



BOCCAR

Evolution

Sustainability Report 2024

Evolution means connecting with our roots while moving forward into the future.

In 2024, we made a statement to evolve our culture, setting a renewed perspective on how we see ourselves, a new way of working together, and a new image to reflect our internal change.

At Bocar, our success is driven by a culture of caring for people, pursuing excellence, acting sustainably and leading innovation to generate value in the ever-changing global automotive sector.

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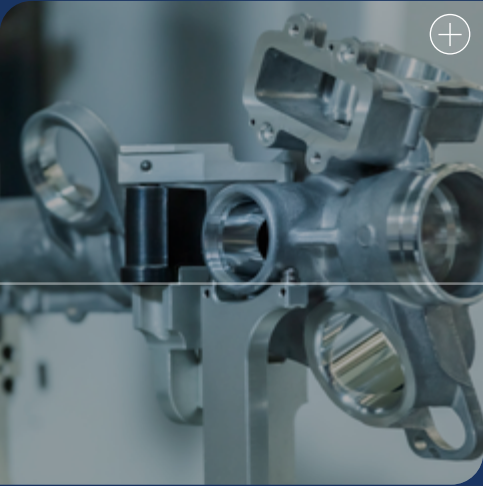
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Message from the CEO

GRI: 2-22



KARL SCHARY
Chief Executive
Officer Bocar

As we reflect on the past year, 2024 brought significant evolution, underscored by positive financial and operational results signaling consistent growth. At the heart of our journey was our strategic corporate rebranding and the successful launch of our Culture Evolution initiative – both serving as the cornerstone of our efforts to build a stronger corporation anchored in four fundamental principles that now guide our actions: caring for people, pursuing excellence, acting sustainably, and leading innovation. By placing them at the center of our identity, we have created powerful leverage to generate sustainable value, driving our performance and positioning us for future success.

As “Your reliable partner” in an industry undergoing profound changes, we continue positioning ourselves for the long-term evolution. The transformation of our Technical Center in Germany into the Bocar Innovation Center (BIC) focuses on pre-development, prototype and innovation projects. Additionally, our renewed and upgraded Tool Shop, now located at our Lerma Complex, strengthens our tooling capacities to face business requirements more efficiently. Both projects reinforce our commitment to lead innovation.

Caring for people remains our greatest strength. Throughout 2024, we placed special focus on working

conditions by launching our Be Safe! comprehensive program, expanding training opportunities and continuing well-being initiatives. Today, women represent 36% of our workforce, with their participation in leadership positions increasing to 13% from 9.8%. Extending our commitment to youth opportunities, 124 apprentices participated in our CEFB development program, with a 94.5% retention rate.

Our volunteer program continues to drive community engagement, with 36% of our workforce participating. Over 3,000 Bocar employees contributed their time, benefiting 9,500 individuals across 32 partner institutions. The Bocar Family Foundation extended our impact to more than 13,500 beneficiaries via education initiatives, emergency assistance, and support for children’s foster homes. The launch of *Colegio Sol de Oriente* in Chihuahua, where 64 students have begun their educational journey, including 5 children of our Chihuahua plant employees, exemplifies our approach to creating sustainable impact in our communities.

Our environmental performance shows consistent progress. We achieved a 2.63% reduction in our carbon footprint (Scopes 1 and 2, tCO₂/tFG) while offsetting 3.39% production growth. Water efficiency gains of 2.03% resulted in savings of +9,900 cubic meters vs projections.

At Bocar, our success is driven by a culture rooted in our principles: caring for people, pursuing excellence, acting sustainably, and leading innovation.

By implementing circular economy principles, we reduced waste to landfill by more than 85%, with 100% of residual sand from our Semi-Permanent molding business unit now allocated to construction brick production.

Our corporate governance evolved with the integration of the Sustainability Committee into our structure. We updated our *Code of Integrity* with a dedicated sustainability chapter and strengthened our environmental, labor, and human rights principles. We also reached our target of assessing 80% of our suppliers spend on ESG practices across our value chain.

As we continue our evolution towards pursuing excellence, we remain committed to generate value for our clients. At Bocar, our evolution is focused on our people, and together, we are building a more sustainable present.

Sustainability Highlights 2024

At Bocar, acting sustainably is a principle of our culture to generate value in the automotive industry.

Environment

2.63%

improvement in carbon footprint (tCO₂/tFG) for Scopes 1 & 2 vs. previous year.

2.03%

improvement in water use efficiency vs. 2024 projections.

85%

reduction in waste to landfill through circular economy initiatives in our Semi-Permanent Mold business unit.



Our People

7,947

employees with 36% women representation.

6 out of 10

open positions filled with internal talent.

33 h

of training on average.



Our Communities

36%

of employees participated in Bocar Volunteering Program.

13,529

people benefited through Bocar Family Foundation programs.

19

institutions supported by Bocar Family Foundation through alliances and donatives.



Sustainable Value Chain

+10.3%

of parts sold for electric vehicles.

80%

of supplier spend assessed under ESG criteria.





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GRI

2-6, 2-7, 2-28

SASB

TR-AP-000.A, TR-AP-000.B,
TR-AP-000.C

SDG



Evolution is about strengthening our roots
and moving forward into the future

Our Operations

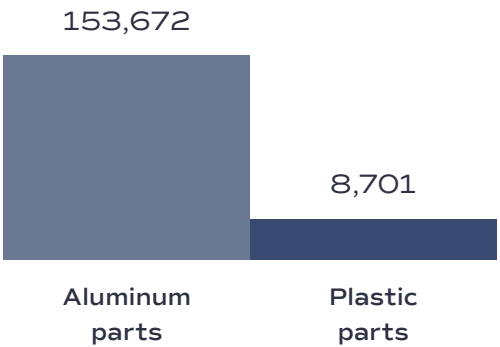
We are a company with global reach, based in Mexico – with German DNA. We focus on developing and manufacturing aluminum and plastic components to meet our customers’ highest requirements. Our partners include the world’s most important automotive manufacturers and we strive to develop our value chain within a sustainability framework.

2,089

different parts produced in 2024

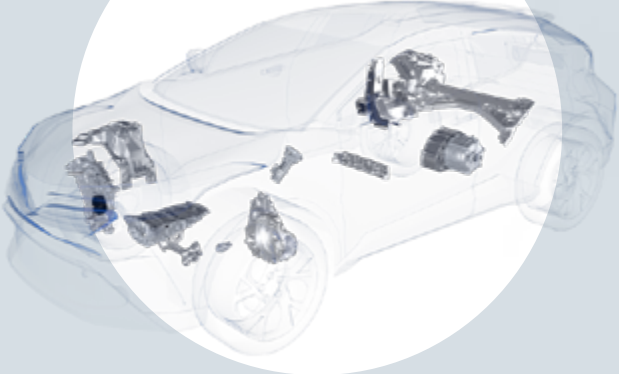
Total weight of parts produced

Ton



Business Units

75.03%
of production



High-Pressure Die Casting (HPDC):

In this process, molten aluminum is injected at high pressure, which allows the production of parts with complex geometries and thin walls. These walls are essential to reduce weight without compromising part strength, thereby optimizing vehicle performance and fuel efficiency. Some parts for the electric propulsion system are made using this process.

17.67%
of production



Gravity and Low-Pressure Die Casting (LPDC) - Semi-Permanent Mold (SPM):

We use this process to produce high-quality and complex aluminum components, thanks to its ability to produce precise parts with intricate details and excellent structural integrity. The combination of advanced technologies, such as 3D cores and the use of inorganic sand, together with the application of low pressure, make this method versatile and efficient. Electric vehicle suspensions are produced using this process.

7.30%
of production



Plastic Injection:

This involves melting plastic material to inject it at high pressure into a mold where it cools and solidifies. The parts we manufacture are used in automotive engine components, interiors, trunk covers, fender liners and exteriors.

Location of Our Facilities

MEXICO

Mexico City: Corporate Headquarters

Lerma, State of Mexico: Bocar Engineering Center, High-Pressure Die Casting (HPDC) Plant, Plastic Injection Plant, Aluminum Semi-Permanent Mold Plant (SPM), Center of Excellence FB, and Mechanical Workshop

Chihuahua, Chih.: High-Pressure Die Casting (HPDC) Plant

Saltillo, Coah.: High-Pressure Die Casting (HPDC) Plant

San Luis Potosí, SLP.: High-Pressure Die Casting (HPDC) Plant

Querétaro, Qro.: High-Pressure Die Casting (HPDC) Plant

UNITED STATES OF AMERICA

Huntsville, Alabama: High-Pressure Die Casting (HPDC) Plant

Detroit, Michigan: Sales office and engineering services

San Jose, California: Sales office and engineering services

Manchester, Tennessee: Logistics center

GERMANY

Leinfelden-Echterdingen, Baden-Württemberg: Service office

Schramberg-Waldmössingen, Baden-Württemberg: Bocar Innovation Center

CHINA

Shenzhen, Guangdong: Commercial office, market intelligence and tool acquisition

JAPAN

Yokohama, Kanagawa: Commercial office, technical research, and advanced development

Markets Served and Clients

Our focus is on the North American market, serving main OEMs and Tier-1 suppliers in the automotive sector.

Our Reason to Be

Since we began operations in 1958, our services have expanded to cover much more than just manufacturing. We are a strategic partner and develop competitive technical solutions for you while offering maximum reliability. As a result of the development and manufacturing expertise that we have acquired over many years, our extensive knowledge of processes and materials and our ongoing investment in state-of-the-art production technologies, we have developed outstanding problem-solving abilities and an in-depth technical understanding of materials, technologies, and automation.

Our success is based on a corporate culture that focuses on people, customer proximity, the expertise, and the passion for sustainable solutions.

We are committed to reduce our environmental footprint, enhance the development of the people who are part of the organization and to strengthening the communities where we have presence with our operations.

Our products are manufactured in five facilities located in Mexico and one in Huntsville, Alabama, USA.

We have international sales representation with offices in the United States, Japan, China and in Germany we have our Innovation Center (BIC), which focuses on the development and certification of industrial processes.

We deliver innovative solutions as a trusted global partner of leading automotive and other industries.

Our Principles



Caring for People

Pursuing Excellence

Acting Sustainably

Leading Innovation

Our People

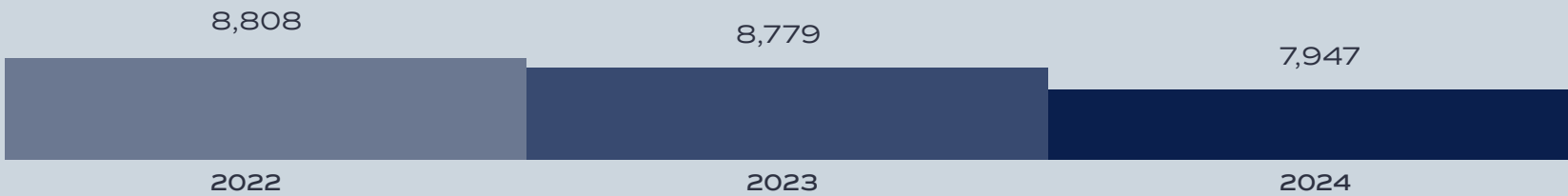
Our organization is integrated by women and men, with high levels of expertise in different disciplines. By the end of 2024 we have 7,947 people working directly in our locations in Mexico, United States, Germany, Japan, and China.

We hire talent in permanent positions, along with temporary staff for special projects.

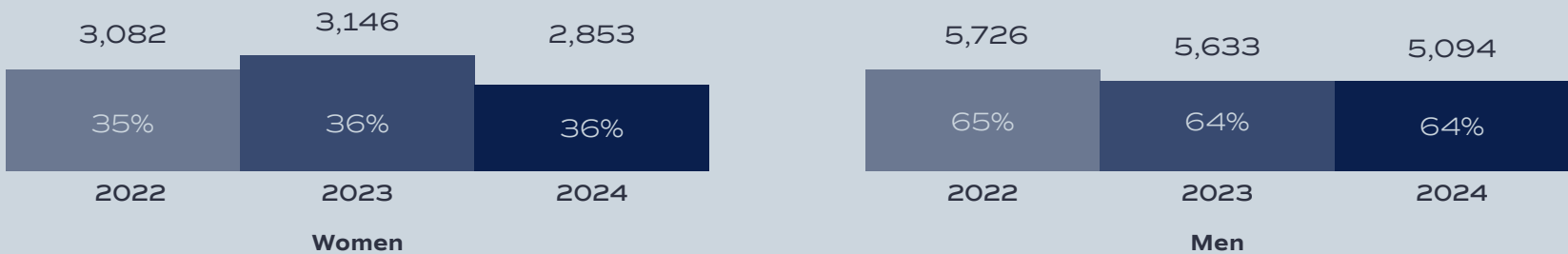
Full-time employment comprises the majority of our workforce, complemented by part-time positions and development programs for interns and apprentices who are being prepared to join our team.

At Bocar, we attract exceptional talent and strive to cultivate an environment where people can reach their highest potential.

Total people employed | Global data



By gender



By country of operation



Innovation Leadership

Leading innovation is one of our core principles, and in 2024 we consolidated two major projects that strengthen our technological capabilities and better position us to meet our clients' requirements.

Bocar Innovation Center

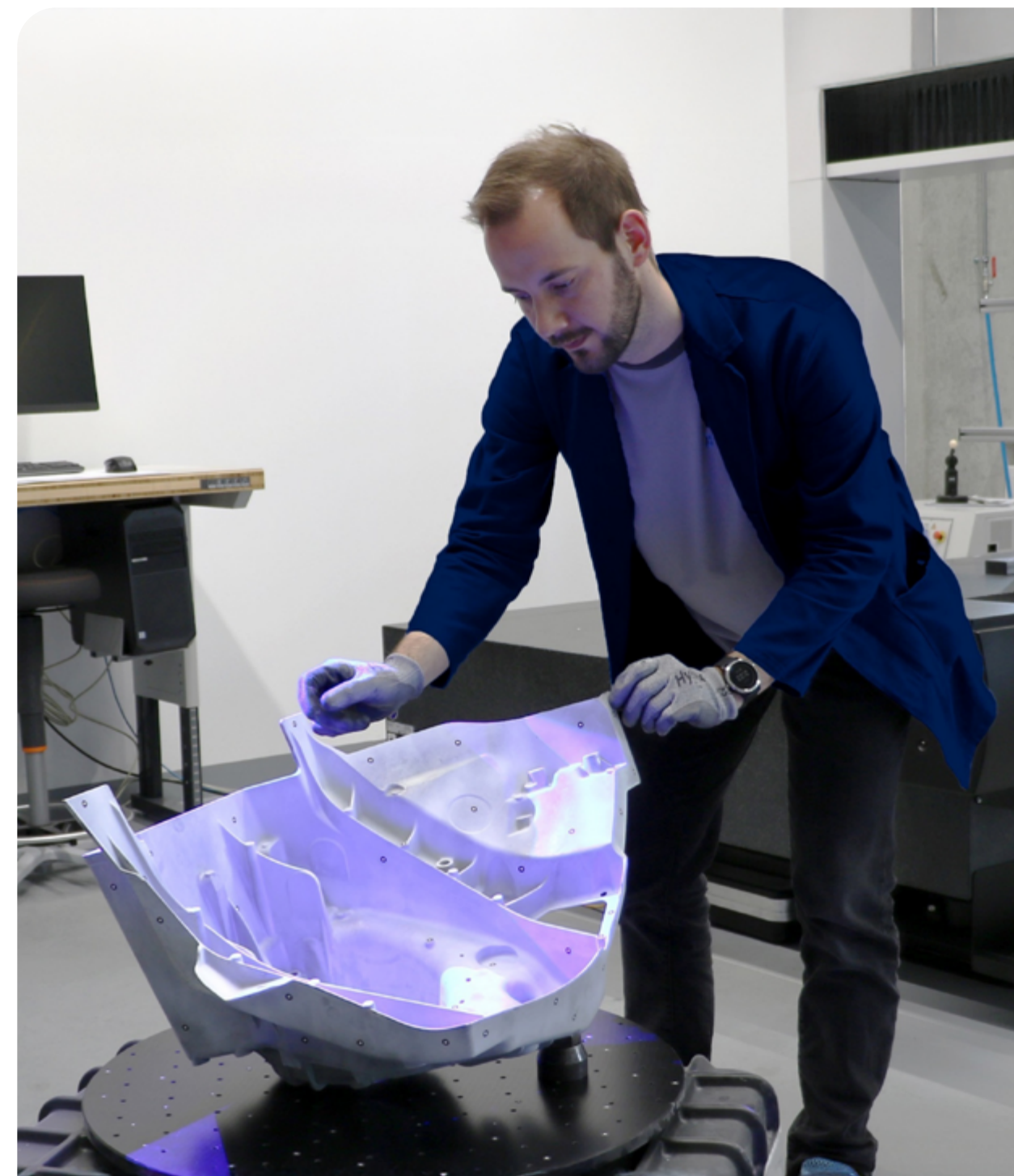
The transformation of our Technical Center in Germany into an Innovation Center marks a strategic shift in our approach to development and manufacturing excellence. This evolution reduced emphasis on die sampling while heightening focus on pre-development, prototype creation, and innovation projects.

The restructuring, completed in 2024, has fostered a crucial mindset change as the team transitions to an innovation-centered approach with an ongoing pipeline of projects.

Resident engineers now actively support our sales teams and strengthen customer relationships.

As the Innovation Center evolves, it is preparing comprehensive training programs for plant technicians that will foster high technical competence across our manufacturing plants and ensure full integration with our operations in Germany.

The evolution of the Bocar Innovation Center strengthens customer relationships and drives global manufacturing excellence.



Tool Shop Evolution

In 2024, we achieved a significant milestone with the relocation and evolution of our Tool Shop to our Lerma Complex, enhancing our tooling capabilities while advancing our sustainability objectives.

The integration of the Tool Shop into the Lerma Complex optimized logistics by eliminating external transportation to serve our main internal clients.

The expansion and integration of the Tool Shop into the Lerma Complex optimized logistics, enhanced operational efficiency, and improved service to our key internal clients.



16
apprentices joined the Tool Shop after graduating from our Excellence Center FB development program.

Operations now use forklifts and small vehicles, substantially reducing our transportation carbon footprint and operational costs. Additionally, the Tool Shop has access to proprietary wastewater treatment facilities available at the Lerma location.

The facility operates with enhanced efficiency through a streamlined workforce of 125 employees, achieving synergies through shared services with our Plastic Tec plant. Notably, the Tool Shop has incorporated 16 apprentices trained at our Excellence Center FB in Lerma, showcasing our commitment to developing local talent and creating a sustainable skills pipeline.

These complementary innovation initiatives—our transformed Innovation Center in Germany and our upgraded Tool Shop in Lerma—position Bocar at the forefront of sustainable manufacturing innovation, reinforcing our ability to meet evolving business requirements while upholding our environmental and social commitments.

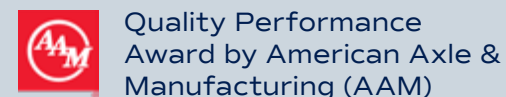
Certifications and Awards

At Bocar, we are committed to maintaining the highest standards of safety, quality, environmental stewardship, and social responsibility throughout our operations. Our dedication to excellence is validated through our compliance with certifications, received recognitions, and strategic affiliations that reflect our integrated approach to sustainable business practices.

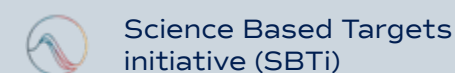
Industry Affiliations

- Automotive Alliance for Environmental Sustainability.
- Mexican Business Council for Foreign Trade, Investment and Technology, A.C. (COMCE).
- Mexican-German Chamber of Commerce and Industry, B.C. (CAMEXA).
- National Auto Parts Industry, A.C. (INA).
- Regional Automotive Cluster State of Mexico, A.C. (CLAUTMEXICO).

Quality Recognition



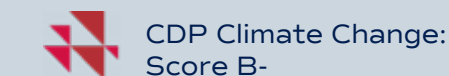
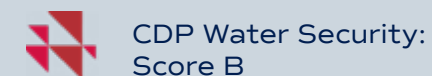
Commitment to Sustainability



Safety, Health, Environment and Quality Certifications



Sustainability Performance Reporting





We Are Bocar →

**Towards
Sustainable
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GRI
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3-3, 308-1, 414-1

Evolution is about finding new ways
to connect with the world



Materiality and Sustainability Framework

In 2021, we began integrating our sustainability strategy with the definition of the CEERO Sustainability Framework. Building on this foundation, we continued strengthening our approach in 2024 and pursuing yearly objectives aligned with our established 2030 Targets.

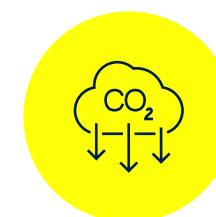


The double materiality analysis conducted in 2023 continues to guide our sustainability priorities, providing a comprehensive view of both the internal and external impacts of our operations.

This analysis, incorporated perspectives on issues relevant to our clients, financial aspects, and alignment with methodologies from Global Reporting Initiative (GRI) and Sustainability Accounting Standards Board (SASB).

Our reporting approach maintains focus on 11 material topics demonstrating their management through programs, initiatives, and progress on specific indicators.

By year-end 2024, the KPIs integrating the CEERO Sustainability Framework reflect significant progress across key performance indicators:



CO₂ reduction: Improved carbon footprint in scopes 1 & 2 by 2.63% (tCO₂/tFG*), compensating 3.39% production growth, building towards our Science Based Targets initiative (SBTi) aligned 2030 goals.



Resources well managed: We successfully implemented our first Circular Economy project with sand management from our Semi-Permanent Mold business unit, significantly reducing waste to landfill well below our 38.37% target for 2024, setting us in the right trend to reach our 2030 goal of less than 8% waste to landfill.

Regarding our water efficiency use, we managed to achieve 2.03% compared to our projected consumption for the year and a multidisciplinary group of action was integrated within the organization to follow up on specific water related issues.



Engagement: We exceeded our annual target for employee training, with particularly strong results in the final quarter of 2024, advancing steadily toward our 2030 goal of having 100% of eligible employees receive at least 16 hours of development training.

* Tons of Finished Goods



Ethics and governance: During the last quarter of 2024 we launched our updated Code of Integrity, and the progress in its communication and training is reflected in our KPIs.

We achieved 80% of procurement spent screened under ESG criteria, meeting our 2024 target and aligned with our 2030 goal.



Looking ahead, key opportunities have also been identified to keep maturing the strategy, including alignment with evolving industry context, closing gaps in the decarbonization pathway, and continuing to progress on social and governance pillars of the framework.

As part of our ongoing commitment to the UN Global Compact, we continue to align our sustainability efforts with six priority Sustainable Development Goals (SDGs): 3, Good Health and Well-being; 8, Decent Work and Economic Growth; 9, Industry, Innovation and Infrastructure; 10, Reducing Inequalities; 16, Peace, Justice, and Strong Institutions; and 17, Partnerships for the Goals.



We strengthen our CEERO Sustainability Framework by advancing on our material priorities and achieving significant progress towards our 2030 targets.

Materiality, Sustainable Development Goals and Global Compact Principles

Global Compact Principles

Human Rights

1. Support and respect the protection of Human Rights
2. Not to be accomplices in the violation of Human Rights

Labor Standards

3. Support freedom of association and collective negotiation
4. Support the elimination of all forms of forced or compulsory labor
5. Support the eradication of child labor
6. Support the abolition of slavery practices

Environment

7. Maintain a preventive approach that favors the environment
8. Encourage initiatives that promote greater environmental responsibility
9. Encourage the development and diffusion of environmentally friendly technologies

Anti-corruption

10. Work against corruption in all its forms



Climate change:

Taking proactive measures to limit global warming to 1.5°C by reducing carbon emissions while promoting the use of renewable and efficient energy.



Sustainable products:

Ensuring that our products, from design to material sourcing, are integral to sustainable mobility, and reduce environmental impact through innovation, manufacturing processes and use.



Sustainability culture:

Creating a shared commitment to sustainability among personnel and stakeholders, driving positive change in our company's practices and principles.



Talent attraction and development:

Attracting diverse talent and fostering their growth through training and opportunities.



Water:

Efficiently managing water resources with a long-term risk mitigation perspective, preventing pollution and supporting water conservation efforts.



Personnel well-being:

Prioritize the health, safety and well-being of our people and their families.



Supply chain management:

Promote the use of more environmentally friendly aluminum, source materials responsibly, optimize transportation and ensure ethical practices throughout the supply chain.



Circular economy:

Minimize waste by designing efficient processes with reuse of materials, recycling, and reduction of consumption.



Business ethics:

Operate under the highest ethical standards with transparency and integrity in all our business practices. Protect human and labor rights throughout the value chain, promoting the development of our communities and the environment.



Justice, equity, diversity, and inclusion:

Ensure a sense of belonging for our workforce and society with fairness, equal opportunities, and diverse perspectives in a safe and inclusive environment.



Community development:

Investing in the development of our local communities through job creation, education, and volunteer activities.



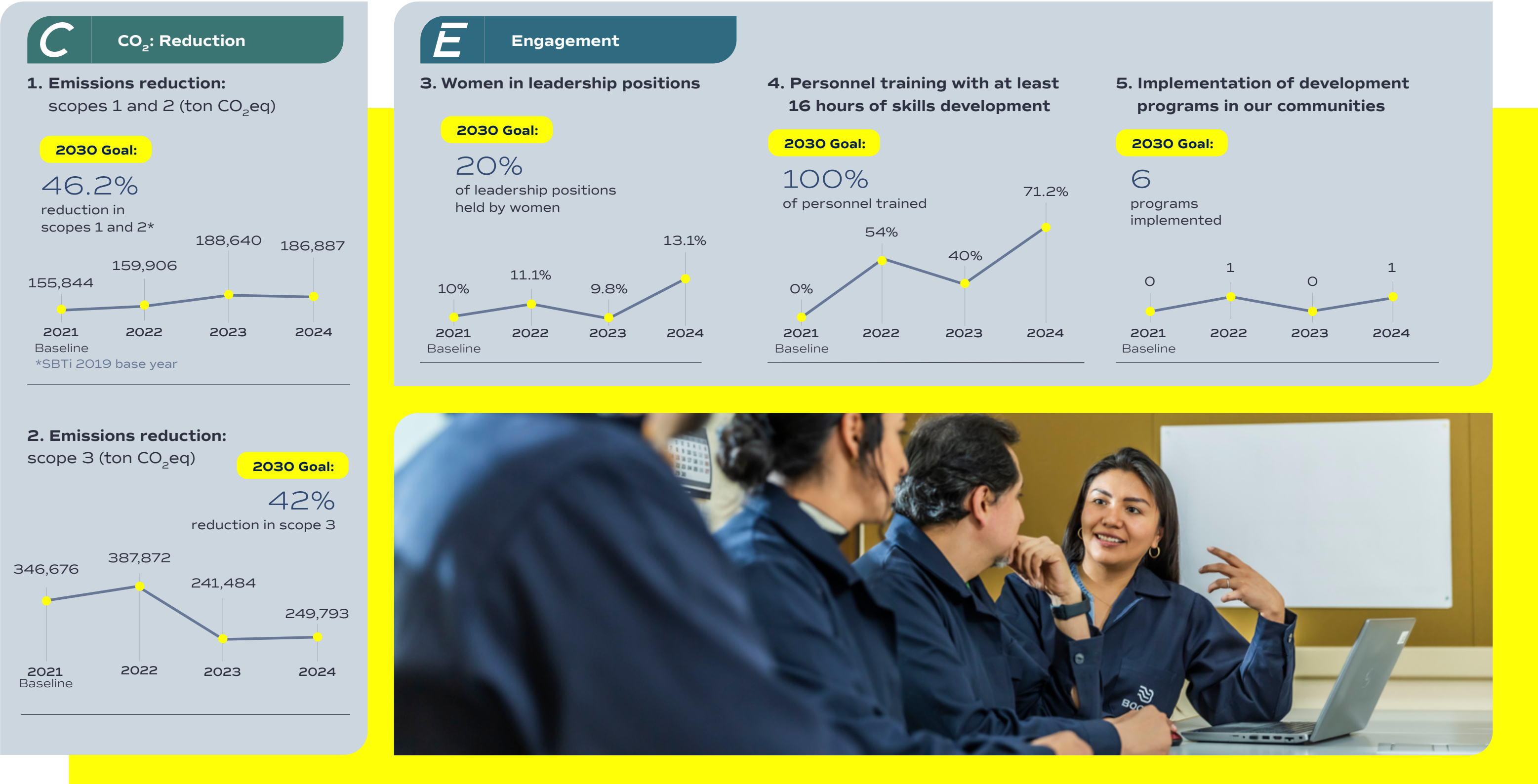
CEERO Sustainability Framework

As we journey towards sustainability, the CEERO strategic framework helps us focus on objectives for 2030. It serves as the roadmap that concentrates strategic direction and integrates the revised materiality, providing transparency and clarity to our stakeholders about the efforts and aspirations of Bocar.



C	E	E	R	O
CO ₂ : reduction	Engagement	Ethics and governance	Resources well managed	Optimization of the product portfolio
<p>Carbon emission reduction aligned with the commitment to limit global warming to 1.5°C, aligned with the Science Based Targets initiative (SBTi).</p> <p>Material topics: climate change, circular economy.</p>	<p>Empowering our people to meet future challenges, fostering a diverse and inclusive work environment, and caring for our community to build a resilient business environment.</p> <p>Material topics: culture of sustainability; personnel well-being; talent attraction and development; fairness, equity, diversity, and inclusion; community development.</p>	<p>Operating under the highest ethical and transparency standards to foster trusting relationships.</p> <p>Material topics: business ethics, culture of sustainability and supply chain management.</p>	<p>Eliminate waste and safely use natural resources.</p> <p>Material topics: circular economy, water, and culture of sustainability.</p>	<p>From the design of parts to material sourcing, being part of sustainable mobility</p> <p>Material topics: sustainable products.</p>

CEERO Sustainability Framework - 2030 Goals & Progress

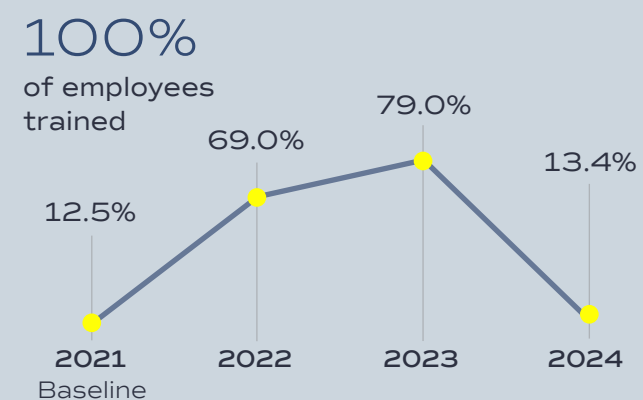




E Ethics and governance

6. Training of employees in compliance and ethics program

2030 Goal:



The new Integrity Code and related training were launched during the last quarter of 2024, which explains the change from the previous year.

7. Supplier analysis using ESG criteria

2030 Goal:

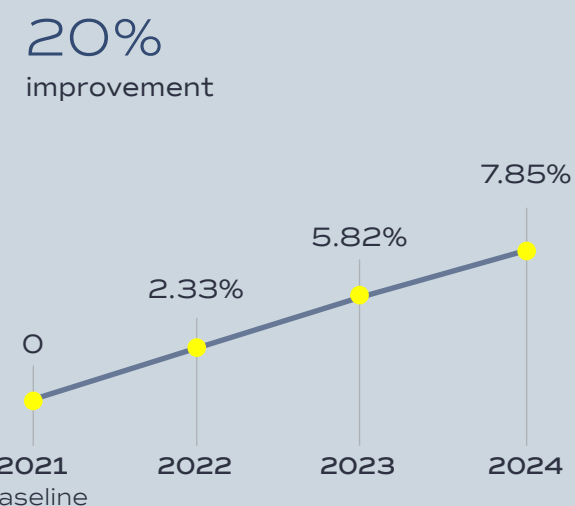


R Resources well managed

8. Improved water use efficiency*

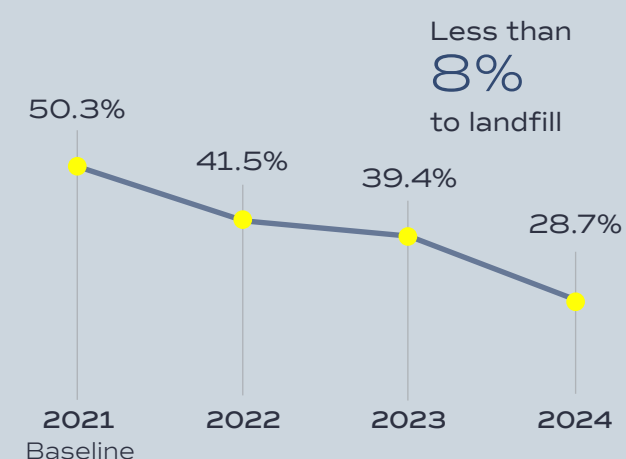
*Comparison with base year 2021

2030 Goal:



9. Waste reduction to landfill

2030 Goal:



O Optimization of the product portfolio



10. Sale of sustainable mobility products

2030 Goal:



Stakeholders

We maintain dialogue with our stakeholders through structured communication channels tailored to each group’s needs and level of engagement. This strategic approach enables us to effectively share sustainability progress, operational results, business performance, risk assessments, and collaborative initiatives, fostering transparency and building trust both virtually and in person.

			MEDIA					
GROUPS	SUBGROUPS	COMMUNICATION OBJECTIVE	On-demand meetings 	Periodic meetings 	Website & Social Media channels 	Local events 	Global communication events 	Internal communication channels 
SHAREHOLDERS	Shareholders Board members Financial institutions	Strategic alignment, governance oversight, and investment performance reporting	●	●	●			
WORKFORCE	Personnel employed Unions	Operational engagement, talent development, and building collaborative work culture	●	●	●	●	●	●
CUSTOMERS	OEMs Tier-1	Product quality assurance, innovation collaboration, ESG standards alignment, and relationship strengthening	●	●	●	●		
SUPPLY CHAIN	Goods suppliers Service providers Equipment suppliers	Performance optimization, quality control, and ESG standards alignment	●	●	●	●	●	
COMMUNITY	Personnel families Local Communities Education Institutions Civil society organizations	Social responsibility, local impact enhancement, and sustainable development	●		●	●		
AUTHORITIES	National government State government Local government Diplomatic representations of Mexico, United States, Japan, Germany, and China.	Regulatory compliance and business environment development	●		●	●		
BUSINESS ASSOCIATIONS	Business representation organizations Automotive sector associations	Industry collaboration, best practice sharing, and collective sector advancement	●	●	●	●		

Sustainable Value Chain

Our suppliers are strategic partners in achieving business objectives within an integrity framework and sustainable development vision. We recognize that product sustainability requires a supply chain aligned with good practices and shared principles.

Suppliers Day

In February 2024, we hosted our Suppliers Day at the Bocar Engineering Center in Lerma Complex, bringing together 93 strategic partners from Europe, North America, and Asia. This event reinforced our commitment to building a reliable value chain and fostering business growth. Participants represented diverse purchasing areas including direct and indirect materials, machinery, tooling, and raw materials.

The session focused on strengthening business partnerships, communicating industry challenges, creating synergies for sustainable



growth, developing supply chain consistency, and recognizing operational excellence.

A highlight was the “Bocar Supplier of the Year” award ceremony, recognizing exceptional quality, delivery, cost competitiveness, and service during 2023. Winners included GROB-WERKE GmbH & Co. KG (Machinery), Weinmüller Formen-und Werkzeugbau GmbH (Tools), Uchiyama Marketing & Development LLC (Components), Audubon Metals LLC (Raw Materials), and ASK Chemicals Manufacturing S. de R.L. de C.V. (Indirect Materials and Services). Special excellence awards

were also presented to Mapal, Arzyz, Performance Stamping, Teknia, and Francisco Javier Ángeles Romero.

This collaboration reinforces our commitment to sustainable relationships throughout our value chain, ensuring robust management systems that guarantee timely delivery of quality raw materials.

The 2024 Suppliers Day brought together 93 strategic partners across three continents, establishing a platform for collaboration, excellence and sustainability.



Supplier ESG Assessment

For the second consecutive year, we implemented a comprehensive ESG Supplier Assessment aligned with our CEERO Sustainability Framework. This initiative is consistent with our belief that true sustainability requires engaging our core supply network in responsible business practices.



Our ESG questionnaire was sent to 200 suppliers achieving a strong 86.5% response rate with 173 suppliers participating.

The assessment revealed valuable insights into our supply chain's ESG maturity: 55.3% of suppliers are at Initial and Developing stages, 26.8% at the Progressing stage with good foundations, and 17.9% at Advanced and Leadership stages, demonstrating strong performance in compliance, environmental care, labor standards, and social responsibility.

This assessment establishes a crucial baseline for supplier development programs and helps identify partnership opportunities to improve sustainability performance. By mapping our suppliers' ESG maturity, we can better target engagement efforts and measure progress towards creating a more sustainable and responsible supply chain aligned with our corporate principles and commitments.



Our Supplier ESG Assessment achieved remarkable engagement with an 86.5% response rate, covering 80% of our total procurement spend.



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GRI

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SASB

TR-AP-130a.1, TR-AP-440b.2, TR-AP-410a.1, TR-AP-150a.1

SDG



Evolution is about creating balance
between what we do and what we protect



Sustainable Environmental Management

At Bocar, we integrate environmental stewardship into the business strategy in consistency with our CEERO sustainability framework. This approach positions responsible resource management as a priority across all operations, guiding our efforts to minimize our environmental footprint.

Our environmental strategy rests on three key pillars: climate action initiatives to reduce carbon emissions, water efficiency practices that optimize consumption and treatment, and waste management that prioritize reduction, reuse, and proper disposal. These pillars work in concert to create measurable, sustainable improvements throughout our production processes.

The keystone of our environmental governance is the ISO 14001:2015 certification maintained across all production facilities. This internationally recognized standard



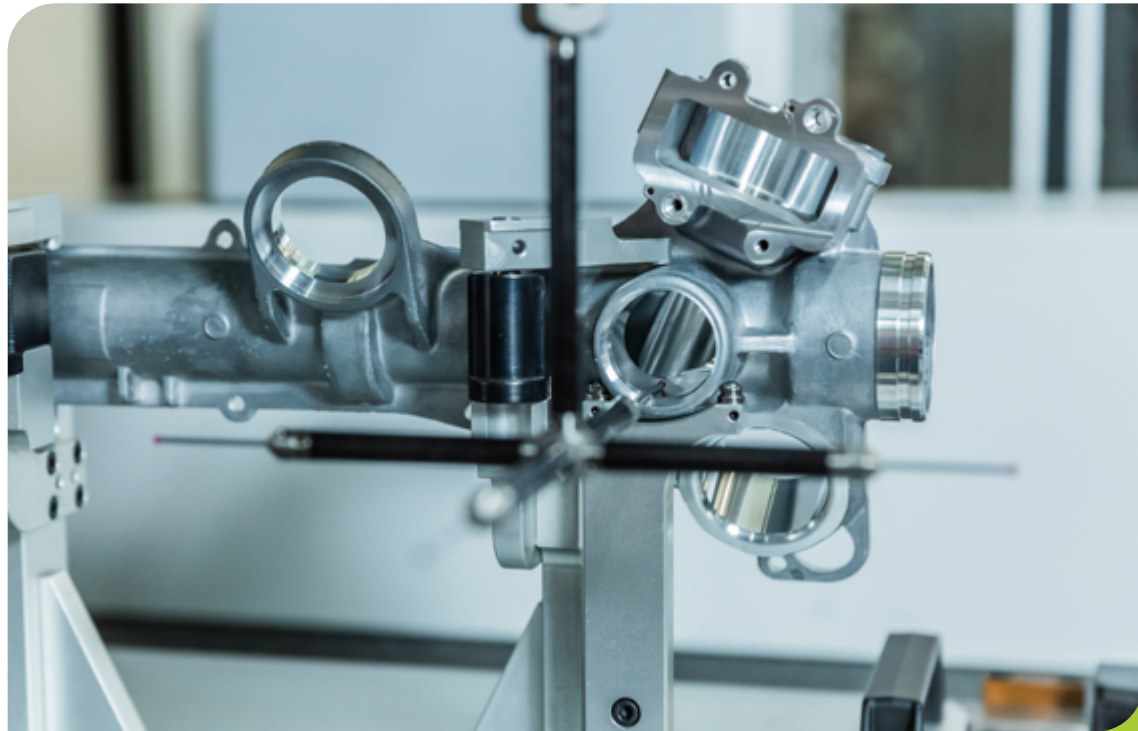
provides the systematic framework through which we assess impacts, establish controls, and continuously improve our environmental performance.

We are particularly proud that in 2024, our Saltillo and Bocar Lerma plants earned the *Industria Limpia* Certificate from PROFEPA, the Federal Environment Protection Agency of Mexico, recognizing our commitment to exceeding standard environmental compliance.

We also foster a culture of environmental awareness among our employees through ongoing education and engagement. By rising awareness of environmental care we encourage our team to contribute to our environmental objectives.



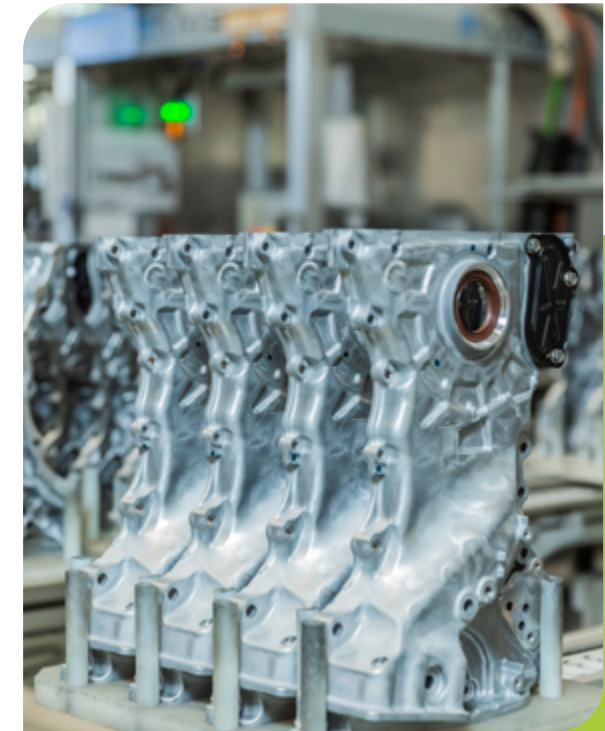
We embed sustainability into our operations through a certified system that addresses climate, water, and waste management, while promoting a strong culture of environmental responsibility.



pouring, cooling, stamping, debarring, shot blasting or heat treatment, machining, assembly and final packaging.

Our research is getting good results. We have developed a unique process that allows us to replace primary with secondary aluminum. We are working in the implementation, and we have already tested all functionality.

92.8% of the aluminum used is recycled material.

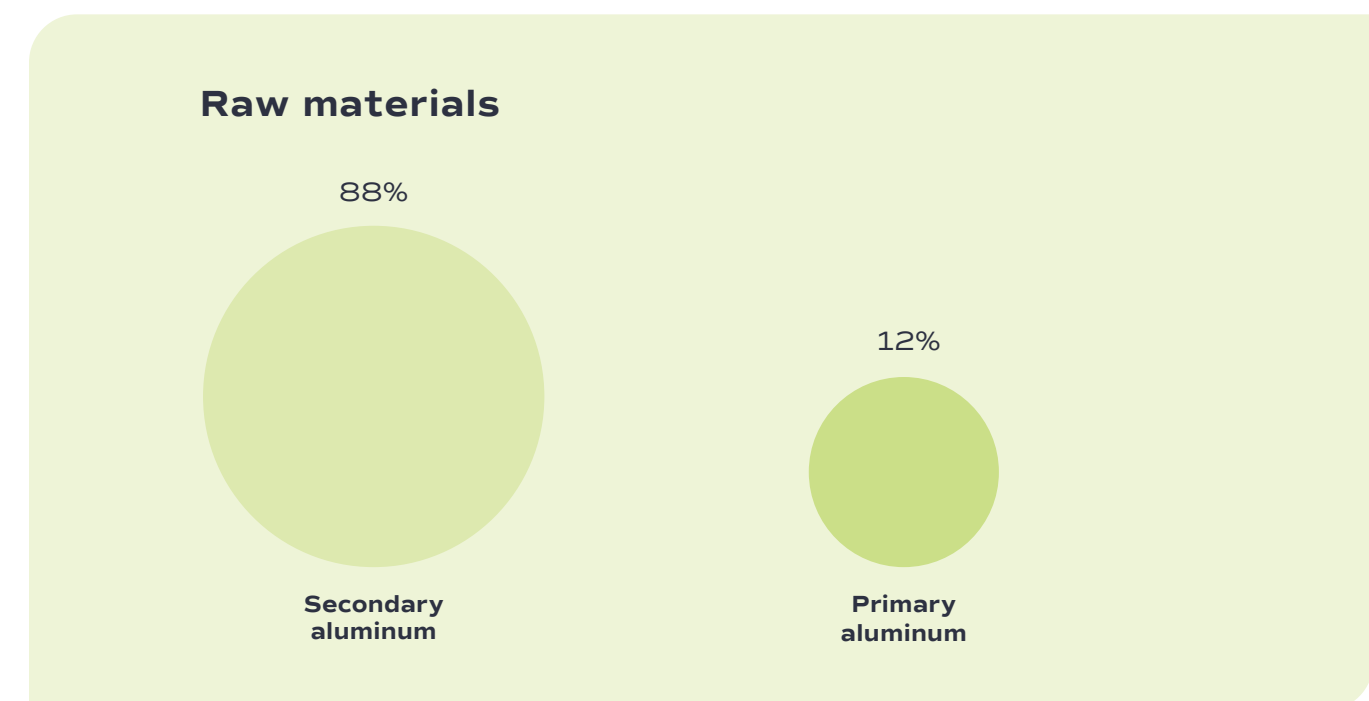


Sustainable aluminum

In the industrial market, there is primary or virgin aluminum and secondary or recycled aluminum. Comparatively, the former has a larger environmental footprint, while the latter consumes less energy and allows for a significant reduction in carbon emissions.

We focus on generating initiatives to make the use of our raw materials increasingly sustainable, which is why 92.8% of the aluminum we use is recycled and can be reused on multiple occasions due to its characteristics and physicochemical properties.

After manufacturing a part, all chips and scrap are recycled within the same process: reusable material is mixed with virgin aluminum ingots in the melting furnaces and then continues with the processes of high pressure die casting or gravity



Climate Action

In 2024, we remain committed to our Science Based Targets (SBTi) to reduce greenhouse gas (GHG) emissions generated by our operations. By 2030, we aim for a 46.2% reduction in scopes 1 and 2 emissions compared to the 2019 baseline. For Scope 3, the goal is a 42% reduction compared to the 2021 baseline.

During the year, we developed a project to understand the financial impacts of the most relevant environmental components, with a strong focus on energy consumption. This initiative enabled coordinated work with plant teams and deepened our understanding of energy consumption patterns and operational improvement opportunities.

We implemented practices to optimize consumption and consequently reduce our Scope 1 and 2 emissions. This resulted in an intensive carbon footprint of



1.48 tCO₂eq/tFG, an improvement of 2.63% from last year, while compensating for a production growth of 3.39%.

Comparing our current performance to our baseline year, our total carbon footprint in absolute terms has been reduced by 19.3%, while our emissions intensity per ton of finished goods has improved 29.9% from 4.48 to 3.45 tCO₂eq/tFG.

Best Practices for Energy Management Implemented



Equipment Shutdown Optimization

- Implemented weekend shutdown protocols for service equipment.
- Established comprehensive equipment shutdown checklists for non-operational periods.
- Limited furnace startup to preparation tasks only.
- Reduced overtime to minimize unnecessary equipment operation.
- Implemented scheduled lighting shutdowns in machining and logistics areas.



Leak Detection and Management

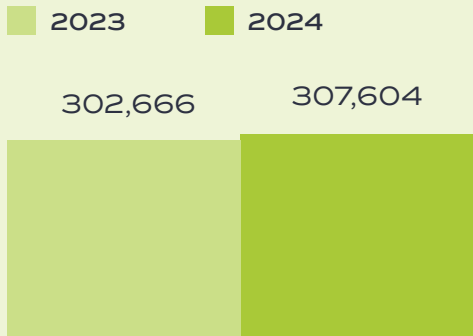
- Deployed SAM system monitoring for air leaks.
- Conducted regular maintenance tours to identify and eliminate leaks in die casting areas.
- Implemented periodic air leak inspections and repairs in machining.



Infrastructure Improvements

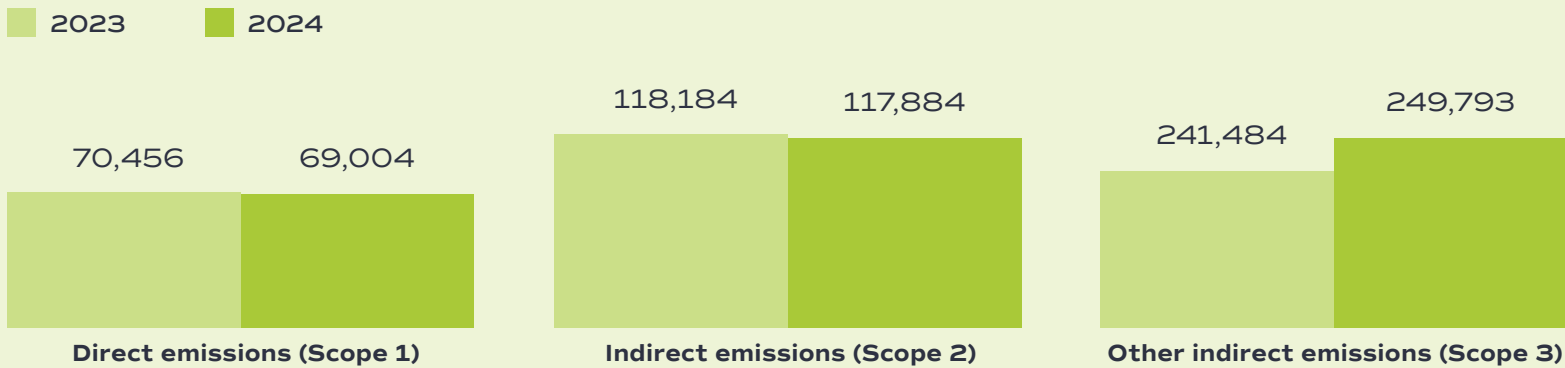
- Replaced die casting area roof with translucent materials to maximize natural daylight.
- Upgraded to LED technology in maintenance workshops and warehouses for improved energy efficiency.

Total energy consumption within Bocar (MWh)



— In 2024, Bocar US operations consumed 3,457 MWh of energy from renewable sources, compared to 1,324 MWh in 2023.

Total GHG emissions (ton CO₂eq)



— Data from operations in Mexico and United States. Expressed in tons CO₂eq
GHG emissions intensity S1,S2 and S3: 3.45 tCO₂eq / tFG (tons of Finished Goods).

Improved carbon footprint in scopes 1 & 2 by 2.63% tCO₂/tFG.



Waste Management

At Bocar, we are committed to reducing our environmental impact through efficient management of operational waste. Our approach is guided by the principles of recycling, reuse, and optimal confinement, which has led to significant improvements in our waste management practices.

In 2024, we achieved a 36.1% reduction in waste destined for landfills compared to the previous year. This substantial improvement demonstrates our ongoing commitment to minimize our environmental footprint.

Packaging Innovation

Our products are shipped to clients using either reusable or disposable packaging (single-use cardboard and plastic). The packaging type is determined collaboratively with customers and documented in packaging standards.

We continuously work to increase the proportion of products shipped in returnable packaging and improve the sustainability of disposable options through recycled or recyclable materials.

Reduced cardboard usage by

4.12%

Decreased wood consumption by

72.67%

Recovered of material from reusable packaging

80%

Innovative Waste Reduction Systems

Our plant in the USA has implemented the Sorblts System, a reusable oil absorbent that is 2-3 times more effective than disposable alternatives. This system has resulted in annual savings of:



kilograms of industrial wipe towels

849.14

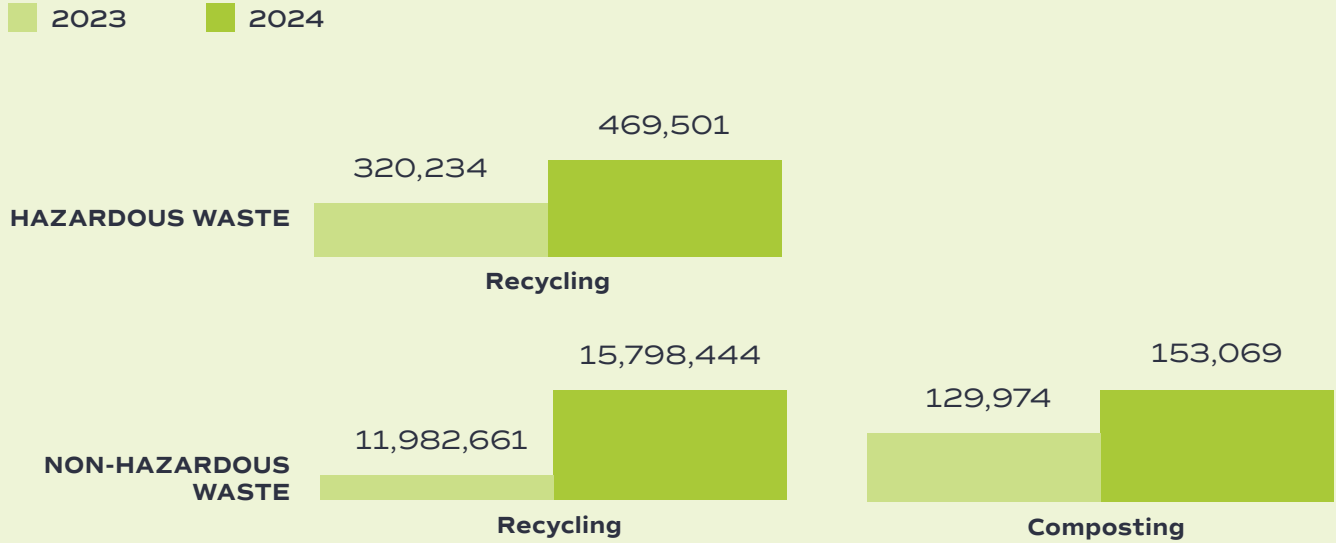
kilograms of waste oil absorbents

746.61

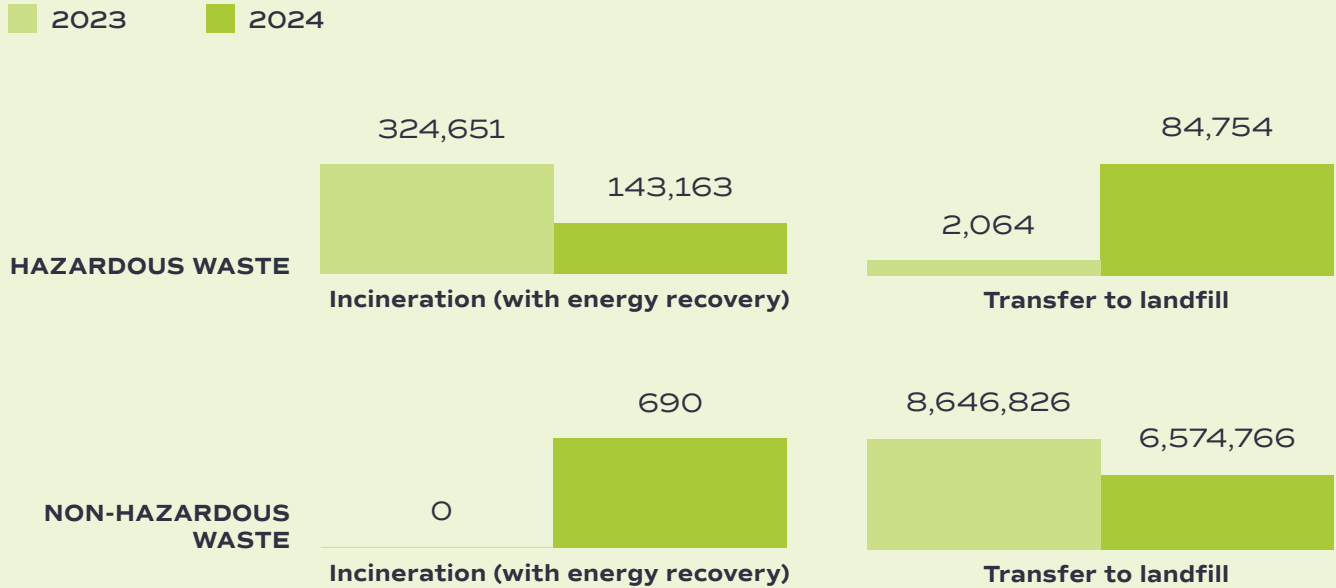


In 2024, we achieved a 36.12% reduction in waste to landfill, compared to the previous year.

Waste not for disposal (kg)



Waste for disposal (kg)



Circular Economy in Semi-Permanent Molds

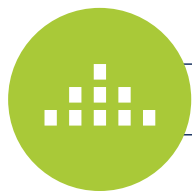
At Bocar, circular economy is exemplified by our innovative silica sand management in the Semi-Permanent Mold business unit at Lerma Complex. Silica sand is fundamental to our sand-casting process, enabling us to create complex aluminum components for the automotive industry with precision and quality. Rather than following traditional linear consumption patterns, we've implemented a comprehensive circular economy approach.



Measurable Environmental Impact

This three-stage circular approach has prevented up to 85% of waste from reaching landfills, transforming what was once considered a single-use material into a resource with multiple productive uses across different industries.

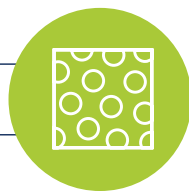
Bocar's commitment to sustainability continues to drive innovation that benefits our operations, communities, and the environment while supporting the automotive sector's transition toward a more circular economy.



1. Strategic Recovery: Through partnership with a key customer in Mexico, we recover approximately 40% of our silica sand needs directly from their manufacturing processes, significantly reducing our dependence on virgin materials from northern Mexico and the United States.



2. Extended Lifecycle: Our advanced internal regeneration process at Lerma Complex allows us to recover and reuse the same sand through multiple production cycles, maximizing resource efficiency while maintaining the quality and resistance that our precision manufacturing requires.



3. Second Life Application: When sand eventually degrades beyond our manufacturing standards, since the last quarter of 2024, we partner with an external company that repurposes this material for brick fabrication in the construction industry, completely closing the resource loop.

Since August 2024, when we started the partnership, 2,471 tons of sand have been repurposed as bricks for construction materials.

Responsible Water Management

Our comprehensive approach to water management involves a complete cycle of extraction, efficient use, and responsible discharge. In 2024, we strengthened this process by focusing on eradicating inefficiencies, and improving maintenance.

Last year, we improved overall water efficiency by 2.03% vs projections across our operations. With our Plants of Chihuahua, Saltillo, San Luis Potosí and Lerma, reducing its water consumption by ton of finished goods produced.



Infrastructure Improvements

A significant milestone this year was the relocation of our mechanical workshop from Mexico City to our Lerma Complex. This strategic move provides access to water treatment infrastructure that was unavailable at the previous location, allowing us to keep scarce water resources in Mexico City.

We maintain water treatment plants across all our production complexes in Mexico, with 73% of our wastewater treated through our internal infrastructure. The remaining wastewater is processed through municipal treatment plants under collaborative agreements. In our U.S. operations, we secured approval to begin a residual water treatment project. All equipment orders have been placed, with construction scheduled to start in 2025.

In 2024 we achieved a 2.03% water efficiency vs. projections across operations, avoiding use of +9,900 m³.

Policy Implementation and Compliance

Our Water Policy, published in 2023, continues to provide the foundation for responsible water management across our operations. After one year of implementation, we have made significant progress in ensuring the policy's core principles are integrated into our daily operations.

We remain fully aligned with environmental regulations governing the discharge of treated water into national assets, municipal drains, and water reuse systems.

For 2024, our total water consumption across all production sites was 295.5 ML, calculated as the difference between water extraction and discharge volumes.

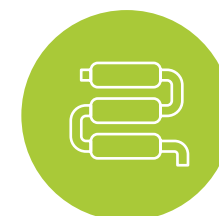


To support this initiative, we've implemented the Waterplan platform, an analytics solution that integrates information from international and local sources regarding the state of water basins where we operate and allow us to combine: water metrics across facilities, geospatial analysis of watershed conditions and stressors, modeling of water availability and quality, reputational risks, quantitative assessment of water-related business risks to integrate a comprehensive water risk matrix.

Comprehensive Water Risk Assessment

During 2024 we strengthened our water risk assessment process, by running with a methodology approach to identify external risks and internal vulnerabilities to assess potential impacts on our production processes and develop targeted mitigation strategies for short- and long-term water safety.

Based on insights gained through our risk assessment process, we are implementing targeted initiatives:



1. Water Efficiency Enhancement

Accelerating projects to reduce consumption across operations.



2. Best Practices Integration

Generation of a best practices integration business case on priority facilities.



3. Digital Water Accounting

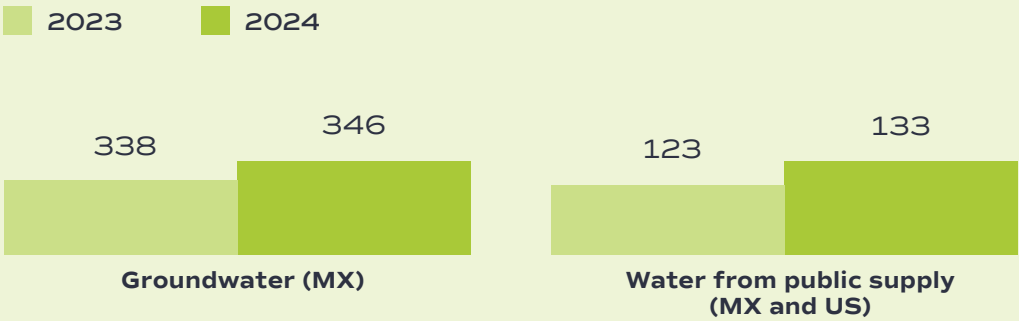
Implementing water balance monitoring for accurate identification of opportunities and quantify project impacts.



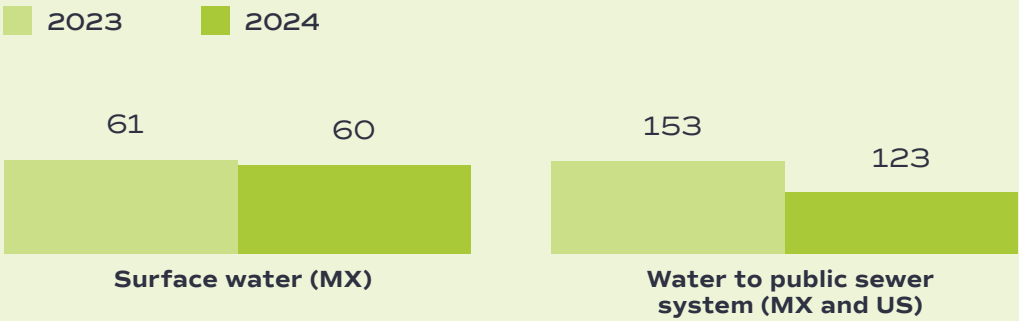
Our commitment to water stewardship has been recognized through the CDP Water Security Program, where we achieved a Score B rating, placing us above the sector average in the North America Region. This recognition validates our approach to water risk management and encourages us to continue advancing our initiatives toward our 2030 target.

Our San Luis Potosí plant demonstrated significant progress, achieving 25.43% greater water efficiency per ton of finished goods produced compared to 2023.

Total water extraction, by source (ML)



Total water discharge, by destination (ML)



— Data from operations in Mexico and the United States. Expressed in ML.





We Are Bocar →

Towards
Sustainable
Mobility →

Environment →

Our People →

Our Communities →

Governance
and Integrity →

GRI

3-3, 401-1, 401-2, 401-3,
403-1, 403-2, 403-5, 403-6,
403-8, 403-9, 403-10, 404-
2, 404-3, 405-1

SDG



Evolution is caring
for our people



Caring for People: A Core Principle of Our Culture

At Bocar, our people are the most valuable component of the organization. As we evolve culturally, we deliberately place people at the center of everything we do, striving to provide an environment where each individual can find purpose and develop their full potential. We foster a diverse and inclusive workplace where everyone is welcomed and valued for their unique talents and contributions.

The “Caring for People” principle is fundamental to our cultural identity and guides how we interact, support, and grow together.

This principle shows up through specific behaviors that define our daily interactions.



Drive collaboration: We expect people to be open, honest, share information, admit mistakes, seek help, actively support others, and build strong partnerships with others.



Include and care for others: Show empathy, respect and genuine concern for everybody’s safety and well-being. Build trust and foster win-win relationships with colleagues.



Fuel development: Our people is committed with their own development, seek feedback, learn from diverse people and situations; actively listen to the needs, ideas, and emotions of others.



These behaviors collectively create a workplace where people feel valued, supported, and empowered. As we continue our journey, we remain dedicated to nurturing our human talent as the cornerstone of our success and culture.

Organizational Climate Survey

In 2024, we conducted our annual Organizational Climate Survey (ECO), achieving a participation rate of 91% among eligible employees with at least three months of tenure in the organization. This high participation rate reflects our workforce’s commitment to providing feedback for continuous improvement.

The consolidated favorability index reached 70%, with notable strengths in three key areas:

- Culture.
- Corporate Social Responsibility.
- Engagement.

These results demonstrate that our employees strongly identify with our organizational culture and principles, recognize our commitment to sustainability and community development, and maintain a high level of engagement with our mission and objectives.

We also identified areas requiring attention and improvement:

- Survey Driven Change.
- Growth and Development.
- Acknowledgment.

The acknowledgment score, in particular, highlights an opportunity to enhance how we acknowledge and reward employee contributions across the organization.

In 2024, our Organizational Climate Survey showed a 70% favorability rate, following 78% in 2023 and 81% in 2022. While we observe a downward trend in overall satisfaction over the past three years, this provides valuable insight for our leadership team.

We are developing targeted action plans to address these findings, with special emphasis on strengthening our acknowledgment programs and creating more visible connections between employee feedback and organizational changes.



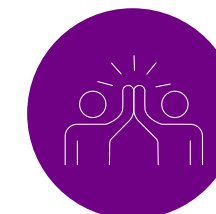
Coffee with the CEO: Fostering open dialogue and an inclusive culture.

As part of our cultural evolution journey, in 2024 we implemented “Coffee with the CEO”, an innovative initiative that embodies our commitment to transparent communication and inclusive leadership. This program creates a dedicated space for proximity, meaningful dialogue, and collaborative improvement.

The initiative serves three primary objectives:



Strengthening the sense of belonging among participants while sharing insights on key company matters.



Fostering transparent communication that contributes to organizational improvement.



Creating an environment where everyone can offer ideas and suggestions to enhance various aspects of Bocar.

This invitation purposefully encompasses diverse profiles and levels throughout the organization, specifically excluding management positions to ensure authentic vertical communication. This approach reinforces our core belief that every team member has a place in the conversation, that all opinions are valuable, and that individual contributions can make a meaningful difference.



74% of our employees are unionized, which reflects our willingness to engage in social and labor dialogue.

Labor Rights and Employment Generation

At Bocar, we continue to drive meaningful employment opportunities while fostering sustainable labor relationships. Our approach emphasizes equitable working conditions, fair compensation, and encouraging transparent dialogue with our workforce across all levels of the organization.

We uphold the fundamental right to freedom of association and maintain strict adherence to labor regulations in every country where we operate.

This commitment is embedded in our management approach, which aligns with global standards including the Universal Declaration of Human Rights and the principles of the United Nations Global Compact.

As of December 2024, our global workforce stood at 7,947 employees, with 6,316 people unionized globally. This substantial proportion of unionized employees reflects our ongoing commitment to respecting collective representation rights.

In 2024, Bocar welcomed 1,562 new team members to our organization, including 178 professionals in non-unionized positions.

Our “Yes, to Internal Opportunities!” program has played a crucial role in complementing this talent acquisition strategy by identifying and developing internal candidates for key positions throughout the organization.

The initiative has delivered substantial value by facilitating 71 well-deserved promotions that recognize the dedication and capabilities of our existing team members. We’re particularly proud that 3 talented women have advanced into leadership positions (GG14+), reinforcing our commitment to gender diversity at executive levels.

The program has also supported 3 lateral moves, enabling professionals to expand their

skill sets across different functional areas. Additionally, 28 colleagues have benefited from inter-plant growth opportunities, enriching their experience while strengthening knowledge-sharing across our facilities.

The internal opportunities program embodies our commitment to:

- Prioritizing internal talent development alongside strategic external hiring
- Creating meaningful career pathways for our workforce
- Enhancing cross-functional knowledge and operational flexibility
- Advancing diversity in leadership positions

6 out of 10 open positions were covered by internal candidates.

Technical Talent Expertise: A Competitive Advantage

During 2024 we strategically prioritized technical knowledge throughout our operations, creating a direct link between specialized capabilities and business performance.



Our technical workforce has grown to 1,835 positions—25% larger than in 2023—including 504 maintenance specialists critical to operational continuity. This expansion is guided by direct C-Level oversight, ensuring proper alignment between technical talent and business objectives.

Retaining specialized talent remains a priority that we address through our formalized loyalty program, mobility opportunities, and comprehensive skills development. These initiatives have created an environment where technical experts feel valued and motivated to contribute their specialized knowledge.

Our apprenticeship program ensures knowledge continuity by developing the next generation of technical talent with 124 participants across four manufacturing sites in 2024.

This year, we’ve celebrated the graduation of 59 apprentices specializing in mechatronics, industrial mechanics, general mechanics, electromechanics, and production mechanics—each bringing fresh technical capabilities to our operations.

The program’s 94% retention rate (graduates plus active apprentices) demonstrates its effectiveness, while the inclusion of 14% female graduates reflects our ongoing commitment to diversity in technical roles. These apprentices, trained through our dual-education model, represent the future of technical talent at Bocar, but also an immediate enhancement to our operational capabilities.

The results are tangible: reduced hiring costs, enhanced knowledge transfer, and improved Overall Equipment Effectiveness.



94%
retention rate in the Apprenticeship Program, our primary pipeline for technical talent.



Workplace Safety

Throughout 2024, we've continued to strengthen our commitment to the highest safety standards across all Bocar business units. Our operations are guided by the comprehensive Occupational Health and Safety Management System ISO 45001:2018, ensuring consistent protection for our workforce.

SafeStart is our comprehensive safety awareness and competency development program designed to address human factors that contribute to workplace incidents.

The program focuses on reducing critical errors and preventing accidents by reinforcing behavioral training that builds safe habits and decision-making skills. During 2024, we strengthened our SafeStart initiative through close collaboration with in-person training sessions, ensuring direct engagement with employees, and creating a more

interactive learning environment that enhances safety culture across all our facilities.

Beyond regulatory compliance in each country where we operate, we strive to maintain enhanced internal safety protocols to address the specific needs of our manufacturing environments and protect our people's well-being.

When incidents occur, we deploy specialized cross-functional teams to conduct thorough investigations, applying advanced root cause analysis methodologies. This approach allows us to implement targeted corrective actions and preventive measures.

In December 2024, a work-related fatality occurred at the Saltillo plant. The investigation resulted in a focused action plan that included: a company-wide Safety Stand Down, refresher training on LOTO procedures, audits across all sites, standardization of lockout boards, and dual verification for high-risk maintenance tasks.

This case was reviewed at the executive level and integrated into organizational learning. Preventive measures are continuously monitored, aligned with ISO 45001 and the principles of ongoing improvement.



Be Safe! Program: Evolving Workplace Safety Culture

In 2024, we launched “Be Safe!” – our comprehensive safety system designed to elevate workplace protection and strengthen one of our fundamental principles: “Caring for People.”

A Proactive Safety Approach

Be Safe! marks our transition from a reactive approach, where we primarily responded to incidents after occurrence, to a proactive strategy focused on preventing accidents before they happen. This shift enables us to:

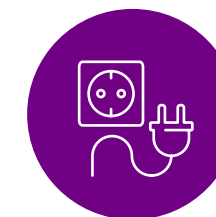
- Systematically identify potential hazards
- Implement preventive measures
- Develop organizational capabilities
- Work collaboratively to manage risks proactively



At the center of “Be Safe!” is the active involvement of every team member. All personnel play a vital role in identifying hazards, suggesting improvements, and contributing to safer processes.

Be Safe! represents an evolution in our safety management approach across Bocar operations.

The system emphasizes six essential safety areas.



Secure Lockout (LOTO):
Ensuring energy sources are properly secured to prevent accidents during maintenance operations.



Safe Lifting Practices:
Using correct techniques when handling heavy objects.



Industrial Vehicle Safety:
Operating equipment safely to prevent accidents.



Slip Prevention: Minimizing risks of slips and falls in the workplace.



Hand Protection:
Preventing injuries through the use of proper equipment.

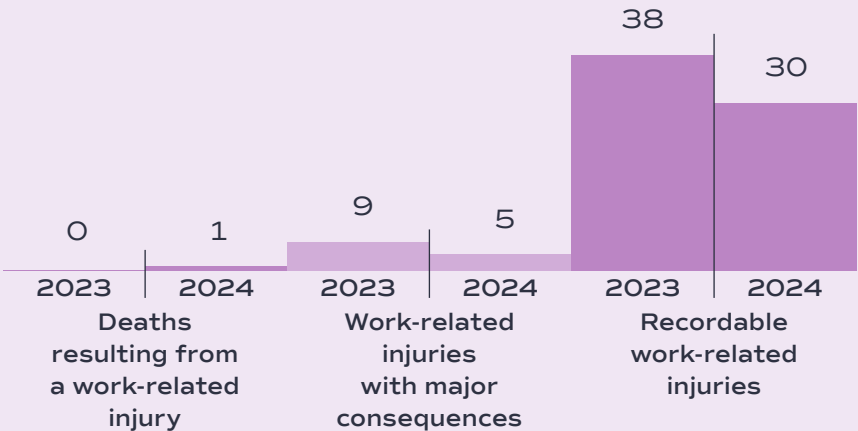


Burn Prevention:
Implementing precautions to avoid thermal injuries.

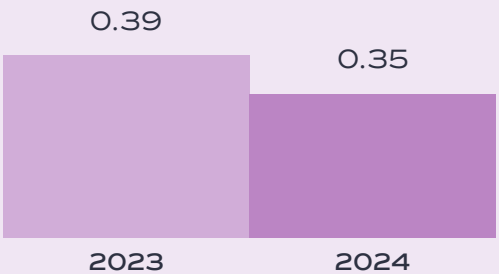
The implementation of Be Safe! depends on widespread participation and awareness. We encourage all team members to remain alert, report unsafe situations promptly, and actively engage in safety conversations.

By incorporating prevention into daily activities, we are building a safer environment where everyone is protected.

Work-related injuries | Global data



Lost day accident frequency rate | Global data



Lost day accident frequency rate corresponds to the calculation of accident occurrence based on the OSHA (Occupational Safety and Health Administration). Formula: (Number of recordable injury accidents with lost time) X 200,000 / (Total accumulated man-hours worked during the evaluation period)





Health, Safety, and Environment (HSE) Week 2024

From May 20-24, 2024, we conducted our comprehensive HSE Week across all our facilities in Mexico, reinforcing our commitment to fostering a preventive culture in occupational health, workplace safety, and environmental protection. This initiative complemented our ongoing sustainability efforts aligned with our CEERO Strategic Framework.

Health Promotion made up the foundation of our activities, featuring informative talks and interactive workshops designed to provide employees with essential tools for biological, psychological, and social well-being. Our programming addressed critical topics including ergonomics, nutrition, proper rest, exercise, and early disease detection, while specialists provided

personalized consultations that created meaningful dialogue about healthy lifestyle habits.

Accident Prevention was strengthened through practical demonstrations led by specialized providers, reinforcing techniques for reducing critical errors and preventing workplace incidents. Employees engaged hands-on with state-of-the-art personal protective equipment and learned best practices for proper usage, directly supporting our SafeStart program objectives.

Environmental Impact Reduction was promoted through thematic exhibitions and team activities that raised awareness about sustainable practices and environmental stewardship. We identified strategies to minimize the environmental footprint of Bocar operations, encouraging efficient resource use, responsible waste management, and adoption of eco-friendly technologies.

Additionally, seven webinars featuring both external and internal speakers expanded our reach, covering topics such as respiratory

and hearing protection, menopause and andropause, water vulnerability, sustainability at Bocar, clean energy generation, and climate change.

Health and Wellness

At Bocar, we pursue the comprehensive well-being of our team members across all countries where we operate. Throughout 2024, we enhanced our integrated health programs addressing both physical and mental wellness across all production facilities, training centers, and corporate offices.

Our cornerstone initiative remains the Healthy Lifestyle Program, which we continued to refine this year. This comprehensive program promotes balanced nutrition, scheduled active breaks, mental health awareness, preventive health screenings, and physical activity. Supporting these efforts, every Bocar facility provides balanced meals available to all employees.

The physical health of our workforce is supported through a robust network of onsite medical professionals, including physicians, nutritionists, and psychologists. Our San Luis Potosí facility successfully launched a pioneering full-time dental clinic pilot program.

We’ve also strengthened our occupational physical therapy services, implementing diagnostic assessments, customized therapy programs, strategic rest breaks, and personalized recovery monitoring to address workplace ergonomic challenges.

Mental health remains a priority in our wellness framework. In compliance with NOM-035-STPS-2018 in Mexico, regulations and insights from our Organizational Climate Survey, we’ve expanded our prevention and treatment programs for depression, anxiety, and stress. These initiatives provide critical support while reducing stigma around mental health discussions at the workplace.

The 2024 Bocar Challenge saw enthusiastic participation from 620 employees who received multidisciplinary support from



nutrition, psychology, and medical professionals to improve their lifestyle habits. Additionally, our commitment to supporting working mothers continued through our nine dedicated lactation centers, providing comfortable, private spaces for women during this important life stage.

In Bocar Germany we maintained a strong focus on employee wellness throughout the year, by providing staff with access to expert-led sessions covering essential health topics including nutrition, fitness optimization, and stress management.

Physical activity is at the core of our wellness initiatives. Our team enthusiastically participated in the tenth annual “AOK” corporate race and engaged in friendly competition during our traditional soccer tournament. The “Active Lunch Break” initiative continued to thrive, encouraging everyone to dedicate 30 minutes every Tuesday to physical activity, regardless of whether they work remotely or in-office.

Physical activity remains central to our well-being approach.



Preventive health programs

We conduct workshops, conferences, talks and provide physical materials with relevant information for our team’s well-being.



Nutritips:
information to promote proper nutrition.



Star foods:
nutritional benefits of specific foods each month.



Addiction prevention:
course at the Bocar Institute accompanied by educational campaigns at the different facilities.



Physical activity:
in-person and virtual races for the Runners’ Club.



Stress management:
campaigns to identify signs and symptoms.

Communication about health matters remained consistent through our quarterly health newsletter, which delivers valuable information on medical conditions, treatment options, exercise routines, nutritional recipes, and general wellness tips.

Complementing these resources, we implemented standardized mental health questionnaires with regular follow-up support, ensuring comprehensive care for our team members’ psychological well-being.

Total medical, nutritional, psychological and psychiatric consultations

42,456

Medical consultations

32,117

Nutritional consultations

5,254

Psychological consultations

2,800

Psychiatry consultations

2,285



JEDI: Justice, Equity, Diversity, and Inclusion

At Bocar, we are committed to our Justice, Equity, Diversity, and Inclusion (JEDI) principles. We maintain a safe, discrimination-free environment where talent is welcomed and valued on performance, capabilities, and collaborative relationships with colleagues.

In 2024, we published our JEDI policy. This milestone document contributes to organizational alignment and provides a guide for implementation of initiatives across operations.

Gender diversity remains as a strategic priority. In partnership with the German Agency for International Cooperation (GIZ) and the German-Mexican Chamber of Commerce, we hosted two vocational events designed to attract more women to STEM careers at Bocar.

In 2024, we remembered the International Women's Day with activities in all our facilities, including

conferences in different topics and a corporate webinar about the importance of gender equality.

Parental Leave

We continued to uphold our commitment to supporting work-life balance through comprehensive parental leave benefits for all team members. During the year, 113 women and 331 men accessed this important benefit, allowing them to welcome new family members while maintaining job security.

Following their leave periods, 59% of women and 88% of men successfully transitioned back to their professional roles at Bocar.

Retirement Planning

Our commitment to employee well-being extends throughout the career lifecycle, culminating in robust retirement support. In Mexico, we maintain a supplemental retirement plan for eligible employees based on seniority and retirement age, providing benefits beyond those mandated by law. For our U.S.-based team members, we offer the 401(k) Retirement Savings Program, enabling them to build financial safety for their future while benefiting from company support in their retirement planning journey.

We remain focused on building a more diverse organization that better reflects the communities we serve.



In 2024, we publish our JEDI policy to provide guidance for implementation of initiatives across the company.

Gender and Generational Diversity

We continued to enhance our workforce diversity through strategic recruitment and development initiatives. The integration of younger professionals into our teams has created a dynamic blend of perspectives, driving innovation and process optimization throughout the organization. This generational diversity enables us to remain attractive to emerging talent while providing stability and growth opportunities for experienced team members.

Our commitment to inclusive practices has yielded measurable results in gender representation. Women now constitute 36% of our total workforce, reflecting our ongoing efforts to create balanced teams across all operational areas. Most notably, female representation in leadership positions increased to 13% by year-end, a 3 percentage point improvement from 2023.

This progress demonstrates our tangible advancement toward gender equity in decision-making roles while reinforcing our broader commitment to justice, equity, diversity, and inclusion as foundational elements of Bocar’s corporate culture.

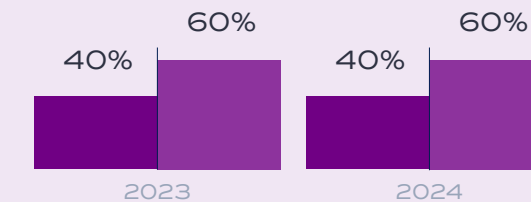


36% of our team at Bocar are women, with 13% holding leadership positions.

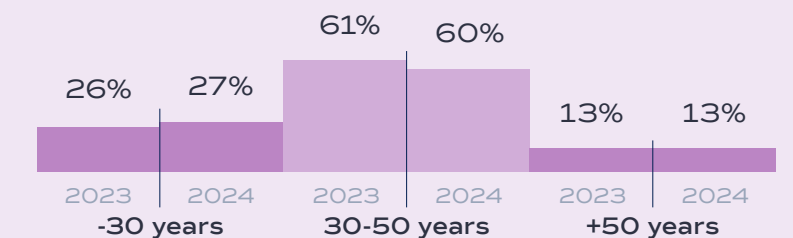
Diversity in union positions | Global Data

■ Women ■ Men

By gender



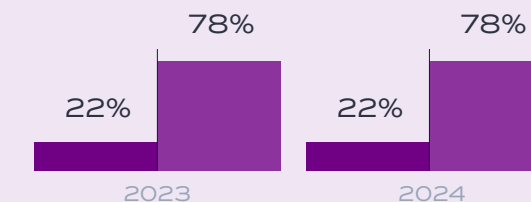
By age group



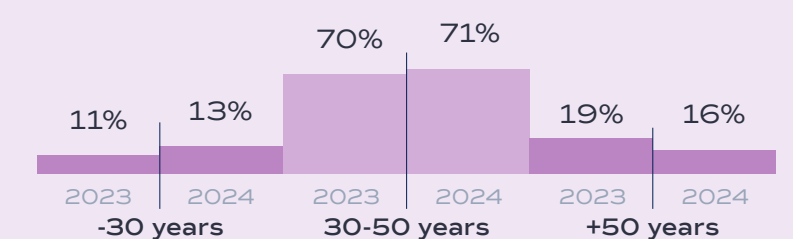
Diversity in non-union positions | Global data

■ Women ■ Men

By gender



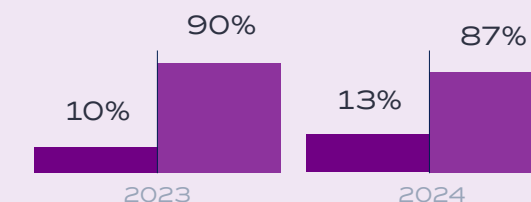
By age group



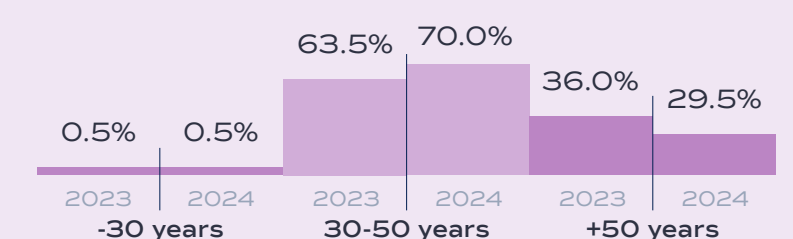
Diversity in executive and management positions | Global data

■ Women ■ Men

By gender



By age group



Training and Development

Throughout 2024, we reinforced our commitment to professional development and our learning philosophy continued to be anchored in the proven 70-20-10 model that has consistently delivered results across our organization.

This holistic approach allocated 70% of development to hands-on experiential learning, complemented by 20% through structured mentoring and collaborative feedback, and rounded out with 10% dedicated to formal education and specialized external training.

By maintaining this balanced methodology, we successfully integrated internal knowledge transfer with external perspectives, creating a comprehensive development ecosystem that propelled our team members toward excellence in their respective fields.

The effectiveness of this approach was evident in our 2024 performance metrics, with improved retention rates among technically

skilled personnel and enhanced operational capabilities across our manufacturing facilities.

As part of our CEERO Sustainability Framework, we are committed to empowering our workforce through comprehensive skills development. Our key performance indicator targets 60% of eligible employees to receive more than 16 hours of training annually by 2024. This metric reflects our dedication to fostering continuous learning, enhancing professional capabilities, and building a skilled workforce that drives innovation and sustainable growth across all our operations.

Average training hours per person (global data)

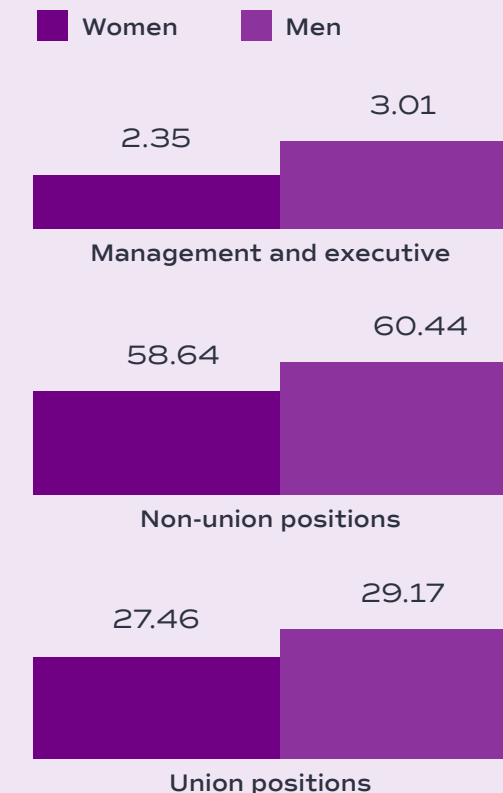


33.41
hours



Average training hours per person per year, by gender and job category

Data from Mexico and the United States



71.17% of eligible people received more than 16 training hours for skills development, surpassing our target of 60% coverage.

Talent Development

To strengthen all personnel competencies, we offer four types of training in Mexico and the United States through our Bocar Academy platform: 1) Technical programs, 2) Certification programs, 3) Language scholarships, and 4) Academic support. Additionally, we have developed specific programs that address other training and job-related needs.

Programs	# of participants
Set of introductory trainings to personnel	7,072
Set of Institutional trainings	6,443
Technicians of specialization	8
Soft skills	77
Certifications	157
Language scholarships	69
Professional studies	4

Introductory trainings: Set of instructional contents considered of relevance for all employees in Bocar.

Institutional trainings: Set of contents required for specific purposes and groups to enable processes, and comply with certifications, yearly updates or new materials.



Talent Week 2024: Advancing Professional Development

During the first week of November 2024, we conducted our annual Talent Week, reinforcing the commitment to continuous learning and professional growth. This comprehensive development initiative provided diverse learning opportunities designed to enhance both technical capabilities and personal growth across Bocar.

Key Program Components:

- Practical Workshops focused on developing specific job-relevant skills applicable to daily work activities, ensuring immediate value and application for participants.
- Specialized Courses addressed critical professional development topics for team members and collaborators both within and outside Bocar, fostering cross-functional knowledge sharing.

- Expert Panel Discussions featured conversations with professionals from various sectors, providing insights into industry trends and labor market dynamics.
- Digital Sessions explored online tools and digital trends applicable to business processes, enhancing our technological capabilities.
- Information Sessions showcased available development programs with practical recommendations for maximizing learning opportunities.

During the event, we partnered with the Academic Employment Fair, joining renowned institutions such as *Tecnológico de Monterrey*, *Universidad La Salle*, *Universidad de Viña*, *OpenEnglish*, *Universidad del Valle de México*, and *Unileon*. Additionally, we facilitated access to continuing education information and interactive activities.

This initiative demonstrates our belief that investing in our people’s development is fundamental to both individual success and organizational growth, creating spaces that promote continuous learning and strengthen our team’s capabilities for the future.

Center of Excellence FB (CEFB)

This state-of-the-art facility features advanced laboratories equipped with industrial equipment that precisely replicate actual production environments. Participants work with the same cutting-edge equipment and precision tools used in our manufacturing operations, ensuring seamless transition to production roles.

The Center’s curriculum provides hands-on experience across our core technologies—plastic injection molding, aluminum casting, and both high-pressure and gravity injection manufacturing. All training programs maintain rigorous quality standards and carry certifications from our technology suppliers and the Mexican-German Chamber of Commerce and Industry (CAMEXA).

Our flagship Engineer-in-Training (IEE) program maintained its reputation for excellence throughout the year. This 16-month intensive development experience for recent engineering graduates combines comprehensive technical training

with essential leadership skills. Participants who successfully complete the program transition into specialized roles with personalized two-year career development plans and ongoing mentorship. The program’s effectiveness stems from its practical approach—participants collaborate directly with leaders across various business units while developing the specific competencies needed for Bocar’s evolving operations.

Alongside the IEE program, the Center continued to operate its successful Apprenticeship and Talents in Development initiatives, creating a robust pipeline of skilled professionals at multiple entry points into our organization.



New entry engineers, by plant | 2024

San Luis Potosí	Lerma Complex
4	3

Engineers graduating, by plant | 2024

Chihuahua	Lerma Complex
4	4

In 2024, 100% of Engineers-in-training graduates were hired to cover internal positions.

Talents in Development

This program continued providing recent economic-administrative and engineering graduates with comprehensive professional growth opportunities. This 12-month initiative features structured rotations across multiple business areas, offering specialized training that strengthens both technical and soft skills. This approach has proven effective in facilitating smooth adaptation and integration of young professionals into our workforce.

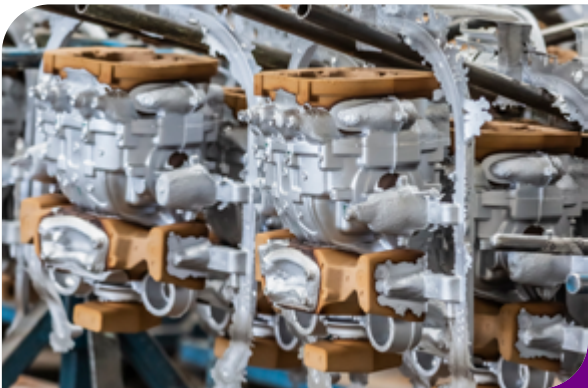
Our Apprentice Program at Bocar Academy maintained its position as a strategic bridge between education and industry in 2024. This dual-training model combines theoretical knowledge with hands-on practice for high school and technical school students interested in industrial mechanics and mechatronics careers.

Participants commit to a rigorous three-and-a-half-year curriculum. Upon completion, graduates join Bocar as junior technicians with a 100% integration rate, demonstrating our commitment to sustainable talent development and long-term workforce investment.

The 2024 cohort included 124 enrolled apprentices with an impressive 94.5% retention rate, reflecting the program’s quality and relevance to participants’ career aspirations.

Bocar Academy achieved significant recognition in 2024. Two of our mechatronics apprentices, earned second and third place honors as Mexico’s most outstanding students in a prestigious competition organized by the Mexican-German Chamber of Commerce (CAMEXA), the Ministry of Public Education (SEP), and Business Coordinating Council (CCE).

Additionally, following a visit by the Inter-American Development Bank delegation, Bocar Academy was selected as one of only four Latin American companies to serve as a model for technical education programs across the region.



Combined training | 2024

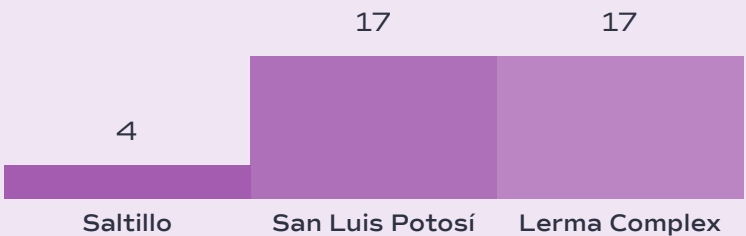
30%

of the program is theoretical training at an educational institution.

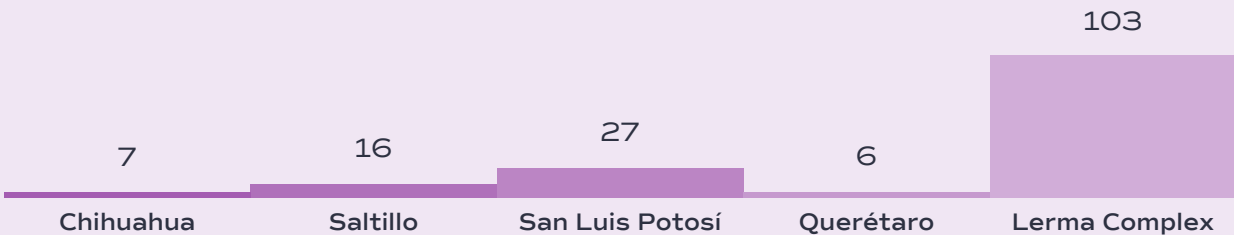
70%

of the program is practical training at Bocar’s facilities.

Total apprentices graduated, by plant in Mexico



Total apprentices by plant in Mexico



Performance Management: EDI Methodology

Our Individual Performance Evaluation (EDI) system fosters a merit-based, high-performance culture while aligning leadership competencies with our core principles.

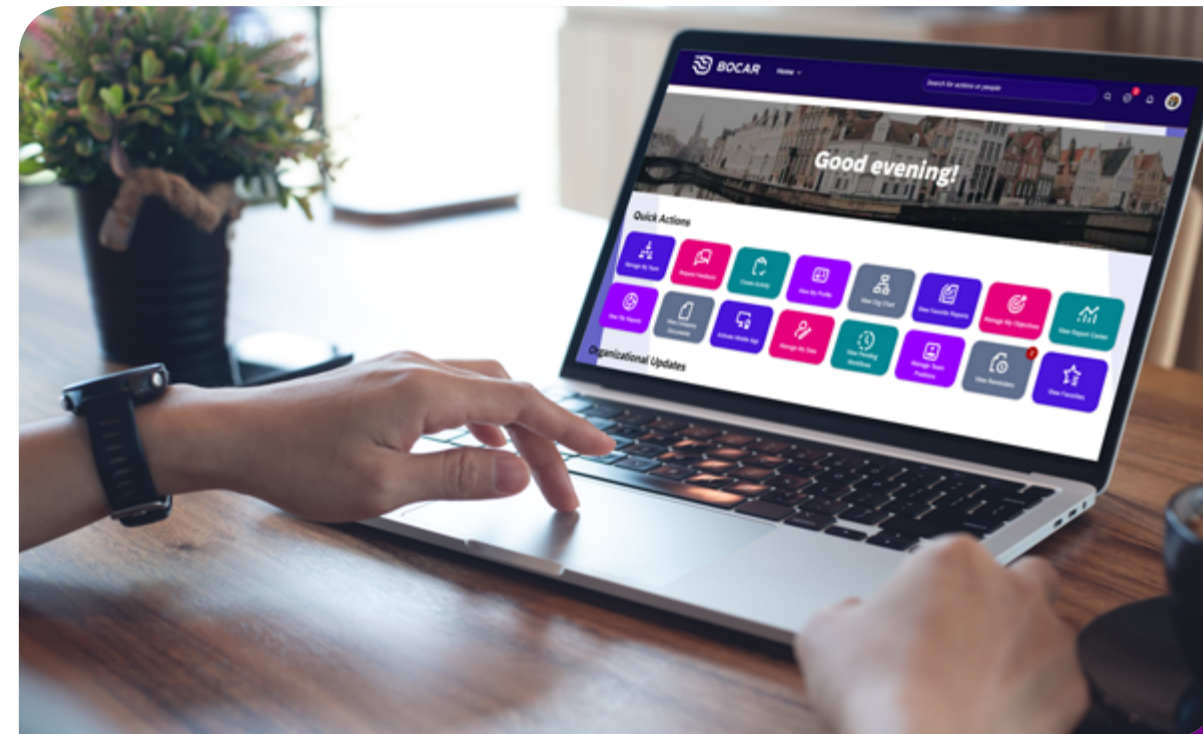
The EDI model ensures organizational alignment through the implementation of Objectives and Key Results (OKR) methodology:



Objectives (O) define the purpose of what we aim to achieve—the “what”.



Key Results (KR) serve as measurable benchmarks that monitor “how” we reach those objectives.



This framework is complemented by our CFR approach (Conversations, Feedback, and Recognition), which promotes personal growth by providing structured insights into competencies, knowledge, actions, and execution methods.

The refined performance management system analyzes strengths, identifies improvement areas, and evaluates potential new roles, creating a more dynamic pathway for professional advancement within Bocar.

Digital Transformation: CONECTA Platform

To support this methodological evolution, we’ve launched CONECTA—an integrated digital platform that centralizes and optimizes the management of key professional development processes. This comprehensive system brings together:

- Performance and career.
- Digital forms and documentation.





We Are Bocar →

Towards
Sustainable
Mobility →

Environment →

Our People →

Our Communities →

Governance
and Integrity →

GRI
3-3, 413-1

SDG



Evolution is driving positive
change for our communities



Community engagement and social responsibility have consistently been at the center of Bocar’s corporate citizenship. This approach has evolved over the years to enhance the quality of life for both our workforce and the localities welcoming our facilities.

Since our employees and their households are part of these communities, expanding our influence beyond company limits has been an organic progression. Currently, this principle continues through a business social impact framework grounded in enduring progress and aligned with our operations.



Bocar Family Foundation

Bocar Family Foundation (BFF) plays a key role in building strong ties with the community. Through strategic alliances and donations, the foundation supports vulnerable populations in Mexico, focusing on the states where we have presence. Its efforts are structured around three main pillars:



Education



Children Care Homes



Emergencies

In 2024, the Bocar Family Foundation proudly celebrated its second anniversary, a milestone marking two years of commitment, empathy, and service. Since its inception, the BFF has remained faithful to its purpose of building opportunities to transform our communities.

This year, the Foundation’s investment benefited 13,529 people across 19 institutions in four strategic areas. The education pillar received the largest allocation, supporting nine organizations and reaching 7,505 beneficiaries, while the Children Care Homes pillar served 379 individuals through five institutions. The Emergency pillar had significant impact as well, benefiting 5,303 people through three organizations. Additionally, causes related to health and culture supported 342 beneficiaries across three institutions.

People benefited, by intervention pillars

Total

13,529

7,505

Education

5,303

Emergencies

379

Children Care Homes

342

Other

Bocar Family Foundation
Purpose:
“We build opportunities to transform our communities”.

Institutions supported by cause during 2024:



Education:

- Centro Educativo Siembra y Cosecha, AC
- Superación Excelencia Resultados
- APAC, IAP
- Pro-educación, IAP
- Fundación EDUCA México, AC
- Promesa Educativa para México, AC
- Fundación Gigante, AC
- Fundación MVS Radio, AC
- Museo Interactivo Infantil, AC



Children Care Homes:

- Aldea Infantil Pepita de Valle Arizpe, SC
- Museo Interactivo Infantil, AC
- Casa Hogar San Pablo, IAP
- Casa Hogar Alegría, IAP
- Sumar para Transformar



Emergencies:

- Fundación Gigante, AC
- Cadena, AC
- Fundación Origen, AC



Other:

- Trasplante y Vida, IAP
- Fundación ABC, IAP
- Orquesta de Cámara de la CDMX, IAP

Education

We form alliances with educational institutions with the objective of providing quality education to Mexican children and adolescents with limited resources and academic excellence.

Colegio Sol de Oriente - Chihuahua

In 2024, Bocar Family Foundation advanced education access through the *Colegio Sol de Oriente*, as part of the civil association *Promesa Educativa para México* initiative. Launched in August, the school welcomed 64 first-grade students aged 6-7, including five children of AUMA Chihuahua employees.

The educational approach follows the KIPP (Knowledge is Power Program) methodology, complemented by the *Se'wá* program (*florece* in Rarámuri) which develops musical abilities, discipline, teamwork, and sensitivity



in economically disadvantaged students. The Forza method further enriches this holistic education by fostering athletic skills.

Construction of the permanent facility is scheduled to open for the 2024-2025 academic year with four classrooms serving first and second grades. The combined contributions, including from Bocar Family Foundation, support 64 beneficiaries.

Students receive up to

90%

in scholarship support

Backpack Distribution Program: Supporting Educational Access for Employees' Families

Through our partnership with *Fundación Gigante*, +3,000 backpacks with school supplies were delivered to employee's children attending elementary and junior high school. This initiative, implemented with special events at each of our manufacturing facilities, benefited 2,872 students.

This program exemplifies our commitment to supporting education and the well-being of our employees' families as a core component of our corporate social responsibility strategy.

Children Care Homes

Uphold the right of children and youth lacking parental care, to enjoy a dignified and full life with equal opportunities, based on the comprehensive development of individual and collective capacities.



Sumar Para Transformar: Comprehensive Community Transformation

Bocar Family Foundation continues its support of *Sumar Para Transformar*, a systemic cultural transformation project addressing education, basic needs, and mental health through a two-year intervention model. This comprehensive initiative partners with selected social assistance centers to provide resources covering essential needs while implementing innovative neurocognitive development programs.

A distinguishing feature of this initiative is our collaboration to include specialized neurocognitive rehabilitation and research to enable the evaluation of executive functions in 252 children, assessing attention, memory, impulse control, decision-making, information processing, vision, and hearing capabilities.

In line with our commitment to addressing complex social challenges, this initiative leverages multidimensional approaches that combine immediate assistance with long-term developmental support, particularly focusing on children's cognitive development as a foundation for future success.

Sumar Para Transformar combines essential needs support with innovative neurocognitive development programs, exemplifying our commitment to holistic childhood development as the foundation for breaking cycles of disadvantage.

Emergencies

Fund to support the most vulnerable population affected in case of any emergency in Mexico's territory.

With the restoration of 17 primary education schools we have contributed to benefit 5,215 students and their families.



Multiplicando Alegrías: Disaster Response and Educational Recovery

In response to the devastating impact of Hurricane Otis on Guerrero's coastal region in October 2023, Bocar Family Foundation joined the *Multiplicando Alegrías* (Multiplying Joys) alliance—a collaborative effort among multiple foundations and donors focused on rebuilding the educational infrastructure severely damaged by the natural disaster.

The hurricane caused extensive destruction to school buildings, educational materials, and recreational spaces, significantly disrupting education in the affected communities. Through this strategic alliance, the initiative targets the rehabilitation of 17 primary schools in Acapulco de Juárez and Coyuca de Benítez. By the end of 2024, 12 schools had been completely restored, representing 70% progress toward the overall goal.

This comprehensive rehabilitation program includes critical infrastructure improvements such as classroom demolition and reconstruction, bathroom renovations, electrical and hydraulic system maintenance, waterproofing, and other essential repairs to create safe and functional learning environments.

The collective alliance investment benefited 5,215 students and 192 teachers.



This emergency response initiative demonstrates our commitment to community resilience and educational continuity in the face of natural disasters, ensuring that children in affected areas can return to appropriate learning conditions as quickly as possible.

To learn more about the social impact of the Bocar Family Foundation visit

Bocar Volunteer Program



Volunteer Impact: Growing Through Corazones Bocar

In 2024, our corporate volunteering initiative, *Corazones Bocar*, exceeded expectations with 36% workforce participation—surpassing our 30% target and demonstrating a culture of solidarity.

The *Corazones Bocar* model, launched through in-person training in February for Human Resources managers and volunteer leaders, has established a professional framework with technical and human tools that enhance the effectiveness and sustainability of our community impact initiatives.

Throughout the year, our 3,030 volunteers contributed more than 9,000 hours across 45 activities at children’s homes, schools, and emergency response efforts, benefiting over 9,500 people in communities near our facilities.

The volunteer engagement took two primary forms: direct on-site collaboration with organizations and in-kind contributions addressing specific needs. Activities included refurbishing spaces, installing safety features, conducting health awareness campaigns, and organizing recreational events.

2024 Bocar Volunteer Program in numbers:

36%	1,763	3,030
participation achieved, exceeding 30% target	recognized volunteers	total volunteers

9,045	9,576	32
donated hours	beneficiaries	institutions supported

Our Volunteer Program has evolved, integrating technical and human tools to enhance effectiveness of our community initiatives.



We Are Bocar →

Towards sustainable mobility →

Environment →

Our People →

Our Communities →

Governance and Integrity →

GRI
2-9, 2-10, 2-11, 2-12, 2-13, 2-15, 2-16, 2-17, 2-18, 2-19, 2-25, 2-26, 3-3, 205-2

SDG





Evolution is growing with integrity and passion

Integrity and Transparency in Decision-Making

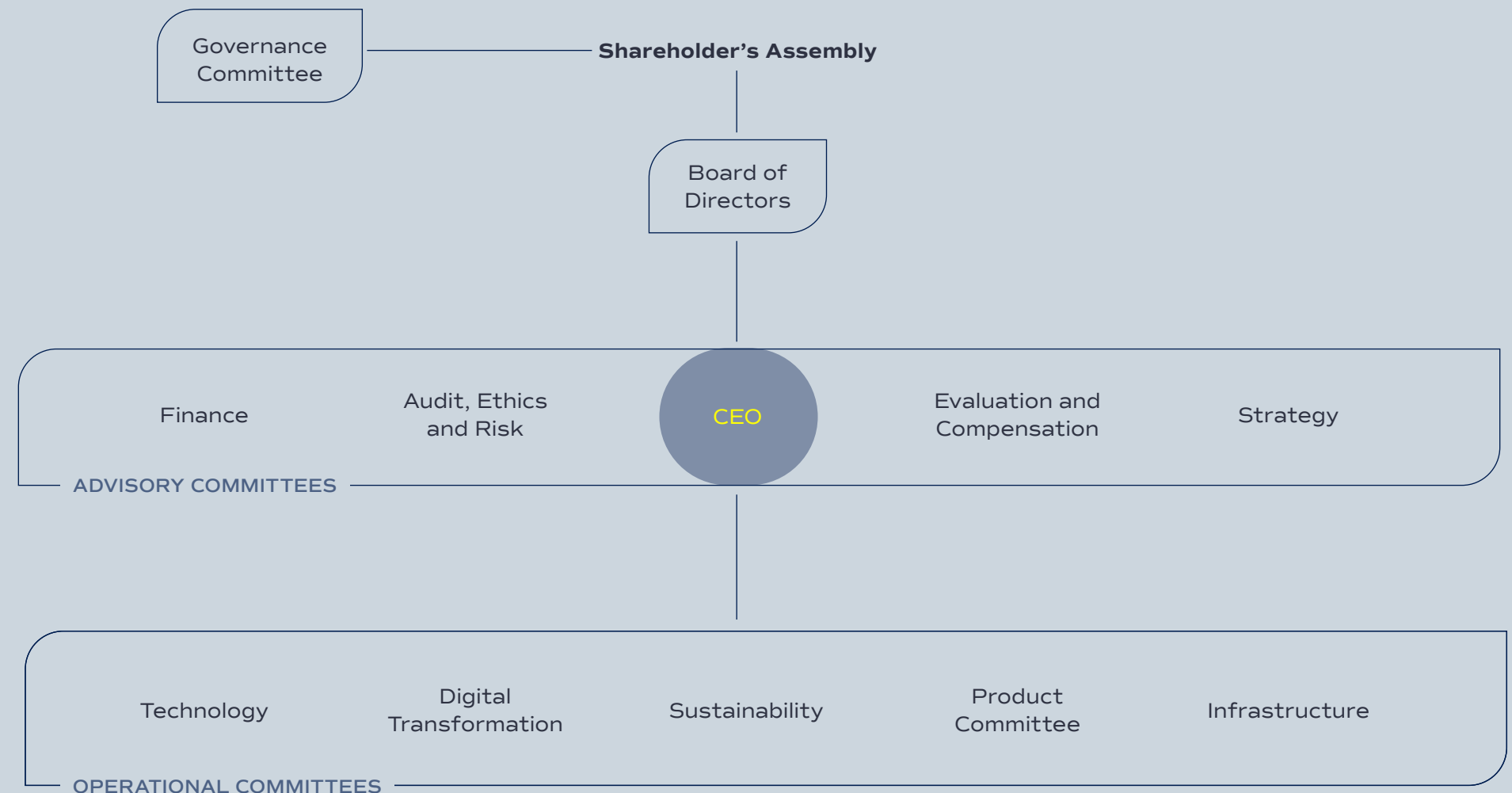
Our corporate governance model is based on transparency and legitimacy, enabling us to build trustworthy relationships with all our stakeholders, including clients, suppliers, and authorities. We act in accordance with our principles and fully comply with the legal framework of every country where we operate.

By upholding our new *Code of Integrity*, aligned with internal policies, and organizational principles, we foster responsible conduct to effectively minimize risks.

The Governance Committee, reporting directly to the Shareholder’s Assembly, upholds the standards of transparency, good practices and responsible behavior reflected in the policies that govern the company internally and externally.

The Shareholder’s Assembly has decision-making authority over corporate acts and operations, while the Board of Directors defines the overall financial and strategic direction for Bocar.

Corporate Governance Structure



Integrity is at the core of our actions and decision-making processes.

Board of Directors

The Board of Directors convenes five times a year to address strategic matters, including those related to environmental, social and governance stewardship. It is composed of a president, a vice president, a treasurer, and a group of directors.

Board members are nominated by the Governance Committee, confirmed by the Shareholder's Assembly, and are expected

to perform their duties with independence, confidentiality, and without conflicts of interest. Their profiles bring solid experience, capabilities, and professional recognition in areas such as the automotive industry, talent development, corporate culture, technology, international business, supplier management, risk mitigation, finance, strategy, and administration.

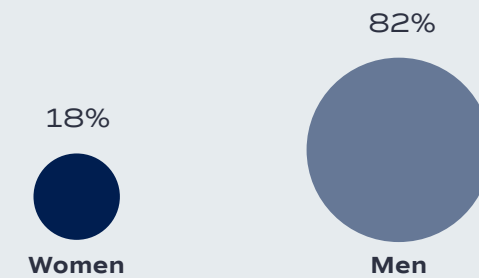
Each board member is appointed for a five-year term. Additionally, every two years, external consultants and advisors conduct an evaluation of their performance and commitment. Members who demonstrate outstanding contributions may have their term extended for an additional two years.

Compensation for board members, determined by the Governance Committee, includes a fixed and a variable component, based on their performance, contributions, and the achievement of defined results.



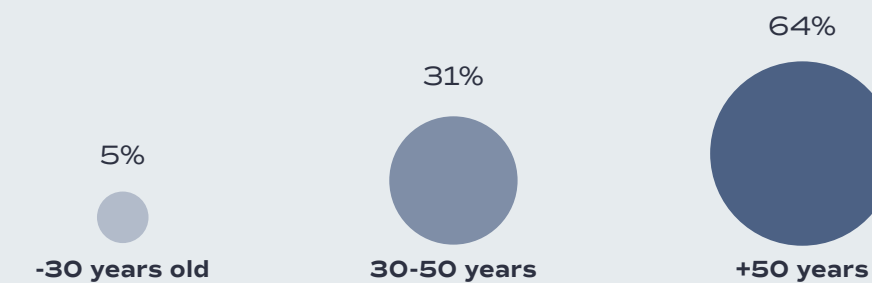
Composition of the global corporate governance structure

By gender

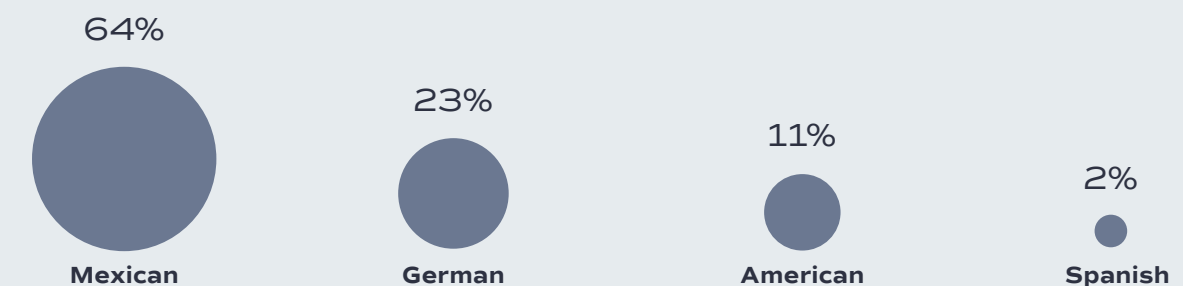


39% of the directors of the Board are independent

By age group



By nationality



Support Committees and General Management

In 2024, the Sustainability Committee was added as an advisory body to oversee Bocar's Board-approved sustainability strategy and recommend adjustments to ensure the company's long-term success. Meeting quarterly, this team plays a key role in aligning operations with our long-term sustainability goals.

These committees, alongside General Management, serve as auxiliary bodies helping the Board monitor and oversee financial strategy execution, risk management, and critical organizational issues.



Additionally, operational committees focused on Technology, Product, Digital Transformation, and Infrastructure provide direct support to General Management in advancing key initiatives.

Sustainability Committee

In 2024, the Sustainability Committee was added as an advisory committee to oversee Bocar's Board-approved sustainability strategy and recommend adjustments to ensure the company's long-term success. Meeting quarterly, the committee plays a key role in aligning operations with our long-term sustainability goals.

This committee includes the CEO, C-level management positions responsible for Operations, Technology, Purchase, Strategy & Transformation, as well as two external advisors. All members provide business and ESG expertise to enable the sustainability team to achieve its objectives and advance strategic implementation of initiatives.



Integrity and Compliance

At Bocar, the culture of integrity is driven from executive leadership and extends across all levels and locations of the organization. The Compliance area has a key role in preventing, detecting, and mitigating risks related to regulatory compliance. We have an independent Ethics Committee composed of specialists with proven expertise, ensuring autonomy in the execution of our behavioral principles and updating our management system, with a strong focus on prevention.

our relationships with customers, suppliers, and the community remain based on trust and mutual respect.

Our code is more than a set of rules; it represents how Bocar addresses daily challenges and guides employees in all activities, from colleague relationships to interactions with clients and suppliers.

The evolution of our Integrity Code integrates best practices and international standards to provide the Bocar team with a practical guide for managing internal and external stakeholder relationships. The code is structured around five essential macro themes, based on the following strategic pillars:

“At Bocar, integrity is the backbone of our operations.”

Karl Schary, CEO



1. Community Development and Human Rights.



2. Corporate Responsibility, Ethics, and Integrity.



3. Sustainability.



4. Corporate Responsibility compliance with Laws and Regulations.



5. Data Protection and Information Security.

Our New Integrity Code

During the last quarter of 2024, we launched our new Integrity Code, a fundamental document which establishes principles of ethics and is a guide for our daily decisions. It is a commitment of transparency in all our actions, ensuring that



To foster knowledge and proper implementation, in 2024 we launched a communication and in-person training program that enables close contact with employees and addresses their key concerns and questions about the Integrity Code.



Compliance Program

Our Compliance Program comprises comprehensive measures to prevent, detect, and address Integrity Code breaches or illegal conduct across all operations.

Built on five strategic pillars—Community Development and Human Rights; Corporate Responsibility; Sustainability; Ethics and Integrity; and Data Protection & Information Security—this program fosters a

culture of responsibility and standards adherence. It ensures our commitment to doing what is right is reflected in every decision, reinforcing trust with employees, clients, suppliers, and communities while promoting fairness, ethical relationships, environmental stewardship, transparency, and responsible data management.

Central to this framework is our advanced whistleblower system, “Bocar Listens to You” which provides 24/7 confidential reporting managed by an impartial third party—complemented by additional channels like compliance@bocar.com.

In 2024, whistleblower reports increased by 5%, with 62% substantiated and fully addressed through the Compliance area and Ethics Committee’s thorough investigations, while maintaining a gender-balanced reporting pattern and confirming no instances of corruption or bribery.

Complaints at the end of 2024

62%

Substantiated

38%

Unsubstantiated

61%

Anonymous



Communication channels of “Bocar Listens to You”



www.bocar.ethicspoint.com

Toll-free line, 24 hours a day, 7 days a week:



From Mexico: 800 880 1729

From United States: 1 833 827 3530



Scan the QR code to make a report

About This Report

GRI: 2-1, 2-2, 2-3, 2-4, 2-14

Evolution: 2024 Sustainability Report represents our third consecutive effort to consolidate and communicate the results of our environmental, social, and governance (ESG) performance across the organization.

This report was developed in accordance with GRI Standards and SASB Autoparts Standards. It also aligns with the Sustainable Development Goals (SDGs) and the principles of the United Nations Global Compact. The reporting period comprises from January 1 to December 31, 2024.

It covers all geographies where Bocar has a presence—Mexico, the United States, Japan, Germany, and China. The business entities represented in this report are:

Mexico: Bocar S.A. de C.V., Plastic Tec S.A. de C.V., Fugra S.A. de C.V., Auma Tec S.A. de C.V., Auma Saltillo S.A. de C.V., Auma SLP S.A. de C.V., Auma S.A. de C.V.

United States: Auma Engineering Products Inc., Bocar US Inc.

Germany: Bocar GmbH, BIC GmbH

Japan: Auma Engineered Products KK.

China: Bocar Shenzhen Trading Co. Ltd.

The report was compiled by the Sustainability Department and reviewed and approved by the General Management. Throughout this report, financial information was prepared using an average exchange rate of 18.30 Mexican pesos per US dollar.



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GRI Content Index in Accordance

Statement of use	Bocar reported in accordance with the GRI Standards for the period between January 1 and December 31, 2024				
GRI 1 used	GRI 1: Foundation 2021				
Applicable GRI Sector Standards	Does not apply				
Other standards aligned in this report	Sustainable Development Goals (SDG) Global Compact Principles Sustainability Accounting Standards Board (SASB): standard for the Auto Parts industry in the Transportation sector 2023				
GRI/SASB standards	GRI Disclosures/SASB metrics	Location, direct response, or reason for omission	SDG	Global Compact Principles	SASB metrics related to GRI content
GENERAL DISCLOSURES					
GRI 2: General Disclosures 2021	2-1 Organizational details	About This Report. p. 69			
	2-2 Entities included in the organization's sustainability reporting	About This Report. p. 69			
	2-3 Reporting period, frequency and contact point	About This Report. p. 69			
	2-4 Restatements of information	About This Report. p. 69			
	2-5 External assurance	This report has not been third-party verified.			
	2-6 Activities, value chain and other business relationships	We Are Bocar. pp. 7-10			TR-AP-000.A TR-AP-000.B TR-AP-000.C
	2-7 Employees	We Are Bocar: Our People. p. 11	8,10	P1, P2, P3, P4, P5, P6, P10	
	2-8 Workers who are not employees	62 interns in Mexico Located in corporate offices and plants in Lerma, Saltillo, San Luis Potosí, and Querétaro.	8	P1, P2, P3, P4, P5, P6	
	2-9 Governance structure and composition	Governance and Integrity: Integrity and Transparency in Decision-Making. pp. 64-66	5, 16	P1, P2, P3, P4, P5, P6, P10	

GRI/SASB standards	GRI Disclosures/SASB metrics	Location, direct response, or reason for omission	SDG	Global Compact Principles	SASB metrics related to GRI content
	2-10 Nomination and selection of the highest governance body	Governance and Integrity: Integrity and Transparency in Decision-Making. pp. 64-66	16	P1, P2, P3, P4, P5, P6, P10	
	2-11 Chair of the highest governance body	Governance and Integrity: Integrity and Transparency in Decision-Making. pp. 64-66	16	P1, P2, P3, P4, P5, P6, P10	
	2-12 Role of the highest governance body in overseeing the management of impacts	Governance and Integrity: Integrity and Transparency in Decision-Making. pp. 64-66	16	P1, P2, P3, P4, P5, P6, P10	
	2-13 Delegation of responsibility for managing impacts	Governance and Integrity: Integrity and Transparency in Decision-Making (Support Committees and General Management). p. 66			
	2-14 Role of the highest governance body in sustainability reporting	About This Report. p. 69			
	2-15 Conflicts of interest	Governance and Integrity: Integrity and Compliance. pp. 67-68	16	P1, P2, P3, P4, P5, P6, P10	
	2-16 Communication of critical concerns	Governance and Integrity: Integrity and Compliance. pp. 67-68			
	2-17 Collective knowledge of the highest governance body	Governance and Integrity: Integrity and Transparency in Decision-Making. pp. 64-66			
	2-18 Evaluation of the performance of the highest governance body	Governance and Integrity: Integrity and Transparency in Decision-Making. pp. 64-66			
	2-19 Remuneration policies	Governance and Integrity: Integrity and Transparency in Decision-Making. pp. 64-66			
	2-20 Process to determine remuneration	Our compensation practice consists of fixed and variable remuneration, additional benefits beyond legal requirements, and recognitions for performance, considering criteria of fairness and market competitiveness. In this way, we strive for fair recognition for individuals for the work they perform. In unionized positions, there is no wage gap because working conditions are established in collective agreements legitimized by labor authorities.			

GRI/SASB standards	GRI Disclosures/SASB metrics	Location, direct response, or reason for omission	SDG	Global Compact Principles	SASB metrics related to GRI content
	2-21 Annual total compensation ratio	Information unavailable or incomplete due to changes in global information consolidation processes.			
	2-22 Statement on sustainable development strategy	Message from the CEO. p. 4			
	2-23 Policy commitments	Towards Sustainable Mobility: CEERO Sustainability Framework. pp. 19-21	16	P1, P2, P3, P4, P5, P6, P10	
	2-24 Embedding policy commitments	Towards Sustainable Mobility: CEERO Sustainability Framework. pp. 18-20			
	2-25 Processes to remediate negative impacts	Governance and Integrity: Integrity and Transparency in Decision-Making (Support Committees and General Management). p. 66			
	2-26 Mechanisms for seeking advice and raising concerns	Governance and Integrity: Integrity and Compliance. pp. 67-68	16	P1, P2, P3, P4, P5, P6, P10	
	2-27 Compliance with laws and regulations	During this period, no penalties or losses were recorded due to legal non-compliance.			
	2-28 Membership associations	We Are Bocar: Industry Affiliations. p. 15			
	2-29 Approach to stakeholder engagement	Towards Sustainable Mobility: Stakeholders. p. 22			
	2-30 Collective bargaining agreements	79.48% of workers in Mexico are covered by collective bargaining agreements.	8	P1, P2, P3, P4, P5, P6	
MATERIAL TOPICS					
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Towards Sustainable Mobility: Materiality and Sustainability Framework. pp. 16-18			
	3-2 List of material topics	Towards Sustainable Mobility: Materiality and Sustainability Framework. pp. 16-18			

GRI/SASB standards	GRI Disclosures/SASB metrics	Location, direct response, or reason for omission	SDG	Global Compact Principles	SASB metrics related to GRI content
Business Ethics					
GRI 3: Material Topics 2021	3-3 Management of material topics	Towards Sustainable Mobility: Materiality and Sustainability Framework (Materiality, Sustainable Development Goals and Global Compact Principles). p. 18			
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	We conduct a risk analysis across all our operations to identify potential areas of vulnerability related to corruption	16	P1, P2, P3, P4, P5, P6, P10	
	205-2 Communication and training about anti-corruption policies and procedures	Governance and Integrity: Integrity and Compliance. pp. 67-68	16	P1, P2, P3, P4, P5, P6, P10	
	205-3 Confirmed incidents of corruption and actions taken	No incidents of corruption were recorded during the period.	16	P1, P2, P3, P4, P5, P6, P10	
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	The company has not been involved in any pending or completed legal actions related to anticompetitive behavior, violations of antitrust legislation.	16	P1, P2, P3, P4, P5, P6, P10	TR-AP-520a.1
Sustainable Products					
GRI 3: Material Topics 2021	3-3 Management of material topics	Towards Sustainable Mobility: Materiality and Sustainability Framework (Materiality, Sustainable Development Goals and Global Compact Principles). p. 18			
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	19% of the portfolio was evaluated, which is the percentage corresponding to safety parts and pieces produced.			
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	There are no records of incidents or impacts on the security of end customers related to a failure in our security products.	16	P1, P2, P3, P4, P5, P6, P10	TR-AP-250a.1

GRI/SASB standards	GRI Disclosures/SASB metrics	Location, direct response, or reason for omission	SDG	Global Compact Principles	SASB metrics related to GRI content
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	Our products do not require labeling. To guarantee the origin of our components, we send customers a report called the Conflict Minerals Reporting Template (CMRT), which provides information on the mineral's country of origin and the smelters and refineries used.	12	P7, P8 ,P9	
	417-2 Incidents of non-compliance concerning product and service information and labeling	Not applicable, as our products do not require labeling.			
	417-3 Incidents of non-compliance concerning marketing communications	Not applicable, as our products do not require labeling.			
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	During the period, no cases or complaints of information leaks were recorded.	16	P1, P2, P3, P4, P5, P6, P10	
Supply Chain Management					
GRI 3: Material Topics 2021	3-3 Management of material topics	Towards Sustainable Mobility: Materiality and Sustainability Framework (Materiality, Sustainable Development Goals and Global Compact Principles). p. 18			
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Information unavailable or incomplete.			
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Towards Sustainable Mobility: Sustainable Value Chain. pp. 23-24			
	308-2 Negative environmental impacts in the supply chain and actions taken	Information unavailable or incomplete.			

GRI/SASB standards	GRI Disclosures/SASB metrics	Location, direct response, or reason for omission	SDG	Global Compact Principles	SASB metrics related to GRI content
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Towards Sustainable Mobility: Sustainable Value Chain. pp. 23-24	5, 8, 16	P1, P2, P3, P4, P5, P6, P10	
	414-2 Negative social impacts in the supply chain and actions taken	Information unavailable or incomplete.	5, 8, 16	P1, P2, P3, P4, P5, P6, P10	
Circular Economy					
GRI 3: Material Topics 2021	3-3 Management of material topics	Towards Sustainable Mobility: Materiality and Sustainability Framework (Materiality, Sustainable Development Goals and Global Compact Principles). p. 18			
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Environment: Sustainable Environmental Management. p. 26-27	8, 12	P1, P2, P3, P4, P5, P6, P7, P8, P9	TR-AP-44Ob.2
	301-2 Recycled input materials used	Environment: Sustainable Environmental Management. p. 26-27	8, 12	P1, P2, P3, P4, P5, P6, P7, P8, P9	TR-AP-44Ob.2
	301-3 Reclaimed products and their packaging materials	82% To calculate the percentage of return and disposable packaging, divide the number of pieces sold with return packaging by the total number of pieces sold.	8, 12	P1, P2, P3, P4, P5, P6, P7, P8, P9	TR-AP-44Ob.2
SASB Auto Parts: Materials Efficiency	TR-AP-44Ob.1. Percentage of products sold that are recyclable	100% of aluminum and plastic products are recyclable.	8, 9, 12	P1, P2, P3, P4, P5, P6, P7, P8, P9	TR-AP-44Ob.1.

GRI/SASB standards	GRI Disclosures/SASB metrics	Location, direct response, or reason for omission	SDG	Global Compact Principles	SASB metrics related to GRI content
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Environment: Waste Management. pp.30-32	3, 6, 11, 12	P7, P8, P9	
	306-2 Management of significant wasterelated impacts	Environment: Waste Management. pp.30-32	3, 6, 8, 11, 12	P1, P2, P3, P4, P5, P6, P7, P8, P9, P10	
	306-3 Waste generated	Environment: Waste Management. pp.30-32	3, 6, 11, 12, 15	P1, P2, P3, P4, P5, P6, P7, P8, P9, P10	TR-AP-150a.1
	306-4 Waste diverted from disposal	Environment: Waste Management. pp.30-32	3, 11, 12	P1, P2, P3, P4, P5, P6, P7, P8, P9, P10	TR-AP-150a.1
	306-5 Waste directed to disposal	Environment: Waste Management. pp.30-32	3, 6, 11, 12, 15	P1, P2, P3, P4, P5, P6, P7, P8, P9, P10	TR-AP-150a.1
Water					
GRI 3: Material Topics 2021	3-3 Management of material topics	Towards Sustainable Mobility: Materiality and Sustainability Framework (Materiality, Sustainable Development Goals and Global Compact Principles). p. 18			
GRI 303: Water and Effluents 2018	303-1 Interaction with water as a shared resource	Environment: Responsible Water Management. pp. 32-35	6, 12	P1, P2, P7, P8, P9	
	303-2 Management of water discharge related impacts	Environment: Responsible Water Management. pp. 32-35	6	P1, P2, P7, P8, P9	
	303-3 Water withdrawal	Environment: Responsible Water Management. pp. 32-35	6	P1, P2, P7, P8, P9	
	303-4 Water discharge	Environment: Responsible Water Management. pp. 32-35	6	P1, P2, P7, P8, P9	
	303-5 Water consumption	Mexico: 265.66 ML USA: 29.87 ML	6	P1, P2, P7, P8, P9	

GRI/SASB standards	GRI Disclosures/SASB metrics	Location, direct response, or reason for omission	SDG	Global Compact Principles	SASB metrics related to GRI content
Climate Change					
GRI 3: Material Topics 2021	3-3 Management of material topics	Towards Sustainable Mobility: Materiality and Sustainability Framework (Materiality, Sustainable Development Goals and Global Compact Principles). p. 18			
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Environment: Climate Action. pp. 28-29	7, 8, 12, 13	P1, P2, P3, P4, P5, P6, P7, P8, P9	TR-AP-130a.1
	302-2 Energy consumption outside of the	Environment: Climate Action. pp. 28-29	7, 8, 12, 13	P1, P2, P3, P4, P5, P6, P7, P8, P9	
	302-3 Energy consumption outside of the organization	Environment: Climate Action. pp. 28-29	7, 8, 12, 13	P1, P2, P3, P4, P5, P6, P7, P8, P9	
	302-4 Energy intensity	Environment: Climate Action. pp. 28-29	7, 8, 12, 13	P1, P2, P3, P4, P5, P6, P7, P8, P9	
	302-5 Reductions in energy requirements of products and services	Mexico: 6% USA: 15.5%	7, 8, 12, 13	P1, P2, P3, P4, P5, P6, P7, P8, P9	TR-AP-410a.1

GRI/SASB standards	GRI Disclosures/SASB metrics	Location, direct response, or reason for omission	SDG	Global Compact Principles	SASB metrics related to GRI content
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Environment: Climate Action. pp. 28-29	3, 12, 13, 14, 15	P1, P2, P3, P4, P5, P6, P7, P8, P9, P10	
	305-2 Energy indirect (Scope 2) GHG emissions	Environment: Climate Action. pp. 28-29	3, 12, 13, 14, 15	P1, P2, P3, P4, P5, P6, P7, P8, P9, P10	
	305-3 Other indirect (Scope 3) GHG emissions	Environment: Climate Action. pp. 28-29	3, 12, 13, 14, 15	P1, P2, P3, P4, P5, P6, P7, P8, P9, P10	
	305-4 GHG emissions intensity	Environment: Climate Action. pp. 28-29	13, 14, 15	P7, P8, P9	
	305-5 Reduction of GHG emissions	Environment: Climate Action. pp. 28-29	13, 14, 15	P1, P2, P3, P4, P5, P6, P7, P8, P9, P10	
	305-6 Emissions of ozone-depleting substances (ODS)	CH ₄ 73.63 ton CO ₂ e N ₂ O 33.675 ton CO ₂ e	3, 12	P1, P2, P3, P4, P5, P6, P7, P8, P9, P10	
	305-7 Nitrogen oxides (NO _x), sulfur oxides (SO _x), and other significant air emissions	NO ₂ : 125 ppm - SO _x : 8.74 ppm - POP: 2.39 kg - VOC: 30.03 kg PM: 11,611.91 mg/m ³ - CO: 1,178.76 ppm	3, 12, 14, 15	P1, P2, P3, P4, P5, P6, P7, P8, P9, P10	
Community Development					
GRI 3: Material Topics 2021	3-3 Management of material topics	Towards Sustainable Mobility: Materiality and Sustainability Framework (Materiality, Sustainable Development Goals and Global Compact Principles). p. 18			
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Our Communities. pp. 57-62			
	413-2 Operations with significant actual and potential negative impacts on local communities	During the period, no operations with a negative impact on the communities were identified.			

GRI/SASB standards	GRI Disclosures/SASB metrics	Location, direct response, or reason for omission	SDG	Global Compact Principles	SASB metrics related to GRI content
Personnel Well-being					
GRI 3: Material Topics 2021	3-3 Management of material topics	Towards Sustainable Mobility: Materiality and Sustainability Framework (Materiality, Sustainable Development Goals and Global Compact Principles). p. 18			
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Our People: Labor Rights and Employment Generation. pp. 39-40	5, 8, 10	P1, P2, P3, P4, P5, P6, P10	
	401-2 Benefits provided to full-time employees that are not provided to temporary or parttime employees	Our People: JEDI: Justice, Equity, Diversity, and Inclusion. p. 48	3, 5, 8	P1, P2, P3, P4, P5, P6, P10	
	401-3 Parental leave	Our People: JEDI: Justice, Equity, Diversity, and Inclusion. p. 48	5, 8	P1, P2, P3, P4, P5, P6	
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	Generally, it is two weeks, although it may vary depending on the dialogue and agreement with the unions and workers.	8	P1, P2, P3, P4, P5, P6	

GRI/SASB standards	GRI Disclosures/SASB metrics	Location, direct response, or reason for omission	SDG	Global Compact Principles	SASB metrics related to GRI content
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Our People: Workplace Safety. pp. 42-47	3, 8, 16	P1, P2, P3, P4, P5, P6, P10	
	403-2 Hazard identification, risk assessment, and incident investigation	We follow a structured and proactive approach to hazard identification, risk assessment, and incident investigation, integrating best practices from ISO 45001, the 8D problem-solving methodology, and Gensuite for effective record-keeping.	8	P1, P2, P3, P4, P5, P6	
	403-3 Occupational health services	Our People: Workplace Safety (Health, Safety, and Environment (HSE) Week 2024). pp. 45-47	8	P1, P2, P3, P4, P5, P6	
	403-4 Worker participation, consultation, and communication on occupational health and safety	We prioritize active worker participation, transparent consultation, and effective communication in the development, implementation, and continuous improvement of the Safety Operational System called Be Safe in alignment with ISO 45001, OSHA, and NOM requirements.	8, 16	P1, P2, P3, P4, P5, P6, P10	
	403-5 Worker training on occupational health and safety	Our People: Workplace Safety. pp. 42-47	8	P1, P2, P3, P4, P5, P6	
	403-6 Promotion of worker health	Our People: Workplace Safety [Health, Safety, and Environment (HSE) Week 2024]. pp. 45-47	3	P1, P2, P3, P4, P5, P6, P10	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Ongoing staff training with a focus on safe behavior includes all job positions and contractors.	8	P1, P2, P3, P4, P5, P6	
	403-8 Workers covered by an occupational health and safety management system	Our People: Workplace Safety. pp. 42-47	8	P1, P2, P3, P4, P5, P6	
	403-9 Work-related injuries	Our People: Workplace Safety. pp. 42-47	3, 8, 16	P1, P2, P3, P4, P5, P6, P10	
	403-10 Work-related ill health	Our People: Workplace Safety. pp. 42-47	3, 8, 16	P1, P2, P3, P4, P5, P6, P10	

GRI/SASB standards	GRI Disclosures/SASB metrics	Location, direct response, or reason for omission	SDG	Global Compact Principles	SASB metrics related to GRI content
Talent Attraction and Development					
GRI 3: Material Topics 2021	3-3 Management of material topics	Towards Sustainable Mobility: Materiality and Sustainability Framework (Materiality, Sustainable Development Goals and Global Compact Principles). p. 18			
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Our People: Training and Development. p. 50	4, 5, 8, 10	P1, P2, P3, P4, P5, P6, P10	
	404-2 Programs for upgrading employee skills and transition assistance programs	Our People: Training and Development (Talent Development). pp. 52-55	8	P1, P2, P3, P4, P5, P6	
	404-3 Percentage of employees receiving regular performance and career development reviews	Our People: Training and Development (Performance Management: EDI Methodology). p. 55	5, 8, 10	P1, P2, P3, P4, P5, P6, P10	
Justice, Equity, Diversity, and Inclusion					
GRI 3: Material Topics 2021	3-3 Management of material topics	Towards Sustainable Mobility: Materiality and Sustainability Framework (Materiality, Sustainable Development Goals and Global Compact Principles). p. 18			
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Our People: JEDI: Justice, Equity, Diversity, and Inclusion (Generational Diversity). p. 49	5, 8	P1, P2, P3, P4, P5, P6	
	405-2 Ratio of basic salary and remuneration of women to men	Mexico: on average, women earned 16.24% less than men in 2024. USA: on average, women earned 19.51% less than men in 2024. No records are available for Japan, Germany, and China.	5, 8, 10	P1, P2, P3, P4, P5, P6, P10	
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	The reported issues of discrimination were as follows: 2 incidents based on appearance 1 incident based on race 1 incident based on gender Of the four cases reported, three were found to be unsubstantiated. In the one substantiated case—an incident of discrimination based on appearance—disciplinary action was taken.	5, 8	P1, P2, P3, P4, P5, P6	

GRI/SASB standards	GRI Disclosures/SASB metrics	Location, direct response, or reason for omission	SDG	Global Compact Principles	SASB metrics related to GRI content
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	We promote freedom of association for both our staff and suppliers. No risks were identified in this regard during the period.	8	P1, P2, P3, P4, P6	
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	100% of security personnel received some level of human rights training. These trainings are conducted in compliance with the CTPAT (Customs-Trade Partnership Against Terrorism) international security and ethics certification.	16	P1, P2, P3, P4, P5, P6, P10	