

4.

Social

- 4.1 People and team
- 4.2 Communities



AT A GLANCE

Social



People and team

- **Strategic Human Resources and Organization Plan 2025-2030**, a key instrument for aligning people management with the strategic vision of the business.
- **Global succession and leadership model**, aligned with corporate governance best practices and adapted to the geographic and organizational diversity of the company.
- Programs designed to **attract, develop, and retain young talent** at both international level —the GRID Program (Graduate Rotation in International Development)— and local level —Master’s degree in Automotive Electronics and Finance Bootcamp—.
- Implementation of **workshops and action plans based on the results** of the Pulse Survey, led by the management team.
- **Corporate University**, the key to globalizing knowledge, accelerating reskilling and promoting cohesive leadership.
- **Renewal of 18 ISO 45001 certifications**, 60 certified sites and 74% of workforce covered.
- Boosting of the **employer brand** with programs such as Experience Plus and “Talento Automoción”.

- 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)**

Material topics

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

SDG



Communities

- **Open Innovation** with strategic entities such as; **Polo Positivo**, with two new registration windows to promote entrepreneurship and, **MIT World Peace University and REKAPS LLP**, to transform headliners waste into useful and sustainable materials.
- Institutional collaboration for the most vulnerable children with **UNICEF: Companies for Change**.
- First edition of “**Young Industrialists**” at local level, to bring the academic and business world closer to the new generations.
- Promotion of healthy habits, wellbeing and sport in the communities where we are present, highlighting the excellent season of the **Antolin Football Sports Club created for children and relatives of employees**.



Alliances and institutional relations

- 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 Forética.
- **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.

4.1 People and team

Material topics: Working conditions, Equal treatment and opportunities for all, Other work-related rights.

Introduction

Nowadays, the **social dimension** is a key factor in the competitiveness of industrial companies. In a context marked by a shortage of talent, technological transformation and the ability to ensure adequate working conditions, promote equal treatment, and respect labor rights, are essential to **ensuring resilience and long-term value**.

The European labor market presents a structural paradox: an unemployment rate of around 6% in 2025 coexists with persistent difficulties in filling certain profiles, especially in industrial and technological sectors. **According to the World Economic Forum, more than 40% of the skills required for today's jobs will change by 2030**, intensifying the challenges associated with reskilling and professional development. This situation reinforces the need to boost employability, continuous training and the adaptation of people to new working environments.

These challenges are compounded by the progressive ageing of the population in developed countries, which poses additional challenges in terms of wellbeing and accessibility. Ensuring **equitable people management**, regardless of age, gender, or other characteristics, is a key driver for strengthening organizational cohesion and performance.

In the automotive industry, these societal challenges are particularly relevant. Electrification, digitalization and reconfiguration of supply chains are driving structural changes that require responsible employment management, capable of anticipating impacts on the workforce and ensuring respect for human rights.

Antolin analyzes the global context to anticipate potential impacts on the company's supply chain and workforce.

Recognition of Cristina Blanco's business leadership

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.



Management approach

Antolin considers **people as a strategic asset for the pursuit of its activity** and for the achievement of its business objectives. Consistent with its values, the company recognizes the essential role of its workforce and continuously assesses the impacts, risks and opportunities associated with people management, integrating them into its strategy and business model.

This approach translates into a management approach aimed at ensuring safe and healthy working conditions, fostering professional development, promoting diversity and strengthening team commitment and motivation. These aspects have a direct impact on the wellbeing, safety, employability and satisfaction of people, while also influencing key variables for Antolin such as productivity, quality and innovation.

The company identifies that inadequate management of these areas can generate significant risks such as increased absenteeism, unwanted turnover, loss of talent or difficulties in adapting to technological and organizational changes in the sector. On the contrary, **sound and consistent workforce management is seen as an opportunity** to strengthen the company's resilience, attract and retain talent, and establish Antolin as a leading employer in a highly competitive environment.

Therefore, Antolin integrates human resources policies and actions within its corporate strategy, ensuring that the management of the workforce contributes directly to the fulfilment of its vision and the creation of long-term sustainable value.

Key strategic elements

- **Mission and culture** as a hallmark.
- **Global talent** as a lever for differentiation and competitiveness, boosting continuous learning, professional growth and team diversity.
- **High-performance organization**, aimed at aligning business objectives with those of people.
- **Organizational flexibility** as a model for swiftly adapting to changes in the environment and ensuring operational resilience.

Sound and consistent workforce management is seen as an opportunity to strengthen business resilience.

Sustainable business goals

In the review of the 2025 business strategy on sustainability, the objectives for the Social pillar of sustainability —PEOPLE— were updated as follows:



SOCIAL Value for PEOPLE

Zero accidents: wellbeing, occupational health and safety

- 5% annual reduction in the overall accident frequency rate to 1.85 by 2030.
- 4-point increase in the target category sustainable engagement in the 2025 climate survey for senior and middle management profiles.

Diversity, equity and inclusion, applied to talent

- Gender pay gap below 5% by 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 by 2028.

Strategic Human Resources and Organization Plan

The ability of organizations to adapt and compete increasingly depends on how they attract, develop and nurture their people. For Antolin, workforce management is a strategic element that directly influences business resilience, operational excellence and innovation.

From this perspective, the **2025–2030 Strategic Human Resources and Organization Plan**, which was launched this year, is intended to serve as a catalyst for aligning policies and initiatives related to talent, training, diversity, and wellbeing with the company’s strategy and business model. Through this Plan, Antolin identifies and manages the main impacts on its professionals, as well as the risks and opportunities associated with changes in the working environment.

The Plan covers different **areas of action**:

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

Furthermore, it integrates Antolin’s culture with the **shift toward new forms of leadership** and work organization, addressing both the current needs of the business and the expectations of a diverse and global workforce.

People First as a management tool

The implementation and monitoring of the Plan are supported by the **People First** platform, which serves as a key tool for managing the employee experience.

This platform facilitates an integrated view of the organization, enhances the visibility of learning, development and inter-country mobility opportunities, and reinforces two-way communication. This helps to anticipate social risks, enhance the opportunities arising from strategic management of the workforce and continuously improve the professional experience and mutual satisfaction between people and the company.



Training session in Burgos.

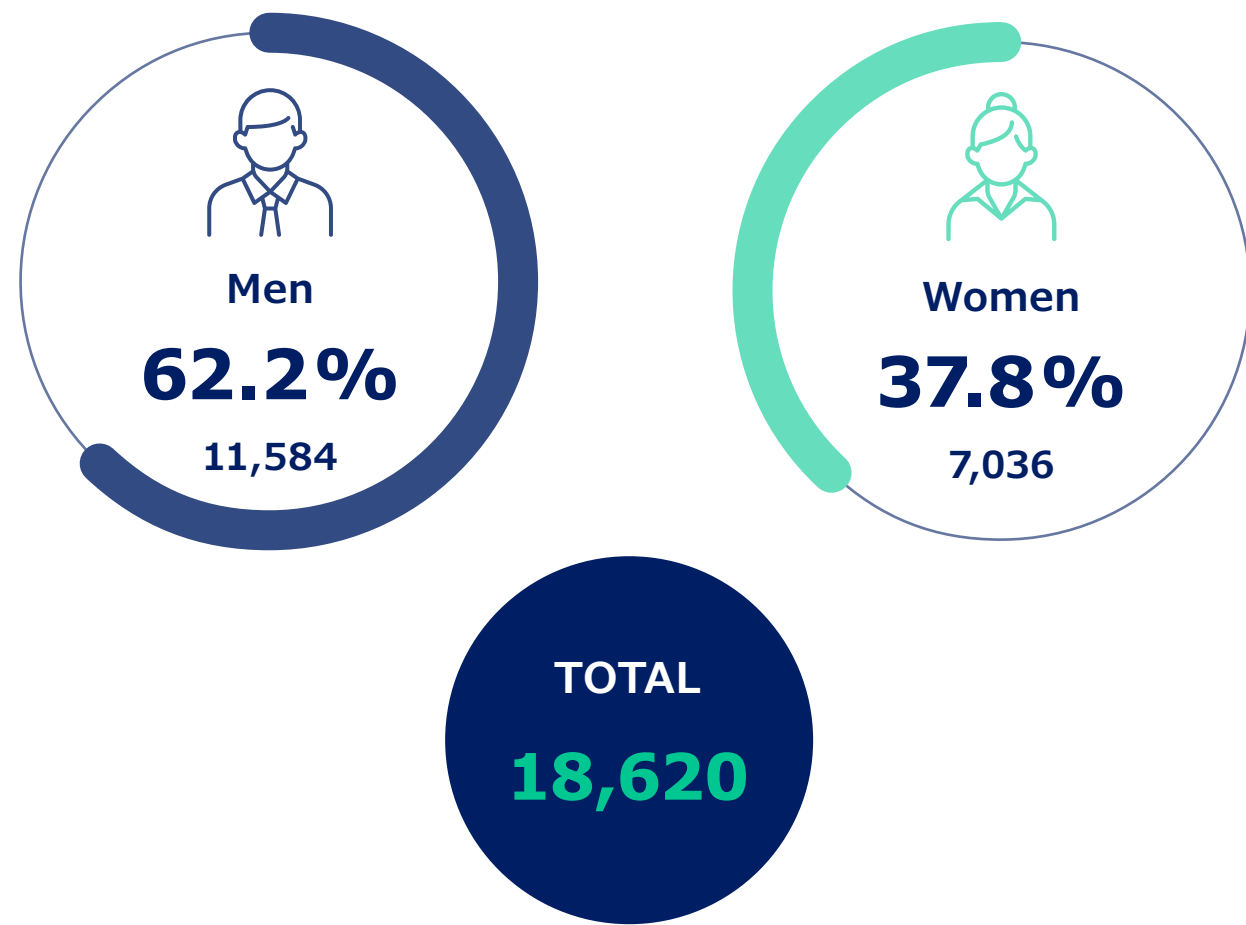
Policies and rules

INTERNAL FRAMEWORK	EXTERNAL FRAMEWORK
<ul style="list-style-type: none"> ● Vision and Values ● Code of Ethics and Conduct ● Supplier Code of Conduct ● Corporate Social Responsibility and Human Rights Policy ● Sustainable Business Model Strategy ● Strategic Human Resources and Organization Plan ● Equal Opportunities and Diversity Policy ● Anti-harassment Policy and Protocol for preventing gender-based workplace harassment and violence at work ● Health and Safety in the Workplace Policy ● Travel Security Policy ● Policy on geographical mobility ● Personnel Management Model ● Knowledge Management Model 	<ul style="list-style-type: none"> ● United Nations Universal Declaration of Human Rights ● The 2030 Agenda: Sustainable Development Goals 3, 4, 5, 8, 10, 16 and 17 ● Guidelines and Principles of the International Labour Organization (ILO). ● United Nations Global Compact. Principles 3, 4, 5 and 6 ● The European Quality Charter for Mobility ● ISO 45001 International Standard for Occupational Health and Safety Management Systems ● Modern Slavery Act 2015 ● Local and national legislation and regulations, conventions, agreements and/or those derived from the collective bargaining at local, regional, sectoral and international level

Workforce profile

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

Breakdown by gender

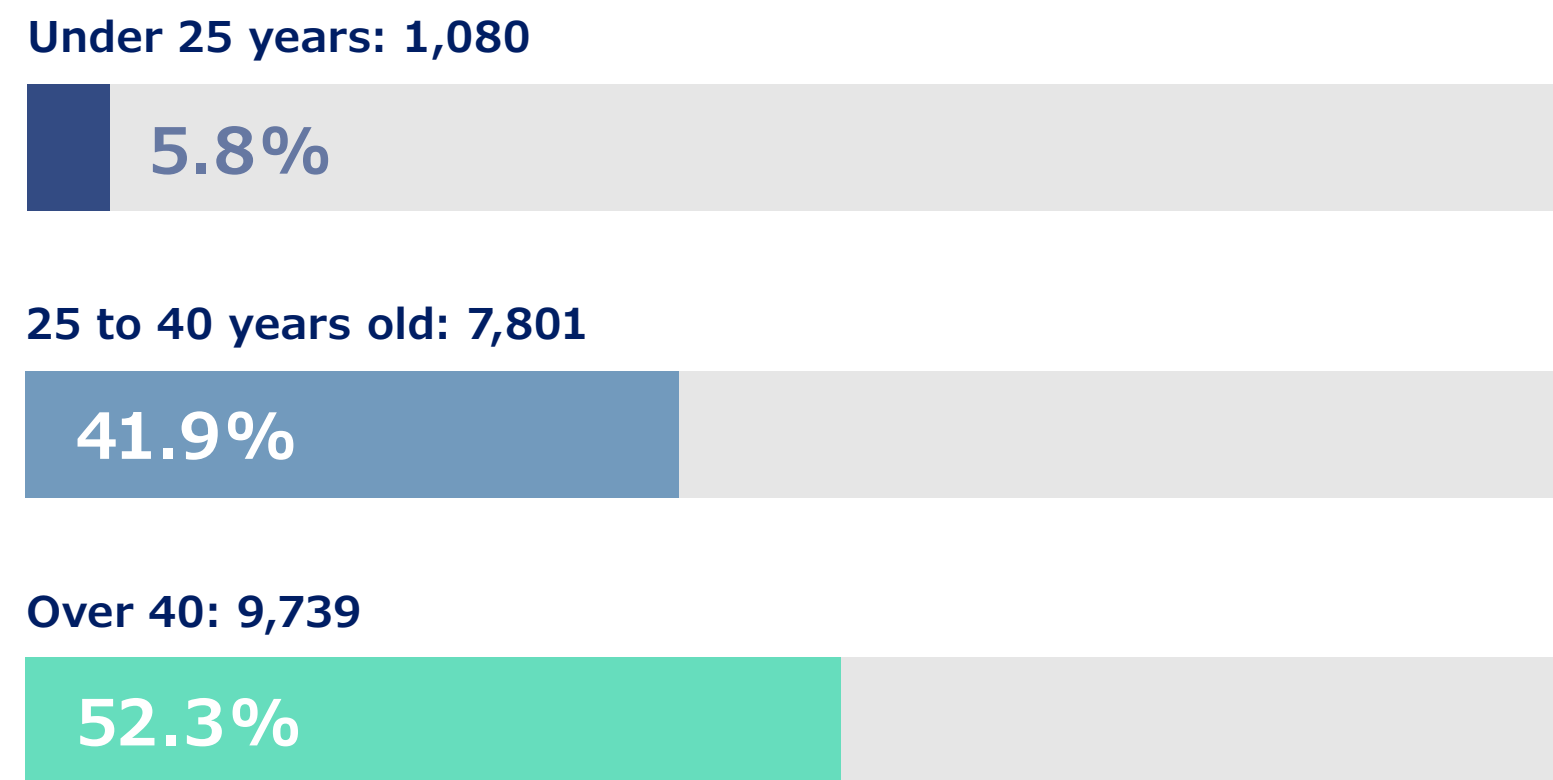


Tech jobs

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.

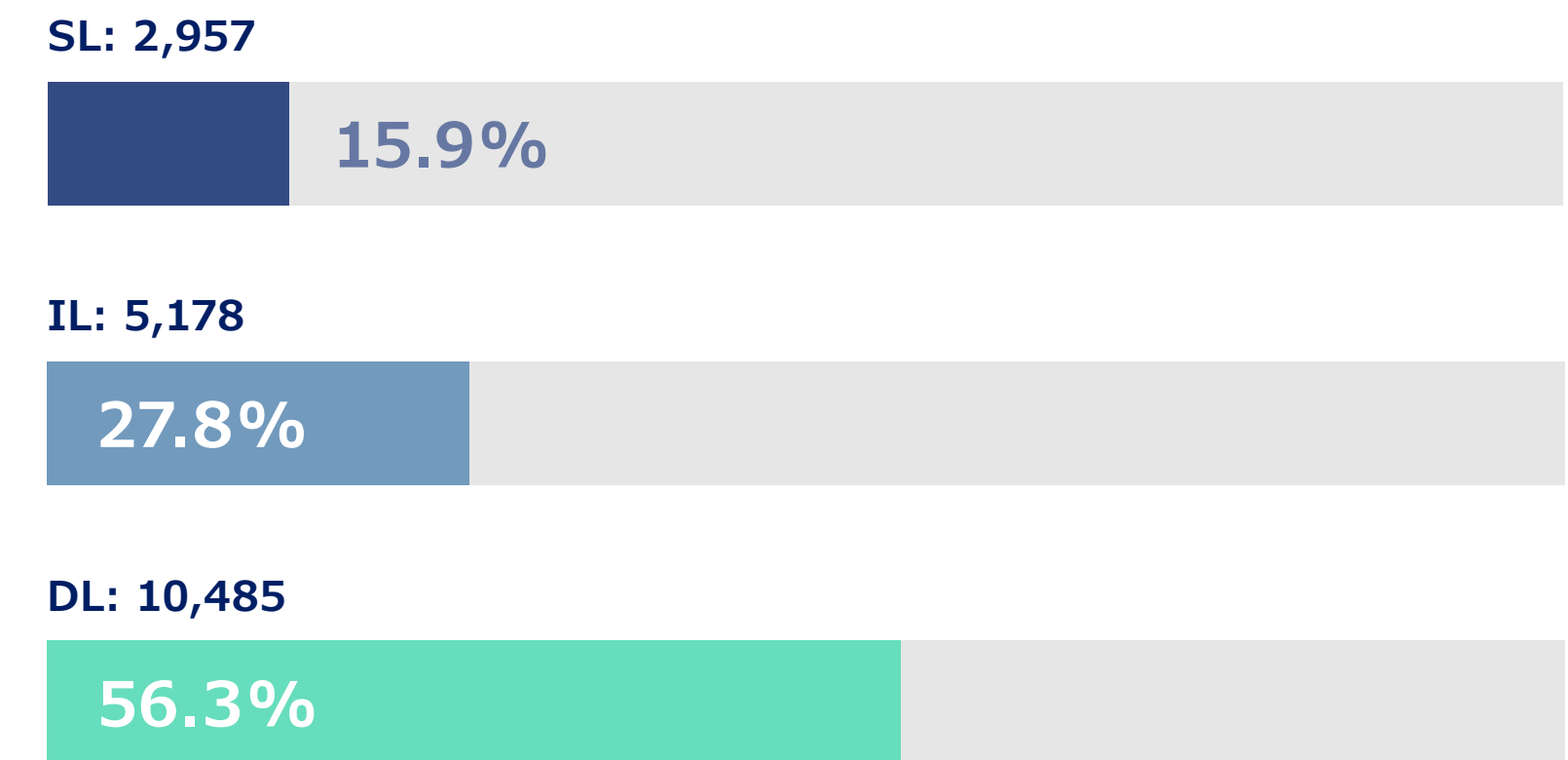
Breakdown by age



Breakdown by type of contract



Breakdown by type of labor



KEY

Structural labor (SL)

Factory personnel

Workers who are part of the organizational structure and whose function is not directly related to production, but whose work is essential for planning, coordination and strategic support (administrative personnel).

Technical-commercial office personnel

Workers who have been employed in a technical-sales office, including the head office, and who are not directly related to production but to the strategic support of production.

Indirect labor (IL)

Workers who have been employed at an Antolin company for a period of time and who are not directly involved in the production process, but whose operational support is essential for this to be carried out.

Direct labor (DL)

Workers who have been employed by an Antolin company over a period of time, assigned to the production process, and who perform direct operations on the product, in accordance with an established work method.

Talent management

Talent management: vision and ambition

Talent management is a cornerstone of Antolin’s global strategy: **human capital is a key driver of performance, innovation, and sustainable competitiveness**. The company’s ambition is to consolidate an environment in which every employee can fully express their potential, strengthen their skills and contribute actively and sustainably to the achievement of the strategic objectives.

In this context, **attracting and retaining talent** is a top priority, achieved through policies and practices that reinforce a strong and distinctive value proposition. Antolin works to attract diverse and highly qualified profiles, aligned with the current and future needs of the organization, while promoting conditions that favor long-term commitment, loyalty and professional development.

The internal strategy incorporates initiatives focused on the employee experience, equal opportunity, career mobility, and recognition —key elements for fostering a **culture of belonging and continuous growth**—. This approach is based on four lines of action: leadership and culture, segmented retention of critical profiles, active listening with measurable action plans and a value proposition aligned with the future of work.

In addition, there are **robust and harmonized global processes** in place for professional development, mobility, training, and succession planning. These processes form a structured framework for identifying, assessing and developing talent in a consistent manner wherever the company operates. Through regular talent reviews, personalized learning paths, internal and international mobility programs, and rigorous mechanisms for identifying potential, Antolin ensures the creation of a **growth ecosystem** that supports employees at every stage of their career. In addition, managers have a key and measurable role in the employee experience: leadership expectations and accountability for people management behaviors are reinforced and linked to performance appraisal.

This ensures **sustainable human capital management** that is fully aligned with strategic objectives and designed to strengthen leadership continuity, develop critical capabilities, and enhance organizational resilience. Talent retention is understood as a business outcome: attracting, engaging and retaining talent is a condition for ensuring operational stability and long-term value creation.

Boosting the employer brand at Antolin: positioning as an employer of choice

Antolin continues to strengthen its employer brand, increasing its presence in employment forums, academic environments and digital channels, and consolidating its position as a go-to employer in the industrial and automotive sector.

These initiatives are part of the company’s overall strategy aimed at **attracting, developing, and retaining talent**, while reinforcing a value proposition aligned with corporate values and the expectations of current and future professionals.

In a context of rebuilding trust after restructuring, the company focuses on ensuring consistency between what is communicated to the market, what is assessed in selection processes and what people experience on a daily basis. Among the most significant initiatives launched this year is Experience Plus, a program that Antolin signed in partnership with the Castilla & León Regional Government and the region’s four public universities, which will run through August 2027. The aim is to reinforce collaboration between universities and companies, promote the qualified job insertion of young graduates, prevent brain drain and improve the competitiveness of Castilla & León’s businesses. This initiative also includes participation in the **“Talento Automoción”** event, organized by FACYL, which aims to bring together companies in the sector and young professionals.

Antolin at the Princess of Girona Foundation Talent Forum

Antolin’s commitment to the development of young talent was demonstrated once again this year by its participation in the Talent Forum held as part of the award ceremony for the Princess of Girona Awards 2025. The ceremony was presided over by the King and Queen of Spain, and attended by the Princess of Asturias and Girona and the Infanta Sofia, as well as Javier Esteban, CHRO of Antolin, on behalf of the company.

This Forum was attended by 75 young people from the 40 companies that are members of the Foundation’s Board of Trustees. In addition to the networking activities, two young Antolin talents, from different areas and with different training profiles, had the opportunity to present the innovative initiatives and projects that the company is fostering.



Attraction and selection

Attracting and selecting the best professionals is a key factor in driving innovation, competitiveness and the development of a sustainable business project. In this context, Antolin has continued to make progress in **professionalizing its talent recruitment and onboarding processes**, establishing clear priorities that are aligned with the company’s overall strategy.

The **recruitment and selection model** is based on the following principles:

- **Value proposition for the candidate**

Antolin offers candidates a solid, coherent and differentiated value proposition, based on the principles of equality, diversity and inclusion. It is based on a **safe and healthy work environment** that promotes employees’ well-being and helps them balance their personal and professional lives through specific policies and measures. This approach evolves to respond to the key drivers of engagement: meaningful work, learning opportunities, recognition and flexibility where operationally possible.

- **Internal employment**

The company **actively promotes the mobility and development of in-house talent** as a fundamental lever for the professional growth and sustainability of the organization. All people have access to internal offers, facilitating dynamic career paths of both vertical progression and horizontal development. This mobility is managed with a segmented approach, prioritizing opportunities and succession plans for critical and scarce profiles, key to operational continuity and growth.

- **Diversity and inclusion**

In line with the commitments reflected in its job offers and corporate communications, Antolin promotes **inclusive selection processes, guaranteeing equal opportunities and non-discrimination** on grounds of sex, age, origin, disability, sexual orientation, gender identity, beliefs or other personal conditions. The company fosters diverse and respectful environments, convinced that a plurality of perspectives contributes to better decision-making and the generation of sustainable value.

- **Selection based on skills, potential and values**

The **evaluation processes** prioritize the identification of technical and cross-cutting skills, development potential, and alignment with corporate values. To reinforce the quality of recruitment and reduce early turnover, the use of structured interviews and homogeneous criteria based on the Antolin Skills Model is promoted, ensuring a more consistent and objective assessment. The results of this assessment help to adjust induction training, clarify performance expectations and guide development from the earliest stages through regular monitoring and reviews.

- **Boosting first jobs**

Antolin helps young professionals gain their first work experience through **scholarship programs, internships, and partnership agreements**, drawing on a well-established network of relationships with universities, educational institutions, and technical schools.

In 2025, Antolin maintained **partnerships with universities, technical schools, and vocational training centers**, offering students and recent graduates the opportunity to gain practical experience in a world-class industrial and technological environment.

Overall, these lines of action contribute to managing risks associated with talent shortages, the loss of critical skills or unwanted turnover, and to strengthening opportunities linked to innovation, productivity and Antolin’s positioning as a leading employer.

Young talent

The commitment to young talent remains a strategic priority for Antolin and a key driver for ensuring **generational succession**, fostering innovation, and building an organization that is prepared to tackle future challenges.


During the year, the company consolidated and expanded various initiatives aimed at attracting, developing and retaining young professionals:


- **International programs**


GRID Program *(Graduate Rotation in International Development)*


The GRID program has become a key part of the strategy to attract, develop and retain young talent with potential. It is designed to **offer recent graduates a high-impact training and professional experience**, with an international and multicultural focus, geared toward leadership and technical skills development.

The program is characterized by:

 **Global development structure:** A structured, long-term program that combines Antolin’s industrial expertise, international presence and continuous learning opportunities to accelerate participants’ professional development.

 **International rotations:** Graduate Engineers perform rotations in different units and countries where Antolin operates, participating in real high-impact projects and acquiring a global vision of the business.

 **Practical learning and leadership:** The program integrates experiential learning, relevant project work and mentoring by managers and internal experts, strengthening both technical competencies and leadership skills.

 **Multicultural environment:** The development of the program in different regions allows participants to gain experience in multicultural environments and build international professional networks within the company.

Dual Training: development and growth

Antolin maintains a **close collaboration with vocational training centers and technical schools worldwide** that allow the development of young talent in its workplaces while they pursue their technical studies.

On the other hand, the **dual training program was consolidated in 2025**, now in its sixth edition. This initiative is aimed at young Spanish high school graduates who wish to start mechanical engineering studies in Germany. The program combines academic training, development of language skills in German and practical experience at Antolin, contributing to the development of highly qualified professionals aligned with the company's values and standards of excellence.

Local programs

Finance Bootcamp

This initiative aims to **attract and develop young talent in the financial field** to strengthen the control, monitoring and analysis of certain investment projects of the company's different business units.

Master's Degree in Automotive Electronics

Antolin reinforced its **collaboration with Universidad de Burgos** with the creation of this program to train recent graduates in Electronic Engineering or double degrees in Engineering. It was attended by 8 participants who received specific and updated knowledge, with a practical approach and aligned with the needs of a leading industry in the application of electronic solutions.

Boosting university-company dialogue

Emma Antolin, vice-chair of Antolin, participated as a speaker at the **presentation of the CYD 2024 Report**, held at the "Casa de América" (Madrid). The meeting brought together university, business and student representatives to reflect on the strategic priorities and the main challenges facing Spanish universities as they evolve toward the society of the future. Antolin has also continued to strengthen university-business dialogue through direct meetings with academia.

In October 2025, the company welcomed a delegation from "**Universidad de Burgos**", headed by its president, to its headquarters and R&D&I center for a day of institutional and technological exchange.

At the same time, it has promoted **links with local Mexican universities** through the visit of Mechanical and Chemical Engineering students from Universidad Autónoma de Tlaxcala, and the participation of its Recruitment and Training team in the inauguration of 45 new laboratories at the UPAEP Engineering Complex in Puebla, reinforcing the connection with young talent and innovation environments.



Visit from the Universidad de Burgos delegation.



Ernesto Antolín, together with eight Spanish students of the Master's in Electronic Engineering in Bamberg, Germany.

Talent attraction and care

Work climate: employee perceptions and ratings

At the heart of the company's strategy are its people. Convinced that a culture based on listening, respect, and trust is an essential pillar of sustainable value creation, **Antolin actively promotes channels of dialogue** that contribute to employee engagement, overall performance, and social responsibility.

In 2025, the focus was on turning listening into collective learning and gaining a better understanding, through employee testimonials and the results of the **Pulse Survey** conducted in October 2024 among a representative sample of the workforce.

More than 20 global workshops per area were led by the management team and the Human Resources Department, together with three multi-disciplinary workshops with employees from different regions, ages and functions. More than 1,500 people, including the Steering Committee, participated in this global action which identified communication, strategy, customer orientation and change management as major trends. This process was another factor in **embedding a culture of learning** based on shared reflection, transparency, and continuous improvement.

During the first quarter of 2026, the company will conduct a new Pulse Survey to follow up on the action plans derived from the 2024 survey.

Leadership that is close and connected to people

Antolin's commitment to its employees remains an essential element of the company.

To reinforce this, the organization promotes a close and constant relationship between senior management and the teams in the different territories, favoring a direct and continuous exchange.

In 2025 the Chairman, Ernesto Antolín, visited several of the company's plants and centers in countries such as Germany, the United States, the Czech Republic, Thailand and Indonesia, among others. These visits improved dialogue with the local teams and provided first-hand insight into the progress of each of the centers. On several of these occasions, the Chairman was accompanied by members of the Steering Committee, reinforcing the message of close and aligned leadership.

Regular visits by the Chairman and senior management to different territories and plants foster a two-way dialogue to identify opportunities for growth and improvement, both for the teams and for the business itself.



Succession planning

In 2025, Antolin conducted a **comprehensive review** of its succession planning process with the aim of strengthening its robustness, consistency, and overall scope. This review transformed the existing system into a structured, homogeneous and sustainable framework, aligned with corporate governance best practices and adapted to the geographical and organizational diversity of the company.

The revamped process is intended to serve as a strategic tool with a global reach, designed to **anticipate leadership needs, ensure management continuity, and support the development of key talent.** It relies on a shared, cross-cutting vision, promoting a collective and rigorous approach through sharing and calibration sessions that reinforce consistency of analysis and alignment between different levels of leadership and regions of the company.

Throughout 2025, this framework was progressively rolled out globally, enabling the development of a structured succession analysis for key leadership positions in all regions of the world. This expansion reflects the company's desire to proactively anticipate its needs and to ensure a strong leadership pipeline, ready to respond to current and future business challenges, both in the corporate and industrial spheres. The process is also designed to progressively integrate other key functions in line with the strategic priorities and evolution of the organization.

The process is based on a **qualitative, comparative, and forward-looking assessment of profiles**, designed to consistently identify the key attributes, strengths, and areas for development of key talent. This structured assessment provides a common analytical basis for rigorous preparation of succession scenarios and reinforces objectivity in talent decision-making.

Conceived as a dynamic and evolving device, the succession planning process will be reviewed and updated periodically, and is now positioned as a key pillar of the overall talent governance model, contributing to the sustainability of Antolin's leadership and long-term performance.

Career development

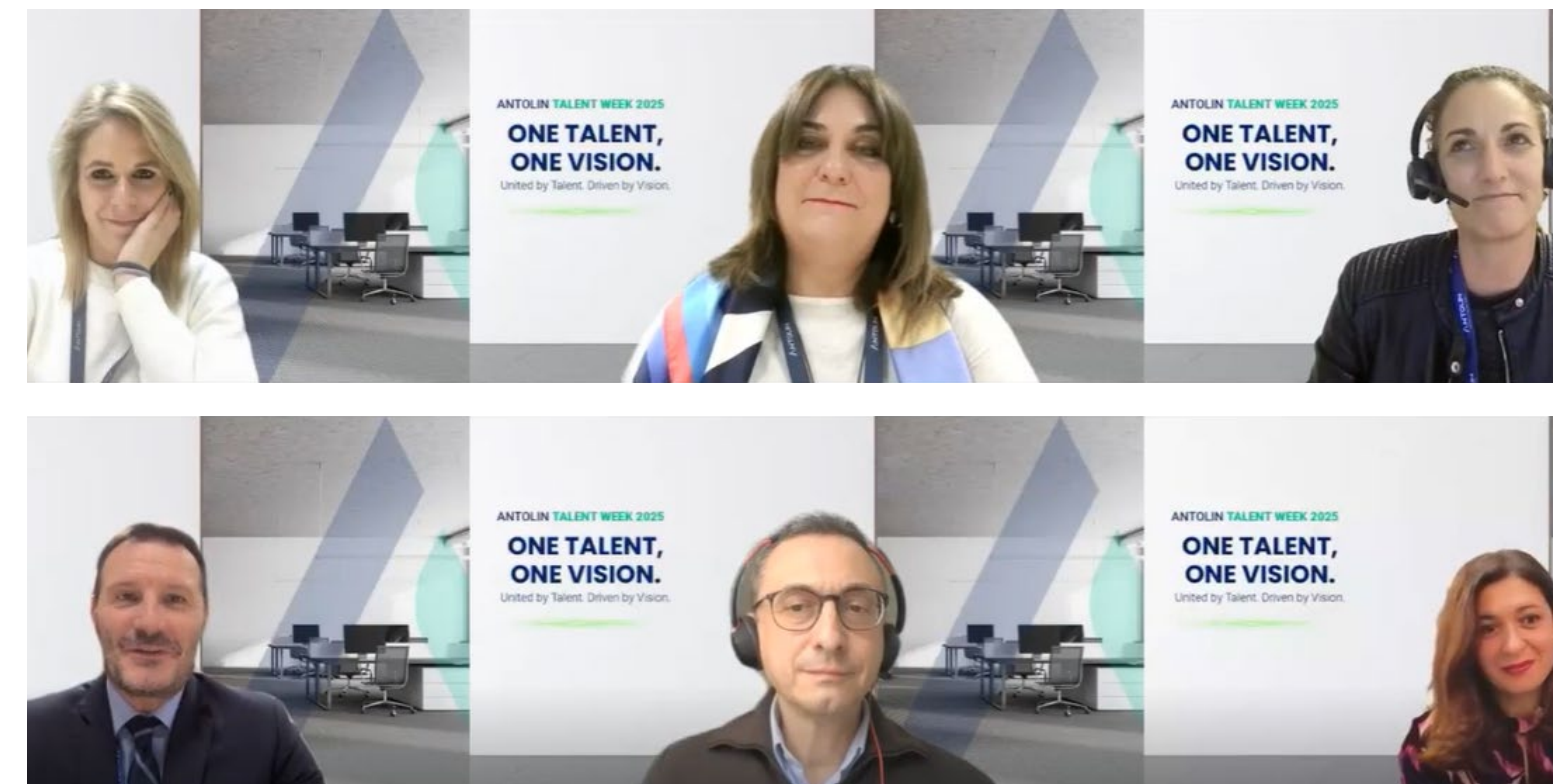
Antolin's approach to career development is based on a structured model that combines performance management, continuous dialogue and the appreciation of internal talent.

In 2025, the performance management system evolved to systematically integrate the discussion of employees' career development and mobility aspirations and expectations, allowing for a better understanding of their interests in terms of evolution and skills development.

Talent Week

The first edition of Talent Week, held in 2025, is fully in line with the implementation of Antolin's global strategy, aimed at positioning the development of skills and human capital as an essential pillar of competitiveness and long-term sustainability.

Conceived as a structured and comprehensive program, the event was built around nine strategic themes and fourteen sessions, addressing in a coherent way the main challenges related to leadership, organizational transfor-



Antolin Talent Week 2025.

mation, operational excellence and skills development in an ever-changing economic and technological environment.

Talent Week generated significant engagement worldwide, with **more than 2,600 visits to the BeOne corporate platform and nearly 3,500 employees** registered across Antolin's various regions. This level of adherence reflects the commitment of the teams to their professional development, as well as the collective interest in strengthening individual and organizational skills aligned with the company's strategic ambitions.

This initiative is an important milestone in the consolidation of a culture of continuous learning and talent development, and reaffirms the company's determination to place human capital at the heart of its vision for the future. In this way, Talent Week contributes directly to strengthening Antolin's global talent management model and to accompanying Antolin's sustainable transformation.

Organizational learning and development

Strengthening corporate learning has a direct impact on employees by **expanding their development opportunities**, facilitating internal mobility and enhancing safety, especially in industrial settings. For Antolin, robust training mitigates critical risks such as skills gaps, unwanted turnover, cybersecurity incidents, regulatory non-compliance or quality errors, while opening up opportunities linked to improved productivity, greater global consistency, innovation and talent attraction.

In 2025, Antolin has taken a decisive step forward by moving toward an agile, continuous and global learning organization. Believing that **shared knowledge** is the foundation of progress and competitiveness, the company has built a robust training ecosystem that accelerates upskilling, strengthens leadership, and fosters a shared culture focused on innovation and excellence. This year marks a milestone in the transition to a model where learning, collaborating and evolving are a natural part of the way we work.

• **Boosting the Corporate University**

The Antolin School, initially conceived as a business school model oriented toward the education and professional training of talent, evolved in 2025 **to a more ambitious and integrated approach**. This evolution is materialized in the Corporate University, which consolidates and extends previous training initiatives, aligning them directly with the company’s strategy and future challenges.

The Corporate University stands as a key project to globalize knowledge, accelerate reskilling and promote cohesive leadership, creating a learning culture capable of sustaining innovation and future competitiveness. The premise is clear: **people who learn and share knowledge are Antolin’s greatest asset**.

The Corporate University project represents an example of institutional collaboration with the Castilla & León Regional Government and Universidad de Burgos. The conceptual model is articulated in strategic and technical academies, with a progressive implementation starting with pilots and evolving toward a benchmark in industrial training.

The Corporate University is based on a solid foundation of knowledge management. Antolin has **more than 35 active communities** in which over 200 experts generate, share, and update the company’s technical expertise. Design guides, lessons learned and databases with nearly 6,000 items constitute an intellectual heritage that is now amplified by an accessible, structured and scalable learning system.

• **Technical Knowledge Academies**

Underpinned by this solid knowledge management system based on active communities, technical experts and thousands of resources generated over the years, Antolin has developed several **Technical Knowledge Academies** that precede the Corporate University itself. These academies have made it possible to organize and share the company’s technical and operational know-how, consolidating good practices and facilitating the continuous training of the teams.

Now, within the framework of the Corporate University, they are integrated as fundamental pillars, providing experience, methodology and a mature training base on which to build a broader, more accessible and global learning model. **In 2025, the following stand out:**

Quality Academy

Designed to **maintain and evolve technical expertise** in project, plant and system quality tools and methodologies, as well as advanced problem-solving techniques. It offers self-learning by subject matters and roles, territory-based training and structured pathways that promote operational excellence.

AIS Academy

AIS Academy is the cornerstone of the **Antolin Industrial System (AIS)**. Its contents are organized into key elements and include specific training paths according to the role and location, ensuring that AIS is a common language and practice throughout the organization.

Global PLM Academy

The Global PLM Academy fosters **learning linked to the digitalization of the product life cycle**. With role-based pathways and 24/7 support for technical centers and plants around the world, it enables comprehensive and coordinated management of projects and technical information.

MBAntolin 2025 - Brazil

The 2025 edition reinforced **collaborative learning and professional development**. Participants generated the content themselves, fostering a culture of learning among peers and collaborators, strengthening regional networking. The experience was complemented by monthly newsletters and was attended by 40 managers and executives.

Antolin Cybersecurity Academy

The cybersecurity program encompasses a set of initiatives that follow a clear process to strengthen the cybersecurity culture. With a preventive approach, it also provides for reactive mechanisms to deal with possible breaches.

It includes awareness programs and campaigns for the workforce, including phishing simulations, monitoring and tracking metrics. All of this is reviewed to identify knowledge gaps and adjust the subsequent campaigns. For more information, see **Cybersecurity** in [Chapter 5.1. Corporate culture and business conduct](#).



Global PLM Training.



Training in the Czech Republic.

Training and awareness

In 2025, **on-the-job training** continued to account for the majority of training initiatives, particularly among direct labor, ensuring the practical transfer of knowledge and operational consistency.

In addition, Antolin launched **strategic training initiatives in areas critical to the organization’s future:** sales, sustainability, health and safety (H&S), quality management systems (QMS), generative artificial intelligence, anti-corruption, antitrust, conflict of interest management, the Code of Conduct, and finance.

A culture of ethics and compliance

Antolin continues to reinforce its commitment to a corporate culture based on ethics, integrity and compliance. An exhaustive analysis of the existing training catalog was carried out this year, identifying the needs for updating and improving the contents.

In addition, progress has been made in standardizing the tracking and logging of training, achieving a **98% completion rate** —with all staff trained— among employees assigned during the year.

These training actions are complemented by periodic awareness-raising campaigns, informative materials in the workplace, topic-specific newsletters (Compliance Corner), Compliance Flashes, videos, podcasts and other resources to reinforce the ethical culture at all levels of the organization.

Training content highlights in 2025 include the Code of Ethics and Conduct, anti-corruption, privacy, antitrust, conflicts of interest, third party due diligence, prevention of harassment and discrimination, information security and international trade, reinforcing compliance and reducing legal and reputational risks.

QUIZ: more accessible and participatory learning



The gamification project *QUIZ Compliance* was further embedded in 2025 as an innovative tool to bring compliance closer to employees and foster interactive, agile and accessible learning.

For further information, [see section 5.1.](#)

Other training

With the aim of strengthening the compliance knowledge of groups with limited access to digital resources, especially the **direct labor** of the plants, in 2025 online surveys were conducted in Romania and Mexico to comprehensively assess the understanding of content related to issues such as harassment and respectful conduct, corruption risks, safety, occupational health and other relevant aspects of day-to-day operations.

At the same time, all the plants have continued to receive pre-service training in the prevention of harassment, adapted to the operational characteristics of each center and developed in collaboration with the Human Resources areas.

Through different programs and activities, Antolin reinforces its commitment to the continuous training of its workforce.

Innovation Open Day

After touring several European cities with its concept car, Antolin held the *Innovation Open Day* at its headquarters in Burgos, a day designed to bring its teams closer to the vision, talent and passion that drive its innovation projects.

With the help of the Innovation team, the attendees learned first-hand about the most notable advances in safety, comfort and health, and were able to take a close look at the results of Antolin’s collaboration with a select group of strategic partners.



Human rights awareness and education

The corporate **human rights training** program, which is updated every three years, has continued to evolve in response to risk assessments, regulatory trends, and advances in sustainability.

In 2025, the dissemination of content related to ethical conduct, non-discrimination, integrity at work and respect for people’s dignity was reinforced through specific materials, internal campaigns and on-site initiatives in plants.

In addition, the training courses launched in previous years have been maintained, adapting their contents when necessary to respond to local legislative frameworks or emerging risks.

Organization of work

Antolin reaffirms its commitment to respect for, and observance of, human rights in all of its business activities and decisions. This commitment includes strict adherence to all employment standards that promote the **eradication of all forms of forced and compulsory labor**, as well as child labor. The company also makes sure to abide fully with the prevailing legislation in each country regarding working time.

Working time is always planned on the basis of the **relevant collective agreement**, and is designed to balance the interests of all parties involved, i.e. customers, the company and employees. This approach ensures compliance with the principles of job stability and quality, and with flexible working time and workplace criteria.

Plants offer **shift work** strategically adapted to the business structure, size, location and objectives, as well as the characteristics of the departments and the number of workers. The existence of two, three or even five working shifts at certain plants reflects the nature of the services offered or the demand-side pattern observed in respect of the company’s products.

With the primary goal of **improving the flexibility of its plants** by adapting to customer demand, Antolin makes responsible use of furloughs and similar schemes sporadically. In 2025, shutdowns occurred in the Czech Republic, France, Germany, Italy, Mexico, Morocco, Poland, South Korea, South

Africa, South Korea, Spain, France, Mexico, Poland, South Africa and the United Kingdom due to supply chain tensions and market uncertainty. The interruptions varied according to the production and labor context of each country.

In some cases these were short breaks for one-off production adjustments, such as in the UK and Germany. Others were of a seasonal nature, such as the summer holiday closure in Poland and the winter shutdowns in South Africa.

These temporary measures allow **production to be adapted to demand** without resorting to structural decisions, while preserving employment, the stability of the workforce and industrial capacity.

Organization of working time and policies on disconnecting from work

As with many other manufacturing organizations, **on-site work** at Antolin mainly comprises production-related positions and certain indirect jobs. However, **remote and hybrid working options** are available as a way to promote flexibility and work-life balance for other professional roles, provided that the nature of the position allows for it.

In countries such as Germany, the United States, Mexico and the United Kingdom, remote or hybrid working is the majority option for eligible positions, in line with local regulations, market practices and Antolin’s internal policy. This approach is applied consistently across all geographic locations, respecting the organizational and operational specificities of each site.

In addition, in jurisdictions where the law expressly recognizes the right to **digital disconnection**, Antolin ensures compliance therewith. In particular, in France, where this right is protected by law, all plants respect this right.

Looking ahead to 2025, Antolin continued to reinforce a global and homogeneous approach to working arrangements and digital disconnection by updating its internal policies and corporate guidelines, ensuring their appropriate adaptation to Antolin’s different regulations, geographic locations and organizational realities.

Teambuilding focused on trust

The Antolin team in Shanghai participated in a two-day, one-night teambuilding activity in the natural environment of Mount Kuaiji.

The aim was to strengthen collaboration, trust and efficiency in collaborative work.

These activities are key to understanding that a team is built from small acts of perseverance that together form an unstoppable force. It is the sum of many moments of precision that, together, achieve a perfect execution



Work-life balance and digital disconnection

Antolin promotes work-life balance and the wellbeing of its employees through **flexibility and work-life balance measures**, encouraging both parents to exercise them, as well as digital disconnection practices adapted to the operating reality of each country and plant. These measures are applied considering the nature of the functions, especially in industrial environments with a high presence of operational positions. They seek to facilitate flexibility and wellbeing while ensuring operational continuity.

Work-life balance programs are primarily managed at **local level**, in accordance with the relevant regulatory framework. For this reason, the regional and local Human Resources departments ensure compliance with the measures established by law or by collective bargaining, and also promote voluntary initiatives to respond to the specific needs of each workforce. In practice, most actions are oriented toward the organization of working time and the management of rest and holiday periods.

For example, **Romania** has a wide range of measures in place: 17.10% of the workforce uses flexible schedules, and remote working is used at the same rate. Measures are applied to reduce working hours on return from maternity or paternity leave and for employees with children in the early stages of education, covering 100% of the workforce. In addition, all employees have paid time off for family events, and 82.89% can work a single shift during the first month after returning to work.

Slovakia offers flexible work schedules, reduced working hours, and remote working, which are utilized by 17% of employees (including both men and women). In **Hungary**, work-life balance is primarily achieved through an internal remote working policy aimed at office staff, which is voluntary upon request and depends on the requirements of the position, promoting flexibility when the nature of the role allows it.

In **Spain**, Antolin’s headquarters have implemented reduced workday measures applicable to various employee groups. A total of 44 people availed themselves of these measures at some point in 2025; 37 women and 7 men. In addition, a work schedule with flexibility and rest measures, including a voluntary remote working policy, is implemented.

Meanwhile, in countries such as **Brazil** and **Argentina** (within the Mercosur bloc), partial remote working is available for up to two days a week for roles

not directly linked to production. In addition, all employees benefit from the *Total Pass*, with access to gyms and psychological support services, reinforcing the commitment to physical and mental wellbeing.

At the same time, in 2025 Antolin continued to update its policies, projects and initiatives related to **digital disconnection**, adapting them to regulatory developments and practices in the various countries where it operates. In States with specific regulation of the right to digital disconnection (Spain and France), this right is articulated in accordance with the legislation in force and, where applicable, with the provisions of collective agreements and internal policies. In France, the company maintains its implementation at all sites through organizational measures and internal guidelines aligned with labor regulations. In Spain, the right to disconnection is integrated into internal policies, in accordance with Article 88 of Organic Law 3/2018 on the Protection of Personal Data and Guarantee of Digital Rights (LOPDGDD) and Law 10/2021 on remote work, and is addressed as a matter for collective bargaining.

In other countries such as Germany, Italy, the United Kingdom, the United States, and Mexico –where the regulatory framework focuses primarily on working hour limits, rest periods, and the prevention of psychosocial risks– Antolin adapts its **practices to promote the reasonable use of digital tools** and ensure compliance with rest periods, in accordance with local regulations.

Compliance with and promotion of ILO core conventions

In 2025, Antolin continued to promote and strengthen compliance with the core conventions of the International Labor Organization (ILO) in all the geographic locations in which it operates. These principles are integrated into Antolin’s corporate policies, people management procedures and industrial relations practices, ensuring respect for freedom of association and the right to collective bargaining, in accordance with the labor legislation of each country.

The company also remains **committed to equal treatment and non-discrimination in employment and occupation**, complying with the legal provisions in force in each jurisdiction, including European regulations on equality and diversity and the relevant national legislation in other countries. Similarly, Antolin enforces a **zero-tolerance policy regarding forced or compulsory labor and child labor**, in accordance with local



Antolin-Lusitania in Portugal.

regulations, ILO standards, and the commitments outlined in its framework for responsible business conduct. In this respect, the company renews its commitment against modern slavery, approved by the Board of Directors and available on its corporate website.

Diversity, equity and inclusion

Principle of non-discrimination

Diversity, equity and **inclusion** are part of the principles that guide people management at Antolin and are considered a relevant element both for their impact on employees and for their contribution to performance, talent management and the company’s reputation in the countries in which it operates.

Antolin applies the principle of **equal treatment and equal opportunity** at every stage of the employment relationship through corporate policies and common guidelines, which are adapted in each country to comply with local regulations and applicable collective bargaining agreements. These policies promote inclusive and respectful work environments and expressly prohibit any form of discrimination.

Management has a positive impact on the wellbeing and motivation of employees, contributing to a better working climate.

Gender diversity and leadership

The industrial sector has traditionally been more male-dominated, especially in the factory environment. Antolin regularly monitors gender diversity within its workforce and at various management and leadership levels, with the aim of **promoting balanced representation and inclusive work environments**, taking into account the company’s specific organizational and geographic characteristics. In this regard, the percentage of women in the workforce increased in 2025, consolidating a trend of gradual increases in recent years.

	Governing bodies	Board of Directors	Advisory Board	Steering Committee
Men	60%	40%	80%	78% (7)
Women	40%	60%	20%	22% (2)

For more information, [see section 2.4 Corporate governance](#).

At the local and operational level, gender representation presents diverse realities. In Romania, the workforce is almost evenly distributed between women and men, and at the management level, women account for 60% of the workforce. In Brazil and Argentina, the gender distribution is in line with the sectoral and regional context, and in management positions, female representation stands at 12%, which shows a basis on which to continue advancing in the reinforcement of diversity in leadership positions.

Gender equality and non-discrimination

Antolin promotes equality through a management approach with a gender perspective, integrated into its organizational model and aligned with the expectations of its stakeholders.

The **Code of Ethics and Conduct** expressly incorporates the principles of non-discrimination and equal opportunity, which are further set out in the **Corporate Diversity and Equal Opportunity Policy**, which applies to

everyone in the organization, regardless of their role, position, or location. This framework also guides selection processes and corporate communication, promoting the use of inclusive language.

Antolin pays special attention to indirect discrimination, understood as those apparently neutral practices that may place certain people or groups in a disadvantaged position, reinforcing the review of processes and criteria to prevent this type of situation.

In Spain, since 2021, the Human Resources department has been conducting an ongoing process of reviewing and monitoring **equality plans** and ensuring their compliance with regulatory requirements regarding salary reporting and remuneration audits, a process that continued through 2025. Antolin currently has seven equality plans in place in centers and plants in Spain and is monitoring the rest in accordance with the legal time frames.

Female presence in the industry

Antolin reaffirmed its commitment to diversity and talent development by actively participating in the third edition of #MujerIndustria, held in Burgos and organized by **POLO Positivo**. The meeting, which focused on the role of women in the present and future of the industrial sector, included the participation of the CEO and the Director of Advanced Manufacturing & Industry 4.0/5.0 at Antolin, providing the company’s vision on leadership, innovation and industrial transformation.



GOOD PRACTICES

International Women's Day

In 2025, Antolin continued to play its part in the commemoration of **International Women's Day** through a corporate campaign with a global reach, disseminated via in-house channels and corporate social media, with the aim of highlighting the role of women within the organization and reinforcing the values of equality and inclusion. Through the **#AccelerateAction**, driven by various countries, the company has mobilized the global participation of its teams and collected more than 240 photographs. Each image reflects Antolin's involvement and commitment to equality.

In addition, commemorative events and awareness-raising actions adapted to local contexts were carried out in different plants and workplaces to recognize the contribution of women in the different areas of the organization and to encourage dialogue and participation around equal opportunities. It is worth highlighting the **Punto Violeta program** carried out at the Arteaga plant (Mexico), in partnership with the Government of the State of Coahuila to ensure women's safety.



Employees with disabilities

Antolin continues to promote the **integration of people with disabilities** in its teams, both through direct hiring in its own workforce and through collaborations with special employment centers, in accordance with the applicable regulations in each country. To this end, the company guarantees **universal accessibility** and promotes the necessary equality measures to facilitate the effective integration of this group into the workplace.

In centers or companies in which it is not possible to directly employ people with disabilities, Antolin applies the measures provided for by law, including the request for statements of exceptional circumstances and the adoption of alternative measures, such as the contracting of services to special employment centers, in compliance with the regulations in force.

Beyond mere compliance with the minimum hiring percentages required in certain geographic locations, Antolin maintains its commitment to the inclusion of people with disabilities also in countries where there is no equivalent legal obligation. To this end, the company has defined **internal indicators designed to measure the level of inclusion** in the workforce, with a particular focus on functional diversity. In **Spain**, in 2025, the measures applied in previous years continued to be monitored, including the statements of exceptional circumstances obtained in those centers where this legal concept is applicable.

Internationally, Antolin continues to expand its operations across various regions. In **Germany**, the integration of this group remains a priority, as demonstrated by the experience of the Allershausen office, where the recruitment of people with severe disabilities continues. In **China**, the center in Shanghai continues to employ people with disabilities, whilst in **Italy** the proportion of this group in the workforce stands at around 7%. In **Brazil**, the proportion of people with disabilities at Antolin's plants remains within a range of approximately 2% to 5% of the total workforce, in line with local regulations.




Other forms of diversity

As part of its commitment to **equal treatment and opportunities**, in 2025 Antolin maintained the structures and policies implemented in previous years to promote an inclusive, safe and respectful environment. In this context, the Equity Committees established in 2024 continue to play an active role

as support bodies in identifying opportunities for improvement, monitoring initiatives and fostering a corporate culture based on respect and inclusion.

Specifically, the company maintained its Equality Committee established within the Works Council at the engineering headquarters in **Spain**, which helps to monitor the measures implemented and to continuously foster an inclusive working environment.

Similarly, at Antolin's plants in Alabama, Missouri, Nashville and Shelby (**United States**), the company continued to implement and strengthen corporate policies throughout 2025 aimed at ensuring fair and safe working conditions. Highlights include:

-  **Equal Employment Opportunity (EEO) Policy**, which guarantees equal opportunities in recruitment, promotion and career development without discrimination on legally protected grounds.
-  **Anti-discrimination policies**, aimed at preventing any form of discrimination or harassment and promoting inclusive work environments.
-  **Workplace Violence Prevention Policy**, aimed at preventing situations of workplace violence and reinforcing the safety and wellbeing of workers through specific training and clear protocols for the identification, reporting and management of incidents.

Meanwhile, Antolin's plants in **South Africa** continue to implement the current Equity Plan, which runs for five years and sets out specific measures for the establishment and operation of an equity committee responsible for periodically reviewing progress in the implementation of the planned measures, in compliance with applicable local regulations.

Furthermore, Antolin takes into account **other aspects of diversity** that may influence employability, such as cultural or racial diversity, particularly in highly multicultural contexts. In countries such as the **United States**,

the company strictly complies with current legislation on equal opportunities and non-discrimination. In certain locations, such as **South Africa**, Antolin complies with the reporting and monitoring obligations arising from specific regulatory frameworks, such as the Broad-Based Black Economic Empowerment (B-BBEE) scheme, which aims to promote the economic participation of historically disadvantaged groups.

Finally, Antolin pays attention to **generational diversity**, aware of the challenge of adapting the skills of senior staff to technological changes in the industry. In this context, the company is committed to combining the experiences, knowledge and perspectives of different generations as a key source of creativity, innovation and knowledge transfer within the organization.

Diversity events

Antolin reinforced its commitment to a workplace and social environment based on equality, inclusion and respect by joining Zero Discrimination Day, a global initiative led by UNAIDS, which emphasizes that everyone deserves to live with dignity, free from discrimination on grounds such as race, gender, beliefs or appearance.

In line with this purpose, the company also joined in the commemoration of World Down Syndrome Day, promoted by the UN to raise public awareness and highlight the dignity, worth and contributions of people with intellectual disabilities. Through both initiatives, Antolin reaffirms its commitment to diversity, equity and inclusion, highlighting the fact that it is precisely the differences between people that enrich society, in line with its Equal Opportunities and Diversity Policy.



Remuneration

Remuneration policy and principles of the remuneration model

Antolin’s remuneration policy establishes a remuneration framework that is consistent with the company’s strategy and values. Its aim is to ensure **fair and competitive remuneration**, commensurate with the commitment, contribution and level of responsibility assumed by each individual.

The remuneration model combines a **fixed component**, determined by experience, the duties performed and the level of responsibility of the post, with a **variable component**, linked to predefined and measurable indicators. This variable component is linked to both individual performance and company results, and is adapted to the remuneration schemes and regulatory frameworks of each country.

Antolin remunerates its employees in line with their professional merit and applies the **principle of equal pay** for work of equal value, ensuring there is no discrimination on the grounds of gender, age, culture, religion, race or other personal circumstances. This commitment is underpinned by **social dialogue** and the involvement of workers’ representatives, through works councils, employer representatives and trade unions, in accordance with local frameworks.

The Human Resources department carries out an **annual pay review** that takes into account factors such as market salary positioning, internal equity, performance and potential.

Variable pay for operational staff and non-management staff

Antolin’s remuneration model provides for **variable pay** for both plant workers and non-management staff, in accordance with the nature of each role and the remuneration schemes in force in each country.

This variable component is linked to **objective and measurable indicators**, related to the company’s results, collective performance and, where applicable, individual performance. Its design enables the organization’s objectives to be aligned with employees’ contributions, thereby strengthening commitment, productivity and a focus on results.

Flexible benefits for non-executive staff

Antolin’s non-executive staff have access to a range of flexible benefits, tailored to the remuneration schemes and regulations of each country, designed to promote their wellbeing.

Key benefits include, among others, health insurance, pension schemes, subsidized canteen meals or meal vouchers, company transport or public transport subsidies, flexible working hours and a discounts portal.

This flexible approach allows each employee to choose the options that best suit their personal circumstances, reinforcing a value proposition centered on people and the continuous improvement of their experience within the company.

Living wage and cost of living

The company assumes that the concept of **living wage** goes beyond mere compliance with legal requirements and is committed to offering remuneration that contributes to people’s wellbeing and financial stability.

To this end, Antolin regularly monitors its remuneration policy to ensure that salaries evolve in a way that is consistent with the economic and social context of each country. This analysis takes into account factors such as inflation, the labor market situation and local living conditions.

To this end, the company implements **various measures**, including:

- **Salary updates** in accordance with current legislation.
- **Regular review** of the various components of the total remuneration.
- Use of **external references** in the market.
- Regular participation in **salary surveys**, which enable us to assess Antolin’s remuneration positioning against standard market practices.

This approach ensures consistency, fairness and transparency in salary management, and reinforces Antolin’s commitment to responsible remuneration practices that are aligned with international standards on equal pay.

Gender pay gap

Antolin’s remuneration policy is based on objective and non-discriminatory criteria, ensuring that equal pay is provided for the same level of responsibility, the duties performed and professional experience for positions that are the same or of equal value.

In line with this commitment, **Antolin has revised its target to achieve a gender pay gap of no more than 5% by 2026**, in line with regulatory requirements on equal pay. The company is addressing this target through systematic analysis and an equity-based approach, implementing corrective measures where necessary.

The methodology used to calculate the pay gap takes into account total annualized remuneration, including both fixed and variable pay, for 100% of the workforce. The calculation is based on the difference in average pay between men and women (men – women / men), for each of the defined categories in which both sexes are represented, by country. Each gap is weighted according to the proportion of each country’s population relative to the total in the relevant category.

Antolin has incorporated a target relating to executive remuneration into its sustainable business objectives, linking a portion of variable pay to sustainability criteria in the area of decarbonization and employee wellbeing.

Health, safety and wellbeing

The health, safety and wellbeing of the people involved in Antolin's activities are a strategic priority for the company and its stakeholders. Both the **sustainable business model** and the **Strategic Human Resources Plan** are designed to ensure safe, healthy and people-centered working environments.

Antolin has its own **Occupational Health and Safety (OHS) Policy**, the mission of which is to protect, promote and optimize the health, safety and wellbeing of employees, as well as contractors and suppliers. The company considers the active involvement of all people in this matter to be essential, calling for individual and collective responsibility to comply with and enforce compliance with safety regulations, regardless of where the activity takes place.








Consultation with and participation of workers is primarily organized through the **Health and Safety Committees**, comprising representatives from the various departments and the workers themselves, which serve as forums for dialogue and the regular monitoring of preventive measures.

Culture of prevention and health and safety objectives

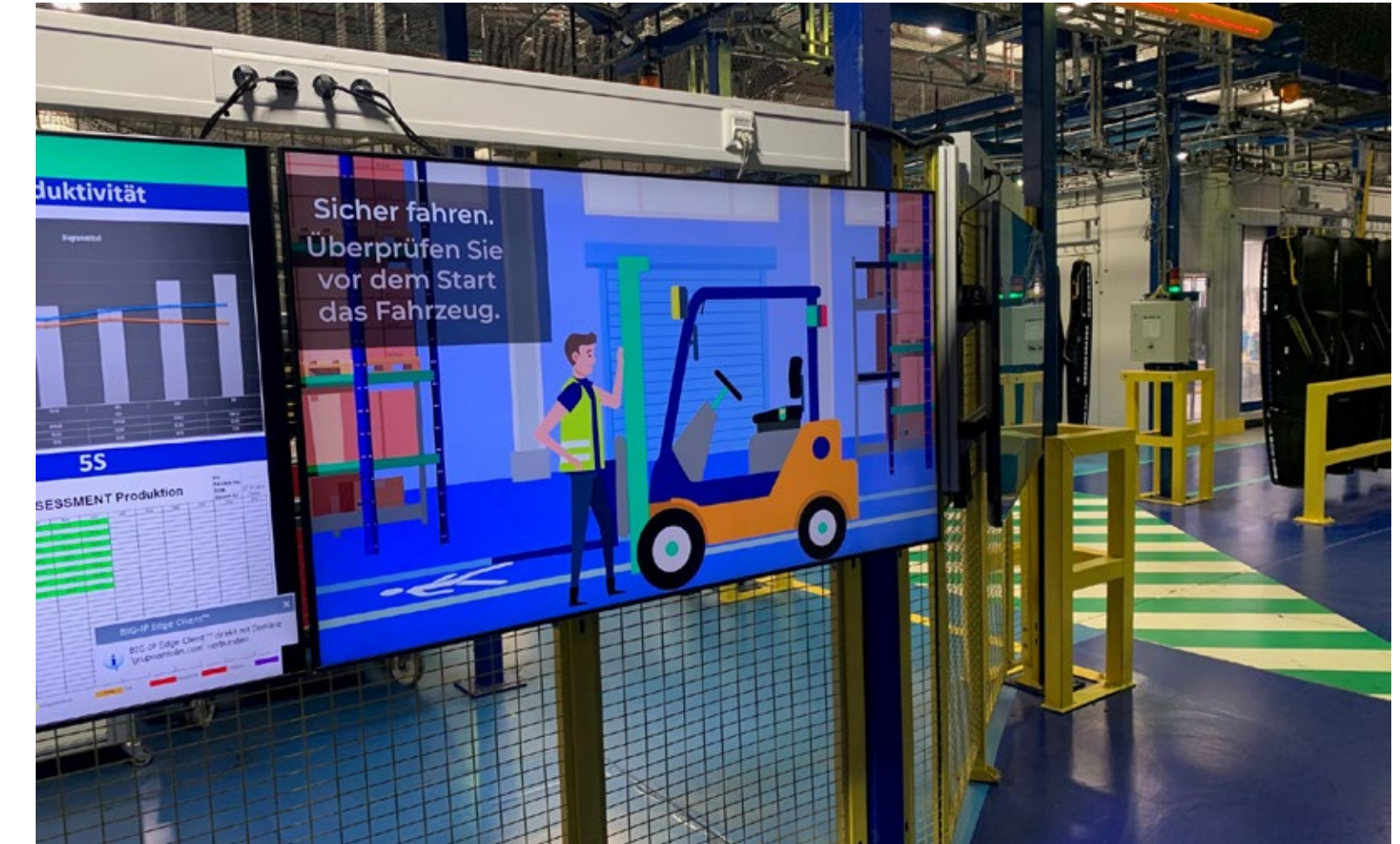
As part of its Sustainable Business strategy, Antolin remains committed to achieving zero accidents and improving wellbeing and occupational health, whilst promoting a safe and healthy working environment. To this end, the company has set medium-term targets, the most notable of which is the **5% annual reduction in the overall accident frequency rate, reaching 1.85 by 2030** (baseline year 2024: 2.52).

MAIN INITIATIVES IN 2025

Behind these results lies a firm commitment to strengthening a **culture** of prevention, which has taken the form of various initiatives, including:

-  Improvement of **incident reporting**, analysis and follow-up, through weekly meetings and reinforcement of root cause analysis.
-  Launch of the **Health & Safety Breakthrough** initiative geared toward monitoring of the OHS management system.
-  Communication and implementation of the **Life Saving Rules and the Mandatory Antolin Safe Standards (MASS)**.
-  Continuation of the **Safety and Health at Work Transformation Plan**, launched in 2024, which includes safety talks and dialogues, Hazard Hunting routines, safe shift start checks, implementation of Safety Dojos* as hands-on learning spaces and the development of a 5S Plan to improve order, cleanliness and efficiency in the workplace.
-  Strengthening of the **internal OHS organization**, by reviewing the regional structure to improve monitoring and communication.
-  **Quarterly global OHS meetings** to share results, lessons learned and good practices.
-  **Specific training** for emergency response teams at all workplaces.

*A safety dojo is a practical training space designed to help employees develop safety skills through interactive exercises, simulations and training based on real-life scenarios.



Moving toward zero accidents: reducing the accident rate

By 2025, the accident rate had fallen significantly, reaching an all-time low with an overall frequency rate of 1.90, representing a 24% reduction. This progress is mainly attributable to the consolidation of the four strategic pillars of occupational health and safety: the management system, incident management, in-house safety standards, and preventive and proactive procedures.

Management systems and certifications

In 2025, Antolin renewed 18 ISO 45001 certifications, bringing the total number of certified sites to 60 and covering 74% of its global workforce. This progress reflects the company's commitment to continuous improvement in occupational health and safety management.

In 2025, Antolin renewed 18 ISO 45001 certifications, covering 74% of its global workforce.

Management of specific risks and hazardous substances

With regard to the handling of hazardous chemicals, and in parallel with efforts to reduce their use in collaboration with the supply chain, Antolin stepped up staff training and instruction in 2025, particularly in the handling of compounds containing diisocyanates, in compliance with the requirements of the **REACH Regulation (Registration, Evaluation, Authorization and Restriction of Chemicals)**. At these training sessions, the hazards, collective safety measures, personal protective equipment, safe working procedures, hygienic measures to be applied and the safe handling of packaging are reviewed in detail.

For more information on hazardous substances [see chapter 3.3 Use of resources and circular economy](#).

Promotion of health and wellbeing

Antolin complements occupational health and safety measures with initiatives aimed at promoting a **healthy and active lifestyle**. In 2025, workshops and training sessions were held on emotional health, healthy eating, physical exercise, ergonomics, smoking prevention and general wellbeing.

Noteworthy initiatives include:

- **France (Cambrai):** Health Week, with over 130 participants taking part in activities on addiction prevention and physical wellbeing.
- **Mexico:** initiatives to promote physical and emotional health, specific medical check-ups, workshops on nutrition and digestion, stretching exercises and healthy lifestyle campaigns in various centers.
- **Germany:** initiatives to promote healthy eating and physical exercise, as well as yoga workshops in various centers.

Health and Safety Week

To mark **World Day for Safety and Health at Work**, Antolin held its first global Health and Safety Week from 28 to 30 April 2025. The initiative saw a high level of participation, with over 300 activities taking place in workplaces across 19 countries, aimed at strengthening the culture of safety and wellbeing.

Activities included training on the Life Saving Rules and MASS, emergency drills and first aid, workshops on safety, ergonomics and wellbeing, practical sessions on new health and safety tools, and exhibitions at the Safety Dojos.



Participation of the Czech Republic team in the Chambers Cup.

Labor relations

Antolin considers **freedom of association and the right to collective bargaining** to be fundamental pillars of both industrial relations and its commitment to respect for human rights. The company ensures that these rights are effectively upheld in all the countries in which it operates, in compliance with local labor laws and applicable international standards.

To promote **healthy and stable labor relations**, Antolin promotes an environment of ongoing employee dialogue, based on open, transparent and constructive communication with workers' representatives. This approach helps to build trust, anticipate potential workplace tensions and ensure that any actual or potential workforce-related issues are managed effectively.

Employee dialogue, representation and collective bargaining

Antolin has **formal and structured mechanisms for employee dialogue** in all centers where legislation requires it, through workers' representatives and works councils that act as liaisons with management. These mechanisms enable issues relating to working conditions, the organization of work, working hours and rest periods, workload, health and safety, and organizational change processes to be addressed in a regular and structured manner.

Social dialogue takes the form of:

- **Regular meetings** with workers' representatives.
- **Collective bargaining processes**, aimed at regulating and updating working conditions.
- Formal channels of **internal communication** through which employees can raise concerns, make suggestions or report work-related issues.
- **Dedicated information points** and consultation areas in the event of internal reorganization or significant operational changes.

For further information on the transparency channel, [see section 5.1 Corporate culture and business conduct](#).

Through the **International Labor area**, Antolin continuously monitors compliance with labor policies and practices across all sites, ensuring adherence to local and international regulations regarding freedom of association and collective bargaining.

64% of the total workforce is covered by collective agreements, reflecting the importance of social dialogue and collective bargaining in the management of industrial relations.

In 2025, **49 collective agreements** were signed in various countries across Europe, the Americas and Asia, consolidating a stable framework for industrial relations that is adapted to local circumstances. In countries such as Germany, the United States, Spain, Romania, Poland, Slovakia, Hungary, Morocco and Portugal, collective bargaining focused on pay, working hours, incentive schemes, monitoring of existing agreements and the day-to-day management of industrial relations, with an overall climate of stability and cooperation being maintained. For more information, [see Appendix 6.5](#).

64% of the global workforce is covered by collective bargaining agreements, reflecting the weight of employee dialogue and collective bargaining in the management of industrial relations.

Prevention and management of labor disputes

Over the past three years **there have been no significant strikes or work stoppages** that have had a widespread impact on Antolin's operations. Industrial relations have been characterized by a spirit of cooperation and ongoing dialogue with workers' representatives.

The **prevention of industrial disputes** is based on a model focused on anticipation and proactive management, which includes:

-  **Ongoing and structured collective bargaining**
-  **Regular monitoring of the agreements reached**
-  **Active listening to workers' representatives**
-  **Clear internal procedures for managing work-related incidents**

In certain geographic locations, such as South Africa, collective agreements incorporate labor peace clauses, which reinforce the parties' commitment to stability.

Responsible management of staffing adjustments and organizational changes

Antolin approaches workforce reduction and reorganization through a **structured and responsible management model**, which is integrated into its Strategic Human Resources and Organization Plan and based on employee dialogue, respect for labor rights and the application of objective industry criteria.

In an industry context characterized by structural changes, capacity adjustments and the restructuring of production programs, the company adopts a progressive approach, prioritizing measures aimed at minimizing the impact on employment, including:

- **Consolidation of activities** between centers.
- Relocation and **voluntary internal mobility**, provided that this is feasible and in accordance with the applicable regulations.
- Advance planning for **change processes**.

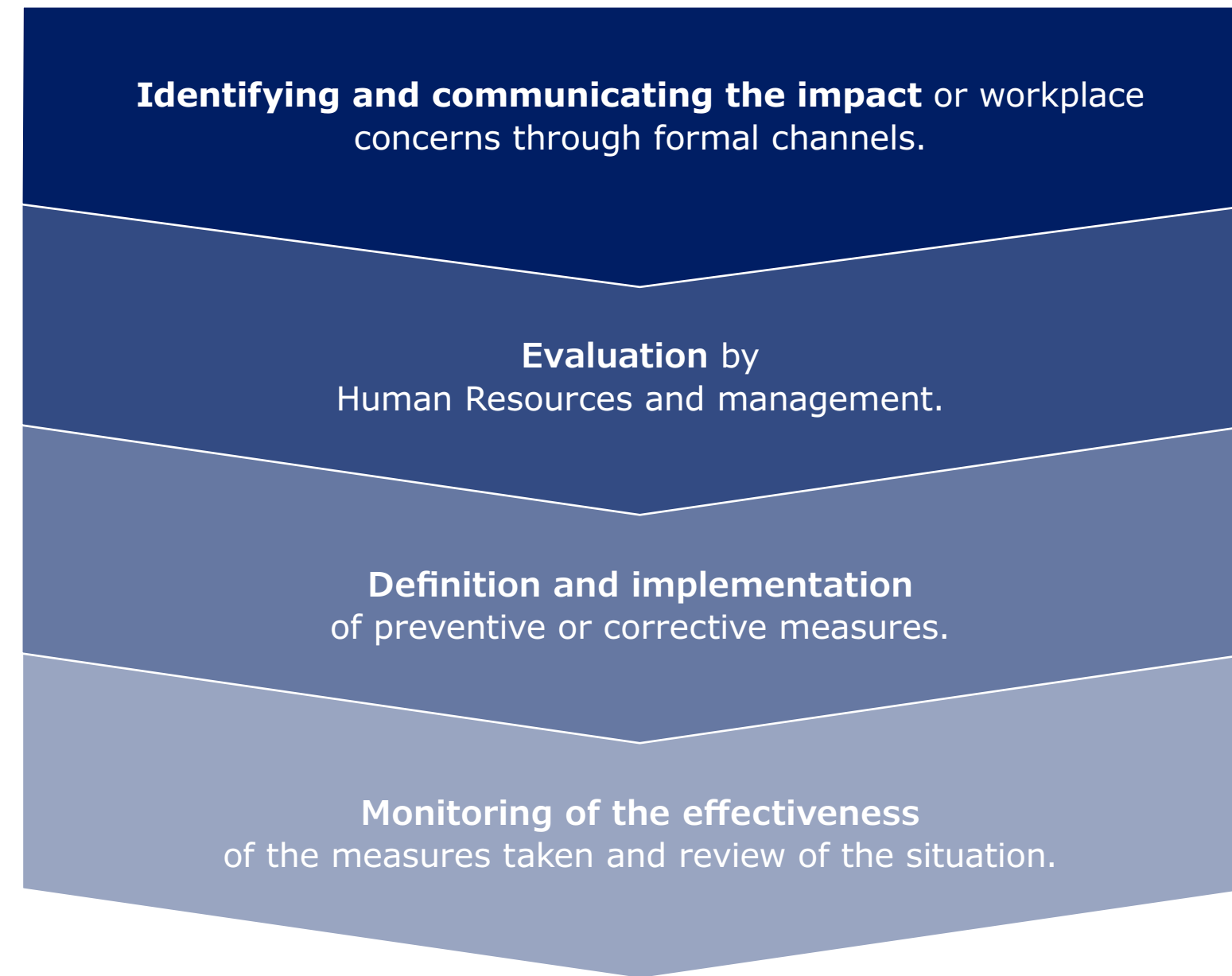
Where these alternatives are not feasible, redundancy procedures are managed in an orderly and transparent manner, with the involvement of works councils and workers' representatives, ensuring that employees are kept informed, consulted and that their labor rights are protected. In all cases, Antolin operates in accordance with the legal frameworks of each jurisdiction and applies the best economic and social conditions available, drawing on specialist legal advice where necessary.

The workforce management model is guided by the provisions of the Strategic Human Resources and Organizational Plan, employee dialogue and respect for labor rights

Identification, management and monitoring of labor impacts

Antolin has **formal processes for collaboration** with employees and their representatives to identify, prevent, mitigate and manage actual or potential workplace impacts, such as working conditions, health and safety, reorganizations, an ageing workforce or work overload.

These processes follow a structured sequence that includes:



The Labor area has identified as **priority objectives** conflict prevention, improving the working environment, staff stability and the proper management of individual and collective workplace issues. These objectives are monitored on an ongoing basis through the day-to-day management of industrial relations, the analysis of incidents, the promotion of employee dialogue and regular oversight by management, with remedies implemented where necessary.



4.2 Communities

Material topics: Communities’ economic, social and cultural rights.

Introduction

Rebuilding trust and strengthening social cohesion is one of the great challenges of our time, in a context where polarization and rising geopolitical tensions have made international cooperation more fragile. The United Nations World Social Report 2025 underlines that economic insecurity, inequality and mistrust are factors present in different societies which feed the dynamics of social fragmentation that make it difficult to face and resolve collective challenges such as social progress and serious environmental or geopolitical crises. The report therefore stresses the need to find coordinated solutions based on equity, economic security and solidarity. If these conditions are not met, it will be difficult to sustain development and shared prosperity.

This idea ties in with the growing **importance of impact management and measurement** of companies in the environments in which they operate. For organizations, engagement with local communities should not be viewed solely as a means of resolving potential conflicts, but rather as a way of contributing to social wellbeing and as a catalyst for development that builds capacity, creates opportunities and fosters trust in the local area and among its people.

At Antolin, this relationship with the local environment is seen as an intrinsic part of sustainability, based on the firm belief that when a community thrives, it has a positive impact on the ecosystem, enabling business operations to be more resilient, community-focused and sustainable.

Management approach

Antolin engages with its stakeholders based on the belief that its activities can **improve the communities in which it operates**. Through its day-to-day activity, the company helps to revitalize local communities, boosting their economies and strengthening the social fabric, whilst creating value for the business, people and the planet.

This commitment goes beyond the management of an efficient and sustainable business model: the company seeks **to expand its impact through partnerships and programs that generate tangible benefits in economic, environmental and social spheres**, as well as through cultural, sporting and community initiatives. Thanks to its international reach and its leading position in the market, Antolin is able to expand this contribution and strengthen its role in driving progress toward more sustainable development and in addressing today’s major challenges. In this context, Antolin attended the 2025 awards ceremony for the **Burgos Conecta Pura Cepa Awards**, where it was awarded the Company of the Year prize, reinforcing its commitment to the local community and the social and economic development of the region.

Antolin manages its impact on affected communities through a framework of policies and commitments that includes, on the one hand, the **Corporate Social Responsibility and Human Rights Policy**, which explicitly includes affected communities within its scope and establishes a commitment to due diligence to identify, prevent, mitigate and, where appropriate, remedy adverse impacts linked to the company’s activities. This framework is complemented by a **compliance guide on donations and contributions** that defines criteria and guidelines for channeling support to surrounding communities and entities (e.g. through donations, project grants or spon-



Burgos Conecta Pura Cepa Awards Ceremony.

sorships) and ensuring that these actions are carried out in a manner consistent with corporate principles and regulatory compliance.

Furthermore, with regard to measures to manage potential material impacts on different communities and the assessment of their effectiveness, Antolin has developed an action model to manage its impacts on communities in the areas where it operates, based on its **Sustainable Contribution Model**, which structures the initiatives (financial or in-kind donations, sponsorships, patronage, emergency response and volunteering) and enables the plants, due to their closeness to and knowledge of the local context, to identify local needs and lead actions aligned with the corporate framework. These initiatives are recorded and documented in a corporate sustainability reporting application, which ensures traceability and consistency in reporting; on this basis, regular monitoring is carried out: the information is consolidated on a monthly basis by the **Compliance and Sustainability departments** using in-house tools to monitor activity, review performance and assess the contribution of these actions to the areas of impact addressed within the communities.

Sustainable contribution model

Antolin’s sustainable contribution model incorporates the three dimensions that underpin a region’s prosperity: economic, social and environmental. With this in mind, the company tailors its response to the expectations of its stakeholders in the regions and communities where it operates. Social action is thus complemented by institutional initiatives and local projects designed to create value for people in their immediate communities.

To enhance the positive impact on the local area and ensure consistency with the organization’s strategic priorities and areas of focus, the **Sponsorship Committee** reviewed Antolin’s institutional partnerships applicable to the 2025 financial year.

The **emergency response** forms part of the contribution model, with the aim of reducing damage and providing protection and support to people affected by major natural disasters and other unforeseen events. Antolin also has **business contingency plans** aimed at both preventive management and the resumption of operations.



Policies and rules

INTERNAL FRAMEWORK	EXTERNAL FRAMEWORK
<ul style="list-style-type: none"> ● Vision and Values ● Code of Ethics and Conduct: donations and contributions ● Sustainable contribution model ● Supplier Code of Ethics ● Sustainable Business Model Strategy ● Corporate Social Responsibility and Human Rights Policy ● Anti-corruption policy ● Gifts and Hospitality Services Policy ● Conflicts of interest policy ● Anti-harassment Policy and Protocol for preventing gender-based workplace harassment and violence at work ● Compliance guidelines: donations and contributions ● Compliance guidelines: anti-corruption and bribery 	<ul style="list-style-type: none"> ● United Nations Universal Declaration of Human Rights ● The 2030 Agenda: Sustainable Development Goals 3, 4, 5, 7, 8, 9, 10 and 17 ● The Principles of the United Nations Global Compact. Principles 1 and 2 ● Guiding Principles on Business and Human Rights ● Children’s Rights and Business Principles ● Guidelines and Principles of the International Labour Organization. Conventions no. 111, 1958 and 155, 1981 ● Modern Slavery Act 2015 ● United Nations Convention against Corruption ● OECD Guidelines for Multinational Enterprises ● OECD Due Diligence Guidance for Responsible Business Conduct ● ISO 37001:2017, Anti-bribery management systems ● UK Bribery Act 2010

CONTRIBUTION LINES	AREAS OF ACTION
<ul style="list-style-type: none"> Smart and inclusive mobility. Innovative solutions that improve the accessibility and wellbeing of citizens, contributing to sustainable economic, social and environmental development. Diversity and talent. Initiatives that facilitate the social and professional integration of groups and/or individuals. Social and environmental development. Support for projects that drive the sustainable transformation of society. 	<ul style="list-style-type: none"> Education and employability. Initiatives that contribute to people’s holistic development, fostering creativity and critical thinking. Innovation and entrepreneurship. Promoting new ideas, processes, products or services that contribute to progress. Sport, health and wellbeing. Initiatives that promote an active and balanced lifestyle, contributing to people’s complete wellbeing.

Value creation

Commitment to open innovation, cooperation and knowledge transfer

Antolin **collaborates with strategic partners** in the communities where it operates, including companies, start-ups and innovation centers, helping to shape the innovation ecosystem described in chapter 2.

- **POLO Positivo (Burgos).** In 2025, Antolin launched two new open calls for small and medium-sized enterprises (**Imán** and **Impulso**), which aim to bring business projects in technological or industrial sectors to fruition at local and regional level. The accelerator promoted ‘retrofitting’ by seeking out innovative and sustainable projects that help transform the industrial sector, preventing obsolescence and fostering the circular economy.
- **COTEC Foundation for Innovation:** Antolin has been involved in the preparation of several **strategic reports on technological sovereignty, intellectual property and generative AI**, among others. A key development in 2025 was the publication of the report *The State and Performance of the Circular Economy in Spain*, which warns that Spain would need a volume of natural resources equivalent to 3.6 Earths to sustain its current level of consumption.
- **SERNAUTO R&D&I Committee and the Spanish Automotive and Mobility Technology Platform (M2F),** with regular contributions to the auto industry’s strategic priorities agenda.
- **Institute for Business Competitiveness (ICECYL):** In collaboration with ICECYL, project **Wolaria** (the business accelerator of the Regional Government of Castilla & León, designed to promote innovative entrepreneurship) and **Escala** (an initiative to identify innovative proposals from start-ups and scale-ups to solve technological challenges arising from both public administrations and regional industrial corporations).



Castilla & León Automotive and Mobility Forum (FACYL).



Meeting with the CDTI.

- Participation in the **Steering Committees** of various organizations and technology centers, such as the Castilla & León Automotive and Mobility Forum (FACYL), the CIDAUT Foundation (Valladolid), the Castilla & León Institute of Technology (ITCL, Burgos) and the Mobility and Mechatronics Technology Center (NAITEC, Navarra).
- **Cardumen Capital:** Collaboration with this private equity platform to identify companies with the potential to develop technology solutions of interest to the company.
- **MIT India:** Following the agreement announced in 2024, in 2025 Antolin Design and Business Services made significant progress on a joint project with **MIT World Peace University and REKAPS LLP** to transform headliners waste into useful and sustainable materials. Over the course of the year, the team successfully developed and evaluated new recycled compounds, identifying high-potential applications —ranging from industrial panels to molded solutions for furniture and trims— that support the **Zero Waste to Landfill objective**.



Spanish Automotive and Mobility Technology Platform (M2F).

Education and employability as a driver of talent development and diversity

Antolin is strengthening its **commitment to young talent and promoting first-time employment** by supporting projects and initiatives that offer future prospects to young, diverse and global talent. It thereby brings the academic and business worlds closer together, creating opportunities for future professionals through initiatives such as:

- Young Industrialists:** Antolin took part in the first “Young Industrialists” workshops alongside **ProBurgos**, setting up a symbolic factory where students from a local school got to experience what it’s like to be a worker for a day. During the activity, the children took part in designing new headliners, panels and license plates for a very “sustainable” off-roader—a cardboard vehicle provided by the company **Smurfit**. Culture and industry go hand in hand in this initiative, which aims to bring Burgos’s industry closer to the younger generation.
- Talent and innovation in the FIRST LEGO League.** As part of its ongoing commitment to innovation, creativity and youth excellence, Antolin once again took part in the **FIRST LEGO League (FLL)**, which held its 14th edition in Burgos in February. During the event, teams of young people tested their robot designs to complete missions in a simulated underwater environment and presented innovative projects aimed at tackling real-world challenges affecting the oceans. To round off the event, representatives from the Sustainability department presented the **First and Second Antolin Values Awards to the First Lego League**.
- Links with families and introduction to the working world:** Antolin held the **second edition** of the initiative that opens the doors of its headquarters in Burgos to employees’ children, strengthening ties with families and giving young people an insight into the company’s operations.
- Tertiary Education Bursaries.** Student grants for young people in South Africa who would otherwise be unable to pursue their studies. These grants are aligned with the **Broad-based Black Economic Empowerment (BBEE)** policy for equality and inclusion in this country.



“Young Industrialists” Program.



Antolin FFL Values Award.



Visit by employees’ children to the Headquarters.



First Lego League Tournament.

Corporate promotion of health and sustainability

Creating a safe and healthy environment is a priority for Antolin, which supports initiatives that help improve wellbeing in the community by promoting **healthy habits** and strengthen ties with the local area through sport and social interaction.

- **With sport:** Over the past year, Antolin organized a range of sporting activities and participated in races in Spain, Germany, Mexico and the Czech Republic, promoting healthy lifestyles, team spirit and camaraderie.
- **Club Deportivo Antolin (Burgos, Spain):** With around 200 registered players, mostly children and relatives of staff members, the club promotes values such as teamwork and personal development, healthy lifestyles and sporting habits from an early age. In 2025, the club's season was full of successes and promotions across many categories.
- **"Together, it's possible".** As part of the corporate initiative 'Solidarity in the Workplace Against Cancer', Antolin was, once again, a partner company in the **5th Burgos Walk Against Cancer**, the proceeds of which go toward research, and helped set up a digital fundraising campaign to support people with cancer and their families. We also joined the "We're taking it to heart" campaign to raise awareness of breast cancer.
- **Color Run 2025:** Antolin took part in the 2025 Color Run, an event organized by the Municipal Council of **Huamantla** (Mexico) which brought together hundreds of people for a sporting event marked by energy, joy and local tradition. Through its presence, it contributed to the promotion of community activities.
- **Donate blood, save lives:** Among the various campaigns to promote blood donation organized throughout the year, in 2025 Antolin launched the initiative **We're Counting on you**, linked to road safety, to raise awareness among employees during the summer and Christmas holidays, periods of particular need for local blood banks due to increased travel.



Color Run 2025 in Mexico.



Promotion of Club Deportivo Antolin's youth team.

Antolin: gold medal from the Burgos Brotherhood of Blood Donors

During the General Assembly of the Burgos Brotherhood, Antolin was awarded the Gold Medal in recognition of its long-standing contribution over the years, having organized blood donation drives at the headquarters in Burgos. A particularly touching tribute to mark the 75th anniversary of the company, which organizes various donation campaigns throughout the year among its employees.



5th Burgos Walk Against Cancer.

Social and environmental development of the local area

People, communities and the environment are at the heart of these actions implemented in partnership with initiatives and groups working on the ground.

- **31st edition of the Children’s Christmas Card Drawing Competition**, which has established itself as one of the longest-running in-house initiatives. As part of the charity program ‘A Drawing, a Smile’, the competition turns every drawing submitted by employees’ children into a financial contribution to support **UNICEF** programs with a particular focus on ensuring access to quality education for children.
- **UNICEF’s Companies for Change.** Antolin has been collaborating with this organization since 2013 to improve the future of the most vulnerable children. As part of this alliance, the company promotes initiatives that encourage employees and their families to embrace values such as solidarity and equal opportunities. Through the **Businesses for Change** program, resources are channeled toward initiatives on the ground that include access to safe drinking water, sanitation and hygiene in schools, the creation of safe learning environments and teacher training, as well as promoting the inclusion of children with disabilities and other vulnerable groups.
- **A smile for Christmas.** For the third consecutive year, in collaboration with **Cooperación Internacional**, colleagues and families at Antolin made it possible for many vulnerable children to receive a Christmas present.
- **A new life for a village (India).** Since 2016, Antolin has been participating in the **Village Upliftment Program (VUP)** together with **Hand by Hand** around its production sites in India with the aim of helping rural communities move toward more self-sufficient models. The initiative promotes inclusive growth and prioritizes the reduction of inequalities, paying special attention to those who face the greatest barriers, particularly women and children.
- **Food Bank:** In November, Antolin took part in the Great Food Drive in collaboration with the Burgos Food Bank and the Spanish Federation of Food Banks (FESBAL), supporting a collaborative initiative involving the public, businesses and supermarkets to combat hunger in Spain.

- **Support for the Foster Care program:** Antolin helps to raise awareness of and strengthen the foster care program promoted by the **Castilla & León Regional Government**, which seeks volunteer families willing to provide temporary care for children subject to protective measures. In partnership with **the Red Cross**, the organization responsible for supporting families throughout the process, this initiative aims to ensure that children and young people in state care can exercise their right to grow up in a stable family environment.
- **Partnership with Donadores Altruistas de Puebla (DAP), Mexico:** As part of its initiatives to support children, Antolin acts as a benefactor of the Puebla Altruist Donations (DAP) project, a social initiative that supports those in particularly vulnerable situations. This non-profit organization provides support to the families of children undergoing treatment or hospitalization at the Hospital del Niño Poblano who have limited resources, helping to ease their burden and strengthen a network of care and support throughout the medical process.
- **Children’s Day:** Various international plants, such as the one in **Czech Republic**, celebrated Children’s Day with an event organized by the staff’s children, featuring activities designed for families that attracted dozens of visitors.

Through these initiatives, Antolin reaffirms its commitment to a model of responsible growth, in which business activity is linked to a **positive social impact** and the promotion of values such as solidarity, equal opportunities and respect for human rights.



Children’s Day celebrations in the Czech Republic.



Awards ceremony for the 31st Christmas Card Competition.

Alliances

Aware of the responsibility that comes with being a benchmark company in the industry, in 2025 Antolin continued to reaffirm its leadership as a key player in the promotion of alliances and institutional relations. Due to its market position and future vision, the company assumes its commitment by driving initiatives and projects for the benefit of its main stakeholders, local development, society and the economic and industrial fabric as a whole. **In 2025 the company invested €326,323 in collaboration with both national and international associations.**

The **Institutional Relations** area promotes dialogue and strengthens ties with key institutional stakeholders, with the aim of highlighting Antolin's contribution to society and to the transfer of knowledge, both in Spain and in the countries where its international network operates. Furthermore, through its involvement and collaboration with organizations and associations, the company is helping to shape the future of mobility within an increasingly demanding regulatory framework.

The company regularly reviews its **institutional positioning**, as well as the scope of its partnerships, to ensure they align with strategic priorities and to optimize the use of resources in a particularly challenging environment. This update enables us to prioritize the most valuable initiatives and focus our efforts on key projects, always with a view to building long-lasting relationships over time, rather than making one-off adjustments in response to developments in other strategic areas of the company.

Within the automotive industry, Antolin is represented on the board of directors of **SERNAUTO** (Spanish Association of Automotive Suppliers), supports the association's institutional activities and actively participates in various committees and working groups on foreign trade, the construction industry, responsible business and institutional relations. Regionally, it is also a member of the **Steering Committee of FACYL** (automotive cluster of Castilla & León). In addition, Antolin works with more than 20 regional and national industry associations in the company's key markets, which connect it with car manufacturers in each region and also bring it closer to local institutions.

True to its commitment to public-private collaboration as a driver of change and competitiveness, Antolin also participates in **various forums and associations**, both in Spain and abroad. In addition, institutional meetings

and visits to its headquarters and R&D&I Center reflect its willingness to be open and its strong spirit of cooperation.

Antolin's involvement in different business and economic platforms offers the possibility of sharing knowledge and experiences, and creating synergies with other leading companies. Antolin thus holds the position of director in the **Spanish Chamber of Commerce** (the chairman, Ernesto Antolín, represents the company in the plenary session), and serves on various committees. It also takes part in various international events organized in collaboration with **CEOE** and **ICEX** (China, Vietnam, Thailand, Germany, Asia and Oceania).

Furthermore, thanks to its strong international presence, Antolin is a partner of several **Spanish Chambers of Commerce abroad**.

In the field of academia and innovation, as outlined in the section [4.1 Talent Management](#), strategic alliances with leading organizations enable Antolin to remain at the forefront of technology. The company works closely with various universities and business schools in Spain and other countries in an array of fields, programs and initiatives.

Antolin is also a member of the **Board of Trustees of the Princess of Asturias Foundation** for the promotion of scientific, cultural and humanistic values and universal heritage, attending their annual meetings; and of the Board of Trustees of the **Princess of Girona Foundation**. Antolin's involvement at the highest level with the **Círculo de Empresarios (Business Leaders)** and the **COTEC Foundation**, round off the institutional alliances the company has forged in recent years.

As part of its partnerships for a sustainable corporate model, Antolin is a founding member of **the Global Compact Network Spain**, a United Nations initiative launched in 2004 under the name of **the Spanish Global Compact Association (ASEMPAM)**. **Sitting on the Board of Directors of Forética**, since 2018 it has been involved in the various clusters, which serve as a meeting point where companies can share knowledge and catalyze their business goals in the field of sustainability.

Antolin in Burgos Industria: a new permanent space dedicated to the business community in Burgos

Antolin has been one of the key companies featured in Burgos Industria, a new permanent exhibition space launched by ProBurgos to highlight the role of Burgos's industrial sector. The exhibition traces the history of key companies in the city's economic development and highlights Antolin as a leading figure within that collective narrative



Antolin and China: an increasingly close relationship



The King and Queen’s state visit: a key moment for Antolin

Antolin played a prominent role in the main institutional and business events held during the Spanish King and Queen’s state visit to China, the first in almost twenty years. In this context, the company reaffirmed its role as an international leader within the Spanish industry and its commitment to continuing to expand its operations and collaboration in the Chinese market.

A particularly significant factor was the work of the **Spain-China Business Advisory Board**, coordinated by the CEOE, which played a central role in the business meetings organized to mark King Felipe VI’s visit. As an active member of this cooperation forum, Antolin helped to strengthen bilateral economic dialogue at the highest level. The company is also a member of the **Board of Trustees of the Spain-China Council Foundation**, Spain’s leading diplomatic institution dedicated to strengthening relations with China.



Visit by the Chinese Ambassador to Antolin’s facilities in Burgos

In May 2025, Antolin welcomed the Chinese Ambassador to Spain to its facilities in Burgos as part of an official visit included in his itinerary in the city. The diplomat was accompanied by a delegation from the Chinese Chamber of Commerce in Spain and representatives from Burgos City Council.

The tour showcased the technical center, the corporate showroom and the validation, testing and laboratory areas, Antolin’s technological capabilities and its commitment to innovation in the automotive industry, highlighting the company’s strong presence in the Chinese market and its close commercial ties with the country.

The Ambassador’s presence demonstrated the shared interest in strengthening economic and institutional ties between China and Spain, recognizing industrial companies such as Antolin as key players in this cooperation.



Participation in strategic forums on electrification

In line with this commitment to dialogue and bilateral cooperation, Antolin took part in the “Electric vehicles and their implications” conference, organized by Casa Asia, 4Asia and the Spain-China Council Foundation. The event, opened by the ambassador, brought together industry experts to discuss the challenges and opportunities presented by electrification.

Jorge Juárez, Antolin’s vice-chair for Asia, took part in a panel discussion in which he highlighted the company’s industrial and strategic vision in an area that is key to the sector’s future.

Institutional visits to continue building our legacy



Meeting in Madrid with the Governor of Kentucky, Andy Beshear.

Institutional visits strengthen the company’s reputation and its roots in the regions where it operates: establishing avenues for collaboration to foster innovation, talent and industrial development is a strategic priority for the company.

In this special year marking its 75th anniversary, Antolin received a number of visits from institutional figures, notably that of Ignacio Rivera, **chair of the Family Business Institute and Corporación Hijos de Rivera**. The government delegate for Castilla & León and the sub-delegate for Burgos were also present.

Notable on the international stage was the visit by the **UK Ambassador to Spain, Sir Alex Ellis**, who met with the company’s senior management at its headquarters in a meeting also attended by **José Luis Briceño**, Director of **Trade and Investment and Honorary Consul for Northern Spain**. In addition to visiting the R&D&I center in Burgos, the event highlighted the importance of the UK market for exploring new opportunities for institutional collaboration that will drive joint growth and industrial development.



Meeting with Secretary of Economy of Mexico.

Antolin also took part in a meeting in Madrid with the **Governor of Kentucky, Andy Beshear**, alongside representatives from companies in various sectors. The meeting highlighted Kentucky’s strengths as an investment destination, including its logistics capabilities, industrial base and support for business projects, and served to strengthen ties within the context of international economic cooperation. Igor Renedo, Chief Financial Officer, attended on behalf of Antolin.

To strengthen bilateral business ties with Latin America, Antolin has held meetings with institutional representatives from various countries. Firstly, we took part in a high-level meeting with the **Secretary of Economy of Mexico**, organized by the **Spanish Ambassador to Mexico**. The meeting brought together the CEOs of leading Mexican companies with Spanish capital, alongside Mexican officials, representatives of the Spanish Government and the chair of the **Spanish Chamber of Commerce in Mexico**. In addition, we also attended the meeting organized by the **Spanish Embassy in Brazil and the Official Spanish Chamber of Commerce**, which was attended by the Vice-President of the Republic and Minister for Industry, Trade and Services.



Business meeting with the Vice-President of Brazil.

In the same vein, Antolin took part in the **business meeting between Spain and Vietnam** held at the Barcelona Chamber of Commerce, to mark the official visit of the **Vietnamese Deputy Minister of Industry and Trade**. The company played an active role in the networking sessions and bilateral discussions, strengthening relationships and exploring opportunities for collaboration within an institutional and business framework.

Institutional visits strengthen the company’s reputation and its roots in the regions where it operates: establishing avenues for collaboration to foster innovation, talent and industrial development is a strategic priority for the company.

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.

