

CT Automotive Group

L O N D O N S T O C K E X C H A N G E • A I M • C T A

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Sustainability Report 2025.

CT Automotive Group plc

S U S T A I N A B I L I T Y R E P O R T

F O R T H E Y E A R E N D E D

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01 • CHAIR STATEMENT

Chair Statement.

At CT Automotive, sustainability continues to move from a reporting requirement to an integral part of how we manage our business, allocate resources, and create long-term value. During 2025, we continued to strengthen our ESG framework across environment, social, and governance pillars, ensuring that responsible growth remains aligned with operational excellence and stakeholder expectations.

For the first year, we are reporting on our ESG matters in a separate Sustainability Report. This year's report reflects measurable progress in several important areas. We advanced our carbon accounting capability, strengthened our health and safety governance, expanded employee listening and engagement mechanisms, and continued to enhance transparency through recognised external frameworks such as EcoVadis, UNGC and CDP. At the same time, we remained focused on practical site-level improvements, ensuring that ESG delivery is embedded into day-to-day operations rather than treated as a standalone initiative.

The Board recognises that sustainability is increasingly linked to customer expectations, regulatory developments, investor confidence, and long-term resilience. For this reason, our focus remains on building a governance structure that supports accountability, improving environmental data integrity, strengthening our people practices, and ensuring ethical conduct across our operations and supply chain.

While we are encouraged by the progress made in 2025, we also recognise that our ESG journey is ongoing. We remain committed to continuous improvement, transparent reporting, and responsible decision-making as we build a stronger and more sustainable CT Automotive for the future.

02 • CEO STATEMENT

CEO Statement: Driving responsible growth.

At CT Automotive, we see sustainability as closely connected to operational discipline, people development, and long-term business resilience. Our ESG priorities are not separate from the business; they are increasingly part of how we manage risk, strengthen performance, and meet the expectations of our customers, employees, and wider stakeholders.

In 2025, our focus was on building greater maturity in the systems behind ESG delivery. On the environmental side, we strengthened emissions measurement, supported renewable electricity claims in China through EAC procurement, and applied carbon offset mechanisms to address part of our residual Scope 2 footprint.

In 2025, total Scope 1 emissions across our production facilities in Shenzhen, Ganzhou, increased by 9% compared to 2024. This was primarily due to some production inefficiencies related to the transfer of production operations from Shenzhen to Ganzhou and the rapid increase of production in our Mexico facility. Our Scope 2 emissions and water usage all reduced during the year driven by operational efficiencies, responsible usage and leak prevention. Waste increased in part, due to the transfer of production operations between facilities. We are working to reduce this for 2026.

Across the social pillar, we placed strong emphasis on health and safety, employee engagement, learning and development, and workplace rights. We also expanded our employee survey process across all locations and used the feedback to identify both strengths and opportunities for improvement. At the same time, we continued investing in future engineering talent through structured cross-site development pathways.

In 2025 we recorded a significant improvement in our health & safety performance against 2024, with fewer lost time injuries and significantly fewer first aids.

From a governance perspective, we continued aligning with recognised frameworks such as EcoVadis, CDP, UNGC principles, and international ISO standards. This helps us benchmark our progress, improve transparency, and maintain accountability across the Group.

As our business continues to evolve, our ESG strategy will remain focused on practical execution, stronger internal controls, and measurable year-on-year progress. We believe responsible growth will continue to be a key differentiator for CT Automotive in the years ahead.

03 • ESG COMMITTEE REPORT

ESG Committee Report.

COMMITTEE MEMBERS

- Ray Bench, (Chair)
- Geraint Davies
- Nick Timberlake (resigned 31 December 2025)

Please see page xx of our Annual Report for the full ESG Committee report. The ESG Committee is primarily responsible for the Group's approach to the environment, its people and its corporate social responsibility. The new CSR Policy adopted across the Group ensures that CT Automotive is focused on environmental stewardship, community involvement, employee welfare and ethical practices and the Committee will oversee the Group's activities in this area.

3.1 OUR APPROACH

Sustainability is embedded into how we operate and make decisions across our global footprint. Our approach focuses on delivering value for customers through responsible manufacturing, reducing environmental impacts across our operations and value chain, safeguarding employee wellbeing, and maintaining strong governance and ethical conduct.

We recognise that our stakeholders—customers, employees, investors, regulators, and communities—expect measurable progress supported by transparent reporting. During 2025, we continued to strengthen the way we measure performance, implement improvement programmes at site level, and integrate sustainability considerations into operational planning.

3.2 ESG STRATEGY

Our ESG framework is structured around three pillars:

Environmental: Reducing emissions, improving energy efficiency, managing water resources, and minimizing waste;

Social: A safe and healthy workplace, employee engagement and development, fair employment practices, and community impact;

Governance: A clear corporate culture and values, supported by strong internal controls, and comprehensive policies and procedures, with ethical behaviors at the center of our decision making.

In 2025, we made progress across key areas:

- Continued focus on energy management and emissions reduction through operational discipline and targeted efficiency projects;
- Increased the use of Energy Attribute Certificates (EACs) and explored additional renewable electricity sourcing options where feasible.
- Advanced our GHG accounting capability across Scope 1, Scope 2, and relevant Scope 3 categories to improve accuracy and completeness.
- Delivered strengthened health and safety governance through inspections, audits, training, campaigns, and emergency preparedness drills which has delivered a significant reduction in health and safety incidents across the Group.
- Expanded engagement initiatives and competency-based training to support retention, capability-building, and a strong workplace culture.

04 • GLOBAL NETWORK

Global Network.

4.1 SCOPE AND REPORTING BOUNDARY

This Sustainability Report sets out our performance for the year ending 2025, with comparative reference to 2024. Data is compiled from operations within our reporting boundary and includes:

- Manufacturing facilities and operational sites under operational control;
- Offices and distribution/warehouse locations where data is available and material;
- Energy, water, and waste metrics captured through utility invoices, meter readings, vendor reports, and internal reporting systems; and
- Where estimates are used (for example, in emissions conversion factors or supplier-provided waste weights), we apply consistent methodologies and document assumptions.

Site / Entity	Country	Operational Activity	Included in 2024 Report	Included in 2025 Report	Boundary Change / Commentary
Gebze Factory	Türkiye	Manufacturing (Injection Moulding & Assembly)	Yes	Yes	No change in reporting boundary.
Puebla Factory	Mexico	Manufacturing (Injection, Assembly, Project Launches)	Yes	Yes	Expanded operational capacity in 2025 due to new project launches.
Shenzhen Factory	China	Manufacturing (Injection & Assembly)	Yes	Yes	Partial operational transfer to Ganzhou during 2025; reduced production footprint.
Ganzhou Factory	China	Manufacturing (Injection & Assembly)	Yes	Yes	Increased activity due to transfer of equipment and production from Shenzhen.
Portsmouth Office	United Kingdom	Corporate / Administration	Yes	Yes	No material environmental impact beyond electricity use.
Pune Office	India	Corporate / Administration	Yes	Yes	No material environmental impact beyond electricity use.
Distribution Centre	UK, Czech	Warehousing & Logistics	Yes	Yes	No material environmental impact beyond electricity use.

05 • ENVIRONMENTAL STEWARDSHIP

Environmental Stewardship.

5.1 PURPOSE AND VISION

At CT Automotive, environmental stewardship is closely connected to our purpose of driving innovative design and industry leading engineering solutions to deliver manufacturing excellence, efficiently and sustainably. As a global supplier operating across multiple regions, managing our environmental impact is essential not only for regulatory compliance, but also for long-term business resilience and to meet our customer requirements.

Our environmental approach focuses on reducing emissions, improving energy efficiency, conserving natural resources, and managing waste responsibly across all operational sites.

By strengthening environmental governance, improving data transparency, and investing in operational efficiency, we aim to support our customers' sustainability ambitions while ensuring that our growth remains aligned with responsible manufacturing practices.

WE SUPPORT THE FOLLOWING UN SUSTAINABLE DEVELOPMENT GOALS



05.2 · MATERIAL SOURCING

Material Sourcing.

CT Automotive understands the strategic and operational importance of responsibly sourcing critical materials, particularly those that are linked to ethical and environmental concerns. To manage these risks effectively, the Group has embedded the following practices into its sourcing strategy:

Supplier Due Diligence: All key suppliers are subject to due diligence, with particular attention to the sourcing of materials such as rare earth elements, metals, and engineered plastics to ensure alignment with responsible sourcing standards.

Ethical Sourcing Standards: Our Supplier Code of Conduct sets clear expectations for ethical and sustainable sourcing, including the exclusion of conflict minerals and sourcing from high-risk regions.

Customer-Led Validation of Materials and Sources: Any proposed change to material specifications or supplier sources is carried out in alignment with OEM requirements, and subject to rigorous internal validation, testing, and customer approval.

Engagement and Assurance: We engage with suppliers on sustainability topics and conduct desktop reviews to validate their compliance with applicable ESG standards.

Improved Transparency and Monitoring: We are working towards improved traceability of select materials across the supply chain, particularly those flagged by global benchmarks such as the EU Critical Raw Materials List.

In 2025, the Group maintained steady progress toward improved traceability and transparency, reinforcing its commitment to responsible sourcing and long-term supply chain resilience.



ANNUAL DINNER · CHINESE NEW YEAR CELEBRATION

05.3 • GHG EMISSIONS

GHG Emissions.

EMISSIONS SUMMARY FY25

During 2025, we tracked our greenhouse gas emissions across:

- **Scope 1:** Direct emissions from sources owned or controlled by CT Automotive, including manufacturing facilities and company-owned vehicles.
- **Scope 2:** Indirect emissions from the generation of purchased electricity, heating and cooling consumed by CT Automotive.
- **Scope 3:** Certain other indirect emissions occurring across our value chain including Business Travel, Shipping, Employee commuting.

Scope 1 emissions represent direct greenhouse gas (GHG) emissions from sources owned or controlled by CT Automotive, including on-site fuel combustion and process-related emissions across our manufacturing facilities.

In 2025, total Scope 1 emissions across Shenzhen, Ganzhou, (China), Gebze, (Türkiye) and Puebla (Mexico) amounted to: 10,660 tCO₂e.

Compared with 2024, Scope 1 emissions increased by approximately 9% in 2025.

The increase is largely attributed to production inefficiencies from the transfer of production activities from Shenzhen to Ganzhou, as well as the Puebla facility experiencing increased emissions due to the scale-up of production. Additional emissions were generated during commissioning of equipment and extended operating hours to support new programs coming online.

SCOPE 1 EMISSIONS

Scope 1 Emissions (tCO ₂ e)	2025	2024
Group	10,661	9,738
UK	—	—

05.3 (cont.) • ENERGY & SCOPE 2

Electricity, Scope 2 and intensity.

ELECTRICITY CONSUMPTION — COMPARISON OF YEAR 2025 AND 2024

Site	Electricity 2025 (kWh)	Electricity 2024 (kWh)	Δ kWh	% Δ kWh
Group total	18,040,427	19,198,681	-1,158,254	-6%

SCOPE 2 EMISSIONS

Site	Scope 2 Emissions 2025 (tCO ₂ e)	Scope 2 Emissions 2024 (tCO ₂ e)	Δ tCO ₂ e	% Δ tCO ₂ e
Group total	9,344	10,013	-669	-6.6%

SCOPE 1+2 TOTAL EMISSIONS AND INTENSITY METRICS — 2025 VS 2024

Emission intensity	Units	2025	2024	yoy% change in total
Revenue	USD	115.08	119.71	
Total CO ₂ emissions (Scope 1 & 2)	Tonnes	20,006	19,751	1.3%
Intensity by revenue (Scope 1 & 2 [market based])	tCO ₂ e per \$m revenue	173.8	164.9	5.4%
Total CO ₂ emissions (Scope 1, 2 & 3)	Tonnes	20,764	20,400	1.8%
Intensity by revenue (Scope 1 & 2 & 3 [market based])	tCO ₂ e per \$m revenue	180.4	170.4	5.9%

During 2025, electricity consumption across the Group reflected a combination of operational restructuring, production scale-up in expanding facilities, and normal operational scheduling variations at individual sites.

05.3 (cont.) · MOVEMENTS & METHODOLOGY

Year-on-year movements.

Year-on-year movements were primarily influenced by:

- Strategic redistribution of manufacturing activities, particularly the transfer of certain operations from Shenzhen to Mexico & Ganzhou;
- Production growth and new program launches in Mexico, including extended operating hours, additional shifts, and commissioning of new equipment;
- Seasonal temperature impacts which increased HVAC demand during warmer periods;
- Customer scheduling changes, temporary production adjustments, and normal operational downtime cycles that influenced monthly consumption patterns;
- Calendar effects such as public holidays and prior-year shutdown periods that affected direct comparisons;
- Mexico recorded significant increases during the year, particularly in the second half, driven by the scale-up of new programs and sustained mass production following equipment commissioning and capacity expansion;
- Shenzhen recorded a structural reduction in electricity consumption linked to operational consolidation and reduced facility footprint, while Ganzhou maintained a relatively stable performance despite absorbing transferred production activities; and
- Variations observed at our facility in Türkiye were primarily related to normal operational scheduling, production planning adjustments, and differences in working calendars compared with the prior year, rather than structural changes in energy performance.

METHODOLOGY

We calculate emissions using activity data (fuel, electricity, etc.) multiplied by appropriate emission factors. Scope 2 reporting is presented using location-based methods:

Key controls include:

- Defined data owners at site level.
- Central review and validation checks.
- Maintenance of supporting evidence (utility invoices, meter readings, certificates, vendor reports).

COMPARISON OF SCOPE 3 CATEGORIES — 2025 VS 2024

	2025	2024
Total	758	649
Employee commuting	19	33
Business travel	157	176
Shipping	582	440

CO₂ in tonnes

Compared with 2024, Scope 3 emissions increased in 2025, largely attributable to higher shipping emissions, reflecting the transfer of production activities from Shenzhen to Ganzhou and Mexico. This operational redistribution resulted in increased movement of materials and components across locations, leading to higher logistics-related emissions.

Business travel emissions remained broadly stable, with normal variations observed based on operational and project requirements during the year.

Employee commuting emissions decreased year-on-year, primarily due to the reduction in our operational footprint in Shenzhen following the transfer of production to our Ganzhou facility.

05.4 • CARBON MANAGEMENT, EACS AND OFFSETS (SCOPE 2)

Carbon Management, EACs and Offsets.



HYDRO POWERPLANT PROJECT • ARTVIN, TÜRKİYE

During 2025, we supplemented our electricity decarbonisation strategy through a combination of Energy Attribute Certificates (EACs) and verified carbon offsets to address a defined portion of our Scope 2 emissions.

For the Shenzhen and Ganzhou manufacturing facilities, renewable electricity coverage was supported through EAC procurement during the first half of the year (January to June 2025). These instruments demonstrate renewable electricity sourcing and support the reduction of market-based Scope 2 emissions in accordance with recognised accounting practices.

For the second half of the year (July to December 2025), electricity-related emissions from Shenzhen and Ganzhou were addressed through verified carbon offset instruments. In addition, electricity emissions associated with our Türkiye and Mexico manufacturing operations, as well as the UK, Czech, and India office locations, were covered through carbon offset measures for the full reporting period.

This combined approach reflects a transitional decarbonisation pathway. EACs support the shift toward renewable electricity procurement where market availability allows, while carbon offsets are used selectively to complement operational efficiency measures and support broader climate objectives.

Management recognises that offsets represent a supplementary measure rather than a substitute for direct emissions reduction. Accordingly, the Group continues to prioritise energy efficiency improvements, operational optimisation, and increased renewable electricity sourcing as part of its long-term carbon management strategy.

COPY OF EAC CERTIFICATE



05.5 • WATER MANAGEMENT

Water Management.

Water is managed with a focus on responsible usage, leak prevention, and where possible, reuse and efficiency practices. We track water use through utility invoices and/or on-site meters and review consumption trends to identify anomalies and improvement opportunities.

In 2025, total water consumption across the Group decreased compared to 2024, primarily driven by operational restructuring, infrastructure improvements, and production realignment between manufacturing facilities.

The most significant reduction was observed in Shenzhen, where water usage declined substantially following the transfer of production activities to Ganzhou and the reduction in facility footprint. The non-renewal of certain workshop leases and lower operational intensity contributed to sustained decreases throughout the year.

Ganzhou experienced mixed monthly variations. Early-year reductions were associated with lower production volumes and reduced painting output. During mid-to-late 2025, moderate increases were observed in line with higher production tasks and operational stabilisation following equipment transfers. Despite these fluctuations, annual consumption remained slightly lower than the previous year, reflecting improved balance.

Türkiye recorded a material year-on-year decrease in water consumption. This reduction was primarily attributable to the installation of sensor-based water control systems in sanitary facilities, improved maintenance procedures, and enhanced staff awareness regarding water efficiency. Additionally, workforce adjustments and the absence of exceptional cleaning activities, that occurred in 2024, contributed to a lower annual consumption.

WATER CONSUMPTION — 2025 VS 2024

Site	Water 2025 (m ³)	Water 2024 (m ³)	Δ m ³	% Δ
Group Total	73,276	88,352	-15,076	-17%

Overall, changes in Group water consumption reflect:

- Production redistribution between sites;
- Operational efficiency improvements;
- Infrastructure upgrades (including automated sanitary controls);
- Workforce size adjustments;
- Absence of extraordinary cleaning or inspection-related activities that influenced 2024 baseline figures.

05.6 • WASTE MANAGEMENT

Waste Management.

We aim to minimise waste generation and improve waste segregation to support responsible recycling and disposal. We monitor waste by stream wherever practicable (e.g., general waste, recyclable packaging, metal, hazardous waste, production scrap) and work with authorised vendors.

In 2025, overall hazardous waste increased moderately by approximately 11%, primarily driven by production growth in Mexico and Ganzhou. This increase is directly linked to higher output volumes of projects requiring adhesives, catalysts, and chemical containers.

Conversely, Shenzhen recorded a significant reduction in hazardous waste following operational transfer activities to Ganzhou and reduced chemical-intensive production.

Non-hazardous waste increased by approximately 23% at group level, largely due to:

- Production ramp-up in Mexico
- Increased raw material procurement and packaging waste
- Centralized scrap and recycling processing in Ganzhou.



PICTURE FROM SESSION OF WASTE MANAGEMENT IN
TÜRKİYE

INTENSITY RATIO CALCULATION

Intensity ratio calculation	2025	2024
Total waste generated (tonnes)	474.13	452.8
Total waste generated (tonnes per \$1 million revenue)	4.12	3.8
Hazardous waste (tonnes)	72.4	66.3
Percentage of total waste considered Hazardous	15.27%	14.6%
Percentage of waste recycled	63.7%	78.7%



COMMUNICATION TRAINING IN TÜRKİYE

05.7 • SASB DISCLOSURE

SASB Disclosure.

The following table sets out our 2025 disclosures aligned with the Sustainability Accounting Standards Board (SASB) framework for the Auto Parts industry.

Topic	Metric	Unit	Code	Shenzhen	Ganzhou	Gebze	Puebla	Kolin	UK-DC
Energy Management	Total energy consumed (Jan-Dec 2025)	Giga joules	TR-AP-130a.1	12,498.65	36,265.43	11,107.11	4,522.36	190.71	177.21
	Percentage grid electricity	%		100%	100%	100%	100%	100%	100%
	Percentage renewable (on-site)	%		0%	0%	0%	0%	0%	0%
Waste Management	Total waste generated	Metric tonnes	TR-AP-150a.1	31.4	163	136	100.3	31.73	12.01
	Percentage hazardous	%		1.3%	31.3%	13.2%	3.0%	0%	0%
	Percentage recycled	%		98.7%	68.8%	32.18%	71.30%	100%	100%
Product Safety	Total units recalled	Numbers	TR-AP-250a.1	3	33	52	77	0	0
Competitive Behaviour	Monetary losses (anti-competitive proceedings)	USD	TR-AP-520a.1	\$0	\$0	\$0	\$0	\$0	\$0

Material Sourcing (TR-AP-440a.1): Description of the management of risks associated with the use of critical materials — refer to the Material Sourcing section.

06 • SOCIAL

Social.

PEOPLE, SAFETY, AND CULTURE

Our employees are central to operational performance and long-term success. We aim to create a workplace that is safe, respectful, inclusive, and supportive of professional growth. Our social focus covers:

- Health & safety governance and prevention culture
- Employee engagement and wellbeing
- Skills development and competency training
- Retention, attendance, and workforce stability
- Fair employment practices and pay equity (including gender pay gap reporting where applicable)

WE SUPPORT THE FOLLOWING UN SUSTAINABLE DEVELOPMENT GOALS



06.1 • HEALTH & SAFETY MANAGEMENT SYSTEM

Health & Safety Management System.

We manage safety through structured routines, leadership involvement, risk assessment, training, and incident learning. Core elements include:

- Regular workplace inspections and safety audits;
- Preventive actions tracking and closure;
- Mandatory safety training and refreshers;
- Emergency preparedness drills; and
- Behaviour-based safety and campaign activities.

2025 HEALTH & SAFETY KPIS AND COMPARISON TO 2024

At CT Automotive, we uphold the principle of "come safe, work safe, go safe," reinforcing our commitment to maintaining a secure and clean working environment across all operations.

Health and safety remain a top priority, and we are dedicated to preventing workplace injuries and promoting employee well-being across our global sites.

In 2025, we continued strengthening our Health and Safety governance framework across Türkiye, Mexico, Shenzhen, and Ganzhou, ensuring proactive risk management, regulatory compliance, and a strong safety culture at every location.



PICTURE OF SAFETY INSPECTION FROM DEPARTMENT HEADS AND SITE HEAD IN CHINA

06.1 (cont.) • WORKPLACE SAFETY PERFORMANCE • 2025

Workplace Safety Performance — 2025.

A total of 472 health and safety inspections were conducted across all sites in 2025 (2024: 532), reflecting our continued focus on maintaining safe and compliant workplaces. These inspections included routine workplace safety audits, equipment and machinery checks, fire safety inspections, housekeeping reviews, and compliance assessments against ISO 45001 standards and local regulatory requirements.

A total of 2,383 training hours were completed across all sites in 2025, including health and safety inductions, compared to 5,313 hours in 2024. The decrease is attributable to the restructuring of Health and Safety induction programs and a shift from last year's more comprehensive, activity-based induction modules. These inductions are mandatory for all new employees, contractors, and visitors, ensuring awareness of site-specific safety protocols, emergency procedures, hazard identification, and safe working practices from the outset.

Management Observations — A total of 485 management safety observations was recorded across all sites in 2025 (2024: 308). This increase reflects strengthened proactive safety leadership and enhanced site-level engagement in identifying potential hazards, unsafe conditions, and at-risk behaviours before incidents occur. Management observations continue to play a critical role in driving a preventative safety culture, encouraging leadership visibility on the shopfloor and reinforcing accountability at all levels. The improved reporting also indicates greater awareness, openness, and participation across teams, supporting continuous improvement in workplace safety performance.

A total of 19 audits were conducted across all sites in 2025 (2024: 24), reinforcing our commitment to maintaining robust health, safety, and compliance standards.

These included:

- **ISO 45001 surveillance audits** to ensure continued alignment with occupational health and safety management systems;
- **Fire and emergency authority inspections** in line with local regulatory requirements;
- **Customer audits** (including VW, Rivian, and Faurecia), reflecting strong customer engagement and compliance expectations;
- **Third-party compliance audits** to validate adherence to applicable standards and internal policies.



ISO AUDIT IN MEXICO

A total of 18 lost time injuries and 6 first aid incidents were recorded across all sites.

(2024: 24 Lost time injuries and 31 first aid incidents)

This represents a significant improvement in overall injury performance compared to 2024. We are pleased to report that no fatalities occurred at any of our sites.

Reportable incident per 100,000 hours worked: 0.33 (FY24: 0.33)

First aid incidents per 100,000 hours worked: 0.07 (FY24: 0.43)

06.1 (cont.) • HEALTH & SAFETY KPIS & CAMPAIGNS

Health & Safety KPIs Summary.

Health & Safety KPI	2025	2024
Health & safety inspections conducted	472	532
Total training hours (incl. H&S inductions)	2,383	5,313
Audits conducted (ISO, customer, third-party)	19	24
Management safety observations	485	308
Lost time injuries	18	24
First aid incidents	6	31
Fatalities	0	0
Reportable incidents per 100,000 hours worked	0.33	0.33
First aid incidents per 100,000 hours worked	0.07	0.43

SAFETY CAMPAIGNS AND ENGAGEMENT

We conduct periodic safety campaigns (approximately once every two months) to reinforce critical risk awareness and safe behaviours. Campaign themes typically focus on:

- Electrical safety
- Machine safety and LOTO awareness
- Material handling and forklift safety
- Fire safety and evacuation readiness
- Ergonomics and manual handling

Campaigns are designed to keep safety visible and practical—reinforcing frontline behaviours through toolbox talks, visual communications, and supervisor engagement. The objective is to build a proactive safety culture where hazards are identified early and addressed consistently.

06.1 (cont.) • EMERGENCY PREPAREDNESS DRILLS

Emergency Preparedness.

Emergency preparedness is regularly tested across our manufacturing sites through structured drills covering fire response and evacuation. These drills are conducted across both day and night shifts to ensure readiness across all operational hours.



FIRE DRILL IN TÜRKİYE • DAY SHIFT



FIRE DRILL IN TÜRKİYE • NIGHT SHIFT

06.1 (cont.) · EMERGENCY PREPAREDNESS · MOCK DRILLS

Emergency Preparedness.



EMERGENCY MOCK DRILL · SHENZHEN, CHINA



UNION REPRESENTATIVE MEETING · SHENZHEN, CHINA

06.2 • EMPLOYEE ENGAGEMENT AND WORKPLACE CULTURE

Employee Engagement and Workplace Culture.

6.2.1 EMPLOYEE ENGAGEMENT SURVEY 2025

RESULTS & KEY INSIGHTS

SURVEY METHODOLOGY

In 2025, CT Automotive conducted a Group-wide Employee Engagement Survey to better understand employee experience across our global operations. The survey was voluntary and anonymous, designed to encourage open and honest feedback without any concern of identification or repercussion.

To ensure accessibility for all employee groups, including shopfloor and ground-level teams, we used a QR-code based survey system. This enabled employees to participate easily using mobile devices, supporting high participation from operational teams as well as office-based employees. The survey was rolled out across all sites and covered five key focus areas:

- Health & Wellbeing
- Workplace Culture
- Employee Benefits & Engagement
- Transformation & Change
- Diversity & Inclusion

Overall, 63% of employees participated in the survey, providing a strong base of feedback to guide our people priorities.

KEY STRENGTHS

1. Health & Wellbeing

Health & Wellbeing remains one of our strongest performing areas across most regions. Several sites, particularly in China, India, and Türkiye, reported high agreement levels. Disagreement percentages remained low across all locations. Employees broadly recognise our investment in occupational safety, emergency preparedness, and workplace health initiatives. This reflects the continued effectiveness of our safety systems, ISO certifications, and site-level H&S leadership.

2. Workplace Culture

Workplace Culture results were generally positive, particularly in manufacturing sites. Strong agreement levels in Türkiye, India, and Ganzhou indicate positive team collaboration and leadership engagement. Neutral responses in some regions suggest employees feel stable but expect continued leadership visibility and communication.

Overall, our culture is perceived as constructive and performance oriented.

3. Diversity & Inclusion

Diversity & Inclusion emerged as a consistent strength across regions. High agreement scores were recorded in India, Ganzhou, Türkiye, and Japan. Very low disagreement levels indicate that employees feel respected and treated fairly. The data reflects strong alignment with our zero-tolerance approach to discrimination and our focus on an inclusive workplace culture.



PHOTO FROM PREPARATIONS FOR INTERNATIONAL WOMEN'S DAY CELEBRATION

06.2 (cont.) • AREAS FOR IMPROVEMENT & CULTURAL INCLUSION

Areas for Improvement & Focus in 2026.

While the overall results are positive, several themes present opportunities for enhancement.

1. Employee Benefits & Engagement

This category showed the widest variation between sites. Some regions reflected moderate agreement levels and higher neutral responses. Feedback suggests an opportunity to strengthen communication around total rewards, career pathways, and recognition programs.

2. Transformation & Change Communication

While employees generally support ongoing transformation initiatives, some sites reported higher neutral responses. This indicates a need for clearer visibility of strategic direction. Employees may require more structured communication during periods of operational change.

6.2.2 EMPLOYEE ENGAGEMENT & CULTURAL INCLUSION

As a global group operating across diverse cultural, regulatory, and social environments, we recognise that meaningful engagement extends beyond operational excellence — it requires recognition, inclusion, and shared experiences that connect our people across borders.

Throughout 2025, we strengthened our engagement framework through structured recognition initiatives and regionally relevant cultural celebrations across all sites.

We formally recognised employee work anniversaries and birthdays across our locations, reinforcing appreciation for long-term contribution and individual milestones. These initiatives are designed to build belonging and acknowledge the value everyone brings to the organisation.

Across our manufacturing and office sites, we also organised inter-departmental sports matches and local team-building activities, encouraging collaboration beyond functional boundaries. These initiatives promote teamwork, well-being, and cross-cultural interaction within our diverse workforce.

Cultural and regional celebrations formed an important pillar of our engagement strategy. As a global organisation, we actively embrace local traditions to foster inclusivity and mutual respect:

- **In India**, teams celebrated Holi and Diwali, strengthening community bonds and shared cultural identity;
- **In China**, Spring Festival celebrations reinforced appreciation and collective spirit at both Shenzhen and Ganzhou facilities;
- **In the United Kingdom and Mexico**, Christmas gatherings provided opportunities for reflection, recognition, and team connection; and
- **In Türkiye**, Ramadan observances encouraged solidarity, respect, and cultural awareness within the workforce.

These celebrations were organised at site level while aligned with group values, ensuring that engagement initiatives reflect both global unity and local relevance.

By integrating recognition programs, sports engagement, and regional celebrations into our annual calendar, we continue to cultivate a workplace environment built on respect, inclusivity, and shared purpose. Our approach reinforces employee morale, strengthens retention, and supports our broader ESG commitment to responsible and people-centered business practices.

06.2 (cont.) • CULTURAL INCLUSION • GROUP ACTIVITIES



BADMINTON MATCH • SHENZHEN VS GANZHOU



PICTURE OF INTERNATIONAL WOMEN'S DAY CELEBRATION AT INDIA OFFICE



TEAM BUILDING ACTIVITY IN GANZHOU, CHINA

06.2.3 • DIVERSITY, INCLUSION, AND GENDER PAY GAP

Diversity, Inclusion, and Gender Pay Gap.

DIVERSITY AND FAIR OPPORTUNITY

We support fair employment practices and aim to ensure equal opportunity across hiring, development, and progression.

AGE DIVERSIFICATION

The Group maintains a balanced and diversified workforce across age groups, supporting both operational continuity and long-term talent sustainability. Approximately 50% of employees fall within the 20–35 age group, reflecting a strong early-career workforce that supports agility, scalability, and operational flexibility. Around 40% of employees are in the 35–50 age bracket, providing critical technical expertise, leadership, and supervisory strength across operations. The remaining 10% of the workforce is aged 50+, contributing valuable experience, stability, and institutional knowledge. A younger workforce (20–35 years) is more prominent in China and India, supporting high-volume manufacturing and expansion needs. Meanwhile, Türkiye and Mexico show stronger representation in the 35–50 age group, strengthening operational maturity and technical depth. This diversified age structure enables effective knowledge transfer, leadership pipeline development, and long-term workforce planning across the Group.

GENDER DIVERSITY

Across our operational sites, women represent approximately 49% of the total workforce in 2025, compared to 52% in 2024, reflecting a broadly stable gender mix across the Group. Female representation in technical roles on the shop floor has increased to approximately 60% in 2025, compared to 55% in 2024, demonstrating continued strength of women's participation in manufacturing and operational roles. At this level, base salaries for male and female employees are standardized across all operational sites, ensuring equal pay for equal roles. Any observed differences are primarily driven by experience, seniority-based allowances, and performance-linked incentives, rather than structural pay disparity. At the mid-management level, female representation remains strong at approximately 50% in 2025, compared to 55% in 2024, indicating sustained gender balance in supervisory and leadership pipelines. At this level, the gender pay gap has improved from 9% in 2024 to approximately 4% in 2025, reflecting progress in aligning compensation structures and reducing disparities across engineering and supervisory roles.

INTERNATIONAL WORKFORCE MOBILITY

Our commitment to building a diverse and international workforce is reflected in the presence of non-native employees across our operational sites. Currently, 32 expatriate employees are part of the business in 2025, compared to 31 in 2024, primarily based in our China and Mexico locations, which serve as key operational hubs. Among these, the majority hold supervisory and managerial positions, contributing their expertise to enhance operational efficiency and leadership capabilities. These expatriates play a key role in driving cross-functional alignment, sharing best practices, and ensuring consistency in operations across regions. We continue to promote knowledge exchange, cross-regional collaboration, and global talent mobility across all our locations.

06.2.4 • LEARNING, TRAINING AND DEVELOPMENT

Learning, Training and Development.

At CT Automotive, continuous learning is embedded within our organisational culture and operational excellence framework. In 2025, our training approach evolved beyond compliance awareness to focus on capability building, leadership development, and long-term talent investment across the Group.

During 2025, we delivered **5,200 hours of structured workplace training** across our global operations, reflecting our sustained commitment to strengthening technical expertise, ethical standards, and operational excellence.

OUR 2025 TRAINING PRIORITIES INCLUDED:

- Ethical leadership and governance awareness
- Anti-bribery and compliance programs
- Occupational health & safety development
- ESG and responsible business conduct
- Technical upskilling across manufacturing processes

By investing in early-career engineers through cross-border learning opportunities, we are building a resilient internal talent base that supports long-term business growth and operational continuity.

As we move forward, our learning and development strategy remains aligned with our broader ESG and operational objectives, ensuring that our people are equipped not only with technical competence but also with the ethical awareness and leadership capability required to sustain responsible growth.

INVESTING IN FUTURE ENGINEERING TALENT

In 2025, we expanded our structured development pathway for newly hired engineers across multiple regions. As part of our long-term workforce planning strategy, selected engineers are being provided cross-site exposure within the Group, enabling them to gain hands-on learning across Injection Moulding, Assembly, Tooling, and Quality.

This structured **2-3-year rotational development program** is designed to:

- Build multi-site operational understanding
- Strengthen technical depth and process expertise
- Develop future leadership capability
- Ensure succession readiness across key functions
- Create a sustainable pipeline of globally aligned engineering talent

Training delivery across all regions remains accessible and inclusive, with sessions conducted in multiple languages to ensure effective engagement and comprehension. We continue to leverage blended learning methods — combining in-person workshops, digital modules, and practical on-the-job development — to maximise impact and knowledge retention.

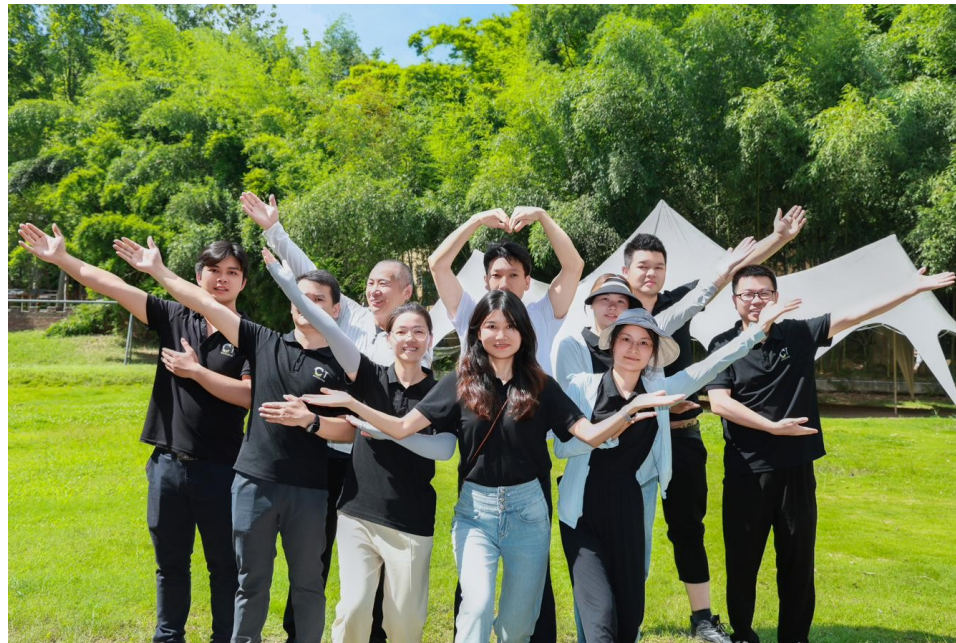
06.2.5 • UNION REPRESENTATION & COLLECTIVE DIALOGUE — 2025

Union Representation & Collective Dialogue.

CT Automotive recognises freedom of association and the right to collective bargaining as fundamental workplace rights. Across our four manufacturing facilities, three sites — Shenzhen (China), Ganzhou (China), and Gebze (Türkiye) — operate with formally established employee union representation structures, enabling structured dialogue between employees and management. These platforms facilitate regular consultation on working conditions, health and safety matters, employee welfare, and organisational developments, ensuring that employee voices are formally integrated into operational decision-making.

At our Puebla (Mexico) facility, the process for formal union registration is currently underway in line with local labour regulations. The Group remains fully supportive of lawful employee representation mechanisms and is committed to ensuring that employees can freely exercise their rights in accordance with national legislation and international labour standards.

Through these structured engagement channels, we maintain transparent communication, proactively address concerns, and uphold fair employment practices across all sites. Our approach reinforces our commitment to ethical labour management, respect for workplace rights, and the creation of safe, inclusive, and compliant working environments globally.



TEAM OUTING IN GANZHOU

07 • COMMUNITY ENGAGEMENT

Community Engagement.

7.1 COMMUNITY PROJECTS

In 2024, we initiated a healthcare assistance program in India supporting six children diagnosed with thalassemia, covering essential medical treatment costs to help ease the financial burden on their families.

In 2025, we expanded this initiative by extending support to four additional children, bringing the total number of beneficiaries to ten. This increase reflects our continued commitment to sustained, long-term community engagement rather than one-time contributions.

Through this program, CT Automotive contributes directly to improving access to critical medical care, supporting families facing ongoing treatment requirements, and reinforcing our broader commitment to social impact within the communities where we operate.

Our CSR policy, which we adopted in 2025 to bring greater clarity to this area, is to support programs local to our sites targeting improving opportunities for children and those with disabilities and supporting programs focused on education and healthcare.

7.2 SUPPLIERS

Suppliers remain a critical part of CT Automotive's ESG framework, particularly as customers and stakeholders place growing emphasis on responsible sourcing, transparency, and risk management throughout the value chain.

Our supplier governance approach continues to build on the material sourcing controls already established across the Group. All key suppliers remain subject to due diligence, with particular focus on ethical sourcing, traceability, and compliance with our Supplier Code of Conduct. Supplier engagement during 2025 remained focused on maintaining alignment with environmental regulations, labour law, and ethical standards, while reinforcing customer-specific sourcing and material validation requirements.

Where material or source changes are proposed, they continue to be subject to customer-led approval processes, internal testing, and quality validation before implementation. This ensures that procurement decisions remain aligned not only with technical and commercial requirements, but also with responsible sourcing expectations.

In 2025, no major structural change was introduced in the supplier management framework; however, the Group continued to reinforce supplier accountability through documentation review, compliance monitoring, and closer alignment with broader ESG commitments. This steady continuation supports long-term supply chain resilience while improving consistency with voluntary sustainability frameworks and customer expectations.

08 • GOVERNANCE

Governance.

Ensuring strong corporate governance is critical to achieving our strategic objectives and delivering long-term shareholder value. Through our experienced leadership team, effective management systems and comprehensive policies, we champion a culture of integrity and transparency.

BUILDING A CULTURE OF ETHICS

We continue to promote high ethical standards across all areas of our business, globally. Our Group Ethics and Code of Conduct policy sets out the minimum standards of behaviour required by all Directors, employees and contractors conducting business affairs across the Group.

PROMOTING TRANSPARENCY

As a publicly listed company we conduct our business transactions openly, maintaining appropriate records to ensure transparency. We provide updates to stakeholders through the publication of the Annual Report and Accounts, Interim Financial announcement and regulatory announcements. Board members are available at the AGM, and the Chair of the Board and Executive Director hold meetings with existing and potential new shareholders. Annual Reports as well as other regulatory announcements and related information are all available on the Group's website at:

<https://ct-automotive.net/investors/#documents-and-reports>

WE SUPPORT THE FOLLOWING UN SUSTAINABLE DEVELOPMENT GOALS



08.1 • VOLUNTARY COMMITMENTS

Voluntary Commitments.

CT Automotive actively aligns with internationally recognised sustainability frameworks and disclosure platforms to benchmark performance and enhance transparency.

UNITED NATIONS GLOBAL COMPACT (UNGC)

We remain committed to aligning our operations with the Ten Principles of the UN Global Compact, covering human rights, labour standards, environment, and anti-corruption. These principles guide our policies and decision-making processes across all sites.

CDP (CARBON DISCLOSURE PROJECT)

Through CDP reporting, we voluntarily disclose our climate-related data, strengthening accountability and supporting our decarbonisation strategy. This platform enables transparent tracking of our emissions performance and climate risk management.

The EcoVadis assessment covers 21 sustainability criteria grouped into four themes:

- Environment
- Labour & Human Rights
- Ethics
- Sustainable Procurement

ECOVADIS — ESG PERFORMANCE MONITORING AND REPORTING

Since 2022, CT Automotive has partnered with EcoVadis, an independent third-party sustainability assessor, to evaluate our annual ESG performance through a structured two-stage review process combining internal monitoring and external validation.

These criteria are aligned with leading global standards, including:

- UN Global Compact principles
- ILO Conventions
- GRI Standards
- ISO 26000
- Ceres Roadmap
- UN Guiding Principles on Business and Human Rights

08.1 (cont.) • PERFORMANCE PROGRESSION

Performance Progression.

Theme	2024	2025	Movement
Environment	70	65	▼ -5
Labour & Human Rights	60	68	▲ +8
Ethics	70	75	▲ +5
Sustainable Procurement	70	70	— Stable

KEY HIGHLIGHTS

Labour & Human Rights (+8 points)

Significant progress driven by strengthened workplace policies, structured training programs, improved grievance mechanisms, and enhanced site-level monitoring.

Ethics (+5 points)

Improvement reflects stronger internal controls, anti-corruption policies, governance oversight, and documentation maturity.

All sites undergo periodic internal and external audits to maintain compliance and ensure corrective actions are implemented where required.

Sustainable Procurement (Maintained at 70)

Continued integration of supplier ESG expectations and monitoring frameworks across global operations.

Environment (-5 points)

The slight variation reflects evolving assessment criteria and increasing evidence expectations under EcoVadis methodology. The Group continues to strengthen environmental data traceability, GHG emissions reporting, and renewable energy initiatives.

08.2 • ANTI-BRIBERY AND CORRUPTION AND FRAUD

Anti-Bribery and Corruption and Fraud.

CT Automotive has a zero-tolerance approach to bribery and corruption supported by an Anti-Bribery and corruption policy and training provided to all senior members of staff via an online portal.

We prohibit bribery and all forms of fraud and corruption and will take robust disciplinary action in all cases. All instances of bribery, corruption and fraud are investigated by the Executive Director and reported to the Board.

During 2025 we conducted a Group wide risk assessment of fraud, corruption, bribery and facilitation of tax-evasion to review our systems and controls and identify any areas for improvement in our processes. Supported by the Management Risk Committee the risk assessment reviewed these areas of risk across all production facilities and distribution centres and matters identified as needing strengthening are being addressed in 2026.

Ahead of legislative changes in the UK, the Group adopted an updated Anti-Fraud policy and delivered Group wide training to all senior staff via the online portal.

We remain vigilant against all forms of bribery, corruption, fraud and tax-evasion.

The Group has adopted a Whistleblowing Policy where all staff members are encouraged to come forward and speak up if they are concerned about anything. We have established a new anonymous reporting system using QR codes which can be accessed confidentially by all staff members using mobile devices. Any whistleblowing reports are investigated and acted upon.

All whistleblowing reports are directed to the Chair of the Audit and Risk Committee in the first instance and are then investigated under the supervision of the Non-Executive Directors.

08.3 • IT SECURITY

IT Security.

Cyber security remains a key focus of the Board, particularly given high-profile cyber-attacks during 2025. The Board periodically review the Group's cyber security measures and progress against matters to be addressed following a cybersecurity review undertaken by PwC.

Our IT systems are continuously upgraded to the latest versions and any weakness addressed with urgency. During 2025 we have extended our cyber security review into our supply chain, reviewing suppliers' cyber security systems to be vigilant of any weakness which may affect CT Automotive.

Our internal systems are continuously tested as well as ongoing cyber security awareness testing for managers and staff with regular bite-sized training being provided and phishing tests emailed to staff on a regular basis. There was no instance of a cyber security breach in 2025, but CT Automotive remains vigilant and intends to conduct penetration testing in the future to ensure our systems remain robust.

The Head of IT is responsible for the Group's IT systems ensuring the integrity and security of the systems we use.

Looking to 2026 we continue to further strengthen our IT infrastructure and security.

We use KPIs to track our performance in this area of our business:

- **Ticket management:** 90% of tickets resolved monthly with 80% user satisfaction and average handling times under 8 hours reflecting rapid response
- **Cyber security:** Achieved a 92% success rate in phishing simulation tests with additional training delivered automatically where required
- **Infrastructure:** Maintained 99.9% server uptime, minimising disruption to the business and maintaining availability of critical systems
- **Training:** Regular bite-sized training to ensure continued employee awareness across the user base.

08.4 • ISO CERTIFICATIONS

ISO Certifications.

	ISO 14001 Environmental Management Systems	ISO 45001 Occupational Health & safety Management Systems	ISO 27001 Information Security Management Systems
Gebze, Türkiye	✓	✓	✓
Puebla, Mexico	✓	✓	
Shenzhen, China	✓	✓	
Ganzhou, China	✓	✓	
Pune, India			✓

Our regulatory and operational discipline is reinforced by internationally recognised certifications which demonstrate our commitment to environmental responsibility, workplace health and safety, information protection and structured risk management.

We continue to work towards achieving ISO 37001 (Anti-Bribery Management Systems) certification.