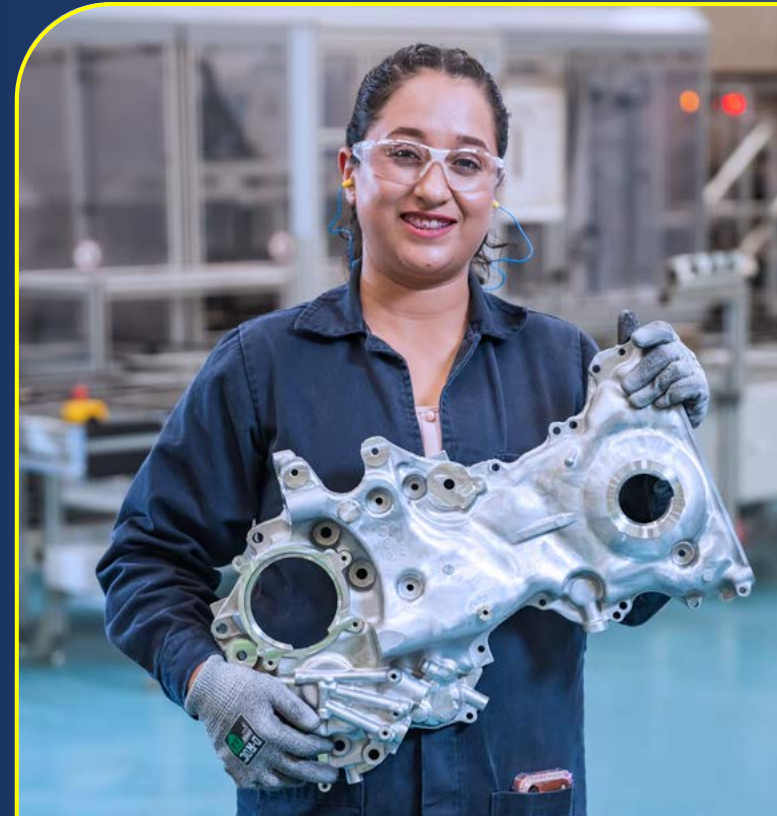


SUSTAINABILITY REPORT  
2025

With Our  
Focus on

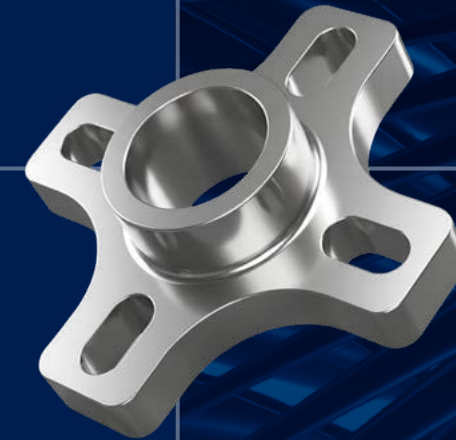
# What Matters



With Our Focus on  
**What Matters**

In 2025, we chose to focus on what truly matters. In a constantly evolving environment, we centered our efforts on what sustains meaningful progress: our people, operational capabilities, and customers. By doing so, we reaffirmed the meaning of our work and strengthened the culture that connects us.

Clear priorities enable us to move forward with confidence, shaping a more conscious and sustainable path for growth. We believe that protecting what is essential today is the most powerful way to care for tomorrow.



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# MESSAGE FROM THE CHAIRMAN OF THE BOARD & CEO

GRI: 2-22

In 2025, we concentrated on what matters most, creating positive outcomes for our people, customers, communities, and the planet. Anchored in our strategy and culture, this approach sharpened our execution in a demanding and highly competitive market. Consistent with our strategy, we continue to diversify our product portfolio and capture opportunities with existing and new customers, underpinned by strong operational capabilities and our long-term commitment to being a reliable partner.

Our cultural evolution this year centered on the principle of Caring for People. Through Immersion Days, workshops brought our principles to life across sites. We also marked the first-ever Bocar Day to celebrate the legacy of our founder, and launched the Bocar Excellence Awards, honoring initiatives that embody Caring for People, Pursuing Excellence, Acting Sustainably, Leading Innovation, and a special Safety category recognizing operations that elevate safe working conditions.

We refined our 2030 sustainability targets after a structured review of international standards, customer and supplier agendas, and peer practices.

The goal was clear: to apply lessons from our progress and ensure our objectives remain relevant and aligned with stakeholder expectations, reinforcing accountable and transparent performance.

Aligned with the Caring for People principle and our commitment to inclusion, women now account for 15% of leadership roles, 36% of our total workforce, and 51% of direct labor, achieving gender balance in that segment.

On the environmental pillar, we advanced decarbonization and laid the foundations for energy management across operations, reaching 3.68 tCO<sub>2</sub>/tFG, a 20% improvement compared to our 2021 baseline and a 5% reduction in absolute terms in direct emissions compared to 2024.

Regarding water stewardship, in 2025 we achieved 3.74 m<sup>3</sup>/tFG, a 1.69% improvement in efficiency compared to this year projection, and applied circular economy principles reducing waste to landfill to 5.1%, surpassing our 2030 target of 8% and reinforcing our drive to find optimization opportunities across production plants.

In our communities, the Bocar Family Foundation and the “Corazones Bocar” volunteer program reached 23% employee participation, contributing

more than 9,600 hours of social work to education, emergency relief, and support for children’s foster homes. We also established the new Sigrid Baur Award to recognize the volunteer of the year, reflecting our conviction that engaged employees and strong communities go hand in hand.

Across the value chain, we convened an aluminum suppliers’ workshop to align carbon footprint measurement, and we are integrating Aluminum Stewardship Initiative (ASI) and Responsible Business Alliance (RBA) criteria into our management systems, strengthening ESG due diligence with an emphasis on raw materials, product sustainability, and labor conditions.

Underlying all our progress is a firm commitment to ethics, integrity, and transparency. Throughout 2025, these principles, embedded in our Code of Integrity, continued to guide how we make decisions, conduct our business, and hold ourselves accountable. By fostering responsible behavior and honesty, we reinforce the trust of our stakeholders and lay a solid foundation for the company’s long-term sustainability.

As our journey continues, we remain committed to investing in our people, innovating with customers, scaling sustainable operations, and collaborating across our value chain. With our focus on what matters, we are building a stronger company and a more sustainable future today and for the next generation.



**Marcus Baur**  
Chairman of the Board &  
Chief Executive Officer

Environment




**5%**  
reduction in direct carbon footprint vs. 2024




**1.69%**  
improvement in water efficiency vs. annual projection.



**5.1%**  
waste to landfill, surpassing 2030 target of <8%

Our People

**36%**  
women representation in total workforce



**15%**  
women in leadership positions, progressing toward 20% target

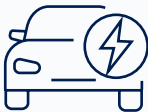


**82%**  
eligible employees completed ≥16 hours of skills development

Sustainable Value Chain




**80%**  
of supplier spend assessed under ESG criteria



**7.60%**  
of sales from products for electric and hybrid vehicles



**94%**  
recycled aluminum used in operations


Communities




**23%**  
employee participation in volunteering



**9,675**  
volunteer hours contributed through "Corazones Bocar"



**35,849**  
beneficiaries reached through Bocar Family Foundation initiatives in Mexico and the United States



WE ARE BOCAR

- Operations and Business Units →
- Global Footprint →
- Markets and Customers →
- Culture →
- Innovation →
- Certifications →
- Industry Affiliations →

**2,065**  
parts produced in 2025

**7,491**  
total people employed  
in 2025

**GRI**  
2-6, 2-7, 2-28

**SASB**  
TR-AP-000.A  
TR-AP-000.B

**SDG**



What matters is...

**who  
we are**



# OPERATIONS AND BUSINESS UNITS

GRI: 2-6  
SASB: TR-AP-000.A, TR-AP-000.B

Bocar is a Mexico-based company with global reach and German DNA, focused on developing and manufacturing aluminum and plastic components to meet our customers' highest requirements.

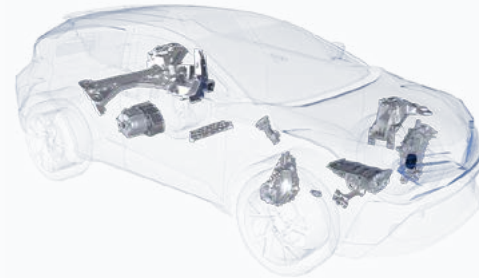
Our operations integrate specialized manufacturing sites, engineering expertise, and commercial presence across international markets.

Backed by these capabilities, technologies, and skilled workforce we deliver reliable solutions that contribute to the evolution of mobility, reflecting our commitment to what matters most for our customers and the industry.



**2,065 different parts produced in 2025.**

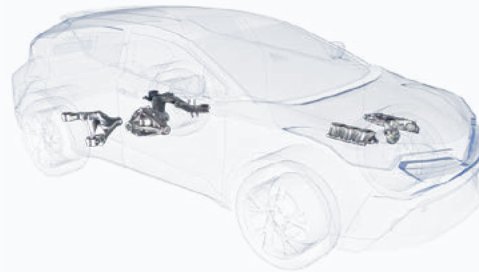
## Bocar Business Units



**73.6%**  
of total production

### High-Pressure Die Casting (HPDC)

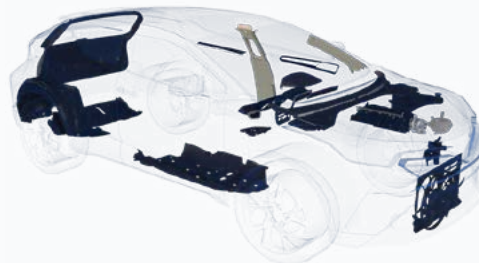
This process involves injecting molten aluminum at high pressure into molds to produce complex components with thin walls. These characteristics are essential to reduce weight without compromising structural strength, supporting improved vehicle performance and efficiency. Components used in electric propulsion systems are also manufactured using this process.



**22.3%**  
of total production

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

Through this process, we manufacture aluminum components with high dimensional precision and structural integrity. By combining advanced technologies, such as 3D cores and inorganic sand, with controlled low-pressure casting, we achieve detailed and reliable parts. Suspension components for electric vehicles are produced using this method.



**4.1%**  
of total production

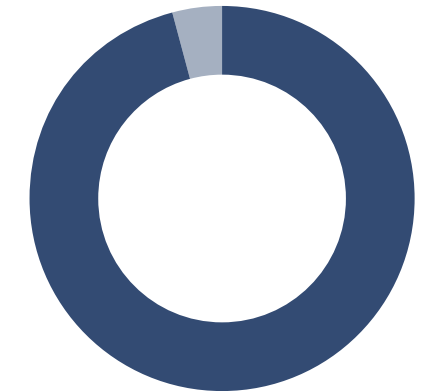
### Plastic Injection Molding

Plastic injection complements our manufacturing processes by producing specialized components used in automotive engines, interiors, trunk covers, fender liners, and exterior applications. It involves melting plastic material and injecting it into molds, where it cools and solidifies, enabling efficient production with consistent quality.

## Total Weight of Parts Produced

### Plastic Injection Molding

**4.1%**  
**4,848**  
tons of finished goods



### Aluminum Die Casting

**95.9%**  
**113,905**  
tons of finished goods

# GLOBAL FOOTPRINT AND WORKFORCE

GRI: 2-7

Through our network of operational facilities, engineering and development centers, as well as commercial and service offices, we collaborate closely with customers, support regional supply chains, and deliver high-precision components with efficiency and reliability.

Across these locations, more than 7,400 people worked at Bocar during 2025, contributing their expertise and commitment to quality. Their talent sustains our manufacturing capabilities, enabling us to meet the requirements of a highly competitive industry.



**7,491 people across our global operations support Bocar capabilities.**

**MEXICO**

**6** Production plants & Corporate offices

**2,557** women  
**4,538** men  
**7,095** employees

**Mexico City:** Corporate Headquarters

**Lerma, Edo. Méx.:** Bocar Engineering Center, High Pressure Die Casting (HPDC) Plant, Plastic Injection Molding 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**

**1** Production Plant, logistics center and commercial offices

**91** women  
**233** men  
**324** employees

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

**Manchester, Tennessee:** Logistics center

**Detroit, Michigan:** Commercial office and engineering services

**San Jose, California:** Commercial office and engineering services

**GERMANY**

**2** Bocar Innovation Center & Commercial office

**19** women  
**48** men  
**67** employees

**Leinfelden-Echterdingen, Baden-Württemberg:** Commercial and service office

**Schramberg-Waldmössingen, Baden-Württemberg:** Bocar Innovation Center

**JAPAN**

**1** Commercial office

**3** women  
**1** men  
**4** employees

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

**CHINA**

**1** Commercial office

**1** men  
**1** employees

**Shenzhen, Guangdong:** Commercial office, market intelligence and tooling procurement

# MARKETS AND CUSTOMERS

Bocar supplies high-precision aluminum and plastic parts to global automotive manufacturers and Tier 1 suppliers, with main presence in North America and participation in international markets. Our products are integrated into multiple vehicle platforms, reflecting long-term collaboration and specialized technical capabilities to serve our customers.

Through these partnerships, we support conventional powertrain technologies and the growing development of electric mobility solutions.



Mercedes-Benz



# CULTURE

Our culture is based on four principles that shape how we work, collaborate across the organization and create value for the industry. Introduced in 2024 as part of the company’s cultural evolution, they provide a shared foundation for decision-making and development.

During 2025, Bocar continued its efforts to strengthen these principles in everyday practices and launched a multi-year plan to place special focus on one principle each year. The first year was dedicated to Caring for People, reinforcing respect, collaboration, and the development of our team as essential elements of how we operate.



**Our culture is based on four principles that shape the way we work and create value.**

## Our Principles

### Caring for People



### Pursuing Excellence



### Acting Sustainably



### Leading Innovation



# INNOVATION

In 2025, this capability continued to evolve under the leadership of the Bocar Innovation Center (BIC) in Germany, reflecting a broader focus on value creation, technical development, and innovation.

This evolution marked a shift from a primarily operational role, focused on mold sampling, toward a more strategic function, integrating projects aligned with the Value Creation Office to generate short- and long-term impact throughout the organization.

We strengthened our project pipeline and advanced key developments, including tool weight reduction. This work leverages simulation to optimize tooling design and drive operational efficiency gains.

In addition, we launched the Advanced High Pressure Die-Casting Program, a training initiative aimed at reinforcing expertise across our operations. Through intensive training at the BIC, technical teams from multiple plants continue to build their capabilities, contributing to a more consistent level of knowledge and supporting long-term operational performance.



**We launched the Advanced High Pressure Die-Casting Program, a training initiative designed to strengthen expertise throughout our operations.**

The Bocar Innovation Center plays a key role as a platform for collaboration, enabling closer engagement with clients and supporting joint development projects, such as new product designs or material testing, with leading automotive manufacturers. These efforts strengthen our ability to translate innovation into scalable solutions throughout our manufacturing network.

## Innovation at the Core of the Business

During 2025, we confirm that innovation is not only driven by centralized functions, but also by the qualified expertise embedded in our production plants.

Through the Bocar Excellence Awards “Leading Innovation” initiatives, cross-functional teams, including operators, technicians, maintenance specialists, and process and product engineers, translated daily operational challenges into scalable solutions that enhance performance, resilience, and sustainability outcomes.



**These initiatives demonstrated how plant-level innovation supports Bocar sustainability agenda by enabling safer operations, more reliable assets, and more efficient use of materials and equipment.**

By applying structured problem-solving and operational excellence methods (e.g., SMED, Kaizen, PDCA, Six Sigma) alongside digital enablement, teams accelerated learning cycles and shared solutions across sites, fostering continuous improvement and long-term competitiveness as part of our culture.

### Huntsville Plant

**“Shot Sleeve Remover”:** Safer maintenance, faster recovery.

The Bocar Huntsville plant team developed a safer and faster method to remove shot sleeves stuck in the fixed-side mold, addressing a task that required a higher level of safety and operational efficiency. The solution reduces removal time from more than 6 hours to minutes (recorded extractions of 3.5-14 minutes), while reducing fatigue and injury risk, improving equipment availability and maintenance effectiveness. The tool was designed with multiple sizes and was documented with drawings, CAD files, and work instructions for rollout across all Bocar sites.

### Chihuahua Plant

**“Microspray Valve Repairing Device”:** Applied circular economy, repair instead of scrap.

At the Chihuahua plant, the team built a prototype device to recover and repair microspray valves and lubrication heads, shifting from a “scrap-and-replace” practice to a more circular, cost-efficient maintenance approach. The initiative achieved a 93% recovery rate and repaired 154 valves (Feb-Sept), delivering savings and supporting inventory optimization by extending component life.

# CERTIFICATIONS AND RECOGNITIONS

Operations are supported by certifications and recognitions that reflect our commitment to quality, operational excellence, and responsible practices. These credentials validate the standards applied across our facilities and reinforce the trust of our clients, partners, and stakeholders across the automotive value chain.

## Quality Recognition



Quality Performance Award by American Axle & Manufacturing (AAM)

## Commitment to Sustainability

International Standards



United Nations Global Compact



Sustainable Development Goals (SDGs)



Science Based Targets initiative (SBTi)



Responsible Business Alliance (RBA)



Aluminum Stewardship Initiative (ASI)



ESR Distinction (Socially Responsible Company)

## Safety, Health, Environment and Quality Certifications

ISO 45001: Occupational Health and Safety Management: HPDC Lerma, Saltillo, Chihuahua, San Luis Potosí and SPM

ISO 9001: Quality Management Systems

IATF 16949: Automotive Quality Management Standard

ISO 14001: Environmental Management Systems



Clean Industry Certification: HPDC Lerma and Saltillo

## Sustainability Performance Reporting



CDP Water Security: Score B



CDP Climate Change: Score B-



EcoVadis: Committed



Manufacture 2030 (Secaro)



NQC Supplier Assurance (SAQ 5.0)

# INDUSTRY AFFILIATIONS

GRI: 2-28

Bocar participates in relevant trade and industry associations across the automotive, aluminum, and casting sectors to support collaboration, responsible business practices, and the advancement of industry standards in the markets where we operate.

## Where We Participate

- 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)
- Suppliers Partnership for the Environment (SPE)
- Aluminum Mexican Institute (IMEDAL)
- North American Die Casting Association (NADCA)



**SUSTAINABLE  
MOBILITY**

- Sustainability Strategy & CEERO Framework →
- Embedding Sustainability →
- Sustainable Value Chain →

What matters is...

**advance  
together**

**80%**

supplier spend  
assessed under ESG  
criteria

**GRI**  
2-29, 3-1, 3-2, 3-3, 308-1, 303-2,  
414-1, 414-2

**NIS**  
C.5

# SUSTAINABILITY STRATEGY & CEERO FRAMEWORK

NIS: C.5

In 2025, we reviewed our sustainability framework to capture learnings from recent progress and confirm that our 2030 targets remain relevant in line with leading sustainability standards, aligned with customer expectations, and competitive with peers.

This review preserves CEERO as our enterprise backbone while strengthening the connection between strategy, targets, and execution, ensuring that priorities are translated into measurable performance and delivered consistently across the organization.

We reaffirmed our commitment to continue providing high-quality engineering solutions that meet the ESG requirements of our customers. This commitment guides decision-making across product development, operations, and our value chain, enabling us to remain a reliable partner as customer expectations and industry requirements continue to evolve.

Based on our double materiality assessment, considering both stakeholder relevance and enterprise value implications, and aligned with SASB Standards, the CEERO Framework, we translate priority topics into specific KPIs, annual objectives, and accountable ownership.

<b>CO<sub>2</sub>e reduction</b>	<b>Engagement</b>	<b>Ethics and Governance</b>	<b>Resource stewardship</b>	<b>Optimized product portfolio</b>
<b>Carbon emissions reduction</b> across our entire value chain to limit global warming to 1.5 °C.	<b>Upskill</b> our people to face the challenges of the future, nurture a <b>diverse and inclusive</b> workplace, and take care of <b>our community</b> to build a resilient business environment.	<b>Work under the highest ethical standards</b> and with transparency to perpetuate relationships of mutual trust.	<b>Eliminate waste</b> and safely use natural resources.	From design to material sourcing, <b>be an integral part of sustainable mobility.</b>
<p><b>CO<sub>2</sub>e emissions reduction</b> aligned to SBTi pathway Scope 1, 2 &amp; 3.</p> <p>Reduction of <b>46.2%</b> in absolute emissions of Scope 1 &amp; 2 by 2030 from a 2019 base year.</p> <p>Reduction of <b>42%</b> in absolute emissions of Scope 3 by 2030 from a 2021 base year from purchased goods and services.</p>	<p><b>20%</b> of women in leadership positions.</p> <p><b>100%</b> of employees trained with at least 16hrs a year.</p> <p>Community impact through volunteering with <b>30%</b> of employees' participation.</p>	<p><b>100%</b> of our people trained in Bocar Compliance &amp; Ethics program.</p> <p><b>80%</b> of procurement screened under ESG Criteria.</p>	<p><b>20%</b> of increase in water efficiency, accumulated vs annual projections. Baseline 2021.</p> <p>Waste to land fill reduction to less than <b>8%</b>.</p>	<p><b>38%</b> of our sales contribute to sustainable mobility through participation in Electric and Hybrid vehicles.</p>

# Stakeholders and Material Topics

GRI: 2-29, 3-1, 3-2

Stakeholder engagement and materiality remain the foundation of our sustainability strategy, guiding how we prioritize actions and define our long-term commitments.

We maintain ongoing dialogue with our key stakeholders through structured engagement mechanisms designed to understand expectations, strengthen relationships, and support informed decision-making.

Engagement takes place through multiple channels, including internal communication platforms, performance and development processes, customer and commercial interactions, supplier assessments, and community initiatives, allowing us to address priorities and reinforce transparency across our operations.



## Stakeholders



**Shareholders:**  
board members, financial institutions.



**Workforce:**  
employees (unionized and non-unionized).



**Customers:**  
OEMs, Tier 1.



**Supply Chain:**  
goods suppliers, service providers, equipment suppliers.



**Community:**  
employees' families, local communities, education institutions, civil society organizations.



**Authorities:**  
national, state and local governments, diplomatic representations of Mexico, United States, Japan, Germany, and China.








**Business Associations:**  
business and automotive industry groups.



**Our material topics remain consistent with those defined in 2024, reflecting continuity in our priorities and the maturity of our sustainability approach.**

These topics are reviewed periodically to ensure alignment with evolving stakeholder expectations, regulatory developments, and market trends, and are operationalized through our CEERO Framework.

### Material Topics

-  Climate Change
-  Water
-  Circular Economy
-  Business Ethics
-  Employee Well-Being
-  Justice, Equity, Diversity, and Inclusion
-  Talent Attraction and Development
-  Supply Chain Management
-  Sustainability Culture
-  Community Development
-  Sustainable Products

## Progress and Refinement of 2030 Targets

In 2025, we updated three CEERO 2030 targets to capture implementation learnings, improve business relevance, and strengthen metrics while maintaining our ambition. The remaining targets were maintained, with continued progress aligned to our 2030 pathway.

These adjustments improve how we track progress in areas where growth dynamics, stakeholder expectations, and market trends require more precise indicators and clearer accountability.

### CO<sub>2</sub> Reduction

This target remained unchanged in 2025. We accelerated decarbonization by building energy-management foundations across operations, reaching 3.68 tCO<sub>2</sub>/tFG, a 20% improvement compared to our 2021 baseline and a 5% reduction in absolute terms from 2024.

## Engagement

### Community Engagement

This target was updated to strengthen our social value creation model and increase employee participation. By aligning incentives and initiatives with the Bocar Family Foundation, the approach aims to generate measurable positive impact in the communities where we operate while fostering an engaged culture through volunteering. The target aims to reach 30% of employees participating in volunteering activities by 2030.

During the year, employee volunteering reached 23.0% participation, advancing toward the 2030 target with active involvement from our people.

### Development

This target remained unchanged. Progress reached 82.29% of eligible employees completing at least 16 hours of skills development, in line with our unchanged 2030 target and reinforcing capability building across the organization.

### Inclusion

This target remained unchanged. Women represented 15.17% of leadership positions, advancing steadily toward our 2030 goal of 20% and supporting more inclusive leadership representation.

## Ethics and Governance

### Training of Employees

This target remained unchanged. Our integrity continued to advance, reaching 97% employee completion of the compliance and ethics program, positioning us close to our 2030 target of 100%.

### Supplier ESG Assessment

This target remained unchanged. We sustained 80% of suppliers analyzed using ESG criteria, meeting our 2030 target and reinforcing responsible procurement practices across the value chain.

## Resources Well Managed

### Water Efficiency

This target was updated. We maintained 20% ambition, while updating the measurement approach. Rather than focusing on absolute reductions in water consumption, progress is now tracked through water-use efficiency against projected requirements, normalized by production volume and expressed as water quantity per finished goods (m<sup>3</sup>/tFG). This adjustment reflects operational reality, enabling optimization of a critical resource while supporting growth through, more comparable, production-adjusted indicators.



Regarding water stewardship, in 2025 we achieved 3.74 m<sup>3</sup>/tFG, a 1.69% improvement in efficiency compared to this year projection reaching 11.88% accumulated progress toward the 2030 water-efficiency target of 20%, strengthening control of this critical resource while supporting business growth.

### Waste Management

The target remained unchanged. By applying circular-economy principles, we reduced waste to landfill to 5.1%, exceeding our 2030 target (<8%) and reinforcing continuous optimization across our production plants.



Throughout 2025, we advanced our CEERO priorities, reinforcing steady progress toward our 2030 sustainability targets.

### Optimized Portfolio

This target was updated to reflect evolving automotive market demand and portfolio strategy, including the growing market for hybrid vehicles, while continuing to expand participation in products for electric vehicles. The targeted share of sales was adjusted from 40% to 38% by 2030, maintaining ambition while improving strategic accuracy.

The share of automotive sales from electric and hybrid components reached 7.60% in 2025, progressing toward the updated 2030 target of 38%. This reflects alignment with market trends and continued expansion in electrified powertrain platforms.

## The Road Ahead

Looking ahead, we'll continue focusing our execution on what matters most to deliver our 2030 pathway.

This includes scaling energy transition and efficiency to advance decarbonization, improving water use and circularity across our operations, and continuing to strengthen our people and governance agenda through skills development, greater participation in volunteering, and more inclusive leadership.

We will also continue evolving our optimized portfolio, increasing the share of sales from EV and hybrid components toward 38% by 2030, in line with customer needs and the ongoing transformation of the automotive market.



With our focus on what matters, we move toward our 2030 targets.

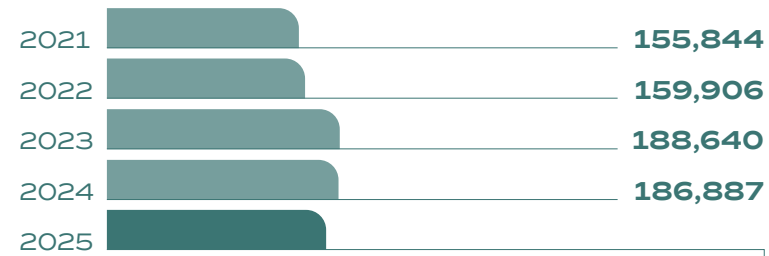
# CEERO FRAMEWORK TARGET UPDATES

## C

CO<sub>2</sub>e Reduction

### Scope 1 & 2 Emissions Reduction

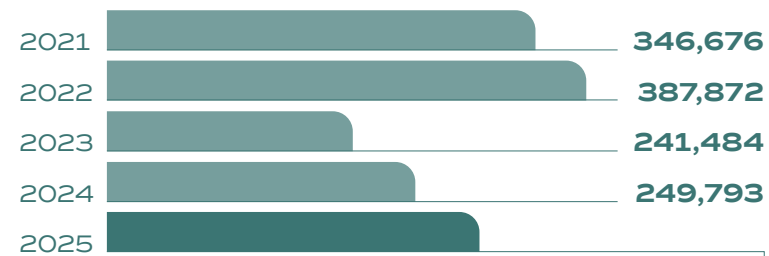
2030 Target **93,754 tCO<sub>2</sub>e**



2025 Progress **177,604 tCO<sub>2</sub>e**

### Scope 3 Emissions Reduction

2030 Target **201,720 tCO<sub>2</sub>e**



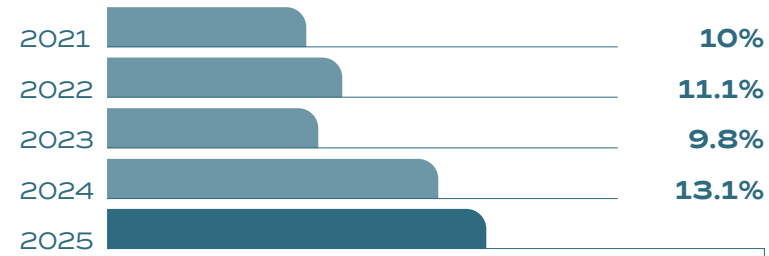
2025 Progress **259,858 tCO<sub>2</sub>e**

## E

Engagement

### Women in Leadership Positions

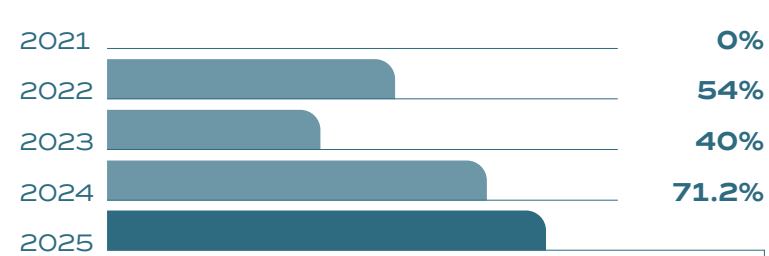
2030 Target **20%**



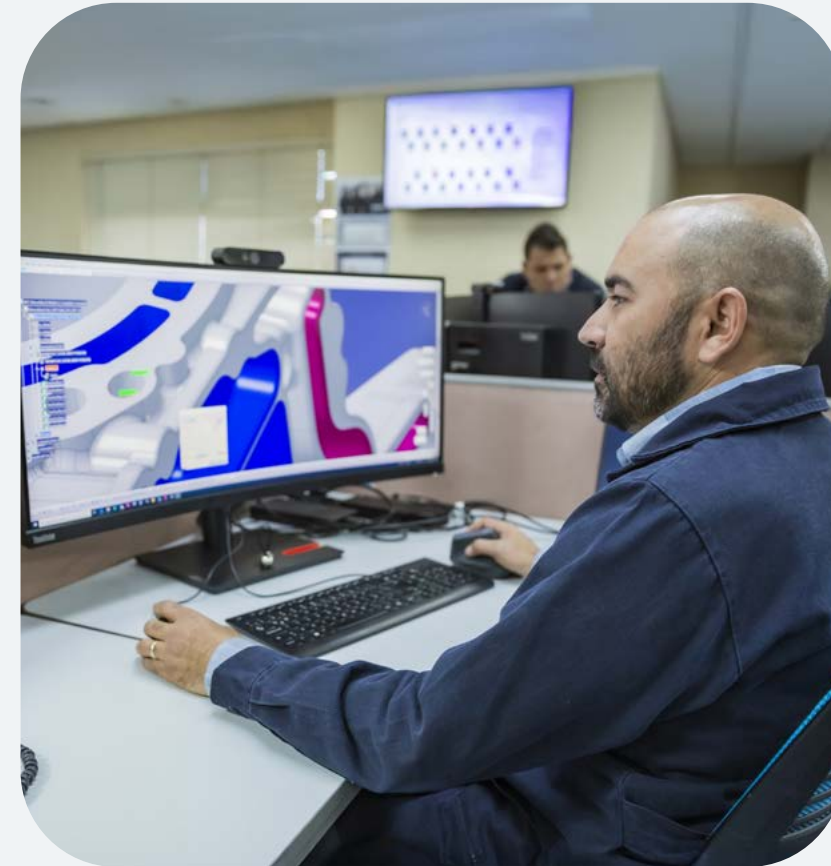
2025 Progress **15%**

### Employee Training With at Least 16 Hours of Skills Development

2030 Target **100%**

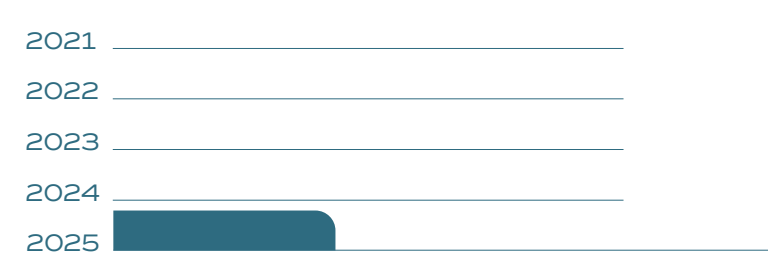


2025 Progress **82.29%**



### Employee Participation in Volunteering\*

2030 Target **30%**



2025 Progress **23%**

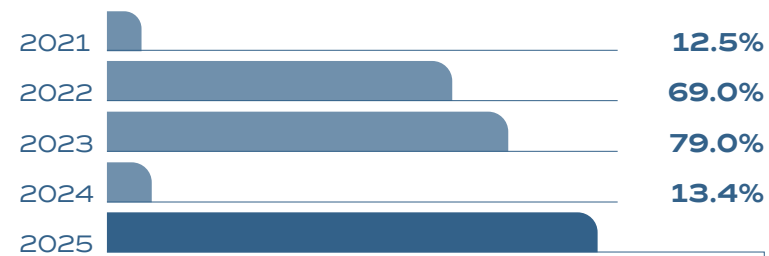
\*New target.

# E

## Ethics and Governance

### Training of Employees in Compliance and Ethics Program

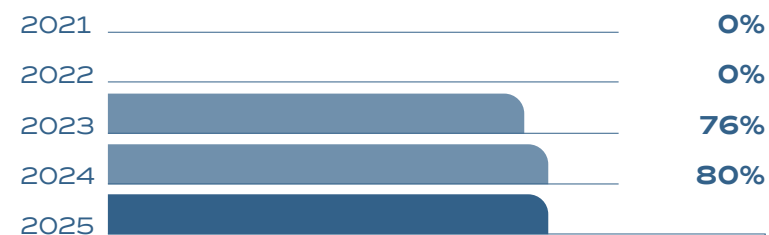
2030 Target **100%**



2025 Progress **97.0%**

### Supplier Spend Assessed Under ESG Criteria

2030 Target **80%**



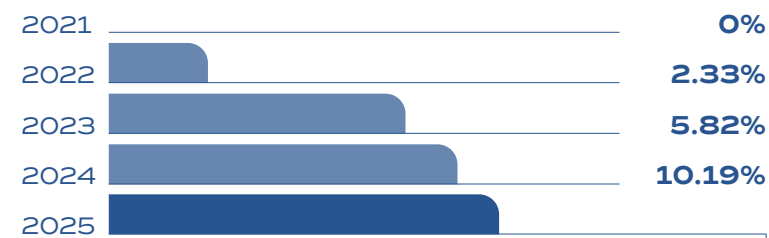
2025 Progress **80%**

# R

## Resources Well Managed

### Improved Water Use Efficiency\*

2030 Target **20%**

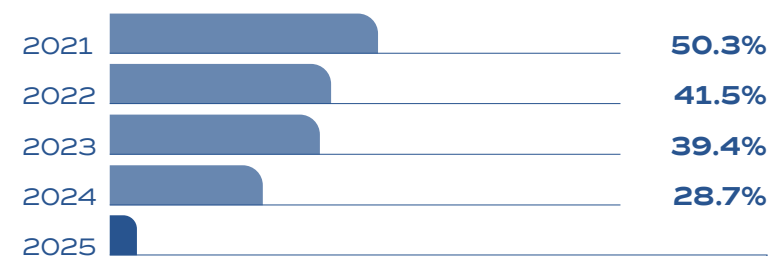


2025 Progress **11.88%**

\*Compared to the 2021 base year. Accumulated vs. annual projections.

### Waste Reduction to Landfill

2030 Target **Less than 8%** to landfill



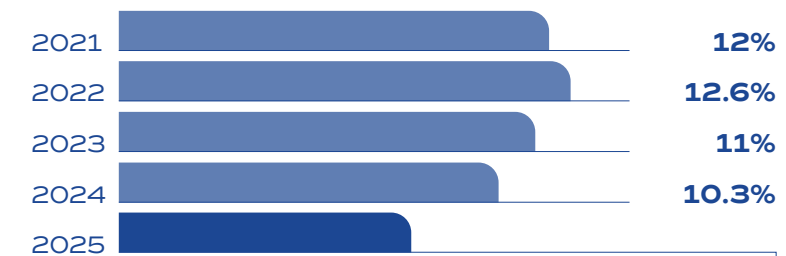
2025 Progress **5.10%**

# O

## Product Portfolio Optimization

### Share of Automotive Sales From Components for Electric and Hybrid Vehicles

2030 Target **38%**



2025 Progress **7.60%**



# EMBEDDING SUSTAINABILITY

## Bocar Excellence Awards

During the year, the Bocar Excellence Awards were refreshed to recognize projects aligned with sustainability, innovation, excellence, and talent.

The awards were presented on October 22 at the Federico Baur Auditorium in Lerma, State of Mexico. Teams showcased initiatives that delivered measurable

improvements, including recycling foundry sand to manufacture bricks and optimizing production processes.

Beyond individual achievements, the Bocar Awards reinforce a shared culture shaped by people who identify opportunities, implement improvements, and lead by example. The recognized categories reflect the principles, quality, and safety standards that guide our work and strengthen our company.

The awarded projects demonstrated strong collaboration and creativity, translating operational challenges into practical solutions.

For the first time, we also presented the Sigrid Baur Award to the Volunteer of the Year for a rainwater harvesting project implemented at an elementary school in Ocoyoacac, State of Mexico.

This distinction highlights individuals who embody our commitment to serve as agents of positive change, both within Bocar and in the communities where we operate.





# SUSTAINABLE VALUE CHAIN

GRI: 3-3, 308-1, 303-2, 414-1, 414-2

Sustainable sourcing is integrated into the CEERO Sustainability Framework and supports Bocar’s ambition to deliver engineering solutions that meet customers’ ESG requirements.

During the year, the value-chain approach was strengthened through CEERO, with a focus on decarbonization across our supply chain and reinforcing sustainability criteria in supplier management.

Category 1, which covers upstream emissions from purchased goods and services, is a key focus area and makes supplier collaboration and data quality essential for effective Scope 3 management and reduction planning.

To advance the Scope 3 reduction pathway, priority is placed on purchased materials that most significantly influence emissions in our value chain, including aluminum, silica sand used in our SPM business unit, and plastic resin.

Improving the availability, comparability, and reliability of supplier footprint data enables more effective baseline setting, hotspot identification, and tracking of reductions.



Supplier performance is assessed under ESG criteria through our Supplier Sustainability Assessment Questionnaire (SAQ), which evaluates environmental performance, labor and human rights/working conditions, social responsibility, and ethics & compliance.



**We maintained 80% spend coverage, meeting our CEERO target and reinforcing responsible procurement through structured screening and follow-up actions.**

## Enhancing Supplier Carbon Data

Based on the results of our supplier ESG assessment and the relevance of purchased materials to our carbon footprint, we prioritized collaboration with our aluminum suppliers in 2025.

In alliance with South Pole, we developed a practical guide to support suppliers in calculating their carbon footprint using standardized criteria, improving comparability and strengthening data quality for Category 1 accounting. This improves the accuracy of upstream emissions data and supports more effective reduction actions.



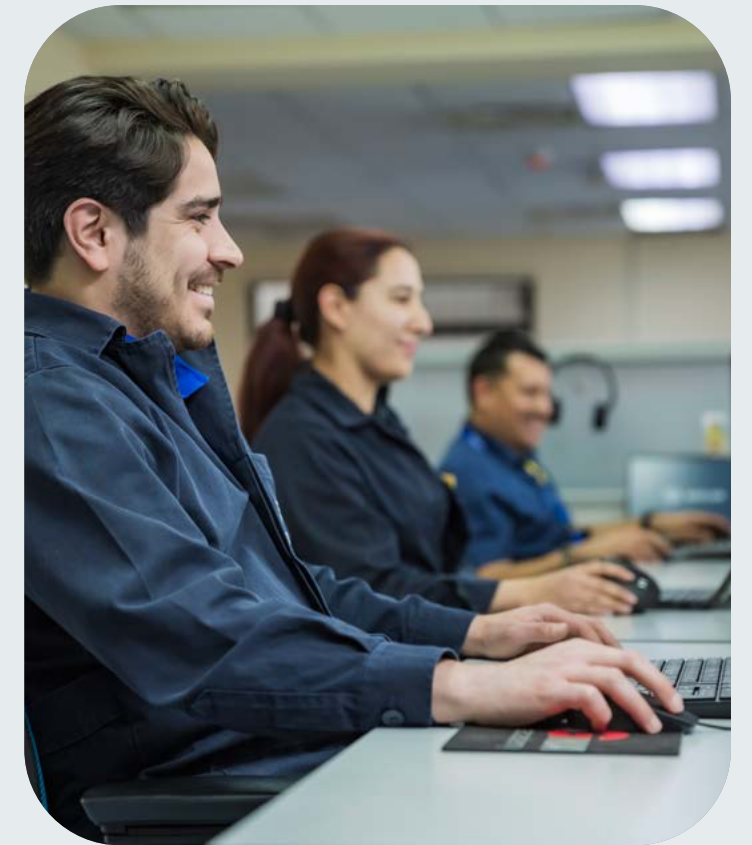
**After completing the guide, we hosted a dedicated webinar for aluminum suppliers to walk through the methodology and address questions, helping accelerate adoption and consistent reporting.**

## Integrity Code for Suppliers

In 2025, we updated and communicated our Integrity Code for Suppliers, which defines the minimum standards of conduct expected from suppliers and complements contractual requirements.

The Code is structured around five priority areas: human rights and community development, responsible business conduct, sustainability and environmental stewardship, corporate responsibility and compliance with laws and regulations, and data protection and information security.

The Bocar Integrity Code for Suppliers reinforces clear expectations on fair and inclusive labor practices, the prohibition of forced labor, child labor and human trafficking, and the promotion of safe and respectful workplaces. It also strengthens requirements on anti-corruption and anti-bribery, conflicts of interest, competition law, anti-money laundering, and responsible sourcing practices, including conflict minerals.



To support accountability and transparency, the Integrity Code requires suppliers to protect confidential information and personal data, to ensure communication and training for their personnel, and to report concerns through our independent whistleblowing tool “Bocar Listens to You”, which is operated by a third party, on a confidential and anonymous basis.



## ENVIRONMENT

- Environmental Management →
- Climate Action →
- Materials and Circularity →
- Water Stewardship →

# 5%

reduction in direct carbon footprint vs. 2024

# 94%

of recycled aluminum

### GRI

3-3, 301-1, 301-2, 302-1, 302-2, 302-3, 302-4, 303-1, 303-2, 303-3, 303-4, 303-5, 305-1, 305-2, 305-3, 305-4, 305-5, 306-1, 306-2, 306-3, 306-4, 306-5

### SASB

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

### NIS

A.1, A.2, A.3, A.4, A.5, A.7, A.8, A.9 A.14

### SDG



# What matters is... **responsible operations**



# ENVIRONMENTAL MANAGEMENT

At Bocar, environmental stewardship is embedded in our business strategy through the CEERO Sustainability Framework, which anchors our priorities and translates them into measurable action across operations. Our approach positions responsible resource management as a core performance driver, supporting resilience, customer expectations, and long-term competitiveness.



In 2025, we reviewed our sustainability strategy and the CEERO 2030 pathway to incorporate learnings from implementation and ensure our environmental targets remain ambitious, relevant, and measurable. We evaluated our targets against leading sustainability standards, customer expectations, and peer benchmarks, and reinforced the link between strategy and delivery through standardized KPIs, improved tracking, and clear ownership across our key environmental pillars.

Our environmental agenda is structured around three priority pillars. Climate action advances decarbonization through energy management and operational efficiency. Water stewardship focuses on improving efficiency and reinforcing disciplined use of a shared resource. Waste management applies circular economy principles to prevent waste generation and maximize diversion from landfill. Together, these pillars drive continuous improvement in environmental performance across our production processes.

Operationally, the environmental governance continues to be supported by an ISO 14001:2015-based management system across our production footprint. This structure provides a consistent way to identify impacts, establish controls, verify compliance, and strengthen continuous

improvement. We also build environmental awareness through ongoing engagement and education, reinforcing day-to-day behaviors that support our objectives.

As part of our site-selection and facility-development processes, all Bocar manufacturing plants are located within zones formally designated by local authorities for industrial use. This approach ensures compliance with applicable land-use regulations and minimizes potential impacts on local biodiversity, including native species and their habitats.

During 2025, Bocar manufacturing plants have not had any manufacturing or pollutant release activities that have negatively affected any species or caused an area to be negatively impacted.



**Our certified environmental management system supports progress on climate, water, and waste management in our daily operations.**

# CLIMATE ACTION

GRI: 3-3, 302-2, 302-1, 302-3, 302-4, 305-1, 305-2, 305-3, 305-4, 305-5

SASB: TR-AP-130a.1.

NIS: A.1, A.2, A.3, A.4, A.5

In 2025, we remained committed to our Science Based Targets initiative (SBTi) to reduce greenhouse gas (GHG) emissions from our operations and value chain. By 2030, we aim to reduce Scope 1 and 2 emissions by 46.2% versus our 2019 baseline, and to reduce Scope 3 emissions by 42% versus our 2021 baseline.

During the year, we launched an initiative to lay the foundations for energy management by starting to monitor electricity consumption from key equipment. This program covers plants representing 85% of total energy consumption and, within those plants, monitors a representative sample equivalent to 30% of electricity use. This initiative provides greater visibility into operational drivers of electricity demand and identifies opportunities for optimization.

Through monitoring and optimization actions, we reduced our Scope 1 and 2 emissions compared to 2024. In absolute terms, Scope 1 decreased by 0.28% and Scope 2 decreased by 7.71%, resulting in a combined 4.97% reduction in Scope 1 and 2 emissions year over year. On an

intensity basis, our Scope 1 and 2 footprint reached 1.50 tCO<sub>2</sub>e/tFG, representing a 1.21% increase compared to 2024.

For Scope 3, we achieved a 3.7% increase in absolute terms compared to our 2024 carbon footprint. Overall, our total carbon footprint performance reached 3.68 tCO<sub>2</sub>/tFG, representing a 20% improvement versus the 2021 baseline.

Our focus is on scaling energy management capabilities, strengthening data-driven optimization, and deepening value-chain engagement on Scope 3 to support lower-carbon solutions across the mobility value chain.

**We continue advancing our decarbonization roadmap toward our SBTi-aligned 2030 targets.**

## Querétaro Plant: Low-Carbon Certification & Carbon Compensation

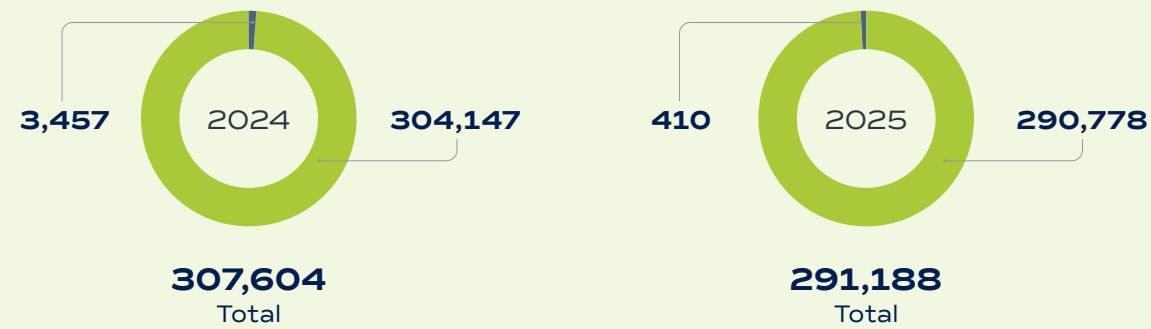


In 2025, we achieved a major milestone by implementing an emissions compensation program that delivered a 20% reduction in the site’s carbon footprint, compensating 468 tCO<sub>2</sub>e through a registered food-rescue initiative with Red de Bancos de Alimentos de México (a Mexican food bank network), with the project registered with SEDESU (the state government entity responsible for sustainable development in Querétaro).

Following this achievement, the Querétaro plant obtained its first low-carbon certificate, including the “Sello de Bajas Emisiones de Carbono (QRO-3)”, a recognition granted under a local government program. This achievement reflects compliance with applicable regulatory frameworks and reinforces our commitment to climate action.

### Total Energy Consumption (MWh)

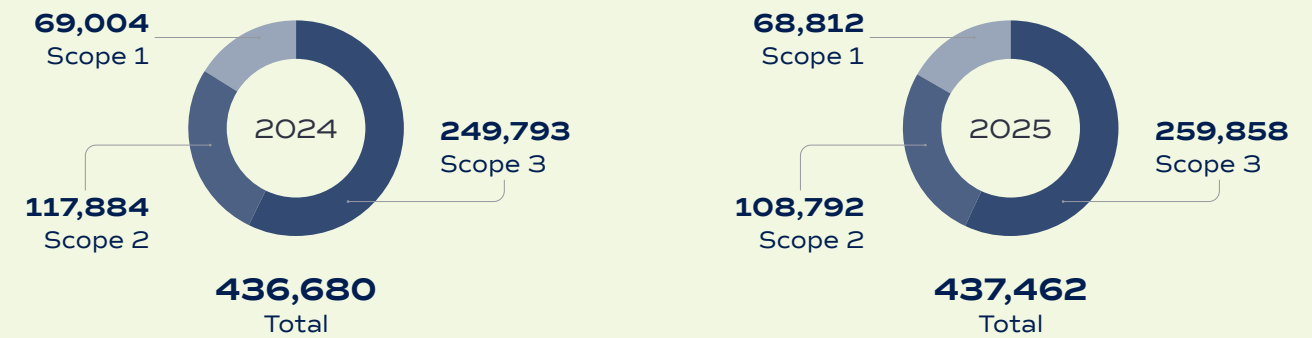
■ Renewables ■ Non-renewable



Data from operations in Mexico and United States.

### Total GHG Emissions (Ton CO<sub>2</sub>eq)

■ Direct emissions ■ Indirect emissions ■ Other indirect emissions



Data from operations in Mexico and United States.

✓ Total energy intensity:  
2.45 MWh / tFG\*



✓ Total GHG emissions intensity:  
3.68 tCO<sub>2</sub>e/tFG\*

✓ **5%**  
reduction in direct carbon footprint vs. 2024

\* tFG = Tons of finished goods.

# MATERIALS AND CIRCULARITY

GRI: 3-3, 301-1, 301-2

SASB: TR-AP-150a.1, TR-AP-440a.1, TR-AP-440b.2.

NIS: A.14

At Bocar, we manage materials and waste under circular economy principles, prioritizing prevention, recycling, recovery, and optimized disposal to minimize landfill dependency and improve resource efficiency across our operations.

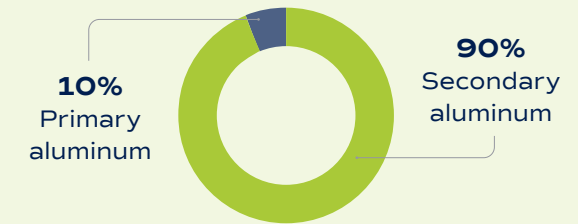
## Sustainable Aluminum

As part of our climate and resource efficiency agenda, we continue advancing initiatives to increase the sustainability of the materials we use. In 2025, 94% of the aluminum used in our operations was recycled aluminum, supporting lower embedded impacts compared with primary material and enabling ongoing circularity within our processes.

Across our manufacturing cycle, chips and scrap generated during production are recovered and recycled back into the process where feasible, supporting resource efficiency and reinforcing circular practices in day-to-day operations.



### Raw Materials: Aluminum Mix



To strengthen governance and accelerate improvement in the aluminum value chain, during 2025 we began integrating the Aluminum Stewardship Initiative (ASI) criteria into our management systems, driven by our HPDC plants in Lerma, Saltillo, and Chihuahua. This integration also responds to customer expectations for responsible materials and stronger ESG performance across the value chain.

ASI provides a globally applicable framework for responsible aluminum production, sourcing, and stewardship across all stages of the value chain, with standards that address environmental, social, and governance (ESG) requirements and support stronger supply chain transparency.



**94% of aluminum used is recycled material.**

# Waste and Circularity Performance

GRI: 306-1, 306-2, 306-3, 306-4, 306-5

In 2025, we achieved a significant reduction in waste sent to landfill, driven primarily by improved recycling and recovery of non-hazardous waste streams.

Non-hazardous waste disposed of in landfill decreased by over 80% compared to 2024, reflecting the impact of circular initiatives, material segregation, and reuse programs implemented across sites. At the same time, waste diverted from disposal increased substantially, with recycled hazardous waste rising from 469,501 kg to 805,053 kg, and total non-hazardous waste not destined for disposal reaching 19.5 million kg.

This progress reflects a more circular operational model, reducing landfill dependency and improving resource efficiency across operations.

## Circular Economy in Practice: Silica Sand Recycling at Semi-Permanent Mold



At the SPM business unit, an innovative silica sand recycling initiative is transforming a high-volume waste stream into a valuable input for construction materials. Historically, more than 90% of used silica sand generated from core-making processes was sent to landfill, resulting in significant disposal costs and ecological tax payments.

In 2025, SPM operated for a full year under this circular solution, reusing residual silica sand in the manufacture of construction blocks, supported by environmentally

authorized suppliers and validated through safety and quality testing. Approximately 7,000 tons of silica sand were reused, with zero material sent to landfill.

This initiative delivered both environmental and financial benefits, including reduced disposal costs and the elimination of ecological tax payments during the year. It also shows how circular economy principles can reduce waste, lower costs, and create alternative value streams at the site level.

## Circularity in Action: Pallet Recycling at the Huntsville Plant



At the Huntsville plant, a simple but effective pallet recycling initiative is helping reduce waste sent to landfill while lowering disposal costs. Previously, all wooden pallets were discarded as waste, increasing landfill volumes and triggering additional collection fees based on weight and extra vendor trips.

Since January 2025, the site implemented a centralized collection system that allows employees to separate reusable pallets, which are now recovered by

a recycling vendor at no cost. The initiative has eliminated 6.5% of landfill weight, diverted 6,960 lbs (3,157 kg) of waste from landfill, and achieved an 8.1% cost avoidance in disposal fees.

This initiative demonstrates how practical, site-level solutions can deliver both environmental and cost benefits while supporting the scalability of circular practices across Bocar operations.

### Circularity with Social Impact: Uniform Recycling at Querétaro

At our Querétaro plant, a company-wide initiative transformed obsolete work uniforms into a tangible circular solution with social impact.

Rather than sending used uniforms to landfill, approximately 8 tons of textiles collected across Bocar operations were recycled and repurposed into more than 7,000 blankets. Through the Bocar Family Foundation, these blankets were donated to vulnerable communities in Mexico, extending the value of materials while delivering direct social benefit.

This initiative shows how circular economy practices can go beyond waste reduction to create shared value, combining environmental responsibility, social support, and community engagement.

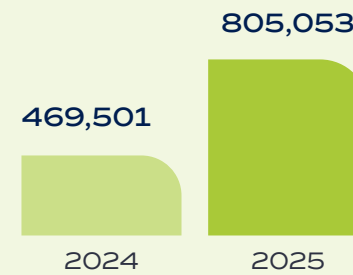


By 2025, we exceeded our 2030 goal of keeping waste to landfill below 8%, achieving a landfill rate of 5.1%.

### Waste Not for Disposal (Kg)

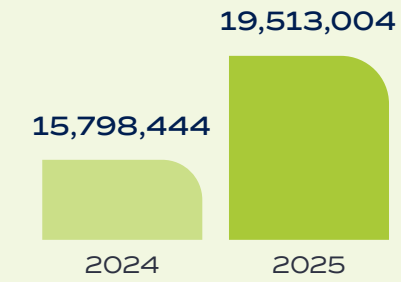
#### HAZARDOUS WASTE

##### Recycling

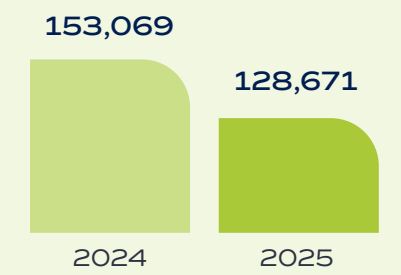


#### NON-HAZARDOUS WASTE

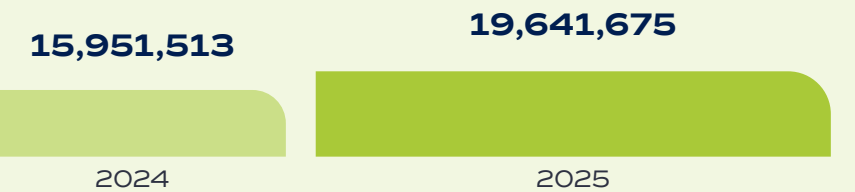
##### Recycling



##### Composting



#### Total Non-Hazardous Waste Not for Disposal

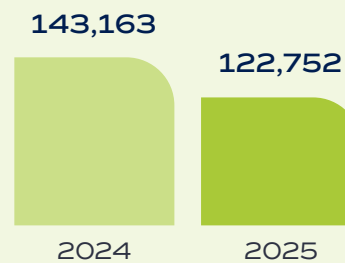


Waste sent to landfill decreased by 83.2% from 2024 to 2025.

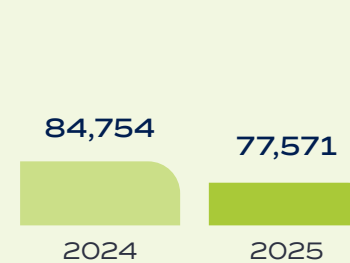
### Waste for Disposal (Kg)

#### HAZARDOUS WASTE

##### Incineration (with energy recovery)



##### Transfer to landfill

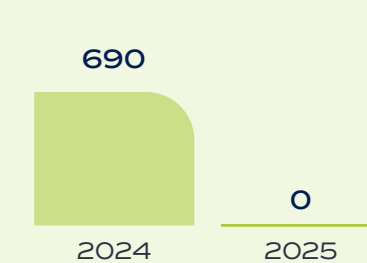


#### Total hazardous waste for disposal

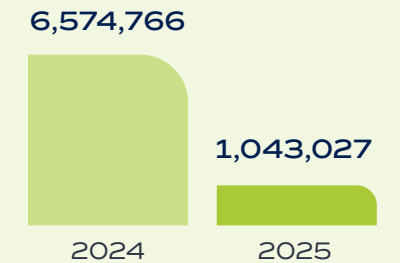


#### NON-HAZARDOUS WASTE

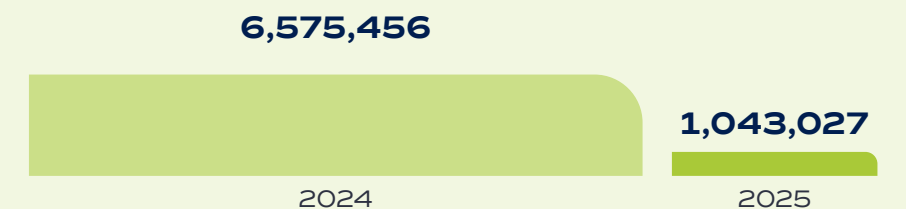
##### Incineration (with energy recovery)



##### Transfer to landfill



#### Total non-hazardous waste for disposal



# WATER STEWARDSHIP

GRI: 3-3, 303-1, 303-2, 303-3, 303-4, 303-5

NIS: A.7, A.8, A.9

Water stewardship remains a priority within our CEERO Framework, with a focus on efficiency, resilient operations, and responsible treatment and reuse. In 2025, we achieved a water efficiency of 3.74 m<sup>3</sup>/tFG.

Based on our production-driven projection approach, progress reached 1.69% during the year, adding a 16.6% increase over our 2024 result, totaling 11.88% toward our 2030 water-efficiency target of 20%. This reflects disciplined control of this critical resource while supporting business growth.

## Infrastructure Improvements

We continued strengthening water infrastructure and operational practices across sites.

In the United States, we advanced Phase I implementation of owned water treatment infrastructure at the Huntsville plant, establishing the foundation for a process designed to recover water for reuse in productive operations.

In Mexico, we continued operating water treatment plants across all production complexes, treating 73% of wastewater through internal infrastructure, while the remainder managed through municipal treatment under collaborative agreements.

During 2025, we also advanced plant-level improvements that support efficiency and reuse. At Saltillo, we invested in an adiabatic cooling system to substitute cooling towers in the structural process, improving operational performance and water efficiency. We implemented two micro-spray processes that contribute to water savings (average 3 liters per injection) and reinforced water quality management through a filtration train, improving the water sent to reverse osmosis.



## Chihuahua Plant: Reusing Treated Water in Cooling Tower



A key example of reuse was implemented at Chihuahua, where the plant began using treated water from the wastewater treatment plant (WWTP) as make-up water for cooling towers, reducing reliance on potable and well water sources.

The initiative included the installation of piping, measurement systems, and calibrated controls, and validated a lower-cost treatment route using sand and activated carbon filtration. Over a six-month period, the project reduced average monthly discharge to drainage by 378 m<sup>3</sup>, strengthening operational efficiency and providing a scalable model for similar applications.

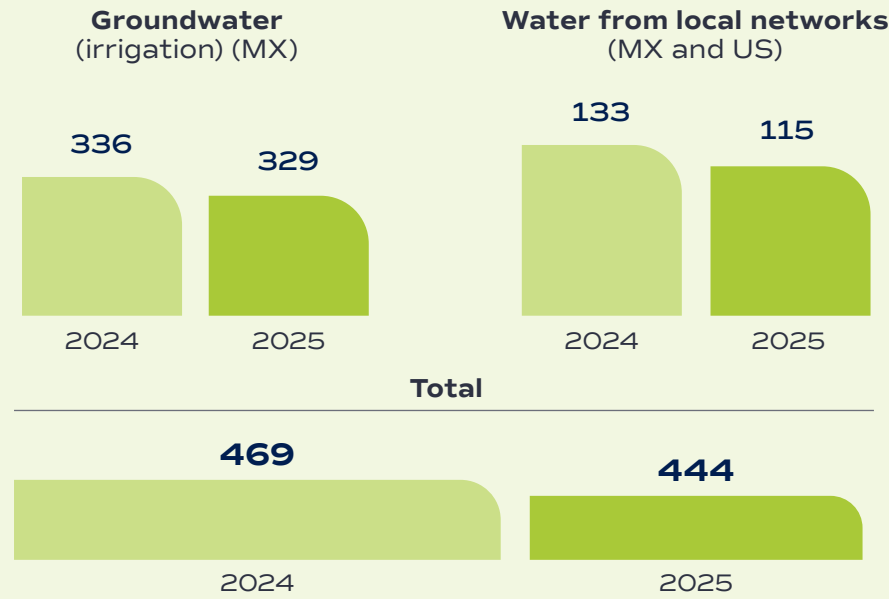
# Water Risk Management

To ensure long-term resilience, we continued our water risk assessment process in 2025, evaluating external risks and internal vulnerabilities that could affect production continuity.

The assessment focused on the condition of local water basins, the status of concessioned wells as a primary operational source, and the evolving regulatory context in Mexico during the year.

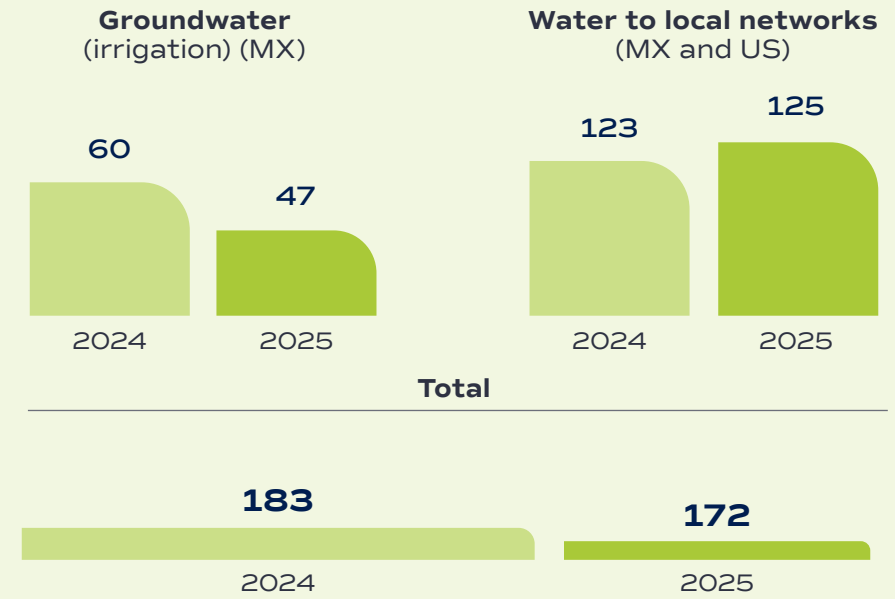
Our approach was recognized through the CDP Water Security Program, where we achieved a Score B, above the sector average in North America, reinforcing our commitment and momentum toward our 2030 ambition.

## Total Water Extraction, by Source (ML)



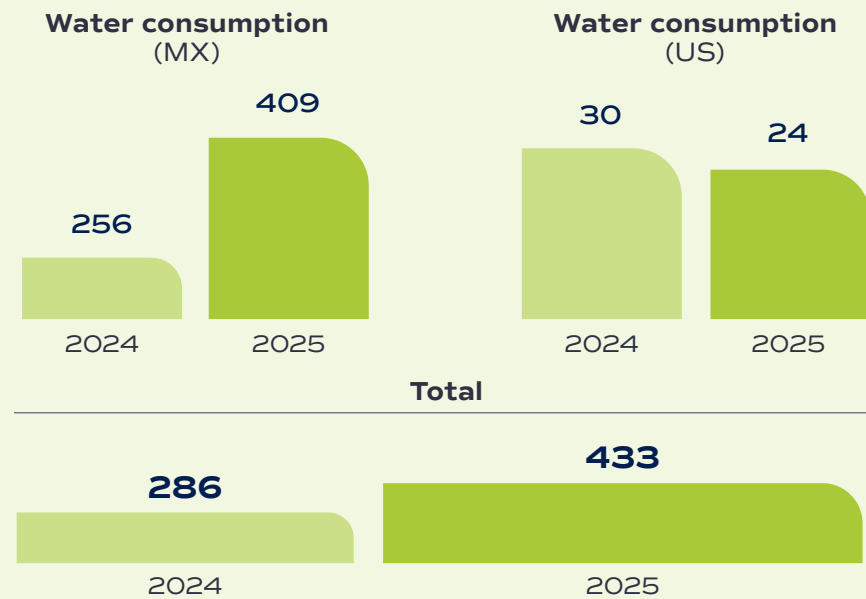
Data from operations in Mexico and the United States, expressed in megaliters.

## Total Water Discharge, by Destination (ML)



Data from operations in Mexico and the United States, expressed in megaliters.

## Total Water Consumption, by Operation (ML)



Data from operations in Mexico and the United States, expressed in megaliters.





OUR PEOPLE

- From Principles to Practice →
- Employment and Labor Practices →
- Health and Safety →
- JEDI: Justice, Equity, Diversity, and Inclusion →
- Talent Development →

36%

of our team at Bocar are women

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

NIS

B.1, B.5, B.6

SDG



What matters is...

# collective talent



GRI: 3-3

## FROM PRINCIPLES TO PRACTICE

GRI: 3-3

### Caring for People in Action

Two years ago, Bocar introduced its cultural evolution, grounded in four principles: Caring for People, Pursuing Excellence, Acting Sustainably, and Leading Innovation; how we operate and generate value. In 2025, the focus evolved from defining these principles to putting them into practice. As the first phase of a multi-year roadmap, we prioritized Caring for People, translating it into everyday behaviors, leadership practices, and operational routines across our facilities.



**Culture at Bocar is about how we work to generate value every day, across all operations.**

In 2025, our workforce performance confirmed that collective talent remains a key driver of our evolution. Caring for people continued to guide our cultural development, with health and safety as a priority across all operations. Strengthened labor practices, more equitable environments, and the advancement of technical capabilities enabled greater consistency in talent management, aligning culture and performance.



### Activating Culture in Daily Operations

Culture moved beyond awareness and became part of how work is executed. During the year, we strengthened leadership presence in production environments, fostering closer interaction with teams and promoting a more empathetic and responsive management style. Through co-creation workshops, leaders explored how to better understand what their teams experience and how their decisions shape

engagement, performance, and retention. This reinforced a key principle: leading means caring, through everyday actions.

This approach is reinforced through mechanisms that translate Caring for People into consistent practice within the flow of work.





## HOW CULTURE IS ACTIVATED IN OPERATIONS



**Shared understanding**



**Leadership in action**



**Operational integration**

Culture Capsules became one of the most effective tools during the year. These short, practical sessions, implemented directly in operational areas, create space for reflection, peer learning, and immediate application. Their design allows teams to reinforce behaviors consistently without interrupting operations, making culture part of the work itself rather than an additional activity. This approach strengthens learning through experience and interaction, shared ownership of knowledge across teams, and continuous reinforcement of expected behaviors.

Immersion Days played a key role in building awareness and alignment across the organization, reaching 92% global participation exceeding the initial target. These sessions enabled teams to connect cultural principles with their daily activities and build a shared understanding of expected behaviors. At the same time, they highlighted the opportunity to continue strengthening participation in certain operations, particularly in Japan and China, where smaller teams require more tailored approaches.

An important aspect of this evolution is that culture is no longer driven solely by Human Resources. Through these initiatives, a new generation of Culture Ambassadors emerged, bringing together team members from different areas who actively promote and reinforce cultural behaviors within their teams.

This activation was also reflected in moments of collective engagement, such as the first Bocar Day, which brought together teams across sites to reinforce a shared identity and strengthen a sense of belonging across the organization.

## Measuring Progress and Strengthening Alignment

In 2025, we conducted our first Culture Survey aligned with the new behavioral framework, reaching a 66% favorability rate. This result establishes a baseline for measuring progress and has helped identify specific opportunities for improvement, particularly within plant-level teams.

The impact and receptiveness of this approach were also reflected in the initiatives recognized under the Caring for People category in the Bocar Awards, highlighting how cultural principles are being translated into practice across the organization.



**66% favorability in Culture Survey, establishing a baseline for future measurement.**



## A Shared Responsibility Across Bocar

As we move forward, we aim to transition from a function-driven effort to a shared organizational responsibility, where culture is built collectively through daily actions across all teams and locations.

Looking ahead, the focus will be on reinforcing expected behaviors, strengthening consistency across operations, and continuing to embed culture into management systems. This next phase will be key to consolidating a culture that supports performance and long-term value creation.

# EMPLOYMENT AND LABOR PRACTICES

GRI: 3-3, 401-1, 401-2, 401-3

At Bocar, employment practices are shaped by what matters most for our operations, ensuring we have the right talent in place while supporting a consistent and reliable work environment across all locations. In 2025, workforce dynamics reflected both evolving operational needs and a continued focus on stability and retention.

## Workforce Dynamics

During 2025, our hiring activity reflected the evolving needs of our operations and the ongoing effort to maintain a stable and capable workforce. Recruitment was primarily concentrated in Mexico, in line with the scale of our operations, while activity in other regions remained more limited. No new hires were recorded in Japan and China, where team structures remained stable during the year.

From a demographic perspective, hiring was largely driven by early-career talent, reinforcing the integration of younger employees into the workforce, while maintaining a balanced mix of experience

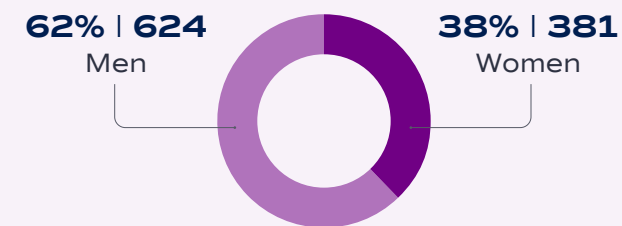
across teams. Gender distribution remained consistent with the operational profile of the business.

These movements reflect a focus on strengthening workforce capabilities while maintaining operational continuity, particularly in plant environments where experience and consistency directly support performance.

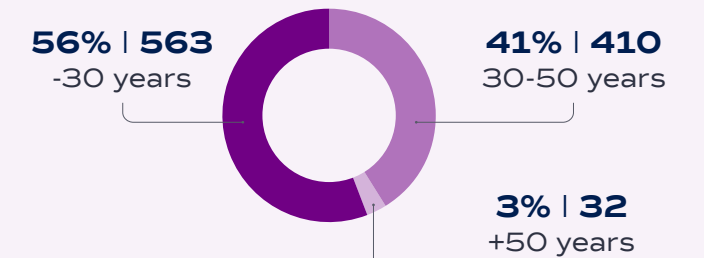
✓ **No significant operational disruptions related to the workforce were recorded during 2025.**

## New Hires 2025 | Global Data

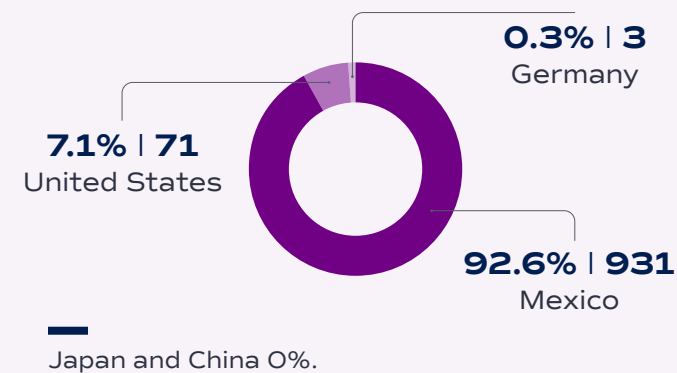
### By gender



### By age



### By country of operation



## All Bocar: Talent in Motion



Focused on strengthening internal mobility, this initiative promoted the transfer of employees across sites to retain talent and preserve technical knowledge within the organization. By facilitating these movements, it helped maintain workforce continuity, control turnover and absenteeism indicators, and reduce learning curve times in receiving sites.

## Benefits and Employee Support

Providing the right level of support to employees is essential to maintaining engagement and operational continuity. Bocar offers a benefits framework that complements statutory requirements and responds to the needs of its workforce across different locations.

In 2025, employees had access to a range of benefits tailored to local needs, including healthcare, life and medical expenses insurance, transportation, food support, or others depending on location. Efforts during the year focused on improving access and consistency, ensuring that employees clearly understand and effectively use the benefits available to them.

Full-time employees have access to the complete benefits framework according to its operation, while eligibility for temporary and part-time employees is defined based on local regulations and the nature of each role.

These benefits contribute to workforce stability and support employees in their day-to-day responsibilities, reinforcing our commitment to Caring for People through practical and accessible solutions.



**What matters is caring for people to sustain performance and long-term value creation.**



### FUGRA: Families That Impact



This initiative addressed one of the main drivers of voluntary turnover by strengthening the connection between employees and the organization through family engagement activities. By integrating employees' families into the Bocar experience, the program achieved a 47% reduction in the impact of severance costs associated with voluntary turnover due to personal reasons, while improving workplace climate and reinforcing a sense of belonging across teams.

## Parental Leave

Supporting employees during key life moments is part of maintaining a stable and engaged workforce. Bocar parental leave policies are designed to provide continuity and flexibility during these transitions.

In 2025, 236 employees (171 men and 65 women) took parental leave, with a return-to-work rate of 75.8% and a retention rate after 12 months of 75.8%. These indicators reflect the effectiveness of these policies in supporting employees while maintaining workforce continuity.

# HEALTH AND SAFETY

GRI 3-3, 403-1, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10

NIS: B.5, B.6

## Health and Safety at the Workplace

Safety is one of the most tangible ways we bring Caring for People into practice, because what matters most is ensuring that every person operates in a safe and controlled environment. With most of our workforce in manufacturing, this focus is embedded across daily operations.

During 2025, we strengthen the Be Safe Program, reinforcing consistent standards and safe behaviors across all sites. Supported by key elements such as the “Six Pack”, which defines the highest-risk activities across operations, and “Safe Start”, we focused on making safety part of how work gets done, rather than a separate requirement.

A key priority during the year was reinforcing safety as a shared responsibility. We increased leadership presence in operations and encouraged active employee participation with safety integrated into decision-making, execution, and team interactions.



We launched the new Concern Report Platform that enables employees to report safety observations through accessible digital channels, allowing us to ensure timely follow-up, transparency, and continuous improvement across operations.

At the same time, we further consolidated the Safety Green Cross Dashboard as a real-time visual management tool, allowing us to track safety performance consistently across sites.

Together, we reinforce a more proactive approach to safety, focused on preventing risks and reinforcing what matters most in our operations: protecting people.



**At Bocar, safety is a shared responsibility and priority in the way we operate.**

## Leadership in Safety

We strengthened the role of leadership in preventing high-risk events, particularly those with the potential to result in serious injuries or fatalities (SIF). Through targeted sessions, we reinforced that safe operations depend not only on procedures, but on timely decisions, visible leadership, and the ability to identify and control critical risks before they escalate. This approach emphasizes that preventing severe incidents starts with leadership presence, accountability, and the consistent reinforcement of safe practices in day-to-day operations.

## Reinforcing Critical Safety Practices

Building on the Six Pack framework, we reinforce the consistent application of critical safety practices across operations. Initiatives such as the LOTO Reinforcement Campaign and the Safety Day in Saltillo promoted correct energy control practices and reinforced the importance of safe behaviors in high-risk activities, ensuring consistent application of procedures, strengthening preventive practices and operational discipline across teams.

## Continuous Improvement and Engagement

We promote a culture of continuous improvement through initiatives such as HSE Kaizen activities, engaging leadership teams in identifying risks and strengthening operational conditions. These spaces allow us to connect safety practices with real operational challenges and reinforce shared accountability. At the same time, we reinforced communication and awareness initiatives across sites, supporting engagement and embedding safe behaviors into daily work.

### HSE Week

As part of our annual initiatives, Health, Safety, and Environment (HSE) Week remained a key moment to reinforce safety awareness across operations. In 2025, activities were focused on application of critical safety practices in high-risk activities based on the Six Pack framework. Through targeted sessions, campaigns, and site-level engagement, HSE Week contributed to increase visibility of safety priorities.

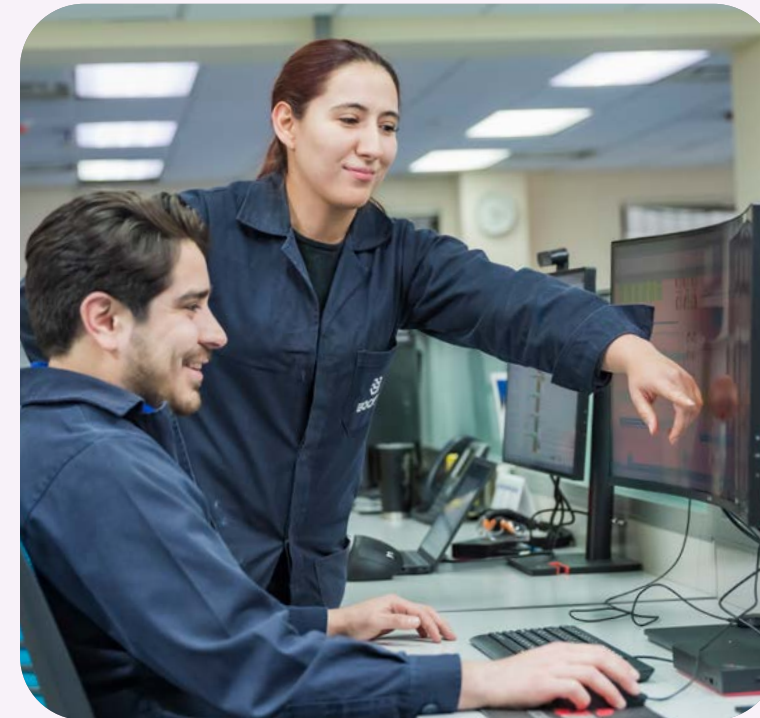
## Health and Well-Being

In 2025, we continued promoting preventive health through initiatives focused on physical, mental, and nutritional well-being.

The Bocar Challenge engaged 878 employees, providing multidisciplinary support from nutrition, psychology, and medical professionals to improve lifestyle habits. We also maintained support for working mothers through nine lactation centers, ensuring safe and appropriate spaces during this stage.

Well-being initiatives were reinforced across locations, including expert-led sessions on health topics, physical activity programs, and ongoing communication focused on nutrition, mental health, and prevention.

These efforts were complemented by regular health communication and follow-up mechanisms, including mental health assessments and targeted support, reinforcing a comprehensive approach to employee well-being.



**42,690 consultations supporting employees' health and well-being, equivalent to 5.7 consultations per employee on average.**

**30,332**

medical consultations

**5,565**

nutritional consultations

**3,558**

psychological consultations

**3,235**

psychiatry consultations

## Safety Initiatives Recognized Through the Bocar Awards



The Caring for People category of the Bocar Awards also recognized employee-led initiatives focused on improving workplace safety and operational conditions across facilities. These initiatives addressed areas such as ergonomics, ventilation, traffic flow, and risk prevention, reinforcing a culture of continuous improvement and shared responsibility for safety.

### Bocar US | Ventilation Improvements in Die Casting Areas

Improved air renewal and thermal conditions in casting operations, contributing to safer and more comfortable working environments.

### Querétaro Plant | Ergonomic Redesign of Material Handling Equipment

Reduced physical strain and improved operational safety through redesigned handling equipment and lower load requirements.

### Chihuahua Plant | Ergonomic Improvements in Casting Carts

Lowered operational force requirements, reducing musculoskeletal risks and improving daily working conditions.



### Lerma Complex | Safer Logistics Operations

Strengthened traffic flow and pedestrian-forklift segregation to reduce operational risks in logistics areas.

### Saltillo Plant | Gravity Lock Device for Testing Equipment

Reinforced control of high-risk operations through safer locking mechanisms and accident prevention measures.

# Performance and Safety Outcomes

We monitor safety performance across operations to track progress, identify risks, and strengthen preventive actions.

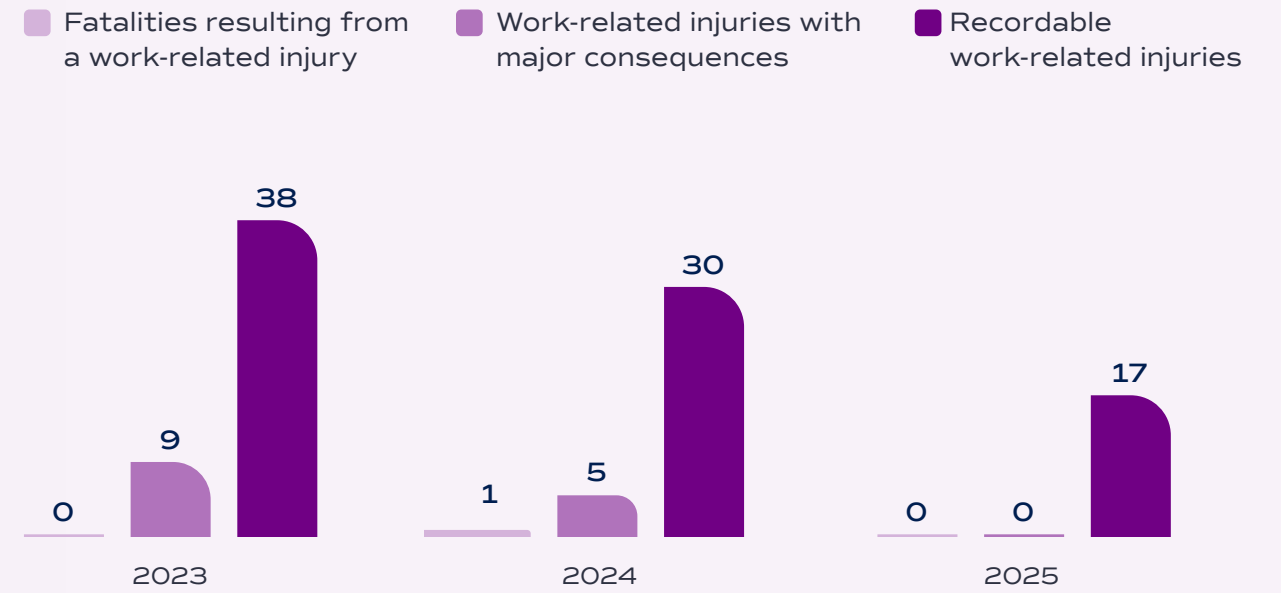
In 2025, safety performance continued to improve with 17 recordable work-related injuries, down from 30 in 2024, and no major injuries or fatalities recorded during the year. The lost day accident frequency rate reached 0.16, compared to 0.35 in the previous year.

The most common work-related injuries and occupational illnesses during the year were fractures, lacerations, thermal burns (scald/heat), crushing injuries, contusions and bruises, which helps us better understand risk exposure and focus preventive actions where they are most needed.

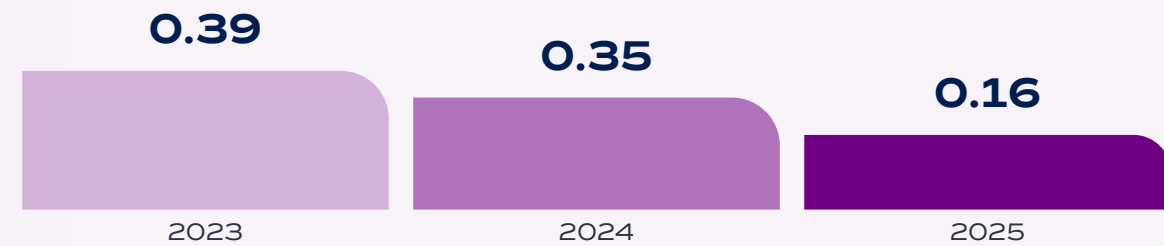
These results reflect how we continue to strengthen prevention, reinforce safe behaviors, and improve consistency across operations.



## Work-Related Injuries | Global Data



## Lost Day Accident Frequency Rate | Global Data



Lost Day Accident Frequency Rate (LDAFR) is calculated in accordance with OSHA methodology as: (number of recordable injuries with lost time × 200,000) / total hours worked.



# JEDI: JUSTICE, EQUITY, DIVERSITY, AND INCLUSION

GRI: 3-3, 405-1

NIS: B.1

Creating an environment where all people are treated fairly and have equal opportunities to contribute is part of how we bring Caring for People into practice. At Bocar, fostering equitable and inclusive workplaces supports collaboration, strengthens team performance, and contributes to long-term organizational sustainability.

Building on this approach, we will continue fostering equitable and inclusive practices across the organization. This includes improving data visibility, reinforcing consistent application of policies, and ensuring that all employees have the opportunity to contribute and grow within Bocar.

## Framework and Approach

Our approach to Justice, Equity, Diversity, and Inclusion is guided by the policy established in 2024, which defines the principles and commitments that shape how we promote fair and respectful workplaces across the organization.

During 2025, efforts focused on reinforcing the positioning of this policy and integrating its principles more consistently into daily practices, supporting decision-making, talent processes, and workplace interactions across operations.



# Workforce Diversity

Workforce at Bocar reflects a diverse composition across job categories, age groups, and gender. Diversity data is monitored to better understand representation across the organization and to support more informed decision-making.

Across the organization, representation varies by job category, reflecting the operational nature of the business. While gender distribution is relatively more balanced in management and non-union positions, differences are more evident in union roles, where workforce composition follows industry dynamics. Age distribution also reflects a mix of early-career and experienced employees, supporting both continuity and capability development.



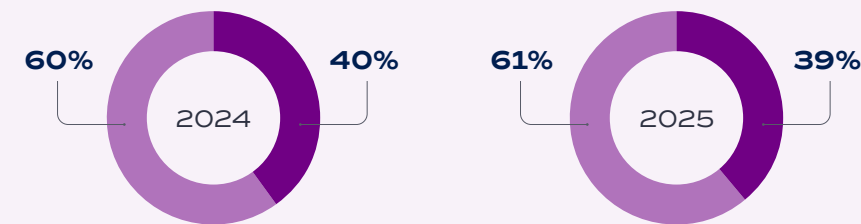
**36% of our team at Bocar are women, with 15% holding leadership positions.**

Unionized positions apply only to operations in Mexico. Employees in other countries are classified according to local labor structures and employment models.

## Diversity in Union Positions | Mexico Data

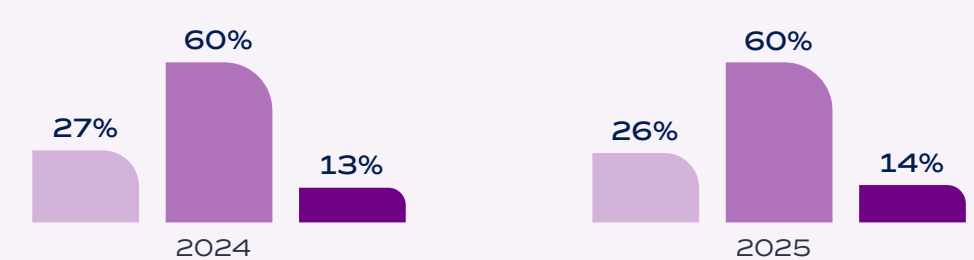
By gender

Men Women



By age group

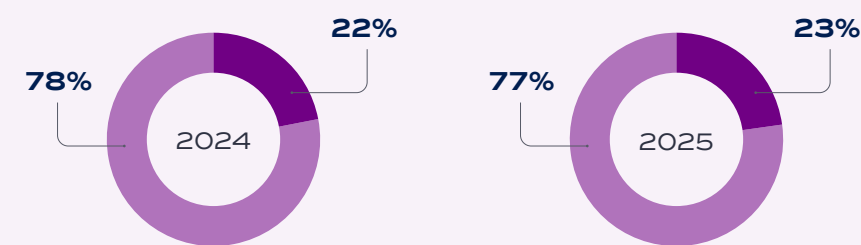
-30 years 30-50 years +50 years



## Diversity in Non-Union Positions | Global Data

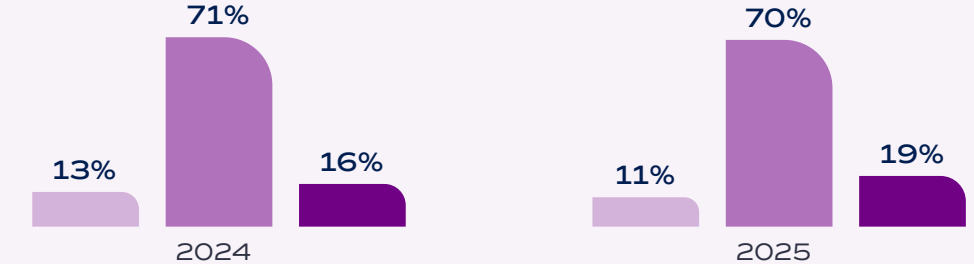
By gender

Men Women



By age group

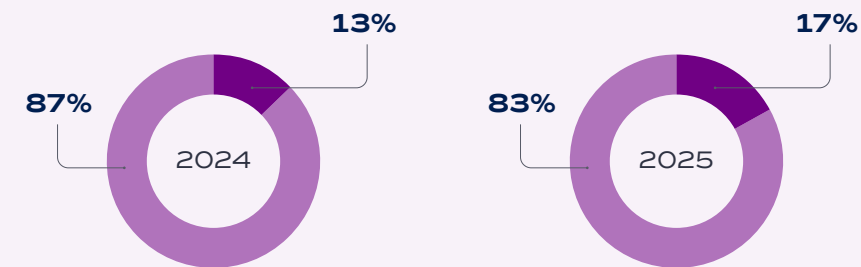
-30 years 30-50 years +50 years



## Diversity in Executive and Management Positions | Global Data

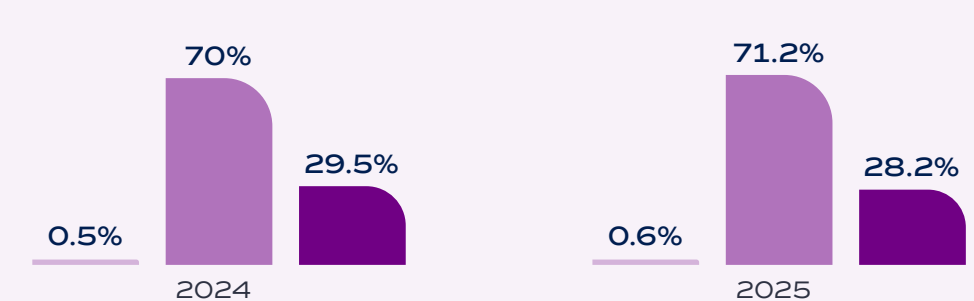
By gender

Men Women



By age group

-30 years 30-50 years +50 years



# TALENT DEVELOPMENT

GRI: 404-1, 404-2, 404-3

NIS: B.3, B.4

## Building a Structured Learning Model

Developing the capabilities required to sustain performance is a priority at Bocar. In 2025, our approach to talent development evolved from a reactive model toward a more structured and strategic framework, aligned with business priorities and long-term capability building.

In 2025, we evolved to an integrated approach through the launch of Bocar University, which establishes a structured framework for learning governance, annual planning, program design, and systematic follow-up.

Training is now organized through functional and cross-functional academies, aligned with strategic priorities and tailored to different employee populations. This approach enables consistency, strengthens the connection between development and business needs, and supports the long-term evolution of critical capabilities.



**In 2025, we evolved to an integrated approach through the launch of Bocar University.**

## Building Capabilities for What Matters

Within this framework, training priorities in 2025 were directly aligned with the needs of the business. Key focus areas included:



Technical and operational specialization, strengthening core capabilities across operations and supply chain.



Leadership and culture, supporting more effective team management and decision-making.



Ethics, integrity, compliance, and health and safety, reinforcing responsible and consistent practices across the organization.

Beyond content delivery, the focus shifted toward building capabilities that support operational performance, consistency, and long-term competitiveness.

# Strengthening Knowledge Transfer and Learning in Practice

One of the most relevant advances during the year was the standardization of content, methodologies, and learning practices across the organization. This has enabled more effective knowledge capture and transfer, particularly in technical and operational areas where expertise is critical.

An additional step in this direction was the launch of the training model linked to the Bocar Innovation Center, designed as a space for practical learning, experimentation, and the development of advanced capabilities. Although still in an early stage, this initiative connects talent development with innovation and future business challenges, strengthening the overall learning ecosystem.



## San Luis Potosí Plant: Opportunities That Transform



Focused on strengthening career development within operational areas, particularly in melting and casting processes, this initiative addressed the lack of structured career paths for these roles. Through the design of training plans and clear progression routes, it enabled the integration of the first woman into this function. As a result, it contributed to increased talent attraction and retention, improved workplace climate, and strengthened Bocar's positioning as an inclusive employer.

# Tracking Development and Performance

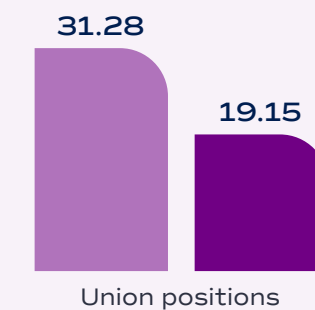
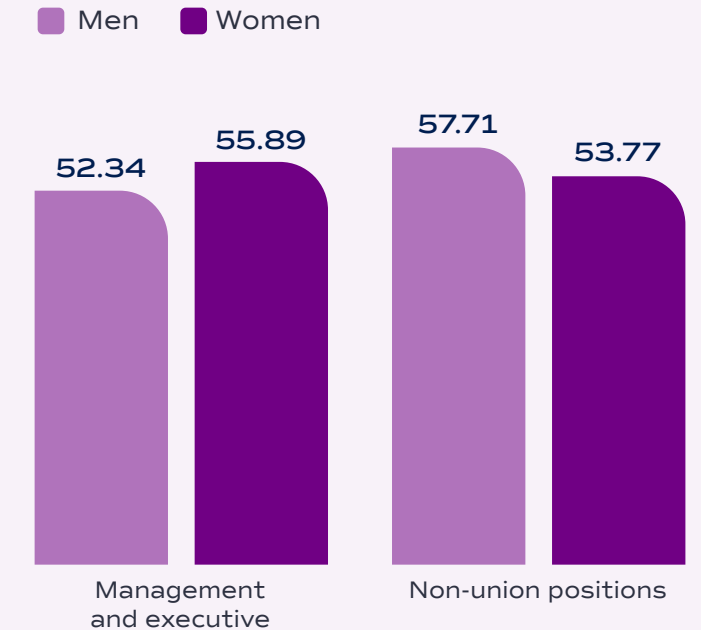
In 2025, learning reach and consistency also strengthened. Companywide training averaged 45.26 hours per person, and 82.29% of eligible employees completed more than 16 hours of skills development, exceeding our annual coverage target (73%).

From an inclusion perspective, training hours remained relatively balanced between women and men in management and executive roles and non-union positions. Variation observed in union roles reflects differences in training dynamics and workforce composition, rather than access.

At the same time, performance and career development evaluations reached 100% of non-union employees, reinforcing a consistent approach to feedback and professional growth across the organization.

✓ **82.29% of eligible people received more than 16 training hours for skills development, surpassing our target of 73% coverage.**

## Average Training Hours per Person, by Gender and Job Category



# 45.26

average training hours per person

Data from operations in Mexico and the United States. Unionized positions apply only to operations in Mexico.



COMMUNITIES

[Bocar Family Foundation](#) →

[Bocar Volunteer Program](#) →

**35,849**

beneficiaries reached through Bocar Family Foundation

**1,686**

volunteers in Mexico and the United States

GRI  
3-3, 413-1



What matters is...

**creating shared value**





Our commitment to communities continues to evolve through a model that connects social investment with our operations and the active participation of our people.

In 2025, our focus was on strengthening initiatives that generate meaningful impact in the communities where we operate, reinforcing the role of the Bocar Family Foundation as our social arm and expanding the reach of our corporate volunteering program beyond Mexico for the first time.

This approach reflects a more intentional way of creating shared value, aligning community initiatives with business capabilities and reinforcing our presence where it matters most.

# BOCAR FAMILY FOUNDATION

GRI: 3-3, 413-1

## Social Approach and Impact

The Bocar Family Foundation focuses its efforts on initiatives that contribute to the well-being and development of vulnerable communities, particularly in areas related to education, children’s care homes, and emergency response.

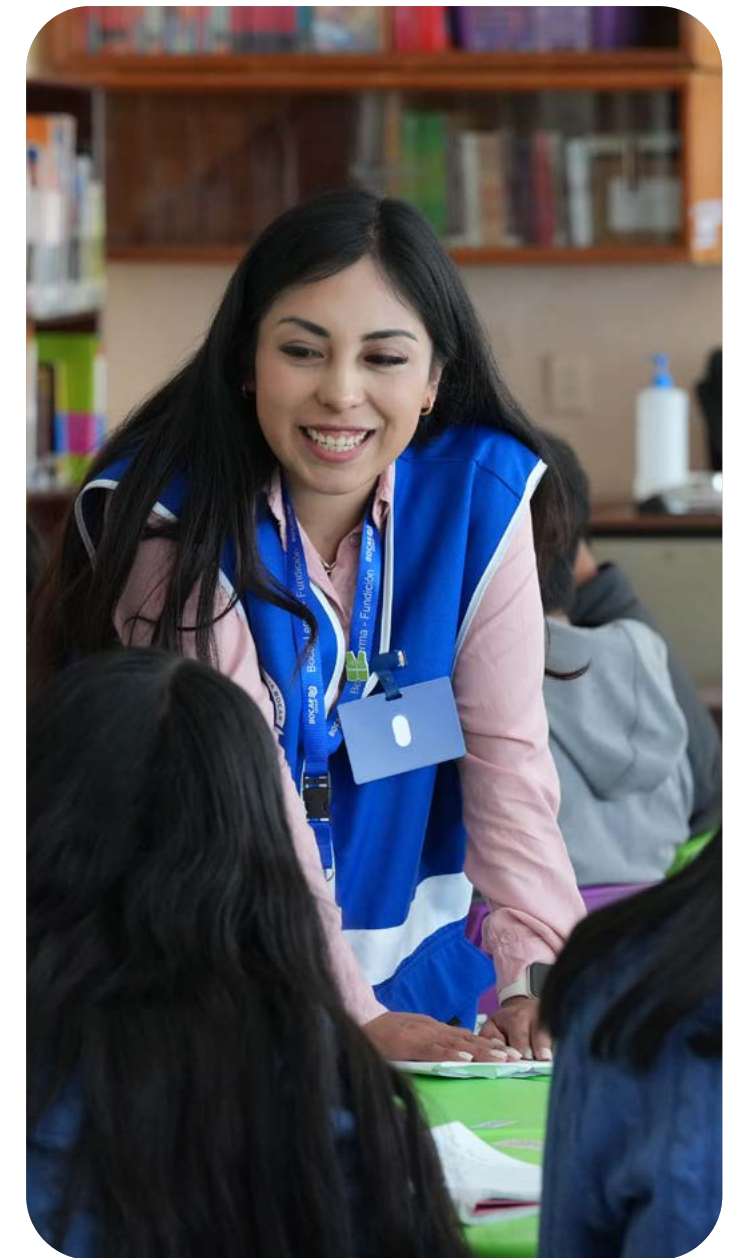
During 2025, its portfolio of alliances and donations continued to evolve, with a stronger emphasis on initiatives capable of generating sustained impact. Projects were implemented in collaboration with specialized organizations and designed to address specific community needs in a structured and consistent manner.

At the same time, impact measurement practices and project selection criteria were strengthened, contributing to a more strategic and results-oriented approach to social investment.

## Alignment with Business

Connecting social initiatives with business operations remained a consistent focus throughout the year. The Bocar Family Foundation’s focus areas were defined in collaboration with internal and external stakeholders, ensuring that projects respond to real community needs and are located near Bocar operational sites.

Cross-functional collaboration also played a key role, enabling technical expertise, infrastructure, and operational capabilities to support the implementation of social initiatives. In this way, community engagement continues to evolve in line with our focus on what matters.



To learn more about Bocar Family Foundation initiatives and projects, [click here](#).

# 35,849

beneficiaries reached through Bocar Family Foundation initiatives

# 21

alliances with civil society organizations

# +US\$1.5 million

in donations for social support in Mexico

# BOCAR VOLUNTEER PROGRAM

GRI: 3-3, 413-1

The Bocar Volunteer Program continued to strengthen as a key channel for employee engagement and community impact.

Through a network of local leaders, known as “Corazones Bocar”, initiatives are coordinated across sites, ensuring consistency while responding to local priorities.

In 2025, the program expanded beyond Mexico for the first time, incorporating activities in the United States and contributing to the creation of shared value across geographies.



**Volunteer activities addressed a range of community needs through collaboration with local organizations, delivering tangible impact.**

**23%**  
employee participation

**1,686**  
volunteers in Mexico and the U.S.

**9,675**  
hours contributed

**10,026**  
beneficiaries

## Activities by Country

### MEXICO



Initiatives focused on education, environmental awareness, and community support, often leveraging employees’ knowledge.

**1,659**  
volunteers

**7,854**  
beneficiaries

### UNITED STATES



Teams participated in activities such as food bank support and community service programs, contributing to the well-being of families in vulnerable situations while strengthening local partnerships.


**27**  
volunteers

**2,172**  
beneficiaries


## Community Impact Through Technical Expertise

One of the most representative initiatives of the year was the development of a rainwater harvesting system at a public elementary school in State of Mexico, addressing the lack of access to water. The project brought together the Bocar Family Foundation, business teams, and external partners, combining technical design, operational support, and volunteer participation.



 **+330,000**  
liters of rainwater captured annually

 **325**  
volunteer hours contributed

 **162**  
students and teachers benefited



The initiative also included training for teachers and families, ensuring the long-term sustainability of the system and creating a replicable model for community resilience.



## Sigrid Baur Award: Volunteer of the year

To further promote service as part of how we operate, the organization introduced the Sigrid Baur Award to the volunteer of the year, recognizing individuals whose contributions reflect commitment, empathy, and a tangible positive impact on communities.

The award considers participation, alignment with organizational values, impact, and the ability to inspire others.

Its first edition highlighted how individual initiative and technical expertise can contribute to solving real community challenges, recognizing Fred Graichen, Technical Control Expert - Water, for an outstanding contribution during the year.



GOVERNANCE

Corporate Governance →

Integrity and Compliance →

46%

of board members are independent

What matters is...  
**integrity**  
**at every**  
**level**



GRI

2-9, 2-10,  
2-11, 2-12,  
2-13, 2-17,  
2-23, 2-24,  
2-25, 2-26,  
3-3, 205-2

NIS

C.1, C.2,  
C.3, C.4,  
C.6, C.7,  
C.8

SDG



# CORPORATE GOVERNANCE

GRI: 2-9, 2-10, 2-11, 2-17  
NIS: C.1, C.2

Our corporate governance structure is designed to focus on what matters most: enabling effective oversight, strategic alignment, and responsible decision-making across operations. It is based on clear roles and responsibilities to ensure accountability, transparency, and consistent execution of our strategy.

Governance is led by the Board of Directors. Day-to-day management is led by the Chief Executive Officer (CEO), who executes the strategy and ensures coordinated leadership across the business.



To strengthen decision-making and accountability, the CEO and Board are supported by a set of Advisory Committees covering key areas of governance: Finance, Audit, Ethics and Risk, Evaluation and Compensation, and Strategy. In addition, Operational Committees drive execution and cross-functional coordination across priority areas, including Technology, Digital Transformation, Sustainability, the Product Committee, and Infrastructure.

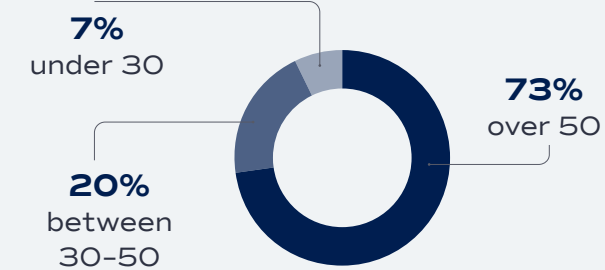
Together, these governance bodies clarify roles and responsibilities, reinforce transparency and accountability, and enable consistent execution of Bocar strategy.

## Board Composition

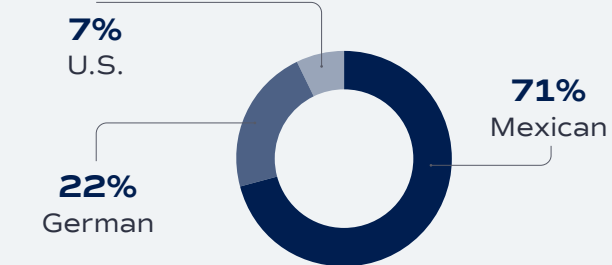
Our board reflects a balance of experience, independence, and diversity. Member selection considers expertise and diverse perspectives to strengthen governance and long-term value creation.

✓ Independent oversight, supported by specialized committees, strengthens decision-making and accountability throughout the organization.

### Board Composition by Age Group



### Board Composition by Nationality



**31%**  
are women

**46%**  
of board members  
are independent

# Governance and Oversight

GRI: 2-12, 2-13  
NIS: C.3, C.4

The governance model promotes clear accountability between the board and executive leadership. Strategic direction, risk exposure, and business performance fall under its oversight, while executive leadership ensures effective implementation across all operations.



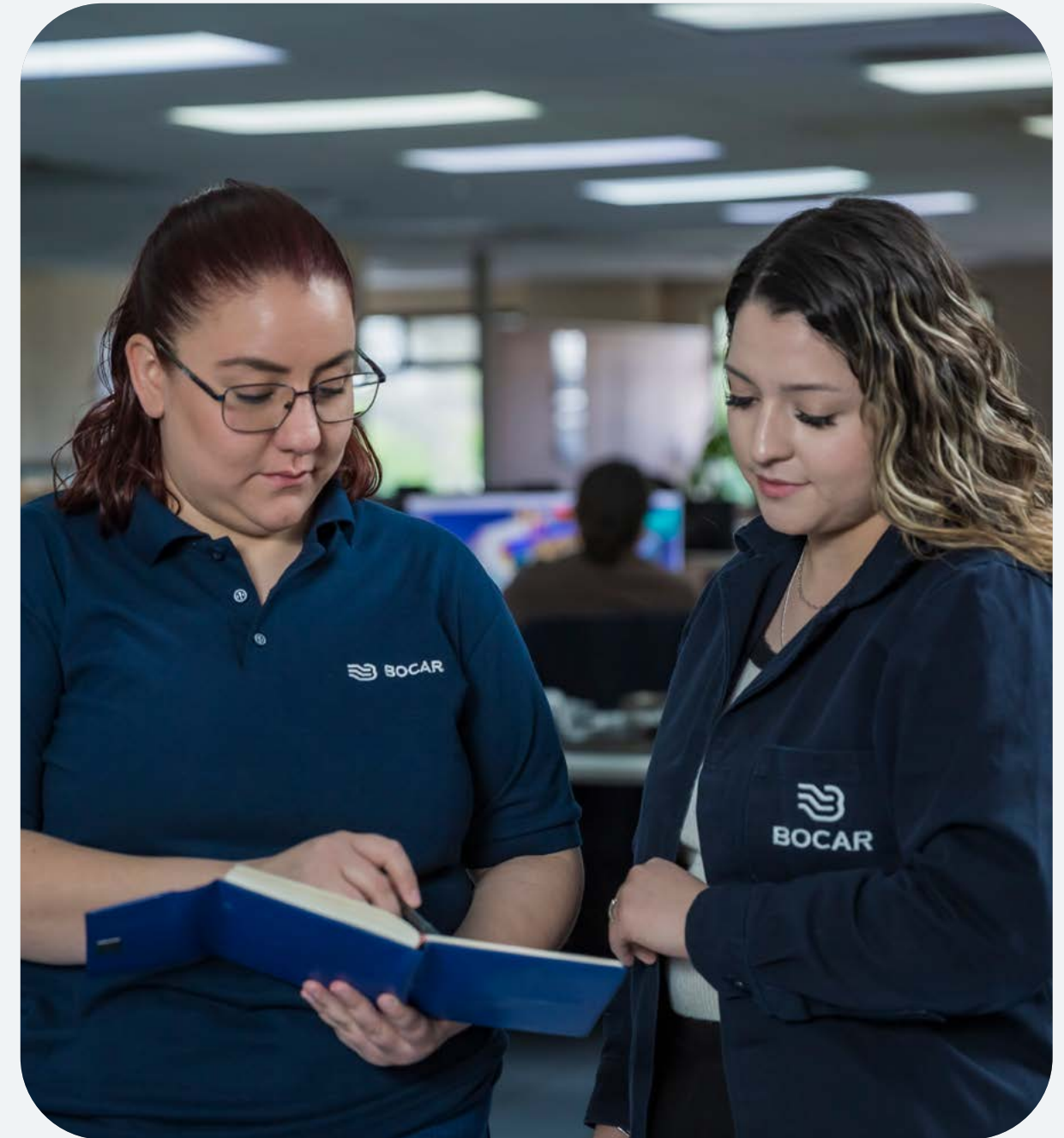
The Sustainability Committee operates as an advisory body supporting the Board in overseeing sustainability strategy, monitoring progress, and strengthening alignment with long-term priorities.

## Sustainability Policy

In 2025, we strengthened sustainability governance through the publication of the *Bocar Sustainability Policy*, establishing ESG priorities are embedded into decision-making and operations.

The policy reinforces accountability by defining clear responsibilities across the organization, establishing executive stewardship in coordination with senior leadership, and confirming the role of the Sustainability Committee in guiding progress and alignment with business objectives.

It also elevates transparency and control by committing to structured goal-setting and review, periodic materiality assessment, and public disclosure of progress, while setting consistent standards across our operations and value chain, covering areas such as climate, resource efficiency, waste reduction and circularity, workplace safety, inclusion, human rights, and ethical conduct, in alignment with globally recognized frameworks and stakeholder expectations.



# INTEGRITY AND COMPLIANCE

GRI: 2-25, 3-3, 205-2

Integrity is embedded in how we operate, make decisions, and engage with stakeholders. This commitment is driven from top executive leadership and reinforced across all levels through structured compliance practices, as well as risk management and internal control systems that promote accountability and transparency.



# Ethics Framework and Compliance Program

GRI: 2-23, 2-24  
NIS: C.6, C.7, C.8

During 2025, we strengthened the implementation of our Integrity Code, consolidating it as a practical guide to ensure that decision-making across all operations is conducted with integrity and ethical principles.

This effort included a global training rollout that expanded, for the first time, to international offices, reinforcing a consistent understanding of our principles across regions and improving alignment in how we address ethical challenges and engage with colleagues, customers, suppliers, and communities.

Our Compliance Program remains structured around five strategic pillars, ensuring a comprehensive and consistent approach to responsible business conduct.

✓ **Training in Code of Integrity deployed across global operations.**

## Code of Integrity Pillars



# Awareness and Accountability Mechanisms

GRI: 2-26

We maintain processes to promote awareness, enable reporting, and ensure accountability across the organization, supported by our risk management and internal control framework.

Central to this system is our whistleblower platform, "Bocar Listens to You," which provides 24/7 confidential reporting managed by an independent third party, complemented by additional internal channels.

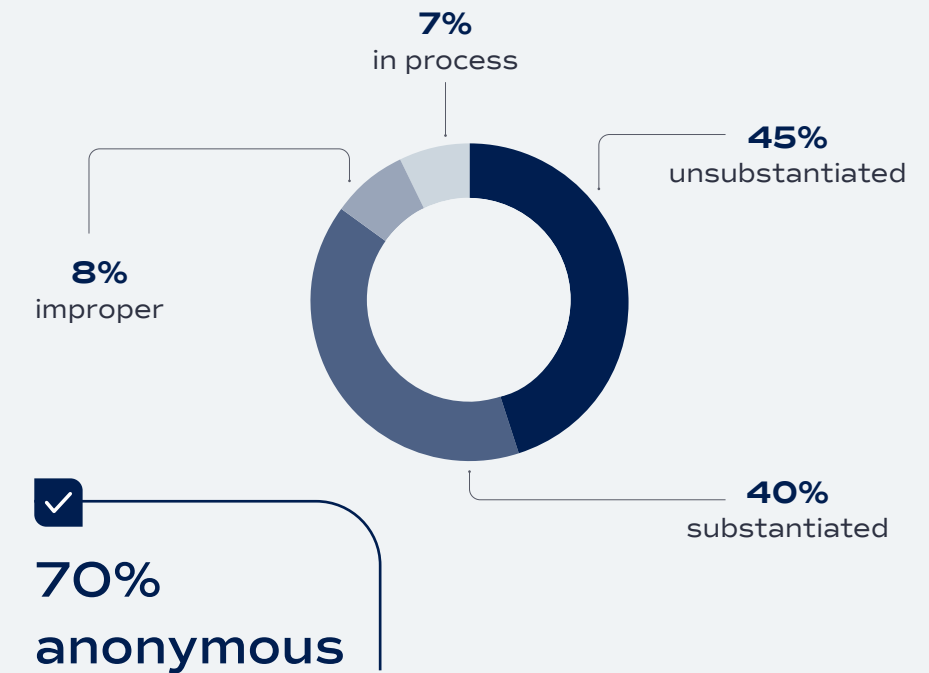
During 2025, all reported cases were addressed, ensuring timely investigation and resolution, strengthening trust in the reporting process across the organization.

Through our broader Risk Management and Internal Control processes, we enable early identification of potential issues, strengthening mitigation capabilities, and reinforcing integrity across all operations.



✓ **100% of reported cases were addressed through our compliance and ethics processes.**

## Complaints at the End of 2025



## Bocar Listens to You

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

**From Mexico:**  
800 880 1729

**From United States:**  
1 833 827 3530

[www.bocar.ethicspoint.com](http://www.bocar.ethicspoint.com)



Scan the QR code to make a report

# ABOUT THIS REPORT

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

This Sustainability Report, titled *With Our Focus on What Matters*, presents Bocar environmental, social, and governance (ESG) performance for the 2025 reporting period. Issued annually, it brings together the main results and priorities that shape our approach to sustainable development across the organization.

Prepared in accordance with GRI Standards (the specific disclosures related to each material topic addressed in this report are detailed in the GRI Content Index), the report also aligns with the SASB Autoparts Standards, the Sustainable Development Goals (SDGs) and the principles of the United Nations Global Compact. Certain indicators were aligned with financial reporting criteria in references to the Mexican Sustainability Information Standards (NIS), supporting consistency between financial and non-financial information. The reporting period covers January 1 to December 31, 2025.

The scope of this report includes all countries where Bocar operates: Mexico, the United States, Japan, Germany, and China. The entities covered 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 prepared by the Sustainability Department and reviewed and approved by General Management. Unless otherwise indicated, financial information is presented using an average exchange rate of 17.97 Mexican pesos per U.S. dollar, in line with the Company's financial statements.



**For more information, please visit: [www.bocar.com](http://www.bocar.com)**

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Tlalpan, C.P. 14210, Mexico City, Mexico

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# GRI CONTENT INDEX IN ACCORDANCE

<b>Statement of use</b>	Bocar reported in accordance with the GRI Standards for the period between January 1 and December 31, 2025.
<b>GRI 1 used</b>	GRI 1: Foundation 2021: Foundation 2021
<b>Applicable GRI Sector Standards</b>	Does not apply
<b>Other standards aligned in this report</b>	Sustainable Development Goals (SDGs) UN Global Compact Principles Sustainability Accounting Standards Board (SASB): Auto Parts Industry Standard, Transportation Sector (2023) Mexican Sustainability Information Standards (NIS): Basic Sustainability Disclosure Indicators (IBSO)

GRI/SASB Standards	GRI Disclosures/SASB Metrics	Location, Direct Response, or Reason for Omission	SDGs	UN Global Compact Principles	Other Related SASB Metrics	NIS Basic Sustainability Disclosure Indicators (IBSO)
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## GENERAL DISCLOSURES

<b>GRI 2:</b> General Disclosures 2021	2-1 Organizational details	About This Report. p. 56				
	2-2 Entities included in the organization's sustainability reporting	About This Report. p. 56				
	2-3 Reporting period, frequency and contact point	About This Report. p. 56				
	2-4 Restatements of information	About This Report. p. 56				
	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. 7-13				TR-AP-000.A TR-AP-000.B
	2-7 Employees	We Are Bocar: Global Footprint and Workforce. p. 8		8,10	P1, P2, P3, P4, P5, P6, P10	
	2-8 Workers who are not employees	62 interns in Mexico Located in corporate offices (20) and plants in Lerma (25), Saltillo (8), San Luis Potosí (8), and Querétaro (1).		8	P1, P2, P3, P4, P5, P6	



GRI/SASB Standards	GRI Disclosures/SASB Metrics	Location, Direct Response, or Reason for Omission	SDGs	UN Global Compact Principles	Other Related SASB Metrics	NIS Basic Sustainability Disclosure Indicators (IBSO)
<b>GRI 2:</b> General Disclosures 2021	2-9 Governance structure and composition	Governance: Corporate Governance. p. 52	5, 16	P1, P2, P3, P4, P5, P6, P10		C.1 Board of Directors C.2 Women on the Board of Directors
	2-10 Nomination and selection of the highest governance body	Governance: Corporate Governance. p. 52	16	P1, P2, P3, P4, P5, P6, P10		
	2-11 Chair of the highest governance body	Governance: Corporate Governance. p. 52	16	P1, P2, P3, P4, P5, P6, P10		
	2-12 Role of the highest governance body in overseeing the management of impacts	Governance: Corporate Governance, Governance and Oversight. p. 53	16	P1, P2, P3, P4, P5, P6, P10		C.3 Independent Oversight Body
	2-13 Delegation of responsibility for managing impacts	Governance: Corporate Governance, Governance and Oversight. p. 53				
	2-14 Role of the highest governance body in sustainability reporting	About This Report. p. 56				
	2-15 Conflicts of interest	Bocar has established mechanisms to identify, disclose, and manage conflicts of interest involving members of the Board of Directors. Upon appointment, Board members are required to sign agreements that include conflict of interest provisions, as well as confidentiality commitments and adherence to the company's Code of Integrity. In 2024, Bocar strengthened this process by introducing an annual conflict of interest questionnaire for all Board members.	16	P1, P2, P3, P4, P5, P6, P10		
	2-16 Communication of critical concerns	Critical concerns are escalated to the Board of Directors through the advisory committee reporting process. Matters requiring oversight, guidance, or approval are included in the agenda of Board meetings, which are held at least five times per year. The Board's discussions, recommendations, and decisions are formally recorded in the meeting minutes.				
	2-17 Collective knowledge of the highest governance body	Governance: Corporate Governance. p. 52				
2-18 Evaluation of the performance of the highest governance body	In accordance with the Board Manual, the performance of Bocar Board of Directors is subject to an external evaluation every two years. The most recent assessment was conducted in 2024 by H&S, and the next evaluation is scheduled to take place in 2026.					



GRI/SASB Standards	GRI Disclosures/SASB Metrics	Location, Direct Response, or Reason for Omission	SDGs	UN Global Compact Principles	Other Related SASB Metrics	NIS Basic Sustainability Disclosure Indicators (IBSO)
<b>GRI 2:</b> General Disclosures 2021	2-19 Remuneration policies	Our compensation framework includes fixed and variable remuneration, benefits that exceed legal requirements, and performance-based recognition programs. Compensation decisions are guided by principles of fairness, internal equity, and market competitiveness, seeking to provide employees with appropriate recognition for their contributions and responsibilities. For unionized positions, compensation and working conditions are established through collective bargaining agreements negotiated with employee representatives and validated by the relevant labor authorities, promoting consistency and transparency in remuneration practices.				
	2-20 Process to determine remuneration	Bocar remuneration framework is based on benchmarking against market median compensation levels and industry benefits practices. Market data is reviewed annually, and salary structures are updated considering local inflation rates. The remuneration framework and related adjustments are reviewed by the Compensation and Talent Committee.				
	2-21 Annual total compensation ratio	Information unavailable or incomplete.				
	2-22 Statement on sustainable development strategy	Message from the Chairman of the Board & CEO. p. 4				C.5 Sustainability Strategy
	2-23 Policy commitments	Governance: Integrity and Compliance, Ethics Framework and Compliance Program. p. 54	16	P1, P2, P3, P4, P5, P6, P10		C.6 Code of Integrity and Ethics
	2-24 Embedding policy commitments	Governance: Integrity and Compliance, Ethics Framework and Compliance Program. p. 54				C.5 Sustainability Strategy
	2-25 Processes to remediate negative impacts	Governance: Integrity and Compliance. pp. 54-55				C.4 Risk Management Policy
	2-26 Mechanisms for seeking advice and raising concerns	Governance: Integrity and Compliance, Awareness and Accountability Mechanism. p. 55	16	P1, P2, P3, P4, P5, P6, P10		
	2-27 Compliance with laws and regulations	During the reporting period, no penalties, fines, or losses were recorded due to non-compliance with laws or regulations. Furthermore, no environmental incidents occurred that required remediation measures, regulatory reporting, or intervention by environmental authorities.				
	2-28 Membership associations	We Are Bocar: Industry Affiliations. p. 13				
2-29 Approach to stakeholder engagement	Sustainable Mobility: Sustainability Strategy & CEERO Framework, Stakeholders and Material Topics. p. 16					



GRI/SASB Standards	GRI Disclosures/SASB Metrics	Location, Direct Response, or Reason for Omission	SDGs	UN Global Compact Principles	Other Related SASB Metrics	NIS Basic Sustainability Disclosure Indicators (IBSO)
<b>GRI 2:</b> General Disclosures 2021	2-30 Collective bargaining agreements	80.04% of workers in Mexico are covered by collective bargaining agreements.	8	P1, P2, P3, P4, P5, P6		
<b>MATERIAL TOPICS</b>						
<b>GRI 3:</b> Material Topics 2021	3-1 Process to determine material topics	Sustainable Mobility: Sustainability Strategy & CEERO Framework, Stakeholders and Material Topics. pp. 16-17				
	3-2 List of material topics	Sustainable Mobility: Sustainability Strategy & CEERO Framework, Stakeholders and Material Topics. pp. 16-17				
<b>Business Ethics</b>						
<b>GRI 3:</b> Material Topics 2021	3-3 Management of material topics	Governance: Integrity and Compliance. pp. 54-55				
<b>GRI 205:</b> 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: Integrity and Compliance. pp. 54-55	16	P1, P2, P3, P4, P5, P6, P10		C.6 Code of Integrity and Ethics
	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		
<b>GRI 206:</b> Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	During the reporting period, the company had no legal actions pending or completed related to anticompetitive behavior or violations of competition laws.	16	P1, P2, P3, P4, P5, P6, P10	TR-AP-520a.1	
<b>Sustainable Products</b>						
<b>GRI 3:</b> Material Topics 2021	3-3 Management of material topics	Sustainable Mobility: Sustainable Value Chain. pp. 22-23				
<b>GRI 416:</b> 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	SDGs	UN Global Compact Principles	Other Related SASB Metrics	NIS Basic Sustainability Disclosure Indicators (IBSO)
<b>GRI 417:</b> 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.				
<b>GRI 418:</b> 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		C.7 Information Security C.8 Third-Party Data Protection and Privacy
<b>Supply Chain Management</b>						
<b>GRI 3:</b> Material Topics 2021	3-3 Management of material topics	Sustainable Mobility: Sustainable Value Chain. pp. 22-23				
<b>GRI 204:</b> Procurement Practices 2016	204-1 Proportion of spending on local suppliers	In 2025, 80% of Bocar's total procurement spend was assessed using ESG criteria. Of the procurement spend evaluated, 64.68% corresponded to local suppliers in Mexico and 35.32% to foreign suppliers. Percentages are calculated based on procurement spend rather than the number of suppliers.				
<b>GRI 308:</b> Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Sustainable Mobility: Sustainable Value Chain. pp. 22-23				
	308-2 Negative environmental impacts in the supply chain and actions taken	Sustainable Mobility: Sustainable Value Chain. pp. 22-23				
<b>GRI 414:</b> Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Sustainable Mobility: Sustainable Value Chain. pp. 22-23	5, 8, 16	P1, P2, P3, P4, P5, P6, P10		
	414-2 Negative social impacts in the supply chain and actions taken	Sustainable Mobility: Sustainable Value Chain. pp. 22-23	5, 8, 16	P1, P2, P3, P4, P5, P6, P10		



GRI/SASB Standards	GRI Disclosures/SASB Metrics	Location, Direct Response, or Reason for Omission	SDGs	UN Global Compact Principles	Other Related SASB Metrics	NIS Basic Sustainability Disclosure Indicators (IBSO)
<b>Circular Economy</b>						
<b>GRI 3:</b> Material Topics 2021	3-3 Management of material topics	Environment: Materials and Circularity. pp. 28-30				
	301-1 Materials used by weight or volume	Environment: Materials and Circularity. pp. 28-30	8, 12	P1, P2, P3, P4, P5, P6, P7, P8, P9	TR-AP-440b.2	
<b>GRI 301:</b> Materials 2016	301-2 Recycled input materials used	Environment: Materials and Circularity. pp. 28-30	8, 12	P1, P2, P3, P4, P5, P6, P7, P8, P9	TR-AP-440b.2	
	301-3 Reclaimed products and their packaging materials	84% 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-440b.2	
<b>SASB Auto Parts:</b> Materials Efficiency	TR-AP-440b.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		
	306-1 Waste generation and significant waste-related impacts	Environment: Materials and Circularity, Waste and Circularity Performance. pp. 29-30	3, 6, 11, 12	P7, P8, P9		
	306-2 Management of significant waste related impacts	Environment: Materials and Circularity, Waste and Circularity Performance. pp. 29-30	3, 6, 8, 11, 12	P1, P2, P3, P4, P5, P6, P7, P8, P9, P10		
<b>GRI 306:</b> Waste 2020	306-3 Waste generated	Environment: Materials and Circularity, Waste and Circularity Performance. pp. 29-30	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: Materials and Circularity, Waste and Circularity Performance. pp. 29-30	3, 11, 12	P1, P2, P3, P4, P5, P6, P7, P8, P9, P10	TR-AP-150a.1	A.14 Waste Generated A.15 Waste Recovered A.16 Hazardous Waste
	306-5 Waste directed to disposal	Environment: Materials and Circularity, Waste and Circularity Performance. pp. 29-30	3, 6, 11, 12, 15	P1, P2, P3, P4, P5, P6, P7, P8, P9, P10	TR-AP-150a.1	
<b>Water</b>						
<b>GRI 3:</b> Material Topics 2021	3-3 Management of material topics	Environment: Water Stewardship. pp. 31-32				



GRI/SASB Standards	GRI Disclosures/SASB Metrics	Location, Direct Response, or Reason for Omission	SDGs	UN Global Compact Principles	Other Related SASB Metrics	NIS Basic Sustainability Disclosure Indicators (IBSO)
<b>GRI 303:</b> Water and Effluents 2018	303-1 Interaction with water as a shared resource	Environment: Water Stewardship. pp. 31-32	6, 12	P1, P2, P7, P8, P9		
	303-2 Management of water discharge related impacts	Environment: Water Stewardship. pp. 31-32	6	P1, P2, P7, P8, P9		
	303-3 Water withdrawal	Environment: Water Stewardship, Water Risk Management. p. 32	6	P1, P2, P7, P8, P9		
	303-4 Water discharge	Environment: Water Stewardship, Water Risk Management. p. 32	6	P1, P2, P7, P8, P9		A.7 Water Withdrawal A.8 Water Reuse A.9 Wastewater Discharges
	303-5 Water consumption	Environment: Water Stewardship, Water Risk Management. p. 32	6	P1, P2, P7, P8, P9		
<b>Climate Change</b>						
<b>GRI 3:</b> Material Topics 2021	3-3 Management of material topics	Environment: Climate Action. pp. 26-27				
<b>GRI 302:</b> Energy 2016	302-1 Energy consumption within the organization	Environment: Climate Action. pp. 26-27	7, 8, 12, 13	P1, P2, P3, P4, P5, P6, P7, P8, P9	TR-AP-130a.1	A.4 Energy Consumption A.5 Renewable Energy Consumption
	302-2 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		
	302-3 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	United States: 14.4%	7, 8, 12, 13	P1, P2, P3, P4, P5, P6, P7, P8, P9	TR-AP-410a.1	
<b>GRI 305:</b> 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		A.1 Scope 1 GHG Emissions
	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		A.2 Scope 2 GHG Emissions
	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		A.3 Scope 3 GHG Emissions



GRI/SASB Standards	GRI Disclosures/SASB Metrics	Location, Direct Response, or Reason for Omission	SDGs	UN Global Compact Principles	Other Related SASB Metrics	NIS Basic Sustainability Disclosure Indicators (IBSO)
<b>GRI 305:</b> Emissions 2016	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)	CH4: 36.48 ton CO <sub>2</sub> e N2O 36.94 ton CO <sub>2</sub> e	3, 12	P1, P2, P3, P4, P5, P6, P7, P8, P9, P10		A.13 Dependence on Ozone-Depleting Substances and Chemicals (ODS)
	305-7 Nitrogen oxides (NO <sub>x</sub> ), sulfur oxides (SO <sub>x</sub> ), and other significant air emissions	NO <sub>x</sub> : 19.324 kg/h - SO <sub>2</sub> : 2.947 kg/h PST: 7.0864 kg/h - CO: 6.521 kg/h	3, 12, 14, 15	P1, P2, P3, P4, P5, P6, P7, P8, P9, P10		
<b>Community Development</b>						
<b>GRI 3:</b> Material Topics 2021	3-3 Management of material topics	Communities. pp. 48-50				
<b>GRI 413:</b> Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Communities. pp. 48-50				
	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.				
<b>Employee Well-Being</b>						
<b>GRI 3:</b> Material Topics 2021	3-3 Management of material topics	Our People. pp. 34-46				



GRI/SASB Standards	GRI Disclosures/SASB Metrics	Location, Direct Response, or Reason for Omission	SDGs	UN Global Compact Principles	Other Related SASB Metrics	NIS Basic Sustainability Disclosure Indicators (IBSO)
<b>GRI 401:</b> Employment 2016	401-1 New employee hires and employee turnover	Our People: Employment and Labor Practices. pp. 37-38	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: Employment and Labor Practices. pp. 37-38	3, 5, 8	P1, P2, P3, P4, P5, P6, P10		
	401-3 Parental leave	Our People: Employment and Labor Practices. pp. 37-38	5, 8	P1, P2, P3, P4, P5, P6		
<b>GRI 402:</b> 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		
<b>GRI 403:</b> Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Our People: Health and Safety. pp. 39-42	3, 8, 16	P1, P2, P3, P4, P5, P6, P10		B.5 Occupational Health and Safety Management
	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: Health and Safety. pp. 39-42	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. More information in Our People: Health and Safety. pp. 39-42.	8, 16	P1, P2, P3, P4, P5, P6, P10		
	403-5 Worker training on occupational health and safety	Our People: Health and Safety. pp. 39-42	8	P1, P2, P3, P4, P5, P6		
	403-6 Promotion of worker health	Our People: Health and Safety. pp. 39-42	3	P1, P2, P3, P4, P5, P6, P10		



GRI/SASB Standards	GRI Disclosures/SASB Metrics	Location, Direct Response, or Reason for Omission	SDGs	UN Global Compact Principles	Other Related SASB Metrics	NIS Basic Sustainability Disclosure Indicators (IBSO)
<b>GRI 403:</b> Occupational Health and Safety 2018	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Our People: Health and Safety. pp. 39-42	8	P1, P2, P3, P4, P5, P6		
	403-8 Workers covered by an occupational health and safety management system	Our People: Health and Safety. pp. 39-42	8	P1, P2, P3, P4, P5, P6		
	403-9 Work-related injuries	Our People: Health and Safety. pp. 39-42	3, 8, 16	P1, P2, P3, P4, P5, P6, P10		B.6 Work-Related Injuries and Illnesses Resulting in Disability or Death
	403-10 Work-related ill health	Our People: Health and Safety. pp. 39-42	3, 8, 16	P1, P2, P3, P4, P5, P6, P10		
<b>Talent Attraction and Development</b>						
<b>GRI 3:</b> Material Topics 2021	3-3 Management of material topics	Our People: Talent Development. pp. 45-46				
	404-1 Average hours of training per year per employee	Our People: Talent Development. pp. 45-46	4, 5, 8, 10	P1, P2, P3, P4, P5, P6, P10		B.3 Training Hours
<b>GRI 404:</b> Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	Our People: Talent Development. pp. 45-46	8	P1, P2, P3, P4, P5, P6		
	404-3 Percentage of employees receiving regular performance and career development reviews	Our People: Talent Development. pp. 45-46	5, 8, 10	P1, P2, P3, P4, P5, P6, P10		B.4 Employee Performance and Professional Development Reviews
<b>Justice, Equity, Diversity, and Inclusion</b>						
<b>GRI 3:</b> Material Topics 2021	3-3 Management of material topics	Our People: JEDI. pp. 43-44				



GRI/SASB Standards	GRI Disclosures/SASB Metrics	Location, Direct Response, or Reason for Omission	SDGs	UN Global Compact Principles	Other Related SASB Metrics	NIS Basic Sustainability Disclosure Indicators (IBSO)
<b>GRI 405:</b> Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Our People: JEDI. pp. 43-44	5, 8	P1, P2, P3, P4, P5, P6		B.1 Equal Opportunity and Decent Work Management C.2 Women on the Board of Directors
	405-2 Ratio of basic salary and remuneration of women to men	Information unavailable or incomplete.	5, 8, 10	P1, P2, P3, P4, P5, P6, P10		B.2 Gender Pay Gap
<b>GRI 406:</b> Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	During the reporting period, we received three discrimination-related complaints involving racial discrimination, sexual orientation, and socioeconomic status. Following the corresponding investigations, one complaint was substantiated (racial discrimination) and resulted in the termination of employment of the individual involved. As a result of these cases, in 2026 we will strengthen training for leaders with direct reports on workplace violence prevention, including discrimination prevention.	5, 8	P1, P2, P3, P4, P5, P6		
<b>GRI 407:</b> 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		
<b>GRI 410:</b> 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 international security and ethics certification.	16	P1, P2, P3, P4, P5, P6, P10		