

Executive summary

2025





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1

Legacy in motion

“In taking stock of our history and of this year, my admiration and my most important recognition goes to all those people who write Antolin’s history on a daily basis.”

— Ernesto Antolín



Antolin: 75 years innovating in mobility


In a year in which the company celebrated its **75th anniversary**, Antolin has reaffirmed the value of its origins –a small car workshop founded in Burgos in the 1950s– and its evolution to become a renowned multinational company, with a **presence in 24 countries and nearly 19,000 employees**.

The company is committed to a **sustainable business model** that seeks to create shared value and has innovation as one of its differential pillars. Thanks to this approach, Antolin has helped transform the user experience in more than 650 car models, and its solutions are featured in **9 of the 10 best-selling vehicles in the world**.

 **24** countries

 **19,000** professionals

 **+650** car models with Antolin products

 **9** of the **10** best-selling vehicles in the world include Antolin products



Ernesto Antolín

Antolin's recognitions in 2025



Gasgoo Awards 2025 in China

Antolin was recognized at the 7th annual Gasgoo Awards as one of the **Top 100 Players in China's New Automotive Supply Chain**. During the ceremony, held in Shanghai, the company received two awards: the prize in the Smart Cockpit category for the development of the OnBoardUX project (in collaboration with Saint-Gobain Sekurit) and, for the first time, the Best Overseas Practice Award, a newly created category that honors international best practices. This milestone marks the fifth time that Antolin has won a Gasgoo Award for product innovation and the first recognition in the overseas category, reinforcing the global reach of its solutions and its role as a strategic partner in the Chinese market.

Excellence in quality and new business opportunities

In the Czech Republic Antolin obtained the **Ford Q1 certification**, a recognition that endorses excellence in the delivery of high quality products and reinforces the company's commitment to continuous improvement through processes aimed at identifying and optimizing opportunities for improvement in production.

This milestone strengthens the relationship with the customer and opens up new possibilities for the award of future projects.

Good Corporate Governance Awards 2025: Best Advisory Board

Antolin was awarded the Best Advisory Board Award at the 2025 Awards, held as part of the 2nd Congress on Good Corporate Governance, organized by the Institute of Corporate Governance.

The award was **collected by Emma Antolín**, vice-chair of the company, at the event held on 8 December in Madrid.

Working Capital Awards 2025

Antolin was shortlisted for The Working Capital Awards 2025, in collaboration with BBVA, in which it was awarded a **prize in the category of Best Use of Receivables Finance**.

These international awards recognize best practice and innovation in capital management.

Antolin's recognitions in 2025



persiSKIN AUTO®, circular and sustainable trims

The innovation ecosystem that Antolin promotes through strategic alliances translates into tangible solutions for more sustainable mobility. An example of this is the collaboration agreement with PersiSKIN, which harnesses vegan waste —specifically, surplus fruit from the persimmon harvest— to develop a natural, organic and sustainable trim for vehicle interiors.

This innovation was recognized with the **award for Best Project at the 2025 Innovadores Awards gala**, organized by El Mundo Castilla & León, an event that acknowledges the most outstanding regional projects in innovation and research.

Business leadership of Cristina Blanco

At the **9th Edition of the HR Gala**, Cristina Blanco, CEO of Antolin, received the Special “Business Leader” Award, a recognition that distinguishes those who exercise leadership with an impact on people and teams.

These awards, promoted by DCH, Foro Recursos Humanos and WTC, are part of a renowned event in the sector, which brings together executives and highlights excellence, innovation and commitment in talent and organizational management.

Working across the value chain

Antolin’s collaboration with its value chain bore fruit in 2025.

The collaboration with its supplier LyondellBasell and its customer Renault was recognized at the **SPE 2025 European Awards** for the lightweight, mono-material solution for rear door panels, which was honored for its innovative and sustainable approach.

Procurement Trailblazer Award

The efforts made in relation to the supply chain have been recognized with the **Procurement Trailblazer Award presented by Ivalua**, a supplier management platform.

In addition, Antolin attended the second edition of the CPONET Alcance 3.0 Awards, accompanying its partner persiSKIN, which won an award in the Sustainable Start-up/SME category.

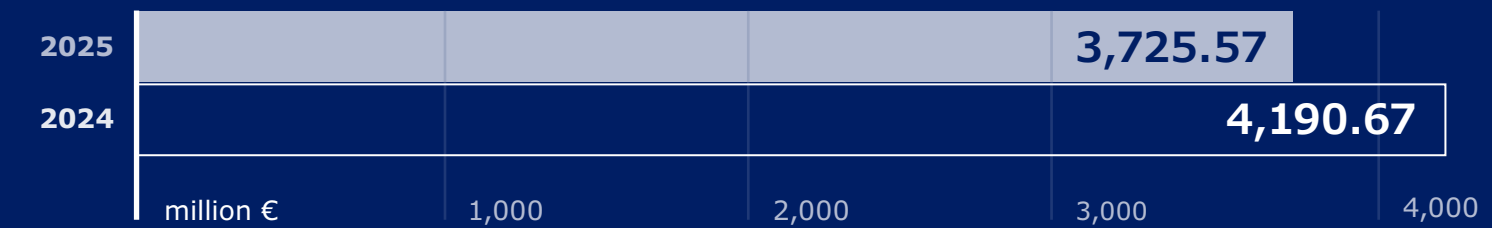
Antolin around the world

By the end of 2025 Antolin was present in 24 countries with a total of 103 production plants and just in time (JIT) centers, as well as 26 technical-commercial offices.

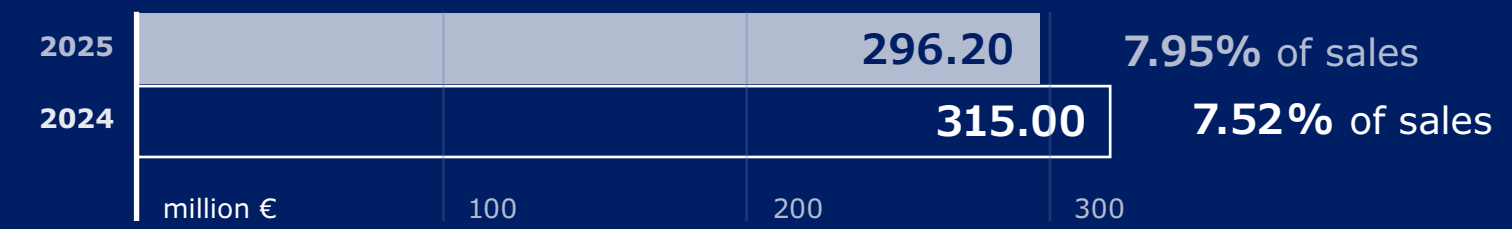


Figures for the year

Consolidated sales



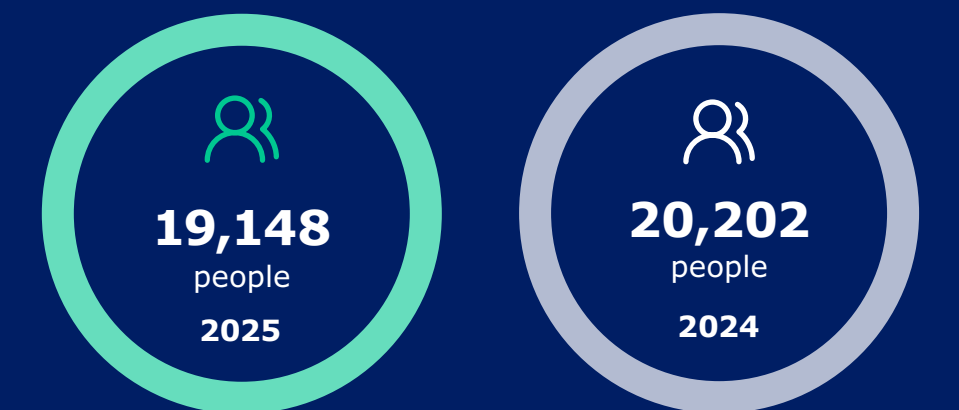
Consolidated EBITDA



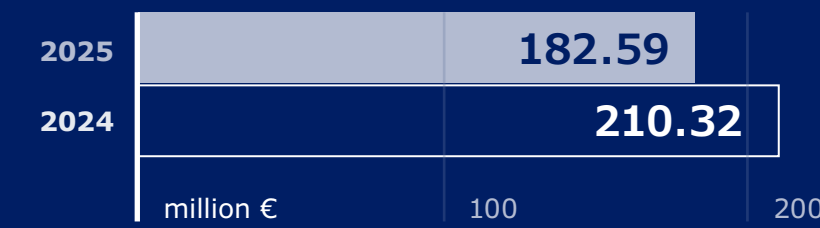
Consolidated EBIT



Average consolidated headcount (no.)



Investment (Tangible and intangible)



Equity (Shareholder's Equity and Minority Interest)



Attributable profit



A key year in Antolin's history

In 2025, **Antolin celebrated its 75th anniversary, looking back with pride while looking ahead to the future** with the same energy with which its story began in 1950, when Avelino and Jose Antolín opened their small workshop in Burgos.

One of the main milestones of the anniversary was the **visit by His Majesty King Felipe VI** to Antolin's headquarters in Burgos on 20 October, as part of his official schedule for the family Business Conference held in the city.

After being welcomed by the Chairman, Ernesto Antolín, and accompanied by the Vice-chair, Emma Antolín, and the CEO, Cristina Blanco, the King toured the facilities and was able to see first-hand the projects linked to sustainability, digitalization and interior design of the car of the future. During the tour, products made in Spain were also presented and the focus was on innovation with examples such as Simpli-City, a concept car that rethinks the urban interior from a sustainable and circular perspective, integrating natural, recycled and recyclable materials.

The visit also had an added emotional value: as Ernesto Antolín recalled, the last visit of the monarch to the company was in 1997, when he was still the Prince of Asturias, and since then Antolin has undergone a profound transformation as a global company.



Business model



Conception

Innovative solutions to meet the needs and expectations of customers and consumers.

- 26** TCOs
- €97.81M** in R&D&I
- 60** innovation lines
- 29** patents
- 21** technological solutions available to the market
- 1,416** tech employees

Development | design

Definition of the product and service according to customer requirements.

- 2,839,069** hours of development
- 21** design and simulation centers
- 17** CAD (2D and 3D design) and
- 4** CAE (simulation) centers
- 311** projects in development

Validation

Acceptance by the customer and the production company and supplier engagement.

- 45** STAs (Supplier Technical Assistants, operational level)
- €2,000M** of purchases from first tier suppliers of direct materials
- 85%** of suppliers are for direct materials
- €995K** of purchases from local suppliers
- 82%** of suppliers of direct materials assessed against ESG criteria

Manufacturing

Start of series production of the product with the highest quality.

- 103** factories and JIT centers
- 24** countries
- €182.59M** investment
- 60** system certifications under ISO 45001
- 74%** of staff covered by ISO 45001 certification
- 86** ISO 14001 sites
- 9** ISO 50001 sites
- 89** ISO TS16949 sites
- 1.90** accident rate

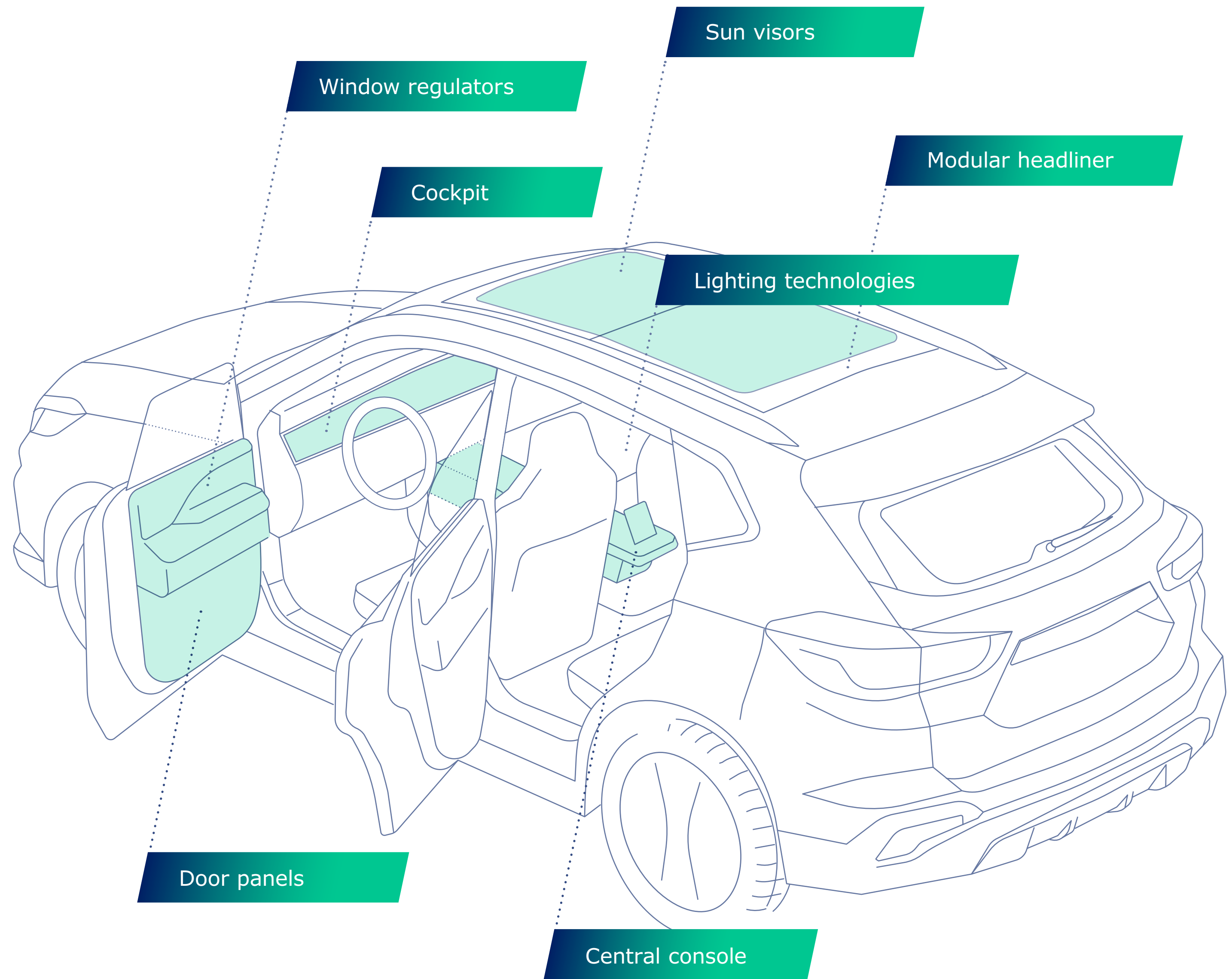
Delivery

Sequenced delivery of final products to customers.

- €3,725.57M** in sales
- 650** vehicle models with Antolin products
- 114** automotive brands with Antolin products
- €1,642.38M** in sales in Europe
- €1,244.98M** in sales in North America
- €3,254.74M** in Product Systems sales
- €463.08M** in Technology Solutions sales

Products

Antolin designs and manufactures **solutions** for the interior of cars that transform the passenger compartment into a unique, more comfortable and intuitive space, with cutting-edge technological features.



Business units	
Headliners	<ul style="list-style-type: none"> ● Headliner substrate ● Modular headliner ● Smart headliner
Cockpits and door systems	<ul style="list-style-type: none"> ● Cockpit and instrument panel ● Central console ● Door panels ● Pillars, hard trim and trunk trims ● Mechanisms and door modules ● Window regulators
Technological solutions	<ul style="list-style-type: none"> ● Lighting technologies ● Overhead consoles ● Smart surfaces ● HMI systems ● Sun visors

Vision and values

Vision

To shape the mobility of the future from the inside offering intelligent, integrated and sustainable solutions which contribute to a better world.

Antolin's vision sets the course in a sector in full transformation and drives us to anticipate, innovate and collaborate to create lasting value for customers, society and the environment.

Antolin's values are the daily guide which turns that vision into concrete decisions and behaviors. They reflect the way we lead, work as a team and engage with our stakeholders.

Family Spirit

Over the years, our family spirit has instilled in us a sense of independence and decision-making ability, which, combined with our effort and commitment to our stakeholders, enables us to act in a flexible, reliable, and secure manner, anticipating their needs. At Antolin, we approach challenges with responsibility and professionalism, always considering the long term. We make decisions that we can be proud of, decisions that have a positive impact not only on ourselves but also on the environment around us.

Responsibility and Sustainability

We are aware that we can improve the world we live in through our daily work. At Antolin, sustainability is an inherent value in our business philosophy, a responsible way of acting that generates a positive and lasting impact on society beyond specific actions. We approach sustainability in a holistic manner throughout our business, reaching all the stakeholders we collaborate and cooperate with, to ensure that the mobility of the future is sustainable.

Evolution and Innovation

We believe in innovation as the key to success. At Antolin, we are constantly seeking new challenges, improvements, and solutions to meet and anticipate the needs of our customers, contributing to the transformation of mobility. Our 360-degree approach allows us to offer comprehensive and personalized solutions to our clients. Additionally, we ensure that we are always at the forefront of our industry, embracing the emerging trends of future mobility.

Talent and Commitment

We are a company committed to people. Individuals who, with work and effort, give their best to achieve the results that have led us to success. At Antolin, we emotionally connect with our stakeholders. We share their needs and goals and strive to understand their way of thinking and acting, in order to adapt to them and offer them the full potential of an engaged team.

2

Business and strategy

Antolin has reviewed its priorities and strengthened the business's essential pillars to focus its efforts on: operational strenght, rigorous execution, and responsiveness to its customers.



AT A GLANCE

-  **9 of the 10** best-selling vehicles in the world feature Antolin products
-  **60** new innovation projects
-  **0%** product safety incidents for the third year in a row
-  **114** leading brands in the auto industry with presence in electric vehicles
-  **100%** scope of geographical locations and business units - Antolin Industrial System
-  **10** programs drive the Strategic Technology Plan
-  **€150M** the amount of the new syndicated loan with the Official Credit Institute (ICO) and five of its main financial institutions

MATERIAL TOPICS

- 17 material topics identified for Antolin.

SDG



PAST, PRESENT AND FUTURE

Change, inside and out



The birth of craftsmanship

In the early years, Antolin's identity spoke the language of the workshop: industrial, sober and closeness. It was a brand built on craftsmanship and trust, designed to reflect the strength and reliability of a family business. More than differentiating itself, it sought to find recognition, to show what Antolin and its work were all about. This simple and honest visual basis established an idea that is still alive today: to grow without losing our ties to where we began.

Competing in a global world

With the internationalization, especially since the 1990s, the brand became a lever for evolution. Innovation marked a turning point: Antolin needed an image capable of accompanying its ambition and its presence in new markets. The internationalization and generational changeover of 2015 drove a more modern branding, aligned with a new corporate reality focused on progress, vision and consistency.

Evolving without losing our essence

Today, the Antolin brand expresses more clearly a culture oriented toward innovation, excellence and sustainability. More than a mere formal change, the 2023 rebranding accompanied a new strategic plan and opened a stage of consolidation as a global player, ready to adapt to today's challenges without giving up the essentials, keeping our essence and purpose intact.

Strategic management adapted to the context



“We face the coming years with optimism and the confidence that we have a clear roadmap that will enable us to become **more competitive and resilient, creating sustainable long-term value.**”

— Cristina Blanco, CEO of Antolin

Strategic Plan 2025-2027

New Strategic Plan to strengthen competitiveness, agility, and cash generation through efficient capital allocation, progress in cost structure, data governance, and diversification to enhance business resilience. A stronger push on key levers such as artificial intelligence, organizational redesign, and industrial expansion in Asia to accelerate transformation.



Sustainable business objectives

In addition, Antolin conducted a **strategic review of its sustainable business objectives** to ensure that they continue to align with external expectations and the company’s strategic priorities, based on a double materiality assessment and the strengths and opportunities for improvement identified.

Antolin roots its proposed objectives in the three pillars of value creation (Planet, People and Business) aligned with the Sustainable Development Goals and the 2030 Agenda of the United Nations.

ENVIRONMENTAL

Value for the **PLANET**

- Net-Zero ambition by 2040**
 - Carbon neutrality by 2035 in scopes 1 and 2
 - Reduction of scope 3 emissions: 44% by 2035 and 100% by 2040 vs. 2023
- Circular business**
 - Ecodesign and life cycle analysis of 100% of new projects by 2030
 - 40% of sustainable plastics with circular content ≥20% by 2030
 - 10% reduction in non-hazardous waste and packaging by 2028 (vs. 2023) to reach “Zero Waste to Landfill”

SOCIAL

Value for **PEOPLE**

- Zero accidents: wellbeing, occupational health and safety**
 - 5% annual reduction in the overall accident frequency rate to 1.85 in 2030 (Baseline year 2024: 2.52)
 - Increase of 4 points in the target category “sustainable engagement” in the 2025 climate survey for top and middle management profiles
- Diversity, equity and inclusion, applied to talent**
 - Gender pay gap of no more than 5% in 2026
 - Diagnosis and action plans with partial targets by geographical location in 100% of the centers by 2028
- Talent and just employment transition**
 - 45% internal promotion of talent with upskilling and reskilling criteria in 2028

GOVERNANCE

A **BUSINESS** with added value

- Governance and remuneration**
 - Variable management remuneration linked to sustainability targets
- Ethics, human rights and business conduct**
 - 100% of the workforce trained in the Code of Ethics and Conduct in 2026
 - 100% of substantiated sustainability complaints resolved annually (value chain scope)
 - Early warning regulatory radar in 2026 with impact within 30 days at most
 - Monthly compliance and data protection reporting (training, incidents, penalties and donations) by 90% of companies with 98% compliance in 2026
 - Implementation of an Artificial Intelligence governance framework with a 95% compliance rate in annual reviews
- Responsible supply chain**
 - 95% adherence to the Supplier Code of Conduct by 2028, 97% by 2030
 - 95% of direct supply chain assessed on sustainability criteria by 2028 (90% in 2026)
 - 94% adherence to CMRT (Conflict Minerals Reporting Template) with 0% sanctioned suppliers in 2026
 - Deploy actions to require, measure and monitor sustainability objectives to 90% of the supply chain by 2030 (key suppliers of direct production material, top 7 purchasing families)
 - Incorporation of sustainability criteria in 100% of the visits carried out annually by the Supplier Technical Assistant (STA)

Value creation and business model

ANTOLIN'S VALUE CREATION MODEL

INPUTS

- €182.59M** Investment
- €97.81M** R&D&I spending
- 623,021** Training hours
- 60 centers** System certifications according to ISO 45001
- 103** Production plants
- 18,620** People
- 114** Automotive brands
- 475.79 GWh** Direct and indirect energy consumption
- 6,151 t** Consumption of sustainable plastic materials

KEY

- Financial capital
- Human capital
- Social & relationship capital
- Manufactured capital
- Intellectual capital
- Natural capital

Antolin's vision and values

Corporate governance

Structure and policies of governing bodies
Internal control systems

Support activities

Talent, health and safety
Innovation
Digitalization
Sustainability

Primary activities



OUTCOMES AND IMPACT ACHIEVED

Customers

- 21** Technological solutions
- 89** Companies certified in the quality system
- 29** Patents
- 43** Good practices

Supply chain

- €2,000M** Purchases from tier 1 direct material suppliers
- 82%** Tier 1 direct material suppliers assessed for ESG performance

People

- €763.85M** Personnel expenses
- 32.63 h** Training per employee
- 1.30%** Internal promotions - executive positions
- 6.60%** Internal promotions - managerial positions
- 74%** Workforce covered by ISO 45001

Society

- €27.51M** Taxes
- 7.5%** Emissions reduction vs. 2023
- 13.5%** Waste reduction vs. 2024

Governing bodies at Antolin

Antolin is a **wholly family-owned company** in which 100% of the capital belongs to the Antolin family. Antolin's governance structure is organized around two main bodies: the Sole Shareholder and the Board of Directors. In addition, the company has an Advisory Board which, like the delegate committees, is made up of executive directors and independent advisors. The committees provide expert support to the Board of Directors.

Progress in 2025

Review of strategic priorities and disciplined adaptation of the business plan to balance operational urgencies with a long-term vision, protecting profitability, liquidity, and sustainability in an environment shaped by emissions regulations, tariffs, and OEM pricing pressure.

	Representation	%	Spanish nationality	Independent	Executive	Average age	Over 45	Average tenure of board members
Men	6	60	4	4	0	58.67	50%	11
Women	4	40	4	1	1	52.50	40%	1
TOTAL	10	100	8	5	1	56.20	90%	6



In 2025 women had the following representation in Antolin:

40%

in governing bodies

60%

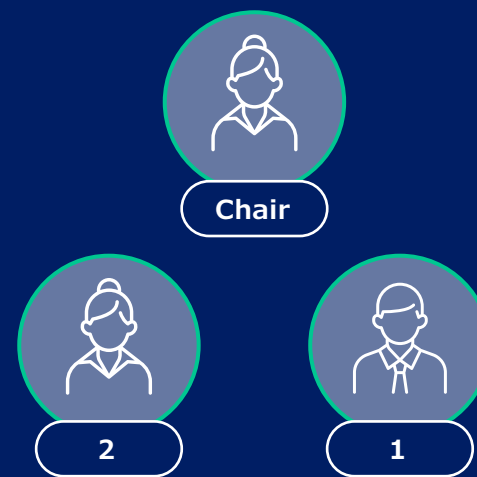
in the Board of Directors

20%

on the Advisory Board

Audit Committee

- 3** members
- 7** meetings
- 2** independent advisors
- 2** women



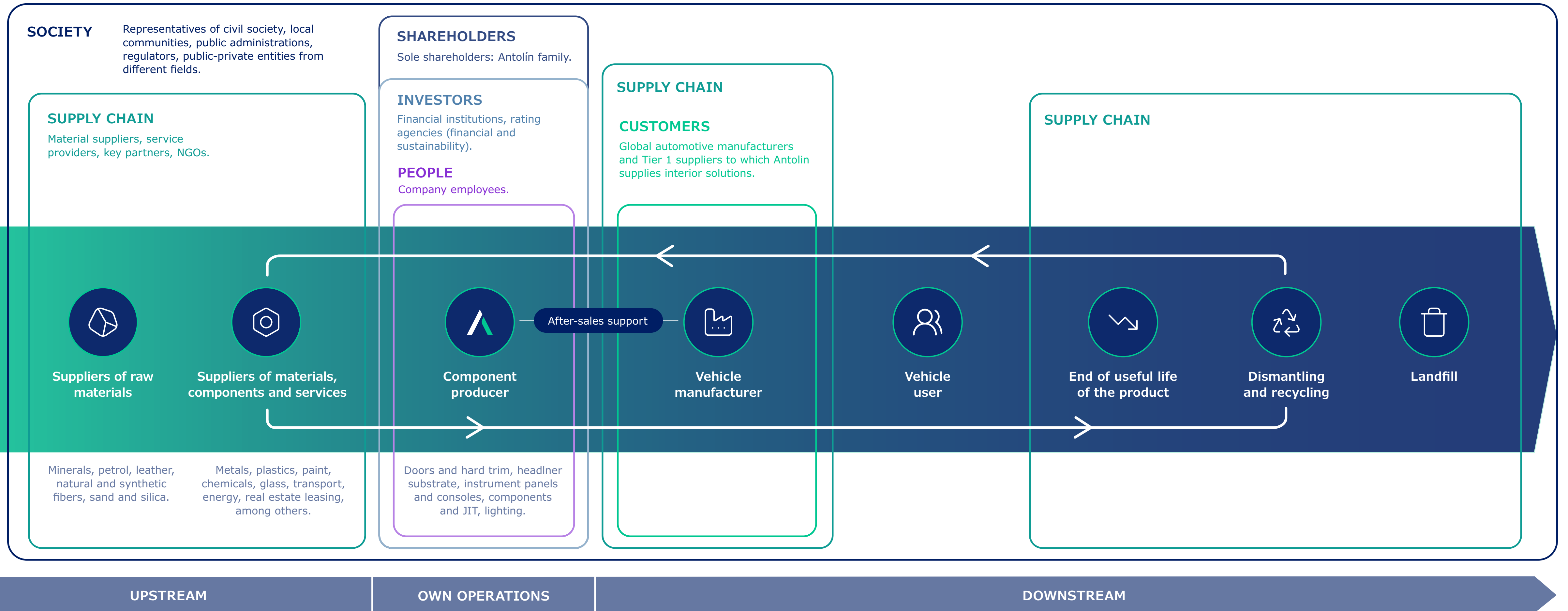
Appointments and Remuneration Committee

- 5** members
- 7** meetings
- 3** independent advisors
- 1** woman



Mapping of the value chain

Antolin has mapped out the key elements of its value chain, identifying its **six main stakeholders: shareholders, investors, customers, employees, the supply chain, and society.**

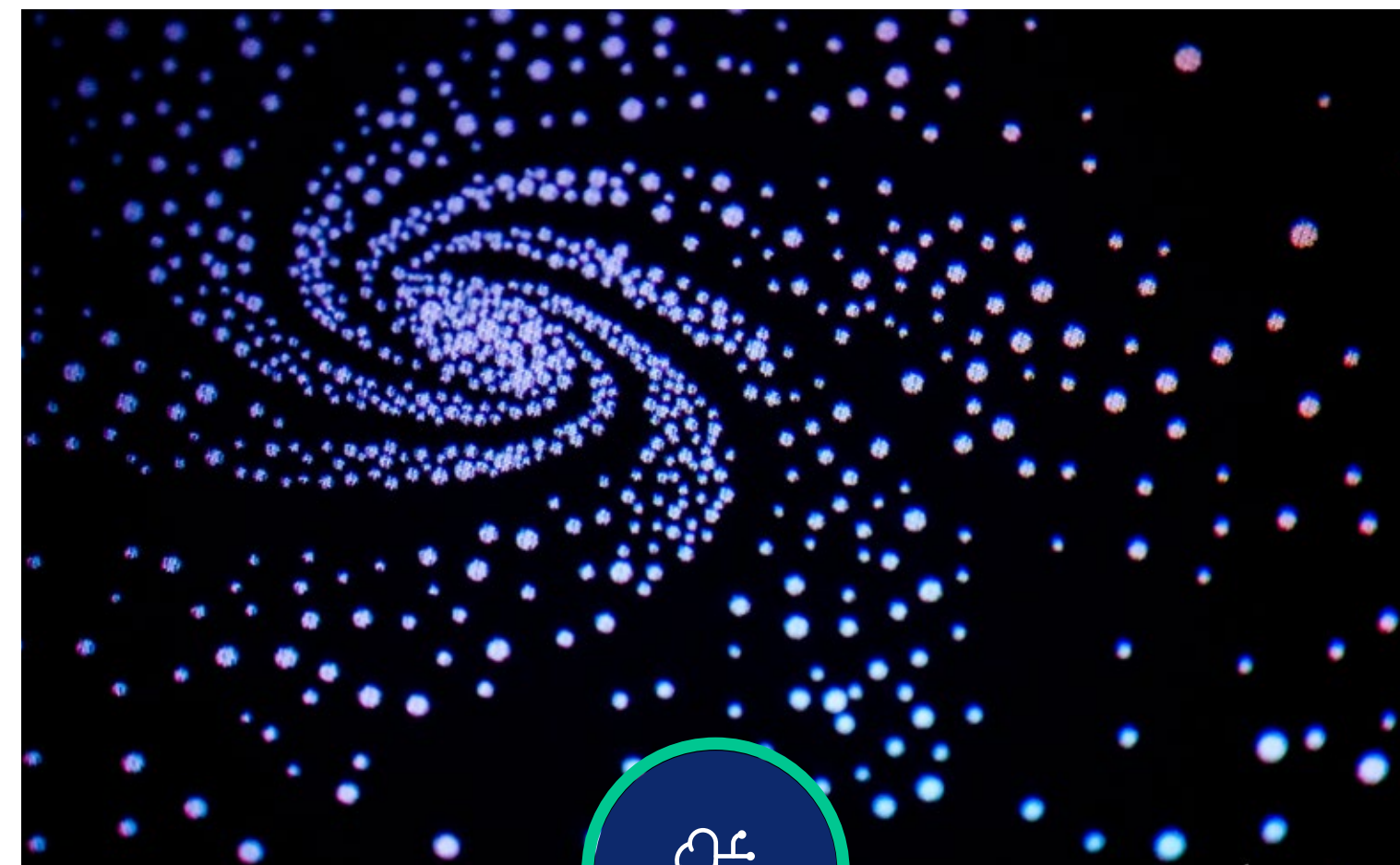




Innovation

New **2025-2027 Strategic Plan for R&D and Innovation**, structured around:

- Sustainable materials, structures and processes.
- Circular economy and carbon footprint reduction.
- Surfaces and components with advanced functions.
- Digital transformation and Industry 5.0.



Digitalization

- Fostering of the use of **Artificial Intelligence** in processes and services.
- **Automation and standardization** globally to improve competitiveness and efficiency.
- Strengthening of **cybersecurity** to protect operations.



Sectoral double materiality

Sector value chain and materiality mapping exercise with SERNAUTO to **advance toward sectoral alignment** in impacts, risks and opportunities.








3

Environment

Antolin's sustainable business strategy strengthens its contribution to climate action and to the transition toward a low-carbon economy, framed within the Value for the Planet pillar, one of the three pillars of its sustainable business model.



AT A GLANCE

-  **-12%** in scope 1 emissions and **-6%** scope 2 (market-based) versus 2024
-  **24.6%** consumption of renewable electricity, +1.5 points compared to 2024
-  **86** centers certified under ISO 14001
-  **39,806** tons of CO₂ avoided thanks to use of renewable electricity
-  **First PPA** (Virtual Power Purchase Agreement) — Pan-European, 10-year, 100 GWh per year
-  **10** centers certified under ISO 50001
-  **Net-Zero** ambition by **2040**

MATERIAL TOPICS

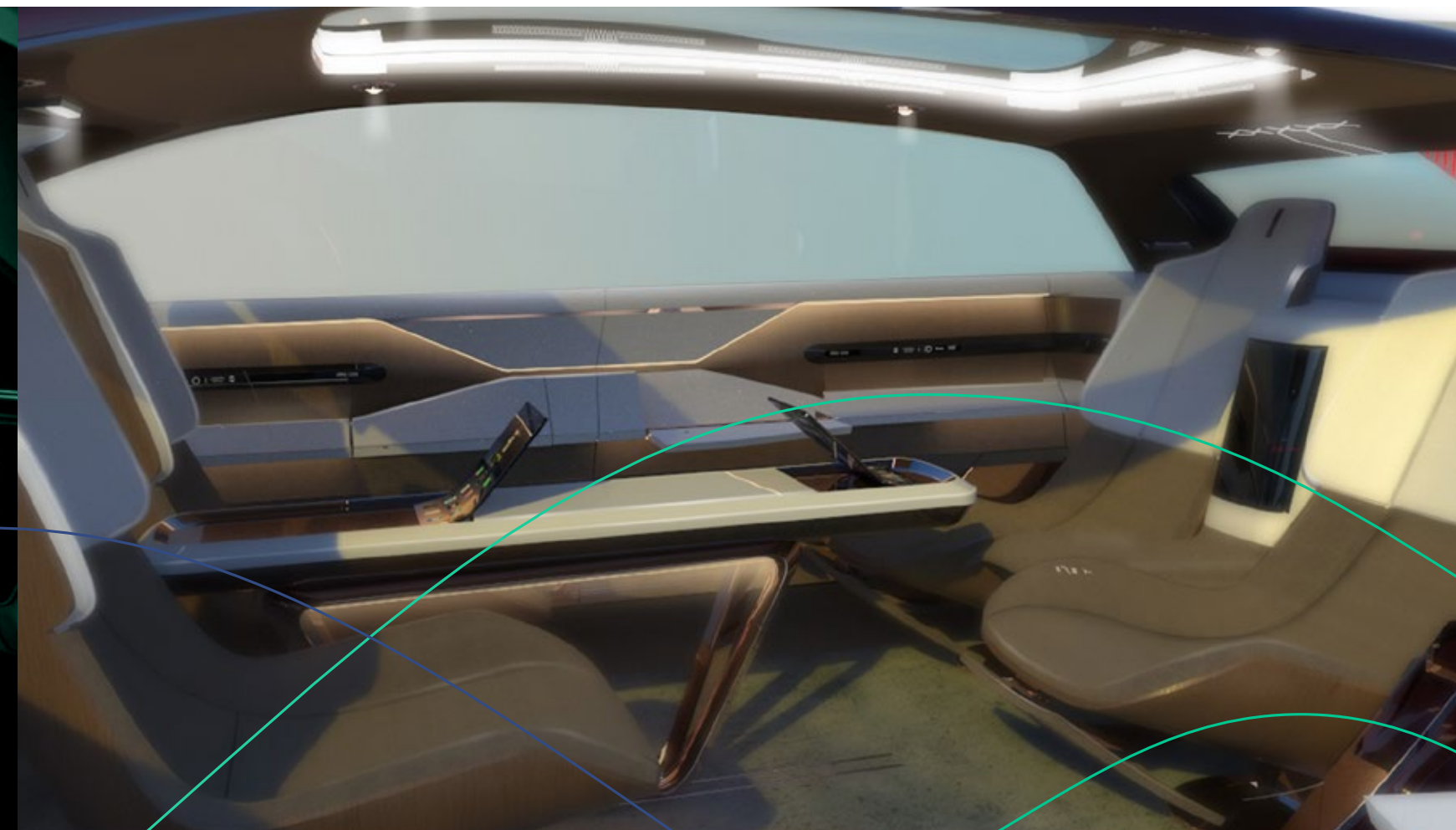
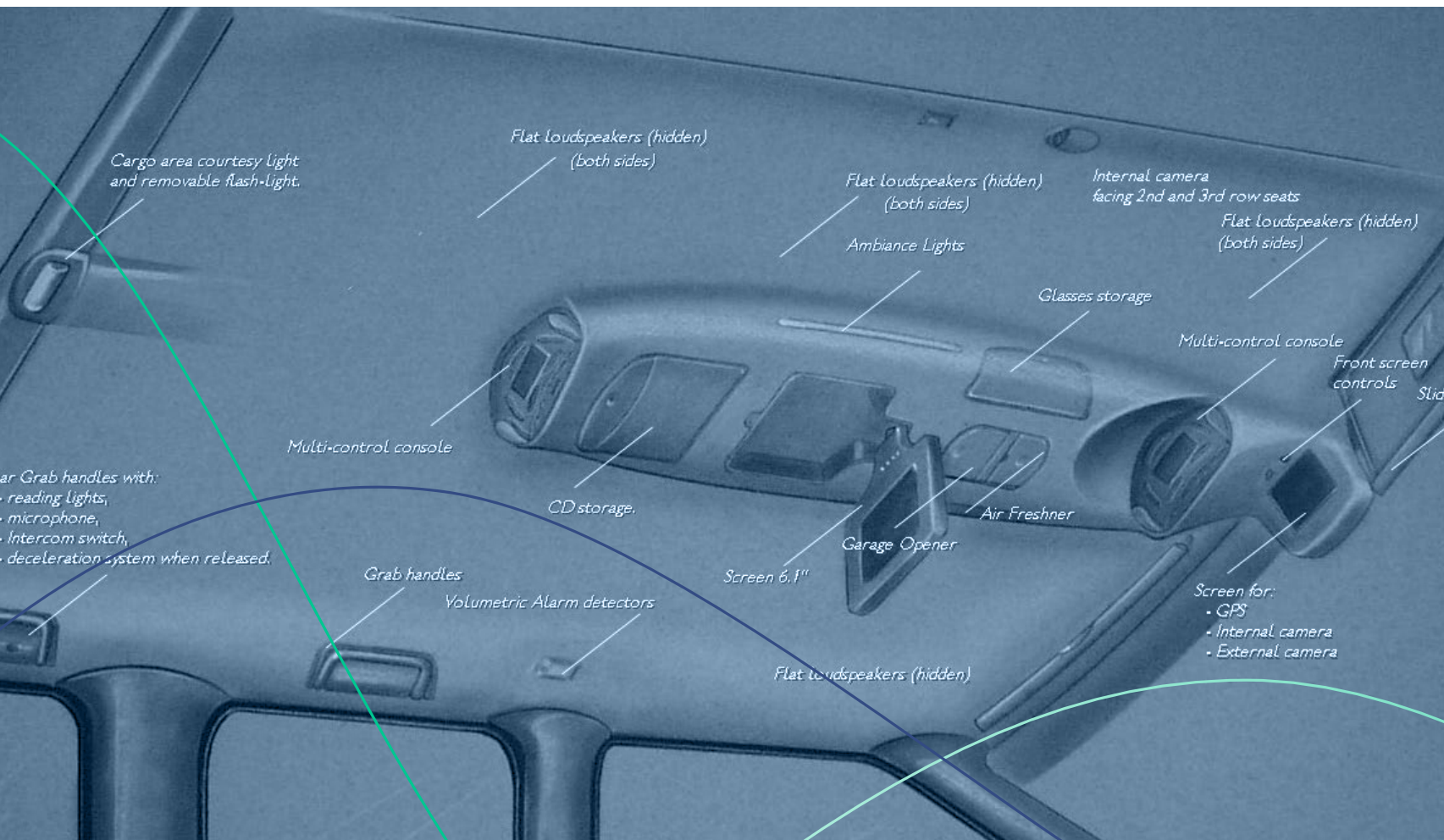
- Climate change mitigation
- Energy
- Substances of concern and substances of very high concern
- Materials consumed
- Resource outflows related to products and services
- Waste from the value chain

SDG



PAST, PRESENT AND FUTURE

Designing tomorrow: Concepts that lead the way



Innovating to do more with less

The concept developed in the late 1990s marked a turning point for Antolin. That pioneering overhead solution not only consolidated Antolin’s technical capacity, but also opened the door to internationalization. The project was a quantum leap: the company went from being a component-focused supplier to a partner capable of elevating the interior experience of the vehicle.

360° vision: Integration that inspires

The following concepts advanced toward a holistic vision of car interiors, integrating advanced materials, intelligent lighting, embedded electronics and functional solutions in the same harmonious space. These models symbolize Antolin’s technological maturity: the transition from individual products to complete, connected and digitalized systems.

Keeping our essence

The latest concept cars show the organization’s commitment to ecodesign, recycled materials and the reduction of environmental impact from the outset. The modular and customizable approach responds to new lifestyles and the search for more human experiences. Everything converges in the same purpose: an honest, simple and functional design.

Climate transition

At Antolin, the **climate transition strategy** is understood as a planned transformation process that enables the business model to be adapted and aligned with a net-zero economy. In line with the strategy review and the review of its business objectives, Antolin is taking actions that integrate climate into its business priorities and decision-making process.

Levers of the transition strategy



Decarbonization Plan

To ensure the achievement of the climate objectives defined, Antolin has a decarbonization plan, approved by management, which establishes the **comprehensive action framework for the reduction of the company's greenhouse gas emissions**.

The plan is structured in **five strategic phases**, which organize the pathway from the initial diagnosis to the final offsetting of emissions.



Promotion of the circular economy

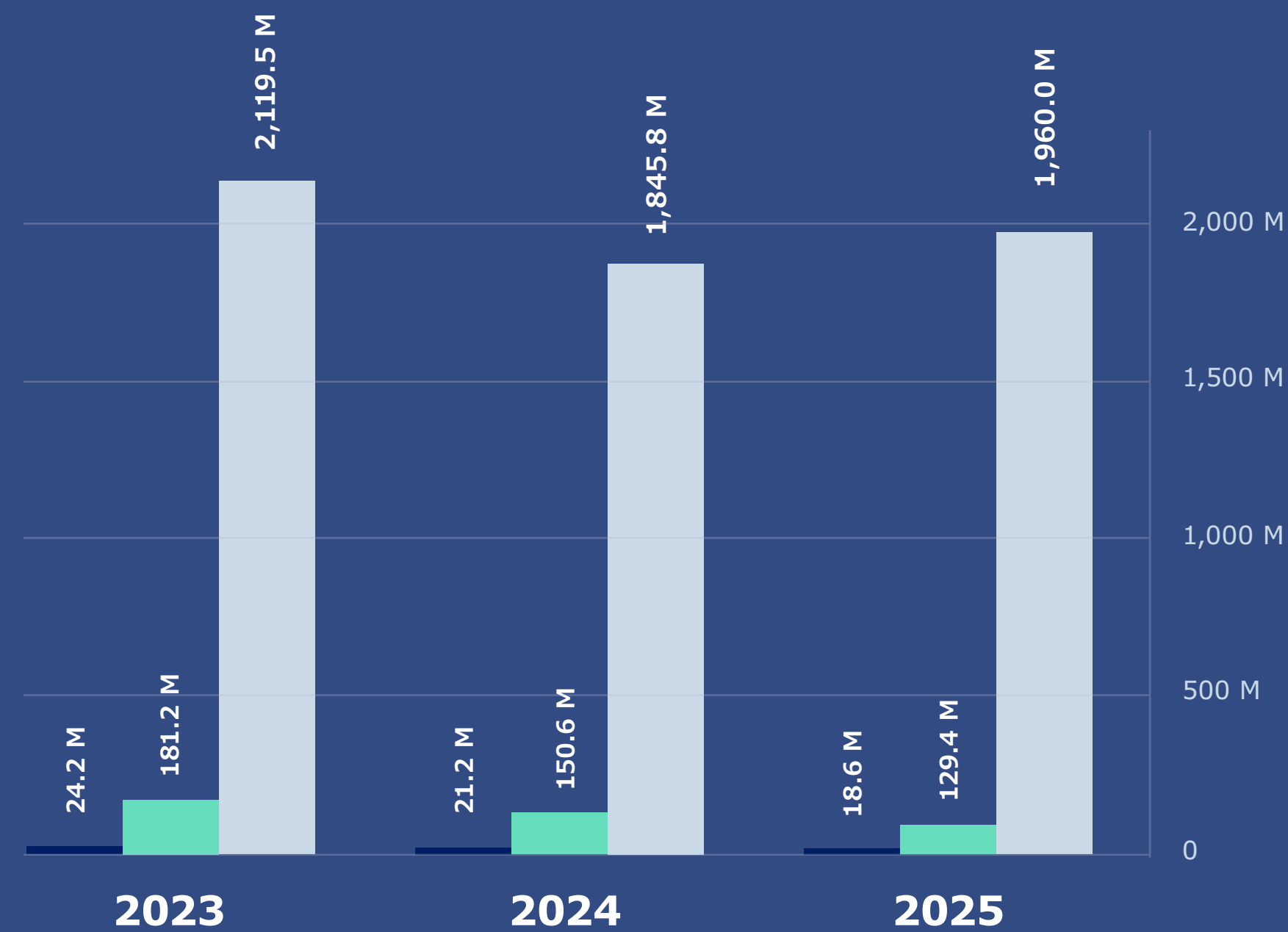
The circular economy is the second lever of Antolin's Climate Transition Plan and is progressing in coordination with its customers and its supply chain. It comprises **three lines of action**:

- Ecodesign of products and solutions through Life Cycle Assessment (LCA).
- The use of materials with circular content.
- The reduction of non-hazardous waste and packaging.



Climate change

Change in GHG emissions (tCO₂e)



KEY

- Scope 1
- Scope 2 (market based)
- Scope 3

Validation of SBTi targets in 2025

In 2025, Antolin obtained validation of its near-term decarbonization targets by the SBTi.

- Grupo Antolin Irausa S.A.U.* undertakes to reduce absolute scope 1 and 2 GHG emissions by 60% by 2034, taking 2023 as the baseline year.
- Grupo Antolin Irausa S.A.U. undertakes to reduce absolute scope 3 GHG emissions by 35% by 2034, taking 2023 as the baseline year.

This validation confirms that the company's emissions reduction targets are aligned with the scientific criteria necessary to limit global warming to 1.5°C, in line with the Paris Agreement.

The targets validated by the SBTi constitute the reference framework for the Decarbonization Plan.

* Grupo Antolin-Irausa, S.A.U. (the Parent) and its subsidiaries (the company).

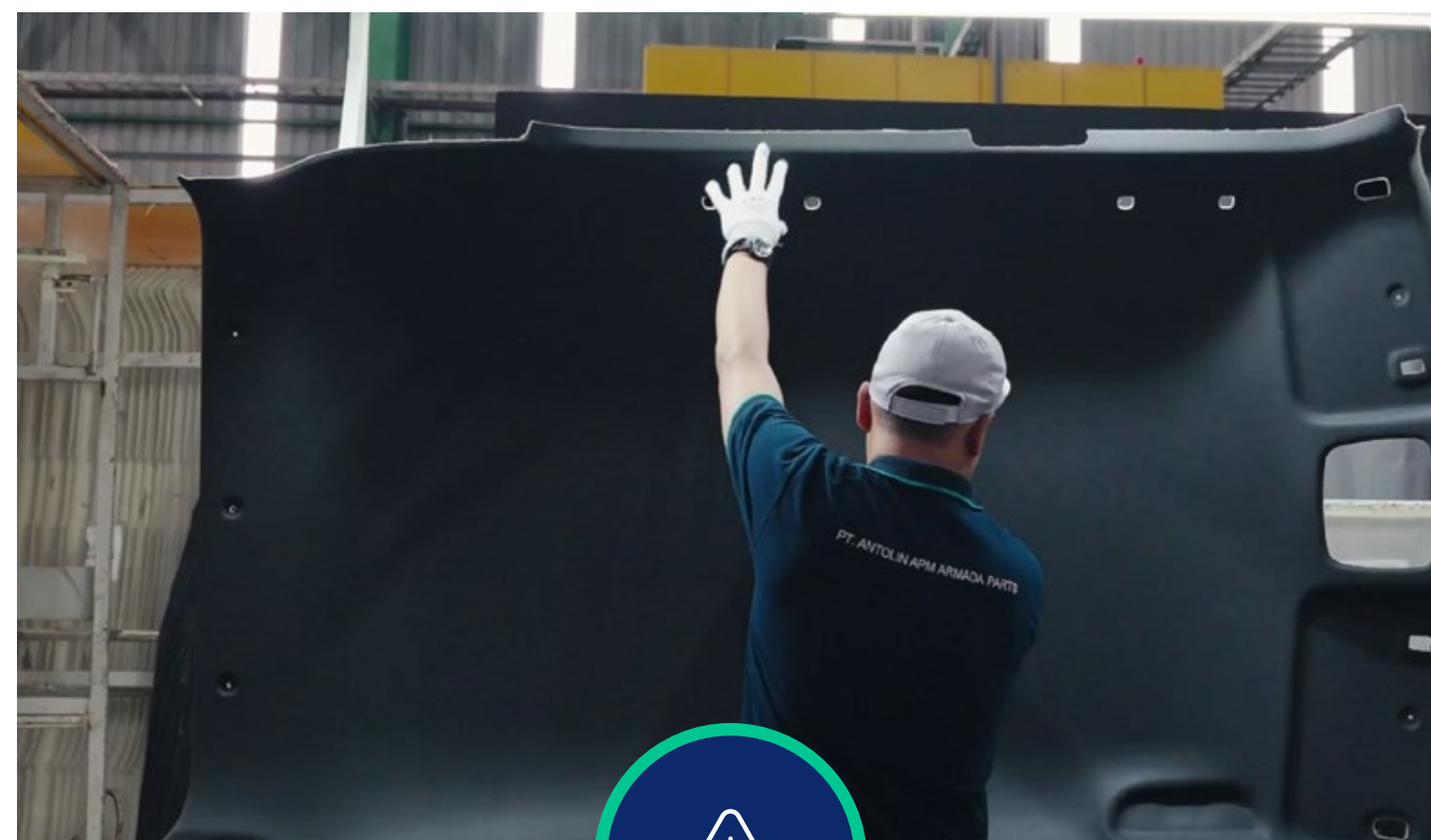
Targets and goals of the Decarbonization Plan

Global target 2024-2034	Goals
Absolute reduction of scope 1 and 2 carbon emissions by 60% by 2034 with respect to 2023	Increase in renewable electricity
	Reduction in electricity consumption
	Reduction in natural gas consumption
Absolute reduction of scope 3 carbon emissions by 35% by 2034 with respect to 2023	Emission reductions of major direct material suppliers (cat. 3.1.)
	Reduction of emissions from energy consumption not included in scope 1 and 2 (cat. 3.3.)
	Reduction of emissions from upstream transportation (cat. 3.4.)
	Reduction of non-hazardous waste and packaging (cat. 3.5)
	Reduction in emissions related to business travel (cat. 3.6)



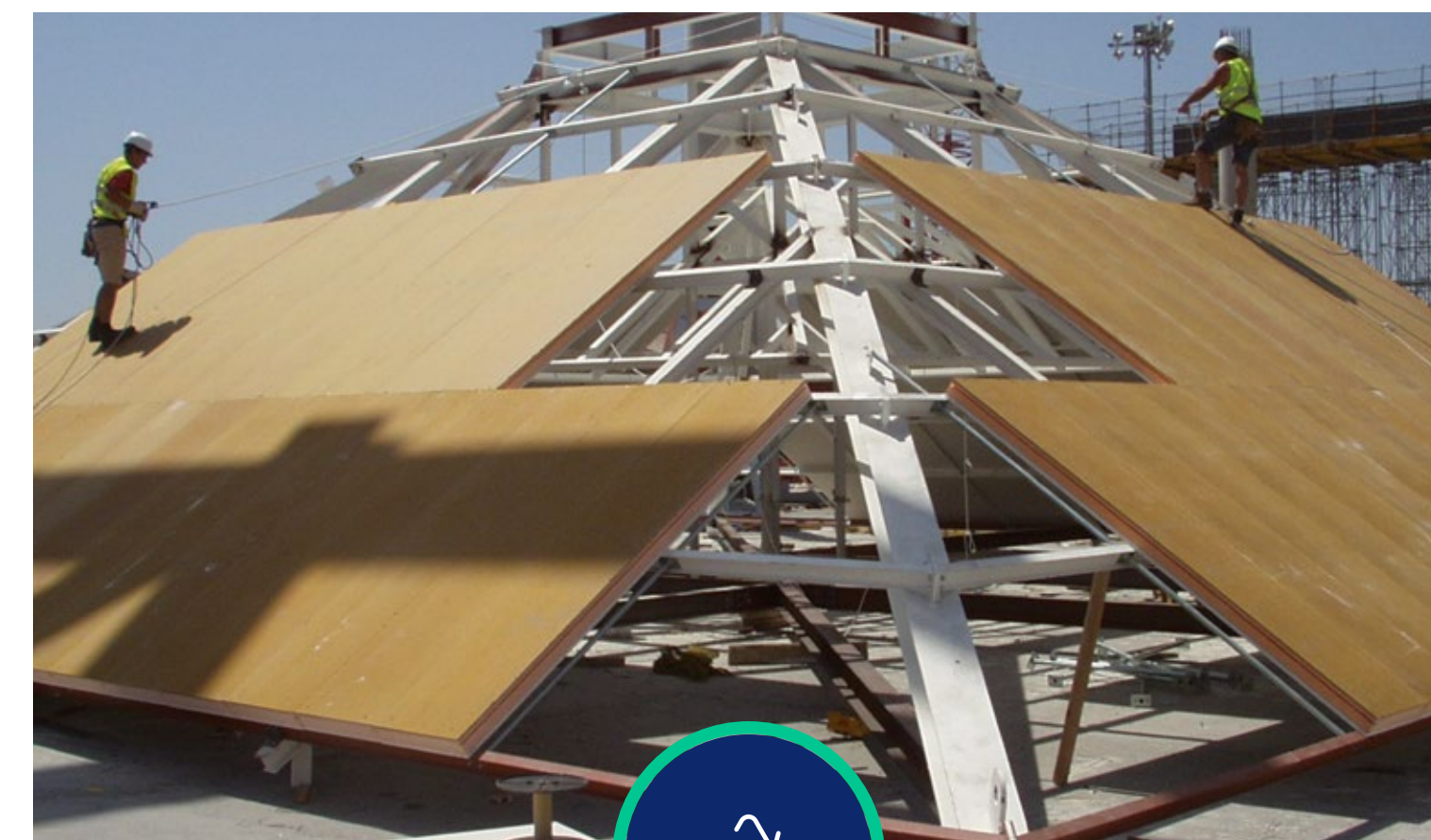
Circular economy

- **Promotion of ecodesign and life cycle assessment** in Antolin products, with the aim of achieving 100% implementation in new projects by 2030.
- In 2025, the business volume of **sustainable headliner solutions** doubled.
- New short-term contracts focused on the integration of **biobased and circular** materials with OEMs.



Use of hazardous materials

- **Mapping, identification and reduction**, in collaboration with the supply chain, of the presence of substances of concern and substances of very high concern in components.
- **Preventive approach and reduction** of Volatile Organic Compounds (VOC) in products.



Waste management

- **Recovery of 82% of the headliner substrates waste** generated in Spain, avoiding the sending of 908 tons to landfill compared to 134 tons in 2024.








4

Social

Antolin understands people as a strategic asset for the development of its activity and the achievement of its business objectives.



AT A GLANCE

-  **18,620** employees
1,416 employees in technology roles
-  **40%** women in governing bodies
37.8% of the workforce
-  **6.60%** of promotions to management positions are internal
-  **32.63** hours of training per person
-  **64%** of workforce covered by a collective bargaining agreement, **49** CBAs signed
-  **€326,323** invested in associations and alliances
-  Reduction of workplace accidents: **-24%** in the overall frequency rate (**1.90**)
-  **15.7%** of the workforce receives variable compensation
-  Close to **100%** of employees have access to some form of non-monetary benefit

MATERIAL TOPICS

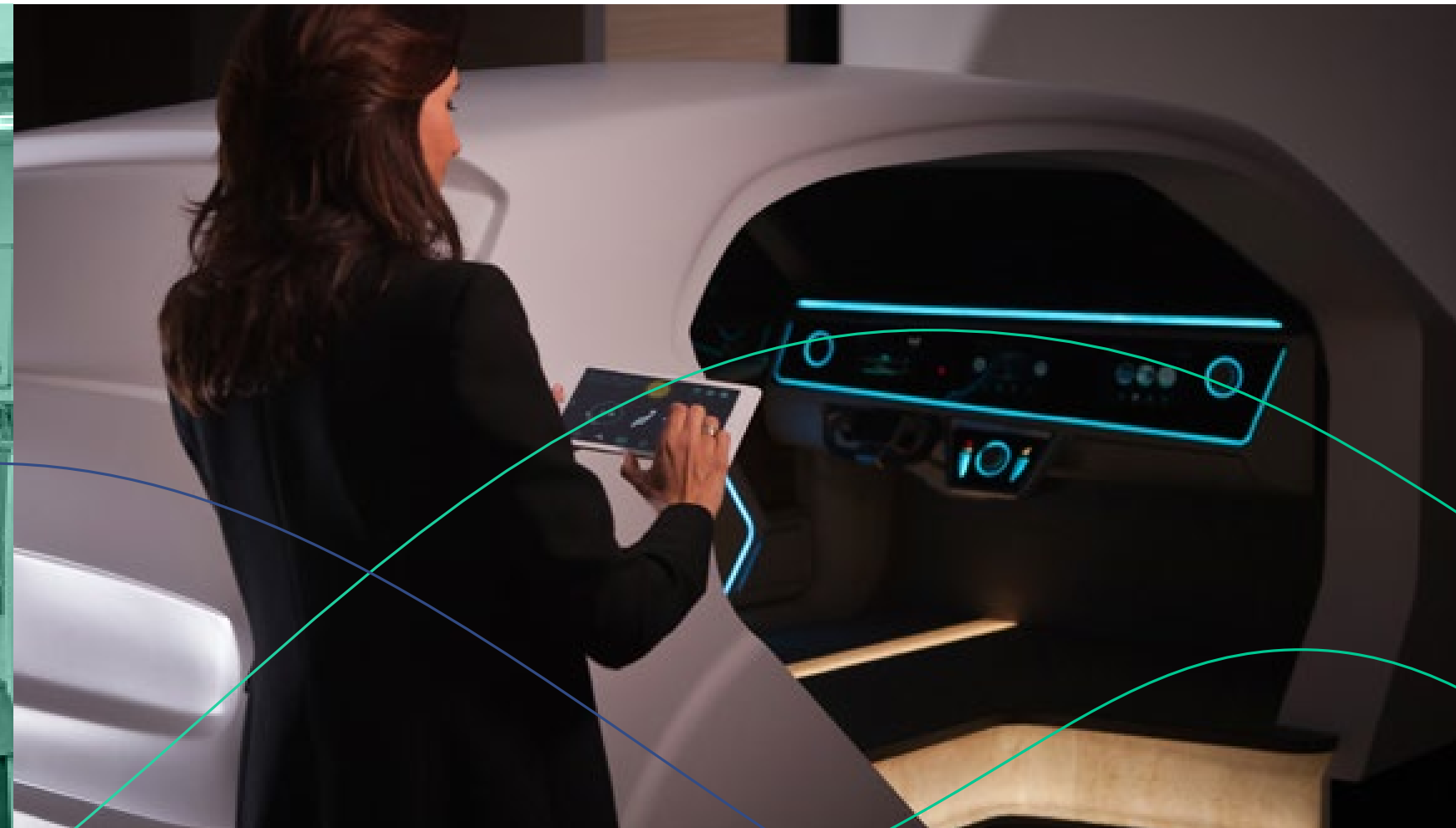
- Working conditions.
- Equal treatment and opportunities for all.
- Other work-related rights.
- Communities' economic, social and cultural rights.

SDG



PAST, PRESENT AND FUTURE

A changing growing family



A small business

Like so many industrial companies, Antolin started out in a small workshop centered around a family: two brothers, a small team and a very close way of working. Trust was both a way of life and a way of doing things at a time when matters were settled by looking each other in the eye and shaking hands. That spirit of collaboration —simple and straightforward— was the company’s founding principle, shaping a way of working based on keeping one’s word and honoring commitments, values that remain to this day.

From a local project to an international community

Over time, the project grew and achieved milestones in expansion and internationalization, alongside the learning and development of its staff. Today, Antolin is a global organization with around 19,000 employees across 24 countries. Their teams are home to dozens of languages, cultures, accents and approaches to work, yet there remains a shared sense of belonging to a common project. Each stage has brought new capabilities and fresh perspectives, whilst remaining true to that original collaboration.

Talent and a drive for continuous improvement

Today’s diversity and complexity mean we must continue to evolve from within. In recent years, specialists in technology and sustainability have joined our team of industrial and technical professionals, reinforcing our ongoing commitment to improvement. That is why our workforce is one of our greatest assets: continuous training, in-house promotion, international mobility and the development of key skills for a sector undergoing transformation. That is why Antolin is committed to ensuring that knowledge and experience grow alongside the company, with a long-term vision.

Strategic Human Resources and Organization Plan 2025 - 2030

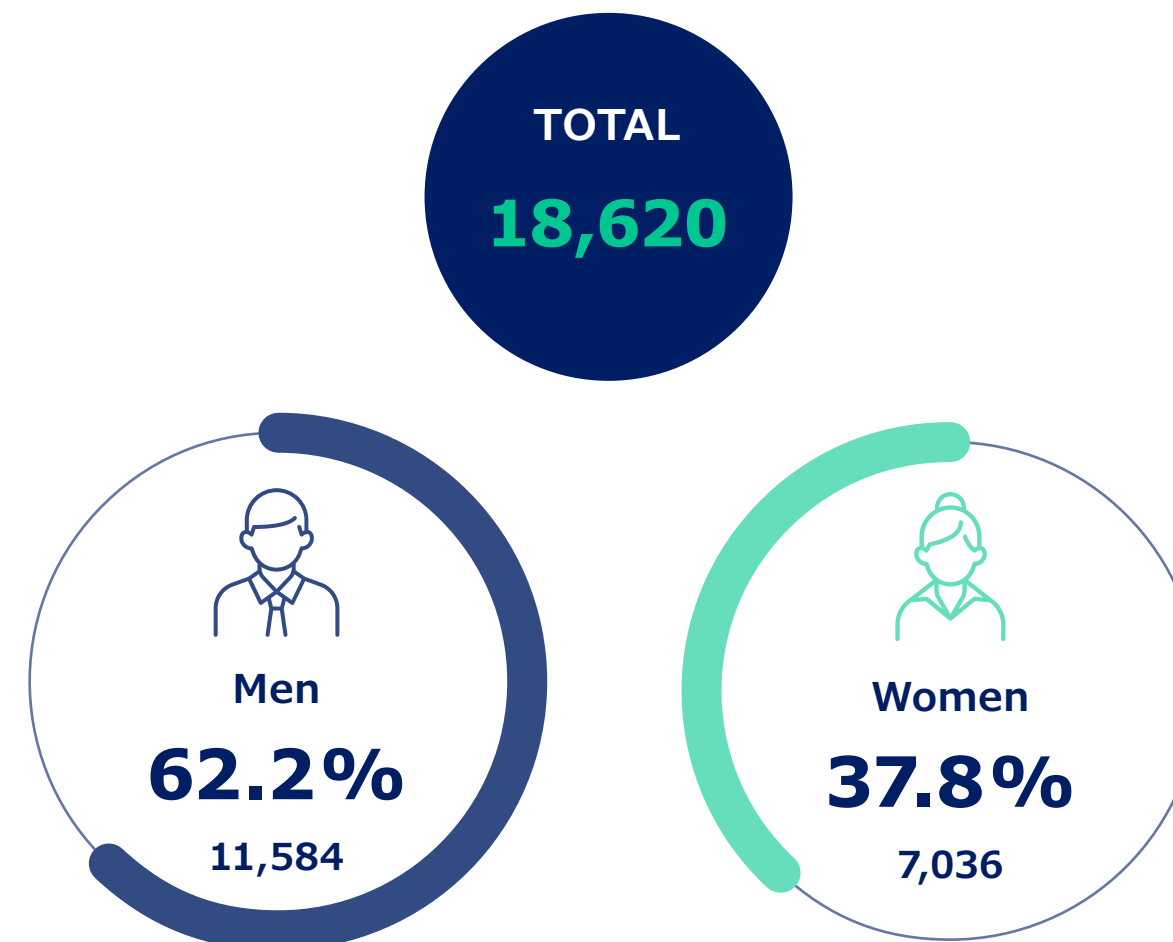
Antolin has updated its HR Strategic Plan for the next five years. The new plan covers six main areas of action:

- Total rewards and organization
- Global talent and development
- Talent acquisition
- Global labor relations
- Corporate University
- Health and safety

Workforce profile

The Antolin workforce consists of **18,620 people** as of 31 December 2025.

Breakdown by gender



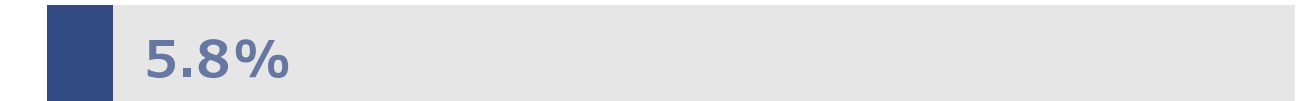
Tech jobs

Leading the mobility of the future requires diverse and skilled talent:

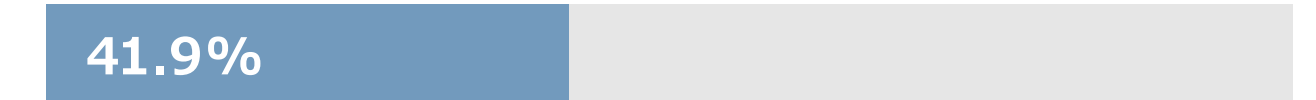
- **1,416 professionals in tech positions**
- 7.8% of the workforce in Spain performs functions related to technological activities.
- Antolin has **1,272 professionals with an engineering profile** globally, of which 315 are located in Spain.

Breakdown by age

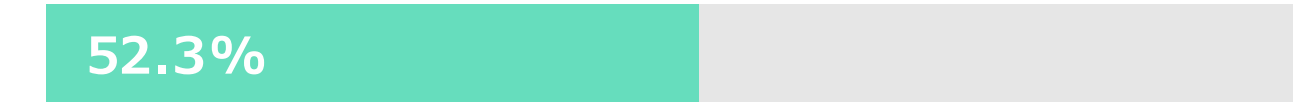
Under 25 years: 1,080



25 to 40 years old: 7,801



Over 40: 9,739

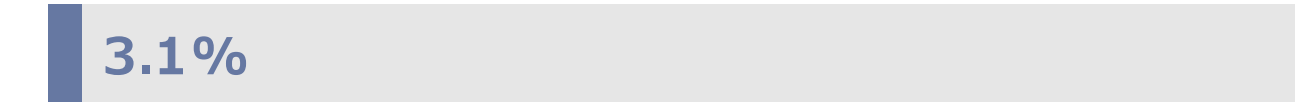


Breakdown by type of contract

Permanent: 18,046

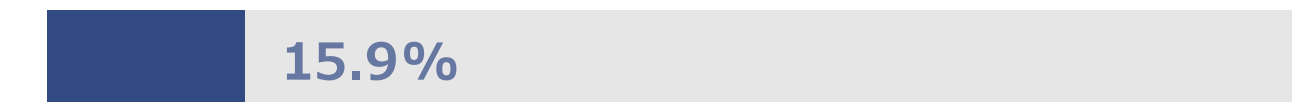


Temporary: 574

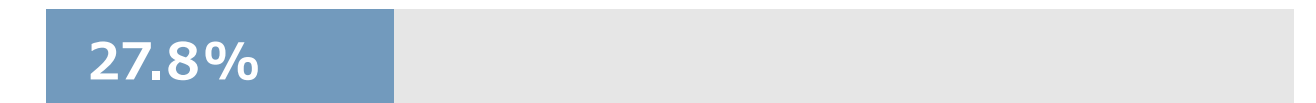


Breakdown by type of labor

SL (Structural labor): 2,957



IL (Indirect labor): 5,178



DL (Direct labor): 10,485



People and team



- Global succession and leadership model, aligned with corporate governance best practices
- Programs designed to attract, develop, and retain young talent

- Implementation of workshops and action plans based on the results of the Pulse Survey
- Strengthening the Corporate University

- 60 certified sites and with the ISO 45001 certification and a 74% of workforce covered
- Boosting of the employer brand with programs such as Experience Plus and "Talento Automocion"

Communities



- Commitment to open innovation, cooperation, and knowledge transfer
- Corporate promotion of health and sustainability
- Social and environmental development of the surrounding community
- Education and employability as drivers of talent development and diversity

Alliances



- Sectoral promotion with participation in SERNAUTO and FACYL and active presence in a network of more than 20 sectoral associations.
- Commitment to sustainability and good governance, as a member of the Global Compact Spain Network and the Board of Directors of Foretica.
- Significant institutional participation in the Business Advisory Board and on the boards of the Princess of Asturias Foundation, Princess of Girona Foundation and CYD Foundation in Spain.
- Strong international positioning, thanks to the presence and active collaboration in public and private business and economic organizations and platforms.

5

Governance

Antolin's governance embeds the values of ethics, respect, and integrity across the organization, both in its internal operations and in its relationship with all the people and organizations that form part of its value chain.



AT A GLANCE

-  **98%** of the workforce trained in ethics, human rights and compliance
-  **100%** of substantiated complaints resolved —proportionate remedial measures implemented—
-  **82%** Tier 1 direct material suppliers assessed for ESG performance
-  **93%** adherence —direct material suppliers and investments— to the Supplier Code of Conducts
-  **0** breaches of the Supplier Code of Conduct
-  **90** due diligences carried out on suppliers suspected of risks
-  **100%** due diligences carried out on suppliers suspected of risks

MATERIAL TOPICS

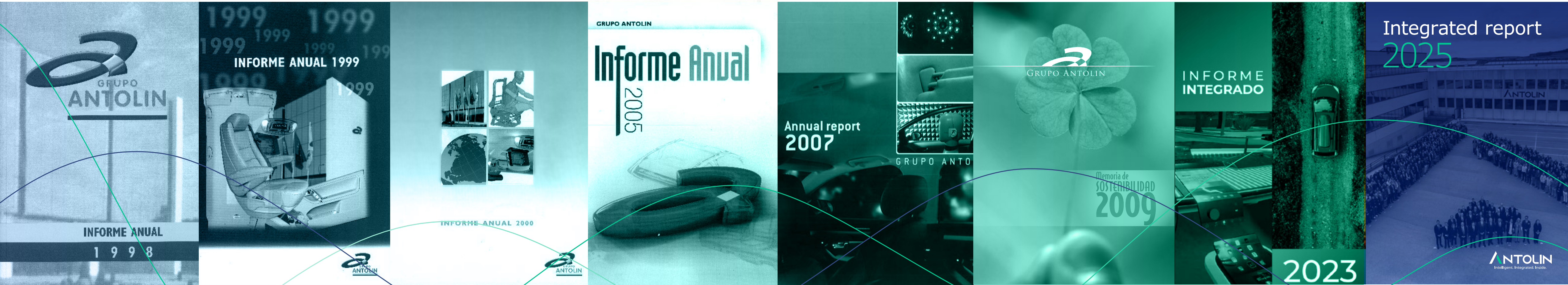
- Governance.
- Protection of whistle-blowers.
- Corruption and bribery.
- Equal treatment and opportunities (value chain).
- Other work-related rights (value chain).
- Supplier relationship management.

SDG



PAST, PRESENT AND FUTURE

Better reporting, greater transparency



From the balance sheet to the history of the business

The evolution of reporting at Antolin has followed the evolution of the company itself. In 1987, the first report focused on financial performance, but the scope was soon broadened to provide a clearer picture of the business and its context. In the 1990s, a commercial focus and international expansion were incorporated, and in the 2000s, non-financial factors such as quality, innovation, people and the environment were added, foreshadowing a more comprehensive approach.

Structure, standards and integrated sustainability

From 2003 onwards, the report grew in structure and focus by incorporating vision, strategy and values, and in 2007 it clearly emphasized the social and environmental aspects. In 2008, it aligned itself with standards such as the GRI and moved toward more accessible formats. Between 2009 and 2015, sustainability ceased to be a mere footnote and became a central part of the narrative, with dedicated reports, greater integration and alignment with international frameworks and, following their adoption, with the SDGs.

Rigor, traceability and European standards

Since 2017, Antolin has continued to improve its reporting processes, ensuring greater rigor and traceability. The first report on non-financial information and diversity was published in 2019, and in 2023 an integrated report containing the company's global information was published. The path is leading toward an approach that is increasingly aligned with key European requirements (CSRD and ESRS), establishing a more accessible, comprehensive and comparable reporting framework that is well-equipped to meet the challenges of the future.

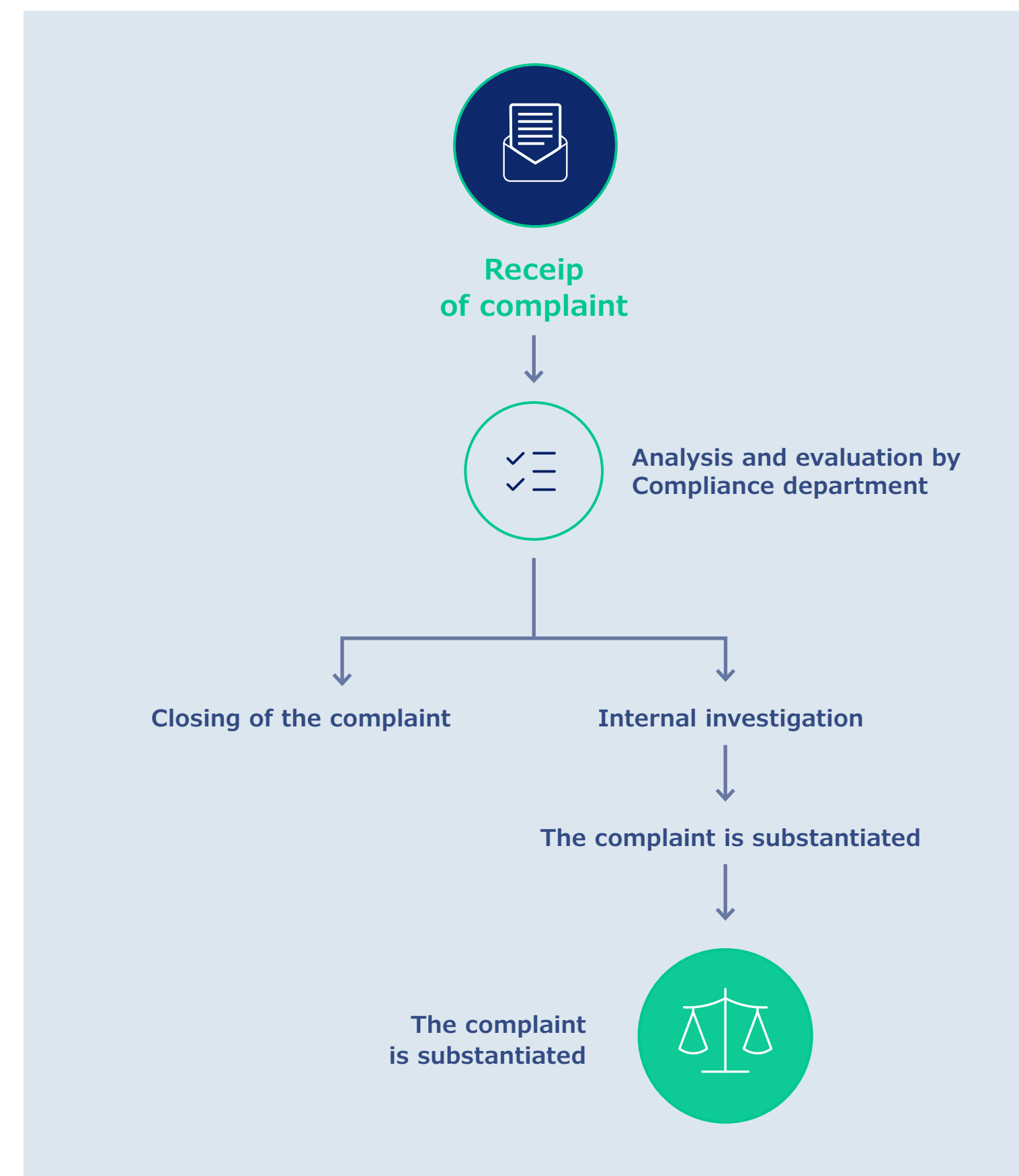
Corporate culture and business conduct

Ethics and compliance model

- **Updating of the Code of Ethics and Conduct**, aligned to the new regulatory, technological and strategic challenges.
- **Renewal of certifications** for the Compliance Management (ISO 37301), Criminal Compliance (UNE 19601) and Anti-Bribery (ISO 37001) systems.
- **New protocol for dealing with harassment**, strengthening the in-house framework for its prevention, detection and management.
- Updating of the personal **data protection and information security management systems**.
- New corporate whistle-blowing channel.

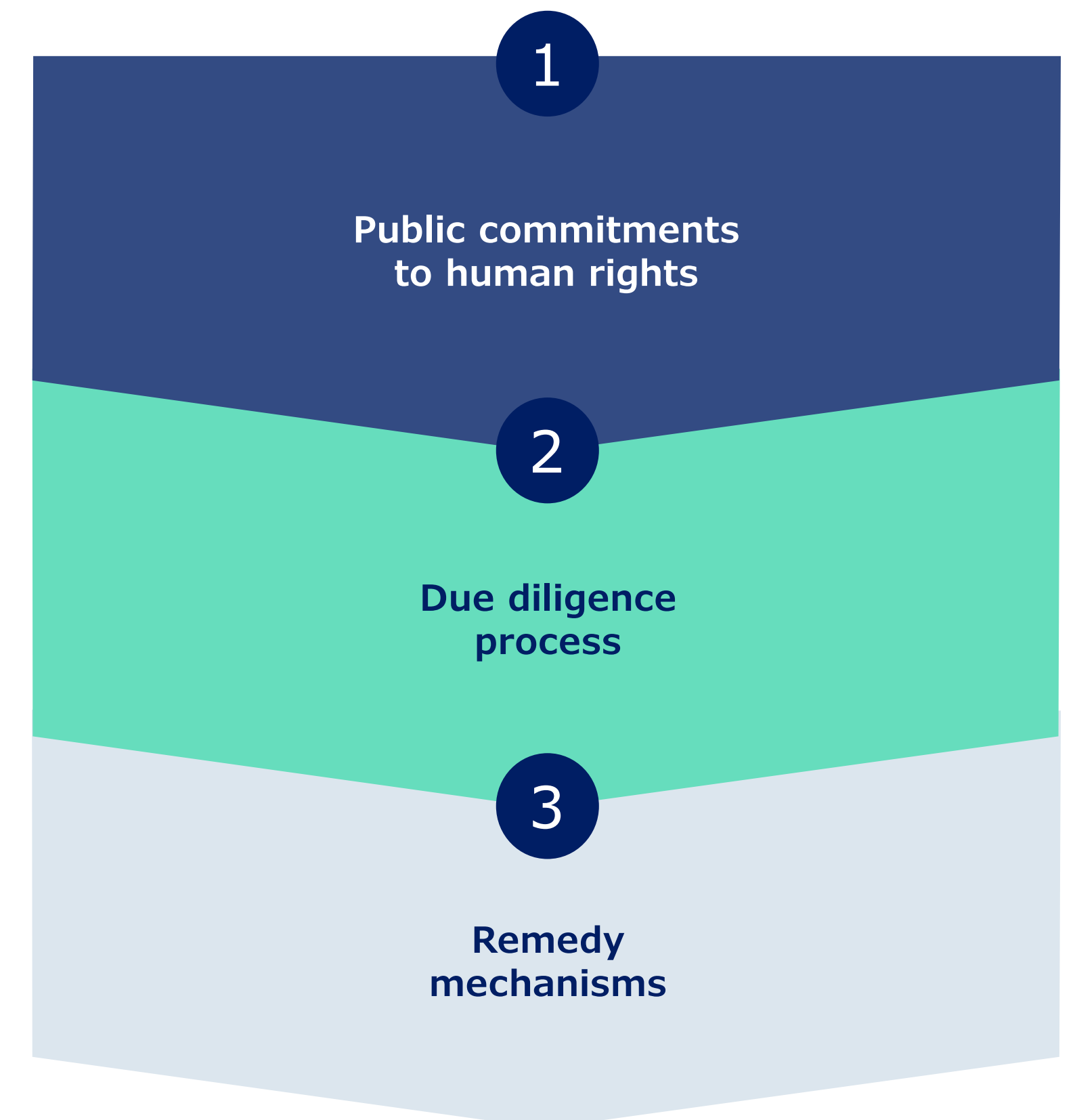


Transparency Channel



Human rights

Consolidation of the human rights management model through a preventive and proactive three-step approach:



Risk management

Updating of the catalog and corporate risk map, in line with the context and challenges of the sector. In accordance with the **COSO II framework** (Enterprise Risk Management), Antolin organizes the corporate risks in its catalog into four broad categories:

TYPE OF RISK	FOCUS
Strategic	High-level objectives and execution of the strategic plan
Operational	Efficiency and effectiveness in resource use and business performance
Reporting	Reliability and consistency of internal and external information
Compliance	Compliance with the law, applicable rules and obligations

Protected organization

Antolin conducts an all-in-one assessment of the **level of maturity in cybersecurity** in terms of strategy, protection, monitoring and resilience. Based on this analysis, the company has set targets and drawn up a portfolio of initiatives, the implementation of which will be prioritized according to the level of risk identified.

- Specific **cybersecurity** solution for industrial operations.
- Certification of **management systems under the TISAX®** (Trusted Information Security Assessment Exchange) standard.
- **Business continuity processes at plants and technical centers** aligned with the requirements of the **ISO 22301** standard.



CYBERSECURITY PROGRAM

<p>Preventive approach supported by:</p> <ul style="list-style-type: none"> • Security tests. Periodic tests to validate security systems. • Protection. Prevention of cyberattacks. 	<p>Following a rigorous process of:</p> <ul style="list-style-type: none"> • Identification. Program for the governance of assets, risks and vulnerabilities associated with business processes to manage cybersecurity strategically. • Detection and monitoring of attacks. • Recovery. In cases of severe impact, recovery and reinforcement of business continuity. • Response. Impact investigation and containment. 	<p>With the involvement of key players:</p> <ul style="list-style-type: none"> • Employees. Cybersecurity awareness program. • Supply chain management Collaboration with suppliers.
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Value chain

- **Business Health Strategy (selectivity program)** for the recovery of new projects with a focus on business profitability.
- Roll-out of the **BuyOne Reboot** procurement platform across various indirect purchasing categories.
- **Risk Radar and Dun & Bradstreet** for early warning of risks in the supply chain, expanding the number of due diligences.
- **Expansion of the list of minerals** reported and analyzed in the EMRT (Extended Mineral Report).
- **Supply chain training** through participation in the third edition of the Sustainable Suppliers initiative, organized by the Spanish Global Compact Network, the ICO Foundation and ICEX.

Customer focus

	<p>Competitive and sustainable business model</p> <p>Based on flexibility, the quality of our services and products, the use of cutting-edge technology and a distinctive design.</p>
	<p>Innovation and adoption of advanced technologies</p> <p>In order to respond to the new mobility landscape.</p>
	<p>Decarbonization and energy efficiency</p> <p>In operations, processes and production centers.</p>
	<p>Solutions using high-quality materials</p> <p>Furthermore, with a higher proportion of renewable energy and a lower environmental impact.</p>
	<p>Responsible supply chain management</p> <p>Aligned with sustainability and good governance criteria.</p>



From yesterday to tomorrow

Some years are remembered for what happens in them. Others, more exceptional ones, remain etched in our memory because of what they represent. For Antolin, 2025 undoubtedly falls into this second category.

Seventy-five years after that small family-run workshop in Burgos first opened its doors, we marked our anniversary with the scale and vision of a global industrial group, but also with the firm conviction that a true business venture is not measured solely by figures, but also by its ability to remain true to a way of doing things over time.



Ernesto Antolín Arribas and Emma Antolín Granet during the 'Origin and Destiny' talk at the Family Business Conference held in Burgos.

Antolin's legacy and future

75 years in 75 words

ize Motivation Move Synergy Solutions Sustainability Personalization pioneers Prestige Progress Transparency Trascendence Journey Values Van
Safety Pride Originality Passion Perfection Talent Transformation Transmitters Proximity Resilience Connection Trust Knowledge
Evolution Excellence Experience Audacity Authenticity Quality Technology Tolerance Innovation Inspiration Integration Community Responsibility Revolution
Conquest Creativity Breath Learnness Family Flexibility Future Globality Humanity Impact Collaboration Teamwork Commitment Legacy
ation Agility Credibility Development Determination Dynamism Design Diversity Efficiency Emotion Empowerment Entrepreneurship Energy Balance