

SUSTAINABILITY

2025

FOREWORD

The automotive industry is undergoing radical change. New framework conditions and social expectations are changing markets and business models. In these dynamic times, the balance between supporting structures and flexibility is crucial. For 160 years, Eberspächer has combined orientation and openness to change – and has continued to provide impetus for new technologies in 2025.

Sustainability is an integral part of our corporate responsibility. It is firmly anchored in our strategy and shapes our actions along the value chain. Our goal of achieving CO₂-neutral production by 2030 and operating as a CO₂-neutral company by 2040 gives us a clear long-term orientation and is reflected in numerous measures worldwide.

In the action area Green Footprint, we are continuously reducing our ecological footprint. To achieve this, we rely on carefully developed and efficient energy and environmental management.

Another important lever for reducing our global CO₂ emissions is the expansion of photovoltaic systems. Three systems are already in operation. In the coming years, we will be expanding this to other locations worldwide.

As a technology provider spanning five generations, we develop solutions for sustainable mobility and beyond – from systems for e-mobility and components for fuel cells and hydrogen engines to industrial applications. We drive innovation with speed and market proximity.

We have approximately 10,400 employees, who help us to shape this approach. Their different perspectives and wide-ranging experience from around 80 sites in more than 30 countries shape our day-to-day work and enable us to gain a deep understanding of the markets. Together they form a strong base that gives Eberspächer stability and facilitates sustainable growth.



Martin Peters

Chairman of the Management Board /

Managing Partner



**SUSTAINABILITY IS PART OF OUR DNA AND SHAPES ALL OUR CORPORATE
ACTIVITIES. SUPPORTED BY THE EXPERIENCE OF OUR EMPLOYEES, WE
DEVELOP FUTURE TECHNOLOGIES WITH SPEED, MARKET PROXIMITY,
AND INNOVATIVE STRENGTH.**



Martin Peters
Chairman of the Management Board /
Managing Partner

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MOVEMENT COMES FROM INTERACTION.

THE COMPANY

The Eberspächer Group is one of the leading system developers and suppliers in the automotive industry. The family-owned company based in Esslingen am Neckar plays an active part in shaping technological change. With a high degree of adaptability, strong customer proximity, and efficient processes, we develop innovative solutions for the automotive market and beyond. Our focus is on both existing and new business areas such as exhaust technology, automotive electronics, thermal management, hydrogen, energy storage, and software.

Our components and systems provide more comfort, greater safety, and a cleaner environment for conventional drives and e-mobility. At Eberspächer, we are pioneers in the use of hydrogen as an energy source for future technologies in mobility and industry.

OUR DIVISIONS

PUREM BY EBERSPÄCHER

Specialist for exhaust technology, acoustic systems and pioneering industrial solutions

CLIMATE CONTROL SYSTEMS

Thermal management solutions for all drive types

AUTOMOTIVE CONTROLS

Energy and power management in the vehicle, battery management systems, and control units

160 YEARS OF EBERSPÄCHER – TRADITION, TRANSFORMATION, INNOVATION

NEW PRODUCTS IN 2025

The new **Zeliox all-in-one energy storage system** provides a reliable mobile power supply. The various models cover a range of power classes for commercial vehicles and motorhomes and supply energy to different consumers regardless of location.



For thermal management in buses, the models of the **AC135 product family** and the **AC138 EVO** will use the natural refrigerants propane (R290) and CO₂ (R744) in future. The real advantage here lies in the system structure, which reduces components, weight, and energy losses.



Eberspächer is expanding its portfolio with two new solutions for **800-volt electrical systems**, including coolant and air heaters. These provide efficient battery conditioning and interior heating.



The **Direct Air Capture (DAC) technology** from Purem by Eberspächer separates CO₂ from the ambient air. As the carbon dioxide obtained is extremely pure, it can be both stored and reused.



Eberspächer celebrates its **160th anniversary** and sets a strong example of progress and innovative strength across generations with its corporate development.



The **12 V battery management system (BMS)** was awarded as “Product of the Year 2025” by the trade magazine Elektronik. It enables intelligent control and monitoring of starter batteries.



In **Wilsdruff, Germany**, a new photovoltaic system supplies almost 1,900 MWh of electricity per year. Exhaust technology for commercial vehicles are manufactured at the site.

How has Eberspächer shaped technology over 160 years?
Our promotional video takes you on a journey characterized
by courage and innovative spirit. [Roll the film.](#)



WHAT WE STAND FOR

Our new internal Moving Technologies positioning translates our strategic image into practice. We focus on innovation and drive future technologies for the automotive market and beyond. We shape tomorrow's solutions through profitability and growth. We inspire our customers with intelligent products, developed and produced by Dedicated People. Our MOVE corporate strategy provides us with guidance in this area. It is based on four pillars:

PROFITABILITY AND GROWTH

We act confidently and consistently for the long-term success of the family business. In global competition, we are characterized by our performance and pursuit of excellence.

CLEAN MOBILITY

Our products and services help support environmental protection, safety, and comfort in vehicles.

SMART SOLUTIONS

We vigorously pursue innovations that inspire our customers. We expand our market position through investments, partnerships, and acquisitions.

DEDICATED PEOPLE

We act with dedication and accept responsibility. We continuously develop our capabilities and create a powerful, global organization in an attractive working environment.

SUSTAINABILITY IN FIGURES¹

Sustainability is anchored in our strategy through clear objectives:

We aim to achieve CO₂-neutral production worldwide by 2030 and CO₂-neutrality for the entire company by 2040.

Employees

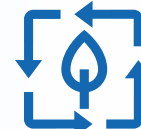
10,400 

Number of women in the total workforce 28 %

Number of women in management positions 22 %

59 % 

less production-related CO₂ emissions²

60 % 

of the production plants purchase green electricity

2,961 

active applications and patents granted worldwide

¹Figures rounded.

²Compared to base year 2019.

STAKEHOLDER DIALOGUE

We are in constant communication with our stakeholders. We attach great importance to providing all Eberspächer stakeholders with comprehensive information about our business activities. We use a wide range of channels to reflect the diversity of topics, interested parties, and beneficiaries. In this way, we ensure target group-oriented communication. At the same time, we create opportunities for feedback and promote open dialogue.

CHANNELS

- Annual report and sustainability report
- Audits (on-site / off-site)
- Cooperation with (technical) universities
- Customer and supplier portals
- Customer visits
- Eberspächer website
- Employee surveys
- Intranet, including app and employee magazine
- Personal contact (phone / email / letters)
- Public relations
- Social media
- Sponsoring
- Stakeholder interviews
- Supplier days
- Sustainability portals
- Trade shows
- Web conferences
- Webinars
- Workers and staff meetings

STAKEHOLDER

- Applicants
- Banks
- Customers
- Employees
- Media and public
- Non-Governmental Organizations
- Partners / Supervisory Board
- Residents / Neighbors
- State / authorities
- Suppliers
- Top management



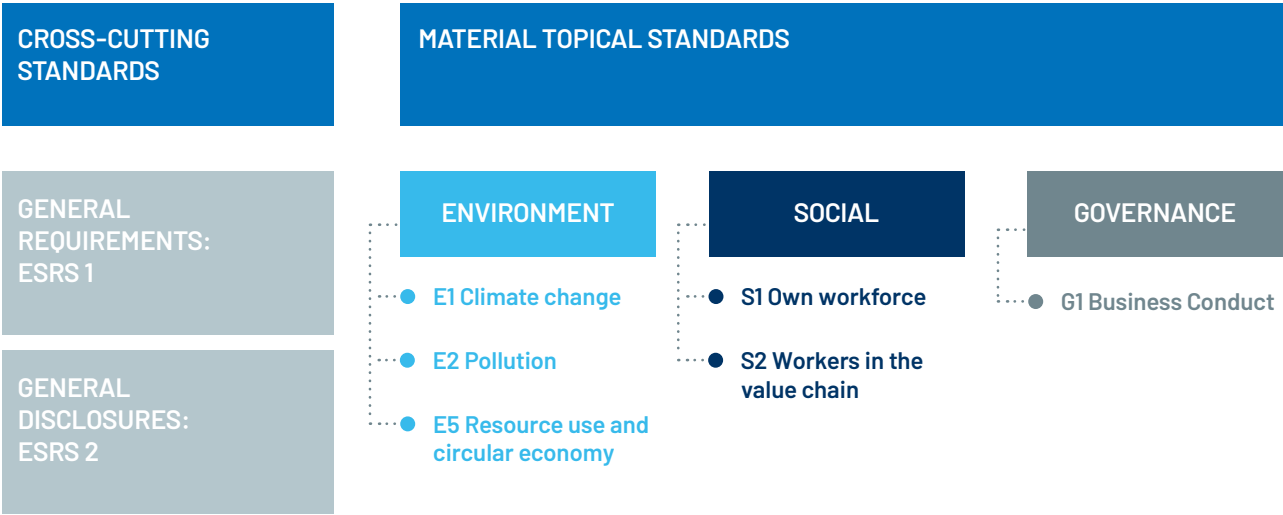
MATERIALITY ASSESSMENT

The new European Directive on Corporate Sustainability Reporting (CSRD) requires a materiality assessment from two perspectives, so-called “double materiality”:

- The inside-out perspective assesses the actual or potential impact of business activities on the environment, people, and society.
- The outside-in perspective analyzes the potential impact of opportunities and risks associated with external developments on Eberspächer’s financial situation.

The combination of the two perspectives creates a holistic picture of the key factors for our company. These must be disclosed in future under the European Sustainability Reporting Standards (ESRS).

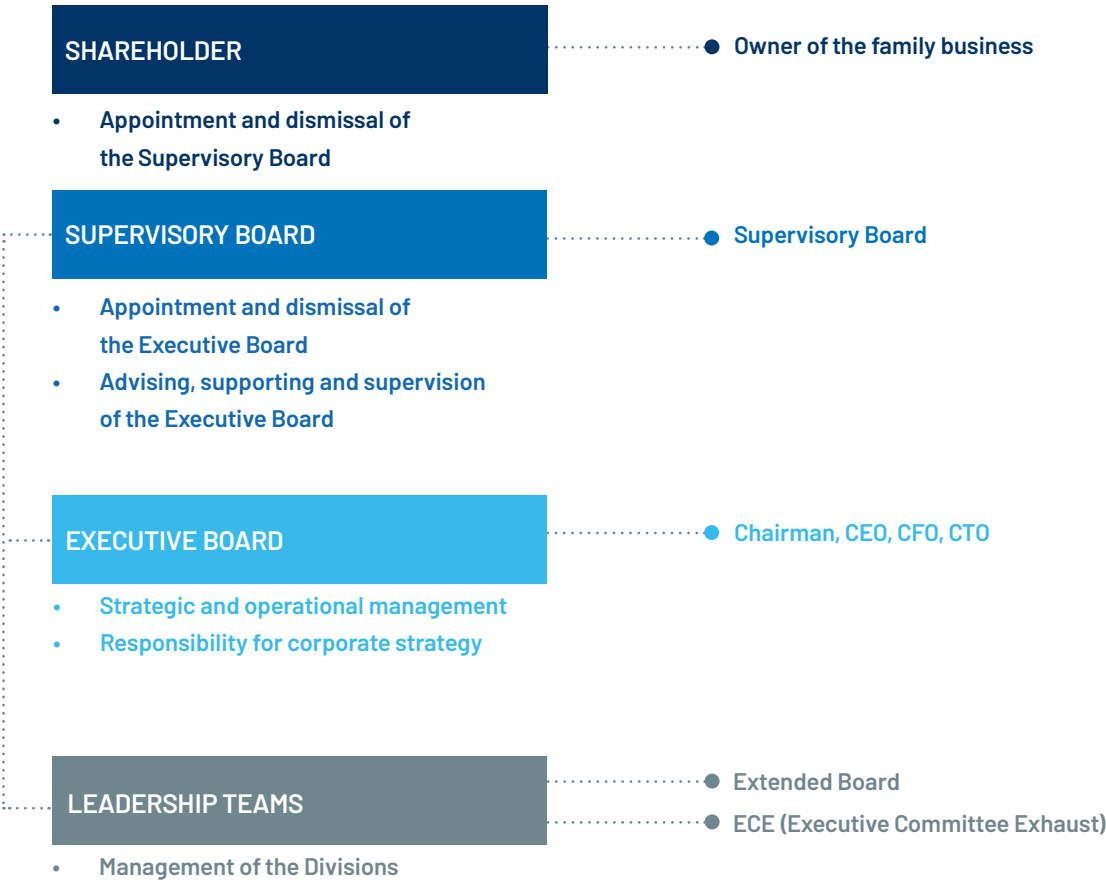
The topics outlined here form the basis for future disclosures in accordance with ESRS, which will become mandatory for us starting in 2028. For 2025, we have already incorporated quantitative disclosure requirements from sections E1 and S1 into this report.



SUSTAINABLE CORPORATE GOVERNANCE

Sustainable corporate governance ensures the long-term future viability of Eberspächer. It is firmly embedded in both strategic and operational business activities. Starting at the partner level, the governance structure extends through the Supervisory Board and the overall management to the individual leadership teams. The areas of responsibility are clearly defined.

The Eberspächer Sustainability Committee manages ecological, economic, and social sustainability issues. This committee meets every six weeks and reports regularly or as needed to the executive management. The Sustainability Committee consists of those responsible for Governance & Sustainability at Purem by Eberspächer, Compliance, and HR Processes. They are supported in their work by experts from Communications, Group Accounting & Reporting, Purchasing of all three Divisions, and HSE.



COMPLIANCE

Integrity, compliance with the law, and responsibility towards people and the environment are the basis for sustainable and responsible corporate governance.

At Eberspächer, compliance means strict adherence to all legal requirements, internal company regulations, voluntary commitments, and basic ethical values. As an essential component of corporate management, compliance helps to minimize risks, avert damage, build trust, and ensure long-term success.

Principles of conduct and standards

The [Code of Conduct](#) summarizes the most important principles for legally compliant, ethical, and moral conduct in business and within the company. It serves as a guide for our employees in their daily dealings with colleagues, suppliers, customers, and competitors. All employees worldwide are obliged to read and understand the Code and integrate it into their work. It is an integral part of the onboarding process for new employees.

Internal guidelines, such as the **Competition and Antitrust Policy** or the **Hospitality and Gifts Policy**, supplement the Code of Conduct and are binding for all employees. In addition, our compliance organization supports employees with regard to legal and ethical issues. The [Business Partner Code of Conduct](#), which has been comprehensively updated to reflect the circumstances of 2025, contains our established regulations and processes for business partners.

As key guidelines, Eberspächer also relies on the conventions and recommendations of national and international organizations, such as the “Universal Declaration of Human Rights of the United Nations,” the “United Nations Global Compact,” the “UN Guiding Principles on Business and Human Rights,” and the “OECD Guidelines for Multinational Enterprises.”

Compliance Management System

Eberspächer has a global **Compliance Management System** based on seven elements: objectives, risks, program, communication, culture, monitoring and improvement, and organization. This is based on audit standard 980 of the Institute of Public Auditors in Germany.

Sound risk analysis is the basis for effective control within our Compliance Management System. Accordingly, the focus is on systematic identification and management of compliance risks. We therefore revised our compliance risk management comprehensively in 2025.

A compliance risk analysis is carried out for each legal entity. As a rule, it is based on a self-assessment in the form of a questionnaire and on objective risk indicators that are available.

The identified risks are managed on the basis of principles and measures, the effectiveness of which is continuously monitored. Addressing compliance risks is not a one-off activity, but an ongoing process. It is a key component in the continuous development and improvement of our Compliance Management System. In this way, we ensure that risks are identified and minimized at an early stage in order to prevent breaches of regulations and the law and any potentially negative effects.

In addition, we are implementing further measures in 2025 to actively support employees in their compliance with internal and legal requirements. A dedicated compliance channel on the intranet provides employees with all the relevant information. In addition, a newly developed, optimized Amenity Register SharePoint has been introduced to make it easier for employees to record and get approval for benefits. Updated binding value limits determine when such benefits may be accepted or granted.





PRODUCT SAFETY AND QUALITY MANAGEMENT

Eberspächer attaches particular importance to quality and care. Product safety and compliance officers ensure strict adherence to customer requirements and legal regulations. In this way, we eliminate risks right from the start.

To minimize risk, almost all of the Eberspächer Group’s production plants work with a certified quality management system. In addition, the majority of our sites are audited in accordance with the requirements of other ISO standards.

Overview of the certifications	2025	2024	2023
Quality management system in accordance with IATF 16949 / ISO 9001	52	48	45
Environmental management systems in accordance with ISO 14001	47	42	36
Energy management systems in accordance with ISO 50001	8	9	8
Occupational and health management systems in accordance with ISO 45001	18	17	16
TISAX® Certification	21	17	10

RISK MANAGEMENT

Eberspächer identifies sustainability risks systematically and at an early stage as part of Group-wide human rights, occupational safety, and environmental risk management. We analyze and evaluate these in terms of their probability of occurrence and potential impact. This enables us to prevent or put a stop to them at an early stage. We are continuously developing our risk management system.

INFORMATION SECURITY

The Eberspächer Group uses a global information security management system (ISMS) to fulfill legal, customer-specific, and internal requirements. Through continuous further development, we protect the company and its partners against increasing cyber risks, among other things.

Regular audits confirm the effectiveness of the ISMS in the relevant areas of the company. The central IT organization has been certified to ISO 27001 since 2017. In addition, the number of locations with a valid TISAX® label rose from 17 to 21 in 2025. The new locations were certified in line with the stricter requirements of the TISAX® VDA ISA 6 catalog.

OUR AREAS OF ACTIVITY FOR SUSTAINABILITY

The [Sustainable Development Goals \(SDGs\)](#) form the core of the 2030 Agenda for Sustainable Development of all United Nations member states. They comprise 17 goals that combine ecological, economic, and social aspects of sustainability. As a global, generally recognized framework, they are aimed at governments, the scientific community, and the private sector worldwide.

We contribute to the following SDGs:



We use the SDGs as a basis for making sustainability-related performance transparent, understandable, and comparable. We derive three central areas of activity from this:

GREEN FOOTPRINT – INNOVATION – PEOPLE

By acting responsibly in these areas, we are committing ourselves to safeguarding the livelihoods of present and future generations. Effective governance ensures our contribution to a sustainable society, climate protection, and the long-term success of the company.



BALANCE IN SUPPORT STRUCTURES.

GREEN FOOTPRINT

PROTECT CLIMATE AND SAVE RESOURCES

- Energy efficiency: Energy management, Building, Behavior / Awareness
- Energy supply: Procurement and generation
- Resource saving
- Upstream and downstream emissions



2023

2024

2025

2026

2027

2028

2029

2030

2035

2040

CO₂-neutral production (Scope 1 and 2)

CO₂-neutral company (Scope 1, 2, and 3)

60 percent of our energy requirements
are from renewable sources

Expansion of photovoltaics for European production plants

Expansion of photovoltaics for global production plants

Energy Management at all
European production plants

Energy management at all production plants globally

Increase the usage of
CO₂-reduced steel

Working together with business partners to achieve carbon neutrality

Develop a Product Carbon Footprint (PCF)
methodology for pilote projects

TARGET & AMBITIONS

Find out more about
[Green Footprint at Eberspächer.](#)



Sustainability is firmly anchored in our corporate strategy and guides our actions. We are committed to reducing our environmental impact and using natural resources responsibly.

Eberspächer's aim is to achieve CO₂-neutral production by 2030 and CO₂-neutrality for the entire company by 2040. In doing so, we are aligning ourselves with the 2015 Paris Climate Agreement. We attach great importance to well thought-out and optimized energy and environmental management. Our strong commitment to protecting the environment is based on our Energy and Environmental Guideline.

ENERGY CONSUMPTION AND CARBON FOOTPRINT

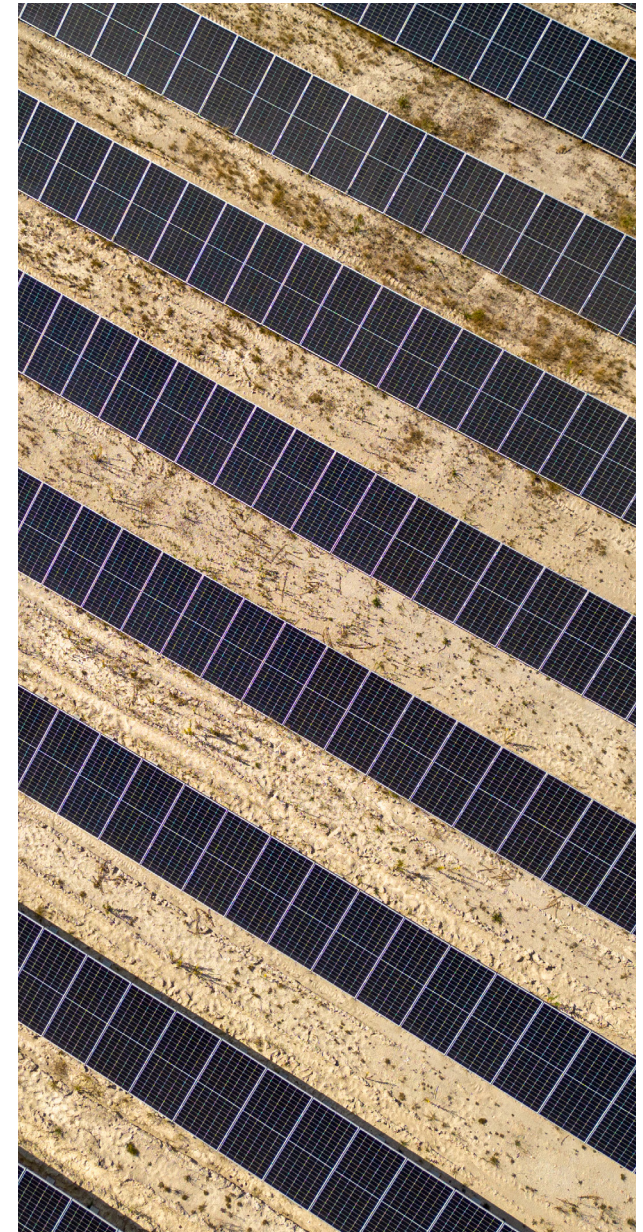
By 2026, we want 60 percent of our energy consumption to come from renewable sources. In 2025, it was 46 percent. We are continuously reducing our carbon footprint by purchasing green electricity, generating our own electricity from photovoltaic systems, and implementing energy efficiency measures.

Electricity accounts for roughly 70 percent of our current total energy requirements. Absolute electricity consumption in megawatt hours (MWh) is three percent below the previous year's level. This is due to constantly energy-saving actions.

The switch to renewable energies through the use of Energy Attribute Certificates (EACs) offers the greatest potential for saving CO₂ in our production. EACs provide electronic documentation and tracking of the generation, trading, and consumption of green electricity. They provide detailed information on everything from the type of power plant and its technology to the quantity generated. We already cover various production plants in Europe and America and all our production facilities in China with EACs. We were therefore able to reduce our CO₂ emissions from electricity consumption by 70 percent compared to our base year 2019. In the coming years, we plan to expand our green electricity purchases continuously.

In addition to EACs, photovoltaic (PV) systems are making a significant contribution to lower global CO₂ emissions. The PV systems at the sites in Shanghai, China and Tondela, Portugal are already in operation. In spring 2025, a new solar roof system was connected to the grid in Wilsdruff. This will reduce the carbon footprint by 850 tons per year. Seven further PV projects are already being planned. We will continue targeted expansion of photovoltaics at our European production plants up to 2026 and worldwide until 2030. We are also reducing our carbon footprint through targeted energy-saving measures. The focus here is on:

- Improving the extraction systems
- More efficient heating of the production areas
- Optimization of compressed air generation and leakage management



Energy consumption of the Eberspächer Group¹

Energy consumption from non-renewable sources

2025 (MWh)

2024 (MWh)²

(1) Fuel consumption from coal and coal products	0	0
(2) Fuel consumption from crude oil and petroleum products	5,431 ³	-
(3) Fuel consumption from natural gas	39,967	32,578
(4) Fuel consumption from other fossil sources	0	0
(5) Consumption of purchased or acquired electricity, heat, steam, and cooling from fossil sources	43,229	33,061
(6) Total fossil energy consumption (MWh)	88,627	65,639
Share of fossil sources in total energy consumption (%)	54%	42%
(7) Consumption from nuclear sources (MWh)	0	0
Share of consumption from nuclear sources in total energy consumption (%)	0	0

Energy consumption from renewable sources

(8) Fuel consumption for renewable sources, including biomass (also comprising industrial and municipal waste of biologic origin, biogas, renewable hydrogen, etc.) (MWh)	2 ³	-
(9) Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources (MWh)	76,497	90,508
(10) The consumption of self-generated non-fuel renewable energy (MWh)	0	0
(11) Total renewable energy consumption (MWh)	76,499	90,508
Share of renewable sources in total energy consumption (%)	46%	58%
Total energy consumption (MWh)	165,126	156,147

¹Data collection tailored to the reporting requirements of ESRs E1-5.

²Different figures to previous reports as new reporting approach according to CSRD used.

³Figure calculated for the first time.

The environmental management systems at most production sites are certified in accordance with the internationally recognized requirements of ISO 14001. In 2025, the Polish sites in Przylesie and Oława were also certified. Furthermore the aim is to introduce an energy management system at all production sites worldwide by 2030. Our target is ISO 50001 certification for the most energy-intensive European plants.

We are implementing the significantly higher requirements of the 2018 version at all locations with this certification. The focus here is on documenting and analyzing the main consumers (SEU=Significant Energy Use) at each plant.

In line with the motto “Think global, act local,” our sites are actively involved in local climate-protection measures. One example of this is Neunkirchen, Germany: As part of the “Energy Efficiency for Industry network,” those responsible on site regularly exchange information with the other network members. The aim is to increase energy efficiency, implement climate protection and sustainability measures, and thus further reduce CO₂ emissions.

As part of global energy management, the focus in 2025 was on process optimization. Several heat recovery projects and the optimization of heating and cooling water systems have resulted in savings of around 300 MWh at the Esslingen site.

Natural gas and district heating supply around 30 percent of our energy requirements. They are mainly used to heat production and administration buildings.

The increasing volumes of these energy carriers are due to new measures to track consumption, as well as an additional heating volume for European sites in 2025 resulting from the gas shortage in previous years.

We have systematically calculated various Scope 3 categories for the first time. To do so, we applied the Greenhouse Gas Protocol. An excerpt is included in this report.

Excerpt from the carbon footprint report

In t CO ₂ /CO ₂ e	2025	2024 ¹	2019
Total Scope 1 and Scope 2 Emissions	25,462	22,423	62,211
Direct emissions (Scope 1)	8,877	6,634	8,384
Natural gas and heating oil ²	8,877	6,634	8,384
Indirect emissions (Scope 2)	16,585	15,789	53,827
Electricity ³	15,839	15,037	53,827
District heating	746	752	-
In t CO₂/CO₂e			
Selected upstream Scope 3 emissions	1,327,338	-	-
Purchased goods and services	1,264,873	-	-
Capital goods	49,555	-	-
Waste generated in operations	1,054	-	-
Employee commuting	10,243	-	-
Upstream leased assets	1,613	-	-

¹Recalculation of values

²Natural gas and heating oil consumption is converted into emissions using the VDA (German Association of the Automotive Industry) Factors published in 2024. The emissions of the two sites that used heating oil in 2025 are included in the figure reported at a value of approx. 95 t CO₂e.

³Electricity consumption is converted using the “Carbon footprint country specific electricity grid greenhouse gas emission factors”, published in March 2022.

WATER

We only use water as a resource in our production processes to a very limited extent. Sanitary water therefore accounts for more than 85 percent of consumption. Waste water from washing and cleaning processes is produced in small quantities and does not enter the environment either directly or indirectly. We have all of it professionally disposed of by certified contractors.

WASTE

We record the quantities of waste generated across all Eberspächer sites. We differentiate between non-hazardous and hazardous types. In 2025, the volume of hazardous waste was around 40 percent below the previous year's level. This reduction is attributable to a variety of process optimizations. The volume of non-hazardous waste increased by seven percent. This is due to the higher number of new launches and the inclusion of recycled materials in the waste figures.

By recycling, we minimize our waste and conserve resources. Machines and systems that are no longer used are given a second life either within the company or externally wherever possible. We also optimize production processes to reduce the amount of waste.

Hazardous and non-hazardous waste:

In t	2025	2024 ¹	2023
Non-hazardous waste	17,634	16,521	13,257 ²
Hazardous waste	350	575	606

¹Recalculated waste values incl. recycling.
²Values recalculated according to the CSRD reporting method.



CLIMATE-RELATED OPPORTUNITIES AND RISKS

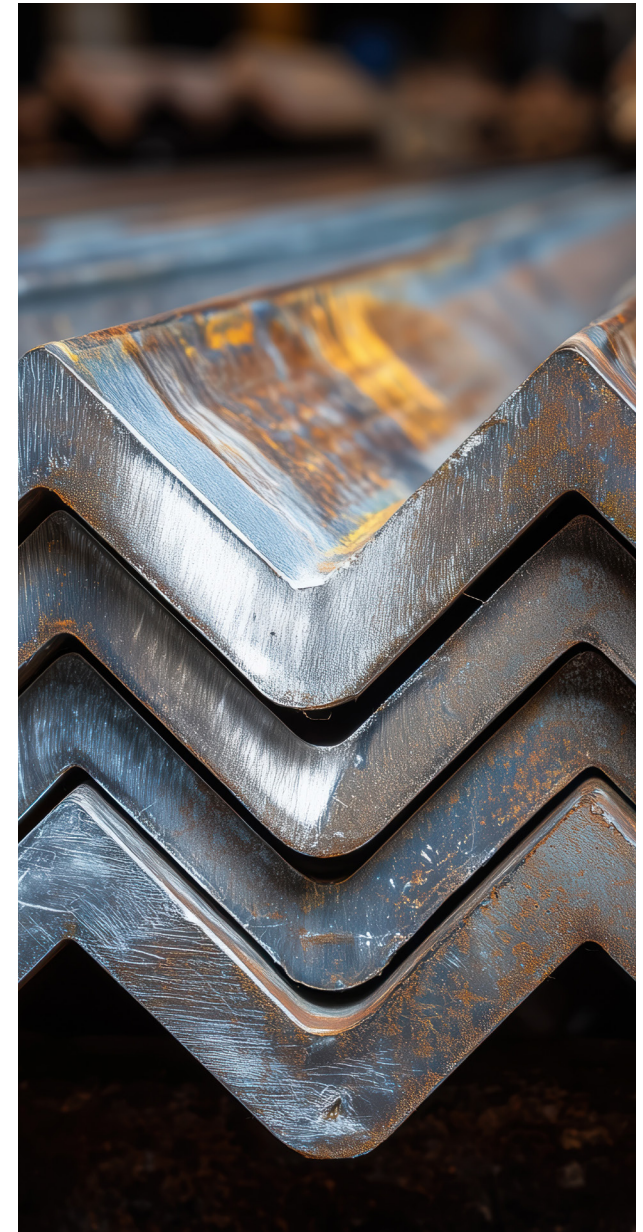
Eberspächer carries out scenario analyses based on the climate scenarios of the IPCC to assess climate-related risks and opportunities. We assess both physical risks, such as extreme weather events or long-term climate change, and transitory risks. These include, for example, regulatory changes and market shifts. While physical risks are particularly relevant in the long term, transitory risks arising from the transition to a low-carbon economy are also significant. In addition, opportunities arise from new business areas, in particular from the growing demand for low-emission products such as hydrogen applications and battery-powered electric vehicles. Further potential lies in diversification of the existing product portfolio with a focus on regional requirements and in development of strategic partnerships along the value chain. Among other things, these serve to safeguard the supply chain (resilience).

GREENHOUSE GASES IN THE SUPPLY CHAIN

The greatest potential for minimizing our upstream Scope 3 emissions lies in category 3.1 (Purchased goods and services), specifically through the procurement of steel with the lowest possible carbon footprint.

Eberspächer analyzes the environmental footprint of steel producers, as well as their strategies and roadmaps for more sustainable steel, through regular dialogue. Minimizing CO₂ emissions per metric ton of material is the key performance indicator here. Eberspächer reduces transport-related CO₂ emissions by systematically consolidating existing transport flows and strategically developing sustainable logistics concepts.

At our Neunkirchen and Oradea sites, we are fully implementing the cross-docking concept and firmly integrate it into our daily transport operations. The concept reduces the number of individual trips, increases truck utilization, and thereby lowers CO₂ emissions. In addition, we regularly review transport concepts for effectiveness and utilization to achieve further emissions reductions.



A SMALL IMPULSE WITH A BIG IMPACT.

INNOVATION

9

FUTURE TECHNOLOGIES FOR MOBILITY AND BEYOND

- Advancing defossilization with innovative products in the field of hydrogen drives
- Products for megatrends of the future
- Development and scaling of applications for energy, the environment, and safety

2023

2024

2025

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2040

TARGETS & AMBITIONS

Transformation of the product portfolio with customer- and market-oriented solutions for the automotive industry and beyond

In 2025: Development of a Direct Air Capture (DAC) module for separation of CO₂ from the ambient air

In 2025: New products for thermal management: 800-volt high-voltage heater for cabin and battery conditioning of electric vehicles, AC135 and AC138 EVO rooftop-mounted systems with propane for buses

In 2025: Zeliox all-in-one energy storage system for campers and commercial and special vehicles

Transfer of existing technologies to develop new components and systems for hydrogen fuel cells for mobile and stationary applications

Transfer of industrialization expertise to scale up solutions for hydrogen generation

Find out more about
[innovations](#) at Eberspächer.



Eberspächer has been creating new ideas for 160 years. They provide important impetus for the development of sustainable mobility solutions and beyond. The pursuit of technological progress is in the DNA of our Group of Companies.

With an open-technology approach, we develop products for sustainable mobility in all Divisions. Our product portfolio includes exhaust aftertreatment systems that reduce pollutant emissions by up to 90 percent in conventional drive technologies, as well as thermal management systems that optimize the operating scope of battery electric vehicles.

Our automotive controls enable safe driving as automation in cars is increasing. We transfer our expertise in exhaust technology to alternative technologies such as fuel cells and hydrogen engines. We are already making efficient use of hydrogen today.

The innovative strength of the Eberspächer Group is demonstrated by a total of 2,961 active patent applications and patents granted worldwide.

PRODUCT DEVELOPMENT AND CUSTOMER PROXIMITY

Digitalization opens up significant potential in product development in terms of conserving resources and reducing emissions. In addition, close cooperation across all Divisions creates synergies and promotes understanding of customer requirements.

The use of model-based development, virtual Product & Process Development (vPPD), Simultaneous Engineering (SE), and further virtual development and simulation methods is continuously increasing. More and more test procedures and cycles are taking place virtually.

In the area of hardware-related tests, our hardware-in-the-loop (HIL) test tracks enable the test benches to be used via the Internet, regardless of location. This reduces the need for physical testing on the road and reduces business travel in cross-site research work.

The corresponding simulation and calculation software enables simplified and therefore more cost-effective development, as well as reliable testing without the use of real components. Entry into production with parts and components can take place later in the product creation cycle. This minimizes the use of resources for production of prototypes and test series in a sustainable way.

Customer proximity is a key success factor in the development of our solutions. Through close cooperation across all Divisions, Eberspächer consolidates competencies and makes purposeful use of synergies. A concrete example of this is the TechDays organized on our customers' premises,

most recently in India in 2025. Interdisciplinary teams presented the Group's product portfolio with innovations from all the Divisions. In this way, we deepen customer relationships and gain a holistic understanding of their requirements for future solutions.

Overview of R&D expenses as well as patent or utility patent applications filed:

	2025	2024	2023
Research and Development expenses in € million	37.1	40.2	55.9
Further capitalized development costs ¹	16.6	13.3	21.1
Patent or utility patent applications filed (number) ²	45	44	65

¹The costs recognized in the balance sheet for the financial years include internal costs as well as external services for design, computer-aided engineering, testing, and prototyping.
²Foreign applications not included.

PRODUCT INNOVATIONS

Innovations for all drive technologies in mobility and beyond

Purem by Eberspächer is a leading system developer and supplier in the field of exhaust technology and acoustics. The Division is continuously expanding its product portfolio in offering sustainable and future-oriented solutions. In addition to established exhaust aftertreatment systems for conventional cars and commercial vehicles, we are developing new technologies for alternative drive systems and emission-free mobility concepts.

In the area of alternative drive technologies, Purem by Eberspächer offers solutions for hydrogen applications and battery electric vehicles (BEV). We use high-strength steel housings in this area, which offer several advantages over the more common aluminum: In addition to the cost benefits, they are easier to recycle and produce lower CO₂ emissions in the manufacturing process. This enables us to meet the safety requirements of our customers and comply with the legislation. At the same time, we are playing an active part in reducing the environmental impact of electric vehicle production.

A particular focus of the innovation work is components for fuel cell applications. These include valves, water separators, acoustic components, and modular exhaust air systems that optimize the functionality and performance of fuel cell systems. We are also expanding our expertise in the field of hydrogen engines with leading research partners such as the Karlsruhe Institute of Technology (KIT) and the Allianz Wasserstoffmotor e.V.

In addition, we focus on the entire hydrogen value-added chain and set industrial standards with our strategic partners. Together with Topsoe, we are developing SOEC pressure vessels (Solid Oxide Electrolysis Cell) that efficiently convert water into hydrogen. We handed over the first two to our partner in June 2025.

With approaches such as Direct Air Capture technology, Purem by Eberspächer offers solutions outside the automotive environment. The module, which was developed in-house, removes CO₂ directly from the atmosphere and thus generates negative emissions. The aim is to reduce the capture costs per ton of CO₂ significantly and thus to make an economically viable contribution to climate protection.

Components for fuel cell systems

With **Eberspächer Vairex**, in-depth expertise in the field of fuel cell systems was brought into the Group in 2021. In addition to the Purem by Eberspächer balance-of-plant components, the US-based company specializes in high-performance compressors. Building on existing products, we develop air compressors in various sizes and materials with customized specifications. In 2025, we presented a Hydrogen Recirculation Blower (HRB) for the first time, which uses side channel blower technology to ensure optimized conversion of the energy carrier.

Efficient thermal management solutions

Research and development in the **Division Climate Control Systems** takes place within the individual Business Units. The **Business Unit Systems & Solutions** offers products and solutions for thermal management in vehicles of all kinds. This includes not only pre-heaters for passenger cars, CVs, and nonroad segments, but also air-conditioning systems for special-purpose vehicles. Last year, the Business Unit added the two extremely compact and efficient Slim and Slim Plus variants to the product family of the Breezonic rooftop-mounted air-conditioning systems. Both systems offer a high cooling and heating capacity with low energy consumption for small to medium-sized RVs.

Another innovation is the Zeliox all-in-one energy storage system for campers and commercial and special-purpose vehicles from the joint venture with Zeliox Sales B.V. The solution offers a safe mobile power supply for energy-intensive consumers. Its integration is flexible thanks to its compact design and simple system architecture. **Next Shed by Eberspächer**, the company's own "Venture Client Unit," integrates innovative solutions from start-ups into the company. As part of the Business Unit Systems & Solutions, it has acted as a customer from the very beginning.

The Business Unit Electrical Heaters is one of the pioneers of e-mobility. With over 20 years of experience, the experts there develop and manufacture electric heaters specifically for electric and hybrid vehicles. In addition to improving driving comfort, the innovative products help to protect the traction battery at low temperatures. The technology is distinguished by its intrinsic safety. The heating elements developed and produced in-house reliably prevent overheating thanks to their inherent self-regulating effect. This is particularly important in the sensitive high-voltage range.

The Business Unit's development work is currently focusing on new generations of coolant and air heaters with 800-volt technology. The air heater with multi-zone function enables separate temperature control of up to four zones in the interior. By conditioning the vehicle battery, the coolant heater shortens the charging time and extends service life. Both also have a material recycling rate of around 95 percent.

In the Bus & Coach Business Unit, we are continuously improving the eco-efficiency of our air-conditioning and heating systems for city buses and coaches. We are driving e-mobility forward in the bus industry with numerous products. By choosing sustainable refrigerants, we are further reducing greenhouse gas potential.

The models in the AC135 product family and the AC138 EVO will be able to use the natural refrigerant propane (R290) and CO₂ (R744) in the coming years. Propane has a very low global warming potential and offers a wide temperature operating range. This enables efficient heating and cooling, particularly in warm climate zones and in heat pump operation. CO₂ is a suitable natural refrigerant for cold regions. Both systems are characterized by a direct system design for using propane, in which the refrigerant flows through the system without additional heat exchangers. This reduces components, weight, and energy losses, thereby significantly increasing efficiency. In mid-2025, Eberspächer began pre-series production of the AC138 EVO for air-conditioning of the passenger compartments of urban buses.

The use of natural refrigerants in diesel buses is now possible for the first time. The system solution introduced in 2025 for both existing and new vehicles provides energy for an electric compressor via a generator. The use of propane or CO₂ in diesel buses was previously impossible as mechanically driven compressors were not available. The concept developed by Eberspächer together with an external partner enables diesel buses to be equipped and retrofitted with propane or CO₂-based air-conditioning systems. The first conversion of a DB Regio bus took place in September 2025 in Kiel.

Safe vehicle electric systems

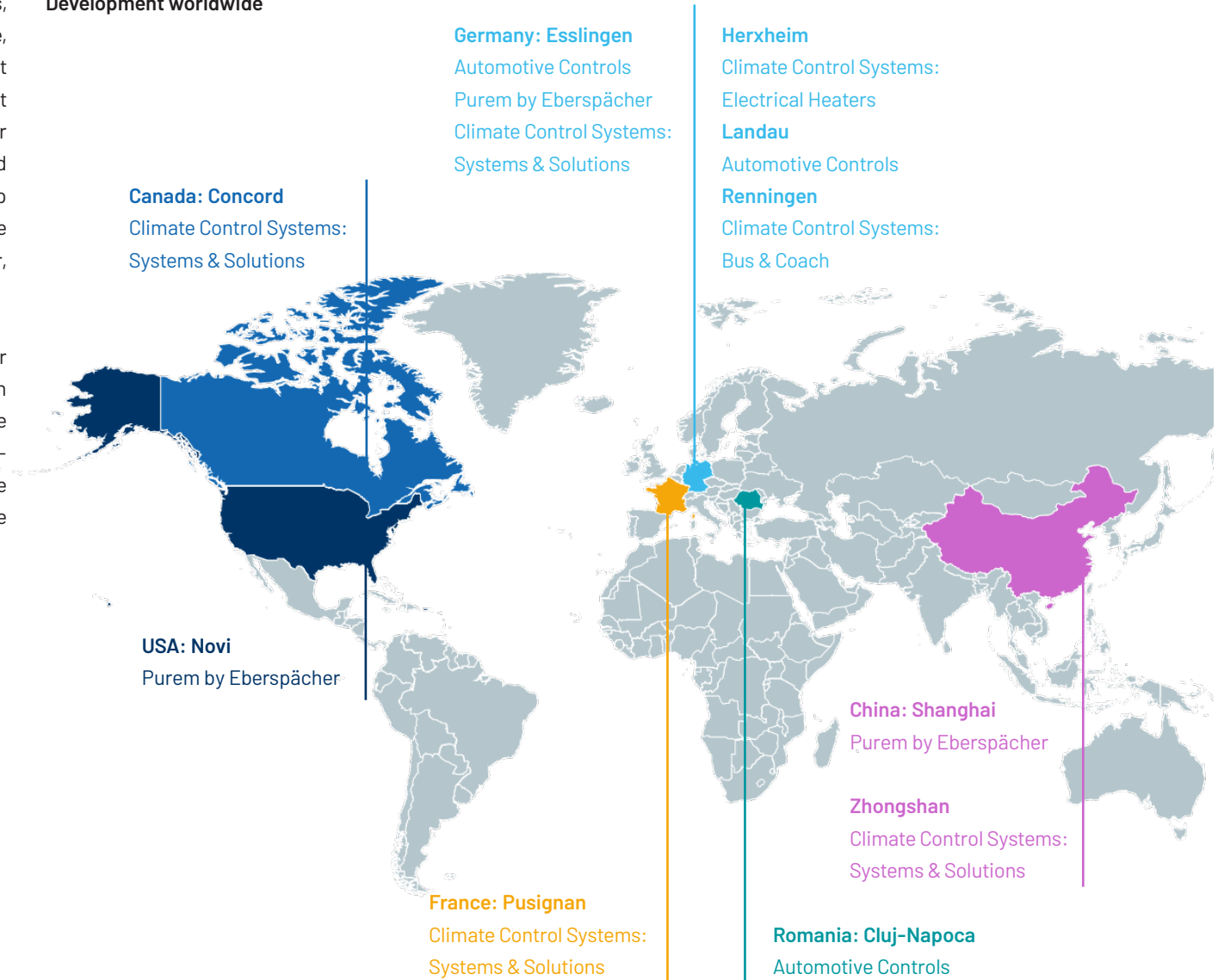
The work of the Division **Automotive Controls** covers the segment of the power supply for electrical and electronic components in vehicles. It thus supports car manufacturers in the areas of safety and automated driving, emissions reduction, and electrification and in increasing comfort in road traffic. Development work focuses heavily on reducing the energy requirements, size, and weight of products. This in turn reduces fuel consumption or extends range.

Electrification of the engine-transmission combination and the use of automated driving technologies are making the power supply networks in cars much more complex than in the past. Whereas a single 12 V supply used to be sufficient, today devices with different voltage classes from 12 V to over 800 V require several energy sources to operate at those different voltage levels. Fuses in some areas must also react significantly faster than conventional melting fuses to protect individual circuits from one another. Given the numerous safety-related control units in modern vehicles, the availability and diagnostics of vehicle power grid also require significantly more complex protection.

We offer solutions for all these challenges. DC/DC converters, for example, convert and stabilize voltage. At the same time, intelligent switches detect faults, selectively disconnect circuits, or switch to alternative energy sources to protect critical components. The PowerSentinel is a particular highlight. It combines monitoring with the associated switches in a uniquely small housing. Our SCAPs (supercap modules) stabilize the vehicle electric system during large current peaks caused, for example, by the starter motor, brakes, or power steering.

Battery management systems (BMS) are necessary for charging and discharge control and monitoring of lithium-ion batteries. We offer systems of this sort in the low-voltage range up to 48 V. Functional safety is guaranteed by integration into the vehicle communication network. In 2025, the trade magazine Elektronik gave the BMS the “Product of the Year” award in the Automotive category.

Development worldwide



LONG-TERM GROWTH AND STABILITY.

PEOPLE

ASSUME RESPONSIBILITY FOR EMPLOYEES AND SOCIETY

- Occupational health and safety management
- Respect for human rights
- Diversity, equal opportunities, and social commitment
- Training and development
- Due diligence obligations in the supply chain



TARGETS & AMBITIONS



Find out more about
[People at Eberspächer.](#)



We actively take responsibility for our employees and for society as a whole. Over a period of years, our employees grow together with the company. They gain experience and share it with new colleagues. This creates a strong base that provides stability and enables further growth.

Trust, respect, and tolerance – these three core values unite the people in our global family business. They form the foundation of the corporate culture, which promotes diverse perspectives, cultures, and ways of thinking. Our actions follow the clearly defined guidelines of the **Code of Conduct**. Everyone plays a part in ensuring an appreciative and inclusive working environment free of prejudices.

Excellent training and development programs ensure our long-term corporate success. At the same time, the health and safety of employees in their day-to-day work is a top priority. Through continuous discussion in all directions, we promote an open feedback culture. The teams are also involved in a wide range of social and environmental initiatives around the world.

MANAGEMENT APPROACH AND PERSONNEL POLICY

Our values

Our culture at Eberspächer is based on respect, and we do not tolerate discrimination of any sort. We consciously promote diversity and are committed to equal opportunities. Fair remuneration and compliance with the requirements of labor law are non-negotiable standards for us.

We support lawful representation of employees' interests and firmly reject any form of corruption, forced labor, or child labor. We are clearly committed to human rights and fair working conditions, which we implement consistently. In doing so, we are guided by the principles of the core labor standards of the International Labor Organization (ILO).

TRUST

We have a positive attitude and rely on the motivation and honesty of each individual.

RESPECT

We believe in and value each other and treat each other with respect.

TOLERANCE

We respect the opinions and views of others, even if they differ from our own.

Leadership culture

By introducing and consistently implementing the **ACT Leadership Principles**, we strengthen our management approach and promote a leadership culture based on clarity, openness, and continuous development. These principles have been developed on the basis of a survey of top management and reflect our attitude to modern leadership and cooperation. From 2026, the ACT Leadership Principles will be anchored in all relevant development programs.

ACCELERATE

I decide and deliver with clarity and speed I explain the why, I simplify and streamline, I walk the talk.

CONNECT

I am open and transparent I listen, I value every voice, I create safety.

TRANSFORM

I make progress happen I challenge the status quo, I turn mistakes into learnings, I celebrate wins.

DEDICATED PEOPLE

The employment statistics underline both the global presence and the international corporate culture of the Eberspächer Group.

In the 2025 financial year, Eberspächer employed around 10,400 people worldwide, including trainees. Of these, 3,300 worked in Germany, while 7,100 colleagues were employed at our international sites. By continent, 59 percent of employees were in Europe, 30 percent in the Americas, eight percent in Asia, and four percent in Africa.

Around 7,400 employees belong to the Division Purem by Eberspächer, almost 2,400 to the Division Climate Control Systems, and around 300 to the Division Automotive Controls. Around 300 people belong to the Corporate Center.



DIVERSITY MANAGEMENT

We see the individuality of our employees as a significant asset for the company. Different perspectives, cultural backgrounds, and approaches are a key driver of our ability to innovate. In combination with the skills and experience of our employees, this makes a wide range of approaches possible.

The company takes specific measures to anchor diversity and inclusion in its culture for the long term. These include, for example, a dedicated e-learning course on diversity and human rights. In 2025, Eberspächer implemented the European accessibility requirements across the board and designed all its websites in accordance with the internationally recognized WCAG 2.1 AA standard. This makes digital content accessible to people with various disabilities (visual, auditory, motor, and cognitive) and enables equal participation for all users. The standard was implemented globally on all relevant Eberspächer websites. This helped us achieve one of our goals in the key focus area of people – fostering diversity and inclusion.

If cases of discrimination, harassment, conflicts of interest, or other misconduct arise, Eberspächer encourages its employees to report concerns personally to their supervisors, HR, or the Compliance organization. Alternatively, the “Eberspächer Speak Up” independent whistleblower system, which provides for anonymous reporting, is available to all employees. All information received is carefully checked and treated in strict confidence.



We successfully work with people from different countries and cultures as part of our global business. We make no distinction based on one's ethnicity, nationality, social origin, gender, skin color, age, language, disability, religious views, political (or other) opinions, or sexual identity. We value diversity. We do not tolerate discrimination or harassment based on the aforementioned.



PROMOTING DIVERSITY

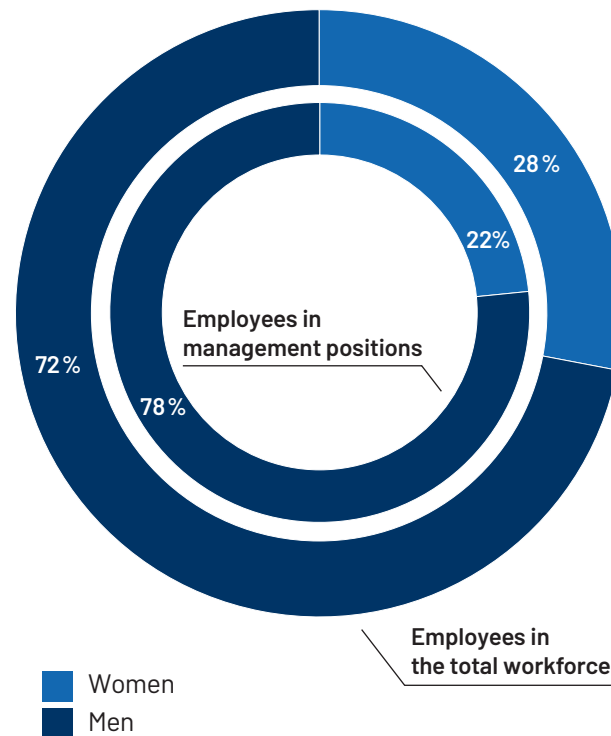
Gender

Eberspächer continues to promote diverse teams and gender equality in an active way. Decisions on recruitment, promotions, and remuneration are based solely on qualifications and performance. The proportion of women in the overall workforce fell slightly in 2025 but went up at management level, with 22 percent of management positions now held by women (previous year: 21 percent). Our goal for the management levels is parity, with the gender distribution in management positions corresponding to the ratio in the workforce as a whole.

To mark International Women's Day, we set an example of solidarity and equality with a global photo campaign. An international keynote speech, attended by almost 200 employees, complemented the campaign and led to an informative discussion on gender equality. In addition, there were campaigns at many locations to promote interaction.

We came a significant step closer to our goal of strengthening employee networks in 2025: We rolled out the women's network internationally and increased the number of members in Germany to 150 – a rise of 25 percent over last year. In Poland, Eberspächer established a women's network to suit local circumstances. Employees are now benefiting from international services and digital events on topics such as "Equal opportunities," "Balancing career and life phases," and "The potential of automation in everyday working life."

Gender distribution of employees in the Eberspächer Group



Generations

From baby boomers to Gen Z— four generations work together successfully at Eberspächer. We consider the combination of valuable experience and fresh perspectives to be a huge benefit. In view of longer working lives, we attach great importance to offering our employees an ideal working environment from the start of their careers through to retirement. Preventive measures such as health courses, check-ups, and ergonomic advice support this goal.

Models of flexible working hours, including mobile working, part-time working, and Germany's phased retirement scheme, promote employment that meets the needs of different phases of life. These options make it possible to reconcile individual health care, caring for relatives, and the balance between family and career – a concern that is particularly important to us as a family business. This is also underscored by the company's own daycare center at the Esslingen site.

Our talented young employees are crucial to the company's future, which is why we support them through multiple projects. In 2025, 29 mentors provided advice and support to trainees and students at DHBW (Baden-Wuerttemberg Cooperative State University) in the mentoring program at the Esslingen site. As a result, every one of our junior employees has a direct contact person.

Interculturality

Cultural diversity shapes our everyday working lives. Our international workforce brings together people from different backgrounds. This not only enables a deeper understanding of global markets, but also broadens the horizons of every individual.

From Dasara in India and Easter in Europe to Halloween in America and Chinese New Year – we celebrate diversity. These festivals express the uniqueness and cultural richness of our international community.

Eberspächer promotes interaction and development of intercultural skills through cross-site teams, cultural training, language courses, and global personnel deployments. International assignment takes place in the framework of a company-wide Global Mobility Guideline and lasts between four months and five years. In 2025, 18 employees from ten nations were on global assignment.

The Group of Companies specifically recruits talented individuals from its international companies when vacancies arise. At the same time, the USA and China are among the most important target regions for secondments from Germany, each accounting for around 30 percent. Postings also take place between third countries.



TRAINING AND DEVELOPMENT

We attach great importance to sound training and regular further development of our employees. This creates the foundation of our long-term success.

Regular feedback and development reviews support the targeted development of our employees and strengthen direct communication between executives and team members. In addition to specific programs for the development and expansion of specialist, methodological, and process skills, there is also a focus on personal development. In 2025, we filled 50 percent of management positions internally as a result of targeted career development measures. And we keep pursuing this goal: By 2030, we aim to fill more than 70 percent of management roles from our own ranks as a matter of course. This helps us to keep pushing our original target up.

Various digital learning management systems are available regionally for professional development. In Germany, employees use the "Eberspächer Learning World," while the "ADP Learning Management System" is used in the USA. In Asia, we have established a cross-divisional learning management system with the introduction of the "Beisen" HR system. The "World of Competence" expands what we can offer with e-learning courses and internal training sessions available all over the world. It also enables participation in numerous virtual live training courses in English.

Last year, we continued to expand our range of digital training courses. The focus here was on providing on-demand courses that facilitate time- and location-independent learning. The introduction of the content creation tool "Synthesia" has simplified internal production of learning videos. Artificial intelligence (AI) provides translations into more than 140 languages. Workshops are increasingly being organized by internal trainers. In 2025, Eberspächer continued the "Regional Development Program" specifically for the development of junior staff at its US sites, in which there were 20 new participants. A similar format for 48 talented young people from Europe was launched simultaneously with the kick-off of the "European Development Program" (EDP). From 2026, the program will be rolled out in Asia with 50 participants from all Divisions. All the programs focus on systematic development of talented young employees, particularly in the areas of personal development, collaboration, and transformation.

The focus was on knowledge sharing in specific areas to enable participants to learn from one another: Internal experts shared their best practices and wealth of experience in six Insight Sessions in the context of the Collaboration and Efficiency Weeks. Data-based decision-making and automated cost accounting were among the key topics covered. A total of around 900 employees took part in the sessions.

With the "AI Ambassador" program, Eberspächer has launched a global training initiative in the field of artificial intelligence. It is open to all employees and combines a modular training concept with daily challenges, an all-day "promptathon," and work on individual use cases. The aim is to impart in-depth AI knowledge, promote international exchange, and develop practical applications. The first use cases have already been successfully completed. Over 120 applications for the program were received within just over three months. In addition, Eberspächer offered all employees the "AI Basics" training course, in which over 1,000 people took part to gain an initial insight into the Eberspächer AI tool "Blockbrain".

With a solid training program, Eberspächer is laying the foundation for the early development of its talented employees. A wide range of professions and dual study programs in technical, business, and IT disciplines opened up a variety of career paths for 246 young people in 2025. We again created numerous opportunities for working students and interns in various areas.

OCCUPATIONAL SAFETY AND HEALTH MANAGEMENT

Occupational safety is our top priority. Our slogan “Safety first, quality always” shapes our day-to-day activities accordingly. The central aim is to prevent accidents and occupational illnesses. We ensure this with a globally standardized HSE (health, safety, and environment) management system and certification in accordance with the ISO 45001 standard. The total number of successfully certified locations in 2025 was 18.

Our sites receive support from experts to ensure resource-efficient, environmentally friendly operations and safe working conditions. Dedicated health, safety, and environmental protection staff coordinate the company-wide measures. In doing so, they promote cross-linking, enable mutual learning, and create uniform standards based on best practices.

“Safety first, quality always” shapes the awareness of all employees from their first working day. We implement preventive occupational health and safety measures with the aim of reducing absenteeism and accidents at work. In 2025, the focus was once again on a wide range of health and prevention initiatives at numerous locations worldwide. At the Saint Michel site in France, Purem by Eberspächer supported those who wanted to stop smoking with hypnosis sessions – over 35 employees took part, and more than half were successful.

As part of “Pink October,” teams in Poland, Mexico, Brazil, and the USA campaigned for breast cancer prevention through free mammograms, information events, and initiatives to support those affected. In November, we focused on men’s

health: In Brazil and Poland, prevention campaigns including educational lectures and the offer of antigen tests were held to raise awareness of prostate cancer.

Worldwide sporting activities promoted health and team spirit. In Romania, Brazil, Germany and Poland, employees took part in running events, the Mexico and Romania sites organized internal soccer and bowling tournaments, and employees from the USA got together to play golf.

In Germany, social counseling, voluntary influenza vaccination, and company reintegration management were among the health promotion measures. At the Esslingen site, Health Management offers various company sports groups such as golf, table tennis, and soccer, together with courses such as yoga, Pilates, and back fitness.

Workplace Safety by the Numbers¹

Employees

Non-employees

Occupational Safety and Health

Percentage of people who are covered by the undertaking’s health and safety management system	47	56
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Occupational Illnesses and Accidents (ISO 45001)

The number of cases of recordable work related ill health	0	0
Number of recordable work-related accidents for own workforce	124	7
The number of fatalities as a result of work-related injuries and work-related ill health	0	0
The number of days lost to work-related injuries and fatalities	77	7

Rate of recordable work-related accidents for own workforce

Frequency rate [accidents/work hours × 1 million]	6.82	3.11
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¹Collected in accordance with the reporting requirement in ESRS S1-14.

DIALOGUE WITH EMPLOYEES

Transparency and open communication in all directions are an integral part of our corporate culture. Feedback serves as a key tool for control and evaluation.

In place of the “Employee Pulse Check” employee survey, Eberspächer 2025 organized the Collaboration and Efficiency Weeks as a follow-up strategy. The global initiatives included the “Eberspächer Runs the Globe” running challenge, in which employees collectively covered 40,000 kilometers – once around the equator – within 27 days. We also called for existing processes and meetings to be reviewed and improved in terms of efficiency. To strengthen cooperation, Eberspächer offered a series of internal training sessions on high performing teams, conflict management, and constructive feedback.

In addition, reviews on public employer platforms such as Kununu and Glassdoor provide feedback and act as an indicator of optimization potential. Various awards underline Eberspächer's appeal as an employer. In 2025, the Group was once again recognized as a LEADING EMPLOYER, which means that it is in the top 1 percent of employers in the global and Germany-wide rankings. In Brazil, Purem by Eberspächer was awarded the prestigious “Great Place To Work Award” for the Sorocaba site. With an outstanding rating of 94 out of 100 points, we are one of the best employers in the country.

At an individual level, Performance and Development Appraisal serves as a central feedback and development tool. Bilateral discussions between executives and employees focus on the annual performance and skills assessment, the definition of target agreements, and the creation of a personal development plan.

Eberspächer uses the intranet platform EBinside for fast, dialogue-based internal communication. It is available worldwide via desktop and app to all employees, whether or not they have a PC workstation. Video formats such as “60 seconds with the CEO” ensure transparency in strategic decisions and create proximity across hierarchical levels. We publish global news from our headquarters in around 20 languages. Local editors maintain site-specific news and content. There is a separate area for managers, where important information and key performance indicators are provided so that they can act as multipliers for their teams.

Another important component of internal communication is the employee magazine “Team E.” It is published three times a year in eight languages, provides information on company events, explains background information, and promotes interaction across divisional boundaries. The “Management in Dialogue” format offers further insights and feedback opportunities, in which the management can talk to employees in person on site or in online meetings that are available throughout the world. Regular coffee meetings with the CEO and topic-related insight sessions with internal experts round off the initiatives in place.

SOCIAL RESPONSIBILITY

Within our areas of activity, we support social initiatives and projects in the environment, science, education, sport, art, and culture.

Our social engagement initiatives are based on three mainstays:

ACCEPTING RESPONSIBILITY COLLECTIVELY

Together we stand by our responsibility. We support and empower employees to act in the interests of society and the common good.

FOR OUR SITES

We feel particularly committed to the living conditions of the people at our sites. As such, engagement on a social and community level is especially important to us.

WORLDWIDE

Being present around the world means accepting global responsibility. We promote social and environmental progress on a universal scale as far as we can.

Eberspächer provides financial support for social projects through donations and sponsorship activities. Our sites are responsible for independent coordination and implementation of measures to respond to specific local needs. A company-wide guideline defines the criteria and the associated internal processes.

Employees around the world are committed to supporting local communities and making a positive contribution. For example, local teams have been supporting the animal shelter in Saint Michel, France, with a fundraising campaign. In Novi, USA, charity initiatives have helped families with cancer and provided over 1,200 households in need with food at Thanksgiving. Local orphanages and educational projects for disadvantaged children received support from employees in Malaysia and Bulgaria. A blood donation campaign was carried out in Mexico, and colleagues from India distributed school materials and refrigerators to schools and social institutions.

Our trainees and students are actively committed to greater sustainability at the Esslingen and Neunkirchen sites. As part of the Junior Company project, the "OasE" retreat and lounge area was created at head office and is open to all employees. The "Walk of History" is a particular highlight. Milestones in the company's history were created to mark its 160th anniversary in collaboration with the technical training program in Neunkirchen. Together with the children from the "Glühwürmchen" daycare center, a planting campaign of insect-friendly perennials was held to promote nature conservation. The trainees in Neunkirchen also showed their commitment to the environment by designing and building an insect hotel as another example of sustainability in action.

Employees around the world took part in tree planting campaigns in 2025, including in Oława (Poland), Oradea (Romania), Bangalore (India), and Ramos-Arizpe (Mexico). In total, we planted around 1,000 trees, strengthening our commitment to the environment and sustainability.

We are convinced that corporate citizenship initiatives create significant added value for society. Eberspächer values and encourages the commitment of its employees and is proud of their dedication.

RESPONSIBLE SOURCING

We are in close contact with our suppliers to ensure responsible procurement along the supply chain.

Conflict minerals

Mining activities that fuel conflicts are unacceptable to us. We are aware of the risk of the negative impacts on human rights associated with the extraction, trade, and export of minerals from high-risk countries. These include tin, tantalum, tungsten, and gold as well as cobalt and mica. We work closely with suppliers to identify conflict minerals in our products and eliminate them as completely as possible. We are guided by the [Responsible Mineral Sourcing Policy](#).

Using the Conflict Minerals Reporting Template (CMRT) and the Extended Minerals Report Template (EMRT), we request comprehensive information from suppliers at least once a year on the smelters in the countries of origin of the materials used. In this way, we ensure transparency in our supply chain.

Social responsibility in the supply chain

Respecting human rights and protecting the environment along the supply chain are a matter of course for Eberspächer. We are committed to consistently minimizing the potential negative impacts of our business activities and value-added chain. We have established an effective and appropriate complaints procedure as an integral part of our due diligence processes. This enables suppliers to report complaints about potential human rights and environmental violations via various channels and internal bodies. "Eberspächer Speak Up" serves as a central point of contact.

Declaration of Principles and Business Partner Code of Conduct

We set out the cornerstones of our human rights strategy in the [Declaration of Principles](#). All Eberspächer employees and business partners are called upon to support and implement them actively.

We define our human rights and environmental expectations in our [Business Partner Code of Conduct](#). We oblige our business partners to set up due diligence processes and to pass on this obligation in their supply chains.

Risk Analyses and Measures

Continuous monitoring of our suppliers, a practice that has been in place for several years, continues to be carried out using an AI-supported risk tool implemented throughout the Group. This serves to identify potential violations of human rights and relevant environmental considerations at an early stage. Appropriate analyses are carried out immediately on receipt of relevant information and, if necessary, preventive and corrective measures are initiated.

As part of our risk analysis, we systematically assess country- and sector-specific risks and implement suitable preventive measures. In addition to the contractual obligation to comply with the Eberspächer Business Partner Code of Conduct, this includes obtaining supplier self-assessments, conducting supplier training, and carrying out on-site assessments. We continued to implement these measures in the 2025 reporting year.

When awarding new contracts, we assess the specific upstream risks and take these into account in the decision-making process. If necessary, we plan additional measures such as on-site audits. In this context, auditors check compliance with the ethical principles enshrined in the Business Partner Code of Conduct and are required to document any anomalies in an audit database. Eberspächer consistently follows up on any anomalies identified.

[Further information can be found in the Eberspächer Policy Statement on Respect for Human Rights and Avoiding Certain Environmental Violations.](#)



NOTE ON REPORTING

This report informs stakeholders about the Eberspächer Group's sustainability goals, performance, and contributions in its business activities in 2025. This report was prepared in accordance with the Global Reporting Initiative (GRI) Guidelines – Core Option. When compiling individual metrics, we have based our approach directly on the European Sustainability Reporting Standards (ESRS). No external audit or verification was obtained.

The data and information presented were collected and consolidated in collaboration with the relevant departments. The figures have been rounded.

For all listed locations of German companies, the addition of the country name is omitted.

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THANKS TO OUR EMPLOYEES



With their commitment and reliability, our employees are the driving force behind Eberspächer. Their knowledge and untiring efforts help our company to move forward in times of change. It is they who bring our MOVE strategy to life. We would like to express our sincere thanks to them.