DRIVING THE TRANSITION

Webasto Climate transition plan

Webasto
Driving the transition

This document reflects the current planning status and will be updated as the climate transition evolves.

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Statement

“Even today, the cost of inaction exceeds the investments required to advance decarbonization, build a circular economy, and deploy digital technologies. Global challenges such as rising temperatures and resource scarcity demand strong leadership and innovation – qualities that we are willing to embrace alongside our customers and suppliers.”

Webasto CEO Joerg Buchheim, quoted from Sustainability Report 2025

Building resilience through climate transition

By driving the transition at Webasto, **we aim to strengthen business resilience**: we focus on advancing decarbonization, managing climate-related risks and opportunities, and embedding climate considerations into relevant decisions and business activities across our operations and value chain.

Guiding principles for Webasto's climate transition

Embedding climate considerations in relevant decisions

We integrate climate-related considerations into how we operate, invest, source, and innovate, supporting our long-term transition objectives, e.g. with long-term energy contracts.

Advance decarbonization across our value chain

We work with suppliers and partners to improve emissions transparency and support measurable greenhouse gas reductions across products and operations. This includes driving the use of renewable energy in our supply chain through renewable energy contracts and requiring Product Carbon Footprints (PCFs) to improve transparency on material-related emissions.

Lead with efficiency

We reduce energy demand and improve efficiency first, recognizing that the most sustainable energy is the energy we do not consume by rolling out energy management, ISO 50001 standards (energy mgmt. system) and building management systems at selected plants.

Focus on real and measurable progress

We prioritize actions that deliver tangible emissions reductions and continuously improve our environmental performance.

Example: purchasing recycled aluminum for the majority of our heater products.

Accelerate the transition to renewable energy

We are steadily increasing the use of renewable and low-carbon energy through a globally aligned approach to energy management and procurement.

Since we began tracking in 2021, the share of renewable electricity in our operations has increased by 8 percentage points, reaching 23% in 2025.

Build transparency and accountability

We strengthen governance and decision-making through consistent measurement, monitoring, disclosure, and review of climate-related performance in our CEO-led Sustainability Committee.

Transition pathway: Our targets related to climate change mitigation

Webasto has developed climate targets using the SBTi methodology and criteria. The targets have not been formally validated by the SBTi. **Target accounting:** Webasto does not use GHG removals, carbon credits or prevented emissions to achieve its targets. Only actual emissions reductions are counted toward the targets.

- ### 2021 | Baseline

  2021 serves as the baseline year and reflects a representative greenhouse gas profile for Webasto. In that year, Scope 1 and 2 emissions totaled **144,288 t CO_2e**, while Scope 3 emissions amounted to **7,557,598 t CO_2e**.
  The emissions inventory covers greenhouse gases beyond carbon dioxide (CO_2), including methane (CH_4), nitrous oxide (N_2O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), sulfur hexafluoride (SF_6), and nitrogen trifluoride (NF_3), expressed as CO_2 equivalents (CO_2e). Biogenic emissions from biomass and biofuel combustion are reported separately within Scope 1.

- ### 2030 | Near-term targets

  By 2030, Webasto aims to reduce Scope 1 and 2 emissions by 50% compared to the 2021 baseline. In addition, Webasto aims to source 100% renewable electricity for the relevant Scope 1 and 2 emissions by 2030. For Scope 3 upstream emissions, the company targets a 25% reduction, contributing to decarbonization across the supply chain.
  Applying the cross-sector decarbonization pathway, the Scope 1 and 2 targets are consistent with limiting global warming to 1.5°C, while the Scope 3 upstream target follows a well-below 2°C trajectory. The targets cover 100% of Scope 1 and 2 emissions and 100% of Scope 3 upstream emissions. The Scope 3 upstream target covers 48% of total Scope 3 emissions; the corresponding emissions boundary should be stated consistently across the document.

- ### 2045 | Net-zero ambition

  The Webasto Group aims to achieve net-zero emissions for Scope 1 and 2 by 2045. Where further reductions are not technically feasible, up to 10% of residual Scope 1 and 2 emissions may be neutralized.

Overview: Our targets related to climate change mitigation

Webasto SE **Climate targets**		**Scope 1 and 2** **Own operations**	**Scope 3** **Upstream**	**Energy target**
Near-term target	by 2030	-50% absolute Scope 1+2 market-based compared to 2021	-25% (absolute Scope 3 upstream emissions compared to 2021)	100% renewable electricity
Net-zero target	by 2045	Neutralizing up to 10% of residual Scope 1+2 emissions		
Coverage	in base year	100% of Scope 1 and 2 emissions	50% of total Scope 3 emissions	78% of Scope 1 and 2 emissions
Pathway		Aligned with the 1.5°C target of the Paris Agreement	Well below 2°C aligned	

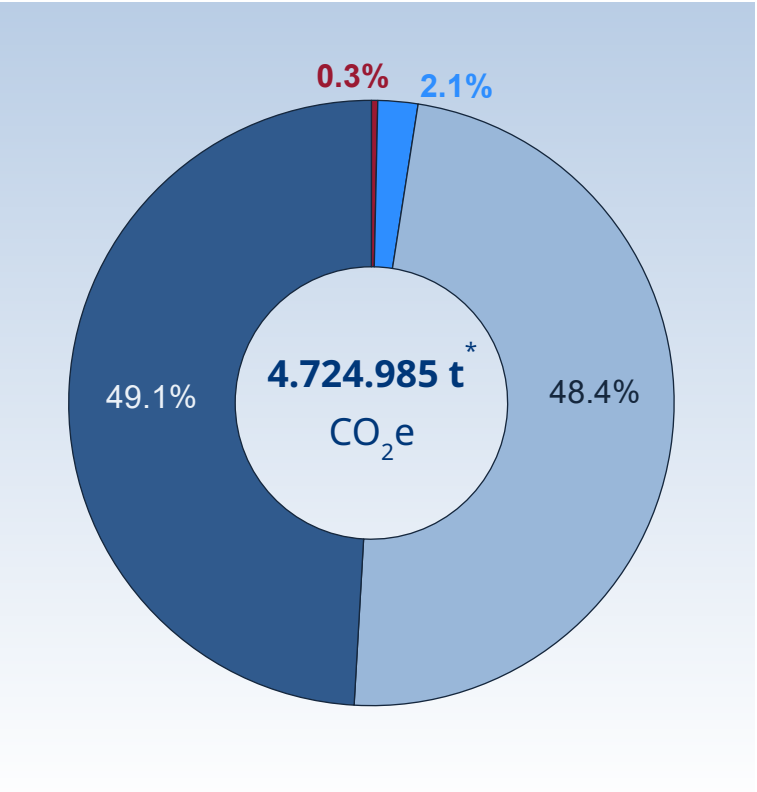
Webasto Corporate Carbon Footprint

Emissions are calculated in accordance with the Greenhouse Gas Protocol (GHG) using the operational control approach. Scope 2 emissions are reported using both market-based and location-based methods, with the market-based method applied as the primary approach. Although primary supplier data remains limited, its share continues to increase. Webasto continuously improves the quality and transparency of supply chain data to strengthen emissions reporting and identify potential deviations by improving base data and calculation accuracy.

Corporate Carbon Footprint 2025

- **Scope 1**
  Direct emissions from our own activities
  i.e., energy combustion of natural gas, diesel, heating oil, ...
- **Scope 2**
  Indirect emissions from energy we purchased and used
  i.e., energy consumption like purchased electricity, district heating, ...
- **Scope 3 | upstream**
  Indirect emissions from our activities, occurring from sources we don't own
  Supply chain activities, i.e. purchased materials, transportation, business travel, ...
- **Scope 3 | downstream** **
  Indirect emissions caused by our products in the use phase
  i.e., transportation & distribution, processing and use of sold products, ...

* recalculation of previous years currently in progress
** includes direct use phase emissions



Driving the transition at Webasto

From 2021 baseline to 2030 climate targets and net zero by 2045

Webasto's transition roadmap connects climate targets developed using SBTi guidance with concrete decarbonization levers across own operations and the upstream value chain. The roadmap reflects the current planning status and will be refined as implementation plans mature.

Advancing decarbonization across our own operations (Scope 1 and 2)

To deliver on our Scope 1 and 2 greenhouse gas reduction targets, Webasto focuses on three key levers across its own operations:

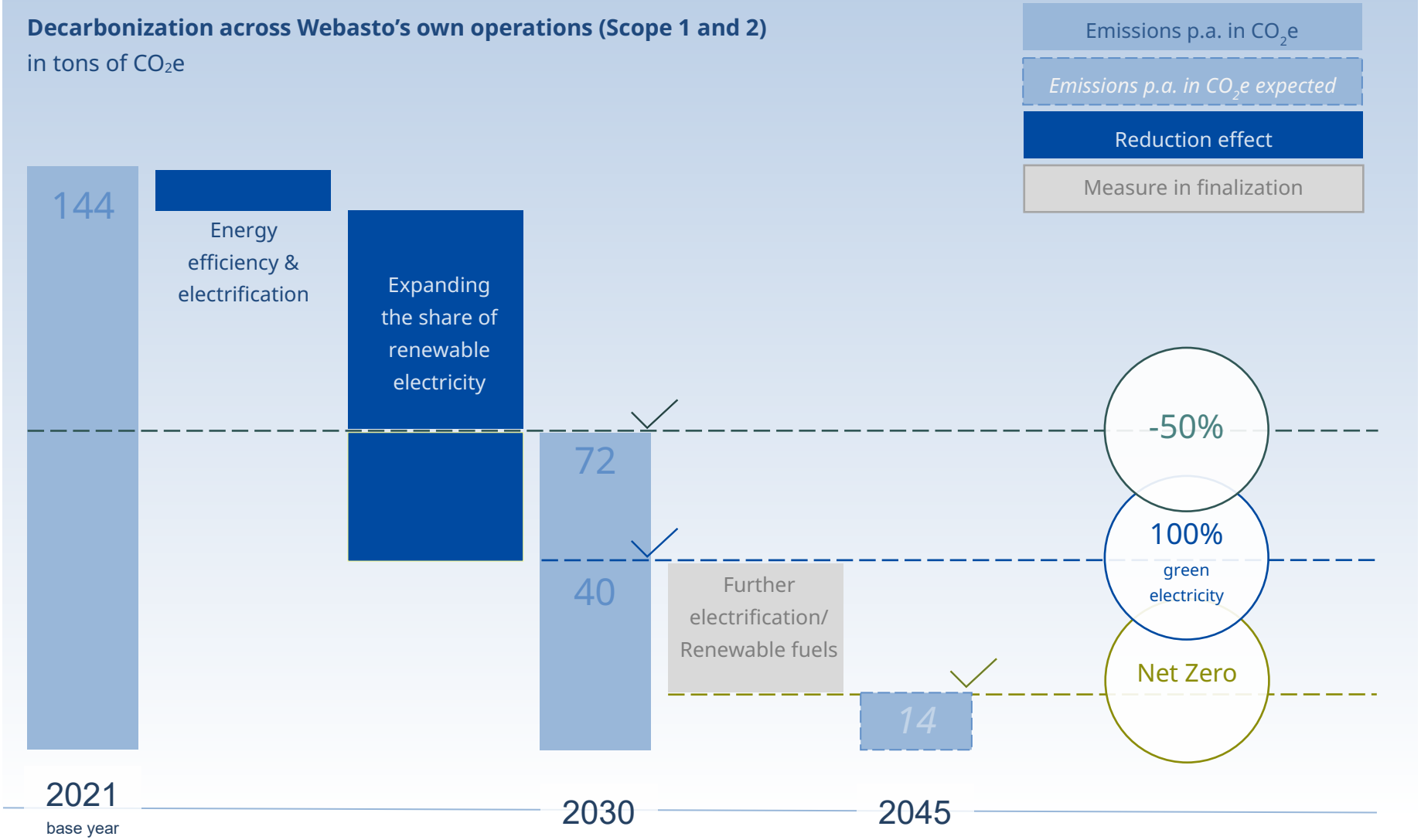
- **Improving energy efficiency** through energy management systems, building management systems, and targeted efficiency initiatives, as well as close progress monitoring.
- Increase electrification by replacing fossil fuel-based processes with electricity-based technologies, e.g. moving from heating with gas towards heat pumps with renewable electricity.
- **Expanding renewable electricity sourcing** through power purchase agreements, renewable electricity certificates, and green electricity tariffs.
- **Scaling on-site renewable energy generation** across Webasto locations.

Planning basis and assumptions

Using 2021 as the baseline year, Webasto's Scope 1 and 2 emissions totaled 144,288 t CO_2e.. The distribution of the emissions reduction levers shown reflects current business planning assumptions, approved budgets, and implementation plans. Actual contributions may vary depending on future business performance, available investment capacity, and the successful execution, timing, and effectiveness of planned emissions reduction measures and technologies. The roadmap to net zero by 2045 is still being finalized.

Driving the transition in own operations

Decarbonization across Webasto's own operations (Scope 1 and 2)
in tons of CO_2e



Measures supporting the transition in our own operations

Latest examples

Energy efficiency	▪ LED retrofits ▪ Smart HVAC controls ▪ Compressed air optimization at our facilities ▪ Variable-speed drives ▪ Waste heat recovery ▪ Lean process optimization in production
On-site renewable energy generation	▪ **Installed solar capacity** at sites in Luxembourg, Romania, and India increases the share of renewable electricity and reduces Scope 2 emissions from purchased power.
Renewable electricity procurement	▪ Expanding the **procurement of renewable electricity** through global contracts increases the share of renewable electricity and reduces Scope 2 emissions.

Advancing decarbonization across our supply chain (Scope 3 upstream)

For the Scope 3 upstream target, the primary reduction potential lies in the emissions-intensive category of purchased goods and services (Scope 3 Category 1). To identify the main decarbonization levers, a **marginal abatement cost curve (MACC)*** was developed for Scope 3 Category 1. More than 50 potential carbon reduction measures have been identified and evaluated. The MACC is now used to prioritize abatement measures, including procuring low-carbon materials with increasing recycled content, and using renewable energy sources across the supply chain. Most corresponding cost assessments are already available. In parallel, we continuously improve the transparency and quality of our Scope 3 upstream emissions data by increasing the share of activity-based carbon accounting, which in 2025 accounts for 74% of our Scope 3.1 emission assessment. In addition, we keep increasing our supplier-specific emission factors and reducing reliance on secondary data. We actively engage suppliers on decarbonization by requiring greater transparency on product carbon footprints (PCFs), increasing the use of supplier-specific emissions data, and promoting the adoption of low-carbon materials, renewable energy, and emissions reduction measures throughout the value chain, for example offering supplier panels on our decarbonization strategy and expectations towards Product Carbon Footprints in our supplier base. The refinement of the main reduction levers and the development of a detailed reduction roadmap for products and the supply chain are ongoing.

* MACC: Marginal abatement cost curve is a methodology used to compare different greenhouse gas reduction measures based on cost and emission reduction potential

Driving decarbonization through strategic investment decisions

Climate-related measures are integrated into the annual planning cycle and, where applicable, reflected in business cases and capital allocation decisions. This provides transparency regarding the investments and operating expenditures needed to achieve the company's decarbonization objectives. For Scope 1 and Scope 2 emissions, Webasto has established a dedicated decarbonization plan that includes quantified reduction targets, estimated investment requirements, and specific measures for implementation over the coming years.

Achieving the targeted reduction of Scope 3 upstream emissions depends to a significant extent on collaboration across the value chain. Meaningful progress requires close engagement with suppliers to reduce embedded emissions in purchased goods and services, as well as cooperation with customers in the development, adoption, and commercialization of lower-emission products and technologies, including initiatives such as the Webasto Greener Roof concept (please find out more in the Webasto Sustainability Report).

The implementation of the Transition Plan is continuously monitored and assessed in the light of evolving market conditions, technological developments, and Webasto's financial performance. Given the company's current financial situation, Webasto regularly evaluates which decarbonization measures can be implemented and which provide a positive business case. As market conditions continue to evolve, investments are currently prioritized and planned on a short-term basis. While Webasto has a clear understanding of the actions required to achieve its climate targets, the timing and prioritization of individual initiatives are reviewed and adjusted through the annual planning cycle to reflect the company's financial position and changing business environment. Such reviews do not alter Webasto’s commitment to the climate targets and long-term decarbonization pathway.

Webasto

Feel the Drive

Publisher

Webasto SE
Kraillinger Straße 5, 82131 Stockdorf

webasto.com

Contact
Webasto SE
Evelyn Pluth, Sustainability
E-Mail: sustainability@webasto.com