

# Autosupply Annual Report

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# Company Overview and Strategic Context

Autosupply is a diversified mobility and materials group with a global footprint and a long-term horizon. The Company operates across premium tires, connected mobility services, and advanced polymer-based materials. Its purpose is to give people and businesses a better way forward by delivering safety, efficiency, and sustainability at scale. The Group's portfolio is balanced between resilient replacement demand and innovation-led B2B solutions. Its strategy seeks structural value creation through disciplined growth, operational excellence, and responsible stewardship.

In 2023, Autosupply delivered robust performance despite mixed volume trends in several end markets. Customers prioritized durability and total cost of ownership, reinforcing the Company's value-first positioning. Segment operating income improved, supported by pricing discipline and a favorable product mix. Cash generation reached a record level, reflecting rigorous inventory management and capital allocation discipline. The Group continued to invest in strategic capacity, digital capabilities, and materials science.

Autosupply's brand equity is a structural asset that underpins pricing power and loyalty. The brand is associated with reliability, technology leadership, and responsible impact across regions. Net promoter measures improved year on year, reflecting better service, consistent quality, and clearer communication. The Company's brand program strengthens preference by connecting innovation to practical customer outcomes. This approach creates a durable competitive moat even in volatile conditions.

The operating model combines centralized standards with empowered regional execution. Twenty global business lines define product and service strategy and set performance frameworks. Nine regions own customer intimacy, distribution, and local-to-local execution. Seven operating support units provide scale advantages in manufacturing, R&D, supply chain, quality, and corporate services. This architecture enables speed, consistency, and proximity to customer needs.

Autosupply's All-Balanced approach aligns three outcomes: People, Profit, and Planet. The Company seeks measurable progress in safety, diversity, and capability building for employees. Financial performance targets focus on growth, returns on capital, and disciplined free cash flow generation. Environmental goals emphasize energy efficiency, circularity, and lower emissions across the value chain. This integrated model underpins long-term resilience and stakeholder trust.

The Company's manufacturing network is positioned close to major customer hubs. Sites are progressively upgraded to Industry 4.0 standards to drive flexibility and quality. Investments favor automation, energy-efficient process redesign, and real-time data analytics. Capacity additions

are focused on premium and specialty segments with healthy structural trends. Portfolio reviews ensure capital is deployed to its highest productive use.

Autosupply’s innovation agenda is anchored in materials science and complex process engineering. The Group designs and produces critical reinforcements, polymers, and flexible composites. R&D; efforts are increasingly guided by life cycle assessments for products and services. New platforms address lower rolling resistance, reduced wear, and higher content of renewable or recycled inputs. The roadmap links breakthroughs to market-ready offerings with clear timelines and metrics.

The regulatory environment continues to evolve in safety, emissions, data, and product circularity. Autosupply maintains proactive compliance programs and engages constructively with public stakeholders. Emerging standards on digital product passports and extended producer responsibility are closely monitored. The Company advocates for clear, efficient rules that encourage innovation and scale adoption. This stance supports risk mitigation and opportunity capture across the portfolio.

## Renewable and Recycled Content in Products

product_family	year	renewable_percent	recycled_percent
APAC	2025	0.41	1.0
North	2019	0.35	0.92
South	2021	0.78	0.26
South	2019	0.38	0.36
APAC	2025	0.46	0.4
EMEA	2018	0.44	0.69
EMEA	2018	0.23	0.88
North	2022	0.42	0.84
North	2018	0.81	0.32
South	2019	0.03	0.2
South	2019	0.78	0.74
South	2022	0.62	0.01
North	2023	0.9	0.82
Americas	2018	0.68	0.08
Americas	2019	0.98	0.15
North	2024	0.9	0.77
South	2024	0.53	0.46
North	2024	0.67	0.38
Americas	2021	0.75	0.99
Americas	2024	0.68	0.2

## Purpose and Business Model

Autosupply's purpose is to enable safer, cleaner, and more efficient mobility and industrial operations. The business model integrates premium products, data-rich services, and high-specification materials. Value creation stems from innovation, brand strength, and multi-decade customer relationships. The Company monetizes performance and durability through differentiated specifications and service guarantees. Lifecycle economics are central to the customer proposition and internal investment cases.

Revenue diversification reduces cyclicalities and supports steady cash generation. Replacement tires, fleet services, and engineered materials are resilient demand pools. Original equipment positions in selected programs provide technology validation and brand evidence. The Company measures vitality by the share of sales from offerings launched within the last three years. This indicator informs pipeline health and resource allocation.

Autosupply's operating margins reflect premium mix, scale efficiencies, and process know-how. Pricing is guided by value delivered, not short-term volume targets. Manufacturing focuses on yield, energy intensity, and overall equipment effectiveness improvements. Digital tools optimize scheduling, maintenance, and quality at the point of execution. These levers compound into a structurally advantaged cost and service position.

Capital allocation is disciplined and transparent. Priorities are organic growth, accretive acquisitions, and a progressive shareholder return framework. The balance sheet is maintained at investment-grade metrics, supporting strategic flexibility. Risk-adjusted hurdle rates govern capital outlays across all business lines. Governance ensures post-investment performance is tracked against pre-approval cases.

## Quality KPIs Across the Value Chain

kpi	unit	2021	2022	2023
APAC	South	128.1	107.47	119.83
EMEA	South	89.06	82.3	52.75
APAC	South	145.67	105.15	88.75
South	South	81.9	95.1	109.95
APAC	EMEA	118.17	99.76	67.61
EMEA	North	141.07	81.13	107.03
APAC	EMEA	138.02	158.55	82.2
Americas	North	95.12	116.01	74.81
EMEA	APAC	145.69	96.08	104.34
APAC	EMEA	135.57	141.59	105.44
Americas	APAC	107.34	114.68	100.16
South	EMEA	58.35	68.78	145.98
Americas	Americas	73.81	97.92	70.5

EMEA	North	119.28	126.82	84.14
EMEA	North	95.39	91.88	69.04

## Portfolio and Markets

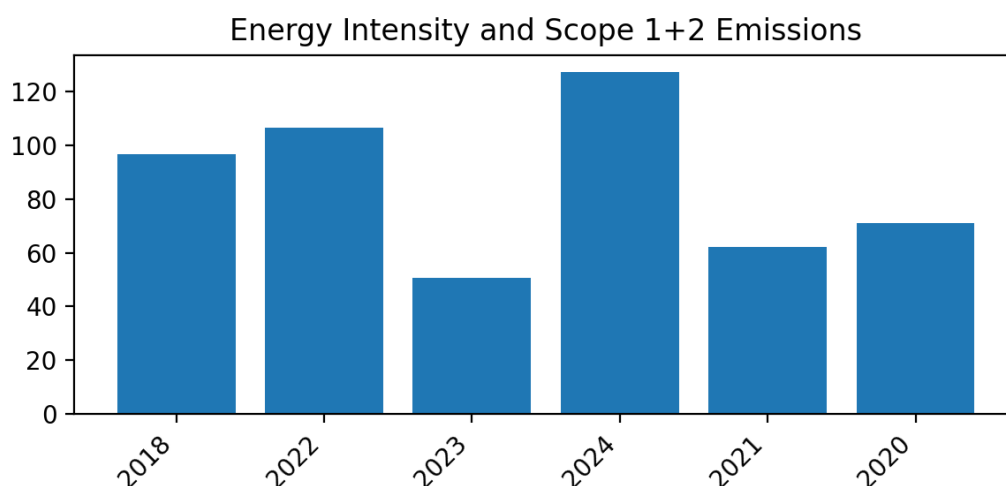
Autosupply competes in three interconnected arenas with clear synergies. Premium tires address automotive, road transportation, and specialty use cases. Connected mobility services help fleets reduce incidents, emissions, and operating costs. Advanced materials supply flexible composites, engineered polymers, and high-performance membranes. These positions leverage common science, processes, and channels.

End-market dynamics vary across regions and applications. Premium passenger tires benefit from rim size upshift and electrified powertrains. Truck and bus demand is driven by freight cycles, regulations, and fleet renewal patterns. Specialty segments such as mining, agriculture, and aviation value uptime and safety above all. Materials customers prioritize critical properties and rigorous qualification procedures.

Barriers to entry are significant in Autosupply's focus segments. Quality and safety approvals require years of validation and deep technical collaboration. Manufacturing processes are complex and capital-intensive with high know-how content. Data-enabled services benefit from installed base and algorithmic learning effects. The brand reinforces trust and reduces perceived risk for buyers.

Autosupply's growth thesis aligns with long-term structural trends. Urbanization, e-commerce, and infrastructure renewal sustain transport demand. Electrification and autonomy create new tire and service specifications. Circularity and renewable content reshape materials sourcing and design. These trends inform product roadmaps, plant upgrades, and ecosystem partnerships.

## Energy Intensity and Scope 1+2 Emissions



# Market Landscape and Trends

Environmental transition remains a defining force across Autosupply's footprint. Stakeholders expect lower emissions, better resource efficiency, and verified transparency. Regulations increasingly require design for circularity and digital traceability. Customers reward proven energy savings and longer service life. These factors favor companies with credible science and execution capabilities.

Technological disruption is accelerating in development, manufacturing, and services. Artificial intelligence augments design cycles, testing, and real-time decision support. Connectivity embeds sensors and data flows across products and infrastructure. Additive manufacturing offers new pathways for tooling and prototyping. These tools cut time to market and improve outcome predictability.

Social transition is reshaping talent markets and work expectations. Employees seek flexibility, purpose, and continuous learning opportunities. Manufacturing roles are being redesigned to emphasize autonomy and safety. Leadership models value inclusion, collaboration, and evidence-based decisions. These priorities support attraction and retention in competitive labor markets.

Geopolitical dynamics continue to affect supply chains and energy prices. Autosupply maintains multi-sourcing strategies and buffer inventories for critical inputs. Local-to-local production reduces lead times and currency exposures. Scenario planning informs contingency playbooks and capital sequencing. The risk posture is proactive, diversified, and informed by double materiality.

Demand for connected fleet solutions remains robust. Operators look to reduce incident frequency, fuel consumption, and maintenance costs. Data services improve compliance, driver behavior, and route optimization. Tire-as-a-service offers predictable costs and guaranteed performance outcomes. These models deepen relationships and expand addressable value per vehicle.

Advanced materials markets value performance at extreme conditions. Customers require validated behavior under heat, pressure, vibration, and chemical exposure. Reliability over long service lives is a core procurement criterion. Autosupply's test infrastructure and characterization models are decisive advantages. Qualification cycles are long, but switching once approved is infrequent.

Premium tire segments continue to upshift. Larger rim diameters, higher load indexes, and noise constraints change designs. Electrified vehicles demand low rolling resistance without sacrificing grip and wear. All-weather solutions grow as users seek convenience without seasonal trade-offs. These shifts align strongly with Autosupply's competencies and investments.



Digital product passports and extended producer responsibility are gaining momentum. Autosupply pilots tagging, data governance, and recycling partnerships. These initiatives enable better reverse logistics and materials recovery at scale. Clear labeling also helps customers make informed, sustainable choices. The Company expects these mechanisms to strengthen its competitive position.

## Cybersecurity Maturity and Certifications

domain	coverage_percent	certifications_count	open_findings
North	0.63	93.81	147.69
North	0.94	79.01	111.58
Americas	0.98	132.8	110.2
South	0.59	112.36	122.16
APAC	0.99	78.51	145.96
North	0.47	87.18	86.72
South	0.66	126.55	99.81
Americas	0.65	87.42	95.71
EMEA	0.75	91.7	95.89
North	0.75	143.45	108.87
Americas	0.02	113.38	86.06
North	0.68	124.16	81.82
South	0.43	110.75	65.78
North	0.14	114.32	78.36
Americas	0.15	83.81	90.27

## Environmental Transition Drivers

Energy efficiency is the first lever for emissions reduction in manufacturing. Autosupply deploys process electrification, heat recovery, and insulation upgrades. Real-time energy management systems optimize loads across shifts and assets. Supplier engagement broadens the impact to upstream scopes with measurable targets. These programs reduce costs and risks while enhancing resilience.

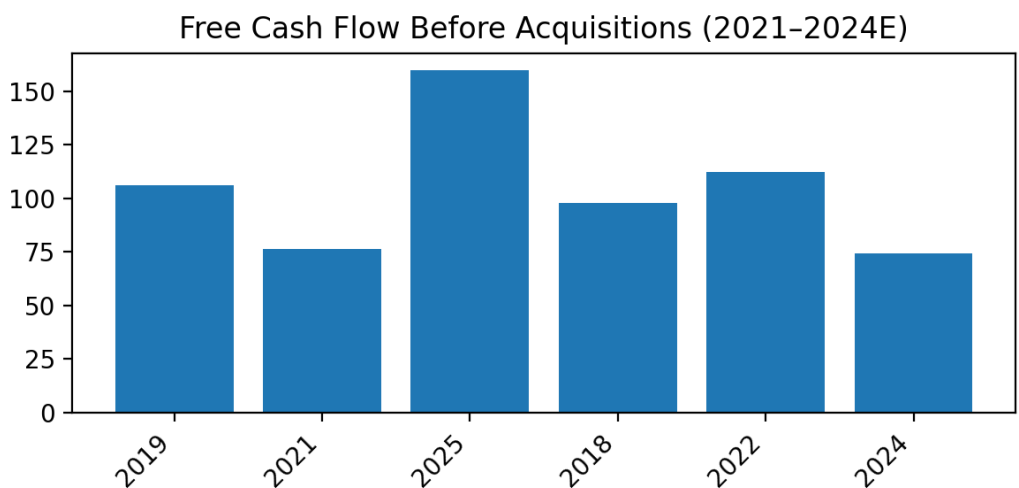
Product energy efficiency is a critical customer benefit. Lower rolling resistance translates into fuel or battery savings with clear payback. Designs also target reduced wear to limit particulate generation. Life cycle assessments guide trade-offs across material selection and process steps. Verification supports credible claims and regulatory alignment.

Circularity requires coordinated design, collection, and recovery efforts. Autosupply increases renewable and recycled content in new products. Partnerships expand access to high-quality

secondary raw materials. Data tags and material passports improve sorting and processing yields. Progress is tracked through internal milestones and external assurance.

Water stewardship is a priority in regions facing scarcity. The Company invests in closed-loop systems and optimized cooling circuits. Projects prioritize high-impact plants with proven technologies and rapid returns. Monitoring dashboards provide visibility at plant, line, and equipment level. These investments reduce withdrawals and improve operational stability.

## Free Cash Flow Before Acquisitions (2021–2024E)



## Technological Disruption and Digitalization

Autosupply embeds artificial intelligence across the value chain. Design teams use generative tools to explore materials and architecture options. Plants leverage vision systems and predictive maintenance to improve quality and uptime. Commercial teams use propensity models to tailor offerings and service intervals. Governance ensures transparency, security, and responsible use.

Connectivity is integrated in products, assets, and customer operations. Tire-mounted sensors monitor pressure, temperature, and load in real time. Gate scanners and yard beacons automate inspections and inventory. Fleet portals turn vehicle data into actionable insights for managers. These capabilities anchor recurring-service revenue streams.

Simulation reduces the need for physical prototypes and tests. Multi-scale models predict behavior from polymer chains to full assemblies. Digital twins support virtual commissioning of lines and process windows. Parameter sweeps identify robust solutions under realistic uncertainties. This approach accelerates learning and lowers development costs.

Cybersecurity is vital as systems and fleets become more connected. Autosupply operates a global response team and segmented architectures. Certifications and regular penetration tests

validate controls and readiness. Supplier standards are enforced through onboarding, monitoring, and audits. This discipline protects customers, operations, and intellectual assets.

## R&D; Investment and Pipeline Vitality

year	r_and_d_spend_eur_m	patents_filed	vitality_percent
2022.0	94.55	128.26	0.72
2025.0	103.72	129.87	0.86
2018.0	110.46	96.85	0.72
2020.0	103.81	122.09	0.56
2023.0	117.11	141.32	0.7
2020.0	115.02	68.98	0.57
2020.0	64.68	121.15	0.69
2025.0	86.97	61.75	0.5

## Strategy 2030: Autosupply in Motion

The Company's 2030 strategy focuses on value-accretive growth and resilience. Three pillars guide execution: premium tires, connected mobility, and advanced materials. Each pillar targets attractive segments with strong differentiation and barriers to entry. The integrated model captures synergies in science, manufacturing, and channels. Balanced capital deployment supports sustained innovation and returns.

Premium tires target faster-growing, higher-margin categories. These include larger rim sizes, EV-optimized patterns, all-weather, and specialty applications. The Company will scale local-to-local capacity to support these segments. Digital tools will enhance dealer support, fitment accuracy, and service. Warranty and performance guarantees reinforce customer confidence.

Connected mobility will expand tire-as-a-service and fleet data solutions. Outcomes include fewer incidents, lower energy use, and higher uptime. Integration of automated inspection and predictive insights creates end-to-end programs. Offerings will be adapted by region, vehicle type, and duty cycle. Recurring revenues will steadily increase as connected fleets grow.

Advanced materials will grow in flexible composites and engineered polymers. Autosupply focuses on components with critical properties and rigorous standards. Applications span automation belts, coated fabrics, seals, and active membranes. Selective acquisitions will accelerate capabilities and market access. Partnerships will help scale new value chains responsibly.

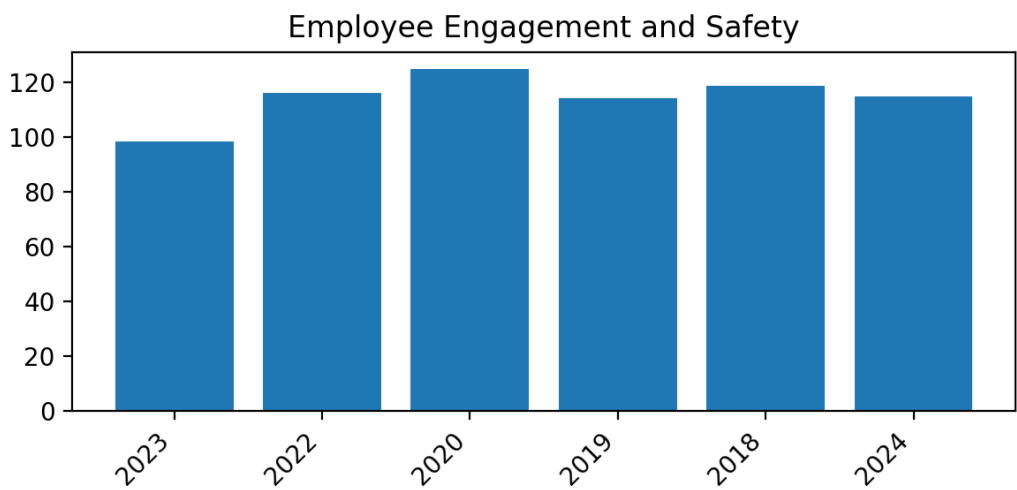
The Company will sustain a disciplined financial framework. Targets include mid-single-digit annual sales growth and ROCE above 10.5%. Free cash flow generation will fund organic and inorganic growth consistently. Shareholder returns will progress in line with earnings and balance sheet strength. Investment grade metrics will be preserved across cycles.

People, safety, and inclusion are foundational to execution. Autosupply aims to set the standard in engagement and capability building. The Company will expand a universal social protection baseline globally. Living wage commitments and development pathways support retention. Leadership accountability is embedded in objectives and incentives.

Planet commitments are fully integrated into plans and budgets. Targets include lower energy intensity, higher renewable or recycled content, and reduced water withdrawals. Product design will follow ecodesign principles and verified assessments. Supplier expectations include ethics, safety, and environmental performance. Transparent reporting builds credibility and continuous improvement.

Governance aligns strategy, risk, and performance over the long term. The Supervisory Board oversees major investments and leadership succession. Committees focus on audits, compensation, and sustainability priorities. Double materiality informs strategy reviews and risk mitigation roadmaps. Stakeholder dialogue enriches decisions and builds trust.

## Employee Engagement and Safety



## Strategic Pillars and Value Proposition

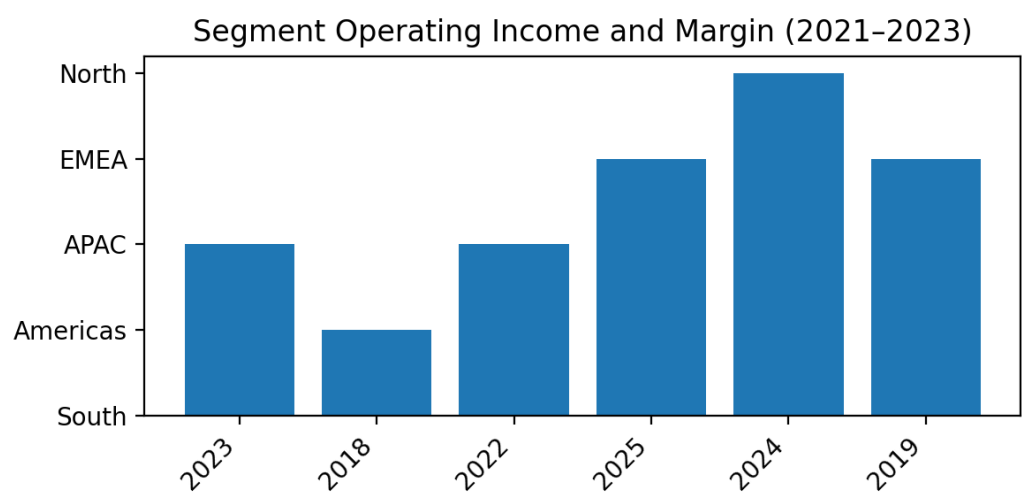
Premium Tires: deliver measurable safety, efficiency, and durability in all conditions. Designs target lower rolling resistance, reduced wear, and consistent grip. Manufacturing upgrades support precision, flexibility, and shorter lead times. Services and guarantees complete the offer and reduce lifecycle costs. This pillar compounds brand equity and pricing power.

Connected Mobility: translate data into safety and efficiency outcomes. Offerings include automated inspections, predictive tire health, and route insights. Tire-as-a-service aligns incentives and simplifies customer operations. Integration with customer platforms ensures adoption and measurable results. Contracts evolve from pilots to multi-year partnerships.

Advanced Materials: provide critical properties for demanding applications. Customers value repeatability, qualification support, and engineering collaboration. The portfolio will expand in coated fabrics, films, belts, seals, and active layers. Technology roadmaps translate science into scalable solutions. Capital projects will target bottlenecks and high-return niches.

Value Proposition: consistent high performance, reduced downtime, and verified sustainability. Customers benefit from lower total cost of ownership and risk. Autosupply benefits from recurring revenue streams and sticky relationships. The Company’s science-led approach differentiates across multiple time horizons. This creates resilient and compounding value.

## Segment Operating Income and Margin (2021–2023)



## Capital Allocation and Portfolio Discipline

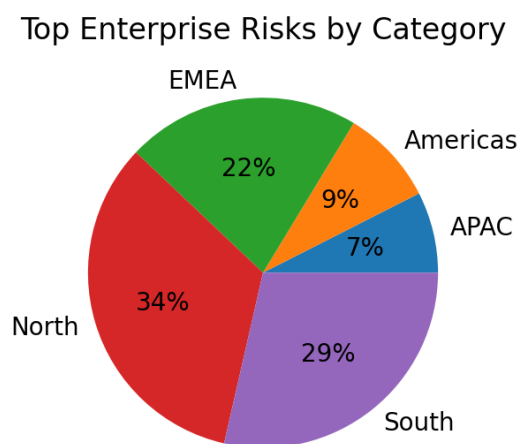
Autosupply applies rigorous capital allocation with clear priorities. Organic investments focus on premium capacity, energy efficiency, and digital. Selective acquisitions add capabilities, customers, or scale in target areas. Shareholder returns rise with earnings while preserving balance sheet strength. Post investment reviews ensure accountability and learning.

Project selection uses risk-adjusted hurdle rates and scenario analysis. Assumptions cover price, mix, volumes, productivity, and energy. Sensitivities are run on key risk drivers and mitigation options. Governance requires independent validation and cross-functional alignment. Execution milestones are tracked and reported through standardized dashboards.

Portfolio reviews balance growth, returns, and risk across cycles. Businesses must earn their right to grow by meeting performance criteria. Underperforming assets receive specific plans, timelines, and leadership attention. If conditions do not improve, exit options are evaluated. The goal is a focused, advantaged, and future-proofed portfolio.

Liquidity planning supports resilience and optionality. Headroom is maintained through committed facilities and diversified maturity ladders. Working capital discipline is embedded in operating routines and incentives. Inventory levels are tied to service objectives and demand variability. This framework supports decisive action when opportunities arise.

## Top Enterprise Risks by Category



## Operational Excellence and Manufacturing Footprint

Autosupply's manufacturing system is built for quality, flexibility, and efficiency. Sites are progressively upgraded to Industry 4.0 standards and tools. Standard work, autonomous maintenance, and visual management are pervasive. Digital work instructions and closed-loop controls reduce variability. The result is better yield, faster changeovers, and fewer stoppages.

The footprint balances global scale with regional responsiveness. Plants are positioned near customers to minimize logistics and lead times. Local-to-local production supports compliance and currency risk management. Supplier networks are developed around major hubs to reduce exposure. Capacity is aligned to premium and specialty segments.

Energy intensity and emissions are key operational metrics. Process electrification and heat integration projects reduce consumption. Smart metering and analytics identify inefficiencies and corrective actions. Capital is allocated to the highest-return decarbonization levers. Progress is

visible in lower energy per unit produced.

Workplace safety is fundamental and non-negotiable. Autosupply applies common standards and targeted improvements based on risk. Near-miss reporting and learning routines are embedded in daily management. Ergonomic upgrades reduce musculoskeletal disorders and improve retention. Leading indicators guide proactive interventions at the line level.

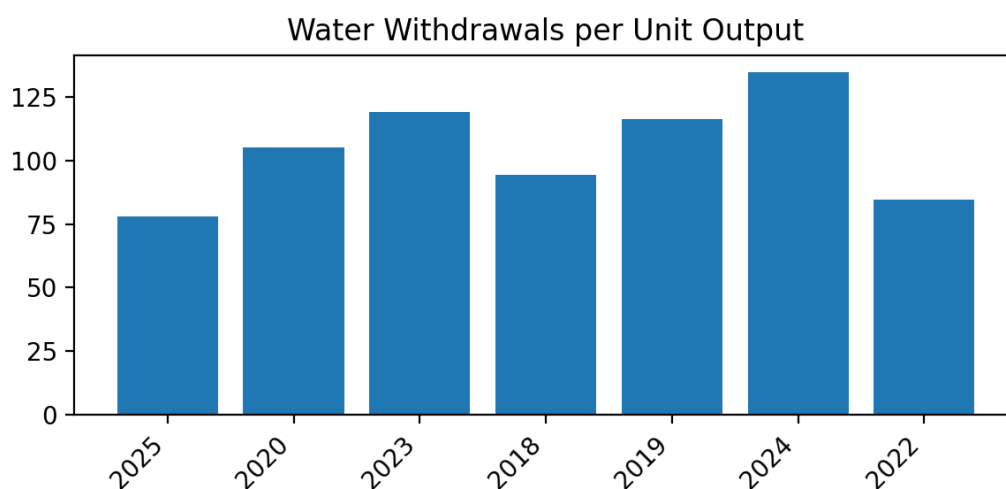
Supply chain performance underpins customer service and cash. The Company seeks multi-sourcing for critical inputs and components. Contracting includes resilience clauses and inventory responsibilities. Transportation is optimized through mode shifts, routing, and network design. Visibility tools enable early detection and mitigation of disruptions.

Quality is managed end to end and verified continuously. Incoming materials are tested against specifications and supplier capability. In-process controls detect deviations before they impact finished goods. Final inspection combines automated vision and human expertise. Field performance data closes the loop and informs design updates.

Autonomous teams accelerate problem solving and innovation. Operators receive cross-training and data to make decisions in real time. Daily tiered meetings escalate issues quickly to the right level. Leaders coach and remove obstacles rather than command. This culture creates pride, ownership, and sustained gains.

Cost competitiveness is the outcome of many aligned practices. Productivity programs focus on waste elimination and value-added time. Maintenance strategies combine preventive, predictive, and reliability engineering. Procurement pools demand and leverages long-term technical partnerships. The system is designed to create capability, not just one-off savings.

## Water Withdrawals per Unit Output



## Industry 4.0 and Automation

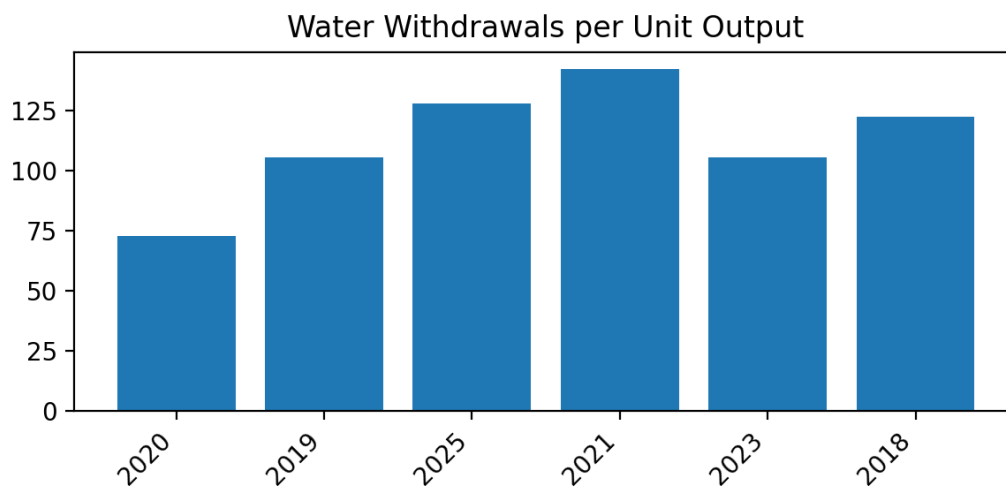
Automation strategy targets high-variability and ergonomic pain points first. Collaborative robots assist operators with repetitive and heavy tasks. Automated guided vehicles connect processes safely and predictably. Vision systems ensure consistent quality at speed with traceable records. These investments improve safety, throughput, and unit costs.

Advanced planning systems align demand, capacity, and materials. Constraint-based scheduling reduces changeovers and idle time. Digital twins simulate lines and warehouses for design and improvement. Integration with suppliers and logistics enhances end-to-end reliability. The output is better service with less working capital.

Predictive maintenance leverages sensors, models, and technician insights. Failure modes are identified and monitored at component level. Dynamic maintenance windows are scheduled to minimize disruption. Spare parts are managed using risk-based stocking policies. Overall equipment effectiveness trends confirm the impact.

Data literacy is a core capability for all plant roles. Training programs cover visualization, problem solving, and basic statistics. Citizen developers build low-code applications for local needs. Governance ensures interoperability, security, and reusability of solutions. This combination unlocks frontline innovation at scale.

## Water Withdrawals per Unit Output



## Supply Chain and Local-to-Local Production

Local-to-local production improves responsiveness and sustainability. Shorter transport distances reduce emissions and damage risk. Regional teams tailor mixes to local regulations and preferences. Buffer inventories are right-sized to service levels and variability. This model strengthens customer relationships and brand reputation.

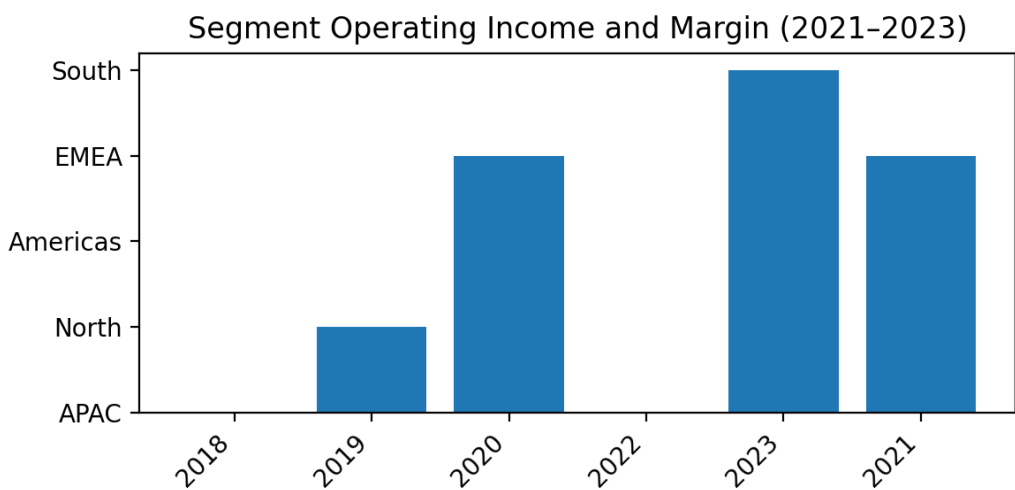


Supplier development focuses on quality, ethics, and resilience. Audits and capability building programs uplift performance across tiers. Multi-year contracts support investments in capacity and sustainability. Dual-sourcing strategies are maintained for critical commodities. Digital collaboration platforms improve visibility and coordination.

Network design is reviewed regularly using cost-to-serve analytics. Scenarios consider volume shifts, tariffs, and energy price changes. Distribution nodes are adjusted to maintain lead time commitments. Transportation mix is optimized for reliability and cost. Continuous improvement reduces network waste over time.

Crisis playbooks are rehearsed at plant and regional levels. Cross-functional teams run simulations of supply disruptions. Communication protocols ensure clarity and speed during incidents. Post-crisis reviews generate lessons and structural corrections. These routines reduce recovery time and customer impact.

## Segment Operating Income and Margin (2021–2023)



## Product Innovation and R&D;

Autosupply's R&D; organization integrates science, engineering, and customer co-development. The Company's core is materials science and complex process design. Test infrastructure spans lab-scale characterization to full-scale endurance. Data from connected products accelerates feedback loops and refinements. Governance ensures projects align with strategy and market timing.

Ecodesign is embedded across new products and services. Life cycle assessments inform material choices and design architecture. Targets cover energy use, wear, and end-of-life handling. Verification processes ensure claims are accurate and reproducible. Customers receive clear, actionable information on benefits and trade-offs.

Airless and puncture-resistant solutions are moving from trials to early deployments. Designs target last-mile fleets and hazardous-duty environments. Benefits include fewer interruptions, simpler maintenance, and driver safety. Field data is used to refine geometries and material combinations. Partnerships accelerate learning and readiness for broader rollouts.

EV-optimized tires deliver low rolling resistance with robust grip and wear. Acoustic tuning reduces noise without sacrificing durability. Patterns and compounds handle higher torque and weight consistently. Winter and all-weather options extend versatility and convenience. The range is expanding across rim sizes and load classes.

Wear reduction is a multi-parameter design challenge. Materials must balance cut resistance, heat dissipation, and elasticity. Profiles distribute pressure evenly under varied loads and temperatures. Compounding uses fillers and polymers with higher resilience. The result is longer life while maintaining safety margins.

Digital inspection and predictive tire health increase uptime. Gate scanners and drive-over arrays capture tread and inflation data. Algorithms flag anomalies and recommend interventions proactively. Fleet portals visualize risks and help plan maintenance windows. These tools reduce incidents and extend useful life.

Regulatory readiness is built into development programs. Future labeling schemes and testing standards are anticipated early. Designs incorporate traceability features and data access protocols. Compliance documentation is prepared alongside technical dossiers. This reduces approval times and surprises at launch.

Collaboration with academia and start-ups expands the innovation funnel. Joint labs explore bio-based monomers, advanced fillers, and active barriers. Venture partnerships de-risk emerging technologies and accelerate piloting. Intellectual property strategies balance patents and trade secrets. The ecosystem approach strengthens execution and optionality.

## Renewable and Recycled Content in Products

product_family	year	renewable_percent	recycled_percent
APAC	2018	0.19	0.0
Americas	2023	0.02	0.58
EMEA	2018	0.38	0.49
EMEA	2024	0.16	0.77
South	2024	0.16	0.63
Americas	2025	0.9	0.9
APAC	2018	0.6	0.72
North	2022	0.33	0.65
APAC	2023	0.06	0.95
Americas	2021	0.16	0.41

Americas	2018	0.35	0.24
APAC	2022	0.4	0.06
EMEA	2024	0.12	0.75
Americas	2022	0.49	0.71
APAC	2023	0.22	0.31
APAC	2023	0.4	0.23
North	2022	0.24	0.36
APAC	2025	0.06	0.43
Americas	2025	0.43	0.81
North	2025	0.69	0.32

## Sustainable Materials and Ecodesign

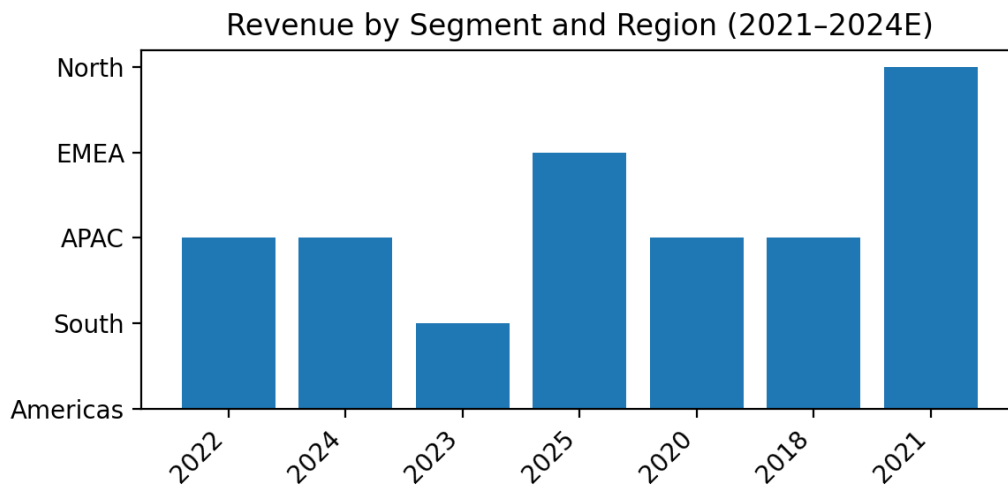
Renewable and recycled content targets are ambitious and staged. The team prioritizes materials with verified performance and supply reliability. Traceability is enhanced through digital tags and supplier attestations. Contamination control and quality variation are central to scale-up success. Customer communication explains the science and expected benefits.

Bio-based polymers are progressing from pilot to industrial scale. Feedstock selection considers land use, biodiversity, and social impacts. Process routes are assessed for energy intensity and cost trajectories. Co-development with suppliers aligns specifications and investment plans. Qualification protocols confirm long-term stability and safety.

Recycled fillers and reinforcements reduce virgin material demand. Processing technologies improve purity and particle size distributions. Blends are optimized for mechanical performance and fatigue resistance. Use cases are matched to property profiles and safety margins. The Company tracks conversion rates and yield losses carefully.

End-of-life collection networks are critical for circularity. Autosupply collaborates with industry bodies and local operators. Sorting and processing infrastructure improves recovery economics. Design for disassembly and material markers increase value capture. Progress will be incremental and compounding over time.

## Revenue by Segment and Region (2021–2024E)



## Airless and Smart Tire Technologies

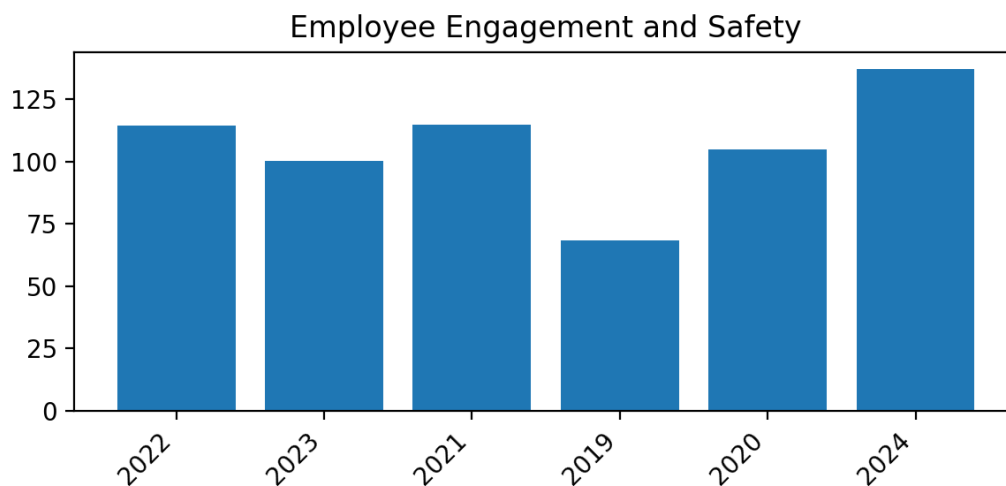
Airless architectures are engineered for load, comfort, and durability. Rib and lattice designs distribute stresses and manage heat. Materials must deliver stiffness, fatigue resistance, and manufacturability. Field pilots focus on urban delivery and campus fleets. Maintenance savings and safety gains are tangible and repeatable.

Smart tires integrate sensing, identification, and secure data links. Digital Tread Tags provide lifecycle traceability and service history. Pressure and temperature monitoring supports optimized operations. Load estimation models improve safety and compliance. Encryption and privacy protections are built into design.

Automated inspection is moving from manual checks to drive-over systems. Image and laser-based measurements detect wear, alignment, and anomalies. Installations at depots reduce time, errors, and inconvenience. Alerts and recommendations trigger timely interventions by teams. The result is fewer incidents and better asset utilization.

Software releases improve capability over time. Algorithms are trained with diverse vehicle types and duty cycles. Customer feedback informs interface design and reporting priorities. Interoperability is enabled through open APIs and standards. This supports integration with fleet and maintenance systems.

## Employee Engagement and Safety



## Connected Mobility and Data Services

Autosupply's connected services translate data into operational outcomes. Offerings include fleet portals, automated inspections, and predictive health. Tire-as-a-service contracts bundle products, services, and guarantees. Programs scale from pilots to national deployments through demonstrated ROI. Recurring revenue and deeper relationships follow naturally.

Safety outcomes are central to the value proposition. Solutions reduce incident frequency and severity through early warnings. Driver coaching tools support behavior change and compliance. Route insights avoid high-risk segments and conditions where feasible. Customers appreciate measurable improvements and fewer unplanned stops.

Efficiency gains reduce energy use and emissions. Correct inflation and aligned axles cut rolling losses meaningfully. Timely rotations and replacements extend life and performance. Load management minimizes over-stressing and heat-related issues. Dashboards display savings and benchmark against peers.

Availability improvements increase asset productivity. Predictive insights align maintenance with operational windows. Automated inspection removes manual bottlenecks at depots. Replacement planning avoids stock-outs and emergency purchases. These effects compound into better service and lower costs.

Data governance ensures security, privacy, and ethical use. Agreements are transparent on ownership, access, and retention. Standards and controls align with best-practice frameworks and certifications. A global response team manages vulnerabilities and incidents. This builds trust for long-term collaboration.

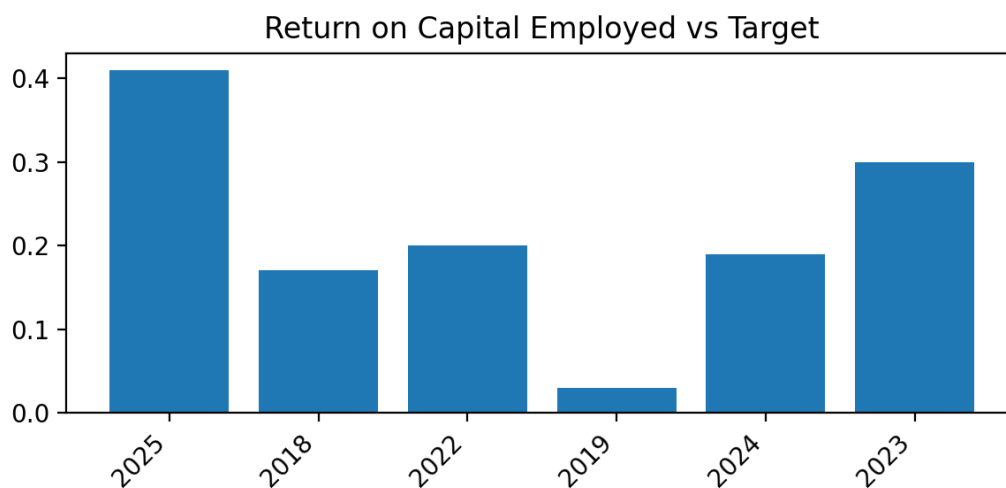
Interoperability is achieved through modern integration approaches. Open APIs, data dictionaries, and event streams simplify connectivity. Partners and customers can build on core capabilities as needed. Ecosystem collaboration expands use cases and accelerates innovation.

The platform approach supports scale while preserving flexibility.

Regional adaptations reflect regulatory, infrastructure, and market differences. Urban settings may prioritize automated inspection and small-depot solutions. Long-haul fleets value predictive insights and route optimization. Mixed-vehicle fleets require flexible device and data options. Sales and support models are tailored accordingly.

Commercial models evolve with customer maturity. Entry offers provide clear, simple value and low barriers to trial. Bundles expand scope as confidence and ambition grow. Multi-year agreements codify outcomes and service levels. This progression increases stickiness and mutually beneficial benefits.

## Return on Capital Employed vs Target



## Fleet Solutions and Tire-as-a-Service

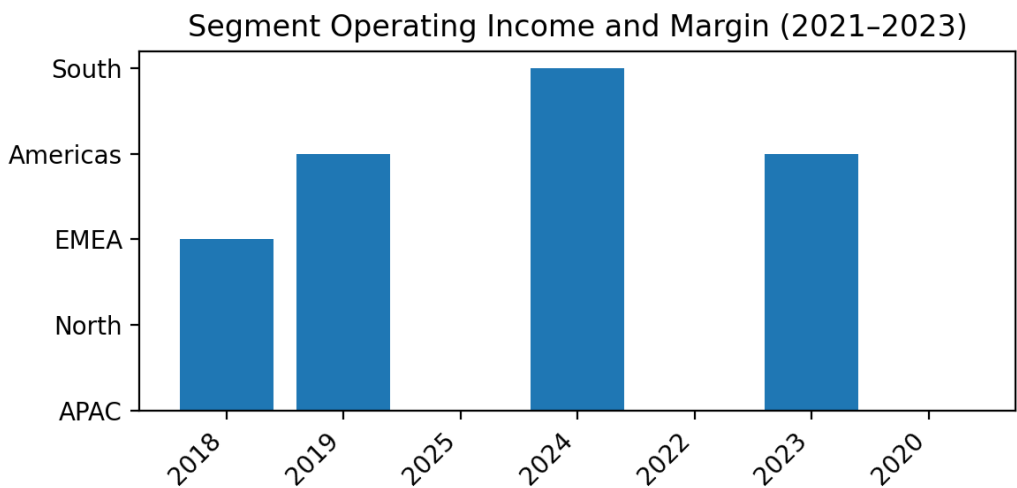
Tire-as-a-service aligns incentives around uptime and total cost of ownership. Autosupply owns performance commitments and manages execution with data. Contracts price based on usage, outcomes, and specified service levels. Risk sharing mechanisms handle variability and external factors transparently. Customers gain predictability and reduced administrative burden.

Automated inspection replaces subjective and time-consuming checks. Drive-over solutions capture wear, alignment, and inflation in seconds. Alerts are triaged and scheduled within customer workflows. Replacement tires and service crews are dispatched proactively. Depots operate more smoothly with data-driven discipline.

Predictive tire health focuses resources on what matters most. Models combine sensor, inspection, and historical usage data. Risk scores prioritize interventions and avoid unnecessary actions. Managers see the status of their fleet at a glance. The system learns and adapts as more data accumulates.

Outcome reporting drives continuous improvement. Dashboards show safety metrics, energy savings, and uptime. Monthly reviews align plans, priorities, and resources. Sharing of best practices spreads gains across customer sites. The partnership deepens as results are verified and sustained.

## Segment Operating Income and Margin (2021–2023)



## Infrastructure Intelligence and Public-Private Collaboration

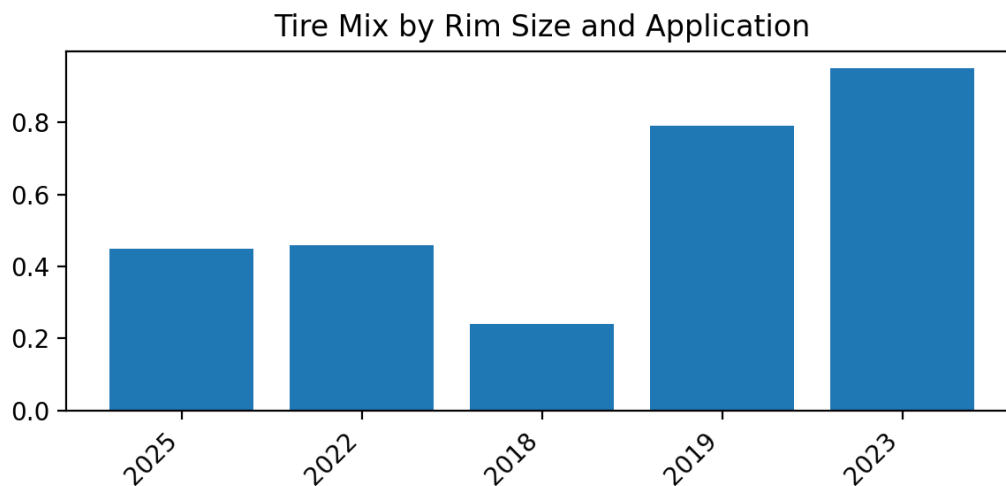
Road surface insights support safer and more efficient networks. Aggregated, anonymized data reveals hotspots for incidents and wear. Authorities can prioritize maintenance with objective evidence. Seasonal and weather patterns are incorporated into analyses. These insights reduce societal costs and improve user experience.

Digital identification standards enhance traceability and circularity. Autosupply champions open, secure tagging across product categories. Compliance with emerging digital passport requirements is anticipated. This foundation supports efficient recycling and fraud prevention. Collaboration with industry bodies accelerates adoption.

Public-private partnerships pilot innovative solutions at scale. Projects include automated inspection at hubs and smart corridor initiatives. Clear KPIs and governance structures align participants effectively. Outcomes guide broader rollouts and funding plans. Stakeholders benefit from evidence-based decision making.

Ethics and privacy guide all infrastructure initiatives. Data is anonymized and aggregated before analysis. Independent oversight validates methodologies and compliance. Transparent communication builds public trust and acceptance. Long-term success depends on responsible practices.

## Tire Mix by Rim Size and Application



## Advanced Materials Business

Autosupply's Advanced Materials division delivers flexible composites and engineered polymers. Customers operate in sectors with high reliability and safety requirements. The division benefits from shared science, testing, and process capabilities. Sales are driven by applications where properties are mission critical. Margins reflect specification complexity and qualification depth.

Flexible composites include coated fabrics, high-spec films, and inflatable structures. These components are used in infrastructure, industrial, and mobility systems. Requirements focus on tear strength, permeability, and environmental resistance. Repeatability and longevity are core to customer value. Autosupply's processes deliver consistent performance at scale.

Engineered polymers address seals, belts, membranes, and active layers. These parts operate under challenging heat, pressure, and chemical conditions. Material selection and processing define long-term behavior and safety. Co-development accelerates qualification and integration into systems. Aftermarket support extends life through refurbishment and repair solutions.

Green product lines reduce energy, noise, and maintenance for customers. Lightweight rollers and low-friction belts improve system efficiency. Composite designs reduce corrosion and extend service intervals. Case studies document cost savings and lower emissions. Demand is building as customers scale decarbonization programs.

The division is expanding capacity and regional presence selectively. Priority is given to near-customer facilities for time-critical applications. Capital projects increase throughput and reduce process variability. Qualification labs and pilot lines speed transfer from R&D; to production. The pipeline is balanced across time horizons and end markets.

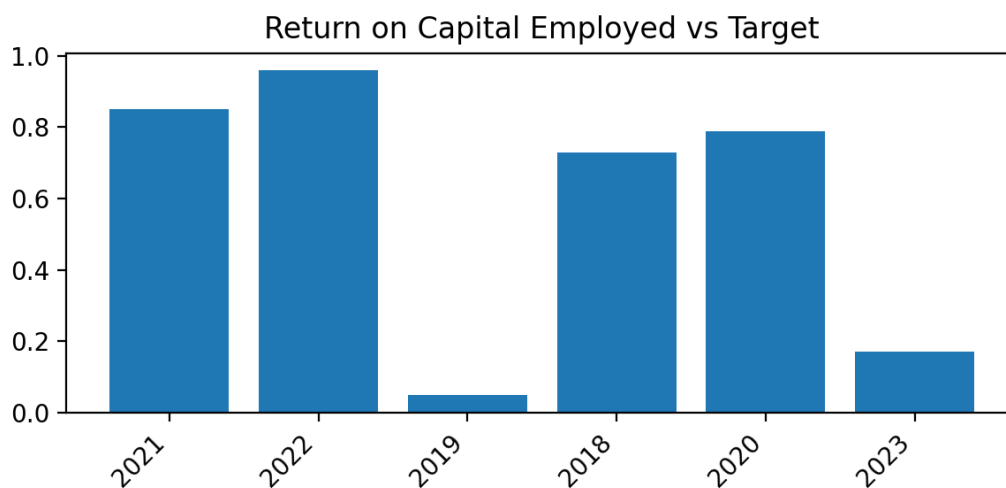


Partnerships help build new value chains in circular and bio-based materials. Joint development agreements clarify specifications and responsibilities. Investments support scale-up of promising technologies and suppliers. Standards and certifications de-risk adoption for end users. Early leaders will benefit from learning curves and trust.

Risk management is embedded in design and qualification. Failure modes are assessed thoroughly, including ageing and fatigue. Suppliers are audited for consistency and compliance rigorously. Product traceability and lot documentation are standard practice. Field monitoring informs design updates and preventive maintenance guidance.

Commercial excellence focuses on solution selling and lifecycle support. Teams are trained to translate properties into customer outcomes. Service agreements include inspection, repair, and retrofit options. Pricing reflects value delivered and assurance provided. Long-term relationships recognize mutual investments and commitments.

## Return on Capital Employed vs Target



## Flexible Composites

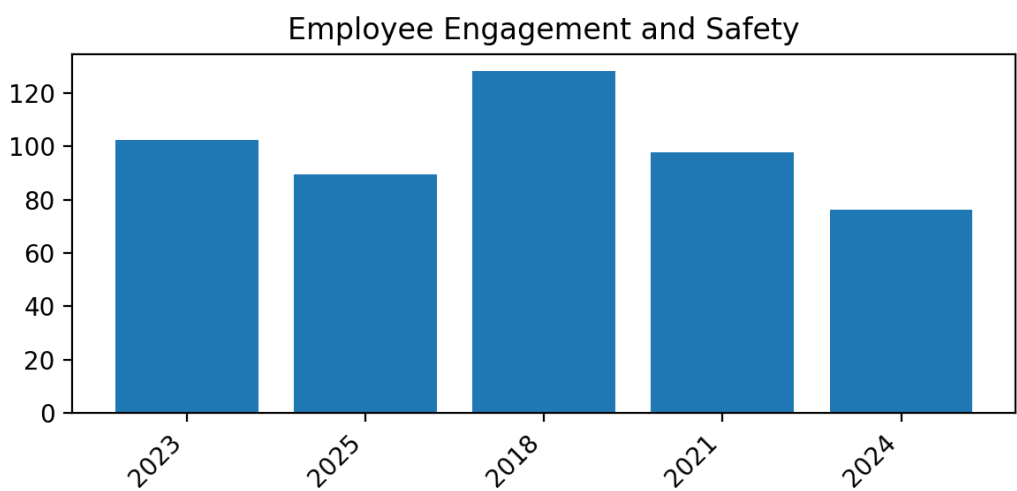
Coated fabrics provide structural integrity with controlled permeability. Layering strategies balance stiffness, flexibility, and barrier properties. Process windows are validated to maintain consistent adhesion and cure. Environmental exposure testing simulates real-world cycles and stresses. Customers rely on verified performance across long service lives.

High-spec films deliver strength-to-weight advantages and durability. Formulations resist UV, heat, and chemical degradation reliably. Precision thickness control ensures predictable behavior in complex assemblies. Joining techniques prevent delamination under dynamic loads. Applications span construction, mobility, and industrial processes.

Inflatable structures offer compactness and rapid deployment. Designs manage pressure, folding, and abrasion gracefully. Valve and seam technologies are proven through stringent tests. Use cases include temporary infrastructure and emergency response. Maintenance practices are standardized to extend usable life.

Quality assurance is non-negotiable in these applications. Statistical process controls monitor critical parameters in real time. Non-destructive testing verifies integrity before shipment. Traceability connects batches, tests, and customer systems seamlessly. These practices reduce risk and total cost for users.

## Employee Engagement and Safety



## Engineered Polymers and Active Membranes

Seals demand low leakage, wear resistance, and chemical compatibility. Compound design and finish geometry control performance tightly. Ageing studies inform recommended service intervals and materials. Customers receive installation and service guidance to ensure outcomes. Fail-safe behavior is designed into critical interfaces.

Active membranes enable selective transport and control. Pore architecture and surface treatments deliver targeted permeability. Stability under heat and pressure is validated extensively. Applications include filtration, energy, and industrial processing. Reliability enables new system designs and efficiencies.

Automation belts operate under constant load and dynamic stresses. Cord reinforcement and matrix design manage elongation and fatigue. Friction characteristics are tuned for efficiency and product handling. Monitoring options predict wear and plan replacements effectively. This reduces downtime and waste in customer facilities.

Sustainability is integrated into polymer programs. Recycled fillers and bio-based monomers reduce virgin input demand. Process improvements reduce scrap and energy intensity significantly. Take-back and refurbishment options extend product life responsibly. Verified claims and data support customer reporting needs.

## Quality KPIs Across the Value Chain

kpi	unit	2021	2022	2023
South	EMEA	74.68	119.55	63.6
North	North	111.62	103.0	123.26
South	EMEA	104.13	103.12	109.88
APAC	APAC	88.25	97.89	88.14
North	Americas	112.17	105.36	102.25
APAC	North	133.52	135.8	121.16
EMEA	EMEA	117.49	72.4	122.77
North	APAC	120.86	84.32	114.04
North	North	88.06	118.03	113.16
EMEA	APAC	121.94	44.42	143.62
Americas	South	114.14	47.11	147.13
South	North	42.94	124.36	96.96
EMEA	South	94.8	107.15	66.98
APAC	Americas	98.98	93.06	87.26
APAC	North	86.53	101.58	96.85

## Financial Performance Review 2021–2023

Over the 2021–2023 period, Autosupply delivered resilient growth and improved profitability. Sales expanded through pricing, mix, and targeted capacity additions. Segment operating income rose on value discipline and productivity gains. Free cash flow before acquisitions strengthened meaningfully under working capital control. The balance sheet remained robust with investment-grade credit metrics.

Premium tire mix gains supported margin progression. Larger rim sizes and EV-optimized lines gained share within the portfolio. Specialty categories, including off-road and aviation, delivered solid contributions. Replacement channels remained resilient across regions and customer segments. Original equipment volumes were managed for value and brand evidence.

Connected services grew double-digit from a growing installed base. Automated inspection deployments accelerated at fleet depots and hubs. Predictive health and tire-as-a-service

contracts expanded across vehicle types. Recurring revenue increased as a share of total services revenues. Customer outcomes supported contract renewals and expansions.

Advanced materials posted steady organic growth with select acquisitions. Flexible composites and engineered polymers saw robust demand in industry and infrastructure. Green product lines achieved traction with energy and maintenance savings. Qualification backlogs indicate future revenue visibility and stickiness. Capacity investments began contributing to throughput and reliability.

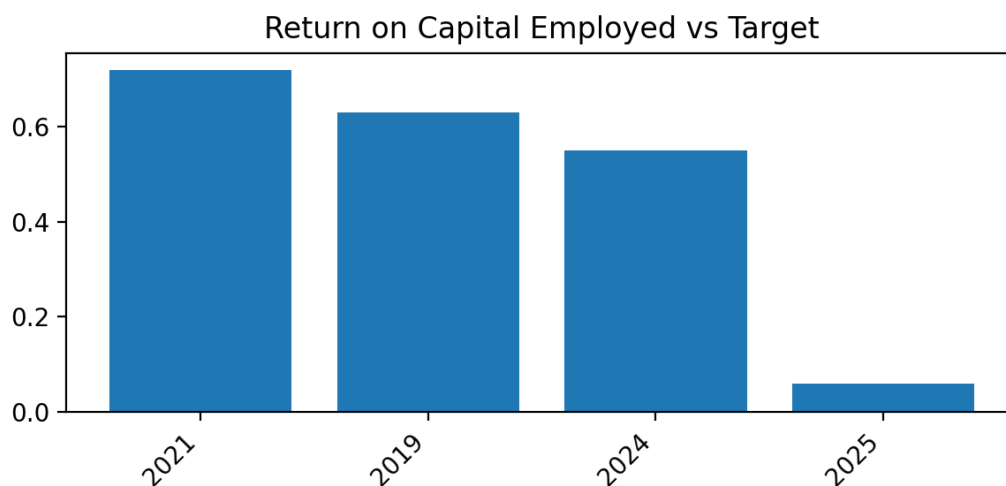
Operating leverage was managed carefully amid cost inflation. Pricing actions offset raw material and logistics cost pressures. Productivity programs and energy efficiency reduced unit costs. Mix management prioritized high-value, supply-constrained categories. The Company sustained brand-building and innovation investments.

Cash generation reached record levels in 2023. Inventory normalization and disciplined capital spending supported free cash flow. Working capital improvements were achieved without compromising service. Cash was allocated to growth projects, selective M&A, and shareholder returns. Liquidity headroom remained ample for flexibility.

Return on capital employed remained above the strategic threshold. New investments were paced to demand signals and risk profiles. Post-investment reviews confirmed delivery against project assumptions. Underperforming assets received dedicated action plans and leadership attention. Portfolio discipline preserved focus and performance.

Shareholder value increased through earnings growth and progressive dividends. Total shareholder return outperformed relevant sector indices over the period. Capital management balanced growth needs and return commitments. Communication emphasized transparency, consistency, and long-term orientation. The outlook remains grounded in disciplined execution.

## Return on Capital Employed vs Target



## Segment Performance and Mix

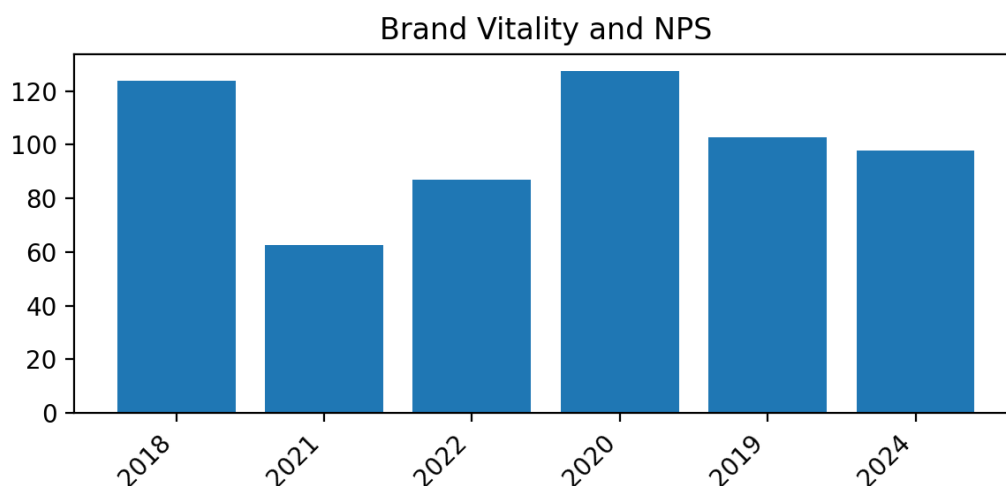
Automotive tires benefited from premiumization and technology shifts. EV-optimized patterns and larger rim sizes grew faster than the overall market. All-weather offerings gained share among convenience-seeking users. Pricing and mix offset input cost headwinds effectively. Service and warranty programs reinforced brand preference.

Road transportation delivered stable replacement demand with selective growth. Fleet solutions and tire-as-a-service added value and revenue depth. Automated inspections improved depot efficiency and safety outcomes. Predictive health reduced incidents and emergency callouts. Renewal rates were strong on proven performance.

Specialty segments maintained high value and entry barriers. Mining and agriculture prioritized uptime, safety, and total economics. Aviation programs advanced with lighter, longer-life solutions. Qualification processes locked in demand visibility for multiple years. The Company invested capacity in constrained, high-return niches.

Advanced materials performed well across flexible composites and polymers. Green product lines showed accelerated adoption due to efficiency gains. Co-development with strategic customers increased pipeline quality. Capacity upgrades reduced variability and improved yields. The business unit delivered attractive margins and cash conversion.

## Brand Vitality and NPS



## Cash Flow, Balance Sheet, and Allocation

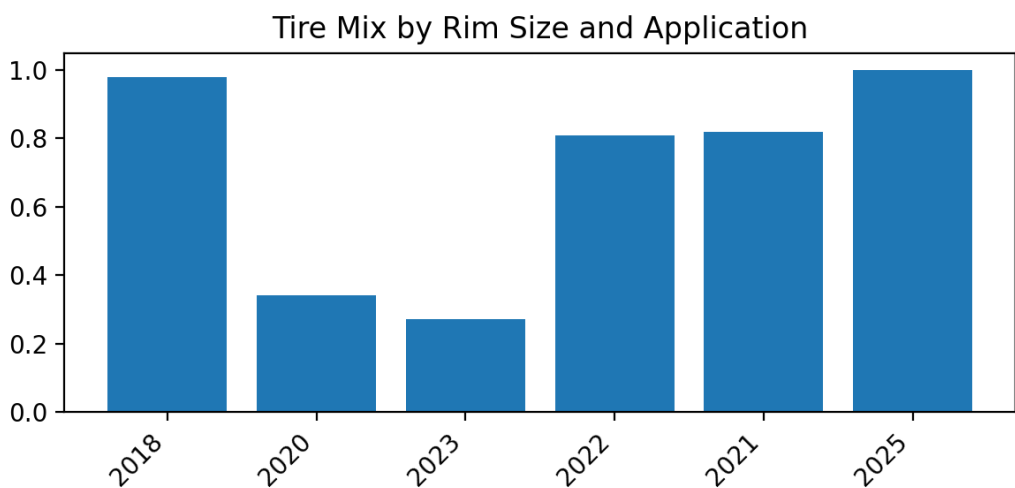
Free cash flow before acquisitions grew on higher earnings and lower inventory. Capital expenditures were focused on premium capacity and efficiency. Energy projects provided attractive returns and risk reduction. Acquisitions were targeted, capability-adding, and integration-ready. Dividends increased in line with earnings and policy.

The balance sheet remained strong with diversified funding sources. Maturity profiles were well laddered with ample liquidity buffers. Investment-grade ratings reflected conservative financial policies. Interest coverage and leverage metrics stayed within target ranges. The Company preserved optionality for strategic opportunities.

Working capital discipline was sustained across regions and units. Demand-driven planning reduced excess and obsolescence risk. Contract terms and collections practices remained robust and fair. Supplier collaboration improved inventory positioning and shared resilience. KPI dashboards ensured visibility and rapid course corrections.

Capital allocation decisions reflect a portfolio perspective. Projects are compared on a consistent risk-adjusted basis. Post-audits ensure accountability and feed better assumptions. The mix of organic and inorganic investment remains balanced. Returns will compound through cycles with this discipline.

## Tire Mix by Rim Size and Application



## Governance and Leadership

Autosupply operates a governance model aligned to long-term value creation. The Company is organized as a partnership limited by shares. Managing Partners administer and manage operations with clear accountability. A Supervisory Board provides permanent oversight and strategic counsel. The model balances agility, stability, and stakeholder alignment.

The Supervisory Board brings diverse expertise and independence. It reviews strategy, risk, financial performance, and major investments. Board committees oversee audits, compensation, and sustainability priorities. Succession planning and leadership development are recurring agenda items. Engagement with investors includes dedicated governance dialogues.

The Managing Partners are accountable for execution and risk management. Responsibilities include strategy definition, capital allocation, and culture. Performance is measured against long-term metrics and milestones. Compensation balances fixed, annual variable, and long-term incentives. Targets include financial, customer, people, and planet outcomes.

Autosupply maintains a lean corporate center supporting operating units. Functions set standards in finance, legal, quality, and compliance. Group platforms in R&D, manufacturing, and supply chain drive scale. Regions and business lines maintain clear decision rights. Role clarity and transparency enable effective collaboration.

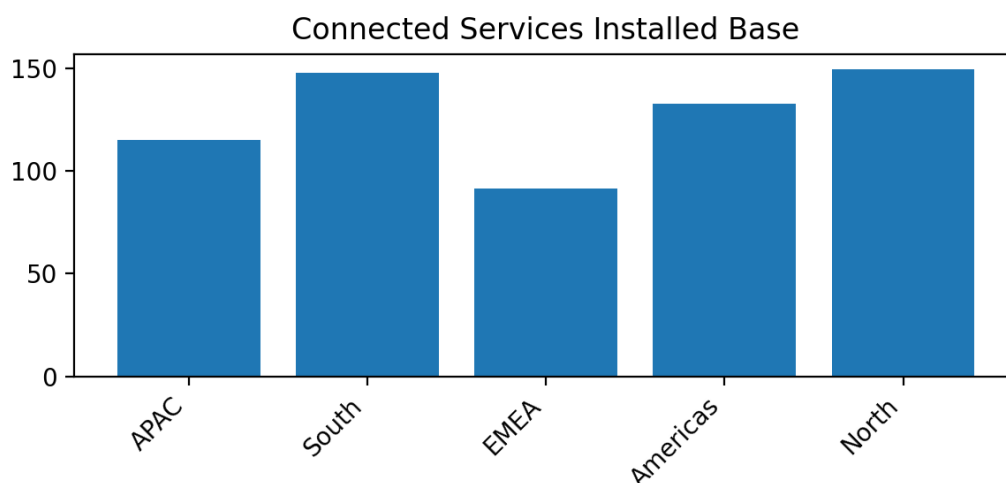
Ethics and compliance are foundational to the culture. The Code of Conduct sets clear expectations for behavior and decisions. Training and certification programs reach all employees and leaders. Speak-up channels protect confidentiality and prohibit retaliation. Investigations follow consistent, fair, and transparent processes.

The internal control system ensures reliable reporting and asset protection. Policies define controls across purchasing, sales, inventory, and closing. Self-assessments and independent tests verify design and operation. External auditors review financial statements and key processes. Issues are tracked to closure with accountable owners.

Stakeholder perspectives inform Board and management decisions. A formal panel of external stakeholders meets with leadership annually. Topics include environmental impact, human rights, and community development. Feedback is incorporated into plans, disclosures, and practices. This dialogue strengthens trust and relevance.

Board effectiveness is reviewed regularly with third-party support. Findings inform composition, processes, and capability development. Education sessions deepen understanding of technology, markets, and ESG. Site visits connect strategy with operations and people. Continuous improvement defines governing as well as operating.

## Connected Services Installed Base



## Governance Structure and Board Committees

The Supervisory Board oversees management in the interests of all shareholders. It comprises a majority of independent members with diverse skills. The Chair coordinates work, sets agendas, and fosters effective deliberation. The Board meets regularly with high attendance and preparation. Minutes and follow-ups ensure accountability for decisions.

The Audit Committee monitors financial reporting and controls. It reviews risk management, internal audit plans, and external auditor work. It assesses accounting policies, judgments, and disclosures objectively. Cybersecurity readiness and data protection are recurring topics. The committee reports findings to the full Board routinely.

The Compensation and Appointments Committee oversees leadership and pay. It reviews succession plans and leadership pipeline health. Compensation design aligns incentives with long-term strategy and risk. Performance targets include financial and non-financial outcomes. External benchmarks ensure competitiveness and fairness.

The Sustainability Committee monitors ESG strategy and progress. It reviews targets on climate, water, circularity, and safety. It assesses stakeholder expectations and regulatory developments. It evaluates non-financial disclosures and assurance approaches. This committee integrates sustainability into core decision making.

## Renewable and Recycled Content in Products

product_family	year	renewable_percent	recycled_percent
EMEA	2023	0.99	0.85
APAC	2021	0.79	0.98
APAC	2019	0.46	0.73
EMEA	2025	0.59	0.36
APAC	2025	0.01	0.66
South	2024	0.93	0.69
North	2020	0.29	0.07
North	2022	0.16	0.29
APAC	2020	0.06	0.2
North	2021	0.54	0.95
North	2018	0.4	0.27
APAC	2025	0.01	0.68
APAC	2019	0.97	0.89
APAC	2020	0.53	0.19
Americas	2024	0.68	0.35



Americas	2024	0.54	0.43
North	2023	0.84	0.7
South	2021	0.43	0.91
APAC	2023	0.26	0.62
APAC	2020	0.73	0.74

## Leadership Accountability and Culture

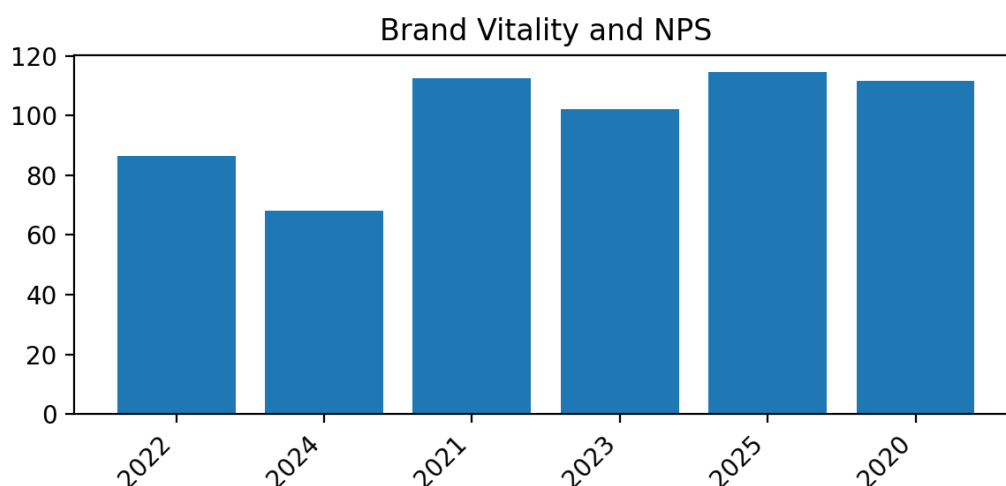
Leaders are accountable for both results and behaviors. Values include respect for facts, people, customers, and the environment. Decision making is evidence-based and transparent across levels. Leaders develop others and create inclusive, safe workplaces. Culture is assessed in surveys and dialogues annually.

Incentives reflect Autosupply's multi-stakeholder commitments. Annual plans include safety, quality, customer, and climate indicators. Long-term awards vest on value creation and sustainability progress. Malus and clawback provisions protect stakeholders and integrity. Pay outcomes are disclosed transparently to investors.

Succession planning is proactive and systematic. Critical roles have identified successors and development plans. Cross-functional rotations build breadth and resilience in the pipeline. Diverse slates ensure inclusive access to opportunity. The Board reviews progress and outcomes each year.

Leadership development focuses on modern capabilities. Programs emphasize collaboration, data fluency, and coaching. Learning is blended across digital, action projects, and mentoring. Content evolves with strategic priorities and external trends. Progress is tracked and tied to career advancement.

## Brand Vitality and NPS



# Risk Management and Internal Control

Autosupply's enterprise risk management aligns with recognized frameworks. Risks are mapped, assessed, and owned across the organization. Double materiality considers impacts on the Company and its ecosystem. Mitigation plans are tracked with clear milestones and accountabilities. The objective is informed, shared, and responsible risk-taking.

The top risk themes include climate physical impacts and transition, supply chain continuity, manufacturing interruptions, and cyber threats. Other priorities include product safety, reputation, and M&A; execution. Human capital attraction and knowledge protection also rank high. Financial risks include pensions and funding conditions. These areas receive sustained leadership attention.

Climate physical risks are assessed for plants, logistics, and suppliers. Studies model flood, heat, and storm scenarios through 2050. Adaptation plans include elevation, cooling, and redundancy measures. Business continuity plans are updated and exercised regularly. Supplier diversification and monitoring extend resilience upstream.

Supply chain risks are addressed through multi-sourcing, inventory buffers, and contracts. Critical materials and components have contingency strategies. Suppliers are assessed for financial health, ethics, and risk management. Early warning systems identify distress and trigger interventions. Collaboration is preferred to confrontation wherever possible.

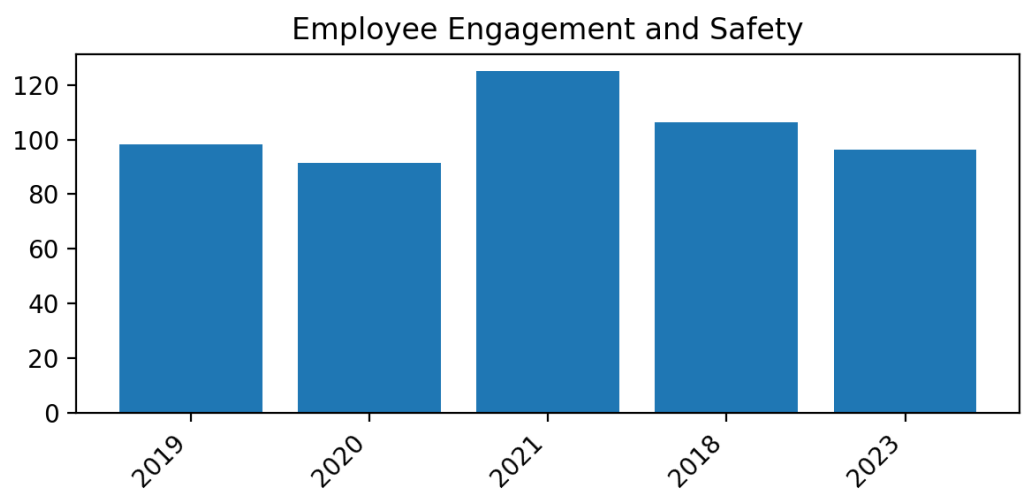
Manufacturing interruptions are mitigated by prevention and preparedness. Fire safety, maintenance regimes, and equipment standards are enforced. Redundancy options are maintained for semi-finished products. Crisis teams train and run simulations to maintain readiness. Insurance programs support financial resilience for extreme events.

Cyber risks are managed through layered defenses and active monitoring. Segmentation, identity protection, and endpoint controls are enforced. A global response team manages incidents around the clock. Regular testing validates readiness and closes gaps quickly. Certifications confirm compliance with sector expectations.

Product safety is governed by robust design, testing, and monitoring. Specifications reflect customer needs and regulatory requirements. Non-conformances are investigated and corrected promptly. Recall readiness is maintained through rehearsals and supplier alignment. Insurance programs cover recall costs and liabilities.

Internal control ensures reliable reporting and compliance. Financial processes have defined controls and segregation of duties. Self-assessments and independent testing confirm operation. Findings drive action plans with timelines and owners. Continuous improvement is a core ethos of the system.

## Employee Engagement and Safety



## Enterprise Risk Framework and Materiality

The risk framework categorizes strategic, operational, financial, and compliance risks. Each risk has an owner, metrics, and response strategies. Double materiality integrates stakeholder expectations and ecosystem impacts. The framework is reviewed annually with Board oversight. External perspectives inform updates and calibration.

Scenario planning supports preparedness and agility. Macro, market, and regulatory shifts are modeled and debated. Triggers and signposts are defined for each scenario. Contingency plans align resources and decision rights in advance. These routines reduce surprise and enhance speed.

Reporting provides transparency and discipline. Dashboards show trends, mitigations, and residual exposures. Issues are escalated promptly with recommended actions. Cross-functional forums share insights and coordinate responses. Lessons learned become standardized improvements.

Insurance complements but does not replace risk management. Global programs cover property, liability, pollution, and cyber. Limits, deductibles, and exclusions are reviewed with specialists. A captive supports cost efficiency and tailored coverage. Claims handling is integrated with crisis management.

## Manufacturing Footprint and Capacity

region	plants	annual_capacity_m_units	energy_projects_active
South	148.73	117.72	136.94

South	127.42	127.44	95.35
Americas	119.15	87.23	85.86
APAC	94.03	92.52	138.3
APAC	103.73	112.33	71.26
South	106.67	104.44	122.09
Americas	55.43	85.01	52.02
North	94.67	112.79	116.89
North	108.5	113.03	14.17
APAC	144.35	125.02	84.55
EMEA	133.74	102.43	94.29
North	79.17	181.98	89.69

## Cybersecurity and Data Protection

Cybersecurity is a shared responsibility across Autosupply. Policies define acceptable use, access control, and data handling. Training builds awareness of phishing and social engineering risks. Simulations and drills test response readiness frequently. KPIs track detection, response, and recovery times.

Architecture follows zero-trust principles progressively. Network segmentation limits lateral movement and blast radius. Multi-factor authentication is standard for critical systems. Backups are tested and isolated against ransomware. Vulnerability management is continuous and prioritized.

Data privacy is protected by design. Data minimization and purpose limitation guide collection. Consent and transparency underpin customer and employee trust. Privacy-by-design reviews are required for new systems. Independent oversight confirms compliance with evolving regulations.

Third-party risks are assessed and monitored. Contracts include security standards and audit rights. Onboarding includes verification of controls and certifications. Continuous monitoring identifies emerging issues promptly. Collaboration with partners improves the overall ecosystem.

## Quality KPIs Across the Value Chain

kpi	unit	2021	2022	2023
Americas	South	94.31	108.07	101.02
APAC	APAC	109.4	140.89	58.63
South	Americas	125.69	109.9	114.3
APAC	Americas	66.57	85.52	87.5
South	EMEA	123.44	137.3	68.01

APAC	EMEA	103.79	65.24	90.9
APAC	APAC	93.48	70.53	119.16
EMEA	APAC	83.8	81.07	119.95
North	North	131.42	61.45	72.17
Americas	Americas	129.5	64.45	46.86
South	APAC	90.37	80.72	117.37
North	APAC	62.19	128.07	121.72
Americas	Americas	79.81	81.01	90.89
EMEA	Americas	88.64	67.97	137.94
North	Americas	84.58	77.48	111.9

## People and Culture

Autosupply's performance is inseparable from people's growth and well-being. Engagement scores improved again in 2023, nearing the 2030 ambition. Safety performance advanced with lower incident rates across plants. Inclusion efforts broadened representation in leadership pipelines. Learning programs scaled to new technologies and ways of working.

The Company's social protection baseline is being deployed globally. Minimum fully paid parental leaves exceed local statutory requirements. Healthcare, life insurance, and disability benefits provide key protections. A living wage standard is implemented with a recognized methodology. These commitments enhance dignity and security for families.

Skill development is central to competitiveness and employability. Programs cover digital fluency, advanced manufacturing, and data literacy. Structured career paths offer mobility across units and geographies. Communities of practice share knowledge and accelerate improvement. Certifications and micro-credentials recognize progress and mastery.

Diversity, equity, and inclusion are strategic priorities. Recruitment slates and succession plans are diversified systematically. Leadership programs support underrepresented groups with tailored support. Inclusion is measured through surveys, focus groups, and performance data. Accountability is embedded in leadership objectives.

Employee collectives drive change from within. Environmental, inclusion, and leadership groups propose and pilot initiatives. Ideas that prove scalable are adopted and funded broadly. Recognition and visibility encourage participation and pride. This bottom-up energy complements top-down direction.

Social dialogue is constructive and continuous. Works councils and unions contribute to meaningful outcomes. Site transitions include reskilling, redeployment, and community investment. Partnerships with local stakeholders anchor long-term solutions. Trust is built

through transparency and follow-through.

Leadership behaviors are role modeled and reinforced. Listening, coaching, and evidence-based decisions are expected and developed. Performance management values results and how they are achieved. Recognition is frequent and tied to impact and behaviors. Culture is a competitive advantage when lived consistently.

Community engagement focuses on education and mobility. Employee volunteer programs support local needs with time and expertise. Partnerships with schools build interest in science and industry. Road safety initiatives reduce incidents and raise awareness. These actions reflect Autosupply's purpose in society.

## Supplier Sustainability and Resilience Program

category	assessed_suppliers	improvement_plans	dual_sourced_percent
Americas	71.82	179.86	0.24
EMEA	172.65	108.5	0.18
North	112.71	112.5	0.57
APAC	114.13	103.06	0.5
EMEA	74.93	99.27	0.66
EMEA	141.57	117.45	0.34
APAC	123.18	127.24	0.64
EMEA	117.22	98.68	0.33
South	91.1	102.68	0.69
APAC	111.38	98.35	0.55
EMEA	129.01	127.27	0.73
Americas	117.92	90.72	0.39
Americas	99.64	98.6	0.98
EMEA	75.08	66.26	0.5
EMEA	134.81	90.5	0.68
North	106.13	117.28	0.16
APAC	100.51	127.08	0.0
Americas	87.36	75.86	0.68
North	103.95	95.74	0.68
North	73.8	69.77	0.99

## Engagement, Safety, and Inclusion

Engagement is measured through surveys and pulse checks. Action plans address themes at corporate, regional, and team levels. Managers receive training to interpret results and respond

effectively. Follow-up monitors progress and adapts interventions. Gains are shared broadly to reinforce momentum.

Safety leadership starts with risk identification and elimination. High-risk tasks receive engineering controls and automation. Learning teams analyze events and near misses without blame. Leading indicators guide proactive actions and resource allocation. The objective is zero harm, always and everywhere.

Inclusion practices are embedded in day-to-day routines. Inclusive meeting norms and feedback channels are promoted widely. Bias awareness and mitigation training is provided at scale. Employee resource groups inform policies and program design. Inclusion is a habit that must be practiced daily.

Transparency builds trust and alignment. Metrics on representation and pay equity are disclosed. Progress is contextualized with plans and timelines honestly. External assurance validates methodologies and numbers. Stakeholders can hold the Company accountable credibly.

## Manufacturing Footprint and Capacity

region	plants	annual_capacity_m_units	energy_projects_active
South	84.39	119.88	80.16
EMEA	132.49	149.11	99.98
Americas	92.79	99.46	45.54
Americas	68.04	93.45	129.91
APAC	61.72	110.08	123.44
Americas	95.21	104.13	119.38
North	97.76	91.96	149.77
Americas	109.98	142.77	107.27
EMEA	128.51	93.72	74.98
APAC	70.48	61.78	129.42
EMEA	58.4	80.03	104.6
APAC	94.69	116.96	148.71

## Talent, Learning, and Future Skills

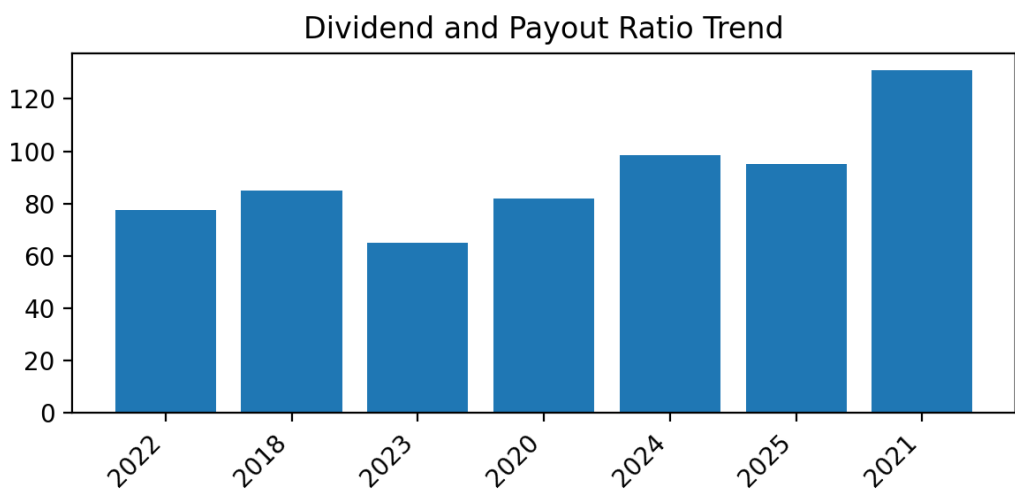
Talent strategies align with technology and market shifts. Workforce planning identifies future roles and capability gaps. Partnerships with institutions expand access to emerging skills. Internal academies deliver modular, stackable content. Career paths are visible and supported with coaching.

Learning is experiential, social, and digital. On-the-job projects anchor concepts in real outcomes. Communities of practice enable peer learning across sites. Digital platforms personalize content and recommendations. Measurement focuses on application and business impact.

Mobility broadens perspective and builds resilience. Assignments across functions and geographies are encouraged. Support includes relocation, mentoring, and family assistance. Return on experience is captured through reflection and sharing. Alumni networks sustain connections beyond roles.

Leadership programs evolve with strategic priorities. Topics include data-informed decisions, stakeholder engagement, and climate literacy. Programs blend external insights with Autosupply contexts. Assessment and feedback inform personal development plans. The pipeline is healthy and diverse.

## Dividend and Payout Ratio Trend



## Planet and ESG

Autosupply's environmental strategy focuses on decarbonization, circularity, and water. Targets are integrated into operating plans and capital budgets. Science-based pathways guide prioritization and investment. Verification and external assurance support credibility and learning. Progress contributes to customer and societal objectives.

Scope 1 and 2 emissions are addressed primarily through efficiency and clean energy. Sites invest in electrification, heat recovery, and smart controls. Renewable power sourcing expands via contracts and certificates. Emission intensity per unit output declines steadily each year. Projects are ranked on payback and risk reduction.



Scope 3 impacts require ecosystem collaboration and innovation. Lower rolling resistance reduces use-phase emissions meaningfully. Material choices increase renewable and recycled content responsibly. Supplier programs support lower footprints and better practices. End-of-life systems improve recovery and reuse.

Water stewardship reduces withdrawals and mitigates local risk. Closed-loop cooling and filtration projects are prioritized. Measurement and transparency support continuous improvement. Partnerships address watershed-level challenges beyond the fence line. The Company balances global goals with local realities.

Biodiversity considerations inform sourcing and land-use decisions. Avoidance, minimization, and restoration are sequenced appropriately. Supplier expectations include deforestation-free commitments and monitoring. New material value chains incorporate responsible standards. Partnerships enhance impact and verification.

ESG integration extends to finance, risk, and product development. Metrics influence investment decisions and executive compensation. Disclosure follows evolving global standards and best practices. Continuous stakeholder engagement informs updates and refinements. The agenda is ambitious yet pragmatic and grounded.

Circular design principles are expanding in product development. Disassembly, material markers, and modularity are considered early. Performance is maintained while enabling future recovery. Pilots inform scale-up steps and ecosystem needs. Learnings are shared to accelerate industry progress.

Community and human rights are integral to responsible operations. Supplier codes and due diligence cover labor and ethics. Site impact assessments inform engagement and mitigation. Grievance mechanisms are accessible and effective. Respect for people underpins every decision.

## R&D; Investment and Pipeline Vitality

year	r_and_d_spend_eur_m	patents_filed	vitality_percent
2019.0	111.55	81.42	0.33
2025.0	90.5	108.14	0.69
2018.0	110.53	89.74	0.08
2023.0	111.03	108.64	0.09
2025.0	113.02	91.79	0.61
2018.0	62.02	111.6	0.77
2025.0	107.2	71.44	0.3
2021.0	88.93	33.05	0.04

## Climate and Energy

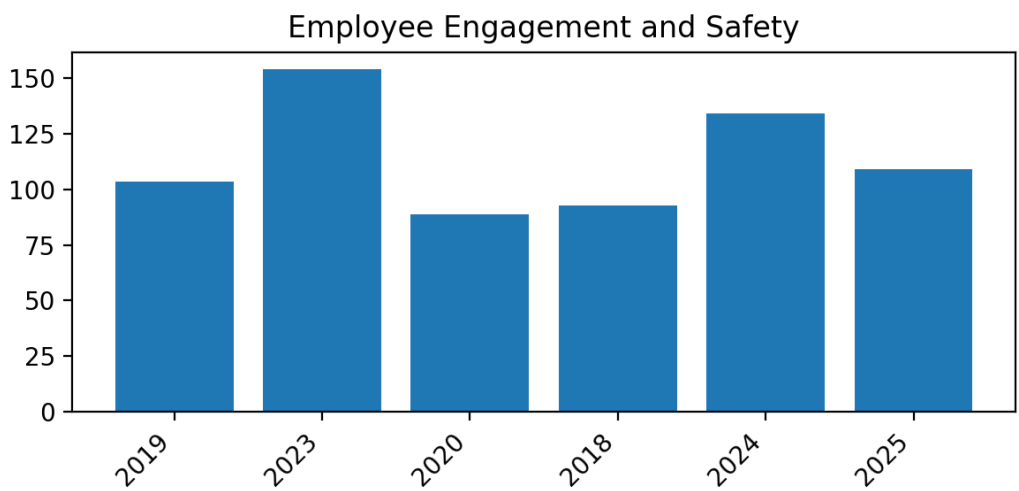
Energy projects deliver cost savings and emissions reduction. Audits identify insulation, heat integration, and controls opportunities. Electrification reduces reliance on fossil fuels progressively. Renewable sourcing strategies diversify across regions and technologies. KPIs track energy per unit and absolute emissions.

Product efficiency reduces use-phase emissions at scale. Lower rolling resistance is a core design objective across lines. Testing follows standardized methods with external verification. Labels and documentation communicate benefits clearly. Customers see real savings in fuel or battery range.

Supplier engagement is necessary for upstream reductions. Programs set expectations, provide tools, and recognize progress. Joint projects target process improvements and energy transitions. Data sharing enables aggregation and credible reporting. Progress will be uneven, but momentum is building.

Resilience planning addresses physical climate risks. Plant upgrades consider flood, heat, and wind exposure. Backup systems and redundancy reduce downtime risks. Emergency plans are trained and updated regularly. Investments target the highest-risk, high-impact sites first.

## Employee Engagement and Safety



## Circularity and Water

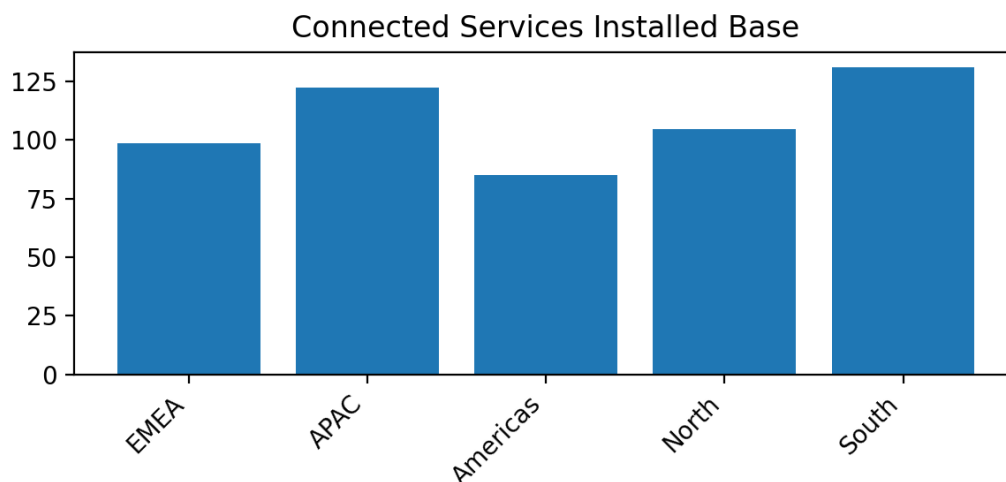
Circularity focuses on materials, design, and systems. Recycled and renewable content increases while preserving performance. Design for recovery supports higher-value secondary use. Partnerships scale collection and processing infrastructure methodically. Transparency helps align incentives across the chain.

Digital product passports will improve traceability. Tags link products to material and service histories accurately. Sorting and processing benefit from reliable data at scale. Standards and governance prevent misuse and ensure privacy. These tools enable better outcomes for society and business.

Water management balances efficiency and quality. Projects reduce withdrawals and improve discharge standards. Real-time monitoring spots issues before they escalate. Site-level targets reflect local conditions and regulations. Stewardship extends to community and watershed collaboration.

Metrics and disclosure drive progress and credibility. Targets are time-bound, ambitious, and grounded in science. External assurance validates methodologies and outcomes. Stakeholders can track performance and hold us accountable. The journey is continuous and learning-driven.

## Connected Services Installed Base



## Stakeholder Engagement and Ethics

Autosupply's stakeholder model recognizes mutual dependencies. Customers, employees, suppliers, communities, and investors are core partners. Dialogues inform priorities, risks, and opportunities for shared progress. The Company's purpose guides choices where trade-offs exist. Trust is built through consistency, transparency, and delivery.

The Code of Conduct sets standards for behavior and decisions. It covers anti-corruption, competition, human rights, and environment. Training is mandatory and refreshed regularly for all employees. Speak-up systems protect confidentiality and prohibit retaliation. Investigations follow consistent, fair processes globally.

Supplier standards support responsible value chains. Codes cover labor, safety, ethics, and environmental practices. Assessments and audits are risk-based and supportive. Corrective action plans are collaborative and time-bound. Partnership is the preferred path; escalation remains available.

Investor engagement supports long-term alignment and understanding. Disclosures are timely, balanced, and decision-useful. Governance dialogues cover Board effectiveness and compensation. Sustainability roadshows share progress and challenges candidly. Feedback improves reporting and strategy clarity.

Community engagement aligns to mobility, safety, and education. Employee volunteering programs are structured and supported. Partnerships amplify impact and scale of initiatives. Measurement and learning improve outcomes over time. These actions strengthen the social fabric around sites.

Public policy engagement is principled and constructive. Autosupply supports clear, efficient rules that encourage innovation and safety. Positions are disclosed and grounded in evidence and expertise. Collaboration with industry bodies advances common goals. Integrity is paramount in all interactions.

Customer experience is managed as a strategic capability. Feedback loops capture issues and ideas across touchpoints. Service standards are defined and measured consistently. Continuous improvement reduces effort and increases satisfaction. The brand promise is delivered in every interaction.

Transparency is a hallmark of the Company’s approach. Reports follow recognized standards and seek external assurance. Data is presented clearly with context and limitations. Progress and setbacks are communicated honestly. This builds credibility and supports informed decisions.

## Renewable and Recycled Content in Products

product_family	year	renewable_percent	recycled_percent
APAC	2022	0.71	0.59
North	2020	0.48	0.51
North	2023	0.08	0.78
APAC	2021	0.05	0.64
North	2021	0.38	0.64
South	2018	0.06	0.75
South	2021	0.04	0.92
Americas	2022	0.14	0.47
APAC	2024	0.63	0.3
North	2024	0.46	0.21

South	2021	0.99	0.53
Americas	2024	0.23	0.63
North	2018	0.11	0.82
North	2020	0.93	0.33
APAC	2022	0.35	0.67
APAC	2023	0.45	0.55
North	2021	0.45	0.95
South	2024	0.87	0.72
South	2023	0.16	0.34
EMEA	2018	0.23	0.97

## Code of Conduct and Compliance System

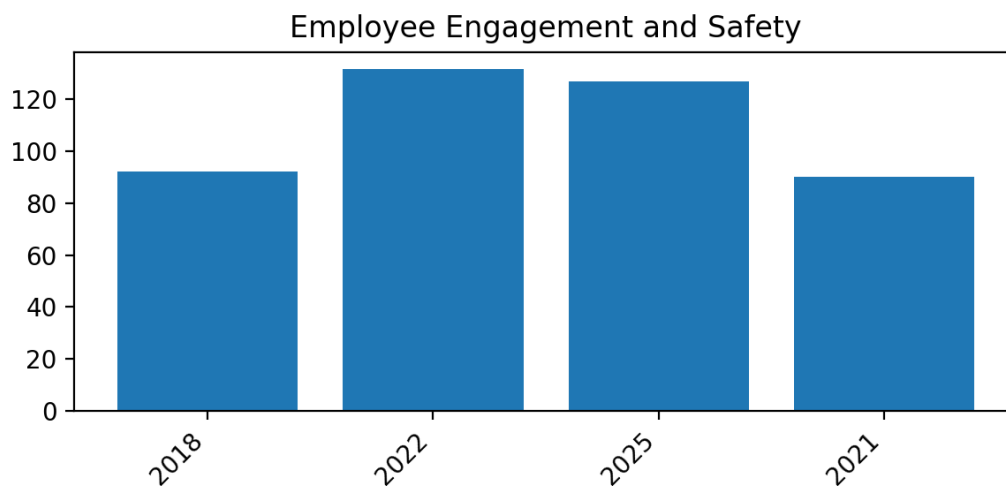
The Code of Conduct applies to all employees and partners. It defines expected behaviors and prohibited practices clearly. Guidance and decision tools help navigate dilemmas responsibly. Leaders model adherence and enforce consequences consistently. Culture and systems work together to reduce risk.

Compliance is organized as a networked function. A central team sets policies and provides expertise and oversight. Regional and business controllers ensure local relevance and enforcement. Testing, audits, and KPIs track effectiveness across processes. Findings result in corrective actions and learning.

Anti-corruption programs are robust and evolving. Due diligence covers third parties, gifts, and interactions. Training reaches exposed roles with tailored content and scenarios. Investigations are managed by qualified, independent teams. Disclosures meet regulatory expectations reliably.

Data protection is systematically embedded. Privacy impact assessments precede new initiatives. Incident response plans are trained and validated regularly. External certifications confirm the maturity of controls. Continuous improvement is the norm as laws evolve.

## Employee Engagement and Safety



## External Stakeholder Dialogue

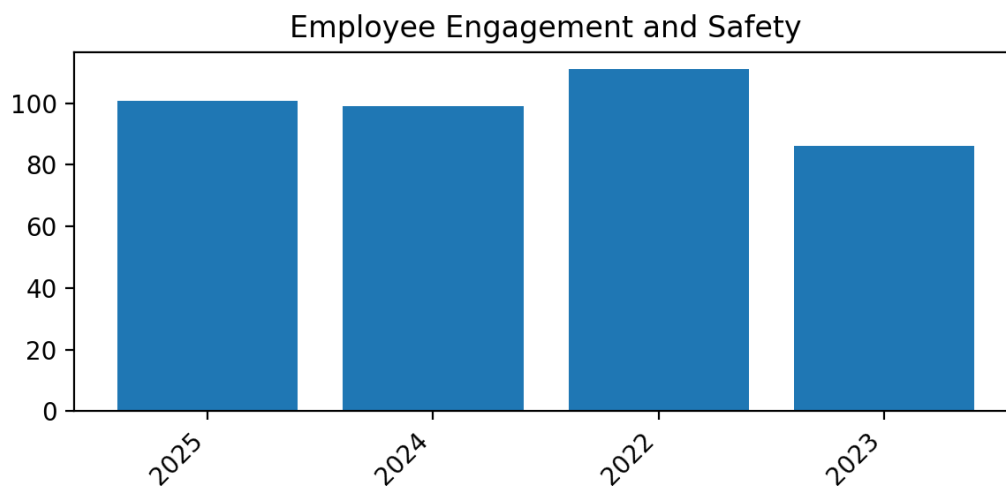
A formal stakeholder panel meets with leadership annually. It includes representatives from customers, suppliers, investors, labor, and NGOs. Sessions address strategy, ESG, innovation, and community priorities. Recommendations are documented and actions tracked transparently. This forum enhances perspective and accountability.

Local dialogues address site-specific contexts. Topics include employment, environment, and infrastructure impacts. Regular meetings build familiarity and constructive problem solving. Community investments reflect shared priorities and measurable outcomes. Relationships are strengthened through action and consistency.

Customer advisory councils inform product and service roadmaps. Fleet and materials customers share emerging needs and constraints. Joint pilots test concepts and validate business cases quickly. Feedback improves interfaces, models, and support processes. These councils accelerate mutual success.

Investor roundtables focus on long-term topics. Governance, strategy resilience, and sustainability are recurring themes. Engagement informs disclosures and targets meaningfully. Differences are discussed openly and respectfully. Alignment improves capital allocation and accountability.

## Employee Engagement and Safety



## Regional Performance and Operations

Autosupply operates across the Americas, EMEA, and Asia-Pacific. Each region adapts the strategy to local market and regulatory realities. Local-to-local production and supplier networks enhance resilience. Distribution channels balance direct, dealer, and digital routes. Regional leadership teams own P&L; and customer outcomes.

The Americas delivered strong service and premium mix gains. Fleet services expanded in urban and long-haul segments. Materials customers in infrastructure and automation increased orders. Energy efficiency programs reduced plant costs and emissions. Community engagement focused on education and road safety.

EMEA navigated varied demand and regulatory dynamics successfully. Premium automotive and specialty segments grew steadily. Connected services expanded with automated inspection rollouts. Materials projects supported energy transition and building modernization. Plants advanced decarbonization and water stewardship projects.

Asia-Pacific balanced growth with resilience measures. Premium tire demand increased in several urban centers. Fleet solutions gained traction in regional logistics corridors. Materials capacity was expanded near strategic customer clusters. Supplier development improved quality and reduced variability.

Cross-regional collaboration accelerated learning and scale. Best practices in inspection and predictive maintenance spread quickly. Materials formulations and process improvements were shared efficiently. Training programs connected experts across plants and labs. This networked model compounds gains over time.

Regulatory compliance remained a core execution requirement. Digital product identification pilots progressed in multiple markets. Safety and environmental standards were met and often exceeded. Customer certifications were maintained and expanded reliably. These achievements

support trust and growth.

Currency and energy volatility were managed proactively. Pricing, sourcing, and hedging mitigated adverse impacts effectively. Efficiency projects improved competitiveness structurally at sites. Customer service levels were maintained across disruptions. This disciplined approach preserved margins and relationships.

Regional outlooks remain constructive but differentiated. The Americas see steady replacement demand and services expansion. EMEA expects continued premiumization and regulatory-driven upgrades. Asia-Pacific anticipates growth in urban mobility and industrial modernization. Strategy and execution are tailored to these realities.

## Renewable and Recycled Content in Products

product_family	year	renewable_percent	recycled_percent
APAC	2020	0.08	0.02
South	2024	0.65	0.98
North	2020	0.28	0.02
EMEA	2020	0.29	0.74
APAC	2024	0.14	0.18
North	2025	0.95	0.98
North	2018	0.75	0.93
EMEA	2025	0.47	0.38
Americas	2025	0.85	0.79
South	2021	0.13	0.02
APAC	2018	0.94	0.1
South	2024	0.85	0.74
South	2023	0.33	0.3
South	2021	0.42	0.05
APAC	2023	0.39	0.67
North	2024	0.33	0.14
EMEA	2019	0.84	0.02
South	2019	0.53	0.65
South	2022	0.75	0.41
South	2024	0.47	0.7

## Americas

Premium mix gains and services growth supported performance. Urban delivery fleets adopted automated inspection at depots. Tire-as-a-service contracts expanded with measurable



outcomes. Materials demand rose in construction and automation belts. Plants improved energy intensity through electrification projects.

Customer experience initiatives simplified interactions. Digital ordering and service portals improved transparency and speed. Training for dealers reinforced fitment and maintenance best practices. Field teams used data to anticipate needs and opportunities. Satisfaction and loyalty metrics improved across segments.

Community programs emphasized education and road safety. Employees volunteered in schools and local infrastructure projects. Partnerships improved outcomes and scaled reach. Measurement ensured accountability and learning over time. The Company remains a valued community partner.

Outlook is stable with opportunities in premium and services. Freight patterns will influence truck and bus timing. Infrastructure and industrial investments support materials demand. Energy projects continue to offer returns and resilience. Execution discipline will convert these into results.

## Cybersecurity Maturity and Certifications

domain	coverage_percent	certifications_count	open_findings
North	0.42	97.18	81.17
APAC	0.88	103.08	106.35
South	0.81	83.33	112.21
EMEA	0.63	138.38	96.42
EMEA	0.71	92.76	96.61
EMEA	0.39	125.94	106.95
South	0.65	119.45	112.87
EMEA	0.44	81.18	62.71
South	0.61	86.74	107.26
APAC	0.01	99.5	76.86
Americas	0.01	45.67	96.82
North	0.77	56.13	107.45
North	0.54	98.2	75.11
EMEA	0.28	106.32	146.12
APAC	0.79	75.13	112.44

## EMEA and Asia-Pacific

EMEA saw steady premium growth and service expansion. Regulations drove adoption of efficient, safe solutions. Materials orders supported energy and building upgrades. Plants

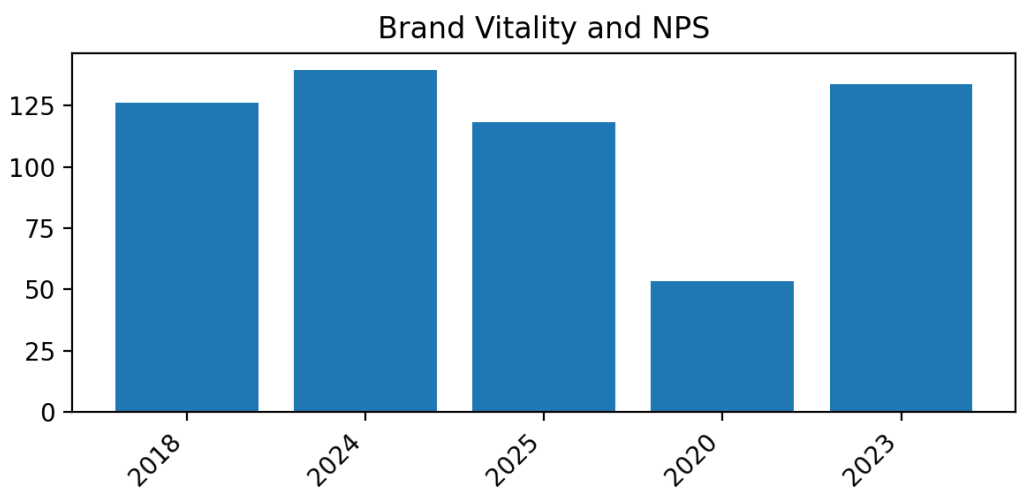
advanced water and energy projects with visible benefits. Talent attraction programs addressed key skill needs.

Asia-Pacific balanced growth with supply chain resilience. Premium tires grew in major metropolitan areas significantly. Fleet digitization accelerated in regional logistics corridors. Materials capacity was added near strategic customers. Supplier quality improved through joint capability building.

Both regions advanced digital product identification pilots. Tags supported traceability, sorting, and maintenance histories. Early results informed standards and scaling plans effectively. Stakeholder collaboration enabled speed and shared learning. This groundwork will support circularity objectives.

Outlook includes continued premiumization and modernization. Services will expand with demonstrated ROI and stronger ecosystems. Materials demand will follow industrial and infrastructure programs. Local execution, partnerships, and talent remain decisive. The Company is positioned to capture these opportunities.

## Brand Vitality and NPS



## Outlook and Guidance 2024

Autosupply expects overall tire markets to be broadly stable year on year. Premium and specialty categories are likely to outgrow the average. Connected services will continue to expand with installed base gains. Advanced materials demand should remain sound across target sectors. Execution discipline will remain the defining factor.

Based on these assumptions, the Company targets segment operating income above prior-year levels at constant exchange rates. Free cash flow before acquisitions is expected to exceed a

healthy threshold. Capital expenditures will focus on premium capacity and energy projects. Working capital discipline will be sustained across regions. Investment-grade metrics will be preserved.

Key product and service launches will occur throughout the year. EV-optimized patterns will expand across rim sizes and applications. Automated inspection deployments will scale in multiple regions. Materials lines will add capacity and capability in selected plants. Customers will see tangible benefits and improved service.

ESG progress will remain a priority with measurable milestones. Energy intensity reductions and renewable sourcing will advance. Recycled and renewable content in products will increase. Water projects will be accelerated at high-impact sites. Disclosures will reflect progress and lessons candidly.

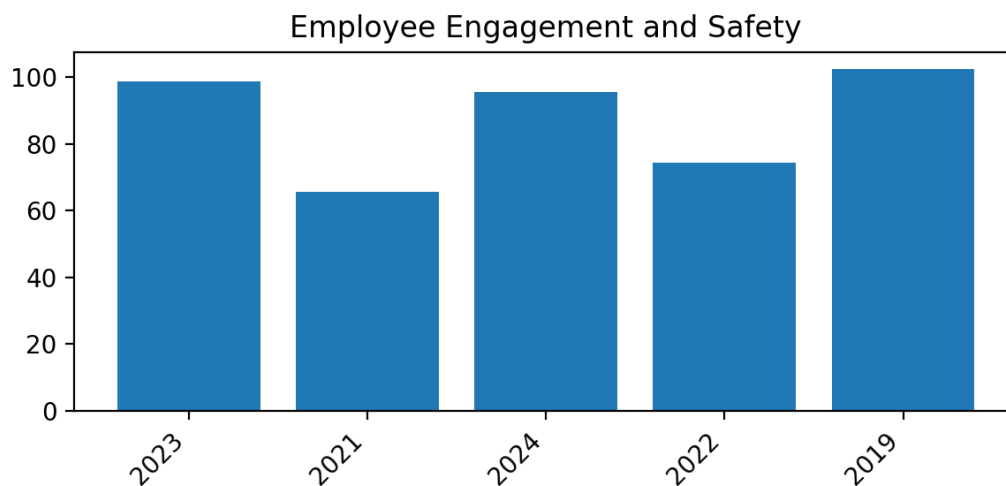
Risks and uncertainties include energy prices, geopolitics, and regulation. The Company maintains buffers and contingency plans accordingly. Supplier diversification and local-to-local production mitigate exposure. Scenario planning will guide adjustments and resource allocation. The goal is resilience in outcomes and commitments.

Talent and culture will remain at the center of execution. Safety, inclusion, and learning programs will scale with needs. Leadership development will support data-driven and collaborative habits. Engagement actions will respond to employee feedback. These investments are essential to sustained performance.

Stakeholder engagement will remain a core practice. Customers will see increased transparency and solution co-design. Suppliers will be supported in improving sustainability and resilience. Communities will benefit from focused education and mobility programs. Investors will receive clear, decision-useful information.

Autosupply will continue to operate with long-term orientation. Strategy remains consistent, adaptive, and grounded in facts. Capital allocation will be disciplined and opportunity-driven. The Company is confident in its ability to create shared value. Execution will turn plans into measurable results.

## Employee Engagement and Safety



## Assumptions and Sensitivities

Volume assumptions reflect stable industry demand with premium outgrowth. Price and mix will continue to offset cost inflation prudently. Energy costs are assumed to remain volatile within recent ranges. Supply chain conditions will be manageable with known constraints. Sensitivities cover volumes, input costs, and currency.

Mitigation levers include pricing discipline and productivity programs. Mix management will prioritize constrained, high-return categories. Energy efficiency projects will reduce exposure over time. Local-to-local production and supplier programs enhance resilience. Cash discipline ensures flexibility through cycles.

Opportunities include faster services adoption and materials demand. Demonstrated ROI can accelerate automated inspection deployments. Policy support may boost energy and infrastructure programs. New partnerships could enable faster scaling of circularity solutions. The Company is positioned to capture upside responsibly.

Guidance will be updated as conditions evolve. The Company favors transparency and avoids over-precision. Quarterly disclosures will provide progress and context. Long-term targets remain intact and guide decisions. Execution remains the decisive factor in outcomes.

## Cybersecurity Maturity and Certifications

domain	coverage_percent	certifications_count	open_findings
North	0.3	139.76	91.32
EMEA	0.4	120.24	64.93
Americas	0.28	98.15	94.27
APAC	0.09	127.96	88.51
South	0.11	93.73	142.97

EMEA	0.2	72.94	128.56
EMEA	0.83	102.98	49.14
South	0.1	107.91	90.72
South	0.22	62.13	91.31
South	0.89	110.31	125.38
APAC	0.17	128.35	105.04
North	0.55	111.68	147.46
North	0.94	64.66	110.88
EMEA	0.96	73.5	113.02
South	0.31	101.63	112.28

## Capital Projects and Milestones

Premium capacity expansions are underway in key regions. Projects add flexibility, precision, and energy-efficient processes. Ramp-up plans include quality gates and learning curves carefully. Local hiring and training programs ensure capability at start-up. Customer commitments are aligned to ramp schedules.

Energy projects will deliver savings and emission reductions. Electrification, heat recovery, and insulation are focal areas. Project returns are attractive with low technological risk. Execution playbooks codify best practices and lessons learned. Benefits will compound as more sites implement measures.

Materials projects increase throughput and reduce variability. Pilot lines help transfer innovation to production quickly. Qualification labs shorten time from concept to sale. Investments target bottlenecks in high-demand applications. Customers benefit from shorter lead times and consistent quality.

Service capacity will grow with connected fleet deployments. Installation teams will scale in priority corridors and hubs. Support and analytics teams will expand accordingly. Platform enhancements will improve stability and features. These milestones support recurring revenue growth.

## Renewable and Recycled Content in Products

product_family	year	renewable_percent	recycled_percent
EMEA	2023	0.56	0.14
North	2023	0.42	0.38
APAC	2018	0.67	0.08
Americas	2018	0.78	0.33
North	2024	0.16	0.63

APAC	2019	0.67	0.89
South	2024	0.15	0.05
North	2020	0.04	0.48
EMEA	2020	0.74	0.22
Americas	2019	0.69	0.77
APAC	2024	0.18	0.83
APAC	2019	0.3	0.55
South	2025	0.88	0.33
North	2022	0.24	0.12
APAC	2024	0.89	0.25
South	2018	0.97	0.53
APAC	2024	0.08	0.33
APAC	2023	0.97	0.35
APAC	2024	0.95	0.85
Americas	2020	0.09	0.01