit. 	<p>Following internal consultation, the Quality and Procurement departments, and the Operations and Advanced Manufacturing departments will also join the Sustainability Committee from 2025. Similarly, two new working groups have been created: one focusing on the environment and another cross-functional group to provide support across all ESG areas.</p>
<ul style="list-style-type: none"> ▪ Environmental aspects: managed by the Operations, Quality and ESG Department. 	
<ul style="list-style-type: none"> ▪ Health, safety and people management aspects: managed by the management of each plant with corporate support from the Operations and Human Resources departments. 	
<ul style="list-style-type: none"> ▪ Economic aspects: managed by the Finance Department, with the involvement of the other departments. 	
<ul style="list-style-type: none"> ▪ Social aspects: those related to Teknia's social action plan are managed by the ESG department. 	



THE FOLLOWING PROJECTS AND ACTIONS HAVE BEEN IMPLEMENTED IN 2025 :

<p>Cross-departmental</p>	<p>This year, this group is launching with the development and implementation of two major cross-cutting projects:</p> <ul style="list-style-type: none"> ▪ Double materiality analysis in accordance with the CSRD and EFRAG's ESRS standards. ▪ New Corporate Risk and Opportunity Management System. <p>Both projects have been led by the Sustainability-ESG department, with the support and collaboration of all relevant departments and key personnel across the organisation.</p>
<p>Sustainable innovation</p>	<p>Work to integrate the principles of the circular economy and eco-design into our products. Product design project with customers (see Voltiris TekStory), led by the Technology and Advanced Manufacturing department.</p>
<p>Climate change</p>	<p>We continue to work on Teknia's Decarbonisation Plan, with two main projects and milestones in 2025:</p> <ul style="list-style-type: none"> ▪ External measurement and verification of Scope 3 of Teknia's carbon footprint. ▪ Study of Risks and Opportunities arising from Climate Change (ROCC). <p>In addition, we continue to work on finding solutions to reduce and offset our carbon footprint, actions which will be defined and incorporated into Teknia's Net Zero Plan, a project to be developed in 2026..</p>
<p>Environment</p>	<p>This group has been set up to manage and drive forward the environmental projects led by the Quality department. In 2025, work continued on maintaining the plants' ISO 14001 Environmental Management System and on achieving ISO 50001 Energy Efficiency Management System certification at two plants.</p>
<p>Supply chain</p>	<p>We have continued to work on increasing the percentage of signatories to our <i>RESG Requirements for suppliers</i>. We also continue to encourage our suppliers to participate in the UN Global Compact's training programme on sustainable suppliers.</p>
<p>Employer Branding</p>	<p>This year, HR has led various projects:</p> <ul style="list-style-type: none"> ▪ In-house training on the Harassment Prevention Protocol. ▪ Drafting and signing of the LGBTI Protocol. ▪ Definition and implementation of the 360-degree performance review as the cornerstone of people management at Teknia. ▪ Ongoing training in health and safety. ▪ Projects to attract young talent to the automotive sector. Continuation of the Moving Talent initiative. ▪ Awareness campaigns to strengthen internal communication, led by the Communications department.
<p>Social Action</p>	<p>Continuation of Teknia's social action plan, including ongoing projects, renewal of agreements, promotion and coordination of the corporate volunteering scheme, establishment and monitoring of the budget, and the search for new avenues of collaboration, amongst other initiatives. Two new agreements have been finalised and will come into effect in 2026.</p>

The details of the actions and projects carried out in each WG are developed in each thematic chapter presented throughout this Sustainability Report.



04.4

Risk assessment and management

Risk Management System

Risk management is a fundamental pillar when it comes to facing the challenges associated with the activities and business areas of organisations, responding to current regulations and recommendations that promote responsible and sustainable business practices. A holistic and proactive approach is imperative.

In 2025, various tasks in this area were completed, establishing Teknia's new **Risk Management System**, aligned with international frameworks (COSO, ISO 31000) and integrated into our corporate governance model. A new corporate-level risk map has been developed, along with a **Risk and Opportunity Control and Management Policy and Risk and Opportunity Management Procedures**. The policy sets out at a high level the principles, objectives, responsibilities and general framework for risk management at Teknia. For its part, the procedure details the system's operations, including processes and methodologies for its implementation and ongoing maintenance. These tools will help ensure appropriate risk management at Teknia within the limits strategically accepted by the company and include regular monitoring, as well as the establishment of the corresponding preventive and mitigating measures.

The objective of the new Risk Management System is to ensure that the risks inherent in our operations are periodically monitored, assessed and managed in a structured, transparent manner aligned with our business objectives

The Risk and Opportunity Control and Management Policy pursues the following objectives:

- > To foster a culture of proactive risk management at all levels of the organisation, promoting informed and responsible decision-making.
- > To protect Teknia's assets, resources and reputation through the implementation of effective controls and the mitigation of relevant risks.
- > To ensure business continuity, adapting swiftly and effectively to changes in the environment and market challenges.
- > To comply with legal and regulatory standards, as well as with the commitments made to our customers, suppliers and other stakeholders.
- > Align risk management with Teknia's strategic objectives, integrating it into planning, operational and decision-making processes.

Governance of the Risk Management System

To ensure the proper functioning of the Risk Management System, Teknia has defined a governance model specifying the various roles and responsibilities:

▪ **Board of Directors**

Is ultimately responsible for the Risk Management System. Defines the principles and objectives of the system, ensuring they are aligned with the company’s strategy. Oversees its development and approves the Risk Management Policy.

▪ **Executive Committee**

Oversees the operational implementation of the system and its integration into business and support areas. Acts as a liaison between the Board of Directors and the operational teams. To this end, he has the direct support of the Risk Coordinator.

▪ **Risk Coordinator**

Ensures the correct implementation of the system, compiling, consolidating and reporting all information relating to the identification and assessment of risks. Facilitates communication between the Executive Committee and the functional areas. Led by the Group ESG Manager, with C-level support from the Chief Strategy Officer.

▪ **Functional areas and individuals responsible for risks**

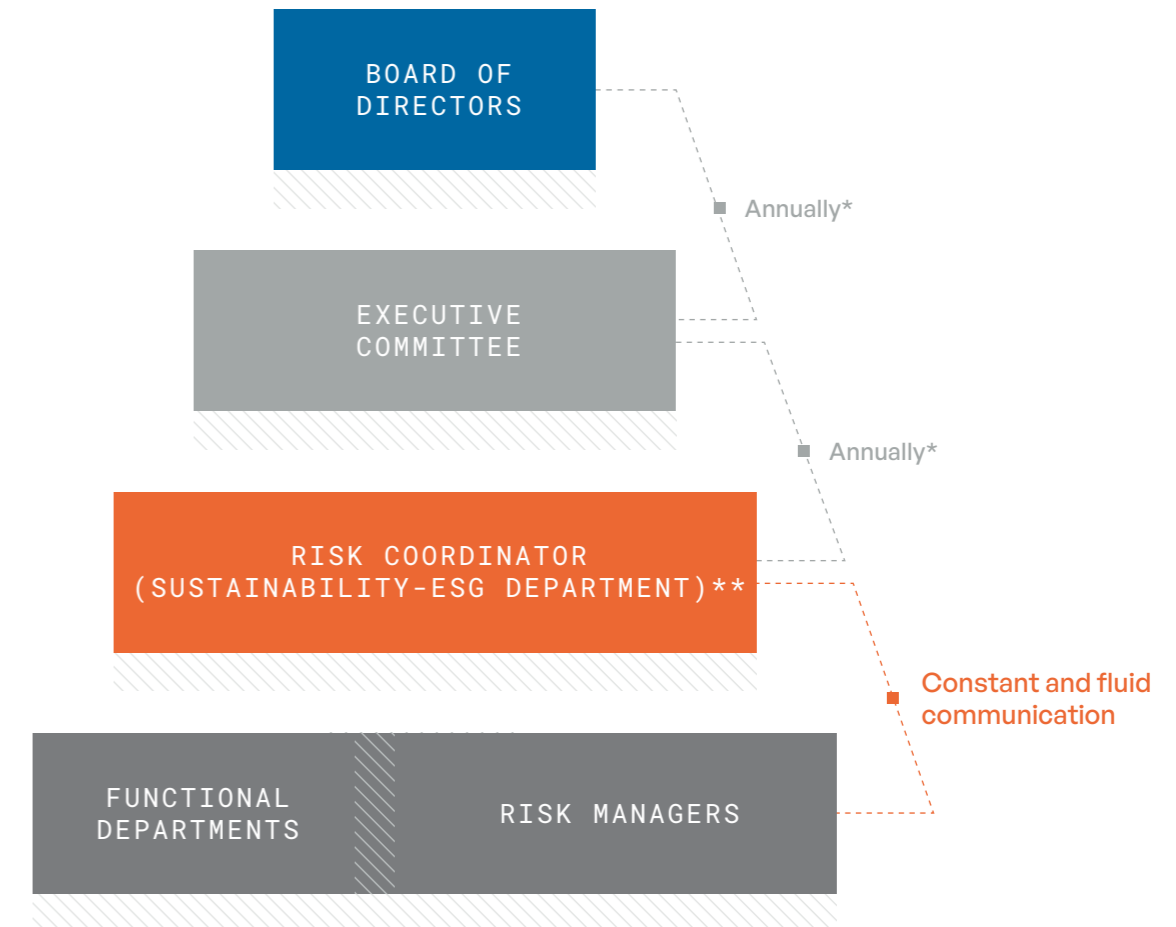
Those involved in identifying, assessing, managing and reporting risks within their remit. They implement controls, monitor their effectiveness and propose improvements to risk management.

Once the Risk Management System has been implemented, it is planned to review, evaluate and continuously improve it, carrying out periodic analyses to identify emerging risks that may affect the achievement of strategic objectives and periodically monitoring those already identified. This ensures that the system remains up to date and that the company is able to adapt to new challenges. This involves reviewing not only the risks but also the controls associated with their mitigation.

Furthermore, each Teknia plant currently has its own risk and opportunity analysis process, which is being analysed and integrated into the global system through IATF certification. Likewise, there is a contingency plan to ensure business continuity in case of operational, human resources, purchasing, maintenance and natural disaster risks, among others.

To ensure comprehensive and homogeneous management of the risks associated with its operations and activities, Teknia classifies risks into four main categories, defined according to their nature. Sustainability-ESG risks are integrated within those relating to compliance; these analyse and control risks arising from potential breaches of ESG regulations, as well as social and environmental risks. In the case of the latter, the focus is on risks arising from adverse weather events, supplemented by the ROCC study carried out in 2025 (see section 7.2. Climate Change Management).

GOVERNANCE OF THE RISK MANAGEMENT SYSTEM



*_Except in exceptional circumstances requiring greater frequency.

**_In the absence of a specific risk management department or other independent function (Internal Audit)

The following table presents an aggregated overview of the main risk categories identified within Teknia's Corporate Risk Management System, including those related to sustainability and ESG matters. It includes representative examples and general management and mitigation mechanisms in place. This information is not intended to be exhaustive and does not represent the complete set of risks assessed by the Company.

Category	Definition	Examples of considered risks	Main management, action and mitigation mechanisms	Material topic	Related section of the report
<p>Operational risks</p>	<p>Risks inherent to day-to-day operations and manufacturing processes that may affect the efficiency, quality and continuity of activities. These include failures in production systems, supply chain disruptions, technological obsolescence, design or manufacturing defects, and machinery maintenance issues. They also encompass risks related to occupational health and safety, the availability of specialised talent and the ability to adapt to new industry requirements, such as advances in sustainable mobility.</p>	<ul style="list-style-type: none"> ▪ Health and safety risks. ▪ Cybersecurity risks. ▪ Risks related to potential customer supply disruptions. ▪ Business continuity risks. ▪ Strikes, absenteeism and labour disputes. 	<ul style="list-style-type: none"> ▪ Integrated Management System and IATF 16949 certification. ▪ Business continuity and contingency plans. ▪ Lean Manufacturing processes. ▪ Maintenance programmes. ▪ Digitalisation processes and tools. ▪ Occupational health and safety programmes. ▪ Certifications (ISO 14001 and ISO 50001). ▪ Supplier evaluation and qualification processes. 	<ul style="list-style-type: none"> ▪ Product quality and safety. ▪ Occupational health and safety. ▪ Supply chain management. ▪ Digitalisation. ▪ Energy efficiency. ▪ Climate change. ▪ Circular economy. 	<ul style="list-style-type: none"> ▪ 5.2 Our suppliers. ▪ 5.3 Quality and commitment to our customers. ▪ 6.2 Health, safety and well-being. ▪ 7.1 Environmental management. ▪ 7.2 Climate change management. ▪ 7.6 Advanced manufacturing and technological transformation.
<p>Strategic risks</p>	<p>These risks arise from strategic decisions related to Teknia's positioning in a competitive and dynamic environment. They include external factors such as changes in global mobility trends, market demands, environmental and social regulations, and technological developments in the automotive industry. They also cover risks associated with entering new markets, developing new technological capabilities or collaborating with strategic customers that may significantly influence the achievement of the Company's long-term objectives.</p>	<ul style="list-style-type: none"> ▪ Risks related to changes in market trends. ▪ Investment and inorganic growth risks. ▪ Risks related to macroeconomic and geopolitical factors. 	<ul style="list-style-type: none"> ▪ Strategic Plan. ▪ Monitoring of industry trends and emerging risks. ▪ Technological, geographical and customer diversification. ▪ Development of new innovation and co-development capabilities. ▪ Sustainability Committee. ▪ Risk and Opportunity Management System. ▪ Double materiality assessment in accordance with CSRD. ▪ Investments in digitalisation and advanced manufacturing. 	<ul style="list-style-type: none"> ▪ Innovation and digitalisation. ▪ New mobility. ▪ Climate change. ▪ Competitiveness and resilience. ▪ Governance. ▪ Technological transformation. 	<ul style="list-style-type: none"> ▪ 2. Moving Teknia. ▪ 3.2 Double materiality. ▪ 4.3 Sustainability governance. ▪ 5.5 Electrification and new mobility. ▪ 7.2 Climate change management. ▪ 7.6 Advanced manufacturing and technological transformation.

01

02

03

04

05

06

07

08

09

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Category	Definition	Examples of considered risks	Main management, action and mitigation mechanisms	Material topic	Related section of the report
<p>Financial risks</p>	<p>These include risks arising from economic and financial factors that may affect Teknia's stability. They include volatility in the prices of key raw materials such as metals, plastics and energy, fluctuations in exchange and interest rates, and liquidity or financing risks. They also cover risks related to the reliability of financial information and the Company's ability to meet its tax and contractual obligations.</p>	<ul style="list-style-type: none"> ▪ Financial risks. ▪ Risks related to the reliability of financial and non-financial information. 	<ul style="list-style-type: none"> ▪ Financial strategy and budgetary control. ▪ Liquidity and debt monitoring. ▪ Market and customer diversification. ▪ Monitoring of energy and raw material costs. ▪ Financial oversight by the governing bodies. ▪ Access to sustainable finance. ▪ ESG ratings. 	<ul style="list-style-type: none"> ▪ Economic resilience. ▪ Efficient resource management. ▪ Climate change. ▪ Supply chain. ▪ Governance. 	<ul style="list-style-type: none"> ▪ 2.4 Economic value generation. ▪ 5.2 Our suppliers. ▪ 7.2 Climate change management. ▪ 4.1 Governing bodies. ▪ 4.4 Risk management.
<p>Compliance risks</p>	<p>These refer to compliance with the legal, regulatory and contractual requirements applicable to the mobility components manufacturing sector. They include risks arising from non-compliance with environmental, labour, industrial safety or quality regulations that may result in sanctions, litigation or loss of trust among customers and business partners. They also encompass compliance with ethical standards and codes of conduct that reinforce Teknia's reputation and transparency.</p>	<ul style="list-style-type: none"> ▪ Risks related to non-compliance with and/or adaptation to regulations (internal and external regulations). ▪ Compliance risks. ▪ Sustainability/ESG risks. 	<ul style="list-style-type: none"> ▪ Code of Conduct and Ethics & Compliance Committee. ▪ Whistleblowing and compliance monitoring mechanisms. ▪ ESG, ethics and compliance training. ▪ Risk and Opportunity Management System. ▪ ESG supplier assessments. ▪ Certifications (TISAX and ISO). ▪ Monitoring of CSRD, CSDDD, CBAM, data protection and other regulatory requirements. 	<ul style="list-style-type: none"> ▪ Business conduct. ▪ Human rights. ▪ Ethics and anti-corruption. ▪ Cybersecurity and data protection. ▪ Responsible supplier management. ▪ Climate change and ESG regulation. 	<ul style="list-style-type: none"> ▪ 4.2 Code of Conduct and internal regulations. ▪ 4.3 Sustainability governance. ▪ 4.5 Human rights and ethical conduct. ▪ 5.2 Our suppliers. ▪ 7.6 Information security. ▪ Annex II – IROs.

CHEMIDA VERA SÁNCHEZ
Group ESG Manager



TEK STORY

Strengthening corporate governance: Teknia's new Risk Management System

Against a backdrop of growing uncertainty and increasing regulatory demands, Teknia has taken a key step in strengthening its corporate governance by implementing a Risk Management System. This project has enabled the integration of risk management (including ESG risks) and opportunities into strategic decision-making and the company's day-to-day operations.

■ What motivated Teknia to implement a formal corporate risk management system?

The current context, marked by greater uncertainty, accelerating change and an increasingly demanding ESG regulatory environment, highlighted the need to take a further step. The aim was to evolve towards a formal, structured and consistent system that would provide a comprehensive view of corporate risks and ensure their proper integration into the Group's governance and strategy.

Furthermore, our clients were demanding clearer, shared and comparable information on the company's main risks and how they were being managed. Added to this is the growing importance of regulatory frameworks such as the CSRD and the

CSDDD, as well as the importance that stakeholders now attach to risk management and good corporate governance.

■ How was the process of identifying and prioritising the company's risks carried out? Which areas were involved?

The process was designed from the outset as a corporate, cross-functional and participatory exercise. Risks were identified using a bottom-up approach, directly involving the various functional areas and the individuals responsible for the risks, who are best placed to understand the processes and risks associated with their day-to-day activities.

Based on this work, a risk catalogue was drawn up, which was subsequently assessed using standardised criteria of probability and impact, taking into account financial, operational, regulatory and reputational factors. This assessment enabled a distinction to be made between inherent risk and residual risk and allowed the most relevant risks to be prioritised, resulting in a Top 15 list of risks.

The process was complemented by a top-down approach, with the governing bodies, including the Sustainability Committee, reviewing the results to ensure consistency with the Group's strategy and business objectives. This dual approach has been key to achieving a robust, consensus-based result that is aligned with Teknia's reality.

■ Following the analysis, what role do ESG risks play in Teknia's management?

ESG risks are now fully integrated into Teknia's overall risk management framework, not as a separate category, but linked to strategic, operational and compliance risks.

Issues such as regulatory compliance in sustainability, supply chain management, the climate transition, health and safety, and corporate reputation are analysed in a structured manner and with the same level of rigour as any other corporate risk. This approach allows for a better understanding of the interdependencies between financial, operational and ESG risks, and enables more informed decision-making.

Furthermore, the system facilitates the monitoring of these risks through indicators and links them to specific action plans, thereby reinforcing their ongoing management and monitoring by senior management and governing bodies.

■ Which emerging risks do you believe are still not receiving the necessary attention from companies?

In general, many organisations still underestimate certain emerging ESG risks, particularly those arising from rapid regulatory developments in sustainability, supply chain traceability and due diligence, or the indirect impacts of climate change on operations and suppliers, amongst others. Data management is also becoming increasingly important, both in terms of the quality and reliability of the information reported and in terms of cybersecurity and data protection, as well as the growing global conflicts and tensions affecting industrial companies such as Teknia.

■ What changes or improvements are expected from the implementation of the system within Teknia?

The implementation of the system represents a qualitative shift in how we understand and manage risks and opportunities. We expect greater foresight,

a reduction in unforeseen events and an improved balance between assumed risks, controls and opportunities.

Furthermore, the system helps to standardise criteria, clarify responsibilities and improve internal communication regarding risks, facilitating more coordinated and efficient management. In the medium term, this also strengthens Teknia's ability to respond to audits, regulatory requirements and the expectations of clients and other stakeholders.

■ What role does internal culture play in risk management and how do the different departments contribute?

Internal culture is a key element. A risk management system only works if it is underpinned by a culture of collaboration and accountability, in which people understand that managing risks is not just an obligation, but a tool to protect and strengthen the business.

At Teknia, the various departments have actively participated in identifying, assessing and monitoring risks and opportunities within their remit, with support and coordination from the sustainability and strategy department. This involvement reinforces a sense of shared responsibility and helps ensure that risk management is part of the company's day-to-day operations, rather than a one-off or purely formal exercise. For this reason, those responsible for risk management have also been trained so that they are able to update and manage the various associated tasks on an annual basis.

■ What has been key to the project's success?

Undoubtedly, the genuine involvement of the departments and individuals responsible for risk, as well as the commitment of the governing bodies. The practical approach, methodological clarity and collaborative work have enabled the implementation of a system aligned with Teknia's reality and ready to evolve with the company and the sector.

04.5

Human Rights and Ethical Conduct

Teknia's corporate culture is fully aligned with a **respect for human, employment and social rights** this is embodied in the principles of action set forth in internal regulations. Furthermore, as a signatory to the UN Global Compact, its Ten Principles—and specifically Principles 1 and 2—guide our actions in this area. Thus, Teknia is committed to supporting and respecting human rights and implementing mechanisms to identify and mitigate potential violations. As a link between raw material producers and manufacturers, our greatest challenge is to **promote the commitment to and management of human rights throughout our value chain**; therefore, in the coming years we will focus on continuing to identify human rights risks and impacts, both upstream and downstream, and establishing due diligence processes to manage and mitigate these risks and impacts. Through the CSRD-based double materiality analysis carried out this year, the first risks and impacts in this area were identified.

These risks relate to regulatory compliance and the management of people within the organisation itself. To manage these internally, at Teknia we promote compliance with human and labour rights and our own ethical principles, implementing best practices regarding employment conditions, health and safety at work, and **encouraging respect for trade union activity, collective bargaining** and oversight by local authorities.

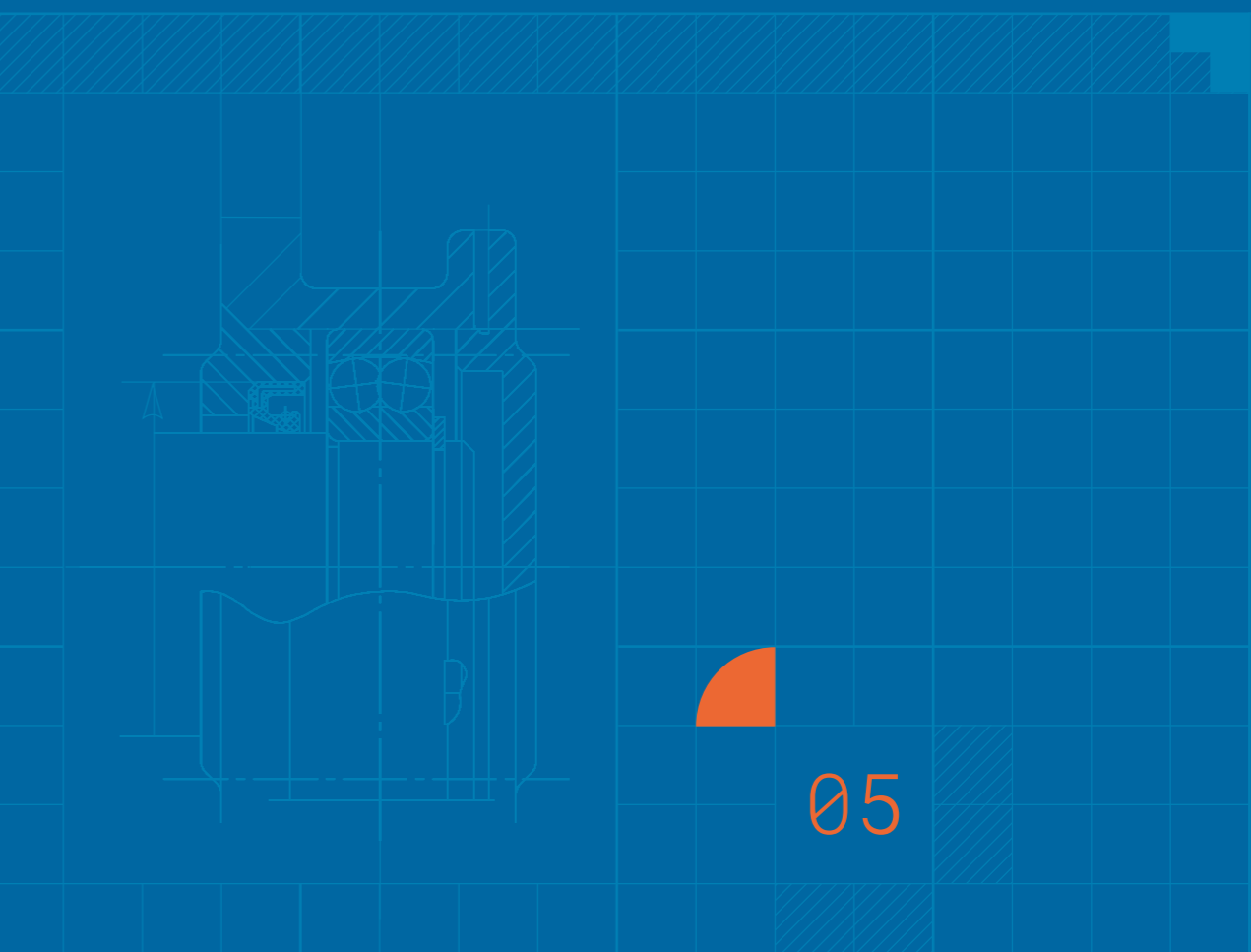
Furthermore, these principles of our Code of Conduct extend to our business partners and *external stakeholders*. In this regard, all our suppliers must respect the human and labour rights of their own workers. Furthermore, since 2023, we have had **ESG Requirements for suppliers**, a document created with the aim of extending the company's commitment across the entire value chain and ensuring that all suppliers are, first and foremost, aware of and aligned with our ESG guidelines. [Chapter 5 on Responsible Management of the Value Chain](#) elaborates on the work we are doing with our suppliers on ESG issues.

In line with our commitment to human rights, Teknia rejects child labour and forced labour, and we ensure that there are no instances of forced labour, child labour or human trafficking in any of our operations or within the value chain. This is done by monitoring the minimum working age, in accordance with the International Labour Organisation (ILO) and applicable local legislation. All of this is defined and monitored through Teknia's Code of Conduct. In addition, as a UN Global Compact partner, we promote compliance with the Ten Principles, including good practices on human rights and labour standards.

Compliance with these principles and guidelines is monitored by senior management and the Regulatory Compliance Committee, with the Code of Conduct serving as the framework.



01
02
03
04
05
06
07
08
09
A



05

Responsible management of the value chain

- 01
- 02
- 03
- 04
- 05
- 06
- 07
- 08
- 09
- A

MILESTONES

- Achievement of business acquisition and associated profitability targets.

ONGOING PROJECTS

- Centralised corporate framework for all certifications (in the coming years).

GENERATING IMPACT

- **72%** local suppliers.
- **56%** purchases with ESG criteria.
- **€67 million** in new business acquisition.
- **100%** of plants certified to IATF 16949.
- **11%** reduction in incidents and complaints compared to the previous financial year.
- **279** people work in the Quality department.



05.1

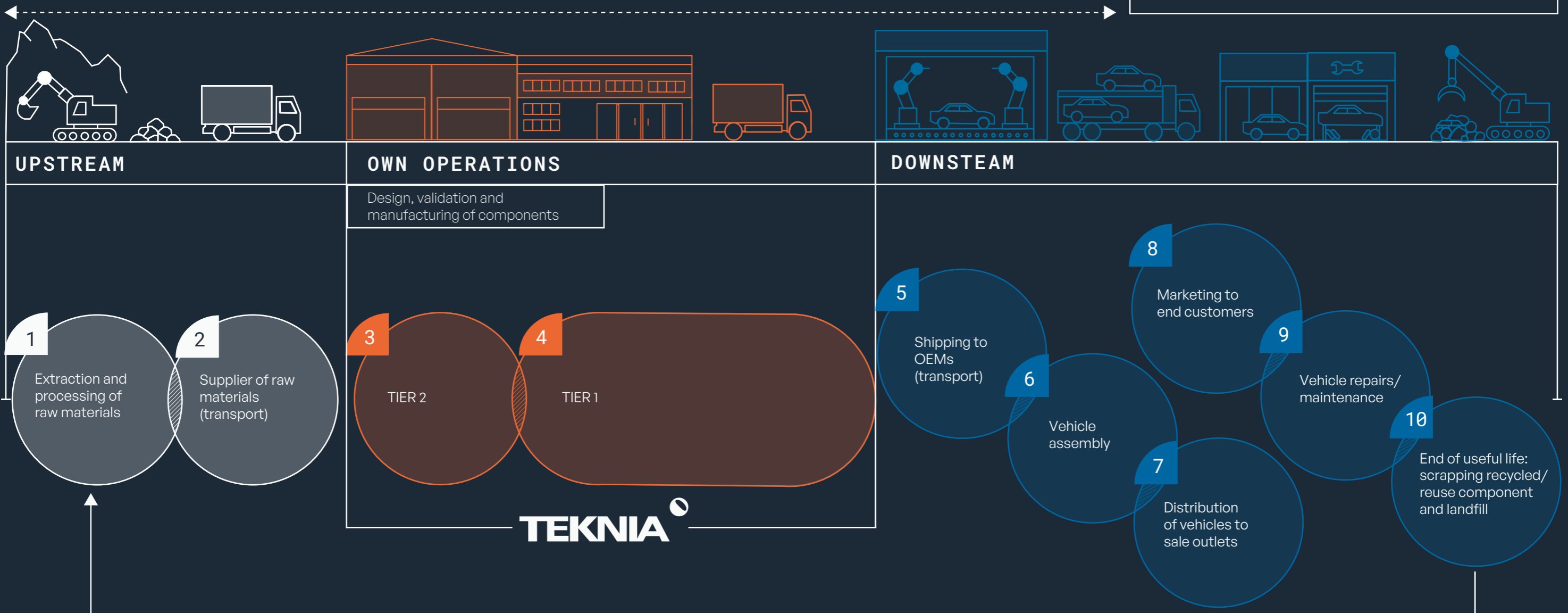
Teknia's value chain

Teknia, due to its position as a manufacturer of high value-added multi-technology products at Tier 1 and Tier 2 levels, acts as a connecting agent within the automotive sector's value chain. We hold a privileged position between suppliers and producers,

acting as a link ensuring and connecting the supply chain to guarantee the quality of products and operations. We do this from the very beginning of the production process of all our components, through active supplier management, including the application of ESG criteria in operations.

MAXIMISING POSITIVE IMPACT

Acting as a link ensuring and connecting the value chain, both upstream and downstream, in order to guarantee the quality of products and operations.



MINIMISING NEGATIVE IMPACT

Engaging as an active partner in the development of operations and products from a sustainable Stakeholders involved in the value chain: innovation perspective

Stakeholders involved in the value chain:

Communities, suppliers, Teknia employees, employees in the value chain, Teknia customers, customers and end users of products, public administrations and other strategic partners.

05.2

Our suppliers

The supply chain is key to the development of our business activity; therefore, we work continuously to develop solid and lasting commercial relationships with our suppliers. We conclude resilient trade agreements with them and avoid disruptions or tensions in the supply chain that lead to supply gaps that negatively impact operations.

In recent years, the geopolitical and regulatory context, both European and international, has had a significant influence on procurement processes and the risks associated with sourcing activities. One example of this is the anticipated impact of the entry into force of the Carbon Border Adjustment Mechanism (CBAM). This European regulation imposes a price on the carbon embedded in certain imported goods (e.g. iron, steel, aluminium, amongst others). In practice, for Teknia, this means that the procurement of these materials may be subject to significant price increases. Given the reduction in import quotas, European steelworks could raise their prices, which would have an impact on our raw material purchases.

Similarly, although Teknia is not affected by the tariffs imposed by the United States, geopolitical tensions and the prevailing uncertainty in the international arena make constant monitoring necessary, in line with other risks in this area.

This entire context will be taken into account in the design of a new Strategic Procurement Plan, to be developed in 2026, aligned with the company's new overall Strategic Plan.

Supplier selection and evaluation process

With regard to internal procurement management, a number of initiatives were launched in 2025 with the aim of improving the efficiency of procurement and purchasing carried out by Teknia's plants. Within this framework, a new **supplier approval procedure is being developed**. Currently, each plant has a list of approved suppliers categorised according to their strategic profile, as well as other variables such as quality, service, price, risks, ESG criteria, etc. This new procedure aims to standardise this categorisation at a corporate level.

In a similar vein, as part of the standardisation of procedures, a **Teknia Group Supplier Quality Manual** was introduced in 2025. This manual is provided to all new suppliers and sets out our company's global quality requirements.

The level of risk assigned to each supplier carries significant weight in the selection, approval and contracting process. To this end, we use the following criteria:

For **new suppliers** with quality and environmental management systems: certified according to international reference standards (IATF, ISO 9001, ISO 14001 or similar).

In the case of **active suppliers**: evaluations of the supplier's performance are also considered.

In this way, we control and prioritise suppliers who are certified in the different reference standards of the sector:

Certification of our suppliers (%)	2024	2025
ISO 9001	71	70
ISO 14001	40	43
IATF 16949	38	38

account in the selection and evaluation process, in addition to criteria such as technical capacity and financial standing, amongst others. In line with this approach, Teknia's Procurement, Quality and ESG departments are involved in the approval process.

Throughout 2025, we have continued to roll out these **ESG requirements for suppliers**, with the aim of extending the company's sustainability commitment across the entire value chain and ensuring that all suppliers are, first and foremost, aware of and aligned with our ESG guidelines.

ESG requirements in supplier approval

In accordance with our Code of Conduct and our Sustainability Policy, we promote the alignment of our supply chain with our operating principles.

In 2024, new General Terms and Conditions of Purchase were developed, which include requirements relating to the development of social responsibility and sustainability policies by our suppliers. This framework sets out the **minimum human rights and climate change criteria to be followed by our business partners**. These include, for example, commitments to reduce their carbon footprint and environmental and quality standards, which are taken into

As set forth in our **Código de Conducta**, our suppliers are selected by reconciling the search for the best supply conditions with the desire to maintain steady relationships with ethical and responsible suppliers.

ESG requirements for Teknia suppliers

2023	Signed by 791 suppliers 50% of total turnover
2024	Signed by 891 suppliers (+100 compared with 2023) 53% purchases with ESG criteria (of total turnover)
2025	Signed by 984 suppliers 56% purchases with ESG criteria (of total turnover) 6% increase on 2024

Within our value chain, our customers are also demanding the management of ESG aspects, so the staff involved in our commercial operations receive training to be able to respond to specific requests in this regard. It is essential that we are aligned and that all business partners have a clear roadmap for managing environmental, social, governance and ethical impacts.

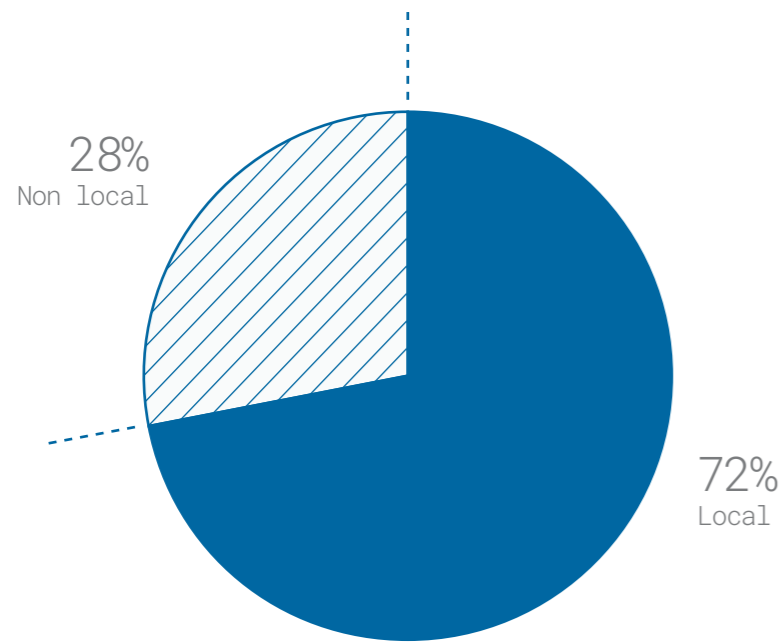
and objectives, whilst ensuring compliance with new regulations, such as the CSDDD, or ESG requirements from other actors in the chain, such as our customers. In 2026, the fourth edition of the programme will be launched, in which Teknia and its SME suppliers will once again participate.

In the same vein, Teknia continues to participate in the **UN Global Compact's Sustainable Supplier Training Programme**, an initiative that aims to provide knowledge and resources on corporate sustainability to SMEs, both in Spain and elsewhere in the world, and to help member companies of the UN Global Compact comply with national and international sustainability regulations, with a focus on supply chains. The six-month programme enables our SME suppliers to receive training in responsible and sustainable practices. In this way, not only Teknia but also our value chain adapts and evolves in line with sustainability values

Promoting local procurement

For Teknia it is important to promote local procurement. For this reason, each plant prioritises the choice of local suppliers, with origin in the country of the production centre. By 2025, we have achieved our Sustainability Plan target of 70% local suppliers, exceeding it to reach 72%, which is 3% higher than the previous year.

ORIGIN OF OUR SUPPLIERS (%)



05.3

Quality and commitment to our customers

Our customers play a central role in Teknia's corporate culture. By means of close cooperation and collaboration, we develop long-term relationships of mutual trust and sustained organic growth.

by various geopolitical factors in 2025. All of this has led to greater uncertainty, investor risk aversion and the postponement or cancellation of certain client projects.

To achieve this, we act as a partner of reference and we are committed to relationships in which both parties bring their greatest strengths to the common benefit. We offer in-depth technical knowledge of the product and are committed to going the extra mile to meet our customers' needs, meeting the highest quality standards and delivering added value.

In 2025, we have maintained good commercial relations with our traditional clients, whilst strengthening ties with several OEMs, which have become highly significant commercially during this financial year. A good example has been the securing of several projects with VW at our plant in Brazil, as well as a project with Ford at our plant in Azuqueca de Henares. The success achieved with Tier 1 suppliers is also noteworthy, with projects with HORSE at our Elorrio plant and with Sanden at our Tangier plant. This has enabled us to improve our positioning vis-à-vis our competitors for future projects.

Our customers include the world's leading automotive suppliers and manufacturers: Volkswagen Group, General Motors, Mercedes, HORSE, Bosch, Continental, Valeo, Autoliv, ZF, ThyssenKrupp.

In the coming year, we will continue to work on improving the profitability and competitiveness of our ongoing and future projects. To this end, we are relying on the identification and improvement of processes that allow us to increase the added value of our products, in collaboration with the Technology and Advanced Manufacturing department and the deployment of the Lean methodology and, also, together with the Finance department, which will allow us to optimise the investments necessary for business development.

As already mentioned in section [2.3.Industry challenges](#), the acquisition of new business is constrained by a contraction in demand and a market slowdown, which has been ongoing since mid-2024 and affects the entire automotive sector, further influenced

OBJECTIVE

2025 MILESTONES

Achievement of customer acquisition and associated profitability target	€67 million in new business secured by 2025, ensuring business continuity for the coming years
Consolidation of new clients	Attracting new key clients to our portfolio, as well as consolidating existing ones by securing new business.
Prioritising strategic products by technology and location	Achievement of 100% of the acquisition target in the strategic categories of Driving Comfort and Electronics, both of which are completely independent of the vehicle's engine type.

Integrated Management System and certifications	
OBJECTIVE	2025 MILESTONES
Putting our customers at the centre of the management system.	Implementation of our clients' specific requirements in Teknia's new corporate quality management system.
Improve our quality management skills.	Regular analysis of skills needs and development of training plans for staff.
Use of real-time data from our production lines for improved decision making.	Ongoing digitisation of production processes for data collection and quality management within the production process.
Continuous improvement of our efficiency and profitability.	The roll-out of operational excellence through the Lean Manufacturing methodology continues.

TEKNIA CELEBRATES ITS SECOND ANNUAL TEKDAY

For several years now, Teknia has been organising 'TekDay' events, which are designed to strengthen our relationships with customers, share strategic information and explore new opportunities for collaboration.

In 2025, two TekDays were held, the second of which took place in Liechtenstein, where our client's European headquarters are located. The event, organised jointly by the sales teams of both companies, allowed for in-depth coordination between the two teams during the working sessions, with a focus on product strategy and the alignment of technological and production objectives.

The Teknia team that took part in the event was led by Rodrigo Marín, Chief Commercial Officer, and Adrián Ortiz-Vigón, Group Categories Manager. Joining them was a technical and sales team comprising representatives from all the Group's technology divisions: Virginia González de Herrero, Aritz Ruiz, Hiroaki Inokuchi, Pawel Raczkowski, Laura Menéndez, Héctor Diego and Benigno Muñoz.

Thus, TekDay has established itself year after year as a key forum for cooperation within our relationship with our clients.

We have an [Integrated Management Policy](#) that applies to each and every one of our plants. This policy and the Integrated Management System that implements it represent not only a statement of intent but also the practical implementation of our commitment to operational excellence in all our activities. We thus promote continuous improvement in our areas of Health and Safety, Environment, Quality, Information Security and Energy. This Integrated Policy was reviewed and updated in 2025.

In line with the above tools, our Corporate Quality Strategy is based on four pillars, the objectives of which are to achieve operational excellence by meeting both customer requirements and addressing customer complaints, improving Teknia's performance, and developing internal knowledge regarding quality methodologies and tools.

As part of the monitoring of this strategy, a consolidated quality report is prepared and submitted to senior management on a monthly basis; this report is also shared with the plants and the Business Quality Managers, helping to share lessons learnt and improvements. In addition, weekly updates containing quality alerts are shared should any specific issues be detected.

▼

Pillars of the Corporate Quality Strategy

- Use of data to improve quality
- Customer Satisfaction
- Supplier evaluation
- Standardised use of quality methods and tools

Certificates

All our plants are certified to IATF 16949, the standard specific to our manufacturing sector, meeting all the requirements of ISO 9001, plus certain requirements specific to automotive OEMs.

Furthermore, 86% of our plants hold ISO 14001 certification for environmental management, which, in turn, mandatorily includes environmental risk management for each production site.



This model is set to change in 2026: we are currently developing a major project to **equip the company with a single quality management system**. This single system will comply with the new IATF requirements and will replace the 23 different management systems currently in place across the Group—21 at plants and 2 at corporate offices—creating a unified system aimed at standardising and systematising the company's management.

This standardisation will enable us to define and improve high-level processes that will be mandatory across the entire Group. Each process will have a corporate-level owner, who will define the guidelines for how it is to be carried out across all plants. Likewise, management will be able, depending on the performance of the indicators designated by the process owner, to take the appropriate decisions to achieve the organisation's objectives. All of this will also enable us to increase efficiency and achieve cost savings in production processes and even in the certification-related processes themselves, which are currently managed on a plant-by-plant basis. This single system will represent a major change in the way we work at Teknia and will help to reinforce the culture of teamwork that we have been developing over recent years.

On our website you can view [each and every one of the certifications](#) held by the Group.

Integrated Management Policy



 <p>Looking ahead to the coming years, we are working to transition from a model in which each plant is certified individually to a centralised corporate scheme for all certifications</p>	<p>The Quality area as an allied partner in Customer Relationships</p> <p>Quality within the Teknia Group is organised into functions specialising in the most relevant aspects of the automotive sector. The head of the quality organisation at each plant is the quality manager, who coordinates and supports all functions. The largest function in terms of personnel is production quality management, also known as plant or internal quality, which, through quality auditors, spot checks, etc., supports production in correctly carrying out all quality controls. The quality department is also responsible for the metrology laboratory, whose usual scope involves carrying out dimensional, surface, climatic and vibrational tests, etc., required in the automotive sector for production parts, with particular emphasis on safety components. Another key aspect is quality management for OEM (vehicle manufacturers) or Tier 1 (component manufacturers) customers, for which it is necessary to understand and correctly implement all their requirements and expectations within our system.</p>
<p>In addition to having the necessary quality or automotive certifications for our manufacturing activities, which guarantee quality and rigour to our customers, we specifically meet their operational demands and requirements. For this reason, for several years now we have been responding to various questionnaires from analysts such as CDP, SAQ and EcoVadis. In the latter case, during 2025 we have managed to improve our overall rating, placing us above 80% of the companies assessed. In line with this, in 2024 we implemented an ESG Library to facilitate the work of our plants in compiling the information, supporting documentation and evidence required for this type of reporting requested by analysts. Throughout 2025, we have continued to provide support and raise awareness regarding the use of this tool so that continuous improvement and our management efforts are reflected in better scores, making us more competitive. acciones que nos hagan más competitivos.</p>	<p>For new projects, which form the basis of sales in subsequent years, it is essential to have quality engineers qualified in automotive development standards and customer-specific requirements. Likewise, suppliers are also a key factor in quality, as all customer requirements must be ensured throughout the entire value chain.</p> <p>Finally, the quality, environmental, information security and energy management system is coordinated by the quality department with the support of the plant's process owners.</p>
<p>Certifications</p> 	

	
<p>The quality department addresses the needs and demands of various stakeholders (customers, suppliers, etc.). Within the department, the role of Business Quality Managers (BQM), introduced as part of the 'Moving Teknia 2025' strategic plan, is key to rolling out the quality strategy across our various plants and sharing lessons learnt and improvements. Also the Customer Quality Champion, a key figure for one of our key customers. In this way we aim to increase the company's knowledge of Customer Specific Requirements (CSR) and the resulting increase in customer satisfaction.</p> <p>By 2025, a total of 279 people at Teknia will be dedicated to roles related to the Quality department.</p>	<p>Digitalisation of the Quality function</p> <p>One of our main objectives is to increase efficiency across all processes. In this regard, we are currently in the process of implementing a modular digital quality management tool. In addition, training has been provided to ensure the whole team understands and uses it correctly.</p> <p>The introduction of this type of tool aims to improve data analysis and share the company's <i>know-how</i> across all our plants, thereby preventing and quickly resolving any potential issues with production quality.</p>

05.4

Our Customer Service

Our **customised solutions** are complemented by a high quality product offering and **constant attention from the quality departments in each plant.** We prioritise open, transparent and regular communication, ensuring that any queries or incidents that may arise are resolved promptly and efficiently. In every interaction, we strive to provide a service that not only meets but exceeds our customers' expectations, thus consolidating long-lasting and mutually beneficial relationships.

In section 1.3. In 'Our stakeholders' you can consult the details of all [the communication channels that we maintain with our customers,](#) both from a commercial and quality point of view.

Continuously measuring customer satisfaction (on a monthly basis) allows us to respond to their needs and expectations effectively, as well as to identify areas for improvement to optimise their experience. For this, we use specific KPIs, such as the number of customer complaints or the customer satisfaction matrix.

Our Customer Service

Customer incident and complaint management at Teknia is a continuous process which has been integrated into the company's culture and strategy to guarantee customer satisfaction.

Managing this involves the following:

- Ensuring adequate channels of communication with the customer from each centre.
- Analysing the root causes of the complaints to identify areas for improvement.
- Checking the resolution of all incidents and complaints from the Quality areas of the plants.
- Communicating clearly and effectively to customers the actions carried out within a maximum of 10 days.
- Processing the results of incident and complaint management for continuous improvement of processes and products.

Customer satisfaction figures	2023	2024	2025
Number of incidents and complaints	515	457	410
Number of substantiated complaints regarding breaches of customer privacy and loss of customer data	0	0	0

The number of incidents and complaints has fallen by 11% in 2025, marking a cumulative drop of 25% since 2023

05.5

Electrification and new mobility

The transition to **new forms of mobility** has been a catalyst for the sector, both due to the emergence of new players and the adoption of new consumption habits in public transport and at a personal level, and consequently in the needs of clients and end-users. Furthermore, companies which a few years ago were not part of the automotive industry, such as technology companies - software or advanced electronics - or battery companies, have been integrated into the industry.

New mobility requires adapting manufacturing capabilities, as requirements differ from those of traditional production in the automotive sector. Moreover, these new players demand not only the parts production, but also participation in their design and development, which favours Teknia's approach as a partner and ally of customers in the manufacture of products and high added value components. **At Teknia, we have the capabilities to support this technological shift** by offering our technical expertise, experience and products. In this respect, 95% of our sales are adaptable to hybrid vehicles and 79% are adaptable to electric vehicles.

Furthermore, **Teknia Partners** (wholly owned by the company's parent company) remains the investment vehicle **focused on the new mobility business and on leveraging our technological capabilities.** As part of this strategy to position ourselves in this business segment, two years ago we invested in two start-ups that are creating innovative solutions in the field of new mobility:

ZUMA

- Investment €931,000
- 21.04% stake



A technology company based in the Basque Country focused on **developing mechatronic solutions for the electric bicycle (e-bike) sector.**

Libattion

- Investment €1 million
- 3.33% stake



Swiss company specialising in **stationary energy storage solutions based on the reuse of electric vehicle batteries.** Libattion offers revolutionary algorithms and power control systems, which guarantee a 10-year life extension of reconditioned batteries from electric vehicles, achieving a technical performance similar to that of new batteries

In 2025, it opened Europe's largest battery recycling plant.



TEK STORY

Sustainability as a competitive advantage: Teknia, a reliable partner for our customers

Responsible management of the value chain is becoming increasingly important for all stakeholders involved. Currently, the inclusion of ESG requirements and information is standard practice in the tendering and awarding of projects by our clients. In this regard, Teknia has a proven track record in this area, which helps position us as a trusted and competitive partner.

■ How would you describe the evolution of sustainability requirements from clients in recent years? Is there a growing trend in the market? Why?

The evolution has been dramatic: ten years ago, these requirements were practically non-existent, yet over the last two or three years we have seen a real explosion in demand for ESG information from clients. Right now, supplier sustainability has become a mandatory requirement for project nominations. This stems both from the growing regulatory pressure that our clients (and the rest of the supply chain, including us) must comply with, and from the sector's increased awareness of ESG risks.

■ What kind of sustainability and ESG requirements are we receiving most frequently from our clients? How does Teknia coordinate the response to these requests?

Currently, clients request a wide range of technical and corporate documentation. In the ESG sphere, codes of conduct undoubtedly stand out, but we also receive numerous sector-specific ad hoc questionnaires such as the SAQ questionnaire or assessments from platforms such as EcoVadis, where this year we have improved on last year's results. On the other hand, there is a strong focus on the roadmap and decarbonisation targets. Clear examples include the growing demand from customers regarding our climate neutrality targets and product carbon footprint (PCF) information.



ARITZ RUIZ
Metal Sales Manager



PAWEL RACZKOWSKI
Aluminium Sales Manager



LAURA MENÉNDEZ APARICIO
Plastics Sales Manager

Depending on the type of request, there is a process where the plant operates more independently, or another where it relies more on corporate support. To foster this independence, the sustainability department itself supports us with an ESG library containing extensive documentation and validated responses. If there are specific cases where it is required, the sustainability department supports and coordinates the information to be submitted.

■ To what extent do clients use ESG criteria as part of the project nomination or award process? How important is this for the commercial process?

Price remains the determining factor in awarding a project, but ESG criteria are, at present, an important requirement that must be met, as they act as an additional 'check' that clients need to carry out before making a decision in the award process. ESG criteria will carry more or less weight depending on the case, but they are certainly not optional; we cannot afford to miss out on opportunities on the sustainability front, especially as we have been working on this for some time. All other things being equal, sound ESG management, backed by robust documentation, can tip the balance in Teknia's favour.

■ Do you consider that Teknia's ESG management and maturity position us competitively against other suppliers?

Yes, the company's maturity in this area is a differentiating factor. Tier 1 clients have, on

occasion, been pleasantly surprised by Teknia's responses to their requirements, suggesting that other competitors are not at that level in this area. Furthermore, when in some cases both sustainability teams meet and exchange information and ideas, speaking the same language puts us in a better position, as does providing reliable and robust information in response to such requests.

■ What message would you like to convey to clients regarding our sustainability commitments?

The main message is that, for Teknia, sustainability is a fundamental aspect of our operations and has been a core focus of our work for many years. It is a commitment elevated to the highest strategic level within the company, implemented through a defined strategy and a clear roadmap.

In this way, our customers can regard Teknia as a reliable partner for managing ESG risks across the value chain. We also want to convey that we are ready to support them in their own decarbonisation objectives, backed by our internal targets in this area and the development of tools for measuring product carbon footprints. All of this helps to strengthen a responsible value chain, both upstream and downstream.



06

People: our pride

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03

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09

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MILESTONES

- Establishing performance appraisal as the cornerstone of people management.

ONGOING PROJECTS

- Ongoing training in health and safety.
- Projects to accelerate the automotive sector for young talent.

GENERATING IMPACT

- 93%** of contracts are permanent.
- 35,6%** of female employees.
- Signing of the LGTBI protocol at **89%** of Spanish plants.
- Training on the Harassment Protocol.
- An average of **14.7** hours of training per employee.
- 23%** reduction in workplace accidents compared to the previous year.
- 15%** reduction in frequency and incidence rates compared to the previous financial year.
- 7%** reduction in the pay gap compared to the previous financial year.



The daily work of our people and their ability to look to the future are essential to who we are and to getting us where we want to go. In an industrial company, talent is just as crucial as the technologies we use to manufacture: it is people who make quality, innovation and continuous improvement possible. That is why we invest heavily in their professional development and well-being.

For several years now, we have been undergoing a **profound organisational and cultural transformation at a corporate level**. This change involves strengthening the generation and transfer of knowledge, ensuring increasingly robust management of our entire workforce. We rely on the **progressive digitalisation of people**

management and on continuous training at all levels, including management, as the foundation for driving the changes needed by a company that manufactures mobility solutions for the present and the future.

Our aim is not only to guarantee the safety and well-being of those who make up Teknia, but also to foster an equitable, diverse and inclusive working environment, which is essential for a competitive and sustainable industry in the long term.

Throughout 2025, we have continued with the gradual roll-out of digital tools that support the management of our teams.

These solutions, as well as providing us with valuable data for decision-making, will give our managers greater autonomy, responsibility and independence to manage their teams (from recruitment to development plans), thereby driving efficiency and standardising processes.

In parallel, we have carried out significant back-office work that is fundamental to the successful roll-out of people management software across the organisation, such as job categorisation and the definition of hierarchical interdependencies. The aim is to build a robust and consistent data environment that enables data-driven people management fully aligned with our industrial needs.

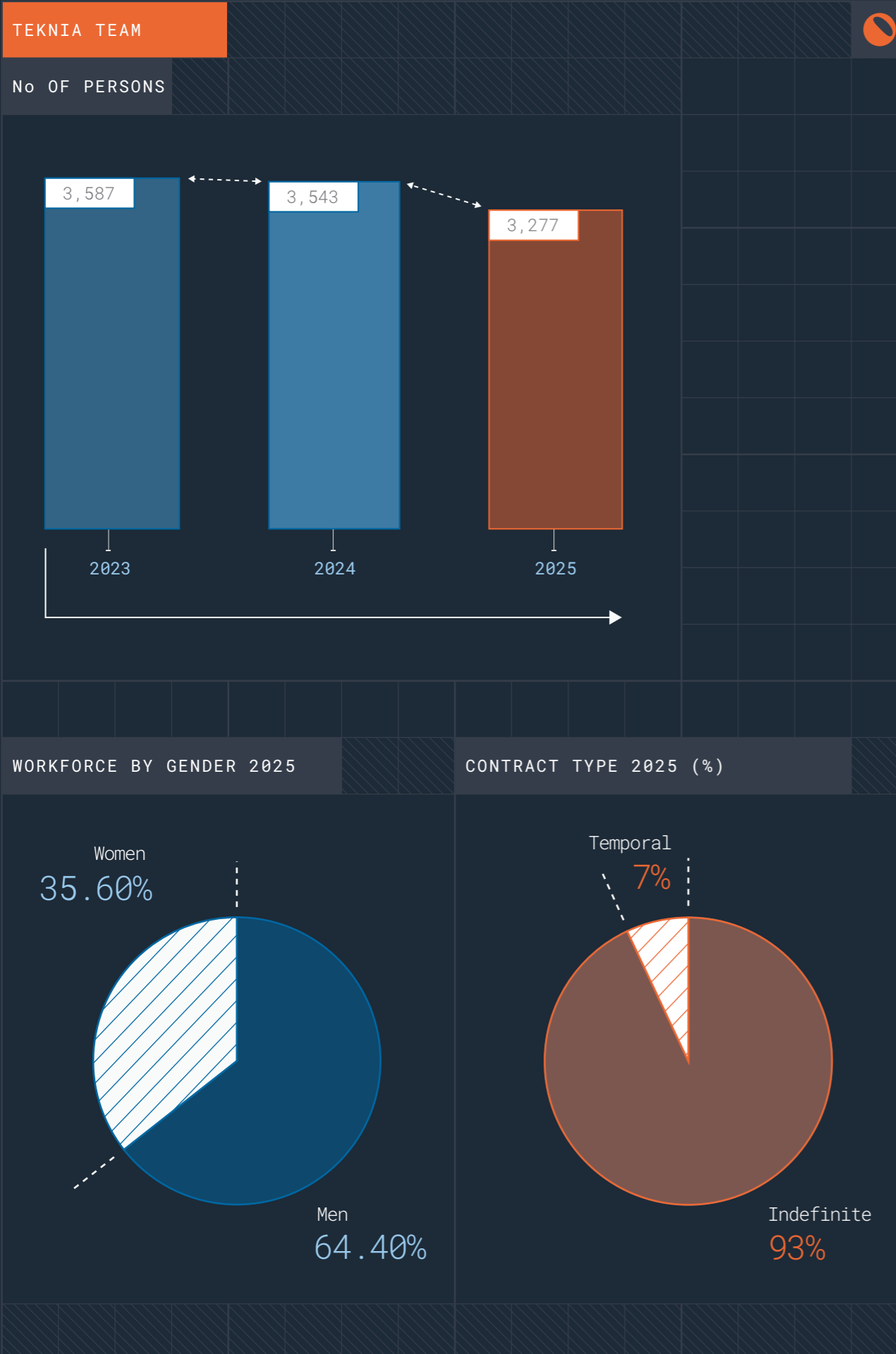
All these projects will continue into 2026 and form part of our strategic roadmap. Because in a company that prides itself on manufacturing, investing in people is investing directly in the strength and core value of our industry.

06.1

The Teknia team ⁴

Our team comprises 3,227 people working across 11 different countries. It is, therefore, multicultural and diverse. Thus, to foster a sense of community and belonging, our corporate culture and our strategic people plan play a fundamental role. Through these tools, we drive the development of our teams, attract the best professionals and encourage the sharing of knowledge and experience both amongst professionals and across our sites.

⁴ All tables relating to staff data that are not presented in the main body of this chapter can be found in detail in [Annex I](#).



06.2

Health, safety and well-being

As a company in the industrial sector, protecting the health, safety and well-being of people is a strategic priority. This commitment is formally enshrined in our Integrated Policy and translates into the ongoing objective of ensuring safe and healthy working conditions for all employees, contractors and third parties carrying out their activities at our facilities.

Occupational risk prevention is managed through an integrated model that combines specialised internal resources with external prevention services, ensuring strict compliance with current regulations in all the countries where we operate. Senior Management maintains direct and ongoing involvement in the supervision and improvement of the management system, promoting a robust and cross-organisational culture of prevention throughout the organisation.

Management system and regulatory compliance

Within the framework of applicable legislation on occupational risk prevention, the Group carries out, amongst other things, the following actions:

- Regular risk assessments of workstations, taking into account both the activity and the environment, in coordination with specialised external prevention services.
- Planning and monitoring of prevention activities.
- Investigation and analysis of accidents and incidents, with the definition and implementation of corrective and preventive measures.

- Regular health monitoring through specialist medical services.
- Specific information and training tailored to the risks of each role.
- Operation of Health and Safety Committees with representation from employees and management in each company.
- Coordination of business activities in the circumstances established by law.

Beyond regulatory compliance, we promote additional initiatives aimed at strengthening the culture of prevention and integrating safety as an essential value in day-to-day management.

Governance and monitoring

Health and safety performance is monitored monthly at the highest organisational level. Key indicators are reported periodically to the CEO, with the involvement of Operations Management, People Management, corporate Human Resources managers, Health and Safety managers and the Group Technical Advisory Board.

In addition, monthly group meetings are held involving *plant managers* from sites with similar technologies and processes, with the aim of sharing experiences, analysing relevant incidents, exchanging best practices and establishing coordinated improvement actions.

During the financial year, brief internal audits and technical support visits to plants were also carried out, aimed at reinforcing the consistent application of corporate standards and supporting local teams in the continuous improvement of their preventive systems.

<h3>Preventive culture and training</h3>	<h3>Digitalisation and data analysis</h3>
<p>The promotion of a robust safety culture is one of the strategic pillars of the management system. Every team member takes responsibility for strictly complying with safety regulations, ensuring both their own safety and that of those affected by their work.</p>	<p>In 2025, the use of the corporate occupational safety management software, implemented at Group level in the previous financial year, has been consolidated. This tool enables:</p> <ul style="list-style-type: none"> Centralise and standardise information from all plants.
<p>An annual training programme is drawn up, comprising initiatives aimed at all levels of the organisation—senior management, plant managers, middle management and operational staff—with a particular focus on preventive leadership as a driving force behind the safety culture.</p>	<ul style="list-style-type: none"> Automate the recording and analysis of accidents and incidents. Identify trends and root causes. Define and monitor data-driven corrective actions.
<p>Notable initiatives include:</p>	<p>The digitisation of the system has represented a significant step forward in the traceability, consistency and analytical capabilities of safety data.</p>
<ul style="list-style-type: none"> Regular dissemination of “safety tips” on safe behaviour, the use of slings, manual handling of loads, fire prevention and the use of fire extinguishers, amongst others. 	<h3>Performance indicators</h3>
<ul style="list-style-type: none"> Specific technical sessions for plant managers at corporate events, such as Tekmeeting 2025, which addressed topics related to industrial machinery safety and the coordination of business activities. 	<p>The most common incidents recorded, in the case of accidents, are tripping, collisions, blows, entrapments and overexertion. As for injuries, minor ones predominate, such as superficial injuries, bruises, sprains and strains.</p>
<ul style="list-style-type: none"> Continuous training initiatives tailored to specific risks and technological developments in production processes. 	<p>In 2025, no cases of occupational illness were recorded among staff.</p>
<ul style="list-style-type: none"> Reinforcement of preventive responsibilities at different organisational levels through the updating of procedures and training reminders. 	<p>In 2025, absenteeism totalled 347,732⁵ hours, representing a rate of 5.31%, compared to 5.38% in the previous year.</p>
<p>⁵ This includes absenteeism due to temporary incapacity for common contingencies, work-related accidents, occupational diseases, paid leave and hours spent on trade union activities.</p>	

	<h3>06.3</h3>
<h3>The number of accidents has fallen by 23% in 2025, whilst the frequency and incidence rates have fallen by 15%. These results demonstrate the positive impact of the measures adopted and the progressive strengthening of the safety culture</h3>	<h3>Ongoing training and commitment to young talent</h3> <p>Our professional and personal development objectives transcend technical skills, integrating management competencies that promote a culture of teamwork based on respect, flexibility and two fundamental values: multiculturalism and diversity. The ultimate goal is to enhance their professional careers and maintain a qualified and constantly updated team of people capable of taking on the challenges of such a dynamic sector as Teknia. Our training initiatives cover all professional categories and areas of operation; to drive the development of our team, we implement internal mobility programmes, continuous training plans and performance appraisal systems. The ultimate goal is to enhance their professional careers and maintain a qualified and constantly updated team of people capable of taking on the challenges of such a dynamic sector as Teknia.</p>
<p>In 2025, thanks to the sustained effort to involve the entire organisation in preventive objectives, the following has been achieved:</p>	<p>Our training activities cover all professional categories and fields of activity. In addition, since 2023 we have a professionalised system for planning and analysing succession plans, guaranteeing a sustainable future aligned with the talent of our organisation.</p>
<ul style="list-style-type: none"> A 23% reduction in the total number of accidents (from 161 to 124). A 15% decrease in frequency and incidence rates compared to the previous financial year. An increase in the proportion of minor accidents, which has risen from 91.3% to 93.6%, reflecting a lower average severity of the recorded incidents. 	<p>Looking ahead to 2026, we will continue to strengthen the safety culture globally, deepening our focus on preventive leadership, the standardisation of best practices and advanced data analysis, with the aim of continuing to improve performance indicators.</p>
<p>Looking ahead to 2026, we will continue to strengthen the safety culture globally, deepening our focus on preventive leadership, the standardisation of best practices and advanced data analysis, with the aim of continuing to improve performance indicators.</p>	<p>In 2025, we have launched several training projects with the aim of ensuring that both our Executive Committee and our middle management have the tools and resources to manage their teams.</p> <p>On the one hand, within the area of people development, specific training has been provided to management on ‘constructive feedback’, a key element of continuous assessment aimed at improving staff performance and job satisfaction. Also, and along the same lines, we have developed a set of supporting documents to serve as a guide, not only from a technical perspective on the features and use of the specific software platform we use for</p>

<p>staff appraisal, but also from a practical perspective, including tips and examples for approaching this process: from, for example, planning the appraisal session and identifying potential biases to avoid, to the use of positive language, amongst other things. The aim is to conduct these one-to-one sessions with autonomy, quality and positive outcomes for both the assessor and the assessed individual.</p>	<p>In total, 47,758 hours of training were delivered in 2025, with an average of 14.57 hours per employee. The MOI⁶ and MOE⁷ professional categories have seen the greatest increase in training received compared to the previous year, with a rise of 23% and 54% respectively.</p>
<p>In line with people development, and specifically regarding the identification and establishment of the key competencies required for the proper performance and development of individuals, managers have also been provided with information on potential ‘derailers’ – behaviours which, if not corrected, can cause a professional’s work to fail despite their technical ability. Learning to identify them is the first step towards finding solutions and proposing improvement measures.</p>	<p>Our commitment to young talent is reflected in our workforce through apprenticeship contracts, various ongoing internal projects and partnerships with external organisations that help us offer a first work experience to young people interested in the industry.</p> <p>Finally, initiatives are undertaken to promote internal mobility within the company and the professional development of our employees. These initiatives are centralised through Teknia’s main internal communication channels, such as the Intranet.</p>
<p>Finally, it is worth noting that our CEO underwent a 360-degree assessment this year (2025), being evaluated both by Javier Lazpita (former president of Teknia, who retired this year, and to whom he reported) and by the Executive Committee. The positive results demonstrate the usefulness of this type of tool, and we hope to gradually roll them out to the rest of the management team.</p>	<p>Second edition of Moving Talent</p> <p>At the end of 2025, the second edition of Moving Talent was launched this year at our headquarters in Madrid. This programme, created in 2024, is designed to promote professional development, collaboration and a global perspective among employees from different plants and areas of the Group. The event brought together the new participants in this edition and the members of the first cohort, who concluded their time on the programme and shared their experiences and lessons learnt after a year of development. In addition to the participation of Teknia’s CEO, who presented the awards to the participants of the first cohort, managers from the Corporate division across various areas—such as HR, Communications, ESG, Advanced Manufacturing, Strategy, etc.—also took part to provide them with a cross-functional and comprehensive view of the entire Company.</p>
<p>Other areas in which training has been provided, continuing programmes already initiated the previous year, include specific topics relating to sustainability (regulation and management of ESG issues, governance matters such as the Code of Conduct and handling of customer requests, and climate change management); as well as all mandatory training relating to equality or health and safety.</p>	<p>⁶ MOI: comprises employees who, without being directly involved in production, provide the necessary support for this activity to take place. It refers mainly to the functions carried out by the logistics, quality, maintenance, supply, tool assemblers, planners, technicians’ areas, among others.</p> <p>⁷ MOE: comprises employees who perform administrative, control or management functions, supporting the operations of the production plants. It refers mainly to the functions carried out by human resources, admin, commercial, purchasing, engineering and the like.</p>



The participants, from five different countries in this edition, were selected in collaboration with the managers of each plant, with particular emphasis on their attitude, curiosity and willingness to take on new challenges.

The programme pursues a number of interrelated objectives:

- To develop key competencies for current and future performance.
- To strengthen Teknia’s culture and values as a shared identity.
- To offer a global strategic vision of the company, enabling participants to understand how their local work has a global impact.

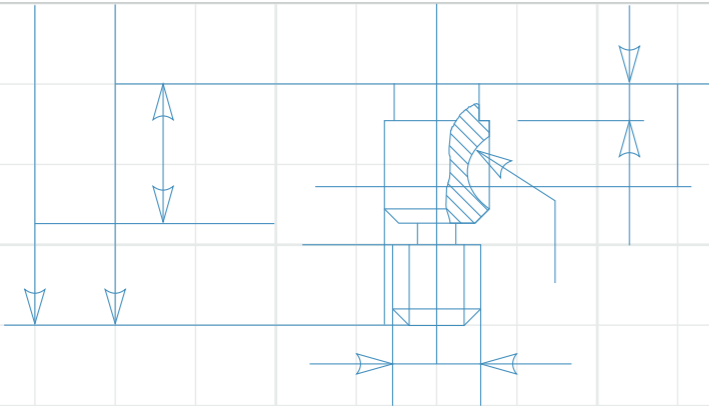
During the event, this year’s new participants were introduced to the Group’s strategy and main corporate areas. In addition, they took part in experiential training on skills

aligned with Teknia’s values. Through group dynamics and *role-plays*, they practised the key behaviours they will need to develop the cross-functional improvement project on which they will be working together over the coming months. Throughout this process, they will be supported by mentors from Teknia’s corporate team.

The commitment to the Moving Talent programme forms part of Teknia’s long-term global people strategy, focused on continuous growth and the connection between sites to move forward as a single company

In addition to developing young talent within Teknia, we want to support the new generations that are still in training, **actively collaborating with various organisations and entities to promote professional growth in the automotive sector.** These are some of the initiatives we are currently involved in:

Alliance for Dual Vocational Training	The Alliance for Dual Vocational Training is a statewide network of educational centres, companies and other institutions committed to improving the employability of young people. The Alliance was founded in 2015 by four promoters: CEOE, Spanish Chamber of Commerce, Princess of Girona Foundation and Bertelsmann Foundation.
BIND 4.0	Basque open innovation platform, promoted by the Basque Government, a benchmark in the acceleration of Industry 4.0 solutions in a startup ecosystem.
Industria Erronka	Organised by the Biscayan Federation of Metal Companies (FVEM), it promotes interest in the industrial sector among future generations through factory visits and educational presentations. In this last school year we received students at the Teknia Elorrio and Teknia Bilbao plants.
Formula Student UPM Racing	Formula Student is an international automotive engineering competition in which university students design and develop high-performance vehicles. As part of its commitment to innovation, young talent and the promotion of STEM disciplines, Teknia sponsors the Universidad Politécnica de Madrid (UPM) team. This year, we welcomed the team to the Azuqueca plant (Madrid), where they had the opportunity to tour our facilities and learn about our production capabilities.
Rzeszów University of Technology (Poland)	Teknia is a sponsor of the PRz Racing team of the Rzeszow University of Technology in Poland, where the Group has one of its two plants in the country.



TEKNIA MANRESA AND THE CENTRE DE FORMACIÓ PRÀCTICA (CFP)

have signed a strategic collaboration agreement aimed at promoting training and talent in the metal sector

The aim is to strengthen staff training, relying on the CFP to deliver technical training and, furthermore, to explore the possibility of recruiting some students trained at the CFP into the company through its talent selection and recruitment processes. Similarly, the agreement opens up avenues for collaboration on innovation projects, technological development and knowledge transfer between the two organisations.

In 2025, following the signing of the agreement, more than 20 people from Teknia Manresa have been trained in robotics, a key area for the plant's competitiveness.



TEK STORY

Bringing the automotive industry closer to young talent

At Teknia, we understand that attracting young talent starts with bringing the industry closer to them. For us, training is a real driver of growth. It drives personal development and helps people shape their professional future. In this way, training strengthens the industry's competitiveness and contributes to the progress of the regions where we operate. That is why we open our plants to students, take part in educational initiatives and actively collaborate with training centres to show first-hand how an industrial company operates and what opportunities the sector offers.

A significant part of this effort is channelled through our participation in the 'Industria Erronka-Reto Industria' programme, promoted by the Vizcaya Federation of Metal Companies (FVEM). This initiative aims to bring industry closer to young people and inspire careers in the technical and industrial sectors of the Basque Country. Thanks to this collaboration, we regularly welcome students to our facilities and also take part in educational activities at schools.

Thus, throughout 2025, students from the Otxarkoaga BHIP school visited our Teknia Elorrio plant, where they were able to see first-hand the industrial processes and the workings of a company in the automotive sector.

During the visit, the students had the opportunity to discover how different components are manufactured and to understand the role that industry plays in technological and economic development.

Similarly, various members of the Teknia Elorrio team took part in a session at San Antonio School in Durango, sharing with the students their experience in the industrial sector and the career opportunities it offers.

Our plants are also open to international students. At Teknia Bilbao, we welcomed a visit in 2025 from students at the École d'Ingénieurs ESTIA in Bidart, France, who have been training at the Bilbao School of Engineering for several months. During their visit to our facilities, they were able to see first-hand our capabilities in the manufacture of automotive components using bar turning technology, as well as how a highly specialised industrial environment operates.

As well as opening our doors to students, we also take part in events that foster connections between companies and young talent. A recent example is our presence at the Mobility Job & Talent Day fair, held at



AIC Boroa, where we had the opportunity to introduce Teknia to students and young professionals interested in developing their careers in the mobility industry.

All these initiatives are complemented by other strategic actions aimed at promoting the training and development of young talent. Among these, our commitment to Dual Vocational Training stands out, a model that allows students to combine their academic training with practical experience within the company. In this regard, several of our current employees first joined Teknia after completing their Vocational Training placements with us.

We also collaborate with vocational training centres in the various regions where we operate and develop corporate projects aimed at promoting talent mobility and the exchange of internal knowledge, such as our corporate programme Moving Talent.

Our commitment to training also extends to educational initiatives in other contexts, such as our social action programme in Senegal, which includes the construction of the CEM

Kamanar and the Bajankusoor Vocational Training Centre, a project we are developing in partnership with the NGO Foundation, with the aim of contributing to educational development and offering new training opportunities to the country's young people.

Similarly, we support projects that bridge the gap between academia and applied engineering, such as our collaboration with Formula Student, an international university competition in which teams of students design and build their own racing cars. In 2025, Teknia is sponsoring two teams, one in Spain (Autonomous University of Madrid) and the other in Poland (Rzeszów University of Technology), with the aim of contributing to the development of young talent and bringing future engineers closer to the company.

At Teknia, we are convinced that industry plays a fundamental role as a driver of economic and social development. That is why we continue to work to bring the reality of industry closer to students, promote technical training and help ensure that new generations find in industry a space in which to develop their talent and build their professional future.

06.4

Equal and inclusive

In the field of **equal opportunities**, in accordance with Organic Law 3/2007 of 22 March on effective equality between women and men, **Equality Plans** have been drawn up, negotiated, registered and implemented at all Teknia sites in Spain, tailored to the specific features of each collective agreement, with those that had expired being renewed, as is the case at Teknia Manresa.

Likewise, and based on the action plans proposed in these Equality Plans, we have set ourselves the following objectives:

- To reinforce and promote the company's commitment to gender equality in all areas.
- To promote the recruitment of women in all divisions.
- To reinforce gender equality within development actions.
- To include inclusive and non-sexist language in our communications.
- To guarantee that training, professional promotion, working conditions and salaries are all based on objective and totally neutral criteria in relation to gender issues.

In 2025, we have continued to work to ensure not only regulatory compliance in the area of equality and diversity, but also the effective internal integration of the values of respect for diversity among people—something of particular relevance to Teknia given its operations across different countries and cultures, embracing the diverse sensibilities of our workforce, which we must and wish to value. In this regard, **Harassment Protocols** (including preventive measures against potential cases of discrimination and

harassment) have been signed and agreed upon with the workers' legal representatives at all Spanish sites, and we have delivered specific training in this area at the Manresa, Santander and Barcelona plants, not only to raise awareness of this new tool but also to ensure a clear understanding and distinction of certain concepts (sexual harassment, workplace harassment, conduct contrary to sexual freedom, etc.), what the protocol entails and how it should be used, should the need arise. The training sessions have been held in small groups to encourage participation and also to minimise the impact on production as far as possible. The objective for 2026 is to train all employees at our remaining plants in Spain.

Similarly, and in compliance with Law 4/2023 of 28 February on the real and effective equality of transgender people and the guarantee of the rights of LGBTI people, the **LGBTI Protocol** has been signed this year at all plants with more than 50 employees in Spain, with the exception of Teknia Barcelona, which will do so in the first half of 2026. Furthermore, next year we will begin specific training on this new protocol at our plants.

We continue to participate in the **UN Global Compact's Target Gender Equality Accelerator Programme**, an initiative that aims to accelerate the representation and leadership of women in companies, and which focuses on the WEPs (Women's Empowerment Principles). Our aim is to roll out a Group Gender Action Plan in the future to continue promoting gender equality and the empowerment of our female employees. In an industry such as ours, women are in the minority, with a few exceptions (e.g. plastics technology), but we are working to promote their presence in the industry, for example, through talks at secondary schools.

Generational diversity

In addition to having staff from different nationalities and educational backgrounds, at Teknia we are undergoing a significant generational shift, resulting from the coexistence within the organisation of employees of different ages, from the youngest to the most experienced. This represents an immense asset and a great opportunity for knowledge transfer and the exchange of soft skills and perspectives. At the same time, it also presents a challenge that we have integrated into our people management. In this regard, and with the aim of highlighting the value of our generational diversity, in 2024 we signed up to the Code of Principles on Generational Diversity promoted by the Generation and Talent Observatory of the 50Plus Think Tank Association (Generacciona). Similarly, last year we launched the **#PartByPart campaign, which is still ongoing**. Its aim is twofold: to prepare the organisation for the generational changes that will take place in the coming years, and to recognise the key role of senior professionals in building and developing the company, fostering environments of intergenerational collaboration.

At Teknia, many of these professionals have been involved in the project since its early stages and are fundamental to the transfer of knowledge and know-how to the younger generations. At the same time, the company is promoting the development of young talent through real opportunities for training, professional growth and participation in decision-making. All of this takes place within a shared leadership model, where different generations contribute complementary perspectives that enrich the way we work and tackle the sector's challenges.

In the various discussions sparked by the campaign, **people from different generations, positions and nationalities** talked about leadership, decision-making, the importance of continuous training and the evolution of manufacturing, as well as more generational differences: Whilst senior workers tend to value stability and long-term planning, the younger generations, raised in the digital age, are accustomed to immediacy, flexibility and instant access to information.



#PartbyPart

“Mid-sized companies have a great opportunity before us: to turn the generational handover into a structural process that reinforces our identity and allows us to grow steadily. At Teknia, we are convinced that by putting people at the centre and managing this transition proactively, we can ensure the long-term continuity of the business”.

Javier Quesada de Luis, CEO of Teknia

TEK STORY

Managing the generational handover at Teknia



At Teknia, we are convinced that the future of the industry is built on two fundamental pillars: innovation and people. At a time when the European automotive industry is facing a profound transformation marked by electrification, digitalisation, disruptions to global supply chains, shifting social trends and new global challenges, managing the generational handover effectively has become a strategic factor in ensuring long-term competitiveness.

The industry has always been characterised by the transfer of knowledge between generations. This has been the case since the emergence of the first factories and the creation of the assembly line. For decades, the development of industrial companies has been underpinned by the experience accumulated by their professionals—knowledge that can only be acquired through practical work experience. Today, that knowledge coexists with new capabilities linked to digitalisation, automation and the use of emerging technologies. That is why at Teknia we believe that the key lies not in replacing one generation with another, but in integrating the best of each.

At Teknia, we work actively to ensure that this exchange of knowledge happens naturally within the organisation. Our industrial project has been built up over more than three decades thanks to the commitment of thousands of professionals in different countries and factories. That legacy is, precisely, one of our main assets.

With this conviction, we launched the corporate campaign #PartByPart, an initiative that seeks to highlight the value of intergenerational collaboration within the company. Through conversations between professionals from different generations, roles and locations, we show how the exchange of experiences and perspectives helps to strengthen our corporate culture and prepare the organisation for the challenges of the future and those we face today. The conversations are shared across the company's internal and external communication channels.

For us, generational renewal is not merely a demographic issue; it is a genuine driver of competitiveness and the way we adapt to the world of today and tomorrow. Adaptability is part of our values: we are versatile and decisive. We have the ability to anticipate change and identify real needs.

In this sense, we see how more experienced professionals bring experience, technical knowledge and an understanding of the business that are a fundamental part of the company. At the same time, we see how the younger generations bring fresh perspectives, digital skills and a great ability to adapt to constantly evolving environments. The combination of both approaches is what will enable us, as is already happening, to move forward with solidity, and that is precisely what we are seeking.

This generational transition is also part of Teknia's own evolution. The company began as a start-up in 1992 and has grown to become an industrial group with an international presence and a network of production plants spread across the globe. Throughout this journey, the continuity of the project has always been linked to the ability to integrate new generations who bring energy, vision and new skills.

Beyond leadership, this process is lived out every day in our plants and teams. Our factories are home to professionals with very diverse backgrounds, creating an environment of mutual learning where knowledge is shared and passed on. Whilst more experienced staff contribute their technical expertise and knowledge of the sector, younger colleagues bring new skills and a fresh perspective on the challenges of the future.

With the aim of strengthening this dynamic, at Teknia we also promote various initiatives focused on developing young talent, ranging from internal training programmes such as "Moving Talent" to collaborations with universities, vocational training centres and business partnerships to promote Dual Vocational Training. We are convinced that strengthening the link between academia and industry is essential to attract new talent to the industrial sector and ensure that companies have the talent they will need in the coming years.

At a time when Europe is seeking to strengthen its industrial base and strategic autonomy, investing in talent is more important than ever. Industry is not only a driver of innovation and technological development, but also a key factor in the competitiveness of our economies and the creation of quality jobs.

Thus, at Teknia we believe that properly managing the generational transition means ensuring business continuity, preserving the industrial culture that defines us, and preparing the organisation to adapt to the challenges and changes that are shaping the future. Step by step, we are laying the foundations for a project with a clear commitment to thriving and guiding the future of European industry.

06.5

Reconciliation and disconnection

We are committed to the work-life balance of our people and their digital disconnection. To this end, we actively promote respect for working hours, flexibility and family reconciliation for all our employees. In addition, we actively work to provide additional measures beyond those established by the labour regulations in each country where we operate: reduced working hours, shift changes, flexible working hours and extra leave.

Precisely with this aim of reconciling work and family life, the organisation of working time is mostly carried out on a continuous working day basis. In cases where more flexible working hours are required, flexible working hours are implemented, always guaranteeing that the necessary breaks are taken.

We also continue to work on incorporating social benefits (beyond those set out in the applicable local regulations) for our staff on a progressive basis.



06.6

Remunerations policy

The salary structure in the various companies that make up Teknia is established in accordance with the Collective Bargaining Agreements or labour regulations in force in each country. Furthermore, the Code of Conduct includes commitments regarding a living wage in the countries where it operates. Consequently, remuneration is linked to the role performed by each employee, regardless of gender, geographical origin or position within the organisation.

In addition, there are collective agreements on health and safety with workers' representatives, which incorporate the applicable national legislation and regulations in each case, as well as aspects of the negotiations such as working hours, overtime, leave and wages.

The average salary for women in 2025 was €21,694.20 compared to €28,479.31 for men (23.82% difference). In an internal analysis to understand this disparity, we have identified the main reasons:

- There is a greater presence of men in Group companies dedicated to metal and machining technologies (72.67% men), which, due to their activity, have collective bargaining agreements that, historically, provide for more favourable remuneration. Added to these aspects is the fact that, as there are more men with higher technical vocational training in the field, their access to this labour market is higher.

- In the case of companies dedicated to plastics technology, although men continue to be in the majority (56.96%), there is a greater presence of women (43.04%) and their collective agreements establish a lower remuneration than the rest of the technologies.
- Likewise, there is greater female representation in companies in geographical environments with a clearly lower economic level of country/currency value, as in the case of Mexico (where women account for 49.8% of the country's workforce), compared to environments such as Europe or the United States (where they account for 32.6% of the workforce).

As a company, we are working to improve these data through the implementation of measures such as:

- Monitoring the different actions established in the Equality Plans.
- Carrying out and analysing the Remuneration Registers.

In 2025, a decrease in the wage gap of 6.78% compared to the previous year could be seen. In this sense, we continue to promote the attraction of female talent in our company.

Finally, the gross annual remuneration of each director, specifically due to the fact that they are members of the board of directors, was 50,000 Euro, without any difference in remuneration between each of the members of the Board of Directors.

The gender pay gap has narrowed by almost 7% this financial year

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07

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TEK STORY

A story of growth and a commitment to internal talent

Noé Jiménez is currently Plant Manager at Teknia Azuqueca, a plant within the Plastics Business, located in Azuqueca de Henares. His career with us began over 10 years ago on the shop floor, working as an operator three days a week on the night shift. Since then, his progression within the company has been a testament to Noé's development, commitment and professional ambition, and to Teknia's commitment to internal talent.



NOÉ JIMÉNEZ
Plant Manager
Teknia Azuqueca

■ **After starting your career at Teknia Azuqueca as an operator, what was the transition like to other roles within the company?**

After four years working in production, in 2018 the opportunity arose to work in the sales department. A colleague was taking early retirement and they decided to give me a chance. It was a big step and a bit daunting: I was going from checking and packing parts to selling them, but I had the support of the company and the experience of my colleague. He taught me how to manage customer relations and how to use the system to prepare commercial quotes. At this point, my previous experience and technical knowledge of painting and injection moulding processes proved very useful; I knew the product I was going to sell inside out. Then, in 2022, I became the plant's sales manager, leading a team of people, until 2025, when they put their faith in me once again and I became the manager.

■ **What has the challenge been like in taking on the management of a plant with 160 people under your charge?**

Moving from leading a small team to leading 160 people across various departments is a major challenge that I accepted with enthusiasm, ambition and a great deal of respect. Ultimately, you embrace the opportunity and the risk, and you trust yourself and your team, those to whom you delegate—that is my philosophy. I like working towards objectives; it's like having a clear target – they give direction and a clear purpose to our daily efforts. You also have to humbly accept that there is still a lot to learn; there are now new areas of management where I need to put in more effort: finance, strategic investments or communication, for example.

■ **How has the company supported you in this professional development?**

From one role to the next, I've always had the support of the people I worked with, my managers—who were also mentors—both when I first joined the sales department and later as I've grown in the role, and to whom I owe a great deal of gratitude. From all of them I have learnt not only technical knowledge, but also values and very valuable ways of working; I have also learnt to adapt and to appreciate the trust the company places in you when it offers you opportunities like these. In addition, I've had access to training support; for example, I recently took part in Teknia's spokesperson training. Learning is a constant process.

■ **Now that you're leading the plant, what would you say to a young person starting work at Teknia today who dreams of growing?**

The message is clear: at Teknia there are real opportunities for growth. They go hand in hand with commitment and hard work, of course, but if there's talent, why look elsewhere? If we spot aptitude, attitude, commitment and enthusiasm, the company will want to promote someone from within. You have to be patient, but recognition will come.



07

WE ARE MANUFACTURERS

driving an
advanced,
efficient
and circular
industry



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MILESTONES

- External verification of Scope 3 carbon footprint in accordance with the GHG Protocol.
- Conducting a Climate Change Risks and Opportunities Analysis (ROCC).
- Successful deployment of the capabilities of the Teknia Centre of Innovation in co-development projects with clients.

ONGOING PROJECTS

- Net Zero 2050 Plan, with the establishment of new decarbonisation targets following Scope 3 verification.
- Digital transformation process for the plants.

GENERATING IMPACT

- **86%** of plants certified to ISO 14001.
- Teknia Martos and Teknia Barcelona certified to ISO 50001.
- **73%** of electricity consumption from renewable sources; **98%** in Spain.
- **-22,2%** reduction in emissions intensity compared to the previous financial year (Scopes 1 and 2).
- **84.609 m3** of water consumed.
- **16.564,6 tn** tonnes of waste generated (89.6% non-hazardous).
- **€5 million** achieved through co-development projects (level 2).
- **50%** of plants certified to TISAX.



Our commitment to advanced manufacturing is part of our identity as manufacturers and an industrial company. It drives us to develop **high value-added solutions** through co-development, working hand in hand with our customers. We are committed to technologies and processes that are increasingly flexible, automated and efficient, which strengthen our competitiveness and reduce the environmental impact of our operations.

07.1

Environmental Management

Because in a sector where manufacturing is synonymous with progress, investing in sustainable industrial capabilities is not just a responsibility: it is a statement about the future. And that is where we take pride as manufacturers.

Our **Sustainability Policy** reflects our commitment to the natural environment in which our facilities are located, promoting the protection of biodiversity, reducing visual and noise impact, and minimising environmental pollution. This commitment is implemented through the integrated management system, where environmental impacts are managed via the plants' ISO 14001 certifications. Furthermore, the policy and objectives are incorporated into Teknia's Integrated Management System.

By the end of 2025, 86% of our plants will be certified to the ISO 14001 environmental management standard, and looking ahead to 2026, we are working on a corporate-level integrated certification system, meaning that in future we will move from individual plant-level certifications to a centralised corporate certification scheme.

The 2023–2025 Sustainability Plan sets out various measures for our plants to achieve the environmental objectives we have set ourselves, particularly those relating to decarbonisation and the circular economy:

DECARBONISATION

CIRCULAR ECONOMY

Energy efficiency.	Process optimisation to minimise natural resources consumption.
Consumption of renewable electrical energy.	Recycled raw materials.
Promotion of self-consumption of electricity.	Promotion of reusable packaging.
Supplier awareness to reduce Scope 3 emissions.	Recovery of waste generated during the manufacturing process.
Analysis and search for solutions for the decarbonisation of scope 1.	Efficient waste management.

Improving the quality of environmental management data

In addition to the measures set out in our Sustainability Plan, in 2025 we have launched several initiatives aimed at improving data quality across all ESG areas. Specifically in the environmental area, we already have an internal ESG reporting system, to which we have added this year the implementation of ESG data management software that will assist us in calculating our carbon footprint.

We have also established monthly internal audits and regular checks on the quantitative information that the plants submit to

this ESG Report. The aim is to verify the quality of the data, as well as the correct supporting evidence for it, to facilitate the consolidation of information at group level.

To reinforce all these ongoing processes, we have delivered several specific **training sessions to ensure the quality of data in our environmental management**. These training sessions, delivered in both English and Spanish, were attended by around 100 Teknia staff with a variety of roles: from finance and administration to quality and technical staff.

07.2

Climate Change Management

Análisis de los Riesgos y Oportunidades derivados del Cambio Climático (ROCC)

This year we have worked on a Climate Change Risk and Opportunity Analysis (ROCC), which was presented to and approved by the Sustainability Committee as a preliminary step towards the development and implementation of a Climate Transition Plan.

In preparing this analysis, we have taken into account both existing Spanish and European regulations on the subject:

	<p>SPAIN</p> <p>Climate Change and Energy Transition Act (Act 7/2021), and its impact on the disclosure of climate-related risks</p>
	<p>EU TAXONOMY REGULATIONS</p> <p>Regulation (EU) 202/852 on the assessment of environmentally sustainable investments (European Green Taxonomy)</p>
	<p>EU CSRD</p> <p>Sustainability reporting obligations arising from the CSRD</p>
	<p>TCFD / IFRS</p> <p>Standards and recommendations of the TCFD (Task Force on Climate-related Financial Disclosures) regarding the disclosure of climate-related financial information. From 2024, these will be incorporated into two IFRS (International Financial Reporting Standards): IFRS S1 and IFRS S2.</p>

<p>The aim of the analysis is, on the one hand, to identify those physical and transition risks arising from climate change that affect or could affect Teknia.</p> <ul style="list-style-type: none"> ▪ Physical risk: the risk of a negative impact on a company arising directly from extreme weather events or long-term climate change, which may affect its assets, operations, people and financial results. These are in turn divided into acute risks (e.g. extreme events such as floods, heatwaves, forest fires) and chronic risks (e.g. rising average temperatures, prolonged droughts, sea-level rise). ▪ Transition risk: The risk of negative impact on a company arising from the process of adapting to a low-carbon economy, including regulatory, technological, market and reputational changes (e.g. new emissions regulations, changes in customer demand, the emergence of cleaner technologies or loss of reputation due to environmental impact). <p>Furthermore, conducting a ROCC analysis allows us, once the risks have been identified, to determine how climate change and its consequences may affect our revenue, costs, assets and operations. It also enables us to anticipate these risks by establishing action plans to minimise them. Furthermore, it enables us to capitalise on opportunities by identifying new avenues for growth, such as more sustainable products, new markets and customers arising from the market's transition to a low-carbon economy; or access to green finance. In short, to secure and improve our future viability. It is worth noting that Teknia has a presence in 11 countries across 3 different continents, each with its own specific climate conditions.</p>	<p>The analysis consists of four phases, of which the first three have already been completed:</p> <ol style="list-style-type: none"> 1 Analysis and selection of climate scenarios 2 Definition of the scope and methodology of the analysis 3 Assessment of climate risks and opportunities. 4 Quantification of financial impact. <p>With this ROCC analysis, Teknia now has an inventory of physical risks (e.g. Increased exposure of infrastructure, operations and human capital to extreme temperatures; transition risks (e.g. the need to improve energy efficiency and increase the use of renewable energy in the Group's operations, or failure to meet customer expectations regarding climate change). In addition, opportunities have been identified, such as improving energy efficiency in the Group's production processes and infrastructure, access to sustainable financing, or the potential for competitiveness through the adoption of sustainable technological solutions.</p> <p>All these elements—physical and transition risks, as well as opportunities—will in turn be incorporated into Teknia's climate change adaptation plan, which forms part of the Net Zero Plan to be developed in the short term.</p>
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<h3>Teknia Decarbonisation Plan</h3>	<p>This roadmap sets out Teknia’s key commitments in the fight against climate change; furthermore, it is enabling us to increase our investment in sustainable innovation. Specifically, from 2023 to the end of the 2025 financial year, this investment has increased fivefold, exceeding the initial target (a fourfold increase), with a total of €9.5 million allocated to digital transformation, sustainable innovation, R&D and energy efficiency.</p>
<p>As a fundamental part of tackling climate change and reducing the carbon footprint of our organisation, in 2023 we established our first decarbonisation roadmap with the goal of becoming a carbon neutral company by 2040 in our own operations (scope 1 and 2), and 2050 across our value chain (scope 3).</p>	<p>As a result of all these efforts, since 2024 we have had our first carbon-neutral plant: Teknia Martos. This milestone, verified by AENOR, has been made possible by the full electrification of production processes in our own operations (Scope 1 and 2), completely eliminating the use of fossil fuels at the plant. With this achievement, Teknia continues to move towards an industrial model aligned with European environmental requirements and global decarbonisation objectives. At present, other Group plants are working towards achieving carbon neutrality in their production operations, a long but steady journey on our path to Teknia’s climate neutrality, fulfilling the sustainability commitments we have set.</p>
<p>In this first Decarbonisation Plan, we set the target of reducing the ratio of CO₂ emissions per unit of production by 14% over the next two years. Today, with the 2025 data verified, we can confirm that the emissions ratio (kgCO₂eq/production value) fell by 22.2% in 2025 compared to 2022, dropping from 0.0740 to 0.0576.</p>	<p>As a result of all these efforts, since 2024 we have had our first carbon-neutral plant: Teknia Martos. This milestone, verified by AENOR, has been made possible by the full electrification of production processes in our own operations (Scope 1 and 2), completely eliminating the use of fossil fuels at the plant. With this achievement, Teknia continues to move towards an industrial model aligned with European environmental requirements and global decarbonisation objectives. At present, other Group plants are working towards achieving carbon neutrality in their production operations, a long but steady journey on our path to Teknia’s climate neutrality, fulfilling the sustainability commitments we have set.</p>
<p>On our path to decarbonisation, the first fundamental step is to minimise current emissions as much as possible by implementing improvement and efficiency processes, reducing energy consumption and maximising the use of renewable energy sources both on-site (on our roofs) and off-site (PPAs of generation assets). We are also working on analysing and finding solutions for the substitution of fossil fuel combustion that impacts our scope 1 of Teknia’s carbon footprint.</p>	<p>As a result of all these efforts, since 2024 we have had our first carbon-neutral plant: Teknia Martos. This milestone, verified by AENOR, has been made possible by the full electrification of production processes in our own operations (Scope 1 and 2), completely eliminating the use of fossil fuels at the plant. With this achievement, Teknia continues to move towards an industrial model aligned with European environmental requirements and global decarbonisation objectives. At present, other Group plants are working towards achieving carbon neutrality in their production operations, a long but steady journey on our path to Teknia’s climate neutrality, fulfilling the sustainability commitments we have set.</p>

ACTIONS UNDERWAY TO CONTRIBUTE TO THE SUCCESS OF OUR DECARBONISATION ROADMAP		
Improving process efficiency	Increased consumption of renewable energy	Other actions in 2025
<ul style="list-style-type: none"> ▪ Machinery Renewal Plan with machine renewal protocols linked to maintenance and efficiency indicators. ▪ Further development of remote assistance tools, improved communication with automatic KPI reports, predictive maintenance, among others, in all plants. ▪ Implementation of good practices in terms of behaviour and consumption monitoring (remote monitoring and measurement at machine level, circuit breakers, reactive energy control and the like) throughout the company. ▪ In 2025, a new EMS (Energy Management System) tool was implemented in Manresa. ▪ Process electrification (for example, replacement of LPG forklifts with electric ones at the plant in Brazil). ▪ 5 Teknia plants certified as electro-intensive. 	<ul style="list-style-type: none"> ▪ Use of energy with Guarantees of Renewable Origin (GoO) certificates: ▪ We have been one of the first companies in the automotive industry to sign Power Purchase Agreements (PPAs) to guarantee the renewable origin of electricity. ▪ In 2025, Green Certificates (GdOs) were purchased in Spain and the Czech Republic (+16,000 MWh), thereby achieving almost 100% renewable electricity consumption in these countries. ▪ We will continue to secure agreements with the aim of achieving 100% renewable electricity supply for the entire company. ▪ Progressive increase in self-consumption of electricity from clean energies in all our Spanish plants (more than 30% already have solar panels). We currently have 1.4 MW of installed capacity. ▪ Electric vehicle chargers (plants in Rzeszów, Teknia Azuqueca, Bilbao, Elorrio and Pedrola). 	<ul style="list-style-type: none"> ▪ Scope 3 carbon footprint certification. ▪ Implementation of an ESG data management platform for managing consumption and GHG emissions data. ▪ Continuation of the decarbonisation plan with a detailed annual action plan for each site covering Scopes 1 and 2. ▪ Preparation of a climate change risk and opportunity analysis (ROCC). ▪ First steps to offset and neutralise CO₂ emissions that are not avoidable through nature-based projects (reforestation).
<p>In addition to the above initiatives currently underway, we have also updated our Product Carbon Footprint (PCF) calculation tool. Thanks to this, we have continued to secure significant projects due to the added value it offers our clients, by providing them with relevant information on the carbon footprint of their value chain.</p>		

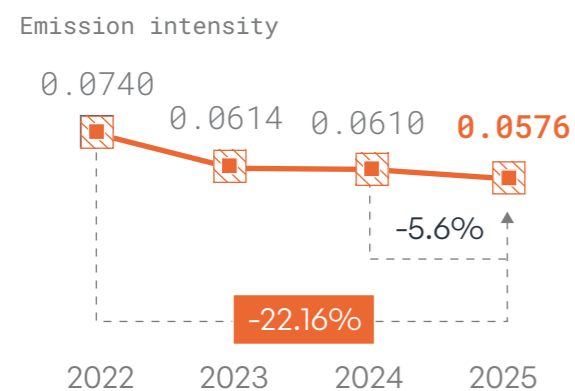
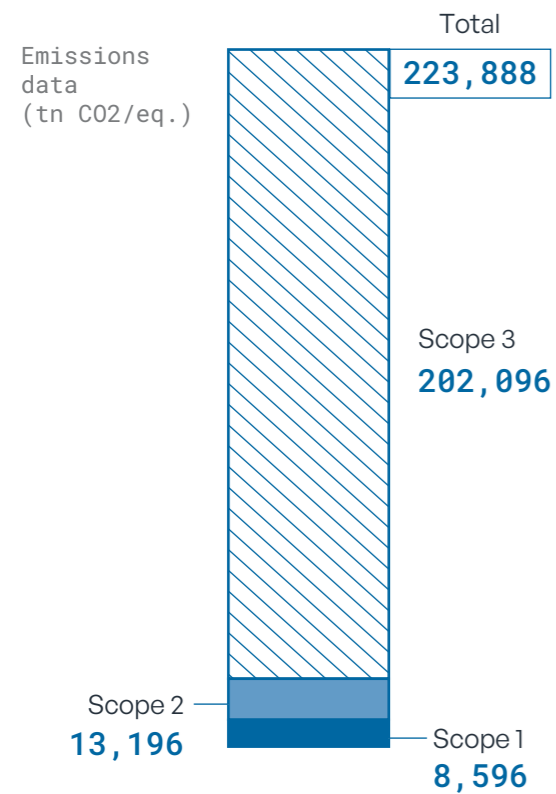
TEKNIA'S DECARBONISATION ROADMAP

PERFORMANCE 2025

Base year

2025

First year of Scope 3 carbon footprint certification (GHG Protocol).
Investment in sustainable innovation increased fivefold between 2023 and 2025.



2050 DECARBONISATION ROADMAP

GOAL 2030

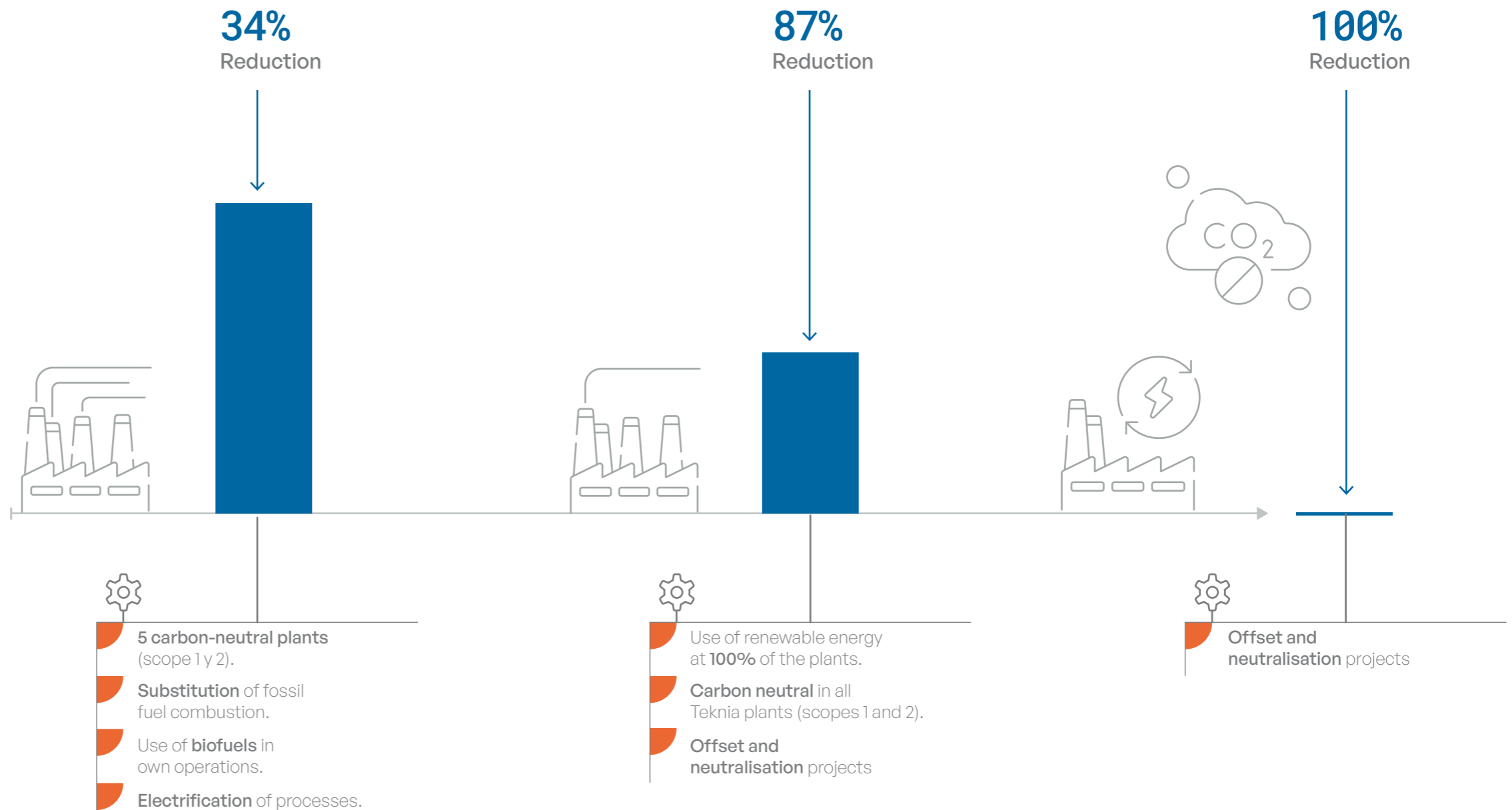
10% annual reduction in scope 1.

GOAL 2040

Carbon neutral in our operations (scopes 1 and 2)

GOAL 2050

100% carbon neutral (Scopes 1, 2 and 3, including value chain).



MEASURES TO BE DEPLOYED AND SUB-OBJECTIVES TO BE ACHIEVED

Carbon footprint

In recent years, Teknia has carried out the verification of its greenhouse gas inventory for Scopes 1 and 2, in accordance with the GHG Protocol. In 2025, we also achieved one of the most significant milestones in this area through the first-ever external and independent verification of Scope 3 emissions under the same framework. This development has entailed a significant methodological change, leading to the removal of Scope 3 data for 2022, 2023 and 2024, as these were based on unverified estimates, and to the redefinition of 2025 as the new base year, rendering previous financial years incomparable. Teknia will work to adequately reflect and detail this change in the draft Net Zero 2050 Plan, which is scheduled for 2026.

ABSOLUTE GHG EMISSIONS (tnCO₂eq)

SCOPE 1



SCOPE 2

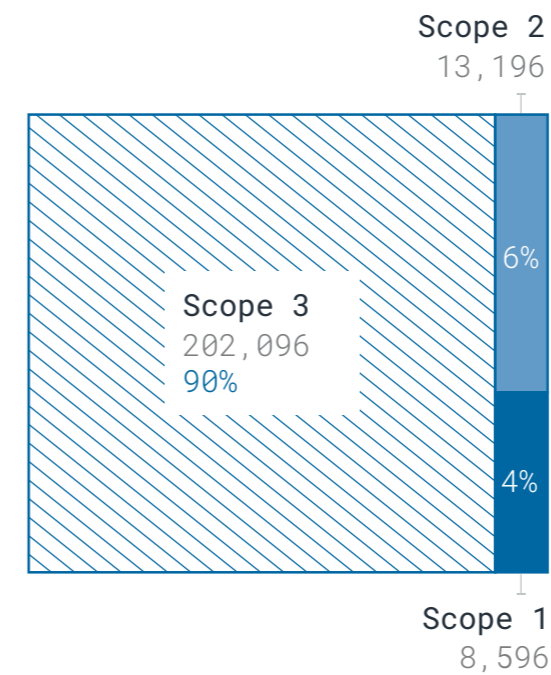


Air pollution

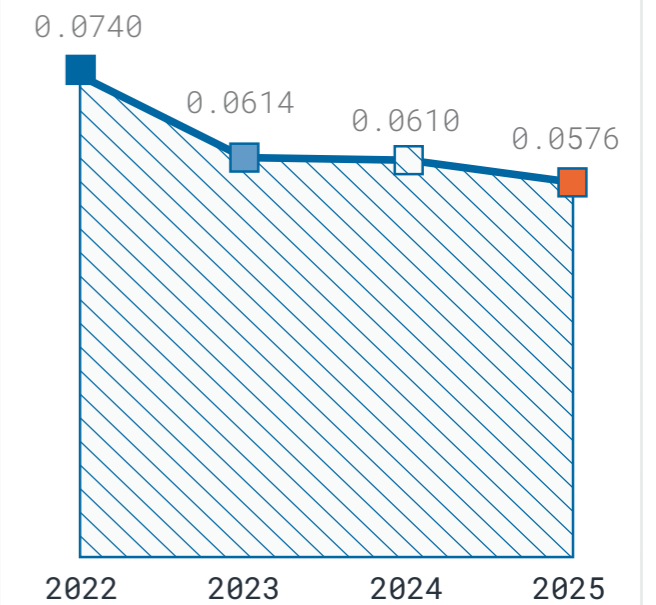
Teknia manages the emission of airborne particles, such as PM, NO_x, SO₂, VOCs and heavy metals during its operations, through the ISO 14001 management systems it has implemented, in which this aspect is identified as part of its environmental impacts, and where monitoring mechanisms are established, as well as audits to verify compliance.

Between 2022 and 2025, CO₂ emissions intensity per unit of production fell by 22.2%, significantly exceeding the 14% target set in the Sustainability Plan and consolidating a trajectory of continuous improvement in environmental efficiency, as well as in our climate commitments

CARBON FOOTPRINT DISTRIBUTION (tnCO₂eq)



EMISSION RATIO (kgCO₂e/€)



07.3

Responsible use of resources

Energy

As in any other industrial activity, energy consumption is managed with the aim of identifying efficiency improvements and optimising processes to minimise consumption. Therefore, we apply an action model based on the ISO 50001 abroad its principle of continuous improvement. We are working towards certification of our energy management system.

In 2025, Teknia Martos and Teknia Barcelona were certified to ISO 50001 for Energy Efficiency Management Systems

To ensure efficient energy management, we carry out regular energy audits at the plants and implement actions to improve the management and performance of our plants.

As electricity is our main source of energy, we focus all our efforts on renewable energy sources. By the end of 2025, 73% of the electricity we consume will be backed by renewable Guarantees of Origin (GdOs), representing a 19% increase on 2024. Furthermore, in Spain, Teknia has achieved 98% renewable electricity.

Furthermore, total renewable energy consumption in 2025 accounts for 50% of the total, an 11% increase on the previous year.

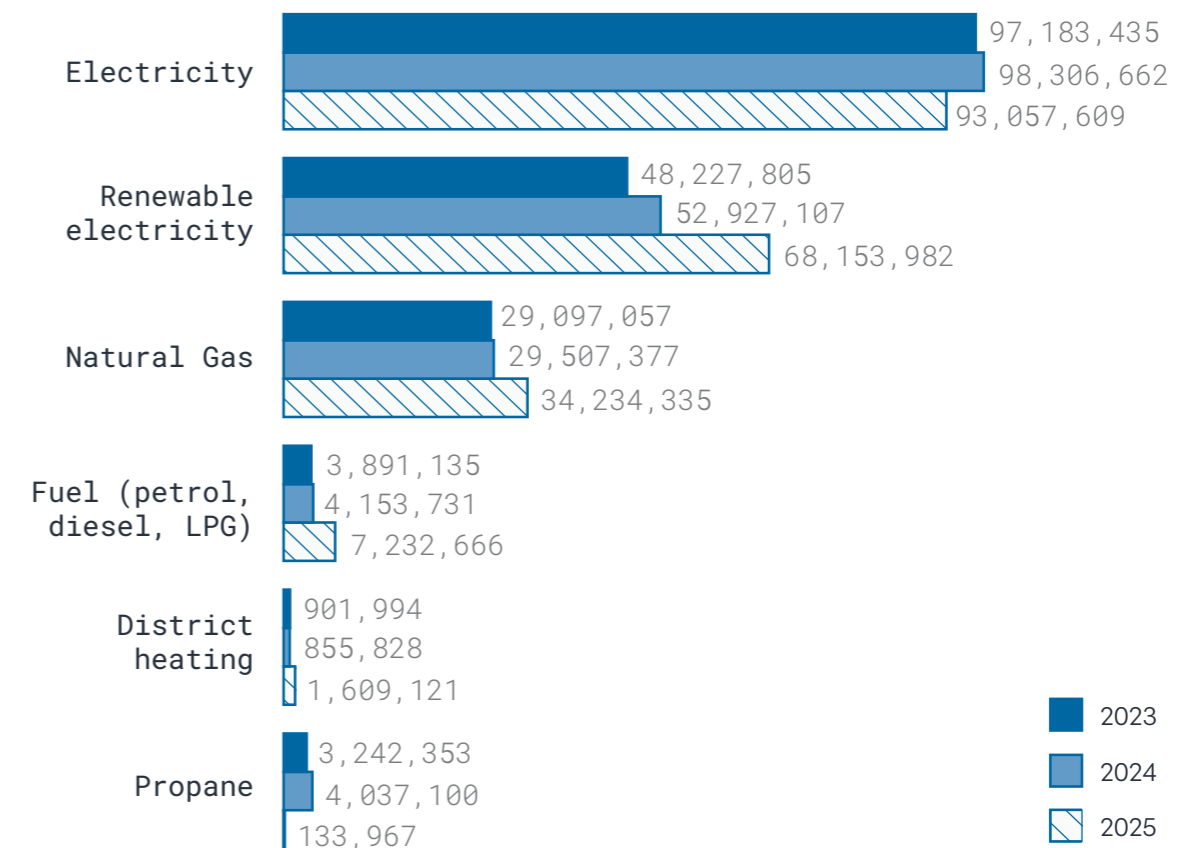
USES OF ENERGY CONSUMED

- Machinery operation.
- Lighting.
- Air compressors and coolant equipment.
- Operation of electrical and electronic equipment.
- Use of gas and fuels in the production process.
- Heating of buildings.
- Vehicle fuel.

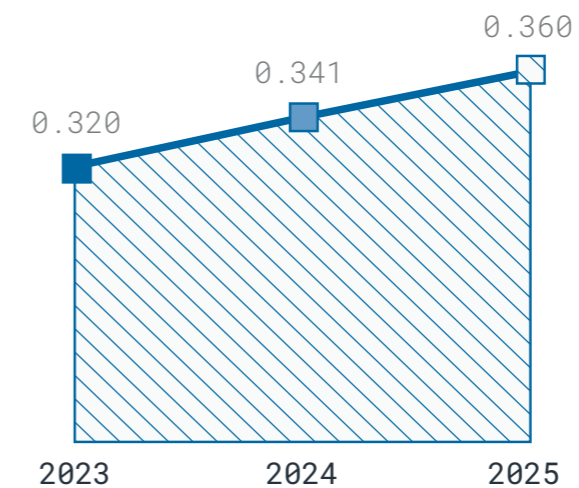
73% of the electricity consumed in 2025 came from renewable sources, 19% more than the previous year. In Spain, it reaches 98%

For a correct understanding of the information, it should be noted that the information for 2024 includes a new plant, Teknia Vimmerby in Sweden, acquired in 2023, which uses propane as its main energy source. In 2025, this facility has changed its energy mix, replacing propane as the main energy source with LPG (liquefied petroleum gas).

ENERGY CONSUMPTION BY ENERGY SOURCE (kWh)



ENERGYRATIO (kWh/€)



Water

In line with the commitments set out in Teknia's **Sustainability Policy**, water management is a key aspect of the organisation's operations. This management is organised through the **Integrated Management System**, which includes **ISO 14001 certification**. As part of the regular audits of this system, water management, consumption and associated impacts are subject to external verification.

More than 90% of the water used comes from municipal water supply networks or other water services provided by public or private companies. We optimise consumption with various measures within our plants.

We have various measures in place for the proper management of water resources, enabling us to reduce the amount of water required, as well as the discharge of wastewater, thereby preventing incidents of water pollution:

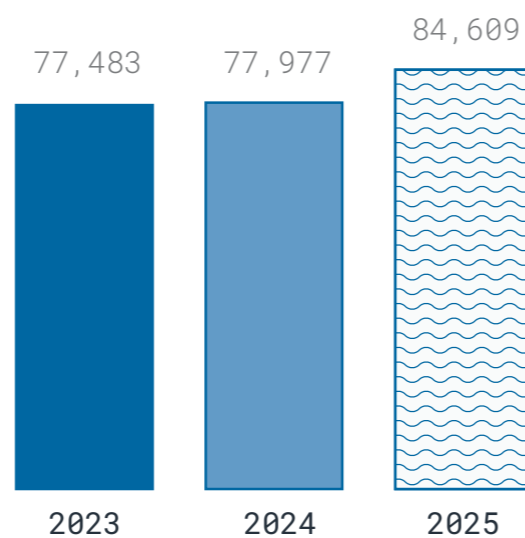
- **Wastewater treatment at the plant:** Teknia Ampuero's wastewater treatment plant is used to treat the water used to wash out the parts, thereby avoiding having to treat this water as waste.
- **Water reuse in the parts painting line:** water reuse processes at Teknia Azuqueca allow the continued use of water for up to three years in the parts painting line.



USES OF WATER CONSUMED

- Drinking and Sanitation.
- Facility Cleaning.
- Cleaning and/or degreasing of parts.
- Machinery Cooling Systems.
- Equipment cleaning.

WATER CONSUMPTION (m³)



The variation observed in water consumption compared to the previous financial year is due to improvements in data collection processes.

07.4

Circular Economy

We face the challenge of optimising **resources by reusing, recycling and recovering waste**. At Teknia, we have taken this approach since our inception, recognising its value and the environmental benefits derived from efficient management..

TEKNIA'S CIRCULAR ECONOMY TARGETS FOR 2030

- We aim to design 100% of our products and/or processes under circular economy principles.
- We will implement the use of recycled materials in those products where technical feasibility allows, always ensuring the highest quality and working closely with our customers.

MEASURES PUT IN PLACE

- Promoting the purchase of recycled raw materials: recycled aluminium, steel, plastic and brass.
- Implementing water efficiency measures: including recirculation systems in our plants, with a substantial reduction in total water consumption.

CONSUMPTION OF RAW MATERIALS⁸ (tn)

	2023	2024	2025
Steel	41,774.5	38,559.5	33,725.4
Aluminium	20,081.5	9,809.6	10,121.7
Magnesium	451.1	671.6	585.3
Brass	281.7	232.4	140.9
Plastic	13,702.9	13,713.4	13,601.17
Paint	328.5	368.4	382.2

We are committed to the use of recycled materials, such as aluminium, brass or steel; and we prioritise the use of sustainable packaging and the recycling of cardboard and plastics

⁸ The information has been restated compared to the previous Sustainability Report (EINF) due to changes in the way plants report and to facilitate understanding of material consumption. Data for Magnesium and Brass are not available for financial year 2022.

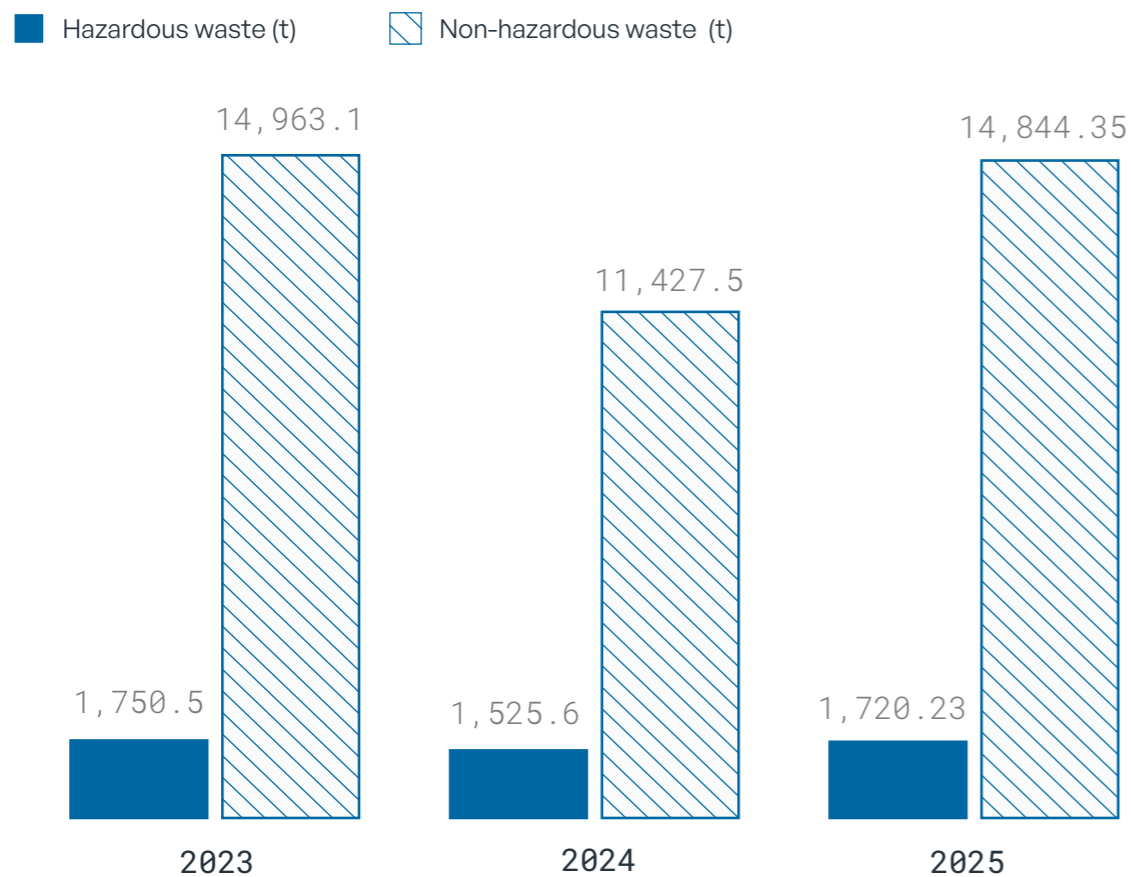
Waste management

In Teknia's several companies, the waste generated is mainly divided into two categories:

- **Waste generated in the production process:** covering aspects such as the moulding and physical and mechanical treatment of metals and plastics, foundry waste, industrial oils and packaging.
- **Waste generated in other activities:** such as offices or canteens, similar to urban waste.

At Teknia we carry out a rigorous separation of the waste resulting from our activity, considering its composition and the possibilities of recovery. These are stored until they are collected by the corresponding waste managers according to their nature (hazardous and non-hazardous). In 2025, hazardous waste increased by 12.7% and non-hazardous waste by 29.9% compared to the previous financial year. For a better understanding of the data, it should be noted that in 2025 the internal system for collecting and auditing ESG data was improved, resulting in increases compared to the previous financial year.

WASTE GENERATED (tn)



07.5

Information regarding the European Union Taxonomy

Our initiatives to minimise waste generation in production activities include:

- **Chip collection and centrifuging:** at Teknia Barcelona, we implement a process for collecting and centrifuging the chips generated during machining. This allows us to separate the waste generated in the process, recovering it for reuse and recycling.
- **Reuse of cleaning rags:** at Teknia Ampuero we maintain a complete service covering the collection, cleaning and reuse of stained cleaning rags, thus contributing to our comprehensive strategy of sustainable waste management.
- **Replacement of oil with water glycol:** at Teknia Ampuero, it has been replaced in the injectors, contributing to improved safety (risk of fire due to the oil) and eliminating a hazardous waste at the same time.
- **Compliance with the Royal Decree on Packaging and Packaging Materials in Spain:** we have joined a Collective Extended Producer Responsibility Scheme (SCRAP) called ENVALORA, which is already operational in 2025 following work in 2024 on an initial data collection exercise and the first declaration of packaging and packaging materials via the new ENVANET platform.

In accordance with Article 8 of Regulation (EU) 2020/852 of the European Parliament and of the Council, and its implementing regulations, Teknia has carried out a preliminary analysis of the applicability of the European Union Taxonomy to its economic activities.

During the reporting period, the Group's activities have not yet been subject to a full assessment of eligibility and alignment with the technical selection criteria set out in the delegated acts of the EU Taxonomy, given the technical complexity of the regulatory framework, the industrial and diversified nature of the company's activities, and the phased nature of the application of sustainability regulations to non-financial companies.

Consequently, Teknia does not report in the current financial year on quantitative indicators relating to turnover, capital expenditure (CapEx) or operating expenditure (OpEx) that are aligned with or eligible under the EU Taxonomy.

The company plans to continue analysing the applicability of the EU Taxonomy, in line with developments in the European regulatory framework on corporate sustainability reporting and the future implementation of Directive (EU) 2022/2464 (CSRD), without this implying that Teknia's activities cannot be eligible or aligned in future financial years.

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07.6

Advanced manufacturing and technological transformation plan

Our strategic plan 'Moving Teknia 2025' identifies a commitment to **advanced manufacturing**, digital transformation and sustainability as a fundamental pillar, **positioning Teknia at the forefront of industrial technology**. The objectives set out under this pillar are underpinned by Research, Development and Innovation (R&D&I), operational excellence through Lean Manufacturing methodology, the use of digital tools enabling the constant capture and monitoring of data, and process automation, amongst others.

Innovation and advanced manufacturing: our organisational structure is evolving

Over the last few years, we have been making small adjustments to the organisational structure of the division, reflecting its evolution and our approach to strategic positioning in the medium and long term. The Technology and Advanced Manufacturing division is currently divided into three departments that interact daily with one another and with other areas of the company, primarily the sales team.

We continue to have a technology manager for each of our four primary technology areas (aluminium, machining, plastics and metal forming), which also form the heart of the new Teknia Centres of Innovation (TCI). In R&D, the product development

and new process technologies areas have been merged this year to achieve a more unified working approach. In 2026, our two Design and Development (D&D) Centres—specialised centres for specific products where we work closely with customers—will

merge with the TCI. The areas of operational excellence and Industry 4.0 remain unchanged. The Information Systems (IT) area, which until now reported to Technology and Advanced Manufacturing, has moved in 2025 to report to the Strategy area.



TECHNOLOGY AND ADVANCED MANUFACTURING



<p>Innovation and Know-how transfer Teknia Centre of Innovation (TCI)</p>	
<p>The new Teknia Centre of Innovation (TCI) for Metal, inaugurated in 2024 and headquartered at the AIC in Boroa-Amorebieta, is a project conceived as an integrated response to market demands and with a technical-commercial focus. It is currently focused on our metal technologies; from the first quarter of 2026, we will incorporate plastics technology, and we will gradually include the rest.</p>	<p>Technology Managers form the core of our technical operations. Furthermore, the TCI is equipping itself with staff to support industrialisation in the plants and personnel to develop specific processes for each technology alongside the R&D department. On the sales side, we are progressively integrating all the group's sales staff into the TCI. Roles of the Technology Managers:</p> <ul style="list-style-type: none"> ▪ The optimisation of equipment and processes through innovations with immediate impact.
<p>The TCI has several objectives, including:</p> <ul style="list-style-type: none"> ▪ To increase our agility in project quotations and customer response, offering faster and more personalised solutions. ▪ To develop products with greater added value for both Teknia and our customers, through the implementation of new technologies and processes. ▪ To improve synergies between plants, fostering the exchange of knowledge and technology, and providing them with support so they can take on new challenges. 	<ul style="list-style-type: none"> ▪ Industrialising complex and innovative projects to be implemented in the short term. ▪ Establishing a technological roadmap to offer advanced processes and products in the future, working closely with the R&D team on joint projects. <p>With this new technology centre, we are in a position to offer significant added value to our customers, providing engineering, simulation and co-development services.</p>
<ul style="list-style-type: none"> ▪ To improve the transfer of knowledge within the company in an agile and natural way. 	
<ul style="list-style-type: none"> ▪ To develop products based on market needs, whilst also participating in product design and simulations from the initial stages to provide greater added value. 	<p>The aim of the TCI is to drive and strengthen Teknia's position as a Full Service Supplier capable of collaborating directly with OEMs and leading Tier 1 suppliers on high value-added projects</p>
<p>By relying on the TCI, we will also be able to centralise and optimise resources, improving synergies with the sales team and achieving greater strategic alignment.</p>	
	

<p>Even during the project quotation phases, for example, and through finite element simulation, we can validate our clients' designs and/or propose potential improvements based on that simulation. All of this is enabling us to generate business opportunities that would otherwise be excluded under the Tier-2 model.</p>	<p>By 2025, we have achieved 100% of our target for Level 3 projects (Teknia co-develops the project with the client and is responsible for the design). By 2026, we expect turnover from the production of this type of project to exceed €2 million. As for Level 2 projects (Teknia co-develops the project with the client but is not responsible for the design), we have met the projected sales target of €5 million.</p>
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TCI R&D ACTIVITY: STELLANTIS, A SUCCESS STORY

This project, developed during 2025, illustrates the fundamental importance of R&D and the operating model we are moving towards with our Teknia Centres of Innovation: our clients see their needs met beyond mere manufacturing, whilst at the same time helping us position ourselves as a leading technology partner, securing projects that could not be realised without the value added by R&D, and fostering long-lasting, high-value-added business relationships.

In the case of Stellantis, the client was seeking not only the manufacture of a series of parts but also additional engineering services. In this case, Teknia, through the TCI, has co-developed around 20 plastic interior vehicle parts for Stellantis and carried out simulations of product behaviour both during assembly on their production lines and once in service

The project, currently in the industrialisation phase, was initially planned for Teknia Tangier, but was reoriented according to the client's needs, and mass production will ultimately take place at our plant in Azuqueca de Henares, in Guadalajara.

This project demonstrates that Teknia is well-positioned to be a leading partner in advanced manufacturing, not only due to its production expertise but also because of the added value it provides in terms of service—through excellent collaboration between procurement and engineering teams—as well as additional capabilities that deliver key value to our customers.

This type of project also opens doors for us to sectors other than the automotive industry, such as the energy sector.

TEK STORY

Voltiris: a successful collaboration that demonstrates our capabilities and expertise in design and manufacturing

■ How did the collaboration between Teknia and Voltiris come about? What does the project involve?

We were put in touch through the Solar Energy Institute at the Polytechnic University of Madrid, with whom Voltiris was working on developing the solution, and thanks to our reputation in other projects, they recommended Teknia as a design and manufacturing partner. Voltiris specialises in manufacturing a very specific type of solar tracker that reflects part of the solar radiation onto a photovoltaic panel, converting it into electricity, whilst allowing useful light to reach the crops for photosynthesis without affecting their yield. Teknia took on the challenge of redesigning the product, building on the original, to make it scalable from an industrial perspective.

■ And how did we do it?

The key was reducing the overall complexity, understood as the number of different parts. An advanced trigonometric study was carried out to generate contact interfaces that, in the previous design, were all different from one another. Despite the specific characteristics of each of the six mirrors in the assembly, we have managed to ensure that a single design meets the requirements of all six parts. I was personally very committed to achieving this because it was a key point. And not only that, but having contact surfaces between them allows the mirrors themselves to function as structural components and be self-supporting. Through this design, we have managed to reduce an assembly that originally consisted of 16 different parts to just 3, simplifying the list of materials by more than 80%. This means

Voltiris is a Swiss start-up that develops innovative solar modules for greenhouses, enabling the generation of renewable electricity without affecting crop yields. The collaboration with Teknia, led by Manuel Revuelto, has not only made a decisive contribution to improving the initial product design, but has also made it viable from a mass production perspective. Teknia, for its part, has demonstrated its manufacturing and innovation capabilities in sectors beyond the automotive industry.



MANUEL REVUELTO MOCHALES
Group R&D Manager

lower production costs, reduced structural weight, a smaller environmental footprint, and savings in assembly and logistics, amongst other benefits. We have also carried out mechanical simulations of the product we designed to ensure it met the necessary stress requirements and to validate the final prototype. Furthermore, we have selected the manufacturing technologies, process design, industrialisation and subsequent production. Our TCI has also played a key role in technical and commercial coordination and accelerating the *go-to-market process*.

■ What technological capabilities and manufacturing expertise at Teknia will make the manufacture of this product possible?

Teknia's knowledge and production capabilities in plastic injection moulding technology have been fundamental. The tolerances required for a part with this function are very tight, and are combined with a need for stable performance at high humidity and temperature. Conventional injection moulding methods can generate internal stresses in the plastic, so these had to be ruled out in order to devise an injection moulding method that minimises these stresses.

Furthermore, the mirror effect is achieved using a high-tech, 0.08 mm semi-transparent film onto which the transparent plastic is overmoulded. Precision is of the utmost importance, as the cut and position of this film will determine the efficiency of light concentration on the photovoltaic panel. This project has enabled us to acquire and apply specific knowledge that we had not previously worked with; due to the specific nature of the product, we had never before carried out plastic injection moulding onto this type of film, thereby expanding our *expertise*.

■ How does this project strengthen Teknia's position as a multi-sector manufacturing partner?

It is a clear success story that demonstrates we hold a unique position in the European industry to bring any industrial production project to fruition, starting from the concept phase.

■ What lessons have you learnt from the experience?

Lessons learnt... many, in addition to new plastic injection moulding techniques and demonstrating our capabilities. I believe the project's success validates the operating model of the Teknia Centre of Innovation (TCI), where commercial and engineering development is carried out at corporate level, before transferring the project to the plant for industrialisation. In this case, we have worked hand in hand with our Teknia Uherský Brod plant (Czech Republic). Our partner, Voltiris, is very satisfied with the collaboration and a solid partnership has been forged. On a personal level, it has been both a challenge and a source of satisfaction to be part of the project.

■ How does this Voltiris and Teknia project contribute to sustainability?

The project demonstrates a tangible impact on reducing emissions, energy efficiency and the competitiveness of the agro-industrial sector. These solar modules can cover up to 65% of the greenhouse's energy demand. The reflector is the bulkiest and most expensive part of the system. Making the production of this system economically viable for large-scale production is what determines whether or not this method of harnessing sunlight is scalable. And if it is, we have proven it..

<p>Digital transformation plan for plants</p> <p>The use of data for production monitoring or the availability of data that allows us to make the best decisions in real time is of key importance for achieving improvements in both processes and the final product. That is why digitalisation plays a strategic and cross-cutting role across all our operations.</p>	<p>implementing continuous improvement projects across all our plants and various initiatives in this area.</p> <p>2025 has seen the roll-out of the TOEM (Teknia Operational Excellence Model), a framework based on the Lean Manufacturing and Kaizen methodologies. Its aim is to transform the organisational culture towards</p>
<p>This year we have continued to make progress in the digital transformation of all our plants and in improving our MES (manufacturing execution system) and our ERP (enterprise resource planning system), key tools for industrial management as they enable the capture, control and monitoring of data in real time. Through the MES, we connect plant processes with management systems to provide accurate information on operations. The implementation of these tools delivers direct benefits: real-time production monitoring, early detection of problems, reduced cycle times and downtime, and greater control over plant operations. Furthermore, it strengthens group cohesion by aligning criteria, methods and data across all plants to improve overall competitiveness and efficiency.</p> <p>In terms of automation, we are evaluating our investments under a rigorous economic analysis in order to maximise the return on investment (ROI). At the same time, market demand itself is increasingly variable; therefore, in every new project, manufacturing flexibility is prioritised so that multiple product lines can be processed on the same production line.</p>	<p style="text-align: center;">TOEM: TEKNIA OPERATION EXCELLENCE MODEL</p> <p>It is a proprietary operational excellence system that adopts and adapts industry best practices (such as the Toyota system) to the reality of our company.</p> <p>Its fundamental pillars are:</p> <ol style="list-style-type: none"> 1 Strategy and management: defining the strategy, rolling it out and communicating it throughout the organisation through leadership and day-to-day management, instilling the belief that we can all contribute and improve on a daily basis. 2 Lean tools: use of tools that enable the analysis of production processes and make them more efficient (Rapid Problem Solving, SMED – quick tool changeovers –, TPM – total productive maintenance). 3 Automation, Industry 4.0, data analysis and management: both the strategy and the lean tools must be based on reliable data that enables decision-making. To this end, the correct implementation of the MES (Manufacturing Execution System) and other IT systems is essential. <p>Standardisation and harmonisation are principles that cut across these three pillars, as they enable the transfer of knowledge between plants and the systematic replication of best practices across the entire group.</p>
<p>Operational Excellence System: Lean Manufacturing</p> <p>Operational excellence is in Teknia’s DNA and is one of the company’s main drivers of profitability. For this reason, over the past several years we have been promoting a global Lean Manufacturing project with the introduction of the role of Operational Excellence Manager, responsible for</p>	

<p>continuous improvement and standardisation, seeking to turn the fragmented knowledge within the plants into a corporate standard. Its implementation has begun in the metal and plastics technologies, but it will be rolled out to the rest progressively.</p> <p>Implementation necessarily begins with an initial assessment. This is a one-week on-site exercise at the plant where the corporate team assesses 17 key elements grouped into three categories corresponding to the three pillars: strategic definition, Lean tools and data management. This assessment serves to define the actual starting point for each plant and to draw up its specific roadmap. Once implementation has begun, the process moves from one stage or phase to the next upon achieving the initial objectives. These other stages include, amongst others, value stream analysis (VSA) or the identification of ‘muda’ – that is, activities that do not add value for the customer, re-inspections, unnecessary movements, waiting times, etc. These analyses allow not only their identification but also their economic quantification to propose solutions. To drive this profound and significant cultural and organisational change, the role of Divisional Operation Excellence Manager was established in 2025, and in 2026 a Best Practice competition will be launched to reward not only innovation but also the replication of internal know-how—that is, practices already implemented at other plants that have demonstrated good results.</p>	<p>as part of the new Risk and Opportunity Management System. In this way, we carry out various actions aimed at managing these risks, establishing mitigation and prevention measures and contingency plans in the event of incidents. These measures include both external and internal audits to verify the effectiveness of the measures, as well as regular monitoring by senior management, to whom the cybersecurity performance of each plant is reported.</p> <p>Furthermore, over 50% of our plants are certified to the TISAX (Trusted Information Security Assessment eXchange) standard, a global information security standard designed specifically for the automotive industry. Based on the ISO 27001 standard and the VDA ISA questionnaire, it guarantees a common level of security and protects prototypes and sensitive data within the supply chain.</p> <p>During the 2025 financial year, we have prepared to adapt to the requirements of the new version of TISAX for upcoming recertifications, in accordance with the latest version of the standard. In addition, improvements have been made in other areas related to security management tools, such as communications on backup lines, with 88% of targets achieved by the end of the year.</p> <p>Looking ahead to 2026, we will continue working towards the certification of further plants and the continuous improvement of our current cybersecurity tools, whilst also assessing the implementation of the European NIS2 Directive (SRI 2 Directive, 2022/2555), which has not yet been transposed in Spain and aims to establish a common framework and raise information security standards across Europe. This regulation has much in common with the TISAX standard, which is specific to the automotive sector, meaning that many of our plants would already be prepared for its adoption.</p>
<p>Security of information</p> <p>Teknia’s Integrated Policy sets out the organisation’s commitment to information security and its continuous improvement, protecting the confidentiality, integrity and availability of information, both our own and that of our stakeholders.</p> <p>In this area, we comply with current legislation, meet our customers’ requirements, and incorporate cybersecurity into our business risk map</p>	<p>Finally, whilst it is true that various attempts have been detected, no security breaches have been recorded within the Group.</p>



08

Generating positive impact



01

02

03

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05

06

07

08

09

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MILESTONES

- New partnerships with Youth Business Spain and SOS Children's Villages (to be signed in 2026).

ONGOING PROJECTS

- Seeking new partnerships.
- Development of Teknia's new Social Action Plan.

GENERATING IMPACT

- Partnerships with six third-sector organisations.
- **€134,000** invested in social projects.
- Direct beneficiaries: **1,864 people**.
- Indirect beneficiaries: **13,927 people**.
- Over **120,000 people** have benefited from social projects since 2022.
- Record participation in the corporate volunteering programme.



At Teknia, we are **committed to making a positive and lasting impact on society**, particularly in the regions where we operate and where our industrial activity forms part of the local economic fabric. We believe that a strong industry does not just manufacture products: it also creates quality jobs, drives the economy and contributes to the sustainable development of its surroundings.

In addition to our role as a driver of employment and a boost to the local economy, **we focus our efforts on a key lever for development: education**. We are committed to young talent in STEM and promote training for groups at risk of social exclusion, helping more people to access real opportunities within the industrial ecosystem.

08.1

Generating shared value: our commitment to society

All these projects serve the same purpose: to achieve a tangible and significant positive impact, demonstrating that industry, when it invests in people and the communities in which it operates, is a transformative force for the future and for people.

We have a positive impact on the communities where we operate through two main channels:

TEKNIA'S ECONOMIC ACTIVITY

CONTRIBUTION THROUGH SOCIAL ACTION

- We generate wealth and employment opportunities in the regions where our plants are located.
- We ensure fair working conditions and maintain strong relationships with our employees.
- We encourage local procurement, thus strengthening ties with the community, contributing to the economic development of the territory and to our own sustainability.

- We strategically cooperate with social organisations to boost socio-economic development in the areas where we are present.
- We generate progress through education, with a special focus on vulnerable groups and those at risk of social exclusion.
- We work hand in hand with social organisations operating on the ground to implement initiatives that have a positive impact on people's education and training.

At Teknia, we have a **Social Action Committee** that leads and coordinates our contribution to shared value. It is made up of managers from various cross-functional areas of the company and involves the direct participation of our CEO, Javier Quesada de Luis. It meets two or three times a year to oversee the implementation of Teknia's social action plan, evaluating ongoing projects, potential new partnerships and, where necessary, responding to potential social emergencies.

Over 120,000 people have benefited from our social projects since 2022

To interpret the figures correctly, it is important to note that in 2023, extraordinary donations were made due to social emergencies (earthquakes in Turkey and Morocco); consequently, the number of direct and indirect beneficiaries was higher. Furthermore, in 2025, due to the market context and the automotive sector, an adjustment was made to the social action budget.

Social impact in figures	2023	2024	2025
Investment in social projects (€) ⁹	476,800	437,000	134,000
Collaborating third sector entities (no.)	6	6	6
Direct beneficiaries (no.)	2,281	1,369	1,864
Indirect beneficiaries (no.)	91,977	10,684	13,927

⁹ The figure for investment in social projects includes donations to third sector associations (with and without agreements), and the expenses of volunteering trips carried out during the year.

PROJECTS DEVELOPED DURING 2025

Environmental education, green entrepreneurship and STEM clubs for teenagers and young people with CODESPA (Tangier, Morocco)



The collaboration between Teknia and CODESPA began in 2020, and continues to this day, with a **focus on promoting education and development in STEM sciences and training in the environment and green entrepreneurship, aimed at children and young people in Tangier from vulnerable backgrounds and at risk of social exclusion.**

“Steps towards the future” with Te Aud Romania (TAR) - I Hear You Romania (Romania)



In 2024, we began our collaboration with the Romanian NGO **Te Aud Romania (TAR)** through our plant in Romania, Teknia Oradea. TAR’s aim is to improve education, social inclusion and the prospect of a better future for Romania’s most vulnerable children. Te Aud Romania runs the “Steps Towards the Future” project, launched in 2015, which aims to provide educational guidance and advice to secondary school students aged between 15 and 19 as a first step towards career planning. The project has expanded nationwide and will be implemented between September 2025 and June 2026, with the support of Teknia Oradea and in collaboration with the “Traian Vuia” Technical High School in Oradea.

As part of the project, next year 40 students from this school will have the opportunity to visit our plant and see a manufacturing facility first-hand, observe our production processes and interact with our specialists.

The project takes the form, on the one hand, of STEM Clubs which, as part of extracurricular activities in various state schools in Tangier, offer a practical, fun and motivating approach to these disciplines (science, technology, engineering and mathematics). The aim is not only to improve their academic skills and bring science closer to these young students, but also to reduce school absenteeism. Whilst last year the focus was on the technical and practical training of the teachers who would lead the STEM clubs, **in 2025 the clubs have been consolidated with the participation of a total of 302** students across the 15 partner secondary schools. The sessions focus particularly on robotics and programming and have been developed with fun and technical activities tailored to the participants’ level, enabling them to familiarise themselves with tools and software. The project is being carried out with a high level of motivation from both teachers and students, who, in many cases, take the initiative by proposing projects.

For its part, **the Environment and Green Entrepreneurship Training Programme** aims to raise environmental awareness among young people in Tangier and to strengthen knowledge and skills for green entrepreneurship among groups in situations of exclusion and vulnerability. Over the course of this year, **20 awareness-raising and training workshops have been organised, involving 142 students and resulting in 51 business plans being developed.**

With the support of CODESPA, this year we had the opportunity to share our experience as part of the events held to mark its 40th anniversary. In the presentation featuring Chemida Vera Sánchez, Group ESG Manager at Teknia, alongside representatives from other private companies, the important role of the private sector and partnerships in driving sustainable social and economic development was highlighted. In the words of our colleague: *“When we talk about sustainability, we tend to think of emissions, energy or materials. But there is something even more powerful: the ability to transform lives. Companies don’t just manufacture products; we also build opportunities, foster dreams and generate hope.”*

Construction of the CEM Kamanar and CFP Bajankusoor with Foundawtion (Thionck Essyl, Senegal)



Foundawtion, a foundation of the architectural firm Dawoffice, and Teknia **share a vision of making a positive impact through education.** This initiative focuses on improving employment opportunities in a highly vulnerable region in the south of Senegal, in Thionck Essyl, by promoting education and training as fundamental tools.

As part of this project, we **collaborate with the CEM Kamanar educational centre**, founded in 2019, with the aim of mitigating the saturation experienced until then by the only educational institution in this rural town.

In 2025, work continued on the future **Bajankusoor Vocational Training Centre (CFP)**, with significant progress made on the facilities: classrooms, communal dining areas and toilets, etc. During construction, awareness-raising workshops on more accessible, locally sourced and environmentally responsible materials continue to be held in parallel, as does the training of unskilled bricklayers and others so they can participate in the project. Similarly, and for the second consecutive year, volunteers from Teknia have travelled to Thionck Essyl, in southern Senegal, to learn about and collaborate on the project. Our colleagues have delivered training workshops and practical activities with young people from the CEM Kamanar school, built with Teknia’s support. The aim is to help them apply what they have learnt in the classroom to real-life situations, to demonstrate the usefulness and practical application of this knowledge in their daily lives.

Supporting entrepreneurship with Youth Business Spain (Spain)



In partnership with the Youth Business Spain Foundation (YBS), we provide one-to-one support to young entrepreneurs during the process of setting up and consolidating their businesses. This support comes from entrepreneurs or company managers who, on a voluntary basis, share their experience and knowledge to guide and support the business development of the participants. At the end of 2025, we renewed our partnership agreement with YBS with the aim of continuing to support the entrepreneurial community. As part of this agreement, from 2026 onwards, we will co-fund, alongside the Ministry of Labour and Social Economy, two studies: one on the state of youth entrepreneurship in Spain, and the other on the evaluation of public policies supporting youth entrepreneurship.

In addition, we continue to participate alongside the **YBS Mentoring Manager** team, supported by several volunteer colleagues.

Our Corporate Volunteering scheme

In addition to the various projects we support, we have a **Corporate Volunteering Scheme** that has gone from strength to strength year on year. Last year, we created an internal procedure to manage volunteering applications from our staff, and this year we have rolled out various initiatives to promote the programme and encourage our colleagues to get involved, such as information sessions, physical posters on the floors, and posts on the intranet, etc. The result has been a record level of participation with 30 applications.

We also run volunteering programmes with CODESPA and Foundawtion, having already made several on-site trips to Morocco and Senegal, respectively, over the last two years. Furthermore, we have volunteers involved in the Colonia Juvenil project in Mexico, where colleagues mentor students, and at the Youth Business Spain Foundation, where mentors have supported young entrepreneurs.



“Corporate volunteering is not just about giving time: it is about giving meaning. When an employee shares their knowledge with vulnerable young people, they not only transform a life, they also transform their own, discover new realities, develop empathy and connect with the company’s purpose. At Teknia, we’ve experienced this first-hand: our volunteers in Morocco didn’t just teach robotics and green entrepreneurship; they also learnt that sustainability starts with people. Every social initiative is an opportunity to build shared value, strengthen teams and demonstrate that together we can change the world.”

Chemida Vera Sánchez, Group ESG Manager de Teknia

NEW PROJECTS

Automotive education programme with SOS Children’s Villages (Spain)



OTHER PARTNERSHIPS AND SPONSORSHIPS

UPM RACING (Spain)



Looking ahead to 2026, in addition to continuing our current projects and the new agreement with YBS, we will also be working closely on a new project with **Aldeas Infantiles SOS (SOS Children’s Villages)**. With a presence in over 130 countries, this NGO focuses on protecting children and young people through various initiatives: from foster care to educational and vocational programmes to support them as they progress through the education system. Following the signing of the partnership agreement, Teknia will participate in a vocational automotive programme for young people in Madrid. Its aim is to offer young people in vulnerable situations a real opportunity for training, personal development and entry into the workforce in the automotive sector. The project is therefore aligned not only with our values and the objectives of our social action but also ties in with the promotion of educational programmes within our sector. We will also design a new volunteering programme stemming from this new partnership.

Teknia is one of the main sponsors of UPM Racing, the #FormulaStudent team of the Universidad Politécnica de Madrid. **Formula Student is an international competition in which university students from all over the world participate in the creation of a racing car.** In it, they are responsible for design, manufacturing and compete in final speed runs, while learning to work on the feasibility of the engineering project in a real-life scenario.

In addition to the financial sponsorship, Teknia supports the Madrid team thanks to its expertise, both at a technical and business plan level.



#FormulaStudent



TEK STORY

How to transform lives in Mexico with the help of Colonia Juvenil



Colonia Juvenil is an NGO in San Luis Potosí, Mexico, that has been working since 1989 to be a benchmark educational institution for young people at risk of social exclusion. They generate social impact through education, housing support, the holistic development of students, and integration into the workplace and family life.

■ **What is Colonia Juvenil and why do you describe it as a “magical place”?**

It might sound a bit corny, but it’s the plain truth: Colonia Juvenil is a magical place because it has the power to transform lives in a holistic way. We are not just a run-of-the-mill school: every year we welcome between 120 and 140 boys and girls aged 11 to 12 on scholarships, who come from rural communities in San Luis Potosí where they face serious vulnerabilities, marginalisation and a lack of basic services. Here we offer them a holistic development model: they live with us from Sunday to Friday, receive food, medical and psychological care, are encouraged to take part in sports, attend workshops to develop skills and competencies and, above all, receive a quality education that enables them, through their own efforts, to go on to university. At that stage, and if they remain with us, we continue to provide them with academic support, even though they are now more independent. Our

scholarships are aimed at secondary school and university. The most valuable aspect of the project is that the impact is real and measurable; it is not just the students who change, but their families are transformed too: the values, skills and education acquired by the children end up permeating their families, which is why the impact extends beyond Colonia Juvenil.

■ **When did the partnership with Teknia begin? What is the origin of this collaboration that continues to this day?**

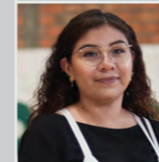
The collaboration began to take shape in August 2019, when the two organisations first made contact. We had a hiatus due to the pandemic, which created uncertainty about the return of the young people to our facilities and forced us to put the project on hold for a while. In mid-2021, it was resumed and the first collaboration agreement was signed, with the help of Helda Téllez, Head of Human



MÓNICA MARTÍNEZ GALINDO
Managing Director of Colonia Juvenil



ADOLFO DEL RÍO MARTÍNEZ
Project Coordinator at Colonia Juvenil



CARMEN LIZETH VITE CÓRDOVA
Head of Personal Development at Colonia Juvenil



CRISTINA GUEL
Head of Human Resources at Teknia San Luis de Potosí

Resources at Teknia San Luis Potosí and the main driving force behind the project. Since then, the relationship has gone from strength to strength, with a gradual increase in the amount donated to the NGO. Furthermore, we now also have volunteers from Teknia supporting various ongoing programmes.

■ **How does Teknia collaborate with Colonia Juvenil? What is the company’s financial donation used for?**

Teknia’s support comes in two forms, both of which are very important: financial, as we mentioned, and volunteers who support our young people. Financially, Teknia’s donation is invested in improving our facilities according to the needs we identify. Each year, we analyse the necessary improvements, prioritise them and obtain quotes from various external suppliers. From there, we agree with Teknia where we will focus our efforts that year and sign the agreement. From the outset, we have worked on improving the perimeter security of the facilities, their lighting, pest control, and the bathroom areas where, for example, this year we have improved the efficiency of water consumption in sanitation systems—something vital, given that we are in a semi-desert area; improvements have also been made to the classrooms and the accommodation blocks where people

sleep; for example, in 2025 we repainted and repaired the floors. Improving their living conditions has a direct impact on their development and well-being. They need healthy, safe spaces where they feel comfortable. Partners such as Teknia are essential in providing them with a decent space where they can develop as individuals.

■ **And what about the volunteers?**

They are another fundamental part of this partnership. At Colonia Juvenil, we currently have two programmes running: a one-to-one English programme and a Life Skills programme, in which we work with them on ten skills that, according to the WHO, every young person needs to develop to make their future less vulnerable (self-awareness, empathy, critical thinking, communication, stress and conflict management, amongst others). Volunteers carry out mentoring activities with our young people, supporting them in one of these two programmes. To support the programme, Colonia Juvenil provides guidance on how to structure the sessions within the curriculum, and our personal development coordinator provides ongoing support to both mentors and mentees. Since 2023, when the volunteering programme began, we have had 10 volunteers from Teknia, accumulating over 150 hours of volunteering.

TEK STORY

“Being a volunteer with Colonia Juvenil has been a transformative experience; it has taught me the importance of empathy, compassion and resilience. I have realised that we all have something valuable to offer and that together we can make a difference in the lives of others.”



Martín Torres Alcalá, volunteer in the Mould Maintenance department at Teknia San Luis Potosí

“My experience has been extremely positive and enriching. I’ve always enjoyed helping others, and this activity has been the perfect opportunity to do so in a close-knit and genuine way. I enjoy every session, as beyond sharing knowledge, I have discovered that I am also constantly learning from it. This dynamic has made every session meaningful and left me with a great sense of personal satisfaction. It fulfils me to be able to accompany her, listen to her and contribute, even if only a little, to her development. And, without a doubt, it has been an experience that has enriched me both personally and as a human being.”



Paloma Torres, volunteer in the Sales Department at Teknia San Luis Potosí

■ What challenges is Colonia Juvenil currently facing?

Many and varied: economic uncertainty in Mexico and closures in local industry that make it difficult for young people to enter the job market once they graduate; increased public bureaucracy in the management of projects like ours; or the challenge of maintaining motivation among a very young population that sometimes shows a certain apathy and a desire for quick success as a result of constant exposure to social media. A great deal of long-term awareness-raising and motivation work is needed. We aim to break the cycle of marginalisation in the communities from which our young people come, and the context does not always help; the challenge is no small one.

This partnership bears its best fruit in the testimonies of the young men and women who benefit from Colonia Juvenil’s scholarships, as is evident in this video of thanks for Teknia’s collaboration with the project, which they sent to us.



“As a liaison between Teknia and Colonia Juvenil, I have seen how every bit of support is transformed into real opportunities for young people. The organisation provides education and accommodation, but what is most valuable is the hope it instils in every student. I am proud to contribute to this work. My experience in this project has been enriching both personally and professionally.”



Cristina Guel, Head of Human Resources at Teknia San Luis de Potosí



Videomensaje Colonia Juvenil



About this report

01

02

03

04

05

06

07

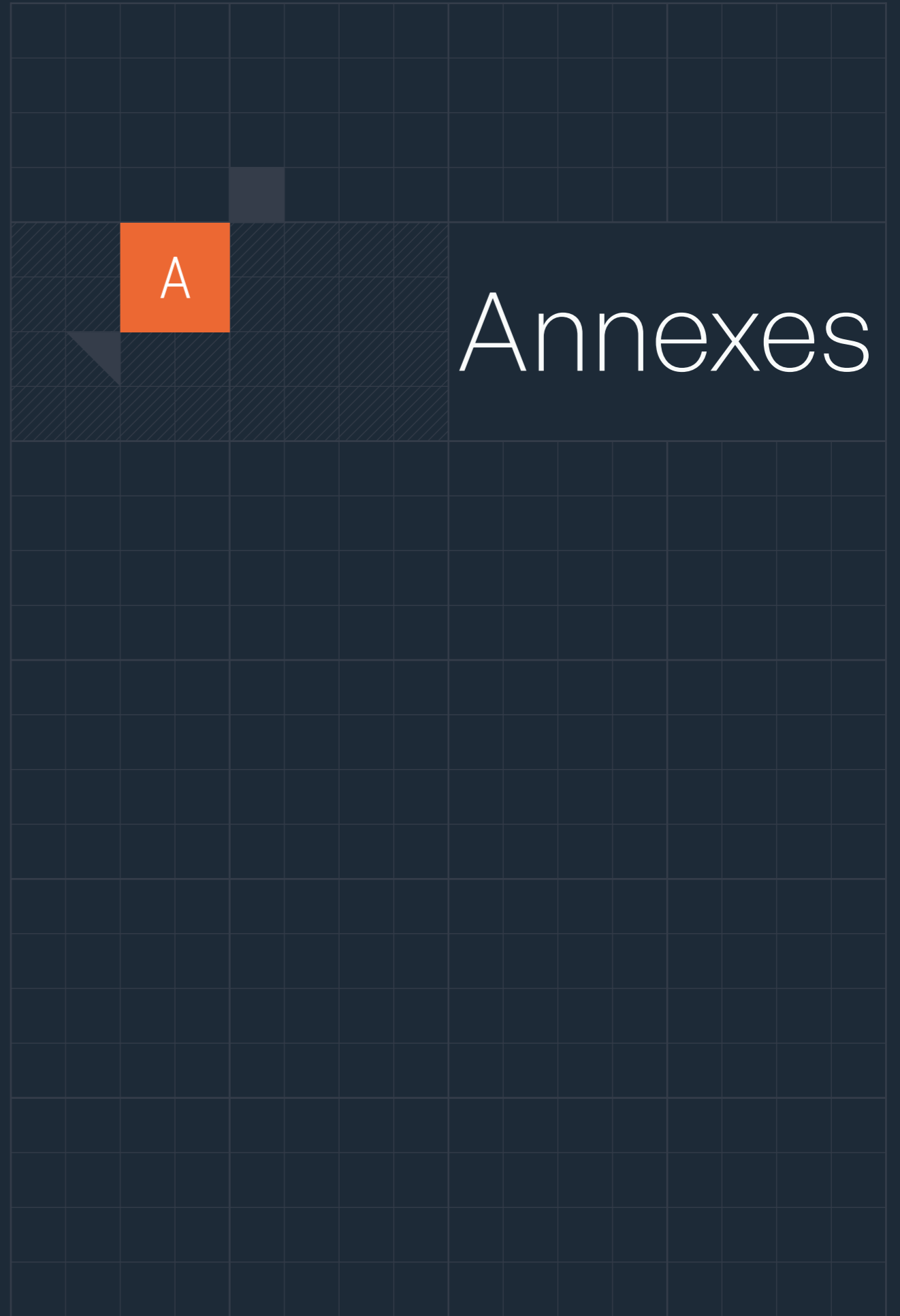
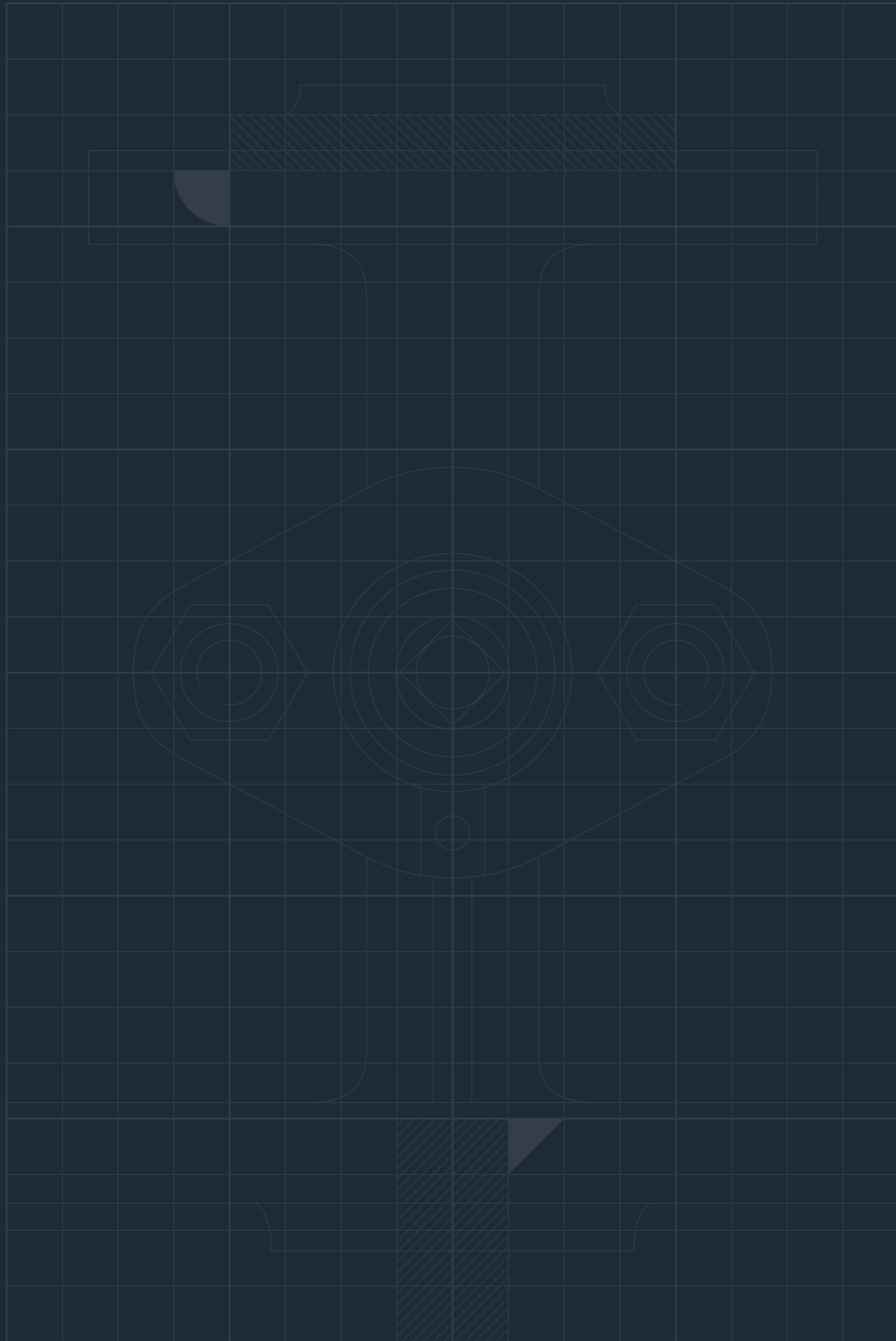
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<p>09.1</p> <h3>Methodological aspects</h3> <p>Teknia's annual Sustainability Report contains the most relevant information on the Group's economic, social and environmental contribution and performance for the period from 1 January 2024 to 31 December 2025. Likewise, this report provides essential information and data on the company's business model, its sustainability strategy and its relationship with stakeholders.</p> <p>Furthermore, this report constitutes Teknia's Statement of Non-Financial Information (NFI) for the financial year 2024, including the Group's response to the legal requirements mandated by Law 11/2018 of 28 December 2018 on non-financial reporting and diversity, as well as the EU 2017/C2.5/01 guidelines for reporting the company's performance on non-financial information. Thus, it applies to all the Group's activities in the regions where it operates. Finally, this document contains a description of Teknia's contribution to the achievement of the Sustainable Development Goals (SDGs) of the UN 2030 Agenda, as well as the company's annual progress on the Ten Principles of the UN Global Compact regarding human rights, labour standards, the environment and anti-corruption.</p> <h4>Criteria for drafting the Report</h4> <p>The contents included in the Report respond to the relevant issues for the company and its stakeholders, according to the materiality analysis in force in 2022, a list of which can be consulted in section 3.1. of this report. Based on this analysis, the main contents to be reported in 2024 are defined through an internal process of collecting and contrasting information, requesting indicators and qualitative and quantitative data on the company's progress in sustainability.</p>	<p>09.2</p> <h3>Scope</h3> <p>(Sole-Proprietorship) and its subsidiaries at year-end 2025¹⁰, presented in the Group's Consolidated Directors' Report 2025, and listed below:</p> <ul style="list-style-type: none"> ▪ Teknia Entidad de Gestión; S.L.U. ▪ Teknia Elorrio, S.L.U. ▪ Teknia Pedrola, S.L.U. ▪ Teknia Martos, S.L.U. ▪ Teknia Azuqueca, S.L.U. ▪ Teknia Barcelona, S.L.U. ▪ Teknia Bilbao XXI; S.L. ▪ Teknia Manresa; S.L.U. ▪ Componentes de Automoción Marroquíes, SARL ▪ Teknia Rzeszow s.a. ▪ Teknia Kalisz Sp. Z o.o ▪ Teknia Polska Spółka Z o.o ▪ Teknia U.Brod a.s. ▪ Teknia Brasil Ltda. ▪ Teknia Germany Gmbh ▪ Teknia San Luis Potosí, S.A. de C.V. ▪ Teknia Mexico City S.A. de C.V. ▪ Teknia KG d.o.oT, Kragujevac ▪ Teknia Nashville, LLC ▪ Teknia Ampuero, S.L. ▪ Teknia Tepeji, S.A. DE C.V. ▪ Teknia Oradea, S.R.L. ▪ Teknia Santander, S.L. ▪ Teknia Vimmerby AB ▪ Teknia Xpander, S.L.U. ▪ Teknia Partners, S.L. ▪ Teknia Mobility Innovation, S.L.T. <p><small>10_ Furthermore, the quantitative indicators presented in this report have been compiled solely for the Group's 21 plants/ production centres; both sales offices and corporate offices are excluded from the scope as they are not material, with the exception of data relating to the measurement and verification of the Organisation's 2025 Carbon Footprint, where the three corporate offices have been taken into account.</small></p>
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<p>09.3</p> <h3>Benchmark</h3> <p>For the drafting of this Sustainability Report, the international sustainability standard Global Reporting Initiative (GRI), in the GRI Universal Standards 2021 version, has been followed as a reference, and taking into account the requirements and indicators considered relevant for Teknia's business. Although this report has not been prepared in accordance with the European Sustainability Reporting Standards (ESRS, or NEIS in Spanish) developed by EFRAG, steps have been taken during the financial year to align with the CSRD Directive, including the conduct of a double materiality analysis and the identification and publication of the Impacts, Risks and Opportunities (IROs), which will serve as the basis for the future development of the company's sustainability reporting.</p>	<p>09.4</p> <h3>Independent review</h3> <p>In accordance with the external verification requirement of Law 11/2018 on non-financial reporting and diversity, and with the aim of ensuring the transparency, truthfulness and accuracy of the information reported throughout this report, we have commissioned an independent review by MOORE AMS AUDITORES, S.L., who have carried out their work in accordance with the requirements set out in the current International Standard on Assurance Engagements 3000 Revised, "Assurance Engagements other than Audits or Reviews of Historical Financial Information (NIEA 3000 Revised) issued by the International Auditing and Assurance Standards Board (IAASB) of the International Federation of Accountants (IFAC) and with the Practice Guide on Engagements to Verify Statements of Non-Financial Information issued by the Spanish Institute of Chartered Accountants." Furthermore, the financial data presented in this report is included in the company's Annual Accounts, Teknia's 2025 Consolidated Management Report, which has also been externally audited by the same provider.</p>
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Annex I: Indicators relating to our people

In this chapter we include part of the quantitative indicators required by Law 11/2018 and related to [chapter 6 \(Our people\)](#), of this Report.

With regard to the distribution of the people employed in the Group, the following professional categories are considered:

Direct Workforce (MOD, for its acronym in Spanish)	It includes workers directly involved in the manufacture of the products. This refers mainly to the functions carried out by production workers and production team leaders.
Indirect Workforce (MOI, for its acronym in Spanish)	It includes workers who, without being directly involved in the productive activity, provide the necessary support for this activity to take place. It refers mainly to the functions carried out by the logistics, quality, maintenance, supply, tool assemblers, planners, technicians' areas, among others.
Structure Workforce (MOE, for its acronym in Spanish)	It includes workers who carry out administrative, control or management functions, providing services to the activity of the production plants. It refers mainly to the functions carried out by human resources, admin, commercial, purchasing, engineering and the like.

Our people: general indicators¹¹

DISTRIBUTION OF WORKERS BY COUNTRY			
Country	2023	2024	2025
Germany ¹²	97	104	-
Brazil	177	203	211
United States	109	105	93
Spain	1,183	1,155	1,141
Japan	1	1	1
Morocco	66	66	51

¹¹ All indicators relating to Chapter 6, Our people, have been calculated as at year-end 2025 (31 December).

¹² During the 2025 financial year, Teknia ceased operations at the Teknia Gebze (Turkey) and Teknia Stuttgart (Germany) production sites. For this reason, no workforce data is included for these sites for the current financial year.



DISTRIBUTION OF WORKERS BY COUNTRY			
Country	2023	2024	2025
Czech Republic	266	219	174
Romania	62	62	68
Serbia	87	92	78
Sweden	87	99	98
Poland	740	685	633
Turkey ¹³	72	70	-
Total	3,587	3,543	3,277

DISTRIBUTION OF WORKERS BY SEX			
	2023	2024	2025
Men	2,281	2,277	2,110
Women	1,306	1,266	1,167
Total	3,587	3,543	3,277

DISTRIBUTION OF WORKERS BY SEX AND AGE									
	2023			2024			2025		
	< 30 years	30-50 years	> 50 years	< 30 years	30-50 years	> 50 years	< 30 years	30-50 years	> 50 years
Men	671	1,262	348	395	1,196	686	313	1,125	672
Women	325	775	206	207	709	350	167	653	347
Total	996	2,037	554	602	1,905	1,036	480	1,778	1,019

¹³ During the 2025 financial year, Teknia ceased operations at the Teknia Gebze (Turkey) and Teknia Stuttgart (Germany) production sites. For this reason, no workforce data is included for these sites for the current financial year.



DISTRIBUTION OF CONTRACT TYPES BY GENDER, AGE AND REGION

2023 ¹⁴	By gender			By age group			By region			
	Total	Men	Women	< 30 years	30-50 years	> 50 years	EMEA	NAFTA	Brazil	Japan
Permanent contract	3,177	2,068	1,109	398	1,851	928	2,342	661	173	1
Temporary contract	409	213	196	155	186	68	317	88	4	0
Others	0	0	0	0	0	0	0	0	0	0
Training contract	1	0	1	1	0	0	1	0	0	0
2024	Total	Men	Women	< 30 years	30-50 years	> 50 years	EMEA	NAFTA	Brazil	Japan
Permanent contract	3,261	2,113	1,148	508	1,771	982	2,340	725	195	1
Temporary contract	257	141	116	80	132	45	194	63	0	0
Others	12	11	1	1	2	9	12	0	0	0
Training contract	13	12	1	13	0	0	5	0	8	0
2025	Total	Men	Women	< 30 years	30-50 years	> 50 years	EMEA	NAFTA	Brazil	Japón
Permanent contract	3,261	2,113	1,148	508	1,771	982	2,340	725	195	1
Temporary contract	257	141	116	80	132	45	194	63	0	0
Others	12	11	1	1	2	9	12	0	0	0
Training contract	13	12	1	13	0	0	5	0	8	0

DISTRIBUTION OF EMPLOYEES BY PROFESSIONAL CATEGORY

	2023	2024	2025
Direct Workforce (MOD, for its acronym in Spanish)	2,204	2,173	2,063
Indirect Workforce (MOI, for its acronym in Spanish)	1,067	1,064	951
Structure Workforce (MOE)	316	306	263
Total	3,587	3,543	3,277

¹⁴ In 2023 there were no contracts in the Others category.



DISTRIBUTION OF WORKERS BY TYPE OF CONTRACT, WORKING DAY, AGE, SEX AND PROFESSIONAL CATEGORY

		2023			2024			2025		
		Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total
Persons employed by type of contract, working day and gender										
Permanent	Men	2,048	20	2,068	2,105	19	2,124	1,956	17	1,973
	Women	1,087	22	1,109	1,133	16	1,149	1,053	8	1,061
Seasonal	Men	187	26	213	130	23	153	122	15	137
	Women	192	5	197	115	2	117	105	1	106
Persons employed by type of contract, working day and age										
Permanent	< 30 years	398	0	398	509	0	509	383	0	383
	30-50 years	1,833	18	1,851	1,759	14	1,773	1,665	3	1,668
	> 50 years	904	24	928	968	23	991	961	22	983
Seasonal	< 30 years	151	5	156	83	10	93	91	6	97
	30-50 years	181	5	186	130	2	132	110	0	110
	> 50 years	47	21	68	32	13	45	26	10	36
Persons employed by type of contract, working day and professional category										
Permanent	MOD	1,879	15	1,894	1,959	16	1,975	1,864	13	1,877
	MOI	972	16	988	993	10	1,003	895	5	900
	MOE	284	11	295	286	9	295	250	7	257
Seasonal	MOD	294	16	310	189	9	198	179	7	186
	MOI	69	10	79	49	12	61	44	7	51
	MOE	16	5	21	7	4	11	4	2	6

01
02
03
04
05
06
07
08
09
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AVERAGE ANNUAL NUMBER OF PERMANENT, TEMPORARY AND PART-TIME CONTRACTS BY GENDER, AGE AND PROFESSIONAL CATEGORY

2023		Men	Women	< 30 years	30-50 years	> 50 years	MOD	MOI	MOE
Permanent	Full-time	0.99	0.98	1	0.99	0.97	0.99	0.98	0.96
	Part-time	0.01	0.02	0	0.01	0.03	0.01	0.02	0.04
Seasonal	Full-time	0.88	0.97	0.97	0.97	0.69	0.95	0.87	0.76
	Part-time	0.12	0.03	0.03	0.03	0.31	0.05	0.13	0.24
2024		Men	Women	< 30 years	30-50 years	> 50 years	MOD	MOI	MOE
Permanent	Full-time	0.99	0.99	0.99	0.99	0.98	0.99	0.99	0.97
	Part-time	0.01	0.01	0.01	0.01	0.02	0.01	0.01	0.03
Seasonal	Full-time	0.85	0.98	0.95	0.98	0.71	0.95	0.80	0.64
	Part-time	0.15	0.02	0.05	0.02	0.29	0.05	0.20	0.36
2025		Men	Women	< 30 years	30-50 years	> 50 years	MOD	MOI	MOE
Permanent	Full-time	0.99	0.99	0.13	0.55	0.32	0.62	0.30	0.08
	Part-time	0.01	0.01	0.00	0.12	0.88	0.52	0.20	0.28
Seasonal	Full-time	0.89	0.99	0.40	0.49	0.11	0.79	0.19	0.02
	Part-time	0.11	0.01	0.38	0	0.62	0.44	0.44	0.13

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NUMBER OF REDUNDANCIES BY GENDER, AGE AND PROFESSIONAL CATEGORY										
		2023			2024			2025		
		< 30 years	30-50 years	> 50 years	< 30 years	30-50 years	> 50 years	< 30 years	30-50 years	> 50 years
Men	MOD	2	25	6	58	53	13	63	67	22
	MOI	7	22	6	12	19	9	12	20	9
	MOE	0	0	1	0	2	2	1	4	3
Total men		36	47	13	70	74	24	76	91	34
Women	MOD	13	25	9	31	51	14	29	64	17
	MOI	2	1	1	2	1	3	3	4	2
	MOE	0	2	1	3	0	3	1	2	0
Total women		15	28	11	36	52	20	33	70	19
Total		51	75	24	106	126	44	109	161	53

WORKERS COVERED BY COLLECTIVE AGREEMENTS BY COUNTRY ¹⁵			
	2023	2024	2025
Germany	-	-	-
Brazil	98.30%	100%	100%
United States	-	-	-
Spain	100%	100%	100%
Japan	-	-	-
Morocco	-	-	-

15_ Labour relations are regulated by law independently and differently in each country. This is defined by the labour laws of each country in which we operate. For example, in the United States there is no collective bargaining agreement; this is defined by local labour law, not Teknia. Likewise, in countries such as Mexico, there is a part of the workforce to which collective bargaining agreements apply and another part that does not, a casuistry marked by local labour laws and by the negotiations that have been carried out in each case with the trade unions.



WORKERS COVERED BY COLLECTIVE AGREEMENTS BY COUNTRY ¹⁵			
	2023	2024	2025
Mexico	74%	68%	70%
Czech Republic	100%	100%	100%
Romania	-	-	-
Serbia	-	-	-
Sweden	100%	100%	100%
Poland	100%	100%	100%
Turkey	-	-	-
Total	81.60%	79%	84%

Our people: training and development indicators

TRAINING HOURS BY GENDER AND AVERAGE HOURS PER EMPLOYEE			
	2023	2024	2025
Men	13.49	23.77	17.60
Women	9.58	30.33	9.11
Average training hours per employee	12.07	26.11	14.57

TRAINING HOURS BY GENDER AND JOB CATEGORY, IN TOTAL HOURS AND AVERAGE HOURS PER EMPLOYEE			
	2023	2024	2025
MOD	10.40	34.53	11.76
MOI	14.80	13.31	16.53
MOE	14.70	10.88	22.63

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Safety, health and well-being of our people: indicators¹⁶

INCIDENCE AND SEVERITY RATES			
	2023	2024	2025
Frequency index of occupational accidents	33	22.1	18.9
Incidence rate	5,704	3,819	3,265
Severity rate of accidents and occupational diseases	0.6	0.3	0.4

RISK PREVENTION			
	2023	2024	2025
Total number of accidents at work	244	161	124
% minor	90.9%	91.3%	93.5%
Number of days lost due to accidents	3,577	2,306	2,499
Total number of fatal accidents	0	0	0

¹⁶The information in both tables has been restated compared to the previous Sustainability Report due to improvements in the reporting and monitoring of health and safety data.

Remuneration policy: indicators

REMUNERATION BY GENDER AND PROFESSIONAL CATEGORY (€)						
	2023		2024		2025	
	Men	Women	Men	Women	Men	Women
Management	66,012.41	51,314.53	66,012.41	51,314.53	68,112.55	53,390.83
Administrative	28,081.29	25,719.04	28,081.29	25,719.04	26,916.67	26,026.17
Technical	29,210.30	23,069.01	29,210.30	23,069.01	31,079.35	25,377.11
Operator	21,611.44	15,311.00	21,611.44	15,311.00	22,291.86	16,472.19

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Annex II: Impacts, Risks and Opportunities (IROs) identified in the double materiality analysis in accordance with CSRD requirements and the EFRAG ESRS standards

Chapter 4 Corporate Governance

Topic	Sub-topic	Associated IROs (definition)	IRO Impact (I) – Actual (A) or Potential (P) – Risk (R) Opportunity (O)	Value chain			Stakeholders								
				Suppliers (upstream)	Transport (upstream)	Own operations	Own operations (employees)	Customers (downstream)	Waste managers	Workers	Customers	Suppliers	Company	Context	All groups
Business conduct	Corporate culture	Driving decision-making aimed at promoting and integrating sustainability into Teknia’s business model, as a result of a clear definition of a robust ESG governance model and a corporate culture of sustainable transformation.	I+A	-	-	X	-	-	-	X	-	-	-	-	-
		Promotion and compliance with transparency requirements through communications such as Teknia’s Sustainability Report, and through direct communication between the various departments and stakeholders.	I+A	-	-	X	-	-	-	-	-	-	-	-	X
		Operational inefficiencies in management arising from a corporate governance structure or practices that are not aligned with established principles and standards of good governance.	R	-	-	X	-	-	-	-	-	-	-	-	-
	Corruption and bribery	Costs associated with legal disputes arising from cases of corruption and bribery due to the inadequate application of detection and prevention procedures.	R	-	-	X	-	-	-	-	-	-	-	N/A	-
	Protection of whistleblowers	Harm to the whistleblower due to the lack of a standardised and accessible reporting channel for stakeholders.	I+P	-	-	X	-	-	-	-	-	-	-	-	X
		Absence of a reporting channel in accordance with current legislation, which may result in financial penalties.	R	-	-	X	-	-	-	-	-	-	-	N/A	-

Chapter 5 Responsible management of the value chain

Topic	Sub-topic	Associated IROs (definition)	IRO	Value chain						Stakeholders					
			Impact (I) – Actual (A) or Potential (P) – Risk (R) Opportunity (O)	Suppliers (upstream)	Transport (upstream)	Own operations	Own operations (employees)	Customers (downstream)	Waste managers	Workers	Customers	Suppliers	Company	Context	All groups
Business conduct	Management of supplier relationships, including payment practices	Promoting responsible decision-making through a robust ESG governance model and a corporate culture focused on sustainability.	I+A	-	-	-	-	-	-	-	-	X	-	-	-
		Strengthening transparency and compliance through communication with stakeholders, including Teknia’s Sustainability Report.	I+A	-	-	-	-	-	-	-	-	X	-	-	-
		Operational inefficiencies arising from corporate governance structures or practices that are not aligned with the principles of good governance.	R	-	-	-	-	-	-	-	-	-	-	-	-
		Legal and reputational costs associated with cases of corruption and bribery due to the inadequate application of prevention and control mechanisms.	R	-	-	-	-	-	-	-	-	-	N/A	-	-
People in the value chain	Working conditions	Failure to ensure that working conditions are adequate for workers in the value chain, due to the lack of inclusion of social aspects in supplier assessments.	I+A	X	-	-	-	-	-	-	-	X	-	-	-
	Equality, treatment and opportunities for all	Reputational damage due to the occurrence and disclosure of cases of discriminatory, unequal and/or non-inclusive practices, as well as situations of harassment, violence or discrimination within the value chain.	R	X	-	-	-	-	-	-	-	-	N/A	-	
	Other labour rights	Respect for human rights throughout the value chain and in our own operations, thanks to Teknia’s explicit commitment in its Sustainability Policy and Code of Conduct, and its commitment to compliance with the Ten Principles of the UN Global Compact.	I+A	X	-	X	X	-	-	X	-	X	-	-	-
Customers	Customer relationship management	Effective management of customer complaints thanks to the open portal (B2B) for receiving them and the comprehensive monitoring of this process (IATF certified).	I+A	-	-	X	-	X	-	-	X	-	-	-	-
		High-quality products and services thanks to the various internal and external audits carried out in this regard.	I+A	-	-	X	-	X	-	-	X	-	-	-	-
		Product differentiation and increased competitiveness thanks to innovation and technological development applied to component safety, attracting new customers.	O	-	-	X	-	X	-	-	-	-	N/A	-	-

Chapter 6 People: our pride

Topic	Sub-topic	Associated IROs (definition)	IRO	Value chain					Stakeholders					
			Impact (I) – Actual (A) or Potential (P) – Risk (R) Opportunity (O)	Suppliers (upstream)	Transport (upstream)	Own operations	Own operations (employees)	Customers (downstream)	Waste managers	Workers	Customers	Suppliers	Company	Context
Own workforce	Working conditions	Improved well-being for office staff thanks to measures promoting a work-life balance and disconnection from work (flexible working hours, reduced working hours, etc.).	I+A	-	-	X	X	-	-	X	-	-	-	-
		Identification of the workplace atmosphere and employees' needs and expectations through the use of surveys.	I+P	-	-	X	X	-	-	X	-	-	-	-
		Increased staff satisfaction as Teknia operates under sector-specific collective agreements that guarantee freedom of association, collective bargaining, fair pay, etc.	I+A	-	-	X	X	-	-	X	-	-	-	-
		Promotion of ongoing social dialogue through regular meetings, where various topics of interest to employees are discussed, encouraging active participation.	I+A	-	-	X	X	-	-	X	-	-	-	-
		Reduction in accident rates thanks to Teknia's management in this area through each company's health and safety plans, and the involvement of the Health and Safety Committees.	I+A	-	-	X	X	-	-	X	-	-	-	-
		Reduction in production due to an increase in sick leave among Teknia employees.	R	-	-	X	X	-	-				N/A	
	Equal treatment and opportunities for all people	Improved employee wellbeing as a result of the measures set out in the Equality Plans, which promote equality in all areas, creating an inclusive environment.	I+A	-	-	X	X	-	-	X	-	-	-	-
		Development of employees' technical skills through tailored and ongoing training.	I+A	-	-	X	X	-	-	X	-	-	-	-
		Increased performance and overall competitiveness of the company thanks to the recruitment of diverse talent.	O				N/A						N/A	

Chapter 7 We are manufacturers: driving an advanced, efficient and circular industry

Topic	Sub-topic	Associated IROs (definition)	IRO	Value chain					Stakeholders						
			Impact (I) – Actual (A) or Potential (P) – Risk (R) Opportunity (O)	Suppliers (upstream)	Transport (upstream)	Own operations	Own operations (employees)	Customers (downstream)	Waste managers	Workers	Customers	Suppliers	Company	Context	All groups
Climate change	Adaptation to Climate Change	Financial losses on the company’s assets caused by natural disasters resulting from climate change.	R	-	-	X	-	-	-						
		Financial losses arising from interruptions to project development (disruptions to electricity and raw material supplies) due to extreme weather events caused by climate change.	R	X	-	X	-	-	-			N/A			
	Climate change mitigation	Contribution to global warming due to the generation of direct (Scope 1) and indirect (Scope 2 and 3) greenhouse gas emissions resulting from the company’s own operations and those of its value chain.	I+A	X	X	X	-	X	X	-	-	-	-	X	-
		Contribution to the decarbonisation of the economy by reducing Scope 1 and 2 emissions through various measures (use of renewable energy, installation of photovoltaic panels and the use of a proprietary tool developed by the Group to calculate the carbon footprint of Teknia and its products...).	I+A	-	-	X	-	-	-	-	-	-	-	X	-
		Increased costs due to the need for in-depth knowledge of the regulatory context regarding climate change by region and to adapt the portfolio, capabilities and technological offering to the specific requirements of each country where Teknia operates.	R	-	-	X	-	-	-						
		Increased costs due to carbon taxes under the Carbon Border Adjustment Mechanism (CBAM).	R	-	-	X	-	-	-						
		Access to new electric vehicle markets and increased demand for related services.	O	-	-	X	-	X	-			N/A			
		Access to new markets for vehicles powered by sustainable fuels and increased demand for related services.	O	-	-	X	-	X	-						
		Securing new projects thanks to the acceleration of the “Teknia Decarbonisation Plan”.	O	-	-	X	-	-	-						



Topic	Sub-topic	Associated IROs (definition)	IRO	Value chain						Stakeholders						
			Impact (I) - Actual (A) or Potential (P) - Risk (R) Opportunity (O)	Suppliers (upstream)	Transport (upstream)	Own operations	Own operations (employees)	Customers (downstream)	Waste managers	Workers	Customers	Suppliers	Company	Context	All groups	
Cambio climático	Energy	Contribution to reducing emissions and improving energy efficiency through the use of electricity from renewable sources.	I+A	-	-	X	-	-	-	-	-	-	-	X	-	
		Increase in energy costs due to geopolitical instability and/or stricter legal requirements, both in our own operations and in the services/products we procure.	R	X	-	X	-	-	-	-	-	-	-	-	-	-
		Cost optimisation resulting from increased use of renewable energy through self-consumption, PPAs and improved energy efficiency of plants.	O	-	-	X	-	-	-	-	-	-	-	-	-	-
Pollution	Air pollution	Financial penalties due to pollutant emissions exceeding the statutory limit, as a result of a lack of proper maintenance.	R	-	-	X	-	-	-	N/A	-	-	-	-	-	
	Water pollution	Pollutant discharges from machinery, vehicles, fuel or refuelling, and from washing processes requiring water treatment at the machining and aluminium plants, into watercourses near the sites where the company operates.	I+P	X	-	X	-	-	-	-	-	-	-	X	-	
		Fines and/or financial penalties associated with water pollution caused by accidental discharges of pollutants.	R	-	-	X	-	-	-	N/A	-	-	-	-	-	
		Cost reduction through innovative water filtration systems.	O	-	-	X	-	-	-	-	-	-	-	-	-	
	Soil pollution	Fines and/or financial penalties associated with soil contamination caused by accidental spills of pollutants	R	-	-	X	-	-	-	-	-	-	-	-	-	
	Substances of concern	Increased costs due to accidents when handling magnesium (a highly flammable substance) during magnesium injection activities (Sweden).	R	-	-	X	-	-	-	-	-	-	-	-	-	
	Microplastics	Generation of microplastics due to daily operations (manufacturing of parts, plastic injection moulding, etc.).	I+A	-	-	X	-	-	-	-	-	-	-	X	-	

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Topic	Sub-topic	Associated IROs (definition)	IRO	Value chain					Stakeholders						
			Impact (I) – Actual (A) or Potential (P) – Risk (R) Opportunity (O)	Suppliers (upstream)	Transport (upstream)	Own operations	Own operations (employees)	Customers (downstream)	Waste managers	Workers	Customers	Suppliers	Company	Context	All groups
Water	Water management	Impact on water resources due to consumption of water from the municipal supply network and other water services in the company’s own operations.	I+A	-	-	X	-	-	-	-	-	-	X	X	-
		Implementation of initiatives to reduce water consumption, such as wastewater treatment at Teknia Ampuero, water recirculation systems at plants, water reuse in the paint shop at Teknia Azuqueca and Mexico, and the replacement of cooling towers with adiabatic equipment.	I+A	-	-	X	-	-	-	-	-	-	-	X	-
		Increased costs due to greater reliance on limited natural resources, particularly in areas of water stress.	R	-	-	X	-	-	-	-	-	-	-	N/A	-
Biodiversity and ecosystems	Impact on the status of species and on the extent and condition of ecosystems	Protection of biodiversity and ecosystems by avoiding interference in protected areas (Brazil plant).	I+A	-	-	X	-	-	-	-	-	-	-	X	-
		Impact on plant safety and infrastructure due to changing and/or protected ecosystems (ground subsidence in Brazil in a spring-fed area).	R	-	-	X	-	-	-	-	-	-	-	-	-
		Increased costs due to the need to adapt to the new EU regulation on deforestation-free products (EUDR), which also affects Teknia’s business model (use of rubber, for example).	R	-	-	X	-	-	-	-	-	-	-	N/A	-
		Increase in protected areas due to the effects of climate change, which could affect the areas where Teknia’s plants are located. This would lead to restrictions on water use, atmospheric emissions and stricter environmental management requirements to prevent pollution and environmental impact.	R	-	-	X	-	-	-	-	-	-	-	-	-
Circular Economy	Resource inputs, including resource utilisation	Use of recycled materials, such as aluminium, brass, plastic or steel; and prioritisation of sustainable packaging and the recycling of cardboard and plastics.	I+A	X	-	X	-	-	-	-	-	-	-	X	-
		Improved reputation by incorporating verified recycled materials (aluminium, steel, etc.), thereby avoiding potential greenwashing claims from suppliers.	O	X	-	X	-	-	-	-	-	-	-	-	-
	Waste management	Cost reduction through increased efficiency in the consumption of materials and resources due to the effective implementation of management and consumption reduction measures.	O	-	-	X	-	-	-	-	-	-	-	N/A	-
		Responsible waste management thanks to the rigorous sorting of waste according to its composition and potential for recovery, and subsequent collection and management by waste management operators.	I+A	-	-	X	-	-	X	-	-	-	-	X	-

01
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03
04
05
06
07
08
09
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Chapter 7 Advanced manufacturing and technological transformation plan

Topic	Sub-topic	Associated IROs (definition)	IRO	Value chain						Stakeholders				
			Impact (I) – Actual (A) or Potential (P) – Risk (R) Opportunity (O)	Suppliers (upstream)	Transport (upstream)	Own operations	Own operations (employees)	Customers (downstream)	Waste managers	Workers	Customers	Suppliers	Company	Context
Cybersecurity and data protection	Data protection	Inadequate management and implementation of regulations and compliance processes relating to data protection, which may lead to potential incidents of data loss or transfer.	I+A	-	-	X	-	-	-	-	-	-	-	X
		A threat materialising that causes confidential information from Teknia’s plants (productivity, OEEs, personal data, know-how, etc.) to be exposed or altered by criminals.	R				N/A							
	Cybersecurity	Unauthorised access by third parties to information systems (hardware, networks, software, technological infrastructure or services) with the aim of manipulating or otherwise accessing information stored, processed or transmitted in electronic format. Hacking of IT equipment.	R	-	-	X	-	-	-					
		Potential delays resulting from a possible cyberattack that compromises the execution of work or breaches aspects related to the security of third-party information.	R	-	-	X	-	-	-				N/A	
		Loss of customers due to Teknia’s failure to comply with their specific cybersecurity requirements.	R	-	-	X	-	X	-					
		Reduction of potential financial losses due to the implementation of measures against cyberattacks (supply chain controls, employee awareness programmes, etc.), thereby achieving a stronger position with customers.	O	X	-	X	-	-	-					
	Digitalisation	Standardisation of management systems and data processing tools resulting from digital transformation and the implementation of initiatives such as a common data architecture.	I+P	-	-	X	-	-	-	-	-	-	-	X
		Cost reduction resulting from increased operational efficiency thanks to the incorporation of new digitalisation tools.	O	-	-	X	-	-	-	-	-	-	-	-
		Improvement in working capital through a continuous inventory management tool.	O	-	-	X	-	-	-	-	-	-	-	-



Topic	Sub-topic	Associated IROs (definition)	IRO Impact (I) – Actual (A) or Potential (P) – Risk (R) Opportunity (O)	Value chain						Stakeholders					
				Suppliers (upstream)	Transport (upstream)	Own operations	Own operations (employees)	Customers (downstream)	Waste managers	Workers	Customers	Suppliers	Company	Context	All groups
Cybersecurity and data protection	R&D&I	Adoption of an open innovation model through collaboration with or investment in start-ups via Teknia Partners.	I+A	-	-	X	-	-	-	-	X	-	X	-	-
		Supporting/accelerating the decarbonisation of the economy through the development of more sustainable innovative solutions.	I+P	-	-	X	-	-	-	-	-	-	-	X	-
		Development of new secondary technologies or adoption of additional primary technologies to expand Teknia’s service portfolio.	I+P	-	-	X	-	-	-	-	-	-	-	-	X
		Loss of competitiveness due to the obsolescence of the machinery fleet.	R	-	-	X	-	-	-	-	-	-	-	N/A	-

Chapter 8 Generating a positive impact

Topic	Sub-topic	Associated IROs (definition)	IRO Impact (I) – Actual (A) or Potential (P) – Risk (R) Opportunity (O)	Value chain						Stakeholders					
				Suppliers (upstream)	Transport (upstream)	Own operations	Own operations (employees)	Customers (downstream)	Waste managers	Workers	Customers	Suppliers	Company	Context	All groups
Affected groups	Economic, social and cultural rights of groups	Promoting socio-economic development through Teknia’s Social Action Plan, and commitment to the communities where the company	I+A	-	-	X	-	-	-	-	-	-	X	-	-

01
02
03
04
05
06
07
08
09
A

A.3

Annex III: Table of contents relating to Law 11/2018

The following is a list of the contents and non-financial performance indicators as required by Law 11/2018 of 28 December on non-financial information and diversity, and how they relate to the indicators of the Global Reporting Initiative (GRI) standard, in its latest version (2021), which has been followed to draw up this Sustainability Report. The page number where the required content is reported is indicated in the relevant columns.

Requirement Law 11/2018	Referenced GRI Standard	Reporting section or direct response
GENERAL INFORMATION		
Business model		
Brief description of the Group's business model (including its business environment, organisation and structure).	2-1 Organisational details	1. Teknia: we are manufacturers 1.1. Business model 4.1. Governing bodies and organisational structure
	2-2 Organisations covered in Sustainability Reporting	
	2-6 Activities, value chain and other business relationships	
	2-9 Governance structure and composition	
	2-11 Chairman of the most senior governing body	
Geographical presence	2-1 Organisational details	1. Teknia: we are manufacturers
	2-6 Activities, value chain and other business relationships	
Organisational goals and strategies	2-22 Sustainable development strategy statement	Letter from Javier Quesada de Luis, CEO of Teknia
	2-12 Role of the most senior governance body in monitoring impact management	4.3. Sustainability governance



Requirement Law 11/2018	Referenced GRI Standard	Reporting section or direct response
Main factors and trends which may potentially affect its future development	2-25 Processes to remedy negative impacts	2.3. Industry challenges
	2-26 Procedures to seek advice and raise concerns	4.3. Sustainability governance
Company policies		
A description of the Group's policies regarding [environmental and social issues, respect for human rights, anti-corruption and anti-bribery, and employee policies, including measures, if applicable, taken to promote equal treatment and opportunities for women and men, non-discrimination and inclusion of people with disabilities, and universal accessibility].	3-3 Management of key material topics	4. Corporate Governance 5.2. Our suppliers 6. People: our pride 7.1. Environmental Management
Risk assessment and management		
The main risks related to these issues [environmental and social issues, respect for human rights and the fight against corruption and bribery, and personnel, including measures taken, if applicable, to promote the principle of equal treatment and opportunities between women and men, non-discrimination and inclusion of people with disabilities, and universal accessibility].	2-12 Role of the most senior governance body in monitoring impact management	4.2. Code of Conduct and internal regulations
	2-25 Processes to remedy negative impacts	4.3. Sustainability governance
	2-26 Procedures to seek advice and raise concerns	4.4. Risk assessment and management
	3-3 Management of key material topics	4.5. Human Rights and Ethical Conduct
Miscellaneous		
Reference in the report to the national, European or international reporting framework used for selecting the non-financial key performance indicators included in each of the sections.	Declaration of usage of the GRI Content Index	9. About this Report Annex III: Table of contents - GRI Universal Standards

01

02

03

04

05

06

07

08

09

A



Requirement Law 11/2018	Referenced GRI Standard	Reporting section or direct response
Materiality principle	3-1 Process for determining key material issues 3-2 List of key material topics	3.2. Dual materiality study according to CSRD requirements and EFRAG ESRS standards
Mandatory Verification of the Non-Financial Information Statement (EINF)	2-5 External verification	9.4. Independent review
1. ENVIRONMENTAL ISSUES		
Management approach		
Description of the policies applied by the organisation regarding these matters. Results of these policies. Key risks and how the group manages them	2-24 Implementation of commitments and policies 2-23 Commitments and policies	7.1. Environmental Management
Environmental Management		
About current and foreseeable environmental and, if applicable, health and safety impacts of the company's activities	3-3 Management of key material topics	7.1. Environmental Management
About the environmental assessment or certification procedures	About the environmental assessment or certification procedures	7.1. Gestión ambiental
About the resources allocated to prevent environmental risks	3-3 Management of key material topics	7.1. Environmental Management
About the application of the precautionary principle	2-23 Commitments and policies	7.1. Environmental Management
About the number of provisions and safeguards against environmental risks	2-27 Compliance with laws and regulations	7.1. Environmental Management
Pollution		
Measures to prevent, reduce or remediate carbon emissions which have a serious environmental impact (likewise including noise and light pollution)	3-3 Management of key material topics	7.1. Environmental Management 7.2. Climate Change Management Teknia has no impact in terms of noise and light pollution.



Requirement Law 11/2018	Referenced GRI Standard	Reporting section or direct response
Circular economy and waste prevention and management		
Measures on prevention, recycling, reuse, other forms of recovery and disposal of waste	306-1: Waste generation and significant waste-related impacts	7.1. Environmental Management
	306-2 Management of significant impacts related to waste	7.4. Circular Economy
	306-3 Waste generated	
Actions to fight against food waste	Non-material	
Sustainable use of resources		
Water consumption and water supply pursuant to local constraints	303-1: Interaction with water as a shared resource	
	303-2: Management of impacts related to water discharges	7.1. Environmental Management 7.3. Responsible use of resources
	303-3: Water extraction	
	303-5 Water consumption	
Consumption of raw materials and measures taken to improve raw materials use efficiency	301-1 Materials used by weight or volume	7.4. Circular Economy
Direct and indirect energy consumption	302-1 Energy consumption within the organisation	7.3. Responsible use of resources
Measures taken to improve energy efficiency	302-4 Reduction of energy consumption	7.2. Climate Change Management
	302-5 Reduction of energy requirements of products and services	7.3. Responsible use of resources
Use of renewable energy	302-1 Energy consumption within the organisation	7.2. Climate Change Management
	302-3 Energy intensity	7.3. Responsible use of resources

01
02
03
04
05
06
07
08
09
A



Requirement Law 11/2018	Referenced GRI Standard	Reporting section or direct response
Climate change		
Significant contributors to GHG emissions generated as a result of the company's activities, including the use of the goods and services produced by the company	305-1 Direct GHG emissions (Scope 1)	7.2. Climate Change Management
	305-2 Indirect GHG emissions from energy generation (Scope 2)	
	305-3 Other indirect GHG emissions (Scope 3)	
	305-4 Intensity of GHG emissions	
Measures implemented to address the consequences of climate change	3-3 Management of key material topics	7.2. Climate Change Management
Medium and long-term reduction targets voluntarily set to reduce greenhouse gas emissions and the means implemented to achieve them	305-1 Direct GHG emissions (Scope 1)	7.2. Climate Change Management
Protection of biodiversity		
Measures taken to preserve or restore biodiversity	101-1 Policies to halt and reverse biodiversity loss	3.2. Dual materiality study according to CSRD requirements and EFRAG ESRS standards
Impacts caused by activities or operations in protected areas	101-2 Management of impacts on biodiversity	
2. SOCIAL AND STAFF RELATED MATTERS		
Management approach		
Description of the policies applied by the organisation regarding these matters. Results of these policies. Key risks and how the group manages them	3-3 Management of key material topics 2-23 Commitments and policies	6. People: our pride



Requirement Law 11/2018	Referenced GRI Standard	Reporting section or direct response
Employment		
Total number and distribution of employees by gender, age, country and professional category	2-7 Employees	6.1. The Teknia team Annex I - Indicators relating to our people
Total number and distribution of types of employment contracts	2-7 Employees	
Average annual number of permanent contracts, temporary contracts and part-time contracts by gender, age and job category	2-7 Employees	
Number of dismissals by gender, age and professional category;	401-1 New employee recruitment and staff turnover	Annex I - Indicators relating to our people
Average remuneration and its evolution broken down by gender, age and professional category or equal value; The average remuneration of directors and senior management, including variable remuneration, allowances, severance pay, contributions to long-term savings schemes and any other payments, broken down by gender	2-19 Remuneration policies	6.6. Remunerations policy Annex I - Indicators relating to our people
	2-20 Process for establishing remuneration	
Wage gap, remuneration in equal or average jobs in the society	405-2 Rate of base salary and compensation of women versus that of men	6.6. Remunerations policy Annex I - Indicators relating to our people
Implementing disengagement at work policies	3-3 Management of key material topics	6.5. Reconciliation and disconnection
Disabled employees	405-1 Diversity in governing bodies and employees	6.4. Equal and inclusive
Work organisation		
Working time organisation	3-3 Management of key material topics	6.5. Reconciliation and disconnection

01
02
03
04
05
06
07
08
09



Requirement Law 11/2018	Referenced GRI Standard	Reporting section or direct response
Number of hours of absenteeism	403-2 Hazard identification, risk assessment and incident investigation 403-9 Work-related injuries	6.2. Health, safety and well-being
Measures designed to facilitate work-life balance and encourage the co-responsible exercise of work-life balance by both parents.	2-7 Employees 401-3 Parental leave	6.5. Reconciliation and disconnection
Health and Safety		
Occupational health and safety conditions	403-1 Occupational health and safety management system	6.2. Health, safety and well-being
	403-3 Occupational health services	6.2. Health, safety and well-being
	403-5 Employee training on occupational health and safety	6.2. Health, safety and well-being
Workplace accidents, in particular their frequency and severity by sex.	403-2 Hazard identification, risk assessment and incident investigation	6.2. Health, safety and well-being
	403-9 Work-related injuries	
Occupational diseases by gender	403-10 Occupational illnesses and diseases	6.2. Health, safety and well-being Annex I - Indicators relating to our people
Social Relationships		
Organising social dialogue, including procedures to inform, consult and negotiate with employees	2-29 Approach to stakeholder engagement (workforce)	6.1. Employees: ensuring the safety, health and well-being of our teams
	402-1 Minimum notice periods for operational changes	4.5. Human Rights and Ethical Conduct



Requirement Law 11/2018	Referenced GRI Standard	Reporting section or direct response
Percentage of employees covered by collective agreements by country	2-30 Collective bargaining agreements	Annex I - Indicators relating to our people
Overview of collective bargaining agreements, particularly in the area of occupational health and safety	403-4 Employees' engagement, consultation and communication on occupational health and safety	6.2. Health, safety and well-being
	403-8 Coverage of the occupational health and safety management system	6.2. Health, safety and well-being
Training		
Policies implemented in terms of training	404-2 Programmes to improve employees' skills and transition assistance programmes	6.3. Ongoing training and commitment to young talent Annex I - Indicators relating to our people
Total number of training hours by professional category.	404-1 Average training hours per year per employee	6.3. Ongoing training and commitment to young talent
Accessibility		
Universal accessibility of persons with disabilities	405-1 Diversity in governing bodies and employees	6.4. Equal and inclusive
Equality		
Measures taken to promote equal treatment and opportunities for women and men	3-3 Management of key material topics	6.4. Equal and inclusive
	405-1 Diversity in governing bodies and employees	
Equality plans (Chapter III of Organic Law 3/2007, of 22 March, for the effective equality of women and men), measures adopted to promote employment, protocols against sexual and gender-based harassment; Integration and universal accessibility of persons with disabilities	3-3 Management of key material topics	6.4. Equal and inclusive
	405-1 Diversity in governing bodies and employees	Annex I - Indicators relating to our people

01

02

03

04

05

06

07

08

09

A



Requirement Law 11/2018	Referenced GRI Standard	Reporting section or direct response
Policy against all types of discrimination and, if applicable, on diversity management	2-23 Commitments and policies	4.2. Code of Conduct and internal regulations 6.4. Equal and inclusive
	406-1 Cases of discrimination and remedial action taken	No cases of discrimination were recorded in 2025.
3. INFORMATION REGARDING RESPECT FOR HUMAN RIGHTS		
Description of the policies applied by the organisation regarding these matters. Results of these policies. Key risks and how the group manages them	3-3 Management of key material topics	4.2. Code of Conduct and internal regulations
	2-23 Commitments and policies	4.5. Human Rights and Ethical Conduct
Implementation of human rights due diligence procedures	2-23 Commitments and policies	4.2. Code of Conduct and internal regulations
	2-26 Procedures to seek advice and raise concerns	4.5. Human Rights and Ethical Conduct
Prevention of risks of human rights abuses and, where appropriate, measures to mitigate, manage and redress possible abuses committed	2-23 Commitments and policies	4.2. Code of Conduct and internal regulations 4.5. Human Rights and Ethical Conduct
	2-26 Procedures to seek advice and raise concerns	4.2. Code of Conduct and internal regulations 4.5. Human Rights and Ethical Conduct
Reporting of human rights infringements	406-1 Cases of discrimination and remedial action taken	In 2025, no cases of complaints regarding human rights violations were recorded



Requirement Law 11/2018	Referenced GRI Standard	Reporting section or direct response
Promotion and compliance with the provisions of the International Labour Organisation's fundamental conventions relating to respect for freedom of association and the right to collective bargaining; the elimination of discrimination in employment and occupation; the elimination of forced or compulsory labour; the effective abolition of child labour	2-23 Commitments and policies	Teknia rejects and ensures that no instances of forced labour or. To this end, we monitor the minimum working age, in accordance with the International Labour Organisation (ILO) and the applicable local. All of this is defined and monitored through Teknia's Code of Conduct. Furthermore, as a member of the UN Global Compact, we promote compliance with the Ten Principles, including good practices in the field of human rights and labour standards
4. INFORMATION REGARDING THE FIGHT AGAINST CORRUPTION AND BRIBERY		
Description of the policies applied by the organisation regarding these matters. Results of these policies. Key risks and how the group manages them.	3-3 Management of key material topics	4.2. Code of Conduct and internal regulations
	2-23 Commitments and policies	
Measures taken to prevent corruption and bribery	2-23 Commitments and policies	
	2-25 Processes for addressing adverse impacts	4.2. Code of Conduct and internal regulations
	2-26 Procedures to seek advice and raise concerns	4.4. Risk assessment and management
	205-2 Communication and training on anti-corruption policies and procedures	
	205-3 Confirmed incidents of corruption and measures taken	No incidents of corruption have been recorded in 2025

01

02

03

04

05

06

07

08

09

A



Requirement Law 11/2018	Referenced GRI Standard	Reporting section or direct response
Measures to combat money laundering	2-23 Commitments and policies	4.2. Code of Conduct and internal regulations 4.4. Risk assessment and management
	2-26 Procedures to seek advice and raise concerns	
	205-2 Communication and training on anti-corruption policies and procedures	
Contributions to foundations and non-profit organisations	2-28 Affiliation to associations	8.1. Generating shared value: our commitment to society
	415-1 Contributions to political parties and/or political representatives	Teknia does not make contributions to political parties and/or representatives.

5. CORPORATE INFORMATION

The Company's commitments to sustainable development

Description of the policies applied by the organisation regarding these matters. Results of these policies. Key risks and how the group manages them.	3-3 Management of key material topics	8.1. Generating positive impact
Impact of the company's activity on local employment and development	201-1 Direct generated and distributed economic value	2.4. Focused on profitability: generating economic value
	204-1 Proportion of expenditure on local suppliers	5.2. Our suppliers
Impact of the company's activity on local populations and on the territory	413-1 Operations with local community involvement, impact assessments, and development programmes	8.1. Generating positive impact
Relations with local community stakeholders and dialogue formats with local communities	2-29 Approach to stakeholder engagement stakeholders	8.1. Generating positive impact



Requirement Law 11/2018	Referenced GRI Standard	Reporting section or direct response
Partnership or sponsorship actions	2-28 Affiliation to associations	3.4. Collaboration with associations, partnerships and sponsorships 8.1. Generating positive impact
Outsourcing and Suppliers		
Inclusion of social, gender equality and environmental issues in the procurement policy	2-6 Activities, value chain and other business relationships	5.2. Our suppliers
Consideration of social and environmental responsibility in the relationship with suppliers and subcontractors	308-1 New suppliers who have successfully completed screening and selection according to environmental criteria	5.2. Our suppliers
	414-1 New suppliers that have passed evaluation and selection filters in accordance with social criteria	5.2. Our suppliers
Monitoring and audit systems and the results of these	308-2 Negative social impacts in the supply chain and actions taken	5.2. Our suppliers
	414-2 Adverse social impacts in the supply chain and measures taken	5.2. Our suppliers
Consumers		
Actions regarding consumers' health and safety	416-1 Assessment of health and safety impacts of product or service categories	5.3. Quality and commitment to our customers

01

02

03

04

05

06

07

08

09

A



Requirement Law 11/2018	Referenced GRI Standard	Reporting section or direct response
Complaints systems, complaints received and their resolution	2-16 Communication of critical issues	5.3. Quality and commitment to our customers
	2-29 Focus on stakeholder participation	5.3. Quality and commitment to our customers
	418-1 Substantiated complaints regarding breaches of customer privacy and loss of customer data	No security breaches were recorded within the Group during 2025.
Tax information		
Country-by-country benefits	201-1 Direct generated and distributed economic value	2.4. Focused on profitability: generating economic value
	207-1 Tax approach	
	207-2 Tax governance, control and risk management	
Tax on profits paid	207-4 Country-by-country reporting	2.4. Focused on profitability: generating economic value
Public grants received	201-4 Financial assistance received from the Government	2.4. Focused on profitability: generating economic value

A.4

Annex IV: Table of contents - GRI Universal Standards

Statement of use	Teknia has presented the information cited in this GRI content index for the period from 1 January 2024 to 31 December 2025 using as a reference the GRI standards, option "In accordance - Essential".		
GRI 1 used in the report	GRI 1: Foundations 2021		
GRI Standard used	Requirement	Reporting section or direct response	
GRI 2: General Contents 2021	2-1 Organisational details	1. Teknia: we are manufacturers 1.1. Business Model	
	2-2 Organisations covered in Sustainability Reporting	9.2. Scope	
	2-3 Reporting period, frequency and contact point	9. About this report	
	2-4 Updating information	Where information has been restated, this has been duly indicated in a footnote or table.	
	2-5 External verification	9.4. Independent review	
	2-6 Activities, value chain and other business relationships	1. Teknia: we are manufacturers 5.1. Teknia's value chain 5.2. Our suppliers	
	2-7 Employees	6.1. The Teknia team Annex I- Indicators linked to our employees	
	2-9 Governance structure and composition	4.1. Governing bodies and organisational structure	
	2-11 Chairman of the most senior governing body	4.1. Governing bodies and organisational structure	
	2-12 Role of the most senior governance body in monitoring impact management	4.1. Governing bodies and organisational structure	
	2-13 Delegation of responsibility for impact management		4.1. Governing bodies and organisational structure
			4.3. Sustainability governance



GRI Standard used	Requirement	Reporting section or direct response
GRI 2: General Contents 2021	2-14 Role of the most senior governance body in sustainability reporting	4.2. Code of Conduct and internal regulations
	2-15 Conflicts of interest	4.2. Code of Conduct and internal regulations
	2-16 Communication of critical issues	6.6. Remunerations policy
	2-19 Remuneration policies	Annex I - Indicators relating to our people
	2-22 Sustainable development strategy statement	Letter from Javier Quesada de Luis, CEO of Teknia
	2-23 Commitments and policies	4.2. Code of Conduct and internal regulations 7.1. Environmental Management 6. People: our pride
	2-24 Implementation of commitments and policies	4.2. Code of Conduct and internal regulations 7.1. Environmental Management 6. People: our pride
	2-25 Processes to remedy negative impacts	4.2. Code of Conduct and internal regulations
	2-26 Procedures to seek advice and raise concerns	4.2. Code of Conduct and internal regulations 5.4. Our Customer Service
	2-27 Compliance with legislation and regulations	4.2. Code of Conduct and internal regulations
	2-28 Affiliation to associations	8.1. Generating positive impact
	2-29 Focus on stakeholder participation	1.3. Our Stakeholders
	2-30 Collective bargaining agreements	Annex I - Indicators relating to our people



GRI Standard used	Requirement	Reporting section or direct response	
GRI 3: Key material topics 2021	3-1 Process for determining key material issues	9.1. Methodological aspects	
	3-2 List of key material topics	9.1. Methodological aspects	
Climate Change (GHG emissions)			
GRI 3: Key material topics 2021	3-3 Management of key material topics	7.1. Environmental Management	
	GRI 305 Emissions 2016	305-1 Direct GHG emissions (Scope 1)	7.2. Climate Change Management
		305-2: Indirect GHG emissions from energy generation (Scope 2)	7.2. Climate Change Management
		305-3 Other indirect GHG emissions (Scope 3)	7.2. Climate Change Management
	305-4 Content 305-4 GHG emission levels	7.2. Climate Change Management	
Energy: efficiency and renewables			
GRI 3: Key material topics 2021	3-3 Management of key material topics	7.3. Responsible use of resources	
	GRI 302: Energy 2016	302-1 Energy Consumption within the organisation	7.3. Responsible use of resources
	302-3 Energy intensity	7.3. Responsible use of resources	
	302-4 Reduction of energy consumption	7.2. Climate Change Management 7.3. Responsible use of resources	
	302-5 Reduction of energy requirements of products and services	7.2. Climate Change Management 7.3. Responsible use of resources	
Circular economy and responsible use of resources			
GRI 3: Key material topics 2021	3-3 Management of key material topics	7.4. Circular Economy	
GRI 301: Materials 2016	301-1 Materials used by weight or volume	7.4. Circular Economy	

01

02

03

04

05

06

07

08

09

A



GRI 303: Water and Effluents 2018	303-1: Interaction with water as a shared resource	7.3. Responsible use of resources
	303-2: Management of impacts related to water discharges	7.3. Responsible use of resources
	303-3: Water extraction	7.3. Responsible use of resources
	303-5: Water consumption	7.3. Responsible use of resources
GRI 101: Biodiversity 2024	101-1 Policies to halt and reverse biodiversity loss	3.2. Dual materiality study according to CSRD requirements and EFRAG ESRS standards
	101-2 Management of impacts on biodiversity	3.2. Dual materiality study according to CSRD requirements and EFRAG ESRS standards
GRI 306: 2020 Waste	306-1: Waste generation and significant waste-related impacts	7.4. Circular Economy
	306-2 Management of significant impacts related to waste	7.4. Circular Economy
	306-3 Waste generated	7.4. Circular Economy
Relationships with the community		
GRI 3: Key material topics 2021	3-3 Management of key material topics	8.1. Generating positive impact
GRI 413: Local communities 2016	413-1 Operations with local community engagement programmes, impact assessments and development	8.1. Generating positive impact
Product quality and safety		
GRI 3: Key material topics 2021	3-3 Management of key material topics	5.3. Quality and commitment to our customers



Customer engagement		
GRI 3: Key material topics 2021	3-3 Management of key material topics	5.3. Quality and commitment to our customers
GRI 418 Customer privacy 2016	418-1 Substantiated complaints regarding breaches of customer privacy and loss of customer data	No security breaches were recorded within the Group during 2025.
Work Practices		
GRI 3: Key material topics 2021	3-3 Management of key material topics	6.1. The Teknia team
GRI 401: Employment 2016	401-1 Recruitment of new employees and staff turnover	Annex I - Indicators relating to our people
GRI 405: diversity and equal opportunities 2016	405-1 Diversity in governing bodies and employees	Annex I - Indicators relating to our people
	405-2 Rate of base salary and compensation of women versus that of men	6.6. Remunerations policy Annex I - Indicators relating to our people
Recruitment, development, and training		
GRI 3: Key material topics 2021	3-3 Management of key material topics	6.3. Ongoing training and commitment to young talent
GRI 404: Training and education 2016	404-1 Average training hours per year per employee	6.3. Ongoing training and commitment to young talent Annex I - Indicators relating to our people
Employee health and safety		
GRI 3: Key material topics 2021	3-3 Management of key material topics	6.2. Health, safety and well-being

01

02

03

04

05

06

07

08

09

A



GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	6.2. Health, safety and well-being
	403-2 Hazard identification, risk assessment and incident investigation	6.2. Health, safety and well-being
	403-3 Occupational health services	6.2. Health, safety and well-being
	403-4 Employees' engagement, consultation and communication on occupational health and safety	6.2. Health, safety and well-being
	403-6 Promoting employees' health and safety	6.2. Health, safety and well-being
	403-9 Work-related injuries	6.2. Health, safety and well-being Annex I - Indicators relating to our people
	403-10 Occupational illnesses and diseases	6.2. Health, safety and well-being Annex I - Indicators relating to our people



01

02

03

04

05

06

07

08

09

A

A.5

Annex V: Table of contents of the Ten Principles of the UN Global Compact and the SDGs of Agenda 2030

[Homepage | UN Global Compact](#)

[UN Global Compact Spain: leaders in corporate sustainability - Global Compact](#)

In 2023 we joined the UN Global Compact, and since then we have been an active member, having participated in various programmes in 2024 with the aim of improving our sustainable performance. Our commitment to the Ten Principles relating to human rights, labour standards, the environment and anti-corruption can be seen throughout this Sustainability Report, as well as in our CoPs, which are available on the Global Compact website:

<https://unglobalcompact.org/what-is-gc/participants/156090-Teknia-Manufacturing-Group-S-L-U->

Thematic area	Global Compact Principle	Correspondence GRI indicator	SDG
Human Rights	1. Businesses should support and respect the protection of the fundamental human rights recognised within their sphere of influence.	403-2, 403-3, 405-1, 405-2, 406-1, 407-1, 409-1, 414-1, 416-1	
	2. Businesses should ensure that they are not complicit in human rights abuses.	414-1, 406-1-409-1	
Labour rights	3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	402-1, 407-1, 414-1	
	4. Businesses should support the elimination of all forms of forced and compulsory labour.	409-1, 414-1	
	5. Businesses should support the elimination of child labour.	409-1, 412-2,	
	6. Businesses should support the abolition of discrimination in respect of employment and occupation.	401-1, 405-1, 405-2, 406-1, 414-1	



UN Global Compact



Pacto Mundial ONU España



Global Compact Teknia

Thematic area	Global Compact Principle	Correspondence GRI indicator	SDG
Environment	7. Businesses should maintain a precautionary approach that favours the environment.	301-3, 302-1, 303-1, 101-2, 305-1-305-3, 306-1, 306-2, 307-1, 416-1, 417-1	
	8. Businesses should encourage initiatives that promote greater environmental responsibility.	201-2	
	9. Businesses should encourage the development and diffusion of environmentally friendly technologies.	301-3	
Anti-corruption	10. Businesses should work against corruption in all its forms, including extortion and bribery.	205-1	



CONTACT DETAILS

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Nuestra independencia y control de calidad

Estamos cumplidos con los requerimientos de independencia y demás requerimientos de ética del Código de Ética para Profesionales de Contabilidad emitido por el Consejo de Normas Internacionales de Ética para profesionales de la Contabilidad (IESBA por sus siglas en inglés) que está basado en los principios fundamentales de integridad, objetividad, competencia y diligencia profesionales, confidencialidad y comportamiento profesional.

Nuestra firma aplica la Normativa Internacional de Control de Calidad 1 (NICCC 1) y mantiene, en consecuencia, un sistema global de control de calidad que incluye políticas y procedimientos documentados relativos al cumplimiento de requerimientos de ética, normas profesionales y disposiciones legales y reglamentarias aplicables.

Nuestra responsabilidad

Nuestra responsabilidad es expresar nuestras conclusiones en un informe de verificación independiente de seguridad limitada basándonos en el trabajo realizado que se refiere exclusivamente al ejercicio 2025. Hemos llevado a cabo nuestro trabajo de acuerdo con los requisitos establecidos en la Norma Internacional de Encargos de Aseguramiento 3000 Revisada en vigor, "Encargos de Aseguramiento distintos de la Auditoría o de la Revisión de Información Financiera Histórica" (NIEA 3000 Revisada) emitida por el Consejo de Normas Internacionales de Auditoría y Aseguramiento (IAASB) de la Federación Internacional de Contadores (IFAC) y con la Guía de Activación sobre encargos de verificación del Estado de Información no Financiera emitida por el Instituto de Cuentas Jeraradas de Cuentas de España.

En un trabajo de seguridad limitada los procedimientos llevados a cabo varían en su naturaleza y momento de realización, y tienen una menor extensión, que los realizados en un trabajo de seguridad razonable y, por lo tanto, la seguridad que se obtiene es sustancialmente menor.

Nuestro trabajo ha consistido en la formulación de preguntas a la Dirección, así como a los diversos departamentos de la organización que han participado en la elaboración del EINF, en la revisión de los procesos para recopilar y validar la información presentada en el EINF y en la aplicación de ciertos procedimientos analíticos y pruebas de revisión por muestreo que se describen a continuación:

- Reuniones con personal del Grupo, para conocer el modelo de negocio, las políticas y los enfoques de gestión aplicados, los principales riesgos relacionados con esas cuestiones y obtener la información necesaria para la revisión externa.
- Análisis del alcance, relevancia e integridad de los contenidos incluidos en el EINF del ejercicio 2025 en función del análisis de materialidad realizado por el Grupo, considerando los contenidos requeridos en la normativa mercantil en vigor.
- Análisis de los procesos para recopilar y validar los datos presentados en el EINF del ejercicio 2025.
- Revisión de la información relativa a los riesgos, las políticas y los enfoques de gestión aplicados en relación con los aspectos materiales presentados en el EINF del ejercicio 2025.
- Comprobación, mediante pruebas, en base a selección de una muestra, de la información relativa a los contenidos incluidos en el EINF del ejercicio 2025 y su adecuada cumplimiento a partir de los datos suministrados por las fuentes de información.
- Obtención de una carta de manifestaciones de los administradores y la Dirección.

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Conclusión

Basándonos en los procedimientos realizados y en las evidencias que hemos obtenido, no se ha puesto de manifiesto aspecto adicional alguno que nos haga creer que el EINF de Teknia Manufacturing Group, S.L. (Sociedad Unipersonal) y Sociedades Dependientes, correspondiente al ejercicio anual finalizado el 31 de diciembre de 2025 no ha sido preparado, en todos sus aspectos significativos, de acuerdo con los contenidos recogidos en la normativa mercantil vigente y siguiendo los criterios de los estándares GRI, según la opción Esencial, descritos de acuerdo a lo indicado en la tabla incluida en el anexo IV: "Tabla de contenidos GRI Universal Standards".

Uso y distribución

Este informe ha sido preparado en respuesta al requerimiento establecido en la normativa mercantil vigente en España, por lo que podría no ser adecuado para otros propósitos y jurisdicciones.

Bilbao, 24 de abril de 2026

MOORE AMS AUDITORES, S.L.

Fdo.: Igracia Harturen Fernández
 (Socio)

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 III - ESPAÑA

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