Committed to sustainability

Sustainability fact sheet 2024

Our commitment to sustainability

"Responsibility with a long-term view" is one of our five corporate values that has shaped our activities as a family-owned company since its foundation in 1901. Today, we see this value as a guiding principle for meeting the demands of economic, environmental, and social responsibility with holistic solutions. Our customers, banks, policymakers and employees expect this as much as we do.

In line with our purpose – "Make individual mobility more enjoyable and sustainable by advancing technology and people" – we aim to contribute to more climate-friendly mobility of the future with our innovative drive, expertise and global network. Our approach to environmental and social responsibility is driven by the goal of creating lasting value.

Our long-term approach is reflected in our concept of social responsibility. We foster the growth and development of our employees and ensure a fair and respectful work environment. Our inclusive corporate culture inspires our workforce worldwide to collaborate and innovate. The motivation to take responsibility and make a difference extends beyond the boundaries of our company. Our employees are also encouraged to participate in social projects through cooperation with the Webasto Foundation.

We continuously measure our sustainability activities and their impact. Our commitment to protecting the environment and fighting climate change in accordance with the United Nations Paris Agreement is clear. We transparently report how we implement new legal requirements, use renewable (energy) resources and energy-efficient technologies in manufacturing, as well as how we strive for fair working conditions at our sites and throughout the supply chains. Together with our suppliers, we strive to reduce any negative environmental and social footprint.

We are convinced that this is the key to the long-term success of our business.

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Foreword

Dear 2024 sustainability fact sheet readers,

As the new Chairman of the Webasto Management Board, I am delighted to share my first sustainability message with you. Since taking on this role in March 2025, I have been deeply impressed by the company's strong dedication to quality, innovation, and sustainability. These efforts are key to strengthening our competitiveness and creating long-term value for our company and stakeholders.

"Make individual mobility more enjoyable and sustainable by advancing technology and people." Our purpose reflects our commitment to shaping a better future – for our customers, employees, and the planet. We take responsibility for reducing environmental and social impacts in our business, managing sustainability risks and opportunities, as well as contributing to climate-friendly mobility in close partnership with our customers and suppliers.

Our industry is undergoing a profound transformation. Software-defined vehicles, AI-driven mobility, and electrification are redefining transportation. At the same time, geopolitical tensions and climate change demand bold and forward-looking solutions. In response to these dynamics, Webasto started accelerating the strategic realignment and adaptation of its structures in 2024. With our innovative portfolio of efficient heating solutions, powerful battery and pioneering roof systems, we are well positioned to help shape the future of mobility to one that is intelligent, low-emission, and sustainable.

Our innovative concepts – such as the Greener Battery, Greener Roof, and EcoPeak – demonstrate our approach to the current challenges and set new standards in space efficiency, weight reduction, emissions, and recyclability.

Making progress measurable

Our efforts build on the solid outcomes of our global sustainability program, and we continue to integrate it into our operations using clear performance metrics and maturity assessments.

In 2024, we enhanced the transparency and traceability of our emissions and consumption data – not only to meet our own quality standards, but also with a view to the content and future requirements of the Corporate Sustainability Reporting Directive (CSRD). By 2030, we aim to cut our carbon emissions by 50% and supply chain emissions by 25% (compared to 2021), focusing

Joerg Buchheim, Chairman

on renewable electricity and energy efficiency. Last year, 23% of our global electricity came from renewables, and we signed our first green energy contract with a key supplier to further drive decarbonization. We also continue to encourage more of our suppliers to follow this path.

Responsible management for sustainable success

In line with the company´s purpose, we follow a holistic sustainability approach that integrates economic, ecological, and social goals. By assigning responsibilities to specific functions and business units, we are gradually integrating sustainability criteria into our global processes. Worldwide, our employees increasingly value working for a company that is committed to environmental protection and social equity. They are the foundation of our company. In 2024, Webasto again improved workplace safety by achieving a significant drop in accident rates and expanding ISO 45001 certifications for effective occupational health and safety management by 27%, supported by global risk reporting and training.

Ensuring high environmental and social standards across our operations as well as our global supplier network remains a core priority, with a strong focus on respecting human rights. This is driven by policies, contracts, risk monitoring, and a significant increase in ISO 14001 certified suppliers, especially among strategic technology partners.

We believe we are on a solid path to a sustainable future. Our mission, as an automotive supplier, is to develop innovative solutions that responsibly use resources over their entire lifecycle, that are technologically innovative and economically attractive to our customers around the world. This issue is very close to my heart. I will do my best to ensure that we make significant progress in this area. I invite you to join us on this journey.

Sincerely,

Joerg Buchheim

Reporting profile

This year's sustainability fact sheet continues our commitment to transparency and improvement while streamlining the reporting process to reflect current priorities. While previous reports have followed the Global Reporting Initiative (GRI) framework, this year's fact sheet is consistent with the methodology of all key metrics and the structure of previous years' reports but is no longer formally aligned with the GRI. This pragmatic approach allows us to focus resources and efforts on implementing the Corporate Sustainability Reporting Directive (CSRD)[1], while still providing relevant insights into our sustainability performance.

The information in this fact sheet has been reviewed and approved by the Sustainability Committee of Webasto, which consists of the Chief Executive Officer of the Webasto Group, relevant function executives, as well as Business Area heads and other key leaders. The sustainability fact sheet refers to Webasto SE and all affiliated companies (together "Webasto" or "Webasto Group"), with the exception of joint ventures in which Webasto SE and/or its affiliated companies do not hold the majority of shares. This report includes data from fiscal years 2022, 2023 and 2024 (January 1 to December 31). The scope of included locations varies for different metrics. Whenever possible, we strive to provide complete data sets. Information about the specific scope of the published data can be found in the respective chapters. The editorial deadline for this report was May 9, 2025. The Webasto sustainability report/fact sheet is published on an annual basis.

[1] The CSRD is an EU regulation that – according to our current knowledge – will lead to mandatory annual disclosure of sustainability information in accordance with the European Sustainability Reporting Standards from 2026.

Company profile

As a global, innovative systems partner to the mobility industry, Webasto is one of the 100 largest suppliers to the automotive sector worldwide. In development, manufacturing and sales, the company focuses on roof systems and vehicle electrification. The product range includes openable and fixed roofs, electric high-voltage heaters and batteries, as well as thermal management solutions. Among the customers of Webasto are manufacturers of passenger cars, commercial vehicles, and boats, as well as dealers and end customers. For more information, please visit www.webasto.com

GOVERNANCE & COMPLIANCE

The Webasto Management Board – committed to sustainability.

In line with its purpose and values, Webasto is contributing to the climate-friendly mobility of the future with its innovative drive, expertise and global network.

Webasto takes governance and compliance seriously

The foundation of our corporate culture is rooted in integrity, transparency, and accountability.

A detailed overview of our **governance structures, compliance processes,** and **risk management** approach can be found in the Webasto 2023 sustainability report (pp 11-15).

Training and incidents

Code of Conduct training is part of our onboarding process for all new employees. Webasto also requires each employee to participate in mandatory compliance training every three years (previously every four years) via an internal software-based platform. The higher participation rate in 2024 is due to an increased training interval since 2022. We offer additional online courses and classroom workshops (for employees in production) to deepen knowledge in the areas of corruption, conflicts of interest, and antitrust.

Code of Conduct training sessions*	2022	2023	2024
Europe	4,748	5,443	6,782
Americas	1,474	1,392	2,743
Asia Pacific	770	1,030	2,414
China	1,705	1,639	3,097
Webasto Group	8,697	9,504	15,036

* Reporting scope: Global, only non-production employees

SUSTAINABILITY MANAGEMENT

We are dedicated to continuous improvement of our sustainability program.
With our cross-functional team, we implement sustainability in the fields of action declared as material.

Committed to our goals

Since 2021, we have operated a global sustainability program which ensures sustainability performance improves, and is embedded in our strategy, governance, management structure, operations and ultimately, our products.

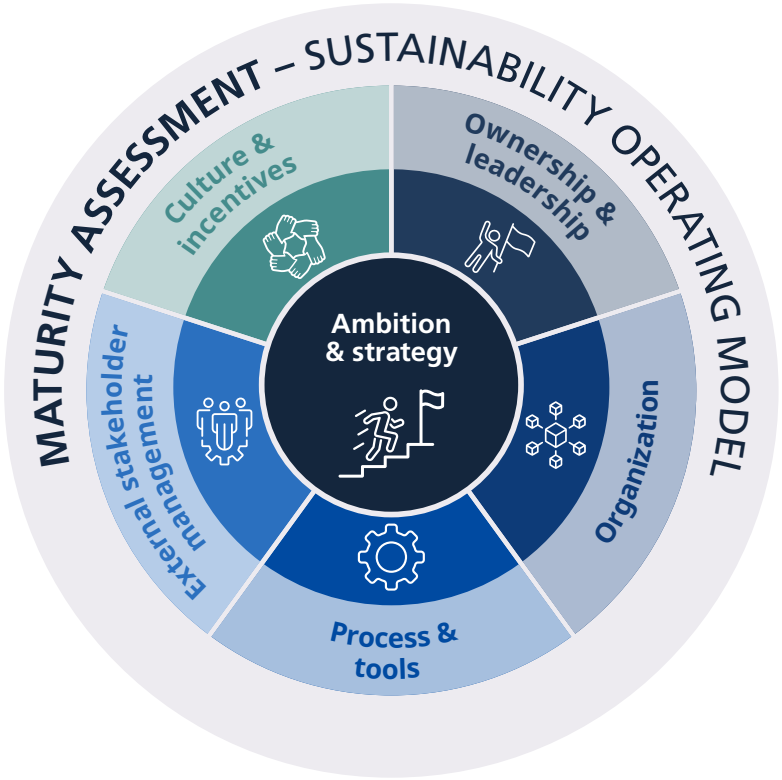
Responsibilities

Responsibilities remain unchanged with the Chief Executive Officer (Chairman of the Management Board) bearing the ultimate responsibility for sustainability and chairing the Sustainability Committee – the central decision-making body for the Webasto Group's material topics. Other management responsibilities, governance structures, and the integration of sustainability into compensation have remained largely unchanged in 2024. The same applies to our global stakeholder groups and stakeholder engagement.

Sustainability governance at Webasto

For full details, please refer to the Webasto 2023 sustainability report (pp. 17-18).

Successful external assessment of the Webasto Sustainability Operating Model



In 2024, the Webasto Group's sustainability operating model was evaluated by a third party, achieving a very satisfactory result. Its maturity level for the implementation of sustainability was assessed across six key dimensions and expressed in a sustainability quotient. On a scale from one (starting) to four (advanced), Webasto achieved an average score of three (ready). This result underscores our consistent efforts to fulfill our purpose: "Making individual mobility more enjoyable and sustainable by advancing technology and people." It is also in line with the sustainability ambition of Webasto and stakeholders' expectations. Webasto communicates transparently with external stakeholders, addressing all relevant material sustainability and business fields of action. A cross-departmental team of functional experts, led by the Sustainability team, drives the execution of these targets, continuously monitoring progress and refining actions and priorities as needed. The Sustainability Committee and Webasto Management Board provide strong ownership and support throughout this process.

Materiality analysis

The materiality analysis was reviewed, confirming the continued relevance of the identified topics with no changes required compared to the previous year.

Therefore, no changes had to be made to metrics reported in the Webasto 2024 sustainability fact sheet. In light of the upcoming implementation of the CSRD and future requirements of double materiality analysis, updates to material topics are expected in upcoming reporting cycles.

For details, please refer to the Webasto 2023 sustainability report page 19.

Ratings

Webasto participates in various ratings that measure, compare, and evaluate its sustainability performance and operating model. We are pleased to maintain our favorable result for the Carbon Disclosure Project (CDP) climate (2024: B) and improve our score for CDP water security (2024: B-) and EcoVadis (2024: 59/100).

Ratings	2022	2023	2024
CDP climate (A to F)	C	B	B
CDP water security (A to F)	C	C	B-
Ecovadis	51/100	56/100	59/100
NQC	81%	78%	77%

Enhancing reporting efficiency and reliability with global software

According to our current knowledge, from 2025, the Webasto Group will apply the CSRD and publish an annual sustainability report as part of the annual financial report in 2026. The European Sustainability Reporting Standards (ESRS) specify which sustainability indicators and information must be disclosed and verified by the auditor, and which economic activities are considered environmentally sustainable according to the EU taxonomy.

Reliable sustainability data is essential for meeting legal and customer requirements and managing performance based on Key Performance Indicators (KPIs). This also applies to effective and efficient reporting and controlling processes. Webasto successfully implemented global Environmental, Social and Governance (ESG) reporting software to enhance the availability, completeness, and quality of our ESG data and metrics, ensuring audit-proof compliance with regulatory requirements. This software has been in use since our Webasto 2023 sustainability report, consolidating all required KPIs for effective target tracking and action initiation.

From 2024, our global ESG reporting software and global reporting processes have provided a solid foundation for reporting, performance management, and benchmarking. We track key sustainability indicators such as CO_2 emissions, energy consumption, diversity, and waste generation, and disclose all targets, achievements, actions and challenges in our sustainability report.

Further digitization is underway to meet the more complex ESRS standard from fiscal year 2025 onwards.

CUSTOMER & PRODUCTS

We gain transparency about the impact of our products.

Early implementation of sustainability aspects in the product development reduces the footprint – and opens up unforeseen chances.

Committed to sustainable mobility

Customer & products – our targets

2024 25 26 28 30 45

BY 2025

CO_2 emission targets for main products

In 2024, we focused on establishing transparency in product-related CO_2 emissions by systematically calculating Product Carbon Footprints (PCF) for our main products. These calculations provide a data-driven foundation for future reduction strategies and ensure alignment with regulatory requirements and industry best practices.

Committed to sustainable mobility

Webasto aligns its product and innovation portfolio with the transition to sustainable mobility, focusing on electrification, battery systems, lightweight construction, CO_2 reduction, and circularity. This also includes Research and Development processes for sustainability, recyclability assessments, and life cycle considerations.

For details, see the Webasto 2023 sustainability report (pp. 22–24) and visit our website for the current product portfolio.

Embedding sustainability into product development

Sustainability is no longer an abstract theme – it has become a basic requirement for long-term economic success and technological competitiveness. We are therefore progressively integrating it even more effectively into our **product development processes**. To support the integration of **product carbon footprint (PCF)** assessments across projects, we've introduced standardized methods, mandatory steps, and tools. These ensure transparency and provide a consistent basis to evaluate CO_2 and resource-saving ideas.

A standardized PCF Report Summary is available in the Webasto Integrated Management System (WIMS). The newly issued PCF Guideline defines a clear and efficient framework for conducting carbon footprint evaluations.

In addition, recurring "PCF calculations" will be included in our latest version of the product development process at the end of 2025. Once implemented, the PCF will be calculated during the acquisition phase and updated at key project milestones. This ensures that CO_2 impacts are consistently assessed and managed throughout the product development lifecycle.

Through these measures, we systematically embed sustainability into our decisions and make environmental impact a transparent part of our development process.

EcoPeak roof concept for sustainable mobility

In 2024, Webasto introduced EcoPeak, a roof concept that combines sustainability, innovation, and modern design. EcoPeak relies on 80 percent sustainable and recycled materials, achieves up to 40 percent weight savings and uses solar energy to supply the vehicle with climate-friendly electricity.

The use of biomass-balanced polycarbonate and sustainable plastics instead of aluminum reduces the weight of the roof system by up to 40 percent, improving energy and fuel efficiency and driving dynamics.

EcoPeak's enlarged surface, which covers both the roof and rear window, is equipped with solar cells. This can provide up to 350 kilowatt hours (kWh) of electricity per year, which is equivalent to a mileage of approximately 2,500 kilometers.

The integrated roller blind fabric is made from recycled PET (polyethylene terephthalate) bottles, underscoring the commitment of Webasto to recycling and resource conservation.

Overall, the concept study shows that EcoPeak produces around 50 percent fewer emissions than conventional roof systems.

PURCHASING & SUPPLY CHAIN

We address our Scope 3 upstream emissions.

By partnering with our global suppliers, we join forces to develop ideas for reducing emissions.

Committed to responsibility

Purchasing & supply chain – our targets

Focus on sourcing decisions considering sustainability criteria

BY 2024

A sustainability score is shown in the sourcing decision matrix.

Further enhancements are planned for the future.

Committed to responsibility

We strive to build a sustainable and ethical supply chain and establish clear social and environmental responsibility requirements for suppliers.

» Webasto relies on its sustainable and trustful relationships with its suppliers and seeks to partner only with suppliers sharing our core values. « Preamble of SCoC

Purchased goods and services contribute significantly to the Webasto Group's carbon footprint. The sustainability requirements for the supply chain are broad and diverse. They range from safeguarding human and environmental rights in one's own company and in the supply chain in accordance with the Supply Chain Due Diligence Act (SCDDA), to reducing the carbon footprint of operations and products by purchasing more sustainable materials and services.

Our mission in Purchasing is to achieve cost efficiency, reliable quality, and timely delivery throughout the entire supply chain. To manufacture our products, we source over 250 different types of parts and components from approximately 2,000 suppliers. A large share of pre-production parts is sourced locally.

A significant step forward in green energy

Webasto reached another important milestone in our journey towards more sustainable business practices. In 2024, we signed our first renewable electricity contract with a direct material supplier. This initiative represents a significant step forward in our sustainability efforts, as it supports our internal endeavors to decarbonize our supply chain and consequently reduce CO_2 emissions. Having reached this first milestone, we continue our journey to advance this initiative in the future by requesting more of our suppliers to utilize green energy for our projects. This step is part of our comprehensive strategy aimed at embedding sustainable practices across different areas of our supply chain and achieving long-term positive impact. By encouraging our suppliers to use renewable energy, we create a chain of responsible decisions that extend beyond our own corporate boundaries.

Local purchasing

The localization rate, which is the share of the purchasing volume spent in the region of production, varies from region to region. In 2024, we have only seen minor changes across all regions in the localization rate compared to 2023 (see "percentage of spend sourced locally"). The localization rates for all other regions remain largely unchanged compared to the previous year. We review the share of local sourcing in our regions on an annual basis. Localization of supplier production locations is part of our purchasing category strategies. Nearshoring remains one of our focus criteria, especially when onboarding new suppliers.

Environmental criteria

We perform a monthly "health check" on all suppliers and can assess on a dashboard whether our suppliers have the mandatory environmental certificates. By the end of 2024, 53% of our direct material suppliers worldwide are ISO 14001 (Environmental Management) certified. This is a significant increase (+23%) compared to the previous year and the result of a global supplier ISO 14001 compliance initiative. Alternative environmental management systems such as EMAS (Eco-Management and Audit Scheme) are also accepted and reported under ISO 14001. In addition, we monitor all our suppliers through our supplier risk management platform, which also checks their environmental impact. The system alerts us if there is any indication that national or local environmental standards are violated.

Certified suppliers with ISO 14001 by region* in percent	2023	2024
Europe	40%	47%
Americas	23%	40%
Asia Pacific	45%	58%
China	77%	81%
Worldwide	43%	53%

* No data was available in 2022.

Spend sourced locally (same region)* in percent	2022	2023	2024
Europe			
Western Europe	67%	58%	56%
Eastern Europe	46%	44%	42%
Americas	92%	93%	93%
Asia Pacific	94%	93%	92%
China	99%	100%	100%
Worldwide	85%	83%	84%

* Percentage of spend sourced locally refers to the share of purchasing budget expended within the region of production of each Webasto plant. Reported data is consolidated on a regional basis.

Human rights and social aspects

The expectations of society, industry, and manufacturers regarding fair supply chains and human rights are increasing. At the same time, government regulations are tightening in many countries, and the European Union will adopt a new Supply Chain Due Diligence Act. Since 2022, Webasto is subject to the German Supply Chain Due Diligence Act. As required by the German law, we have implemented a risk management system capable of identifying potential human rights risks and abuses in our supply base and our business operations. We have taken mitigation and preventative measures, are maintaining a whistleblowing system to enable stakeholders to raise issues directly with us and are reporting our efforts to government officials and the public (via our corporate website webasto.com).

CLIMATE & ENVIRONMENT

We are focused on decarbonization, which is one of our main goals.
Our ambitious targets are leading us to take measures which make a significant contribution to achieving the Paris climate targets.

Committed to transformation

Climate & environment – our targets

2024 25 26 28 30 45

-50% Group carbon reduction* Scope 1&2

BY 2030

In 2024 we continued our emission reduction strategy especially focusing on energy efficiencies, energy reduction and increasing renewable energies, thereby reducing our Scope 1 & 2 emissions.

Net Zero

BY 2045

Increasing our green electricity share as well as continuous efforts to reduce Scope 1&2 emissions pays towards long-term net zero target.

Use of 100% Green Electricity

BY 2030

Expanding the green electricity quota is part of the Webasto energy strategy and roadmap. In 2024 we expanded our overall green electricity share to 23%.

-25% Group carbon reduction* Scope 3 upstream

BY 2030

In 2024 we continued working on our target by increasing data availability and quality throughout our supply chain as well as further increasing engaging with key suppliers on a common emission reduction roadmap.

CDP Climate rating: B

BY 2024 BY 2025

We were able to achieve a "B" rating in 2024. We also aim to achieve at least a "B" rating in 2025.

Drive digitalization of sustainability data and processes

BY 2025

In 2024, we further advanced the digitalization of our sustainability management by rolling out the ESG reporting software across all reporting units, standardizing core reporting processes, and enhancing data validation and plausibility checks to ensure greater consistency and reliability.

* Compared to base year 2021

Committed to transformation

Manufacturing our products and operating our business are undeniably resource and energy intensive. We know material inflows and operations have a substantial environmental impact and are taking responsibility for it.

To strike a balance between manufacturing and environmental protection, we have successfully developed and set up our decarbonization concept which includes energy hierarchies, efficiency plans, and guidelines. In 2024, we continued working on our reduction roadmap to put our CO_2 emission targets for scope 1, 2, and scope 3 upstream emissions into action. Furthermore, we continued our improvements regarding transparency and management of further material figures such as energy, purchased materials, water and waste, to further align our actions and preserve natural resources. Most importantly, we aim to contribute to the UN Paris Climate Agreement to limit global warming to 1.5 degrees, thereby demonstrating our ambition and contribution to the transformation towards a more sustainable and circular economy.

Policies and processes related to environmental protection in our locations and supply chain as well as quality and occupational health and safety are bundled in the Webasto Integrated Management System (WIMS). The company´s "Health, Safety and Environment" and "Social and Environmental Principles" policies are available publicly on our corporate website webasto.com.

For the second consecutive year, Webasto received a B rating from CDP climate. For the first time, Webasto also achieved a B- CDP water rating. CDP is a prominent sustainability rating platform. It annually collects data on climate change, water, and forests. Webasto participates by providing detailed information on its governance structures, management strategies to mitigate climate change, CO_2 emissions, climate risks, and reduction targets.

CDP Discloser 2024

The results are relevant to automotive supplier's customers around the world. Twelve major customers have requested Webasto to participate to ensure that suppliers contribute to their sustainability targets and make the regulatory requirements comparable.

Our favorable CDP climate rating demonstrates our active efforts to increase transparency and reduce our environmental impact. It also exemplifies a commitment to environmental responsibility, meeting the global demand for environmental disclosure, and proactively addressing future regulatory challenges. As CDP recently adapted its questionnaire to align with the CSRD, more detailed questions on biodiversity, plastics use, and climate change mitigation plans were included. In doing so, we not only demonstrated increased transparency, but also sound sustainability management.

Certifications

A total of 33 of our sites are certified to ISO 9001 (Quality Management); 39 sites are IATF 16949 certified (requirements for quality management systems in the automotive industry); and 40 sites are ISO 14001 certified (Environmental Management). 84% of our employees are covered by management systems certified to ISO 45001 (Occupational Health and Safety) or the Occupational Health and Risk Management System (OHRIS).

A decrease in ISO 9001 certifications in 2024 compared to the previous year is mainly due to a strategic decision in China to focus solely on IATF 16949, which includes the ISO 9001 requirements but is no longer certified separately. Our respective certificates are available to the public (via our corporate website webasto.com).

Use of raw materials

We try to reduce the extraction of raw materials wherever possible. This aligns well with our overarching strategy of standardizing materials, reducing variants, achieving transparency, and enhancing traceability in the supply chain. Established supply agreements ensure we avoid the use of substances of concern, and the International Material Data System (IMDS) supports traceability. In 2022, we started to use Life Cycle Assessments (LCA) and Product Carbon Footprints (PCF) to enhance transparency of our environmental impact. As a next step, we want to further integrate circular economy and decarbonization principles into product development and production. The data collection processes and methods for material consumption are set up in accordance with the calculation of the Corporate Carbon Footprint (CCF).

We aim to constantly increase data accuracy. Therefore, starting with the 2023 calculation period, Webasto switched from a spend-based to a weight-based emission calculation for steel, aluminum, and glass. In 2024, approximately 26% of the purchasing volume was calculated using weight-based or supplier specific information.

Purchased volume by weight in tons	2022*	2023*	2024*
Steel	70,979	61,069	61,137
Aluminum	35,816	39,622	37,494
Glass	156,200	124,927	114,205

* Not all purchased volumes of the respective materials are included but those available as weights for the calculation of the Corporate Carbon Footprint.

Emission management and strategy

The Climate Target Operating Model, introduced in 2023, defines responsibilities, core tasks, deliverables, and reporting structures. Responsibility for climate strategy and implementation of Climate Target Operating Model lies with the Sustainability team and the Chairman of the Management Board, who chairs the Sustainability Committee and bears ultimate responsibility for sustainability at Webasto.

Further details are available in the Webasto 2023 sustainability report page 37.

Arad's photovoltaic park – best practice switch to sustainable energy consumption

Our Arad, Romania site is a best-practice example of the transition to a sustainable energy supply. In 2024, Webasto installed 3,360 photovoltaic modules on the facility's rooftops, significantly advancing the site's renewable energy efforts. At the core of the solution is a 15-year power purchase agreement (PPA) between Webasto and E.ON, one of Europe's leading energy providers. This long-term contract secures a stable and sustainable electricity supply for the site. The photovoltaic installation on the rooftops of the company´s production facilities has been operational since December 2024. Going forward, it will generate approximately 20% of the site's annual electricity demand at a fixed price per MWh (megawatt-hour) as defined in the PPA. Temporary surplus energy is fed into the power grid at no additional cost to Webasto. At the Arad site, the photovoltaic system can achieve an emission reduction of up to 15%, depending on solar availability. Overall, we aim to source 100% of our global electricity needs from renewable sources by 2030.

Corporate carbon footprint

To ensure comprehensive and consistent carbon accounting, the Corporate Carbon Footprint (CCF) was calculated for the reporting year 2024. It covers the entire Webasto Group, including all production and non-production locations worldwide, using the Webasto Group's Operational Control Approach*. We calculate the absolute CO_2 emissions of the Webasto Group following the Greenhouse Gas Protocol (GHG Protocol) standard. We followed a hybrid approach of weight- and spend-based calculations to evaluate our scope 3 emissions. In general, the relevant calculated emissions include further greenhouse gases besides carbon dioxide (CO_2), such as methane (CH_4), nitrous oxide (N_2O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), sulphur hexafluoride (SF_6) and nitrogen trifluoride (NF_3), which are converted into CO_2 equivalents (CO_2e). Biogenic emissions from the combustion of biomass and biofuels are accounted and reported separately to the total scope 1 emissions of Webasto (summarized as "outside of scope").

In 2024, scope 1 showed a slight increase of 8% due to the combustion of more energy-intensive energy sources. At the same time scope 2 emissions decreased by 21% as electricity consumption decreased globally. This was influenced by factors such as an increase in green electricity, energy efficiency measures, and lower production volumes. In 2024, the calculation scope was extended to include the relevant scope 3 downstream emissions as well. Hence, when comparing the results to previous years a high deviation is noticeable – the main driver being direct emissions from the use of sold products. Comparing the same scope (excluding scope 3 downstream), our total CO_2 emissions decreased by 10% compared to 2023. Reduction drivers for scope 3 upstream are a decreased purchasing volume turnover as well as inflation-adjusted emission factors for spend-based approach calculated data. The lower purchasing volume turnover correlates with reduced revenues (see published annual report).

Overall, energy consumption has decreased by 3% compared to 2023 as a result of less electricity and natural gas being used. At the same time, self-generated electricity from renewable sources increased by 16% and purchased green electricity increased by 3%. This results in a 23% share of renewable electricity in total electricity consumption.

Recalculation policy

We have set the 2021 emissions inventory as the base year for our 2030 Climate Targets and follow the GHG Protocol guidelines for recalculations in case of significant structural, methodological or activity data changes impacting emissions by more than 5%. Data errors or other significant changes within our organization or operations that significantly affect our emissions.

For details, please refer to the Webasto 2023 sustainability report page 38. In 2024, no recalculation was conducted.

Emissions* (in t CO_2e)	2022	2023***	2024
Scope 1	23,440	17,780	19,176
Scope 2**	127,793	122,550	96,672
Outside of Scope	440	581	366
Scope 3 (upstream)	3,411,573	3,330,231	3,005,302
Scope 3 (downstream)****			3,199,412
Total	3,563,246	3,471,143	6,320,927
** Primary approach: market-based. Scope 2 location-based	118,990	120,823	107,746

* Reporting scope: all locations worldwide

*** Due to data transparency improvements and scope extension slight differentiations to previous disclosure may occur

****not published in previous years

Energy consumption* in kWh	2022	2023	2024
Fuel for heating	581,134	503,492	1,270,896
Fuel for company cars	8,536,319	10,152,584	9,826,131
Natural gas	80,648,321	67,138,425	65,017,295
Biomass	991,000	1,299,000	816,000
Electricity	241,183,749	241,798,827	235,076,610
of which on-site renewable	652,376	9,810,722	11,369,012
of which purchased renewable	30,398,399	40,574,061	41,687,448
Total	331,940,524	320,892,327	312,006,932

* Reporting scope: all locations worldwide

* According to the Greenhouse Gas Protocol, a Corporate Accounting and Reporting Standard.

Water and effluents

As climate change accelerates, it causes more severe weather events around the world, such as drought and dry conditions. As such, the topic of water is more important than ever. We strive to reduce water consumption by using resources effectively. Although water is used mostly for sanitary purposes at Webasto, potential water risks at our sites are assessed as part of our environmental management program.

In the reporting year, total water withdrawal amounted to 612.965 cubic meters. Water discharge in 2024 was 591.872 cubic meters. We maintained our performance in terms of figures and even improved slightly. In addition, all plants are encouraged to save water and reduce consumption through awareness-raising measures.

Webasto continuously improves the availability, transparency and quality of water-related data across all sites, with expanded reporting and local monitoring processes in place.

Details can be found in the Webasto 2023 sustainability report page 40.

Water consumption* in cubic meters	2022	2023	2024
Total water withdrawal	674,632	631,662	612,965
Total water discharge	653,791	601,171	591,872
Water consumption	20,841	30,490	21,094

* Reporting scope: all production sites and regional headquarters.

Waste

The principle of "prevent before recycling before disposal" applies at all locations. Depending on the amount of waste generated, a waste officer must be appointed to monitor the generation, collection and disposal of waste and promote the introduction of low-waste processes.

The total waste generated in 2024 was 33,263 tons (2023: 30,787 tons). The largest share of waste is generated at our production sites. The slight increase in waste generation from 2023 to 2024 is due to changes in our product portfolio and improved data collection management.

Among other things, a scrap rate target was defined for each plant in 2024. To enable material recycling of production waste, waste is collected and stored separately at all Webasto locations.

Only waste that cannot be recycled or thermally recycled is landfilled. The way we collect data for water also applies to waste. We are continuously working on data availability, transparency and quality (i.e. expanded reporting scope, methodology, and verification.)

Hazardous substances

The hazardous substance ordering process regulates the amount of hazardous waste by assessing whether a selected potentially dangerous substance can be replaced by a less risky one. Across all plants, we aim to identify alternative, environmentally friendly solutions which can replace dangerous substances.

Waste generated* in tons	2022	2023	2024
Total non-hazardous waste	32,647	29,082	31,921
Total hazardous waste**	1,847	1,705	1,341
Total	34,494	30,787	33,263

* Reporting scope: all production sites and regional headquarters.

** Hazardous waste includes different types of waste with predefined hazardous characteristics.

Note: Reporting on Volatile Organic Compounds (VOC) is out of scope until further notice.

The relevance of this metric for the Webasto Group is relatively small, associated with a relatively high effort to obtain global data. However, we are re-evaluating the relevance at regular intervals and will include these figures again in the future, if necessary.

EMPLOYEES & WORKPLACE

We believe our success starts with our people.
With our holistic view, we create an environment that enables all employees to contribute to the sustainable future of our company.

Committed to passion

Employees & workplace – our targets

2024 25 26 27 28 30 45

Increase female leaders** worldwide to 23%*

BY 2030

In 2024, we started to develop specific measures on a global base to achieve our goals. These will be further refined in 2025.

Increase of training hours up to 10 hours per employee

BY 2025

In 2024, an average of 14 training hours per employee has been achieved. Our goal is for every employee to keep the average training time above 10 hours until 2025 to ensure that continuous development is guaranteed.

1st Female Management Board Member

BY 2027

Since 2022 our Management Board includes a woman. As Chief Operating Officer, she has global responsibility for production, purchasing and quality. Our aim is to maintain this female share in the Management Board until 2027 and beyond.

Introduce new concept for safety management

BY 2024

A new HSE Incident Management tool has been developed in 2024 and will enable user-friendly and transparent reporting across multiple channels and efficient handling of HSE incidents in accordance with global standards from 2025.

* Compared to base year 2021

** Leadership is defined as Level 1-4 all plus Level 5 and 6 disciplinary

Committed to passion

We believe our success starts with our people and are committed to helping our employees reach their fullest potential. At Webasto, we ensure a diverse and inclusive workplace, foster employee growth and development, and endorse a positive work-life balance.

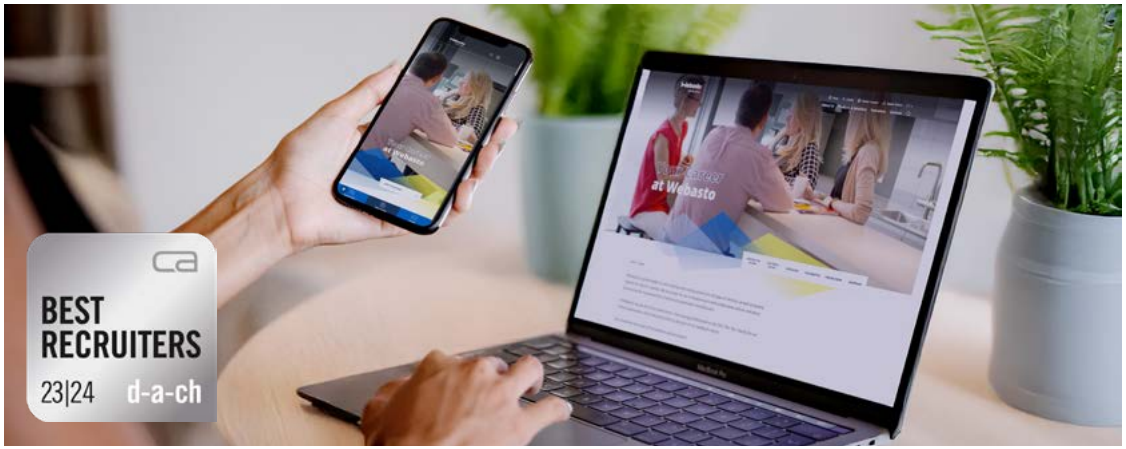
Webasto operates globally with over 15,000 employees in more than 60 locations across 20 countries. Our workforce is united by values of collaboration, open-mindedness, and mutual respect. We focus on long-term opportunities, individual talents, and encourage taking on new challenges. Our People Organization (PO) is led by an Executive Vice President, reporting to the Chairman of the Management Board, with regional PO executives meeting monthly to align on strategic targets. Each plant has a dedicated PO manager to implement the global people strategy, advising managers, processing employee requests, and maintaining PO data and processes.

Labor relations

In 2024, Webasto SE employed a total of 15,442 individuals (2023: 16,335). In 2024, we effectively managed employee turnover and did not make any significant planned headcount reductions. The number of female employees was 4,231 (2023: 4,522), indicating a slight decline. The number of male employees was 11,211 (2023: 11,813), also showing a reduction versus prior year.

The share of permanent employees increased significantly to 91% in 2024 (2023: 87%), highlighting the commitment of Webasto to providing stable, long-term employment. Conversely, the share of temporary employees decreased to 9% (2023: 12%), which aligns with the company's focus on stability and reducing reliance on temporary labor.

Webasto: Digital excellence recognized



In the BEST RECRUITERS industry ranking 2024 for German-speaking countries, Webasto achieved a strong 3rd place in the category of online presence. This prestigious award highlights the company's exceptional digital footprint and commitment to providing potential candidates and stakeholders with engaging and informative online experience. Various criteria related to the global web presence were evaluated, including the careers website, social media activities, and optimization of the candidate journey for mobile devices.

Webasto performed particularly well in responsiveness and relationship building, integrating employee testimonials and career videos that offer authentic insights into everyday work. The presentation of the company's culture, diversity strategies, and family friendliness on the website also received positive assessments. Additionally, Webasto impressed with modern work design and clear communication to target groups.

The technical analysis, which includes SEO (Search Engine Optimization), accessibility, and performance, also showed strong results. Noteworthy is the high level of timeliness and depth of detail in the content, ensuring a robust online presence. The award highlights the company’s commitment to strong digital visibility of its innovative strengths, its valuable employees and great corporate culture – as an important value not only to future talent.

Training and education

In 2024, the average number of training hours per non-production employee was 14 hours (2023: 16 hours). Our goal is to maintain the average training time above 10 hours until 2025 to ensure continuous development. This target was also achieved in 2024. Employee training and development requirements are systematically discussed in annual performance and development reviews.

Since its launch in 2021, approximately 1,400 leaders have participated at least once in the exceptional leadership program "Leadership Fitbox." The second wave, which started in 2023, continues until 2026 for our executive and mid-level leaders. The program was designed in-house by Webasto in collaboration with Prof. Wolfgang Jenewein (University of St. Gallen). The training series also covers important leadership and sustainability aspects such as diversity, unconscious bias, and high-performance culture.

Employee survey

Webasto conducts an annual global employee survey to measure engagement and guide organizational development. The October 2024 survey achieved a participation rate of over 85%, covering 24 questions on purpose, work environment, enablement, and growth. The engagement index was 75 out of 100, stable compared to last year (2023: 74). Each report recipient was then asked to conduct a workshop within their area of responsibility to thoroughly analyze the results and develop action plans. Our aim is to continuously improve, and we closely monitor the global result follow-up and share best practices across regions and locations. The continued high participation underscores that our employees value dialogue and reflects our strong employee engagement.

Average training hours per employee* by region in hours	2022	2023	2024
Europe	11.6	13.7	12.5
Americas	12.9	19.3	20.0
Asia Pacific	8.8	13.0	11.6
China	14.8	20.5	12.7
Total	12.3	16.1	14.1

* Reporting scope: all non-production employees globally, location size > 100 employees. These KPIs reflect training hours for classroom training (physical and virtual) and e-learning (online) that are reported centrally via the Webasto Global Academy. Gender-specific data is not yet available.

Apprentices and dual students at German sites of Webasto* in number of employees, in percent	2022	2023	2024
Total number of employees	195	197	168
of which female	47	44	39
of which male	148	153	129
Takeover rate	70%	78%	62%

* Data is reported for each season starting in Q3 of the respective year.

Apprenticeships and vocational studies with Webasto

Webasto supports the advanced education of employees in Germany, including bachelor's and master's degree programs, by providing financial support and extra time off. We also offer dual student programs and vocational training. In 2024, we had 168 apprentices and dual students at our German sites (2023: 197). In 2023, we began offering permanent positions to all apprentices and dual students who completed their programs and met defined performance criteria. Apprentices and dual students are trained by experienced in-house mentors, external coaches, and peer programs.

In the US, internships have been offered for over 10 years in almost every department. Internships are available during undergraduate or graduate studies or after completing studies to gain experience. Webasto provides financial support for undergraduate studies for full-time colleagues (interns are not eligible.)

Top employer certification

In 2024, Webasto was recognized as a "Top Employer" in Germany, China, Romania, and the USA by the Top Employers Institute, highlighting our commitment to employee orientation. We received special recognition in onboarding, learning and development, working conditions, well-being, diversity and inclusion, as well as engagement. Webasto India was also named a "Great Place to Work" for the second consecutive year by the Great Place to Work® Institute India.

Empowering leadership and promoting diversity

In 2024, as part of our global leadership training program "Leadership Fitbox 2," over 500 managers across all regions were trained in the key elements of modern transformational leadership. A significant portion of this training focused on diversity, emphasizing the business benefits of diverse teams. This was further enriched through an engaging exercise on 'surface level diversity', effectively communicating the importance of diverse teams to our company on a sustainable and global level.

In this context, in the many regions in which the Webasto Group operates, any progress that can be made in each region is highly appreciated: The Webasto site in Molinella, Italy, has successfully passed the equality audit conducted by TÜV in accordance with the UNI/PdR 125:2022 standard, published by the Italian standardization organization UNI. It focuses on a management system that promotes gender equality in organizations through the introduction of specific performance indicators (KPIs) related to gender equality policies. Webasto Molinella achieved an impressive rate of 75%, well above the 60% required by the standard. This recognition underlines the ongoing commitment to promoting a culture of respect, inclusion, and valuing diversity at Webasto.

Occupational health & safety

Providing a safe and healthy working environment is a priority for Webasto. We use a range of measures to identify risks, prevent accidents, and promote our employees' well-being.

Occupational health and safety are core components of the Webasto Integrated Management System, in which the Webasto Health, Safety and Environment (HSE) Policy is located.

For details please see Webasto 2023 sustainability report page 47.

We comply with all local health and safety regulations and apply uniform Webasto standards worldwide. Webasto takes all reasonable and practical measures to ensure a safe, healthy, and clean working environment. By deploying HSE experts and/or safety officers at all locations worldwide, we ensure compliance with high standards for occupational health and safety at all locations. The implementation of occupational health and safety measures is checked by internal assessments as part of the Webasto production system and HSE audits. In health and safety meetings between the occupational health and safety departments, our factories and regional management, incidents are discussed, and lessons learned are shared.

Webasto continuously trains all employees to prevent accidents. External service providers are obliged to train their employees accordingly before they are deployed at Webasto. All employees are required to report accidents and potentially unsafe situations ("near misses").

In 2024, we recorded a steep decrease in workplace accidents of 51% (work accidents per 1 million working hours); this positive trend reflects the impact of our ongoing efforts to improve occupational safety, such as trainings, briefings, cross-readings, and equipment safety measures. Our HSE communications campaign continues to encourage our employees to report near misses and hazardous situations.

Work-related injuries (Webasto employees)*	2022	2023	2024
Total number of work accidents	133	136	82
Work accidents per 1 million working hours	4.23	4.97	2.45

* Reporting scope: all production sites and regional headquarters excluding Webasto Luxembourg and exclusive plants of the business unit Customized Solutions.

Diversity and equal opportunities

Globally, females represent 28% of our workforce, with approximately 18% of leadership positions held by women. Our global female leadership target aims for 23% by 2030[1].

In 2024, the proportion of female leaders in Germany rose to 13%, up from 12% in 2023. This increase reflects our ongoing commitment to fostering an inclusive work environment and marks steady progress toward our goal of achieving 20% female leadership in Germany by 2028. It also underlines our broader efforts to strengthen gender diversity across the organization.

Non-discrimination

The Webasto Code of Conduct ensures fair and equal treatment of all employees, prohibiting discrimination or harassment based on protected characteristics. This applies to employees and suppliers.

Incidents of discrimination can be reported to People & Organization (PO), regional Compliance Officers, or the Chief Compliance Officer. An anonymous reporting system is in place (whistleblowing system). Our principles are outlined in the Webasto Social & Environmental Principles Policy and the Webasto Code of Conduct, which is published on the Webasto website. No violations of these principles are known or apparent.

[1] In case of conflicts with local laws, the local laws take precedence.

Detailed employee figures*

Employment (Legal headcount)**	2022	2023	2024
Total number of employees by gender	**16,342**	**16,335**	**15,442**
of which female	4,547	4,522	4,231
of which male	11,795	11,813	11,211
of which permanent (in percent)	84%	88%	91%
of which limited (in percent)	16%	12%	9%

Employment by region (Legal headcount)**	2022	2023	2024
Germany	**3,926**	**3,958**	**3,725**
of which limited	4%	5%	2%
of which new hires	8%	11%	4%
fluctuation rate	10%	8%	11%
Europe without Germany	**4,471**	**4,988**	**4,544**
of which limited	18%	13%	8%
of which new hires	19%	24%	19%
fluctuation rate	18%	19%	21%
Americas	**4,144**	**3,964**	**3,846**
of which limited	0%	1%	2%
of which new hires	51%	55%	58%
fluctuation rate	55%	60%	61%
Asia Pacific	**1,102**	**1,268**	**1,304**
of which limited	7%	4%	3%
of which new hires	26%	25%	13%
fluctuation rate	10%	10%	11%
China	**2,659**	**2,157**	**2,023**
of which limited	55%	48%	39%
of which new hires	11%	4%	3%
fluctuation rate	13%	27%	10%

Employment by gender (Legal headcount)**	2022	2023	2024
Female	**4,547**	**4,522**	**4,231**
of which limited	17%	14%	10%
of which new hires	33%	31%	30%
fluctuation rate	27%	30%	34%
Male	**11,795**	**11,813**	**11,211**
of which limited	15%	11%	8%
of which new hires	27%	23%	20%
fluctuation rate	22%	25%	23%

Diversity by gender (in percentage of women)**	2022	2023	2024
Global female leaders	**17%**	**18%**	**18%**
Germany female leaders	11%	12%	13%

Diversity by age (Legal headcount)**	2022	2023	2024
over 50 years old	**22%**	**22%**	**23%**
of which new hires	11%	10%	8%
fluctuation rate	19%	21%	25%
30-50 years	**59%**	**61%**	**61%**
of which new hires	18%	20%	17%
fluctuation rate	29%	32%	29%
under 30 years	**19%**	**18%**	**17%**
of which new hires	54%	63%	62%
fluctuation rate	15%	14%	17%
Average age overall	**40**	**41**	**41**
average age of newly hired employees	32	33	33
average age of fluctuated employees	40	41	41

Data based on legal headcount (including permanent and fixed-term contracts, excluding students and apprentices).

* The data for PO-related topics is stated for all sites reporting via SAP systems, which corresponds to a coverage rate of 95% of employees.

** Expats are counted at host location. Valid date: December 31, 2022/ December 31, 2023/December 31, 2024.

SOCIETY & ENGAGEMENT

We are socially engaged beyond our corporate boundaries.

As part of our corporate responsibility we support social projects, promote sustainable mobility concepts, and provide impetus for the social commitment of Webasto employees.

Committed to social engagement

Our society & engagement – our targets

2023 24 25 26 28 30 45

Strengthen and expand our corporate volunteering initiatives

BY 2025

In June 2024 Webasto employees around the world were given time off to assist in social projects at 21 administrative sites and plants from Stockdorf to Shanghai (China) and New Hudson (USA) to Irapuato (Mexico).

Committed to social engagement

Since 1901 when Webasto was founded, we have always believed that business activities should be socially responsible, and society should benefit from our business success. In contributing to climate-friendly mobility with our product portfolio, Webasto combines both aspects. The establishment of the Webasto Foundation in 2019 is further proof of our commitment to social responsibility.

Community engagement and corporate volunteering

The Webasto Group's long-standing commitment to social responsibility and charitable engagement across all regions remained unchanged in 2024.

For details on donations, employee initiatives, and foundation activities see Webasto 2023 sustainability report page 52.

First social week on a global level

Social commitment is a high priority at the family-owned company Webasto. Following last year's pilot project at two Webasto sites in Germany, Webasto employees worldwide were given time off to participate in social projects during Social Week 2024 under the motto "Volunteer instead of working day". This initiative, which took place from June 17 to 21, enabled employees at 21 sites and plants from Stockdorf to Shanghai (China) and from New Hudson (USA) to Irapuato (Mexico) to volunteer locally. In close cooperation with the Webasto Foundation, Webasto made it possible for employees to learn about new perspectives by getting involved with various charitable organizations in their neighborhoods. Projects included helping in orphanages, building ramps for wheelchair users, making garden furniture, renovating kindergardens, participating in a joint beach cleanup, and working with senior citizens. Everyone involved agreed: initiatives like Social Week broaden our horizons and show: "together we can make a difference." For Webasto, Social Week highlighted our sense of social responsibility.

Webasto Foundation

The Webasto Foundation, jointly supported by the owner families and Webasto SE, continued its commitment to sustainable mobility and social impact across four strategic focus areas.

Webasto Foundation

For further information see Webasto 2023 sustainability report (pp. 53-54)

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Webasto

Feel the Drive