PLASMAN™
DRIVING TO A BETTER TOMORROW

Sustainability Report

2024

Mark Sullivan, Chief Executive Officer

A Message From Our CEO

At Plasman, we recognize the important responsibility to do our part for a more sustainable, inclusive, and equitable future. We continue to drive forward with our expertise and solutions as we strive towards our climate neutral energy commitment by improving the Environmental, Social, and Governance (ESG) performance where we live and work. This vision is at the core of our business strategy and central to the products we provide our customers. Our 2024 Sustainability Report highlights our current focused initiatives that align with our 12 sustainability commitments and the expectations of our stakeholders.

One highlighted initiative is Plasman's full commitment to occupational health and safety. Our employees are our biggest asset, and we are committed to ensuring a safe work environment for everyone. Health and safety continuously remain a top priority across all locations globally. In 2024, the key focus was to maintain a proactive safety culture by increasing awareness regarding the importance of safety at all plants. This resulted in a more than 50% reduction of our overall European LTAs (Lost Time Accidents) and North America maintained an industry leading low number of LTAs with a slight reduction compared to 2023. In 2025, we have launched a health and safety campaign across all locations to reinforce our driven commitment towards continuous improvement.

By fostering a culture that is one team, One Driving Force™, we take great pride in ensuring our employees have a safe and positive work environment. To strengthen this culture and the employee experience we listen to their feedback. In November 2024, we held a global Pulse Survey where 83 percent of Plasman employees shared their opinions on key drivers, such as engagement, health and safety, and trust.

Through working together, we are optimistic for a more sustainable future. Plasman team members are at the core of our strategies and successes. They continue to inspire me every day as they embody our core values, evolve, innovate, and stay committed to driving our company toward new levels of sustainability.

Environmental, Social, and Governance (ESG) Performance Metrics

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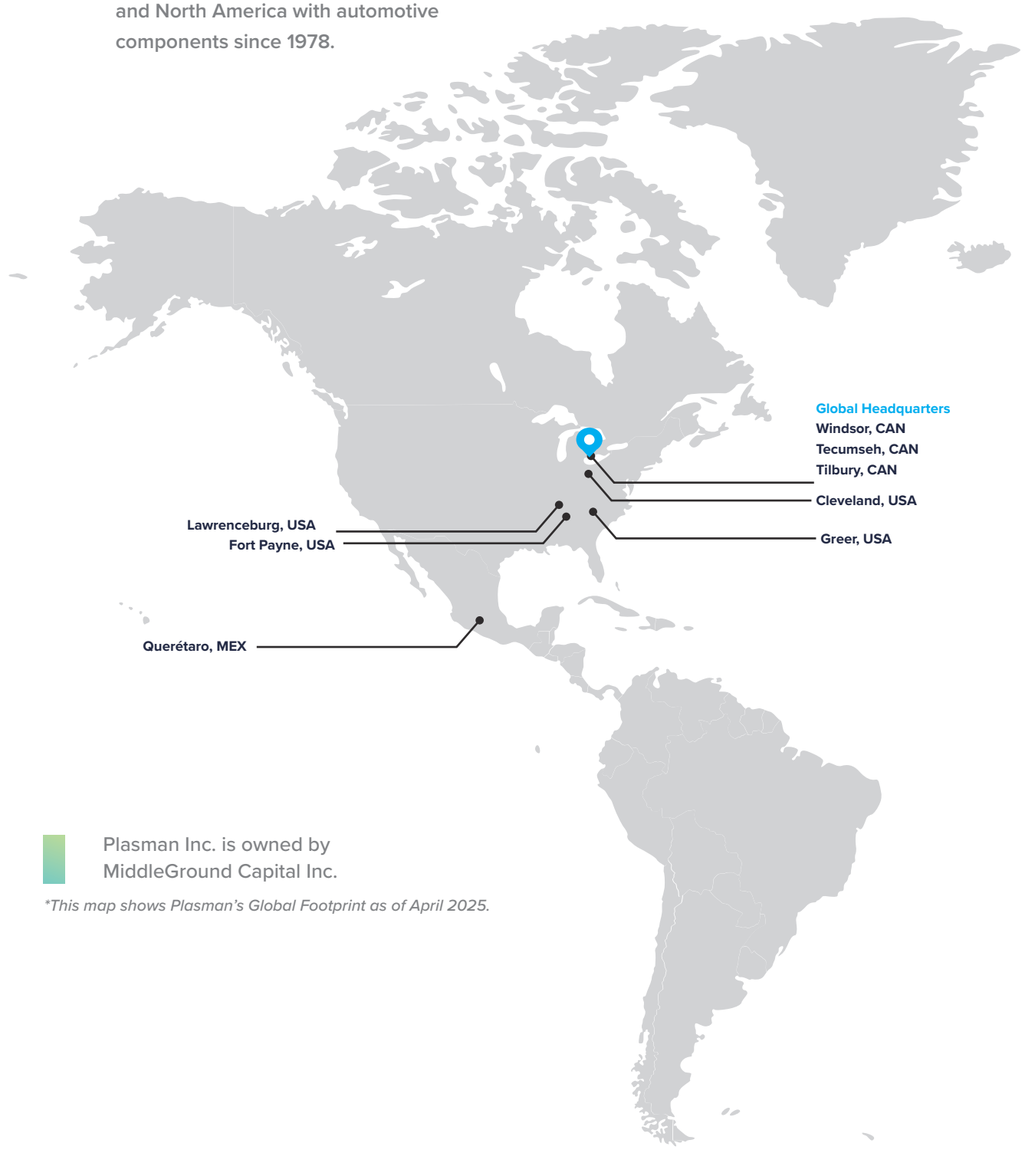
"The goal in life is living in agreement with nature"

PLASMAN AT A GLANCE

Plasman has supplied OEMs, contract manufacturers, and distributors in Europe and North America with automotive components since 1978.

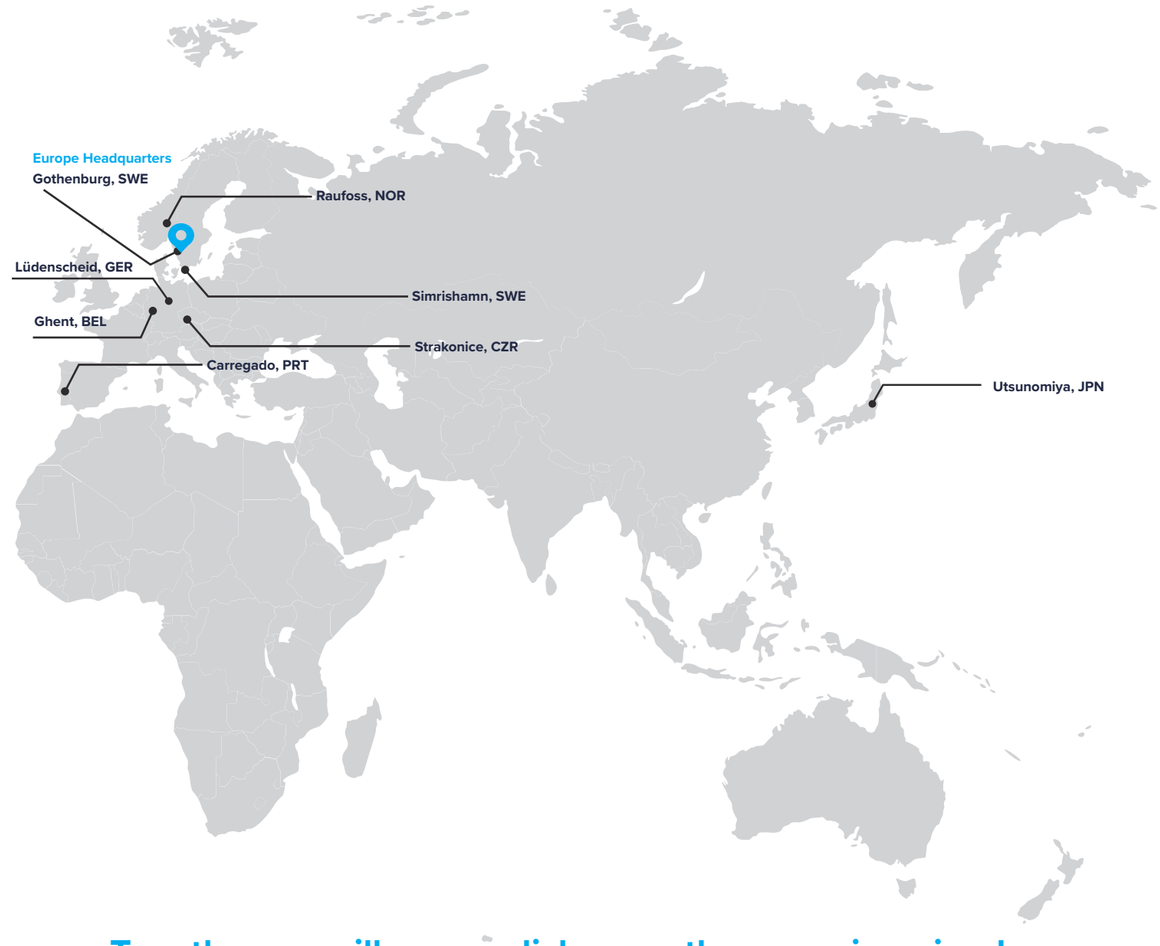
We have continued to build upon our product capabilities for over 45 years in order to provide the best value to our customers through innovative processes and world-class manufacturing around the world.

Locations



Plasman Inc. is owned by MiddleGround Capital Inc.

**This map shows Plasman's Global Footprint as of April 2025.*



Together we will accomplish more than ever imagined.

17 Manufacturing Locations. 10 Countries. 4000+ Team Members.

SUSTAINABILITY AT PLASMAN

Sustainability is an integral part of Plasman's value system, and our journey focuses on environmental, social, and economic sustainability. We believe integrating these topics into our strategy, operations, and supply chain will support a healthy, diverse, and resilient company for this generation of employees and generations to come.

Developing a sustainability plan at Plasman was a large undertaking and required a globally planned approach. The process began with the creation of two cross-functional teams, one from Europe and one from North America. These teams collaborated with the Global Senior Executive Team to champion the creation of our sustainability blueprint and standards. These regional teams worked with each of our manufacturing locations to collect input from internal and external stakeholders. Our teams collected data from sustainability discussions with our customers, benchmarked our competitors, and analyzed the legislative landscape. The overall strategy is integrated with the UN Sustainable Development Goals.

Plasman is committed to providing our stakeholders with meaningful information about our business. Metrics included collected environmental, social, and economic data used to create a materiality analysis, and resulted in a gap evaluation and a proposed sustainability road map for Plasman. This laid the foundation of what would be known as the Plasman Sustainability Model (Fig. 1). The action areas within the Plasman Sustainability Model are divided into three sectors: Social, Environmental, and Economic Sustainability.

THE PLASMAN SUSTAINABILITY MODEL

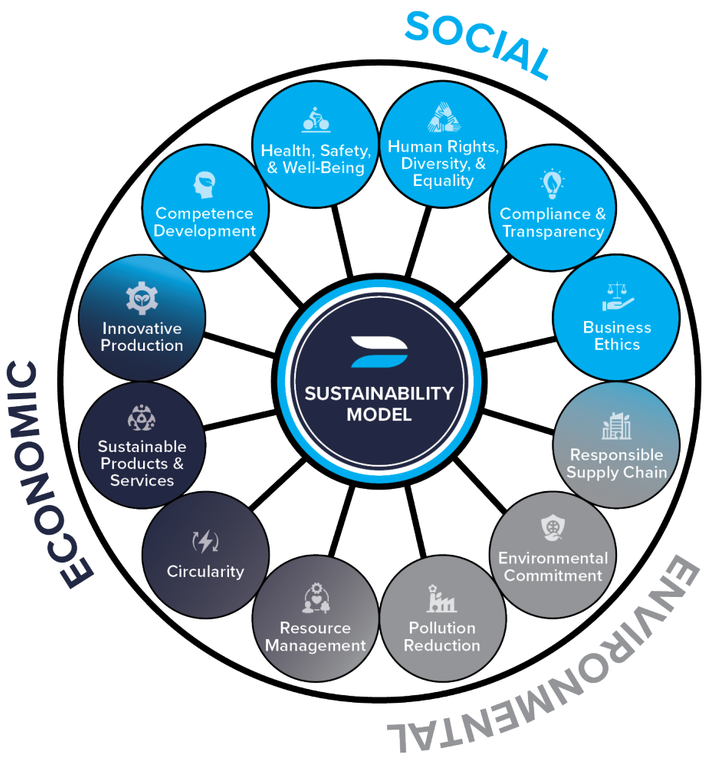


Figure 1

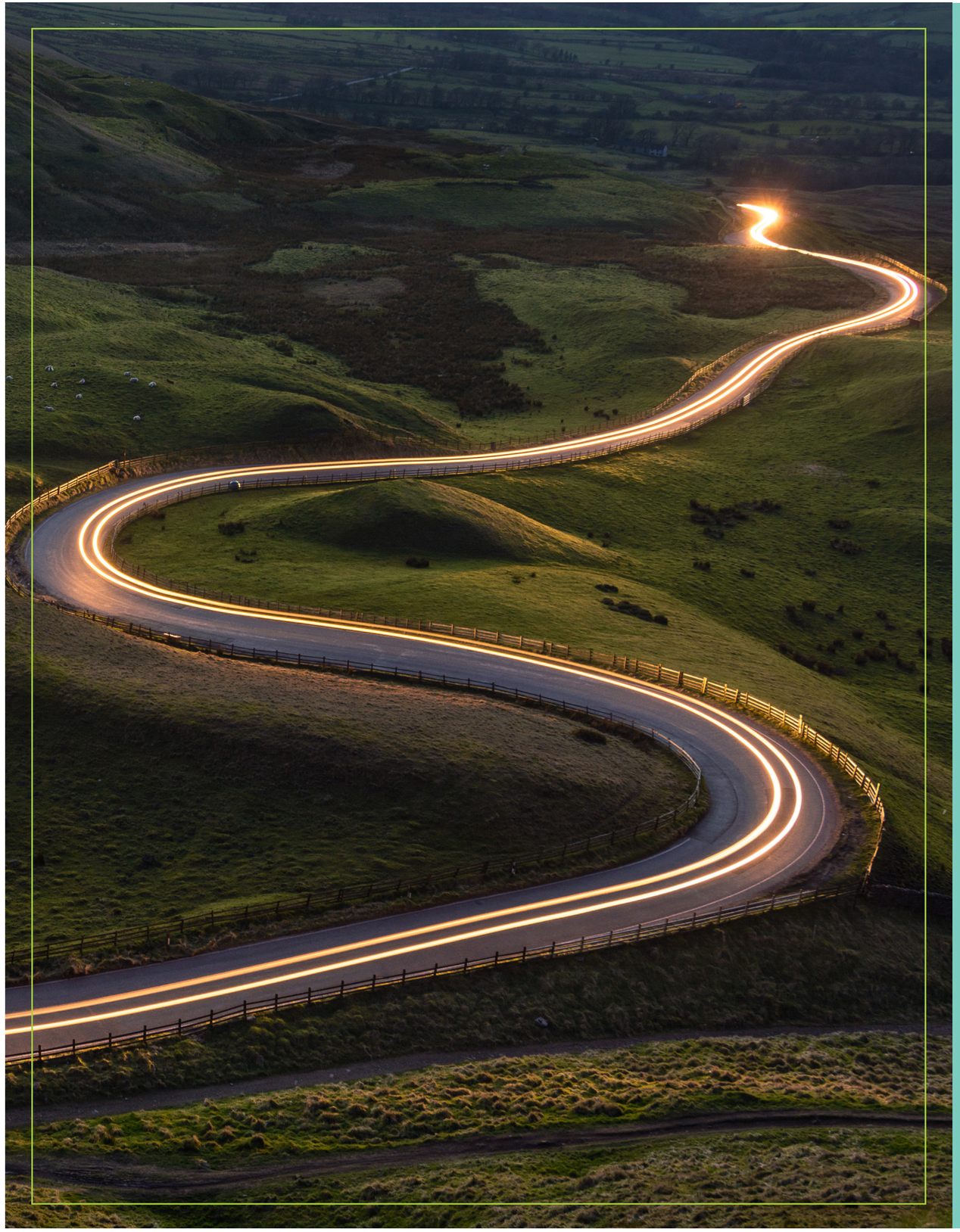
The Plasman Sustainability Model consists of 12 action areas which link to the UN Sustainability Development Goals. The 12 action areas are described in this report, and drive sustainability within our company and supply chain. These actions are developed and integrated into our cultural practices, and we will focus our continuous improvement and innovation efforts to meet a wide range of employee, customer, and community needs.

To ensure our success and reinforce sustainability as our top priority, we created a dedicated Sustainability Department at Plasman. This Sustainability Department drives our sustainability work, but a lot of effort and hard work takes place at Plasman locations worldwide, including at both world headquarters. At Plasman, we are all participants in making our company sustainable.

> Creating a better tomorrow as One Driving Force™

2024 HIGHLIGHT

Plasman is fully commit to occupational health and safety. Plasman's biggest asset is our employees, and we are committed to ensuring a safe work environment for everyone. That's why Health & Safety remains a top priority across all our plants and workplaces. During 2024, a key focus was on fostering a proactive safety culture by increasing awareness of the importance of safety in all plants. As a result, our European locations saw a more than 50% reduction of overall LTAs (Lost Time Accidents) and North America maintained a low number of LTAs, with a slight reduction compared to 2023. Specifically, Carregado Manufacturing celebrated 600 days without an accident on December 30, 2024. Looking ahead to 2025, health & safety will be one of Plasman's strategic priorities. In collaboration with all regions, we will launch a Health & Safety campaign to reinforce our commitment and drive towards continuous improvement.



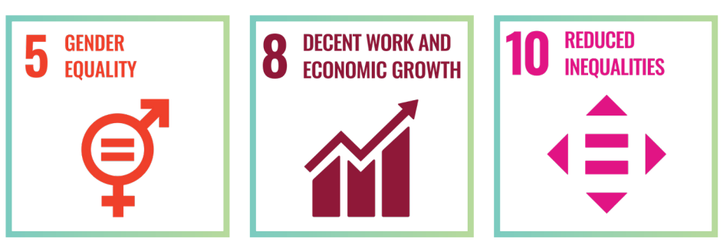
“Driven to improving our global footprint one step at a time”

We believe that creating a better, more sustainable, and inclusive future is our collective responsibility.

THE PLASMAN SUSTAINABILITY MODEL
12 ACTION AREAS

The Plasman Sustainability Model is composed of 12 action areas. The following includes a description of each area, what our goals are for each, and highlights of progress we made in 2024.

HUMAN RIGHTS, DIVERSITY, & EQUALITY



Plasman is committed to the highest standards of human rights, diversity, and equality. We continuously search for ways to build a culture that is welcoming to all. We have implemented internal processes that uphold a culture of inclusion. We create and manage unbiased recruitment, development, and employee retention practices.

Plasman is committed to:

- **Observing all applicable employment, wage, and working hour laws,**
- **Honoring collective labor agreements, and**
- **Offering compensation and benefits to all members of our workforce in a fair, objective, and equitable manner.**

Applicable laws govern the provisions of compensation and benefits to our employees. We expect that members of our workforce will follow the systems we develop to ensure compliance with those laws. It is the role of every manager to understand the laws, rules, and regulations that apply to the people within the organization. We provide compensation that complies with relevant laws and collective labor agreements and will attract, retain, and engage qualified employees with the kind of skills, talents, and experience we need to succeed. We review the applicable compensation and benefits to ensure we remain competitive with other employers in our industry and related labor markets. Compensation decisions are based on performance, contribution, professional competence, company rules, and labor market practice. Plasman has developed specific tools to evaluate our workforce and promote leadership and management development.

Plasman pledges to ensure fair working conditions and promote a healthy work-life balance. We follow all applicable regulations and social standards.

At Plasman, one team and One Driving Force are part of who we are. We pride ourselves on our workforce – a workforce built by talented and diverse individuals across the globe. Through the combined strengths and diversity of our team members, we will continue to drive forward to a better tomorrow.

We believe that more important than where you're going is who you get there with, which is why we are dedicated to creating a workforce driven by diversity, equity, and inclusion. And together, as One Driving Force, we will accomplish more than ever imagined.

A CULTURE OF ACCOUNTABILITY

Together, our reputation is built by being committed to honest and ethical behaviour while conducting our business with integrity and personal ownership. At Plasman, we are proud of our commitment to an Open Door policy that includes a hotline to help resolve concerns.

Open Door Policy

We connect and build trust through open transparent communication and encourage employees to bring concerns forward at any time. Our managers are trained to welcome feedback directly through the course of their daily work.

Whenever an employee wishes to bring concerns forward outside the Open Door policy, they can utilize the confidential third party hotline or online portal.

The Plasman Hotline

We acknowledge there are circumstances where employees may want to use a hotline to voice their concerns when they have used the open door policy and did not get a resolution or would prefer to keep their identity confidential.

Communicate without the fear of reprisal

Types of issues to report:

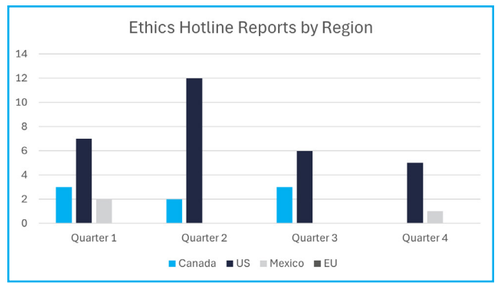
Discrimination or harassment · Conduct violations · Law violations · Theft / fraud / bribery
Environmental / safety · Internal business policy compliance violations or concerns

Our reputation at Plasman is built by each team member through everyday commitments to honest and ethical behavior. True to our core values, we are proud of our commitment to an Open Door Policy that welcomes every employee's questions and concerns at any time. Supervisors and Managers have been trained to action all concerns through formal investigations and discussions, without employee fear of retaliation.

With that said, there could be times where employees may want to use a confidential Hotline to voice their concerns, or to escalate situations where an employee has used the Open Door Policy without an agreeable resolution. For these matters, Plasman provides an alternative reporting method that is accessible to all employees. Through a third-party, the Plasman Hotline provides employees a confidential service worldwide and available 24/7/365 via toll-free live operator services or a web-based reporting system. Information from the third-party reporting is shared directly with Plasman senior leadership and counsel. All reports are formally investigated to ensure that Plasman is committed to our code of conduct, core values, and operating standards.

Following the guidelines of reporting, employees can use the hotline to report topics anonymously for a variety of reasons, such as:

- **Matters of high importance, confidential, and for which cannot be addressed through the normal supervisory channels and Open Door Policy.**
- **Critical information related to unethical behavior such as bribery, theft, safety, and discrimination violations.**
- **Wrongdoing and misconduct that compromises the integrity of employees and the company.**



Above all, our Open Door Policy and Plasman Hotline helps provide accountability, ensures ownership, and develops best practices. All reported complaints in 2024 were resolved during the year.

MOTIVATORS. VOLUNTEERS. PROMOTERS.

Our Corporate Giving program, called MVP, had another successful year after being implemented in 2021. This program focuses on working together on Plasman's commitment to support non-profit, youth-oriented organizations that create safe and healthy environments to promote a sustainable future for children and our new leaders of tomorrow. MVP stands for Motivators, Volunteers, and Promoters and is structured around three pillars: Corporate Giving, Fundraising, and Participating. We introduced MVP to align our Corporate Giving initiatives and each of Plasman's location's local community involvement as one team for one cause.

In 2024, MVP had over

900

Plasman employees participate

Donated over

$100,000

and

10,000+

items

to

50

charities

Awards received

2

Additionally, Plasman received its second consecutive Canadian HR Excellence Awardee in the Best Corporate Social Responsibility Strategy category. Plasman was also awarded the A Kid's Place Hero Award in Lawrenceburg, Tennessee, recognizing Plasman as a community partner who has made a significant impact in providing donations towards the programs and resources that combat child abuse.

Proud to support 2025 GÖTEBORGSVÄN GÖTEBORGS STADSMISSION

Plasman European Headquarters in Gothenburg, Sweden, became an annual supporter of the charity Göteborgs Stadsmissionen starting December 2022. The purpose of the charity is to help local citizens in Gothenburg who are struggling with basic needs. Having a strong connection with the local community is a priority within Plasman and this collaboration ensures that people in need get help.

"Taking pride in giving back to the communities where we live and work"

HEALTH, SAFETY, & WELL-BEING

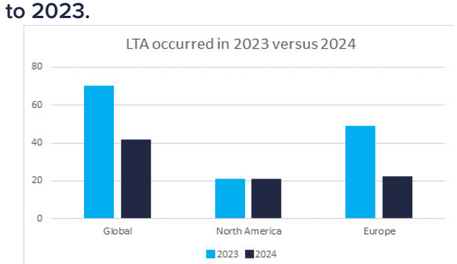
3 GOOD HEALTH AND WELL-BEING

8 DECENT WORK AND ECONOMIC GROWTH

We fully commit to occupational Health and Safety standards through policy development, certified management systems, and all applicable legal requirements. Plasman exercises the highest care to ensure our facilities are safe and that we have the necessary personnel and systems to mitigate health & safety risks. We regularly review the content of our employee's health and wellness training and support the promotion of well-being, including mental health. Plasman also promotes a healthy organizational culture and healthy, active lifestyles. Plasman's biggest asset is our employees, and to further strengthen our global work environment, the company is aiming for full certification to ISO 45001 at all of our plants. In 2023, the number of Lost Time Accidents (LTA) and incidents in Europe was elevated, highlighting the need for immediate action. At Plasman, we are committed to ensuring a safe work environment for everyone. That's why Health & Safety remains a top priority across all our plants and workplaces.

To drive this commitment, we have integrated health & safety into every aspect of our operations—placing it at the forefront of meetings, initiatives, and daily activities. Concrete actions, such as Best Practice meetings on Health & Safety, Safety Boards, and plant-wide risk reduction initiatives have been implemented to minimize workplace hazards.

A key focus has been on fostering a proactive safety culture, increasing awareness of the importance of safety in all plants. As a result, in 2024 in Europe, we achieved a more than 50% reduction in LTAs compared to 2023, with LTIR and TRIR trends also showing a significant decline—a strong indicator of progress. At the same time, our North American sites continued to perform well, maintaining a low number of LTAs with a slight 5% reduction compared to 2023.



Collaboration between North America and Europe through matched pairs has further strengthened our proactive approach, enabling shared learnings, common initiatives, and incident discussions to improve workplace safety.

Looking ahead to 2025, health & safety will be one of Plasman's strategic priorities. In collaboration with all regions, we will launch a health & safety campaign to reinforce our commitment and drive towards continuous improvement.

SAFETY STARTS WITH ME

Carregado, Portugal

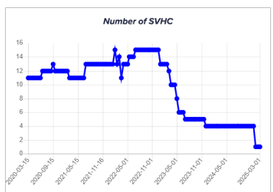
At Carregado Manufacturing, on December 30, 2024, we proudly celebrated 600 days without accidents, which is a testament to our strong commitment to safety and the dedication of our team in maintaining a secure and risk-free working environment.

Gothenburg, Sweden

At Gothenburg Manufacturing, we have implemented a comprehensive firefighting water management plan to address potential contamination risks during a fire. In the event of a fire, our sprinkler system activates to extinguish the flames; however, the water it uses might not be clean and could contaminate stormwater drains. To mitigate this risk, we developed a detailed plan and established clear routines to handle such situations effectively. All staff have been thoroughly trained on the necessary actions to take, and the plan has been shared with the fire department. As part of this procedure, sealing strips are placed over stormwater drains to prevent contaminated water from flowing in.

Lawrenceburg, Tennessee

Lawrenceburg Manufacturing continues to monitor compliance with environmental regulations, which vary by state, reinforcing the importance of site-specific initiatives to ensure worker safety and environmental responsibility. We have also recently introduced an advanced personal protective equipment (PPE) program to provide employees with the best safety gear available.



Simrishamn, Sweden

In 2023, Simrishamn Manufacturing established a key performance indicator (KPI) aimed at eliminating substances of very high concern (SVHCs are chemicals that have serious effects on human health or the environment), with the goal of reducing the number of affected products to zero. By the end of 2023, we successfully reduced the number of products containing SVHCs from 13 to 4. In 2024, we made further progress, reducing the number of such products from 4 to 1.

At Windsor 3 Manufacturing in Canada, monthly safety talks have been conducted with all employees to reinforce a culture of safety awareness, while in Fort Payne, Alabama, monthly safety audits have been performed, with findings tracked for follow-up. In Tilbury, Canada, they have implemented weekly safety audits to ensure employee Health & Safety.

Our working environment policy focuses on a healthy, enriching, and sustainable mental and physical environment. We have systems in place for reporting and monitoring events, such as injuries, accidents, and sick leave, and these tasks are performed by our working environment committees. An important part of this work takes place through proactive activities, including training in physical and psychosocial health and training in ergonomics.

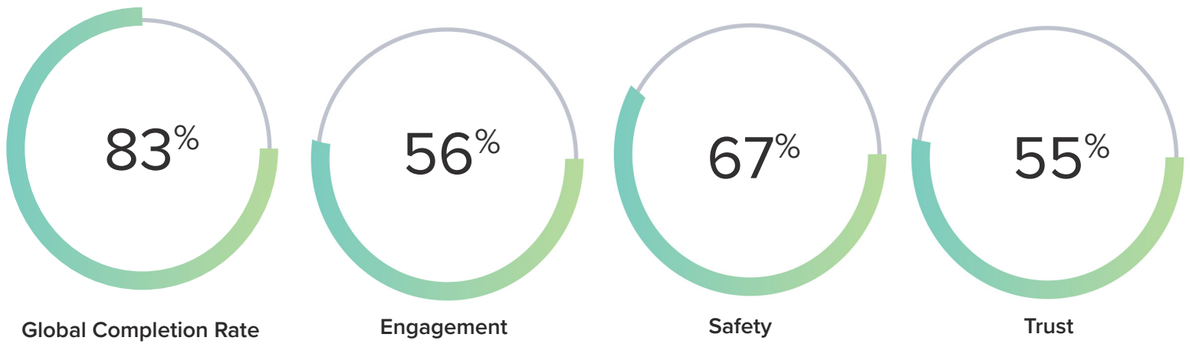
We follow all applicable laws and regulations around working hours and break times, and studies have shown that our wage structure is in accordance with local market standards. All new employees and consultants are trained in our ethical guidelines and informed about our environmental and sustainability efforts and accomplishments.

We continue to conduct bi-annual employee engagement surveys, and our most important quantitative metrics in the personnel area are staff turnover and sick leave.

YOURPLASMAN
PULSE 2024

During 2023, our bi-annual employee engagement survey was presented to all team members globally to measure their engagement and solicit their opinions. In 2024, we conducted a Pulse survey focused on gathering feedback on the action plans developed from our 2023 bi-annual survey.

Favorable Response Rates



YOURPLASMAN
PULSE 2024

LET YOUR VOICE BE HEARD

"Transparency increases credibility and accountability"

COMPLIANCE & TRANSPARENCY

Plasman is committed to conducting our business in compliance with all applicable laws, rules, and regulations and to the highest standards of ethical conduct. In addition, we pledge to openly communicate our sustainability program information and ensure accountable, transparent, and inclusive governance.

Senior management recognized early on the importance of sustainability to Plasman's future growth and standing in the industry. To this end, Plasman established a Sustainability Department in mid-2021, and then further developed it into its current three corporate positions, supported by different positions at each plant and headquarter functions.

In the Sustainability Department, sustainability work revolves around the core mission of advancing environmental, social, and governance (ESG) goals that support both the business and the planet. On a regular basis, we dive into comprehensive ESG data analysis, ensuring that we're consistently measuring our impact and identifying areas for improvement. Beyond internal reporting, our department stays ahead of the curve by assessing and ensuring compliance with emerging regulations. We monitor frameworks such as the Carbon Border Adjustment Mechanism (CBAM) and the EU Deforestation Regulation (EUDR), ensuring that our operations align with global sustainability standards and contribute to the reduction of environmental impacts. In everything we do, the Sustainability Department is committed to driving forward positive change—both within the company and in the broader community. Our work is not only about tracking numbers but about creating a culture of sustainability that influences every aspect of our operations and strategy, ensuring that we continue to build a better, more sustainable future.

As part of our commitment to compliance and continuous improvement, following any regulatory inspection we make sure that all identified recommendations from regulatory authorities have been addressed, and detailed reports have been submitted to ensure alignment with environmental standards.

BUSINESS ETHICS

Plasman is implementing policies, procedures, and systems to support ethical business conduct. Examples include fraud prevention, data protection and privacy, anti-trust and competition, anti-corruption and anti-bribery, anti-boycott and trade compliance, financial responsibility, and anti-retaliation.

We are dedicated to conducting our business with honesty, integrity, and the highest possible ethical standards and in compliance with laws and regulations.

The continued evolution and integration of computer systems, as well as reliance on technology within automotive manufacturing, have introduced new information security issues for both OEMs and their suppliers. This change has resulted in enhanced security posture requirements for most manufacturers, as disruptions can be costly.

There are many key systems that Plasman IT supports to minimize the risk of cybersecurity events and resulting business interruptions. In addition, these systems are essential to meet Plasman's TPISR, TISAX, and other standards requirements.

TISAX®

At the beginning of 2023, we initiated preparations to obtain the TISAX label for our locations in Lüdenscheid, Germany; Ghent, Belgium; Carregado, Portugal; Strakonice, Czech Republic; and Simrishamn, Sweden, with the goal of achieving certification by June 2024. In 2024, we successfully obtained the TISAX label for all targeted locations. Furthermore, Lawrenceburg Manufacturing was the first plant in North America to obtain the TISAX level in the later half of 2024. Looking ahead, we are planning to secure TISAX certification in 2025 for Gothenburg Manufacturing, Querétaro Manufacturing, Greer Manufacturing, and European Headquarters in Gothenburg.

COMPETENCE DEVELOPMENT

4 QUALITY EDUCATION

8 DECENT WORK AND ECONOMIC GROWTH

Our greatest asset is a competent, skilled workforce. To this end, Plasman enthusiastically promotes our development as a learning organization. We are working with strategic competence management systems, and support education and learning through access to internal programs, development opportunities, and community partnerships.

Plasman has continued to invest in Leadership Trainings and Programs with the purpose to build leaders that can:

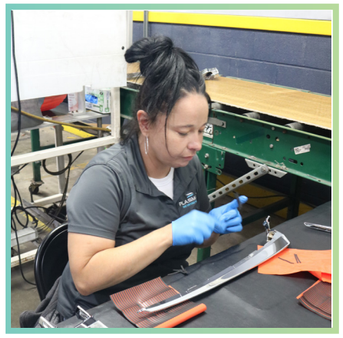
- Drive our Plasman Strategy and Business Agenda,
- Attract, develop, and grow our people,
- Create an inclusive company culture, and
- Foster an environment that engages our current and potential future employees.
- As part of our ongoing competence development efforts, we have continued to offer specialized training programs across multiple departments to support our sustainability goals and ensure our workforce is equipped with the necessary skills and knowledge to enhance workplace efficiency and safety. In 2024, these initiatives included cybersecurity training at Carregado Manufacturing, TISAX certification at Strakonice Manufacturing, disocyanates handling training at Raufoss Manufacturing, specialized education for users within the ChemGroup, and ATEX training at Simrishamn Manufacturing, all of which focused on critical operational and compliance areas.

The Power of Building Meaningful, Authentic Relationships Through KIC

At Plasman, we believe that best practices in leadership include the important responsibility of unleashing the potential in our dedicated and talented team members. As we think about continuing to develop others, every leader must also be committed to their own development through strong leadership behaviors. To support and complement this mindset, an internal leadership development workshop referred to as KIC (Know Me, Include Me, & Cheer For Me) was developed in our North America region. To date, over 500 leaders across all departments in positions from Supervisory level to Executive have participated. Similarly, an internal leadership program for leaders with and without direct reports was developed in our Europe region. To date, over 100 leaders across all plants and EU HQ have participated. Being able to incorporate behaviors that demonstrate how we know, include, and cheer for our team members supports Plasman's company core values of Safety & Integrity, Courage, Communication, and Respect & Fair Treatment. It's who we are and what we stand for.

RESPONSIBLE SUPPLY CHAIN

Working with our supplier partners, ensuring responsible sourcing of raw materials, providing transparency on their origins, and working toward eliminating conflict minerals are at the top of Plasman's agenda. By considering the economic, environmental, and social aspects of our shared logistics systems, we mitigate any adverse effects of procuring and transporting raw materials and finished products. Plasman continually works toward reducing risks in our supply chain, considering global concerns such as cybersecurity, data privacy, and risks to stakeholders.



We actively engage our suppliers in our sustainability journey by communicating our Supplier Code of Conduct and conducting annual sustainability assessments. These assessments address topics including, but not limited to, human rights and working conditions, business ethics, non-discrimination, anti-corruption measures, forced labor, freedom of association, health and safety, environmental stewardship, and responsible sourcing.

The Canadian legislation "Fighting Against Forced Labor and Child Labor in Supply Chains Act", Bill S-211, came into effect January 1, 2024. During the final quarter of 2023 and the beginning of 2024, Plasman began doing their due diligence learning about the requirements and timeline of the Act and how it would apply to Plasman.

We partnered with EcoVadis in the beginning of 2024 to take steps in mapping, gathering information, developing action plans, updating policies and procedures, and engaging with suppliers to prevent and reduce the risk of forced and child labor in Plasman's activities and supply chain. The result is the "Report Pursuant to the Act to enact the Fighting Against Forced Labor and Child Labor in Supply Chains." The focus against forced labor and child labor in supply chains continues during the year.

During 2023, our Sustainability and Supplier Quality team revised the Supplier Assessment Questionnaire to ensure that we assess our suppliers' key performance elements while implementing a sustainability score. This launched from late 2023 to early 2024 in North America. Our goal in scoring our suppliers in sustainability will be to understand the scope of our global supply chain when it comes to ESG concerns such as environment, health and safety, child labor, and more.

In Europe, our Purchasing team has initiated the process of identifying key suppliers to whom we will distribute the latest Supplier Code of Conduct. Following this, we will proceed to evaluate suppliers based on their sustainability performance - a crucial step in assessing our supply chain's alignment with ESG concerns.

ENVIRONMENTAL COMMITMENT

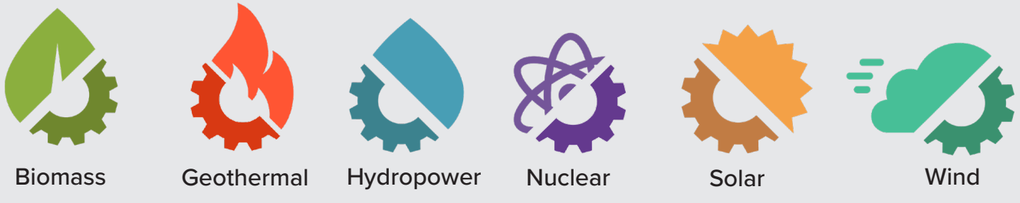
Plasman continues our commitment to environmental sustainability by developing a long-term environmental strategy, maintaining and expanding our certified environmental systems, including ISO 14001, and implementing and maintaining energy management systems at each of our manufacturing locations.

As part of Plasman's mission to create a better tomorrow as One Driving Force, we are committed to building a better, more sustainable, and inclusive future for our employees, customers, and communities. We are driving toward a climate neutral future by changing the way we work with the ambition to transition all global operations to climate neutral energy sources. In celebration of Plasman's upcoming 50th Anniversary, our goal is to be 100% climate neutral by 2028.

Starting in 2023, we agreed with our district heating supplier in Simrishamn to supply 100% renewable energy. As a result, in 2024, Simrishamn Manufacturing achieved zero emissions from district heating, compared to 27 gCO2eq/kWh in the previous year. We are evaluating our various energy sources globally and starting to migrate towards climate neutral alternatives. We are using a step-by-step approach that considers availability, pricing, and other factors to reach our Climate Neutral Energy Ambition in all of our markets. The next step is to make plans to shift the natural gas to a climate neutral alternative.

A road map for the shifts from current to climate neutral energy sources with all countries where we have operations is the focus for coming years. In the near and medium terms, adopting climate neutral energy sources may initially increase our energy costs, but we are working to offset the impact of such increases through energy use reductions and renewable energy self-generation at some of our facilities.

In addition, we are working continuously on energy efficiency initiatives.



At Raufoss Manufacturing, the heat recovery in the new VOC abatement system started running in mid-November 2024. Based on current production hours, it recovers around 810,000 kW/year for an approximate savings of $85,000 USD. In 2023, we started measuring emissions via our new VOC system for the first time. The results were impressive: 12, 12, and 20 mg C/m^3 for catalyst, south discharge (fan south), and north discharge (fan north). Compared to 2022, where we had 67, 180, and 120 for the same factors, this is a big improvement. Our emissions are well below the new limit of 75 mg C/m^3 per point, showing our dedication to the environment.

As part of our energy-saving initiatives, Raufoss Manufacturing installed an additional robot in the paint line, saving 130 hours annually and transitioning from hand painting to robotic painting. This upgrade has also reduced the frequency of filter changes, improving efficiency. Similarly, at Tecumseh Manufacturing, we optimized the A-line by replacing spray guns to accommodate different materials. This change resulted in $150,000 USD in annual paint savings, reduced overspray, and minimized waste, aligning with our commitment to sustainability and operational efficiency.

At Strakonice Manufacturing, thermal insulation blankets have been installed on the working parts of the injection molding machines to improve energy efficiency. These blankets help to maintain optimal temperatures during the molding process, reducing the amount of heat loss and minimizing the need for additional energy input. This initiative not only enhances the overall performance and reliability of the machines, but also contributes to our sustainability efforts by lowering energy consumption and reducing our carbon footprint.

In addition to technical upgrades, various behavioral and managerial initiatives have been introduced to reduce energy consumption where needed. For example, timers and light sensors have been installed in storage areas to ensure lights are off when not in use, particularly on weekends. Outside lighting and ventilation are controlled by the main system, with adjustments made based on weekly production reviews. Thermal imaging has identified areas with significant energy loss, leading to targeted insulation. In the office area, social area and storage area, sections are shut down individually at closing time, based on operational needs.

At all our plants, the goal is to transition to 100% LED lighting. Different locations have developed their plans in phases. Some initiatives focus on replacing traditional lights with LEDs as they stop working, while others prioritize switching out lights with high energy consumption for more efficient LED alternatives. Additionally, some plants have divided the changes based on priority, such as first upgrading lights in the paint line,

Windsor 3 Manufacturing has taken proactive steps toward sustainability by conducting an energy audit to identify reduction opportunities and pursuing natural gas reduction initiatives. Cleveland Manufacturing has made significant progress in minimizing its environmental footprint by eliminating inefficient plating lines, leading to a more sustainable and energy-efficient operation. At Tilbury Manufacturing, efforts are focused on improving water treatment processes, with sludge sample analysis underway to determine if classification as hazardous waste can be reduced. Meanwhile, Tecumseh Manufacturing has been exploring heat recovery systems to optimize energy use during the winter months, further enhancing efficiency and reducing overall emissions. These initiatives reflect our ongoing commitment to environmental stewardship and sustainable operations across our locations.

RESPONSIBLE RESOURCE MANAGEMENT

Not only is responsible resource management good for the environment, but it is also good for our overall efficiency. We have developed a long-term climate-neutral energy strategy that will reduce our global use of non-renewable and climate-adverse energy sources. This resource management extends to raw materials and water use as well.

A new interactive and intelligent ventilation system was installed in Gothenburg Manufacturing. These units have a rotating heat exchanger and adequate capacity to accommodate Sweden's four seasons. When combined with the waste heat generated from the injection molding process, this system can keep the temperature at a set point and intelligently regulate the fresh air and exhaust air flows.

Gothenburg Manufacturing installed a tank in the paint line to reuse process water in 2022. During 2023, this function stopped working. Therefore, instead of reusing our process water we had to send it away as hazardous waste, which increased our hazardous waste production in 2023. To address this issue, we developed a plan with actions that began in February 2024. As a result of these efforts, the plant successfully reduced hazardous waste production by 38% compared to the previous year, marking a positive step toward improving environmental performance and sustainability.

Following up on our commitment to environmental sustainability through various initiatives, Plasman has taken several steps to improve resource efficiency and reduce waste. At Strakonice Manufacturing, we've installed water meters to monitor consumption, identify losses, and promote more efficient resource use. Additionally, paper towels have been replaced with air hand dryers, and we encourage the use of personal containers in beverage machines to help reduce waste. To further minimize paper usage, we've introduced electronic communication through screens for production planning, all of which support our goal of reducing waste and conserving resources across our operations.

Additionally, Tilbury Manufacturing integrated a newer, more efficient Programmable Logic Controller (PLC). This industrial computer control system continuously monitors the state of input devices and makes decisions based on a custom program to control the state of output devices. This new controller allows us to reduce the gap in the paint line during a single-color change from 32 to 27 feet and 56 to 45 feet for double color changes, resulting in an annual savings of $78,453 USD.

Lawrenceburg and Fort Payne Manufacturing have partnered with a recycling company to enhance sustainability in their supply chain by cleaning and reusing oily mats while re-purposing recovered oil as fuel. These initiatives contribute to waste reduction and resource efficiency. Meanwhile, Tecumseh Manufacturing is actively exploring the use of alternative paint spray guns to minimize paint waste and improve material efficiency.

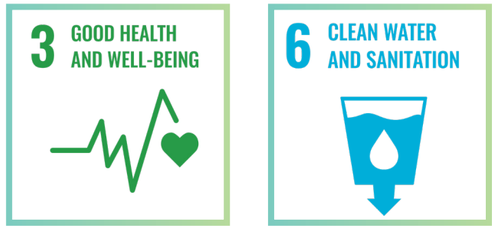
Tecumseh Manufacturing is enhancing energy efficiency by transitioning to LED lighting, with rebates being re-evaluated to improve return on investment. We are also optimizing compressed air systems and expanding the use of variable frequency drives (VFDs) to reduce overall energy consumption. Similarly, Tilbury Manufacturing is exploring heat pump rebates and investing in energy-efficient compressors to support sustainability efforts.

Fort Payne Manufacturing is actively tracking energy data to identify opportunities for further efficiency improvements. At Windsor Tooling, energy efficiency options for heating and cooling were explored in 2024, with plans of installing a new, more efficient HVAC system in 2025. They are also exploring composting options in alignment with the city's upcoming collection services.

Cleveland Manufacturing has successfully implemented upgrades that have led to significant reductions in energy consumption, including a 6,000 m^3 decrease in water usage, a 5 million MCF* reduction in natural gas consumption, and 800,000 kWh in electricity savings. These efforts reflect our ongoing commitment to optimizing resource use and minimizing environmental impact across all locations.

*MCF=one thousand cubic feet

POLLUTION REDUCTION



In addition to rigorously following all regulations and industry standards, our climate neutral strategy contributes to reducing our greenhouse gas footprint in both our internal operations and across our supply chain. Our capital equipment projects take advanced technologies into account to ensure that we continue to reduce harmful impacts on air and water.

At Raufoss Manufacturing, we have reduced the amount of combustible waste in relation to our environmental obligations. Through waste analysis, separating several factions, labeling containers, and training and raising awareness among employees, we achieved a positive development in the sorting rate for waste.

As part of our commitment to environmental protection and pollution prevention, Gothenburg Manufacturing has upgraded their facilities by increasing the capacity of the waste collection systems. This improvement helps to minimize the risk of spills and protects stormwater drains from potential contamination.

Simrishamn Manufacturing has implemented a filtration system for the cooling water used in the injection molding process, eliminating the need for chemicals and enhancing the environmental efficiency of our operations.

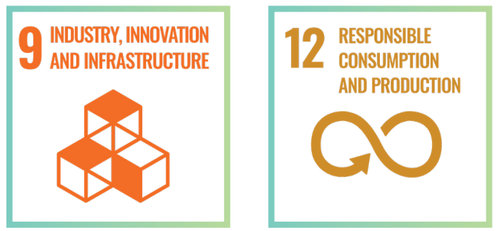
Cleveland Manufacturing has made significant progress in reducing waste and promoting circularity by cutting plastic scrap by 19,700 kg, all of which is fully recycled. The plant has also lowered landfill waste by 19,500 kg and reduced F006 sludge—which is also 100% recycled—by 84,900 kg, minimizing environmental impact.

At Tecumseh Manufacturing, efforts are underway to explore sludge recycling options to further reduce landfill waste, along with identifying new opportunities to minimize waste from paint processes. Similarly, Tilbury Manufacturing has taken steps to improve sludge management by conducting a pit cleanout and is actively investigating alternatives to landfill disposal for sludge waste.

Lawrenceburg Manufacturing has taken significant steps to reduce volatile organic compounds (VOCs), directly impacting air permit requirements and ensuring compliance with evolving environmental regulations. Similarly, Cleveland Manufacturing, has transitioned to a more efficient plating line, streamlining operations while minimizing environmental impact and maintaining regulatory adherence. At Tecumseh Manufacturing, the team is closely monitoring gas burner valve positions to optimize natural gas usage, ensuring efficiency while staying compliant with industry standards. These efforts collectively reinforce our commitment to transparency and regulatory responsibility across our operations.

These initiatives demonstrate our commitment to pollution reduction and responsible waste management across our operations.

CIRCULARITY



Plasman seeks to understand and optimize the life cycle impact of all our products and processes. We assess and continually improve our end-of-life strategies to reduce waste in all forms and to improve the circularity of our plastic production processes.

By adapting clean and environmentally sound technologies and strategies, we continuously work toward reducing material, water, and energy consumption. This also includes reducing the use of harmful materials wherever possible. The ongoing activities with recycled and bio-based materials are described in the section “Responsible Resource Management.”

Currently, scrap is commonly handled differently at each plant. Typically, the unpainted scrap is reground at the site plant and reused, while painted scrap is sent off-site to an external provider for regrinding. Plasman is looking into different ways of optimizing the flows of scrap to avoid down-cycling of this material. In 2024, our R&D team started a Homescrap Project, which aims to find better uses for scrap material from production, as some of it is currently sold while others are incinerated. The expected outcomes include reducing scrap sent for incineration, lowering the need for virgin material, minimizing transport, and ultimately decreasing the CO_2 footprint.

Additionally, Simrishamn Manufacturing launched a recycling initiative for the solvents used in cleaning the piping of the paint line. A total of 2,800 liters were successfully recycled, significantly contributing to waste reduction and fostering more sustainable practices. Additionally, the plant has worked to optimize the paint process, aiming to minimize solvent usage in production. In Querétaro Manufacturing a solvent recovery process has been implemented. In simple batch distillation, a quantity of used solvent is fed to the evaporator. After being placed, the vapors are continuously removed and condensed. The residue from the bottom of the still is removed from the equipment after the solvent has evaporated. Weekly volume of solvent recovered: 3,000 liters, representing 60% of monthly consumption of original solvent usage.

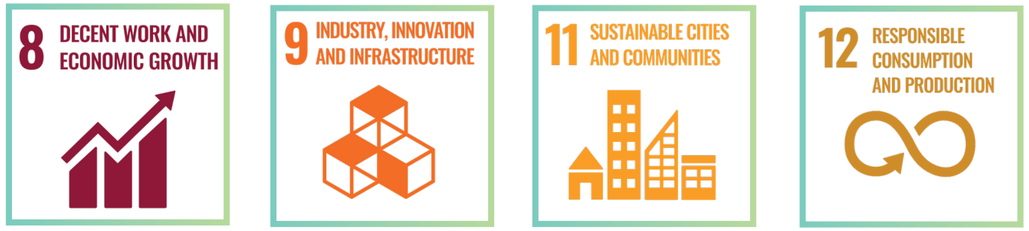
Lawrenceburg and Fort Payne Manufacturing have strengthened circular economy practices by partnering with a recycling company that repurposes oily mats and recycles recovered oil for fuel, reducing waste and promoting resource efficiency.

Cleveland Manufacturing has implemented measures to reduce scrap production, minimizing metal waste and decreasing the need for energy-intensive reprocessing. This initiative not only conserves raw materials but also lowers the overall environmental footprint of manufacturing operations.

Tilbury Manufacturing is actively experimenting with sludge processing to explore ways to recover valuable materials and divert waste from landfill, further supporting circularity efforts.

> “We believe that creating a better, more sustainable, and inclusive future is our collective responsibility”

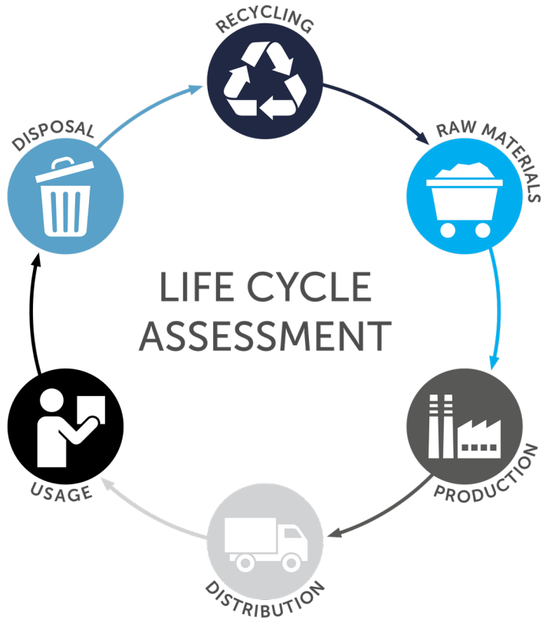
SUSTAINABLE PRODUCTS & SERVICES



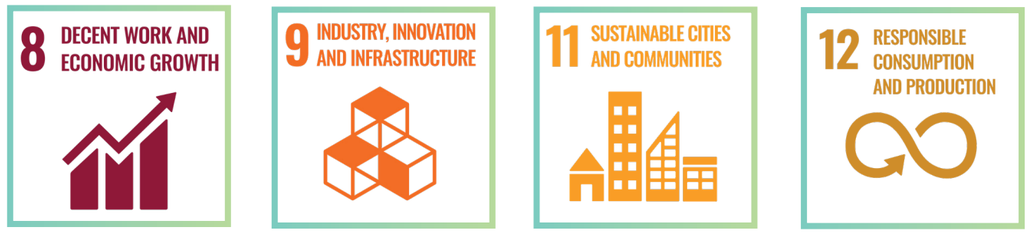
Working cross-functionally within Plasman's various departments, we continue to make advancements in our products and materials that will allow us to improve the sustainability of our entire product portfolio. Some examples include designing for reduced environmental impact, easier end-of-life recycling, and increased safety.

Plasman is also creating a culture of learning and development across our global organization. We encourage our team members to personally work with us to continue developing a responsible, sustainable organization.

Plasman is using Life Cycle Assessments (LCAs) to investigate and understand the environmental impact of our products. The necessity of LCAs is clear and twofold. First, we need to understand in which phase our products have the largest environmental impact to guide our internal efforts. Second, we need to be able to show our customers our environmental impact. This is an ongoing area, and we can clearly see a growing need for LCAs.



INNOVATIVE PRODUCTION



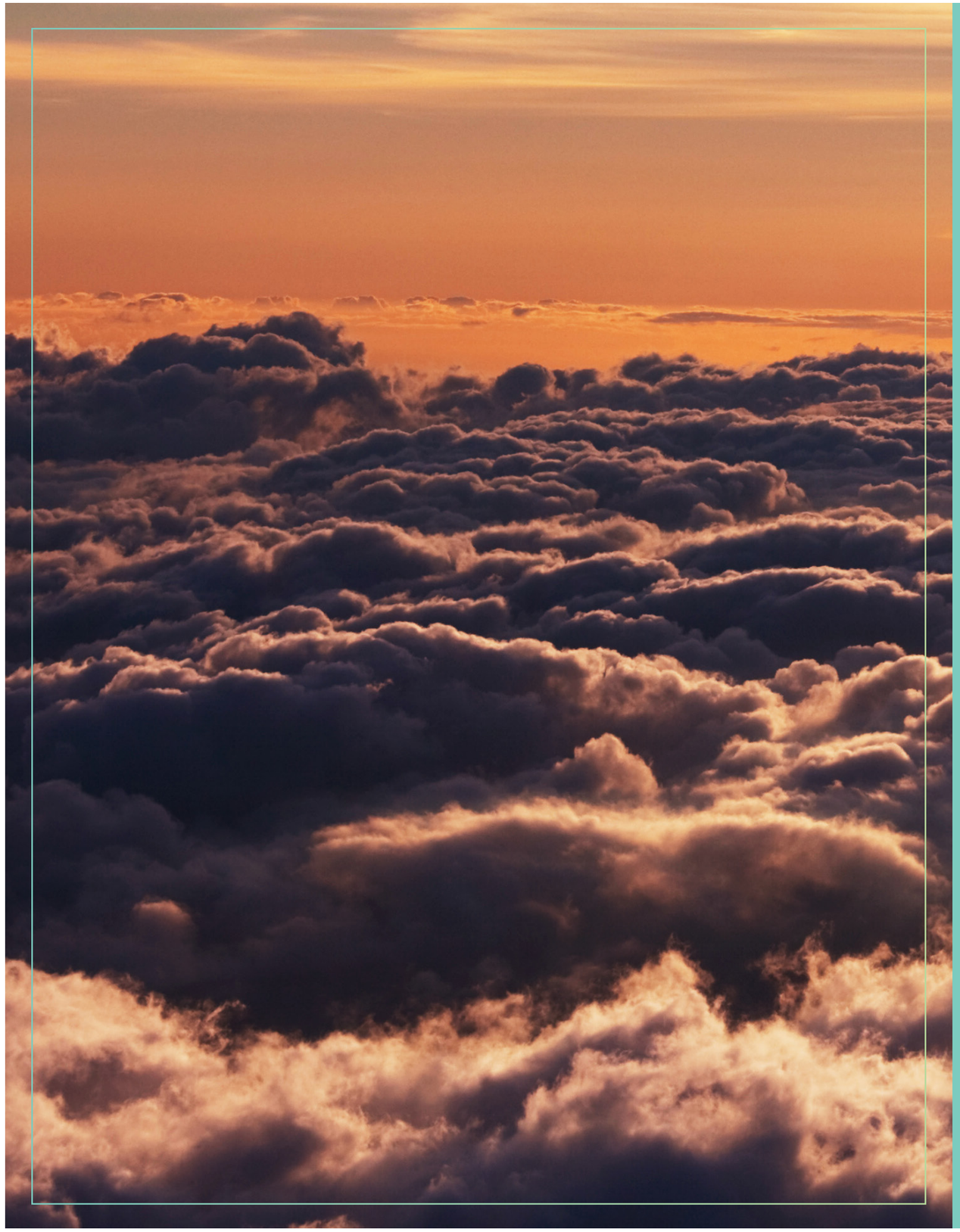
By continually assessing and enhancing our Plasman gains, it gives Plasman the ability to drive profitable improvements and allows us to set and achieve financial targets.. Advancements in our equipment technologies allow us to improve product offerings, quality, and output. Further investments in innovation and technology capabilities enable development, expansion, increased sustainability, and reduced risk in our supply chain.

Our R&D team in Europe initiated a project on Circular Use of Plastic in the Automotive Industry in November 2023 in collaboration with external stakeholders. Plasman has been leading a specific part of the project since August 2024, with completion expected in September 2025. So far, input has been gathered for the design guideline, focusing on material and attachment combinations that should be avoided. The anticipated outcome is the development of a Design for Recycling guideline for three different part types with varying complexity.

Additionally, our R&D team initiated research to enhance the sustainability of our paint line by replacing the propane-based flaming phase with a specialized coating that eliminates the need for flaming. This initiative is being carried out in collaboration with our suppliers and customers.

As part of this effort, we conducted a series of test evaluations to assess the feasibility of skipping the flame treatment before coating polypropylene. The lab results are now considered optimal. The Plasman application process is currently under both commercial and technical validation.

Then we need to find feasibility of usage in a part program and following confirmation from our customer. We are continuing to work closely with other customers to further expand and implement this innovative application.



Measure.
Reduce.
Shift.
Offset.

Everything we do reflects our relentless passion for sustainability and finding ways to add value for the betterment of all our stakeholders.

Sustainability Scorecard

Global		2022	2023	2024
Consumption				
Electricity consumption	MWh	180,522	169,207	175,171
Percentage climate neutral (renewable)[2]		69% (44%)	69% (36%)	69% (35%)
Energy consumption	MWh	106,570	109,646	125,123
Percentage climate neutral (renewable)[2]		14% (14%)	14% (14%)	13% (13%)
Water consumption	m^3	454,219	402,371	358,242
Waste				
Combustible waste	tonnes	1,021	1,124	633
Non-haz waste to landfill	tonnes	1,143	2,775	4,114
Hazardous waste	tonnes	1,663	2,666	2,692
Scope 1 & 2 CO_2 Emissions				
CO_2 Emissions	tonnes	-----	-----	49,632
CO_2 Intensity	kg/sales in USD	-----	-----	0.052
Accidents				
Accident Frequency Rate, LTA[3]		2	2.88	1.09
Accident Frequency Rate, all[3]		3.95	5.39	2.91

Europe		2022	2023	2024
Consumption				
Electricity consumption	MWh	57,630	61,551	61,175
Percentage climate neutral (renewable)[2]		91% (85%)	90% (53%)	91% (52%)
Energy consumption	MWh	22,052	22,086	22,262
Percentage climate neutral (renewable)[2]		66% (66%)	66% (66%)	24% (24%)
Water consumption	m^3	194,077	157,037	145,309
Waste				
Combustible waste	tonnes	1,021	1,124	610
Non-haz waste to landfill	tonnes	174	158	199
Hazardous waste	tonnes	1,003	1,634	1,180
Scope 1 &2 CO_2 Emissions				
CO_2 Emissions	tonnes	-----	-----	6,885
CO_2 Intensity	kg/sales in USD	-----	-----	0.020
Accidents				
Accident Frequency Rate, LTA[3]		3	5	2.46
Accident Frequency Rate, all[3]		5.3	8.0	5.35

North America		2022	2023	2024
Consumption				
Electricity consumption	MWh	122,892	107,656	113,996
Percentage climate neutral (renewable)[2]		59% (24%)	57% (26%)	57% (26%)
Energy consumption	MWh	84,518	87,560	102,861
Percentage climate neutral (renewable)[2]		0% (0%)	0% (0%)	0% (0%)
Water consumption	m^3	260,142	245,334	212,933
Waste				
Combustible waste	tonnes	0	0	23
Non-haz waste to landfill	tonnes	969	2,617	3,915
Hazardous waste	tonnes	660	1,032	1,512
Scope 1 & 2 CO_2 Emissions				
CO_2 Emissions	tonnes	-----	-----	42,747
CO_2 Intensity	kg/sales in USD	-----	-----	0.071
Accidents				
Accident Frequency Rate, LTA[3]		1	0.76	0.66
Accident Frequency Rate, all[3]		2.6	2.78	2.15

1 Revision of CO_2 emissions from North American sites has been done for 2024 data and figures cannot be compared with previous years;
2 Calculated as a weighted region average;
3 The accident rate is calculated by multiplying the number of recorded incidents by 200,000, and then dividing that number by the number of worked hours in the organization

The Sustainability Scorecard was developed with data collected from each of our sites, and covers the 2024 calendar year. During 2023, Plasman parted ways with four sites in North America. This will influence the comparison between the years.

GRI INDEX

This report has been prepared with reference to the Global Reporting Initiative (GRI) Standards. Plasman reports on an annual basis, and this report covers the period of January 1 - December 31, 2024.

Disclosure		Comment	Page number(s)
Organizational Profile			
2-1	Organizational details		Cover page, pages 4 & 5, all pages
2-6	Activities, value chain, and other business relationships		Page 4
Strategy			
2-22	Statement on sustainable development strategy		Page 2
Ethics & Integrity			
2-23	Policy Commitments		Page 14
Governance			
2-9	Governance structure and composition		Cover page, all pages

GRI INDEX

Disclosure		Comment	Page number(s)
Stakeholder Engagement			
2-29	Approach to stakeholder engagment	Engaging stakeholders is a vital part of Plasman's operations and sustainability management. This is described throughout the report.	Page 6, all pages
Reporting Practice			
3-1	Process to determine material topics		Page 6
3-2	List of material topics		Page 45, GRI - Index Table
2-4	Restatements of information		Page 42-44
102-49	List of material topics		Page 44
2-3	Reporting period, frequency and contact point	sustainability@plasman.com	Page 45, GRI - Index Table
Management Approach			
3-3	Management of material topics		Page 6

GRI INDEX

Disclosure		Comment	Page number(s)
Materials			
301-2	Recycled input materials used	Not able to report on percentages as the data is not available.	Page 36
Energy			
302-1	Energy consumption within the organization		Pages 42-44
Water			
303-5	Water consumption		Pages 42-44
Emissions			
305-1	Direct (Scope 1) GHG emissions		Pages 42-44
305-2	Energy Indirect (Scope 2) GHG emissions		Pages 42-44
Waste			
306-3	Waste generated		Pages 42-44

For questions or to learn more, contact us at sustainability@plasman.com

Plasman
Sustainability

We Are
Dedicated to Global
Sustainability Actions