

The background is an abstract composition of various shades of blue and grey. It features large, flowing, organic shapes that overlap each other, creating a sense of depth and movement. In the lower right corner, a portion of a car's wheel and tire is visible, rendered in a similar blue-toned style. The overall aesthetic is modern and clean.

FERSA

Sustainability report 2024



This Non-Financial Information Statement Report (NFS) is made by FERSA and GOING INVESTMENT S.A., being GOING INVESTMENT S.A. the majority shareholder of FERSA, and FERSA 97.32 % of the assets and 99 % of the sales figure GOING INVESTMENT S.A.

The scope and coverage of the information included in this report includes, on a consolidated basis, all the information and data of the companies that make up Fersa worldwide, within the same perimeter as the financial information of the Annual Accounts.

Includes information on the responsible management of the business in the economic, environmental, social and personnel, human rights, anti-corruption and social areas, for the fiscal year from January 1 to December 31, 2024.

For this reason and in compliance with Law 11/2018, of December 28, amending the Commercial Code, the revised text of the Capital Companies Act approved by Royal Legislative Decree 1/2010, of July 2, and Law 22/2015, of July 20, on Account Auditing,

In terms of non-financial information and diversity, FERSA and GOING INVESTMENT S.A. have prepared this Consolidated Non-Financial Information Statement (hereinafter, the NIFS).

For the disclosure of this information, Fersa has taken as a reference, in most of its indicators, the framework for the preparation of sustainability reports Global Reporting Initiative (GRI) in its GRI Standards version.



Bureau Veritas Certification

declares that As required by the

Law 11/ 2018

The non-financial information has been verified by the independent third-party certification body Bureau Veritas, in terms of its structure, content and sources of information of

Going Investment S.A.

And that as a result of this verification process **Bureau Veritas Certification** states that:

- The content of the organization's non-financial report complies with the requirements set forth in Law 11:2018 on this matter and the regulations referenced in the scope of the report, except for the disclosures listed in section 5 of the verification report.
- After the sample verification carried out, no issues have been identified that would indicate that the information included in the report for the fiscal year January 2024 to December 2024 contains material misstatements.

Issue date

April 15, 2025

Fdo: Luis Isidro Díez Guijarro
Chief Validator
Bureau Veritas Certification

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Letter from the CEO



2024 has been a year of growth and transformation for FERSA. We have consolidated our international expansion, strengthened our leadership in innovation and reaffirmed our commitment to sustainability and the well-being of our team. Since my incorporation as CEO, I have had the opportunity to see how the passion, effort and vision of the of each person at FERSA propel us into the future.

Driving innovation and sustainability

Digital transformation and sustainability have been the pillars of our strategy. In March, we participated in the Collaborate Velocity Zaragoza 2024 summit, where more than 250 technology and industrial companies we share experiences on the future of digitalization and smart mobility.

In September, we presented our latest innovations at Automechanika Frankfurt 2024, with advanced solutions for electric vehicles and sustainable mobility, reinforcing our commitment to a more efficient and environmentally friendly industry.

Global growth: new horizons for FERSA

Our growth continues to consolidate with new investments. This year we have expanded our production lines in China and India, strengthening our presence in key markets and improving our production capacity of production.

In addition, we have announced an investment plan of 30 million euros, with the goal of growing by 50 % by 2027. This growth will be accompanied by a firm commitment to digitalization, automation and energy efficiency.

Commitment to sustainability: Net Zero by 2030

At FERSA, we believe that growth must be sustainable. For this reason, we have taken another step forward in our environmental strategy with the goal of becoming Net Zero by 2030.

This means that we will achieve carbon neutrality in our direct operations by improving energy efficiency, using renewable energy and optimizing our production processes.

In addition, we are committed to a reduction in Scope 3 emissions, working closely with our suppliers and customers to improve sustainability throughout our value chain. We know the challenge is great, but we are convinced that this is the only possible way to lead the future of our industry.

The well-being of our team, a priority

Talent is the driving force at FERSA, and that is why we continue to invest in the wellbeing of our team. This year we have been recognized with the Healthy Company Award at the X edition of the MAZ Awards, an award that highlights our initiatives to promote health, work-life balance and professional development within the company.

In addition, we have achieved for the third consecutive year the Great Place to Work certification®, which reinforces our commitment to a work environment based on trust, collaboration and growth.

Recognitions that reinforce our path

This year, we have been awarded with the Innovative Company Award at the Cotizar 2024 Gala, an acknowledgement to our commitment to cutting-edge technology.

Bikone has also taken Aragonese technology to the Tour de France podium. Its innovative bottom brackets of high precision have been used by the team of the champion Tadej Pogačar, demonstrating that FERSA's innovation and its commitment to technological development can make a difference in any sector.

The future we want to build

Our objectives for 2025 are clear: internationalization, innovation and sustainability. We will continue to expand in strategic markets, strengthen our technological alliances and work to meet our commitment to Net Zero by 2030, in Scopes 1 and 2, and the reduction in Scope 3.

2024 has been a year of achievements, but the best is yet to come. With the talent of our team and the trust of our partners and customers, we will continue to drive the future of mobility and the industry, while maintaining the innovative and sustainable spirit that defines us.

Let's continue to write FERSA's success together,

Rafael Paniagua

CEO of FERSA



1. Who we are



1.1 Global presence

FERSA was created in 2016 through the merger of two leading European bearing manufacturers: FERSA Bearings in Spain and NKE in Austria. Our worldwide reputation is due to our continuous innovation, meticulous design, efficient production and global distribution of high-performance bearing solutions and electromechanical components tailored to the automotive, energy and industrial sectors.

We serve major OEM and Tier 1 manufacturers of commercial vehicles, truck axles, transmissions, differentials and aftermarket component suppliers for existing on-highway vehicles. In addition, we are a major supplier to the world's leading manufacturers. wind turbines and gearboxes, as well as industrial machinery companies.

Our commitment to innovation is the cornerstone of our track record as a recognized name in bearing solutions and a trusted Tier 1 and original equipment supplier. to innovation, we have adapted to evolving market trends and the needs of our customers, while setting new standards in the value chain.

With a comprehensive approach that encompasses bearing improvement and connectivity, our ultimate goal is to create the perfect bearing.

Our path to innovation is based on the principles of performance and efficiency, connectivity and electrification, which has allowed us to pioneer bearing solutions tailored to specific sectors, such as wind energy, rail, light and heavy automotive, among other industries.

6 CENTERS of production



19 CENTERS
of global
distribution



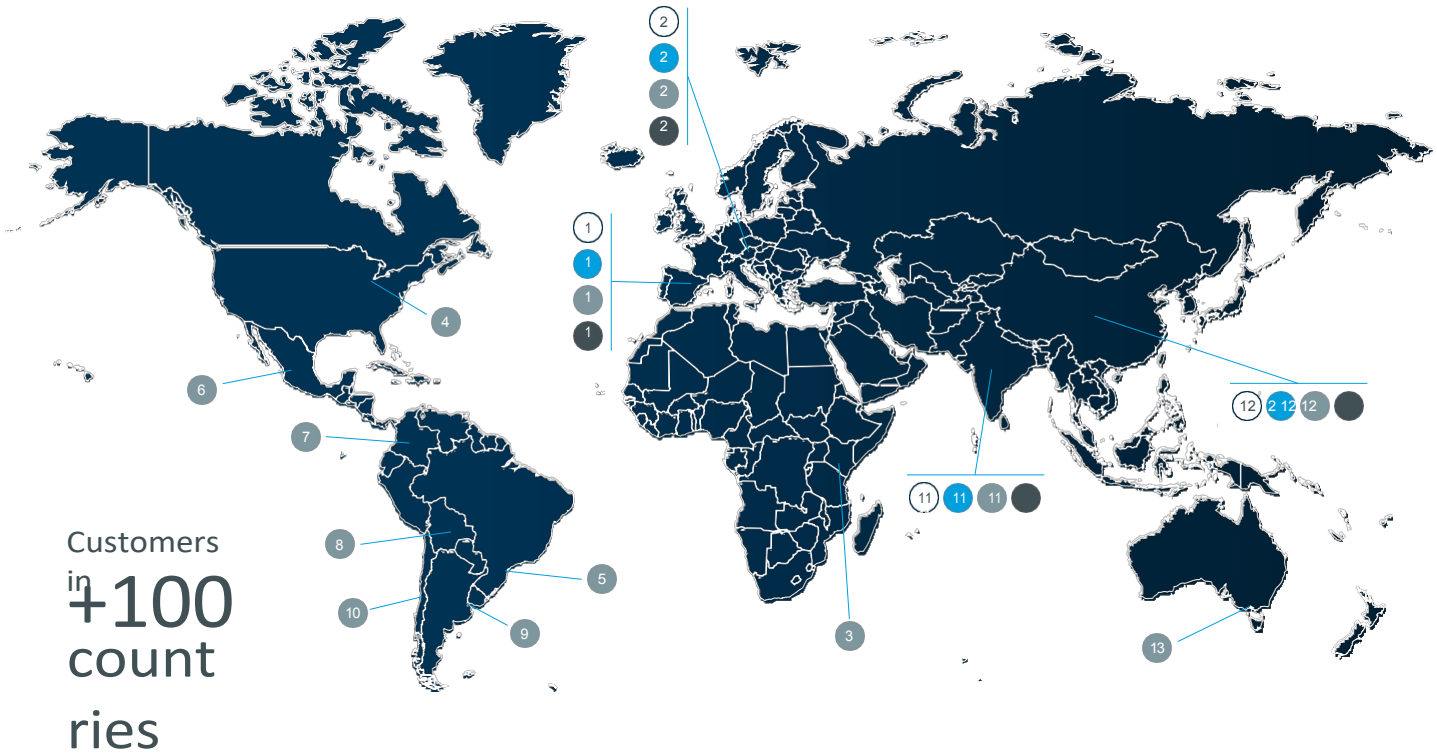
57 YEARS
of trajectory

+600
global distributors

Customers in
+100
countries



4 R&D
CENTERS



OUR GLOBAL PRESENCE

- CENTER OF PRODUCTION
- CENTER I+D
- CENTER FOR DISTRIBUTION
- CENTER OF QUALITY

Europe and Africa

- 1. Spain Headquarters Zaragoza
- 2. Austria Steyr
- 3. Kenya Nairobi

America

- 4. USA Toledo, Ohio
- 5. Brazil Curitiba and Sao Paulo
- 6. Mexico Zapopan-Jalisco
- 7. Colombia Bogota
- 8. Bolivia Santa Cruz de la Sierra
- 9. Argentina Buenos Aires
- 10. Chile Santiago

Asia and Pacific

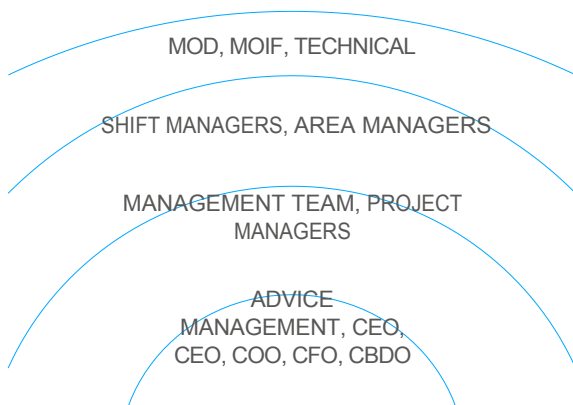
- 11. India Mumbai, Surendranagar, Pune
- 12. China Shanghai, Shenyang, Jiaxing
- 13. Australia Melbourne

The companies that make up FERSA in 2024, which are the subject of this report, are:

A&S FERSA BEARINGS EUROPE, S.L.	C/ Bari nº18 Polígono PLAZA, Zaragoza (Spain)
FERSA BEARINGS, S.A.	C/ Bari nº18 Polígono PLAZA, Zaragoza (Spain)
A&S FERSA BEARINGS BRASIL COMÉRCIO DE ROLAMENTOS, LTDA.	Rua José. Versolato, n. 111, bloco B - 11º andar Cj. 1102 - Sala 5, Centro, Cidade de São Bernardo do Campo, CEP 09750-730/ Sao Paulo (Brasil)
A&S FERSA BEARINGS BRASIL COMÉRCIO DE ROLAMENTOS, LTDA.	Avenida Maringá, nº2546, Room 06, Emiliano Pernetá, Município de Pinhais, CEP 83.325-360/ Paraná (Brazil)
FERSA-NKE BEARINGS NORTH AMERICA, INC.	6711 Monroe St. BLVD IV, STE C, Sylvania, Ohio, U.S.A.
FERSA JLC AUTOPARTS (Jiaxing) CO., LTD.	North side of Hongye Road, East side of Weisheng Road, Gaozhao Street, Xiuzhou District, Jiaxing City, Zhejiang, P.R. China FERSA
BEARINGS (Jiaxing) CO., LTD.	North side of Hongye Road, East side of Weisheng Road, Gaozhao Street, Xiuzhou District, Jiaxing City, FERSA Zhejiang, P.R. China
INDUSTRIES ASIA PACIFIC CO., LTD.	9/F., Henan Building, 19 Luard Road, Wanchai, Hong KongChina.
NKE AUSTRIA GMBH	Im Stadtgut C4, 4407 Steyr-Gleink (Austria)
NKE SHANGHAI BEARINGS SALES CO., LTD.	Building C NO:88 Huanhu West Second Road Nanhui New Town Pudong District, Shanghai (China)
NKE (SHENYANG) PRECISION BEARINGS MANUFACTURING CO., LTD.	No.91, 25 Road, Economic and Technological Development Zone, Shenyang City, Liaoning Province (China)
PERFECT FIT INDUSTRIES INC	Av. Salvador María Del Carril 2799, Ground Floor, Ciudad Autónoma de Buenos Aires Argentina)
PERFECT FIT INDUSTRIES PTY. LTD	127 Pasley Street, FOOTSCRAY, VIC, 3011 (Australia)
PFI GROUP INC. COLOMBIA BRANCH	CR 20 # 70 - 05, Bogota, Colombia.
PFI BOLIVIA S.A. BEARINGS	Avenida Alemana 8avo Anillo, Call sin nombre, Villa Santa Cruz, Santa Cruz de la Sierra (Bolivia)
PFI DE MEXICO, S.A. DE C.V.	AV. Industrial del Agave 136 , Col. Parque industrial Belenes Norte, Zapopan, Jalisco, C.P. 45145 (México)
PERFECT FIT INDUSTRIES CHILE SPA	AV/ Lira,1014 Y Porvenir 380, Santiago de Chile (Chile)
PERFECT FIT INDUSTRIES OTOMOTIV SAN. TIC. LTD	Sti.Adalet Mahallesi, Manas Blv. No:47 B/2809 Bayraklı Turkey)
(PERFECT) (FIT) (INDUSTRIES) ((CHINA)) (CO.,) (LTD)	Room #406, 4th Floor YinQiao Building, No #58 JinXin Road, PuDong New District Shanghai, Post code: 201206 China
NINGBO PFI	Area B Standard Workshop, No.6 Cixi Export Processing Zone, Zhejiang Province (China)
PFI GROUP INC	4300 Biscayne Blvd, Suite 203, Miami, FL 33137 (USA)
(PFI) (INDUSTRY) (E) (COMMERCE) (OF) (PEÇAS) (LTDA)	Estado do Paraná, Cidade de São José dos Pinhais, na Rua Rocha Pombo, nº2.561, Bloco 5B, Setor QB1, Bairro São Cristovão (Brazil)
PFI BEARINGS KENYA LIMITED	Johari Avenue, Nyayo House, 00501 Nairobi (Kenya)
DELUX BEARINGS PRIVATE LIMITED*	31/A, 32, Mathuradas Mill Compound, Ideal Industrial Estate, Lower Parel Bridge, NM Joshi Marg, Senapati Bapat Marg, Lower Parel, Mumbai 400 013, Maharashtra, India Mathuradas Road, N.M.Joshi Marg, Lower Parel, Mumbai-400 013.
DLXINFINITY DRIVELINE PRIVATE LIMITED	32, Mathuradas Mill Compound, Ideal Industrial Estate, Lower Parel Bridge, NM Joshi Marg, Senapati Bapat Marg, Lower Parel, Mumbai 400 013, Maharashtra, (India) GramPanchayat Nighoji, Tal- Khed, Nighoji, Maharashtra - 410501

12 Governance and transparency

At Fersa, the organization chart is as hierarchical as possible, that each person in the company has sufficient responsibility to take an active part in decision making. From the production point of view, the governance of the entity is carried out at plant level, and through a group management, according to the following organization chart:



Fersa's Board of Directors ensures the correct operation of the organization, the strict compliance with legal obligations and social commitments and the defense of the interests of all stakeholders. It monitors the evolution of the financial statements on a monthly basis and establishes lines of action to achieve the objectives.

For the areas of transparency, anti-corruption and management of the behavior and conduct of all the people who make up FERSA, the Code of Ethics and Good Practices, which was approved at the meeting of the Board of Directors of the Company held on October 22nd, is in force. of 2021 .

The content of the Code of Ethics is based on the following chapters:

1. Values of the FERSA Group
2. Principles of action
3. Regulatory compliance
4. Integrity: a fundamental value
5. Social, environmental and safety responsibility
6. The quality and excellence of our products
7. Information
8. Acceptance and mandatory compliance with the Code of Ethics
9. General and specific anti-corruption
10. Other standards of conduct
11. Compliance Area

Leadership

Fersa's leadership model is based on our corporate values. We are exemplary in our behavior, competent in our tasks and fully committed to the development of people and the achievement of our objectives.

We believe that Fersa's growth is based on the harmonious development of our capabilities and well-being. Results are not only the end of what we do, but the logical consequence of our leadership model.

Our customers' trust is at the heart of our business. We understand their concerns, we satisfy their needs their needs by collaborating in the development of innovative solutions that add value. We accompany them in the pursuit of excellence through innovation and the generation of new products, consolidating our position as an important partner for our customers. reference in our industry. **We are FERSA.**



→ **Carlos Oehling**
Chairman of the Board of Directors.



→ **Rafael Paniagua**
Chief Executive Officer



Hugo Santos
Chief Business Development Officer



Carlos Amorós
GDM Supply & Service



Fernando Chóliz
Chief Financial Officer



Rohan Rathod
General Manager Delux



Pedro Pablo Andreu
Chief Operating Officer



Miguel Alquézar
General Manager FERSA China



Alexandre Froes Chief Executive Officer South America



Matthias Ortner
General Manager NKE Austria



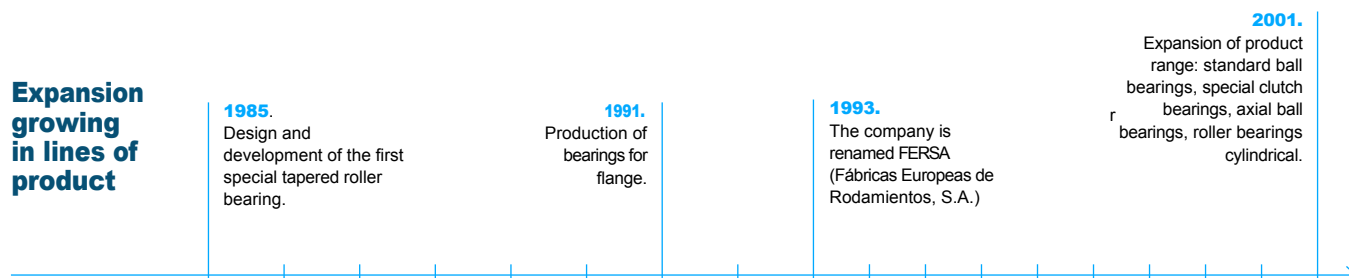
Adrian Lafuente
HRBP - Talent

1.3 A journey to excellence

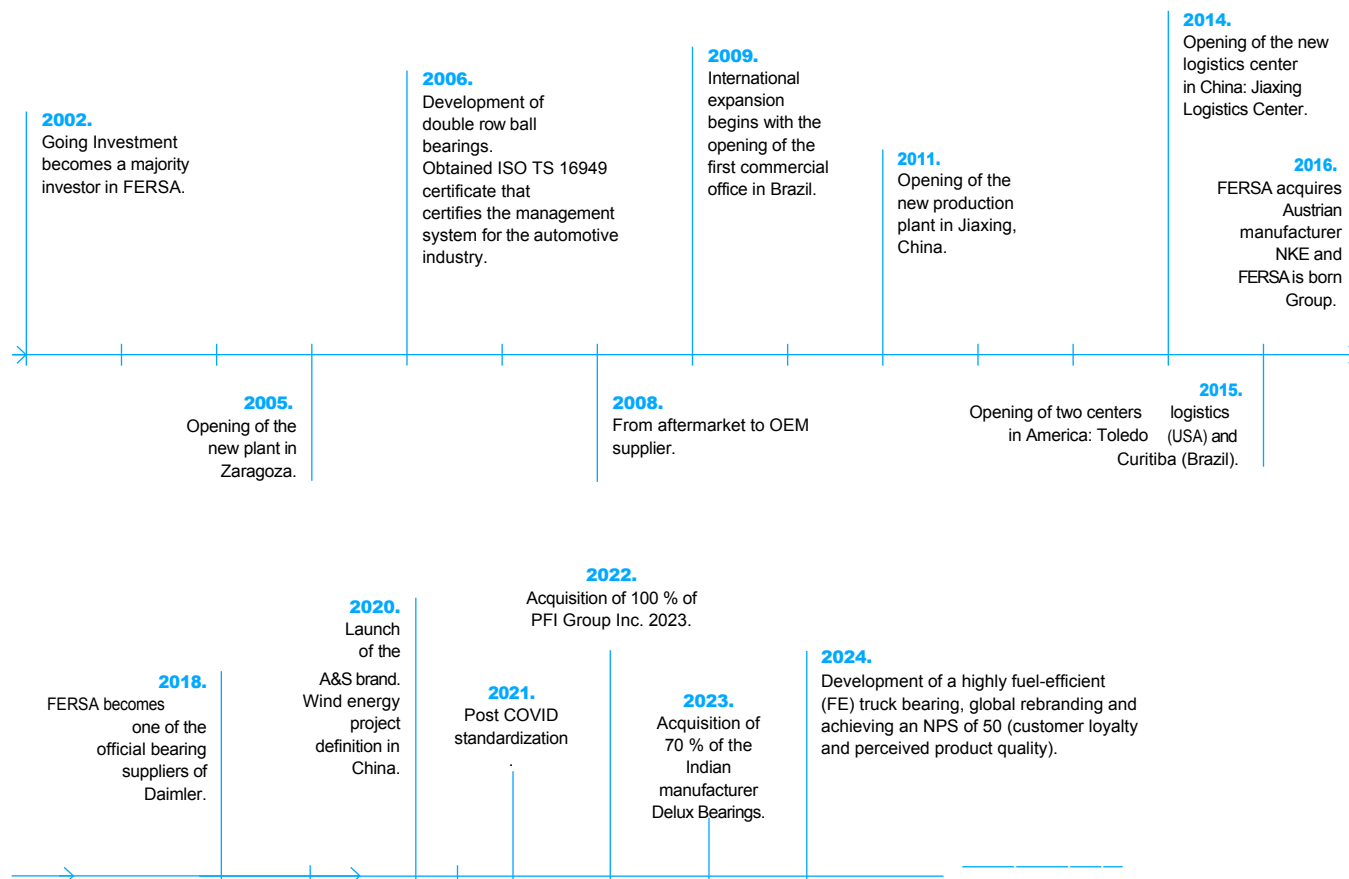
Establishment setting up factories



Expansion growing in lines of product



Excellence // Local presence and innovation



14 Land mark

FERSA Bearings
accelerates growth
with innovation and
sustainability by 2024

189Min revenues **and 14 %**
EBITDA: FERSA consolidates
its **global leadership**



More efficient and sustainable
bearings: FERSA **moves**
towards green mobility



Global expansion: new
alliances and growth in **the**
Americas, Europe and
India

Powertrain, Industry 4.0
and Wind Energy:
FERSA's growth drivers

FERSA:
stronger,
greener,
more
global



Certificate:
Great Place
to Work® at
our main locations

+1000
employees

Digitization and
digital twins: the
future of the
industry at FERSA

FERSA aims for
carbon
neutrality by 2040

15 Strategy

In accordance with the principles and policies of the organization, strategic analysis is considered fundamental, which is why that the definition of Fersa's policy and strategy is carried out with a methodology consolidated over time, which allows its development and follow-up, according to the following process:

At FERSA, strategy is considered as an adaptation mechanism in the value chain, involving the identification of opportunities and threats, alignment with the needs of internal and external customers, improvement of operational efficiency, innovation, collaboration with partners, etc. and the creation of a flexible, and sustainable value chain.

CONTEXT-SENSITIVE RISK ANALYSIS

DEFINITION OF STAKEHOLDERS

MATERIALITY ANALYSIS

DEFINITION OF MISSION, VISION AND VALUES

DEFINITION OF THE STRATEGIC

FRAMEWORK

DEPLOYMENT OF PLANS AND ACTIVITIES

1. Conducting an analysis of the context, both internal and external environment, to relevant factors to be taken into account.
2. Once these have been identified, a SWOT analysis is carried out to detect risks and opportunities.
3. Risk classification:
 - Financial risks.
 - Operational, environmental and safety risks.
 - Commercial risks.
 - Strategic risks.
 - Legal and compliance risks.
4. Prioritization according to the probability of occurrence and the consequences of the risk.
5. Implementation of the Operational Control Plan through policies, strategy and action plans.

Context-sensitive risk analysis

Fersa's management performs risk management to protect the continuity of the business in the long term. Each business process is analyzed highlighting the risks and opportunities that affect it, considering both the internal and external context in which they operate.

As a result of the management performed, non-financial ESG risks are grouped into three groups: those arising from **management and good governance**, those related to **sustainability** and those arising from **society**.

Risk management and control in Fersa is carried out through an annual analysis and management process.



Below we highlight the main risks of the non-financial statements.

ACTIONS/DECISIONS AFFECTING GOOD GOVERNANCE

RISK

Lack of leadership Deficient
transparency Legal noncompliance
Lack of ethics and honesty in relationships

POLICY AND STRATEGY

Code of Conduct Legal Compliance
Fulfillment of contracts, commitments and alliances

ACTIONS/DECISIONS AFFECTING SUSTAINABILITY

RISK

Waste
Emissions
Resource consumption
Legal noncompliance
Operational risks

POLICY AND STRATEGY

Code of Conduct and Third Party Practices Carbon
Footprint Calculation
Monitoring and control of consumption and optimization of waste
Legislation control
Analysis and implementation of shock measures to adapt to the same.

ACTIONS/DECISIONS AFFECTING PEOPLE

RISK

Rotation.
Skills and talent outflows Need for equality
and work-life balance Occupational health
and safety (COVID-19) Data protection
Satisfaction and work environment

POLICY AND STRATEGY

Fortaleza Grupo FERSA
HR Policy. Code of Conduct
Equality and work-life balance plans in each group company
Career plans, promotion and internal and external learning plans
Occupational risk prevention service, frequent and controlled follow-ups
GDPR

ACTIONS/DECISIONS AFFECTING SOCIETY

RISK

Commitments to local communities
Relationship and commitments to the environment and climate change
Transparency and honesty
Responsible use of resources

POLICY AND STRATEGY

Code of Conduct and third party practices
Participation and social engagement plan Legal
compliance in environmental management

The year 2024 marks a new milestone in FERSA's corporate risk management with the creation of the Ethics Committee, a key body to ensure compliance with ethical principles and corporate values in all of FERSA's operations. activities of the group. This committee, which reports directly to the Board of Directors, is responsible for reviewing, evaluating and making decisions on issues related to business ethics, ensuring the correct application of the Code of Ethics and Conduct and reinforcing the culture of integrity within the organization.

In line with this commitment, Fersa has launched a national and international plan for the expansion and standardization of Compliance, whose objective is to strengthen the culture of regulatory compliance in all its subsidiaries and prevent legal and ethical risks. This initiative into the implementation of homogeneous policies in all the regions where the group operates, continuous training of employees and the improvement of supervision processes. and internal control. In doing so, the company reinforces its position as a responsible player in an increasingly regulated and demanding business environment.

Within this framework, the corporate whistleblower channel, now fully operational, continues to play a key role in the early detection of possible irregularities. Overseen by the Compliance area, this system provides employees with the confidence and security necessary to report conduct contrary to ethical policies and internal regulations, promoting a work environment based on transparency, integrity and responsibility.

FERSA's Global Head of ESG & Compliance, in her leadership role in this area, works closely with the different departments to ensure that the business practices are aligned with ESG principles and current regulations. Their work is key in the consolidation of the company's ethical governance model, ensuring that every action and decision within Fersa contributes to a more responsible and sustainable management.

To facilitate this commitment to ethics and regulatory compliance, the whistleblower channel is available through of an external platform, accessible at the following link: <https://fersabearings.integrityline.com>.



Definition of stakeholders

FERSA has identified its internal and external stakeholders, and establishes its strategy taking into account the following factors. The interests, requirements and expectations of each one of them are taken into account. The identification of stakeholders is carried out according to a work process, following the following methodology:

- Preliminary analysis
- Identification of .
- Identification of requirements and expectations.

FERSA's stakeholders are as follows:

SHAREHOLDE
RS COMPANY
CUSTOMERS
COMPETITION
SUPPLIERS CONTRACTS WASTE
MANAGERS TRADE UNIONS
EMPLOYEE
MANAGEMENT
OWNERS PUBLIC
ADMINISTRATION

Within the context of the automotive sector, the management of stakeholder requirements and expectations for Fersa takes on even greater importance, given the complexity and particular demands of this industry.

From the perspective of the aforementioned stakeholders, let's look at how requirements and expectations management in the context of FERSA's industrial bearings can influence each of these key players:

Group of interest	Requirements	Expectations
Shareholders	Maximization of profitability in the market of mobility solutions, high performance bearings and electromechanical components, complying at all times with current legislation.	Constant innovation in products, operational efficiency and compliance with quality standards to maintain and increase market share, providing a differential value that is appreciated by customers.
Society	Compliance with environmental and labor regulations in manufacturing.	Development of bearing solutions that contribute to energy efficiency and reduction of environmental impacts. Local economic growth.
Customers	Timely supply of high bearings.	(Collaboration) (in) (the)(optimization) (of) (industrial) (processes,) technical assistance and efficient after-sales service.
Competence	Compliance with quality and technological standards.	(Contribution) (to) (the) (innovation) (in) (bearings) (industrials,) fair and ethical competition in the market.
Suppliers	Ethical relationships and collaboration to ensure efficient supplies.	Collaboration in the continuous improvement of processes, sustainable practices in the component supply chain.
Waste Managers	Sustainable practices in manufacturing and waste management.	(Participation) (active) (in) (programs) (of) (recycling) (and) (reduction). of waste in the production of bearings.
Unions	Respect for labor rights and safety at work.	(Collaboration) (in) (the) (creation) (of) (safe) (working)environments. participation in decisions affecting employees.
Address	Sustained profitability and innovation leadership.	Developing strategies that balance profitability with sustainability, ethical leadership and informed decision making.
Employees	Fair working conditions and development opportunities.	(Participation) (in) (programs) (training,) (environment) (work)environment. and opportunities for professional growth.
Investors term.	Investment protection and financial performance.	(Management) (responsible) (that) (guarantees) (the) (profitability) (at) (long) and transparency in communication.
Public Administration	Compliance with regulations and contribution to economic development.	Participation in government initiatives that sustainability and local economic development.

The effective management of requirements and expectations not only benefits FERSA in terms of profitability and growth, but also strengthens its position as a socially responsible player committed to sustainability in the industry.

Materiality analysis

Materiality analysis is a fundamental pillar for FERSA, playing a crucial role in our commitment to sustainability and responsibility. corporate social responsibility. By identifying the issues that are most relevant and significant to our operations, we can focus our efforts on areas that truly impact both our performance and the expectations of our stakeholders.

This approach allows us to align our strategies with the most pressing environmental, social and economic challenges, responding effectively to the most pressing needs of our key stakeholders. In addition, materiality analysis facilitates proactive risk management by assessing and addressing critical issues in advance, improving our resilience to potential challenges.

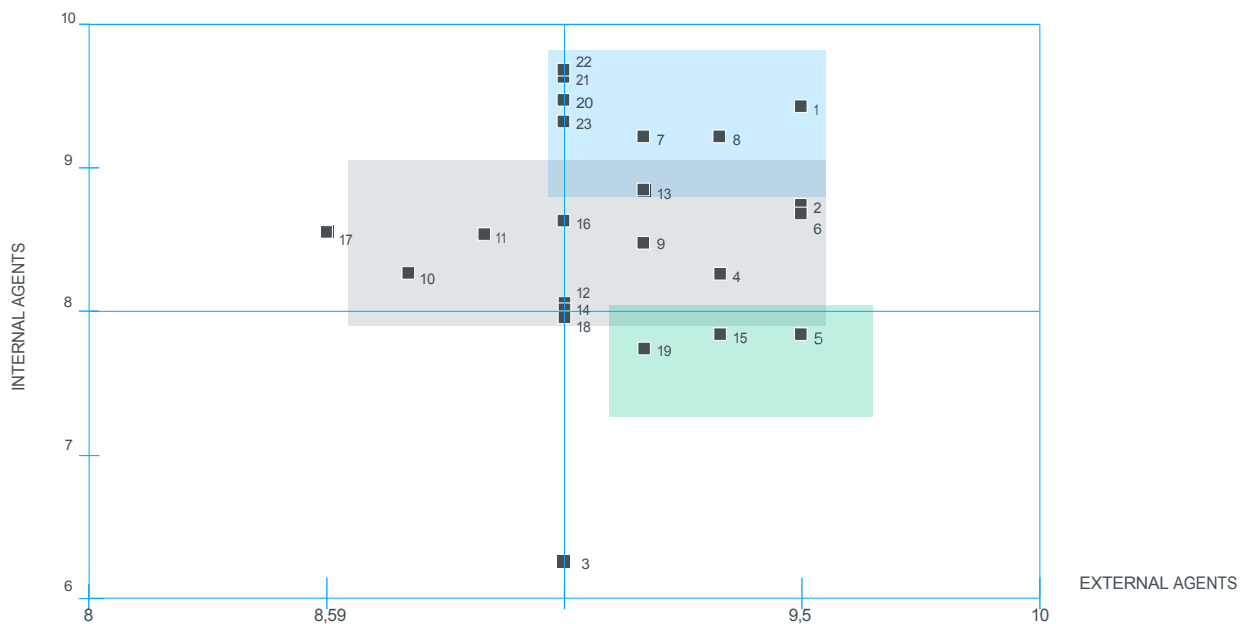
Therefore, the materiality analysis is an essential component in our comprehensive management at FERSA, providing

strategic management, improved decision making and a solid foundation for our ongoing commitment to sustainability and social responsibility.

At FERSA, we perform the materiality analysis every 3 years, and the methodology is based on identifying the relevant aspects for our , on which we will be able to understand their expectations first hand, and establish actions, as well as respond non-financial reporting requirements based on current regulations.

The analysis of expectations has been carried out in January 2024 through a questionnaire, to check the interests and concerns of the FERSA Community, considering both internal and external agents, and making an assessment of 23 aspects.

After conducting the analysis, this is the result of the relevant aspects for our stakeholders:

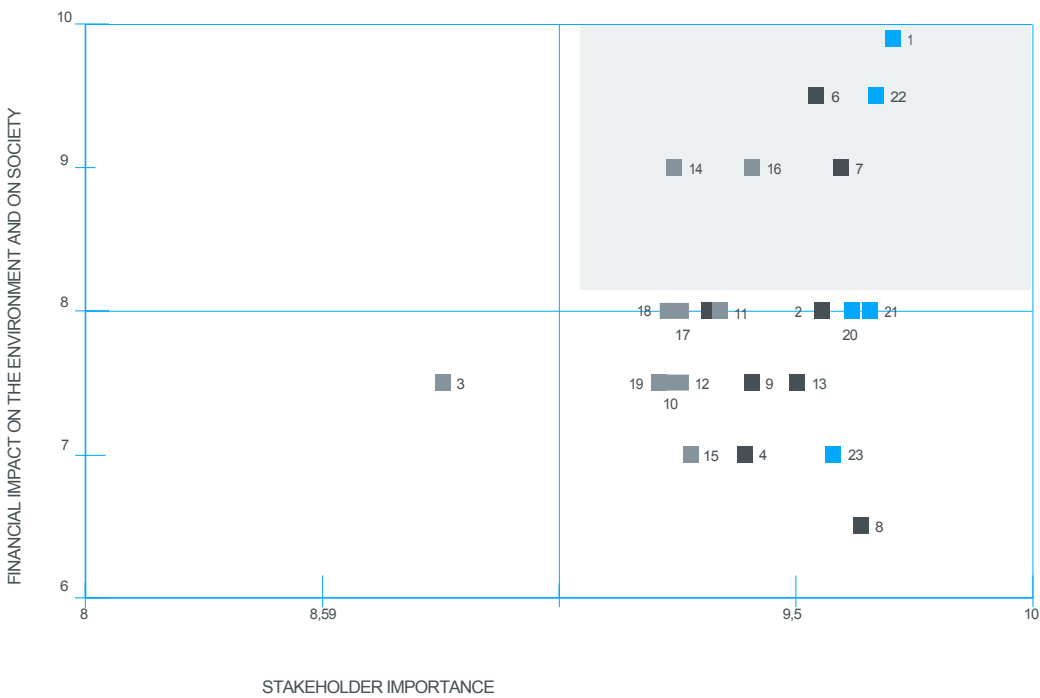


- | | |
|---|--|
| 1. Positive and growing financial results | 13. Exhaustive monitoring of legal compliance with environmental aspects |
| 2. Investments in Industry 4.0 infrastructure and equipment. | 14. Calculation and reduction of greenhouse gas emissions |
| 3. Preferential purchase from local suppliers | 15. Environmental and social requirements for suppliers of products and services |
| 4. Communication, training and actions against corruption and bribery | 16. Reduction of waste generation |
| 5. Ethical behavior and relationship with competitors | 17. Reduction of waste (materials, food, etc.) |
| 6. Management, risks and tax obligations | 18. Prioritization of the use of recycled or recyclable materials |
| 7. Safe and quality products | 19. Supply chain with stringent environmental standards |
| 8. Rapid response in periods of uncertainty | 20. Equal opportunities and personal recognition |
| 9. Integrated internationalization process | 21. Good working environment |
| 10. Efficient product design (eco-design) | 22. A safe and healthy workplace |
| 11. Energy efficiency in our facilities | 23. Company communication |
| 12. Minimizing water use in services and processes | |

In line with the materiality analysis, and with the aim of having an evaluation of the impact of operations on the environment, society and economy, Fersa seeks a more complete understanding of the impacts it generates, therefore, we have carried out a comparison of the relevant aspects for stakeholders against the impacts generated in the environment.

The graph below shows the weighting of the group's different strategic issues, thus enabling more effective management of the risks and opportunities associated with sustainability.

DUAL MATERIALITY ANALYSIS



Currently the aspects after the dual materiality analysis and according to the growth strategy and the essence of FERSA are as follows:

Dimension	Material aspect No.	ODS	Chapter
Safe, healthy and positive work environment	21,22		Responsibility towards people
Equal opportunity and personal recognition	20	 	Responsibility towards people
Communication	23	 	Responsibility towards people
Safe and quality products	7		Consumers
Rapid response in periods of uncertainty	8		Context. Management approach
Financial results and growth	1		Financial responsibility
Exhaustive monitoring of legal compliance environmental aspects. Reduction of the carbon footprint	13		Responsibility with the environment
Investments in Industry 4.0 infrastructure and equipment.	2	 	Context
Risk and liability management	6	 	Organizational context
Reduction of waste generation	16	 	Environmental issues

Definition of purpose, vision, mission and values

PURPOSE

"Experts in excellent bearings solutions".

VISION

To be a technologically relevant company, designer and manufacturer of unique and innovative components, supplying the automotive and industrial markets, with excellence and in a sustainable way, through a differential team that enjoys and is fulfilled in its execution.

MISSION

Designs, manufactures and globally distributes high quality bearings primarily for commercial vehicles for the OEM, Tier 1, Tier 2 and aftermarket.

VALUES

FERSA's values are the fundamental principles and beliefs that guide the company's actions and decisions. These values provide an ethical and cultural compass, shaping the way in which the organization interacts with employees, customers, partners and the community in general, and that are defined in nine principles called **FERSA STYLE**:

FERSA Style

SPIRIT
from
overcoming

**UNIT OF
EFFORT**

**Rigorous and
decisive**

T
custom
our
focus



CURIOUS

Versatile

LEADERS

Ethics

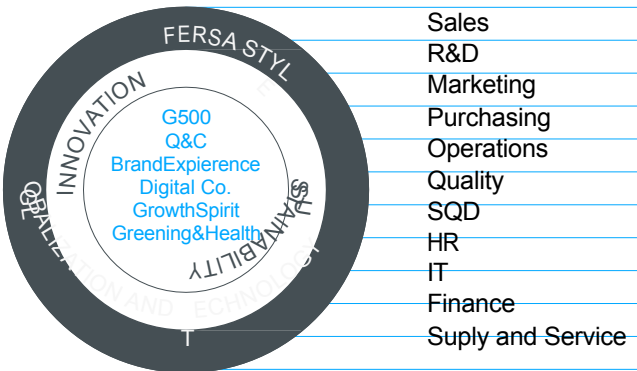
Passionate

Definition of the strategic framework

FERSA's 2024-2028 Strategic Plan is deployed in the following lines of action managed by the Board of Directors:

- Strategic Management
- Performance Management
- Core Governance & Compliance
- Risk Management
- Culture & Talent Management
- Shareholder & Stakeholder Management
- Sustainability Management

FERSA establishes the Critical Success Factors (CSF) to achieve these strategic objectives, and they are divided into: opportunities, efficiency factors and support factors. They are multiannual in nature, and are reviewed each year in accordance with their structure.



In Fersa, social responsibility and sustainability are intrinsic to the different FCE and supported by a corporate culture that internalizes the values in the group's strategy, and are closely linked to the materiality analysis.

This is how FERSA's commitments to the 2030 Agenda and the Sustainable Development Goals of the United Nations came about. Specifically with 6 of them, which are related to the main activities of the organization.

Objectives for a better world



Objective 3: health and well-being

- Establish a system of occupational health and safety at work, to comply with legislation, reduce accidents and occupational diseases, assuming higher standards than the regulatory requirements.
- Carry out safety and hygiene measures to create a healthy work environment.
- Invest in processes that have a positive impact on employee health.
- Psychosocial and ergonomic management as a fundamental part of the occupational health and safety system.

Goal 8: Decent work and economic growth

- Boosting the local economy and culture at all sites by training and hiring people.
- Apply FERSA's values by the HR department, promoting the right to non-discrimination, so as not to take into account any type of personal characteristic when selecting personnel.
- Provide decent working conditions to employees and contribute with external agents to the dissemination of these principles.
- Open new businesses in emerging countries offering decent and secure jobs to the local population, allowing them to progress socially.

Objective 9: Industry, innovation and infrastructure

- Introduce and work on innovation by products, services and production processes. and internal management with sustainability criteria.
- Provide access to information and communication technologies (ICT) to all employees.
- Promote the technological capacity and innovation management of small and medium-sized enterprises throughout the value chain.
- Invest in R&D&I.

Goal 10: reduction of inequalities

- Guarantee equal opportunities in the selection processes.
- family reconciliation at all levels.
- Promote behaviors that ensure respect for all employees without distinction.
- Equal training opportunities.

Objective 12: responsible production and consumption

- Design products and services for efficient use of natural resources.
- Use biodegradable, recyclable or reusable materials.

Goal 13: climate action

- Measure the carbon footprint of all activities. Establish short- and long-term CO₂emission reduction targets with specific indicators.
- Gradually reduce the use of fossil fuels and replace them with renewable energy sources.
- Integrate the culture of the fight against climate change by requiring environmental certifications and policies from suppliers, calculating their emissions.
- Invest in sustainable and less invasive technologies in terms of greenhouse gas (GHG) emissions.
- Reduce the environmental impact of the company's operations and the use of hazardous chemicals to avoid air, water and soil pollution.



Deployment of plans and activities

As a sign of our commitment and contribution to the environment, the following actions will be developed in 2024:

Committed to:

- **Occupational safety and well-being:** OHS program, 360° Wellness Program: free physiotherapist and medical service in the company, nutrition training and ergonomic and postural map audits of , fruit in rest areas, Occupational Safety Week, glaucoma and flu detection campaigns, and smoking cessation campaign. In addition, a nutritionist service has been introduced to promote healthy eating habits. and improve the overall well-being of employees.
- **Sports:** participation in activities such as the Paddle Tennis Tournament, Company Sports Program - Zaragoza Chamber, ESIC Company Race, Women's Race and other sports initiatives aimed at the well-being of employees. Internal running club and yoga classes.
- **Society and the environment:** AECC cancer prevention program - internal dissemination, Association with the Aragonese Automotive Cluster (CAAR), Sernauto, FAAS, donation of clothes for the AECC charity market, bottle cap collection campaign, Blood Donation Campaign and new collaborations with social organizations to expand the positive impact on the community. Collection of school supplies in the VII Pencils and Smiles Campaign of CAAR.
- **Internal mechanisms to promote culture, leadership and equality:** code of ethics integrated in the headquarters, training plan for personal and professional growth in Fersa, ideas system, leadership program, equality plan and new initiatives focused on gender equity and development of internal talent.
- **The environment:** environmental awareness campaigns such as participation in Arbor Day events, waste management training and waste management plan.

waste management and reduction and energy efficiency, Hoop Carpool Carpool program for a fairer carbon footprint, sustainable supplier scheme and supply chain, environmental plan and carbon footprint reduction, with ISO 14064 and SIO 50001 certification at the Zaragoza headquarters. In addition, a centralized laundry service has been integrated, allowing us to pool water consumption and optimize its use. At the end of 2024, we installed an evaporator that will enable us to transform 80% of the water used in cleaning processes into clean water, significantly reducing our environmental impact.

- **Promoting innovation and technology through collaborations and consortiums with centers of excellence.**

technology: Investment in **technological** projects will be strengthened and joint consortia for the development of sustainable products and solutions, as well as the implementation of new digital tools to operational efficiency and environmental impact.

Looking to the future

In 2025, FERSA will continue to advance its commitment to the well-being of its employees and its positive impact on the society and the environment. The implementation of initiatives aimed at sustainability and social responsibility will be strengthened, aligning each action with the Sustainable Development Goals (SDGs).

Collaboration with local entities, universities and technology centers will be key to driving innovation and sustainable growth. In addition, new circular economy and digitalization strategies will be promoted, with the aim of improving efficiency and reducing the company's environmental footprint.

FERSA's commitment to excellence, sustainability and innovation will continue to guide its strategy in 2024, consolidating its role as a benchmark company in the sector.



1.6 Key results (financial and non-financial)

FINANCIAL RESULTS

Benefits obtained	2022	2023	2024
SPAIN	2.102.€	8.238.€	15.657.€
AUSTRIA	1.999.€	3.060.€	2.157.€
CHINA	7.229.€	7.876.€	7.422.€
USA. USA.	1.282.€	3.913.€	4.747.€
BRAZIL	2.040.€	2.076.€	1.096.€
INDIA	-	1.618.€	2.033.€
LATAM (ARGENTINA, BOLIVIA, COLOMBIA, CHILE, MEXICO)	1.065.€	1,430,878€	1,327.€
OTHERS (TURKEY AND KENYA)		-300,314€	89.€

(*) Income before taxes

TAXES ON PROFITS PAID

	2022	2023	2024
GLOBAL	3.534.€	3.638.€	2.969.€
SPAIN	453.€	47.€	-366.€

*The negative corporate income tax is due to the regularization made in July of the 2023 tax, in which reports were obtained. motivated for many R&D and IT projects in the first half of 2024. These motivated reports caused that with the filing of the final IS, they were activated and accounted for in 2024.

PUBLIC SUBSIDIES RECEIVED

	2022	2023	2024
GLOBAL	946.€	904.€	711.€
SPAIN	618.€	130.€	98.€

TURNOVER

	2022	2023	2024
GLOBAL	167.388.€	196.326.€	186.453.€
SPAIN	64.456.€	59.197.€	60.109.€

PROCUREMENT

	2022	2023	2024
GLOBAL	101.732.€	108.471.€	102.083.€
SPAIN	33.406.€	42.507.€	45.023.€

STAFF

	2022	2023	2024
Wages and salaries	22.504.€	25.117.€	28.027.€
In Spain	11.209.€	11.062.€	10.273.€

NON-FINANCIAL RESULTS

The indicators of FERSA's non-financial statements are highlighted in the following points of the report, the key indicators being the following:

CONSUMPTION PER MANUFACTURED BEARING

kg raw materials & components /manufactured rolling	2022	2023	2024
GLOBAL	3,79	1,96	3,06
SPAIN	6,38	2,98	6,70

CARBON FOOTPRINT

kg Co ₂ /bearing manufactured (Scopes 1 & 2)	2022	2023	2024
GLOBAL	0,47	0,75	0,21
SPAIN	0,33	0,37	0,73

TRAINING

Total hours of training/employee	2022	2023	2024
GLOBAL	N/A	16,23	14,81
SPAIN	12,63	16,30	16,94

ACCIDENT RATE

Total accidents with sick leave	2022	2023	2024
GLOBAL	14	12	10
SPAIN	8	1	6

ACTIVE CONTRACTS

*Year-end referenced

Employment contracts	2022	2023	2024
GLOBAL	628	1039	1109
SPAIN	211	238	259

QUALITY CLAIMS AND COMPLAINTS

	2022	2023	2024
GLOBAL	472	472	302
SPAIN	49	171	169

GOOD GOVERNANCE

Fines/sanctions by the administration	2022	2023	2024
GLOBAL	€	62,25€	€
SPAIN	€	62,25€	€

CERTIFICATIONS

ISO certifications per production or logistics center	Location	ISO 9001	ISO 14001	ISO 45001	IATF 16949	ISO 50001	ISO 14064
A&S FERSA BEARINGS EUROPE, S.L.	ZARAGOZA						
FERSA BEARINGS, S.A.	ZARAGOZA	X	X	X	X	X	X
A&S FERSA BEARINGS BRASIL COMÉRCIO DE ROLAMENTOS, LTDA.	BRAZIL						
FERSA-NKE BEARINGS NORTH AMERICA, INC.	USA						
FERSA JLC AUTOPARTS (Jiaxing) CO., LTD.	CHINA	X	X	X	X		
FERSA BEARINGS (Jiaxing) CO., LTD.	CHINA	X	X	X			
FERSA INDUSTRIES ASIA PACIFIC CO., LTD.	CHINA	X	X	X			
NKE AUSTRIA GMBH	AUSTRIA						
NKE SHANGHAI BEARINGS SALES CO., LTD.	CHINA						
NKE (SHENYANG) PRECISION BEARINGS MANUFACTURING CO., LTD.	CHINA						
DELUX BEARINGS PRIVATE LIMITED	INDIA	X	X	X	X		
DLXINFINITY DRIVELINE PRIVATE LIMITED	INDIA						

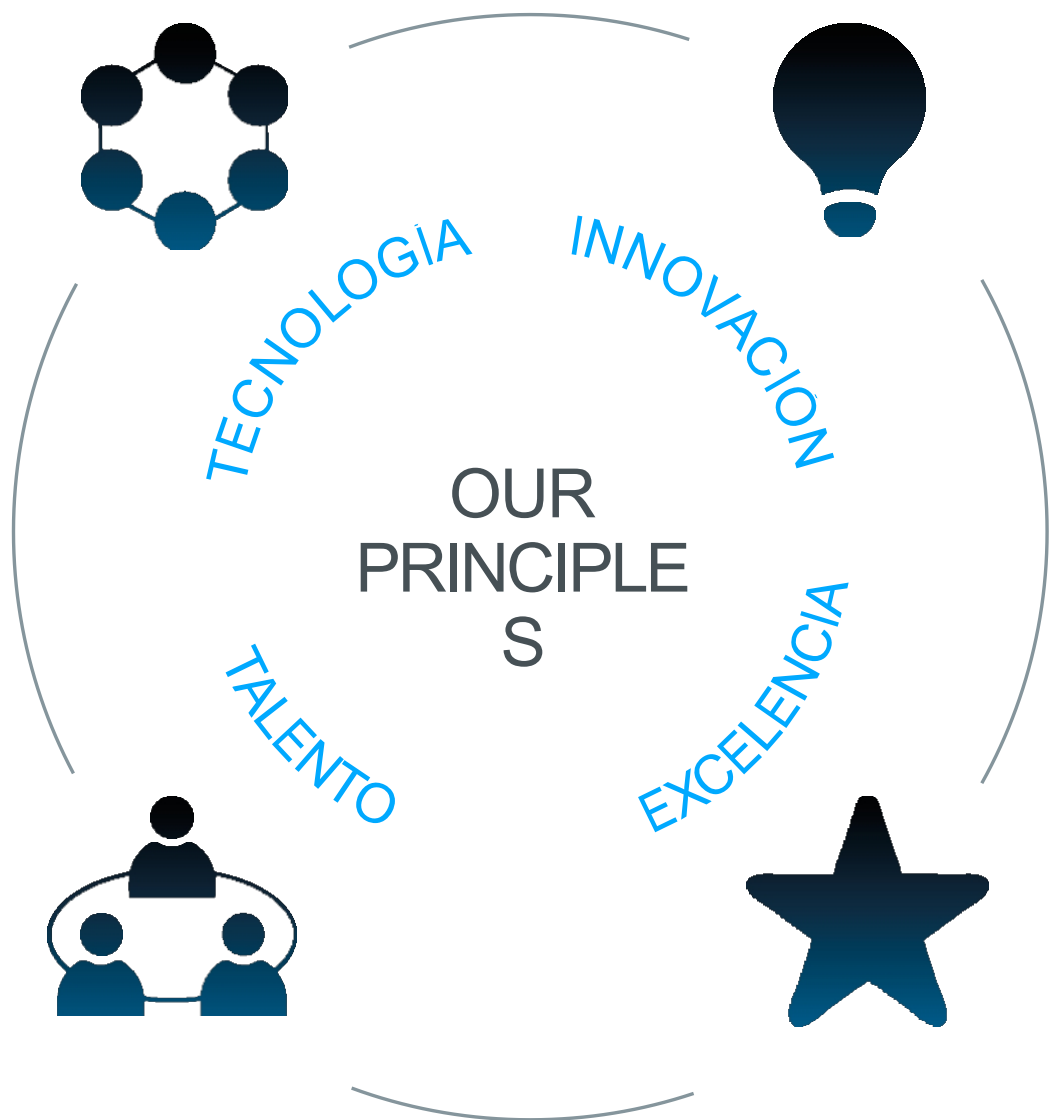
FERSA has implemented management standards that demonstrate the methodology and systematization of the group's activity, deployed in each of the organizations that compose it and always starting from a strategy and general management control. In line with our objective of decarbonization, we have obtained certification in ISO 50001, which guarantees efficiency in energy management, and ISO 14064 at FERSA Zaragoza, which certifies the measurement of energy consumption. and reduction of our carbon footprint, thus reinforcing our commitment to sustainability and the fight against climate change.

2. Our culture



21 Principles

At FERSA, our unwavering commitment to excellence is embedded in the very fabric of our operations. We distinguish ourselves by our principles and our innovation, developing new products and solutions that adapt to the changing demands of our customers. We believe the company is at the forefront of sustainable manufacturing practices, demonstrating its responsibility to the environment. We have a wide range of bearings designed to meet the diverse needs of the industry.



Innovation

FERSA is committed to continuous innovation bearing technology. Innovation is at the epicenter of everything we do, from product manufacturing to engineering to fostering curiosity. We invest heavily in R&D and have a team of engineers and business developers constantly working to design innovative bearing solutions. We adapt our products to meet the demands of market trends such as electrification, fuel consumption and performance. FERSA's innovation has resulted in bearings with increased durability, reduced friction and improved fuel efficiency.

Our strengths are advanced engineering, market relevance, competitive advantage, technology integration, efficiency and future-proofing. We are constantly evolving to ensure that we remain relevant and adaptable as the industry evolves towards more efficient and sustainable solutions.

Excellence

At FERSA, we strive daily to achieve excellence in all our operations. We recognize the importance of meeting the demanding standards and requirements of our customers in the automotive and industrial sector, so we work in a collaborative manner. to ensure that each step of the process is carried out accurately and efficiently.

We take pride in manufacturing bearings and industrial applications of the highest quality, knowing that every detail has been carefully reviewed and controlled, maintaining close communication with our customers to understand their specific needs and tailoring our solutions accordingly, ensuring their satisfaction and long-term loyalty.

Our team is composed of highly trained and motivated collaborators, with a proactive attitude and oriented towards continuous improvement. We value creativity and innovation, fostering an environment that promotes the exchange of ideas and the search for new solutions.

Each member of our team plays a key role in our collective success, and we work together in harmony to overcome challenges and achieve our goals, supporting each other, sharing knowledge and experience to drive both individual and organizational growth and development.

We are aware of the importance of keeping abreast of the latest trends and developments in our industry. We invest in training and constant updating to stay at the forefront of the industry. We are committed to adopting sustainable and responsible practices, thus contributing to the care of the environment and the creation of a more sustainable economic, social and environmental future.

We are determined to continue innovating and exceeding our customers' expectations, thus driving FERSA's continued success, applying criticality to excellence in all our operations, combined with our talented and committed team.



EXCELLENCE

Team Capability

Technology

Innovation

Motivation

Effort

Talent

Our team is the key differentiating factor that sets us apart from our competitors. At FERSA, we have a skilled team that embodies the FERSA Style values of customer focus, problem solving, curiosity and passion. The company has a strong entrepreneurial culture that fosters a environment, which means that our employees work with a lot of autonomy in an encouraging environment that allows them to innovate and take risks. This allows our employees to enjoy what they do and feel a strong sense of ownership of their work.

Technology

At FERSA, we embrace technology that delves into the realms of big data, AI, machine learning, digital twins, product sensing, etc., to deliver greater value to our customers and navigate the complexities of the modern manufacturing landscape more effectively and efficiently. Our technology innovations are at the forefront of our commitment to the company to offer cutting-edge solutions to customers. By leveraging Industry 4.0, FERSA optimizes its manufacturing processes, reducing times and increasing efficiency while ensuring zero defects.

The adoption of digital twin technology allows FERSA to simulate, analyze and optimize operations prior to implementation, resulting in more efficient manufacturing processes and improved product performance. We integrate sensors into bearing solutions, enabling real-time monitoring of performance and operating conditions, providing customers with valuable information about the condition of their bearings. equipment and enables proactive and predictive maintenance, avoiding premature failures and costly breakdowns. This not only enhances the customer experience, but also consolidates our position as a technology leader in the bearing industry worldwide.

88 %

of our employees believe that FERSA is an excellent place to work.



Work-life balance and flexibility

81 %

of the scholarship recipies became part of FERSA's permanent staff*.

36 years old
(average age)

*In Spain.



22 Values

In previous sections we have briefly described Fersa's values, which reflect identity and culture of our organization and play an important role in the way in which Fersa relates to its stakeholders.

It is crucial to understand the transformation of values into an attitude and behavior. For this it is necessary to know what each of the values mean and their very essence:

THE CUSTOMER, OUR FOCUS

"Our commitment is to excellence with internal and external customers."

This is a core principle because it must be assumed by all FERSA members and be developed in the following ways different areas of customer satisfaction. On the one , it requires a deep knowledge of the customer in order to be able to correctly assess his expectations. On the other hand, it requires a high level of knowledge of the company's own processes to be able to adapt them to the customer's requirements and, finally, it requires a broad initiative and flexibility to be able to fit each of the customer's realities with which it relates into the organization as a whole.

LEADERS

"Our leadership model is action-oriented. It is based on self-knowledge and we exercise it through commitment, communication, trust and coherence. We spread enthusiasm to through our example and, based on our competence, we are a reference and guide for others towards common success".

This term includes direct leadership, operational leadership and strategic leadership. The key, in all cases, is communication.

UNIT OF EFFORT

"We combine all our capabilities, we communicate fluidly and continuously to share purposes, objectives and goals. United we are FERSA".

This principle aims to provide agility and effectiveness to the group, taking advantage of the knowledge and improvement generated anywhere in the organization. It requires high connectivity, taking advantage of synergies.

PASSIONATE

"We are enthusiastic about what we do every day, we work with full commitment and responsibility to provide the best experience for our customers, achieve our goals and take on new challenges".

This principle is related to performance satisfaction and quality, the associated value being the ability to deliver.



VERSATILE

"We are flexible, agile and effective because we understand the critical importance of speed of adaptation."

Adaptation and reaction in a light and flexible way to any type of demand, facing unforeseen events in the most and decisive way.

RIGOROUS AND DECISIVE

"We are exhaustive in analyzing problems, transforming them into opportunities and acting with determination and precision in execution".

These attitudes establish the nature of the organization in the sense that it adheres to regulated normative processes and to its own analysis processes, which are known by all the obligated parties, previously established and strictly followed; that it does not stop at the data, but from its analysis and synthesis it deduces different lines of action and that once the one to be undertaken has been decided, it acts with determination and precision in its execution.

ETHICS

"We are accountable, transparent and upright in all our actions."

In all our actions we include integrity, respect, social responsibility and compliance with laws, and a sense of measurement. Its practice contributes to the building a solid reputation and trustworthy and transparent relationships with our employees, customers and society in general.

SPIRIT OF IMPROVEMENT

"We are humble, but we think big, dream of ambitious challenges and take risks. we are demanding of ourselves."

Ambition with humility and respect.

CURIOUS

"We are interested in what we do, we are nonconformists, we develop creative ideas and we innovate. We experiment and capitalize on what we learn."

What is sought is the inclination to constant improvement, to open our eyes to new and unknown realities without fear of experiencing setbacks and disappointments.



Fersa Style Excellence Awards 2024: global recognition with purpose

The Fersa Style Excellence Awards were held at FERSA in the year 2024, and meant much more than just recognition: they symbolized a global celebration of commitment, excellence and the values that unite us as an organization. This year, the awards ceremony was held at all the group's headquarters, reaffirming our international presence and the community spirit that characterizes FERSA.

Each site has witnessed the recognition of individuals and teams who have demonstrated not only exceptional results, but also a unique way of working that reflects our identity: a unique style that combines innovation, excellence and passion. These awards highlight not only our achievements, but also the lasting impact our people have on the group's overall success.

The Fersa Style Excellence Awards 2024 have reinforced our global connection, reminding us that, although we operate in different regions and contexts, we share a common purpose: to build a future full of value and style together.



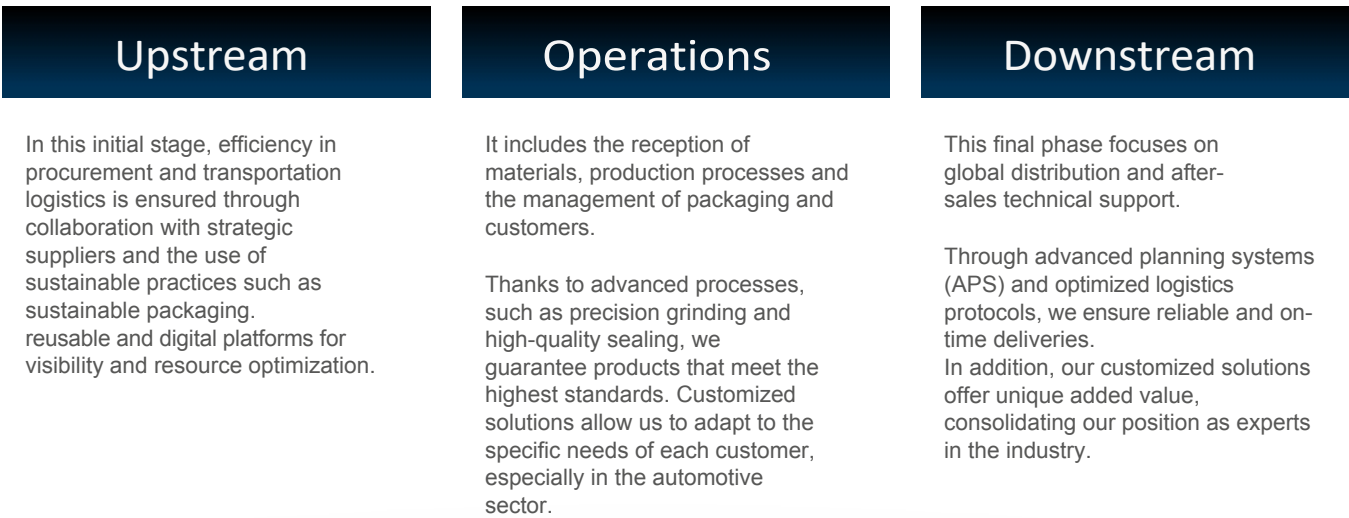
3. Value proposition



FERSA's value chain

At FERSA, our value chain is much more than a set of processes: it is the engine that connects all our activities and ensures our ability to offer innovative, sustainable solutions adapted to the specific needs of such demanding sectors as the automotive industry. From material procurement to after-sales technical support, every step is designed to maximize efficiency, minimize environmental impact and ensure economic sustainability.

The value chain is structured in three main phases that cover all of Fersa's operations:



Talent: our greatest added value

The real engine of this structure is people. Their experience, creativity and commitment to continuous improvement make it possible to implement advanced technologies and optimize each stage of the chain. It is their talent that ensures that the digitalization and innovation become a reality, transforming each challenge into an opportunity to grow and add value.

The value chain is deeply aligned with our Value Proposition, guaranteeing:

- Quality and precision: products designed to meet the most demanding requirements.
- Sustainability: responsible operations that minimize environmental impact.

- Customized solutions: tailored to the specific needs of the automotive sector, strengthening the confidence of our customers.
- Balanced growth: through efficient management that ensures our economic sustainability.

At FERSA, each link in the value chain reinforces our commitment to operational excellence, innovation and responsibility. This allows us to consolidate our position as a global benchmark in sustainable and customized solutions, always putting people and talent at the center of everything we do.

At the heart of FERSA lies a firm dedication to offer our customers, shareholders and partners. Our approach The cornerstone of our success, it embodies the essence of who we are and what we stand for.

Customer value proposition

At FERSA, we pride ourselves on delivering exceptional value to our valued customers. Our commitment to quality and innovation underpins our value proposition, and we offer:

1. **High quality products**

FERSA bearings are renowned for their reliability and superior quality. By employing manufacturing processes and stringent quality control measures, we ensure that our products meet the highest industry standards.

2. **Wide range of products**

FERSA has a wide range of ball, roller, axial and linear bearings. This wide range allows us to satisfy a wide spectrum of our customers' needs.

3. **Tailor-made solutions**

Recognizing that unique challenges demand unique solutions, FERSA offers customized bearing solutions. Our team of experienced engineers are experts in designing and manufacturing bearings precisely tailored to our customers' specific requirements.

4. **Global accessibility**

FERSA's extensive worldwide sales and distribution network ensures easy access to our products. bearings around the world, enabling to source our products regardless of their location.

5. **Aftermarket Excellence**

Our leadership and expertise in the automotive OEM segment translate into strength in our aftermarket positioning. The same commitment to quality and reliability that our OEM customers demand extends to our Aftermarket products, offering customers high-quality options.



Operational efficiency value proposition

FERSA's operational efficiency and productivity are hallmarks of our commitment to excellence. Our manufacturing facilities around the world enable cost-effective production, and our unwavering dedication continuous improvement drives operational excellence.



In 2023, our investment in a state-of-the-art manufacturing plant significantly expanded our production capacity while costs. This facility also exemplifies our commitment to sustainability, as it is environmentally friendly.

Efficient management of the company's resources has contributed to reducing selling, general and administrative expenses, This underscores its efforts achieve operational efficiency and margin improvement. The acquisition of Delux has been a strategic move that has not only expanded FERSA's presence in the market, but has also led to improved operational efficiency, cost savings and enhanced capabilities, ultimately benefiting both the company and its customers.



Value proposition by product portfolio

Innovation is at the heart of product strategy of FERSA. We invest heavily in **research and development** to offer innovative solutions that meet the changing needs of our customers. By For example, our new line of bearings designed specifically for electric vehicles demonstrates our ability to respond to emerging industry demands. FERSA offers a wide range of complementary products, such as seals, lubricants and tools, designed to help our customers maintain and optimize their bearings.

I+ D



innovative
solutions



These acquisitions have consolidated FERSA's position as a world leader in bearings. and power transmission products.

FERSA's strategic acquisitions have further strengthened our product offering:

DELUX BEARINGS (India)

The acquisition of Delux in India in 2023 has helped to strengthen our product offering by creating a complete range of bearings, in addition to creating expertise in tapered roller bearings and enhance our presence in India to reach and service more customers in this market.

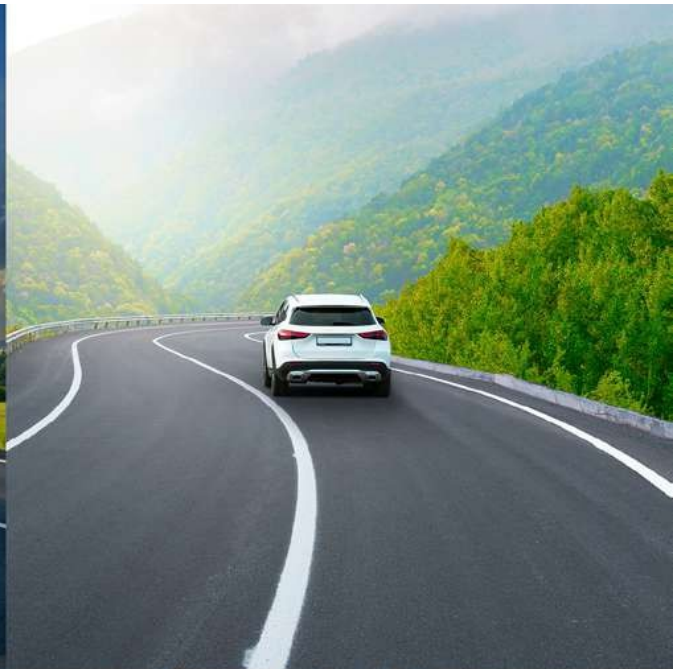
PFI BEARINGS (USA)

Acquired in January 2022, PFI is a leading manufacturer of bearings and transmission products, enriching our product range and expanding our market presence.

NKE BEARINGS (Austria)

Acquired in 2016, NKE is a leading manufacturer of precision bearings supplying various industries.

The perfect solution for every need



FERSA HEAVY-DUTY

At FERSA HEAVY-DUTY we manufacture a wide range of products, from standard bearings to special models, taking advantage of our experience in the design of high-end products and our commitment to innovation and technology, flexibility and dynamism.

Complete range for commercial vehicles. The only brand with more than 90% of the European and North American range. The first manufacturer with the complete range of wheels.

Tapered



Hubs



Kits



Preset Hubs



Pinion modules



Cylindrical



Balls



Differential



Gearbox



Wheel hub



F-Box



Maintenance



Tools



NKE FERSA

NKE FERSA designs and produces high precision bearings for the industrial market, focusing on renewable applications, such as wind turbines, as well as other industrial applications.

SQ77 is a simple and cost-effective protection against bearing caused by the passage of currents.

The insulation eliminates the risk of damage to the raceways and premature aging of the lubricant, which is critical for proper bearing operation.

The aluminum oxide ceramic insulating coating is made by plasma spraying. Guaranteed minimum resistance of 1000 V or 3000 V (AC/DC).

SQ77 electrically insulated bearings are also available in combination with other special features.

Hybrid bearings address the challenges of high speed and noise.

Steel rings are combined with rolling elements.

The balls are rollers made of ceramic materials: Si₃N₄.

Advantages: electrical insulation, lower coefficient, lower weight and corrosion resistance.



PFI FERSA

PFI FERSA offers a wide range of automotive, industrial, agricultural and electrical bearings, mainly ball bearings, tapered roller bearings and needle roller bearings, both in standard and special sizes.

Product lines:

Bearings for transmissions Bearings for

differentials Bearings for electric motors

Bearings for electric motors Wheel bearings

Air conditioner bearings Clutch bearings

Alternator bearings Tensioner bearings



Automotive



Agriculture



Industrial



Motorcycles



Motor sports



Electric motor

DELUX

Delux products perfectly combine experience and innovative solutions in the field of rolling bearings. and advanced electronic applications, especially for the powertrain of electric and conventional vehicles.

Delux, which complements FERSA's manufacturing capacity, diversifies the product range and adapts growing market demands and trends. It helps to offer cutting-edge solutions that improve efficiency and minimize friction in a multitude of applications.



Clac P



Clutch Kit



Clac M

Low friction technology for more efficient conveying

FERSA Fuel Efficient wheel hub assemblies

FERSA's Fuel Efficient wheel hub assemblies, equipped with advanced low-friction technology, are meticulously designed to improve performance and reduce fuel consumption in heavy-duty trucks and buses by up to 7.30% compared to OEM parts. This innovation not only contributes to sustainability, but also reduces the total cost of ownership (TCO) for fleet operators.

Designed to reduce bearing friction up to 50% compared to OEM. Up to 7.30% less fuel consumption compared to OE.

This significant friction reduction translates into considerable fuel savings for heavy-duty truck and bus fleets, making FERSA the ideal choice for fleet managers looking to improve the efficiency of their vehicles.

Properties:

- Improved microgeometry: optimized microgeometry ensures smoother operation and further reduces friction.
- Advanced sealing and materials: Improved sealing technology offers superior protection against contaminants, extending bearing life.
- Superior lubrication: improved lubrication technology ensures consistent performance and longer bearing life.

What inspires us to design more sustainable products?

The design of more sustainable products is driven by the need to reduce environmental impact without compromising performance. In the case of wheel hubs for trucks, the optimization of materials and processes allows us to minimize carbon footprint and fuel consumption. We work with a comprehensive approach to offer efficient solutions to all types of customers: from the citizen using public transport to large fleets of trucks dedicated to the transport of goods, fuel distribution or waste collection and recycling. At FERSA, we firmly believe that sustainability must be accessible to all sectors.



Eco-design scheme

In a world where sustainability is a priority, efficiency in eco-design becomes an essential tool to reduce the carbon footprint of each product. At FERSA, this approach translates into the optimization of each phase of the life cycle, from production to reuse and recycling, minimizing environmental impact without compromising quality or performance.

Production efficiency

We prioritize waste reduction, process optimization and reduction of energy consumption in the manufacture of our products. We design our bushings with the exact amount of material necessary for their operation, reducing waste in processes such as grinding, casting or vulcanization. Likewise, we optimize cycle times to improve efficiency and competitiveness in manufacturing.

Design for efficiency of use

The Fuel Efficient wheel hub assembly minimizes friction losses in heavy vehicle wheels, reducing their fuel consumption and environmental impact without affecting product life or increasing replacement frequency.

Transportation and distribution optimization

Although the weight and volume of the product are similar to those of the optimization of efficiency can result in a reduction in the number or size of some of the

standards.

components, resulting in slight weight savings. In addition, the packaging is designed to minimize its size, optimize load capacity and minimize usage of plastics.

Ease of recycling and reuse

The Fuel Efficient wheel hub assembly is mainly composed of two elements with different life cycles: the bearing and cast hub. Since the bearing usually reaches the end of its service life before the hub, the latter can be reused by replacing the used bearing with a new one. To facilitate this process, we offer a range of replacement bearings and specific tools.

for installation on reused bushings. Its main material, steel is recyclable within its limitations.

End-of-life management

We explored the possibility of recovering Fuel Efficient bushings after their use to assess their condition. If they are still reusable, the bearing would be replaced; if not, the following would be guaranteed its correct management as waste.

Every innovation counts: designing efficiently today is about ensuring a more sustainable future tomorrow.

Applying eco-design principles not only boosts efficiency and competitiveness, but also allows moving towards a more environmentally responsible industry.

Through waste reduction, improved distribution and proper end-of-life management of products, FERSA reaffirms its commitment to sustainable innovation and the future of efficient mobility.

Eco-design scheme



Production efficiency



Design for
efficiency of use



Transportation and
distribution optimization



Ease of recycling and
reuse



End-of-life management

4. Responsibility



41 Economic

Growth is key to the sustainability of our business model.

Over the years, we have adopted an economic growth strategy based on expanding our product portfolio and exploring new markets and business models. Our acquisition strategy has played an important role in the growth process, bringing valuable companies into our group. This approach enables us to offer a wider variety of products and solutions, as well as to reach a broader and more diversified customer base in different market segments, which in drives the development of our business.

We strive to improve operating efficiency and achieve cost synergies through these acquisitions, with our primary objective being to acquire companies offering complementary products or services or operating in the same geographic areas.

To mitigate risks and secure resources, we study acquisitions in various sectors or geographic regions. In addition, we seek to target companies with specialized expertise or cutting-edge technologies, and which will enable us to develop new, higher value-added products.

Another important aspect of our growth strategy is vertical integration, where we gain control of our supply chain, raw materials and suppliers. This approach is aimed at reducing costs and raising product quality, which further contributes to the economic growth of our company.

Therefore, economic growth is essential to ensure the long-term sustainability of FERSA's business by providing stability, revenues, improving profitability and ensuring access to strategic resources and expertise needed to remain competitive in an ever-changing business environment.



About our figures and future

During 2024, Group EBITDA reached 14.2%, consolidating sustained growth and reflecting greater operating efficiency. This increase was due to a combination of factors, including higher profitability derived from a high value-added product mix and the strategic integration of new operations, thus boosting the Group's earnings.

For the 2027 horizon, projections continue to point to an increase in sales, especially in the industrial sector, which could require additional investments in capacity. Despite challenges in the automotive and industrial segment, the group's overall profitability is expected to continue to improve thanks to a strategic mix of segments and a stronger focus on aftermarket.

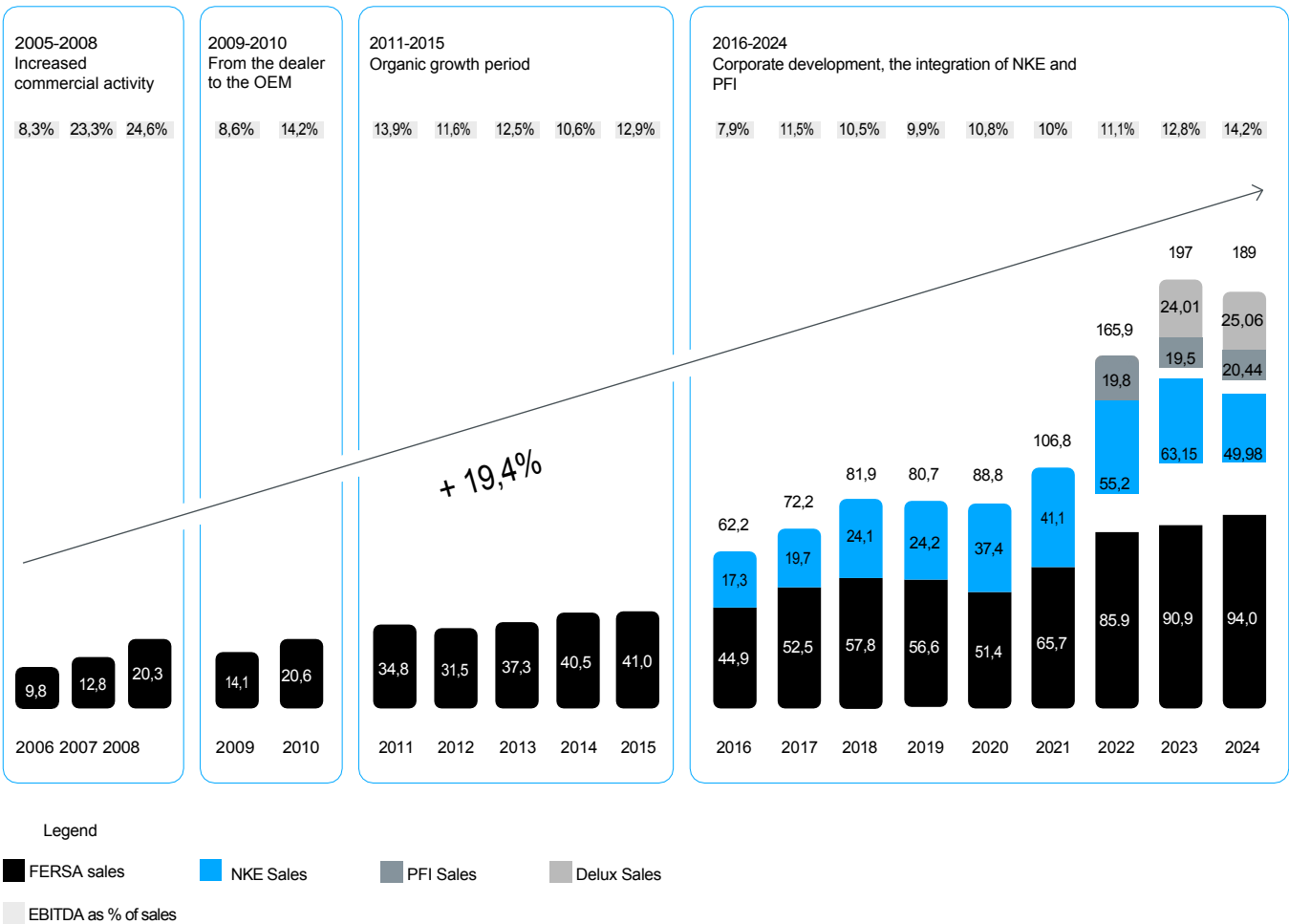
A future:

- **1000 Mill€ turnover**
- **15 % EBITDA**

This growth must be accompanied by excellence in innovation, increased productivity in our operations, flexibility in our operations and continuous revision of our strategy to adapt to current and future needs.

In the spotlight and as a critical aspect: we are working for the sustainability of our company by ensuring its profitability and increased value for all stakeholders. We understand sustainability towards society and the environment as a commitment rather than an objective, which not only implies investment in renewable energies and impeccable environmental management, but must also be based on the profitability of the business, generating local wealth and providing economic balance and wellbeing to all FERSA's collaborators.

Group revenues and EBITDA margin (2006-2024) (in millions of)



42 With people

Human capital is the main potential of Fersa. The Human Resources Department, established at a general level in Spain and transversal for companies around the world, designs and promotes actions aimed at enhancing the participation, performance and well-being of the people who make up the organization. The objective is to respond, in the best conditions, to the expectations of the employees, which is the basis for the achievement of the company's objectives and future challenges.

According to the Code of Conduct, at FERSA it is a universal objective to maintain a respectful work environment, free of discrimination and harassment. All employees must be treated fairly and with respect and dignity their superiors, subordinates and colleagues, recognizing their knowledge, skills, experience and performance.

The personnel selection processes are carried out on the basis of equality of conditions and diversity. age, nationality or gender, among other aspects, has never been an obstacle to recruitment. In addition, age diversification provides a mix of experience and learning that enables the company to develop and allows talent to flourish.

FERSA's human resources policy is based on integrity in the workplace, which implies focusing its efforts on:

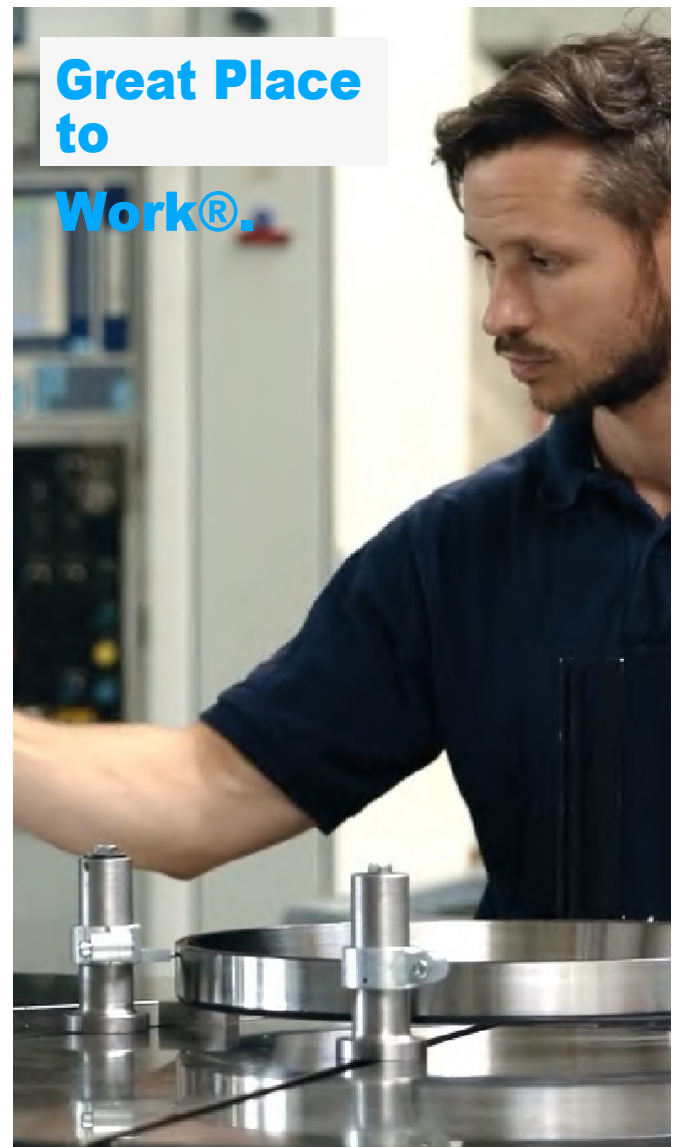
FERSA strives to:

- **Continuous training and career plans.**
- **Efficient and honest selection and reception processes.**
- **Encourage effective teamwork.**
- **System of individual and team objectives, managing performance and evaluating results.**
- **Facilitate communication and participation coupled with recognition and reward policies.**
- **Promote innovation.**
- **Attending to the needs of workers, environment, motivation and suggestions, measuring satisfaction.**
- **Detect and retain talent, favoring its development and growth in the organization.**
- **Design appropriate compensation and retribution strategies.**

Exceptional commitment and certified work environment

Since February 2022 we have been recognized by Great Place to Work® as an excellent place to work, becoming the first company in the industrial sector in Aragon to obtain the GPTW Certification granted by the international consulting firm Great Place to Work®, leader in the identification and certification of Excellent Places to Work.

The backing of what we are comes from our company culture, which we call FERSA Style, and which motivates us to be curious, to lead and to maintain a spirit of self-improvement, among other values. It is this culture that makes us bet on people with potential, capacity for growth and willingness to learn, grow and take on responsibilities. This certification endorses us as an attractive employer, capable of attracting, retaining and developing the best talent and professionals, but it also represents a commitment to our team.



4.21 Employment

In accordance with the human resources policy, Fersa works to quality employment for all the people who make up the organization, through following pillars:

- Talent management and professional performance. Training and career plans.
- Stability and job satisfaction.
- Implementation and development of the Code of Conduct.
- Equality, inclusion and commitment.
- Promotion of active prevention strategies in all workplaces.
- Sustainable and legally adequate remuneration systems.

Total number and distribution of employees by gender, age, country and job classification

The staffing profile as of December 31, 2024 is established according to the following information:

• Distribution of workforce by gender:

The number of employees has increased from 628 to 1039. It should be noted that most of this increase is due to the incorporation of the company Delux into the group.

	2022	%	2023	%	2024	%
TOTAL	628	100 %	1039	100 %	1109	100 %
Men	428	68 %	806	78 %	873	79 %
Women	200	32 %	233	22 %	236	21 %

• Distribution of workforce by gender and age:

AGES	2022			2023			2024		
	Up to 30	31-49	More 50	Up to 30	31-49	More 50	Up to 30	31-49	More 50
Men	118	252	58	259	446	101	297	461	115
Women	60	126	14	74	143	16	79	141	16



The cumulative breakdown by country of operation is as follows:

	2022	SPAIN	AUSTRIA	USA	BRAZIL	CHINA	ARGEN	AUSTRAL	BOLIV	CHILE	COLOMB	MEXICO	TURKEY	KENYA
Total	628	211	87	18	19	263	3	1	3	6	6	9	1	1
Men	428	167	55	11	9	165	3	1	2	5	3	6	0	1
Women	200	44	32	7	10	98	0	0	1	1	3	3	1	0

	2023	SPAIN	AUSTRIA	USA	BRAZIL	CHINA	ARGEN	AUSTRAL	BOLIV
Total	1039	238	97	16	21	288	3	1	3
Men	806	50	65	13	9	188	2	1	2
Women	233	188	32	3	12	100	1		1

	2023	CHILE	COLOMB	GERMAN	INDIA	MEXICO	PANAMA	POLAND	ROMANIA	TURKEY	KENYA
Total	1039	7	7	1	330	11	7	3	1	0	5
Men	806	6	3	1	312	8	1	2	1		4
Women	233	1	4		18	3	6	1		0	1

	2024	SPAIN	AUSTRIA	USA	BRAZIL	CHINA	ARGEN	AUSTRAL	BOLIVIA
Total	1109	259	98	24	23	306	4	1	6
Men	873	202	69	19	10	206	3	1	5
Women	236	57	29	5	13	100	1	0	1

	2024	CHILE	COLOM	INDIA	MEXICO	PANAMA	POLAND	KENYA
Total	1109	6	8	351	12	5	1	5
Men	873	5	4	334	9	2	0	4
Women	236	1	4	17	3	3	1	1

As can be seen in the above breakdown, the increase in personnel is due to increases Spain, USA, China and India.

The total number of employees and their distribution as of 12/31/2024, by gender and professional classification, is as follows:

(Classification) (until) 2023	Classification since 2024	2022		2023		2024	
		Men	Women	Men	Women	Men	Women
Management team (1)	1. Global directors	25	3	39	11	17	3
Managers (2)	2.1 Area managers or Department managers	52	22	104	21	68	14
	2.2 Sales managers					78	10
Technicians (3)	3.1 Engineers & Engineering technicians	117	99	306	133	190	43
	3.2 Technicians and Administrative					111	104
Rest (4)	4.1 Production shift managers or Warehouse shift managers	234	71	357	68	10	0
	4.2 Maintenance technicians					33	0
	5. Process technicians & Production line or Warehouse team leaders					92	8
	6. Production or Warehouse operators					274	54
TOTAL		428	195	806	233	873	236



A global measure of diversity is **women in business and women in leadership**. In 2021 and 2022, women made up approximately 31 % of the workforce. The percentage dropped to 23% in 2023, but with the inclusion of Delux, in 2023, the percentage dropped to 23%, and a drop can be observed in 2024 to 21.3%, respectively.

In 2024, FERSA had 26 different nationalities in its workforce, excluding Spanish nationals. to the 27 and 28 we had respectively in 2022 and 2023. The nationalities are:

- German
- Argentina
- Australian
- Austrian
- Brazilian
- Boliviana
- Bosnia
- China
- Chilena
- Colombian
- Croatian
- Ecuadorian
- Slovak
- Slovenian
- Hungary
- India
- Italy
- Kenyan
- Mexican
- Panamanian
- Polish
- Romanian
- Russian
- Ukrainian
- American
- Venezuelan

The balance in the average age of the workforce is fundamental for any self-respecting organization. The mix of seniority and youth, experience and new knowledge, favors personal and professional growth, which in the end results in the development of the company.

In 2024, Fersa maintains practically all staff levels, betting on the incorporation of junior and senior talent and accompanied by an improvement in the qualification of workers.

In 2022 and 2023, the average age of the company was of 36 years and in 2024 the average of 36 years is maintained in the group (specifically 36.3).

YOUNG TALENT

At FERSA, we want to support young talent by offering opportunities for professional development and progression, thus reducing the brain drain and strengthening our knowledge and skills base within the country.

Talent retention Zaragoza	2022	2023	2024
% young scholarship holders hired	80 %	83 %	81 %

36 years old
(average age
in 2024)



Total number and distribution of employment contracts by age and gender.

Below are the contracts made in 2024 based on whether they are permanent or temporary and segmented by age and gender, in addition to data for 2022 and 2023:

FERSA is committed to flexibility in order to adjust its production capacity to the demands and fluctuations in demand, while maintaining its commitment to sustained and sustainable employment.

	2022 SPAIN AUSTRIA USA KENYA								BRAZIL		CHINA		ARGEN AUSTRAL BOLIV				CHILE COLOMB COLOMBIA MEXICO TURKEY										
NO. OF CONTRACTS	775	264		99		34		20		325		3		1		3		9		6		9		1		1	
		H	M	H	M	H	M	H	M	H	M	H	M	H	M	H	M	H	M	H	M	H	M	H	M	H	M
TEMPORARY CONTRACTS	63	38	8	3	2	0	0	0	0	6	5	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0
Up to 30	40	25	6	0	2	0	0	0	0	5	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
31-49	21	13	1	3	0	0	0	0	0	1	2	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0
50-65	2	0	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OPEN-ENDED CONTRACTS	712	174	44	59	35	22	12	9	11	197	117	3	0	1	0	2	1	7	1	3	3	6	3	0	1	1	0
Up to 30	211	3	9	15	9	9	6	1	3	77	43	0	0	0	0	0	0	0	0	2	1	0	1	0	0	0	0
31-49	422	117	32	28	18	9	6	6	8	109	72	2	0	1	0	2	1	5	0	0	1	3	2	0	0	0	0
50-65	79	22	3	16	8	4	0	2	0	11	2	1	0	0	0	0	0	2	1	1	1	3	0	0	1	1	0

	2023 SPAIN AUSTRIA USA						BRAZIL CHINA CHINA ARGEN AUSTRAL BOLIV						CHILE COLOMBIA MEXICO TURKEY KENYA						INDIA										
NO. OF CONTRACTS	1247	275		127		32		25		351		4		1		3		7		7		16		1		5		394	
		H	M	H	M	H	M	H	M	H	M	H	M	H	M	H	M	H	M	H	M	H	M	H	M	H	M	H	M
TEMPORARY CONTRACTS	57	17	10	14	1	0	0	0	0	12	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Up to 30	37	9	9	9	0	0	0	0	0	9	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
31-49	17	8	0	4	1	0	0	0	0	3	1	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
50-65	3	0	1	1	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OPEN-ENDED CONTRACTS	1190	197	51	73	39	20	12	11	14	222	114	3	1	1	0	2	1	6	1	3	4	12	4	0	1	4	1	372	21
Up to 30	383	49	14	21	12	5	3	1	5	84	31	0	1	0	0	0	0	1	0	1	1	1	1	0	0	0	0	144	8
31-49	667	126	33	34	20	11	9	6	8	126	80	2	0	1	0	1	1	3	1	1	2	8	2	0	0	2	1	180	9
50-65	140	22	4	18	7	4	0	4	1	12	3	1	0	0	0	1	0	2	0	1	1	3	1	0	1	2	0	48	4

	2024 SPAIN AUSTRIA USA								BRAZIL		CHINA		ARGEN AUSTRAL BOLIV				CHILE COLOMB MEXICO PANAMA KENYA								INDIA					
NO. OF CONTRACTS	1322	279		118		30		29		382		4		1		6		7		9		18		8		5		425		
		H	M	H	M	H	M	H	M	H	M	H	M	H	M	H	M	H	M	H	M	H	M	H	M	H	M	H	M	
TEMPORARY CONTRACTS	56	1	1	7	2	0	1	0	0	33	9	0	0	0	0	0	0	1	0	0	1	0	0	0	0	0	0	0	0	0
Up to 30	42	1	1	4	1	0	1	0	0	27	7	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0
31-49	9	0	0	0	1	0	0	0	0	6	2	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0
50-65	3	0	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OPEN-ENDED CONTRACTS	1266	213	64	75	34	23	6	13	16	234	106	3	1	1	0	5	1	5	1	4	4	14	4	2	7	4	1	405	20	
Up to 30	257	56	29	28	12	7	1	1	6	88	28	0	1	0	0	1	0	0	0	2	0	4	2	0	2	0	0	156	9	
31-49	450	129	30	31	17	13	3	7	9	132	76	2	0	1	0	3	1	3	1	1	3	8	2	2	5	1	1	203	8	
50-65	82	28	5	16	5	3	2	5	1	14	2	1	0	0	0	1	0	2	0	1	1	2	0	0	0	3	0	46	3	

Average annual number of permanent contracts, temporary contracts and professional classification, number of dismissals by sex, age and professional classification.

The average annual number of contracts by type is as follows:

	2022	2023	2024
TOTAL EMPLOYMENT CONTRACTS	775	1247	1322
PERMANENT CONTRACTS	712	1190	1266
TEMPORARY CONTRACTS	63	57	56

The percentages at the group level between permanent and temporary employment at the end of each year were as follows: in 2022, 92% was permanent employment and was temporary employment. In 2023, these figures changed to 94 % permanent employment and 6 % temporary employment. In 2024, the of permanent employees increased to 95.7 %, while temporary employment decreased to 4.3 %.

If we perform the analysis by professional classification, regions and companies:

2022	SPAIN				AUSTRIA
	FERSA BEARINGS	FERSA INNOVA	A&S FB EUROPE	INVESTMEN	NKE AUSTRIA
PERMANENT CONTRACTS	164	50	2	2	94
Management team (1)	10	5	0	1	6
Managers and ASM (2)	19	11	2	1	15
Technicians and Administrative (3)	31	32	0	0	37
Rest (production, maintenance, etc.) (4)	104	2	0	0	36
TEMPORARY CONTRACTS	42	4	0	0	5
Management team (1)	0	0	0	0	0
Managers and ASM (2)	0	0	0	0	0
Technicians and Administrative (3)	6	4	0	0	3
Rest (production, maintenance, etc.) (4)	36	0	0	0	2

2023	SPAIN				AUSTRIA
	FERSA BEARINGS	FERSA INNOVA	A&S FB EUROPE	INVESTMEN	NKE AUSTRIA
PERMANENT CONTRACTS	244	0	2	2	112
Management team (1)	12	0	1	1	10
Managers and ASM (2)	31	0	0	1	9
Technicians and Administrative (3)	76	0	1	0	50
Rest (production, maintenance, etc.) (4)	125	0	0	0	43
TEMPORARY CONTRACTS	27	0	0	0	15
Management team (1)	0	0	0	0	0
Managers and ASM (2)	0	0	0	0	0
Technicians and Administrative (3)	15	0	0	0	0
Rest (production, maintenance, etc.) (4)	12	0	0	0	9

2024	SPAIN			AUSTRIA
	FERSA BEARINGS	GOING INVESTMENT	A&S FB EUROPE	NKE AUSTRIA
PERMANENT CONTRACTS	273	2	2	109
1. Global directors	17	0	0	1
2.1 Area manager or Department managers	20	1	1	11
2.2 Sales managers	9	0	0	6
3.1 Engineers & Engineering technicians	51	0	0	13
3.2 Technicians and Administrative	43	1	1	35
4.1 Production shift managers or Wharehouse shift managers	1	0	0	1
4.2 Maintenance technicians	7	0	0	3
5. Process technicians & Production line or Wharehouse team leaders	43	0	0	5
6. Production or Wharehouse operators	82	0	0	34
TEMPORARY CONTRACTS	1	0	0	10
1. Global directors	0	0	0	0
2.1 Area manager or Department managers	0	0	0	1
2.2 Sales managers	0	0	0	1
3.1 Engineers & Engineering technicians	0	0	0	0
3.2 Technicians and Administrative	1	0	0	5
4.1 Production shift managers or Wharehouse shift managers	0	0	0	0
4.2 Maintenance technicians	0	0	0	0
5. Process technicians & Production line or Wharehouse team leaders	0	0	0	1
6. Production or Wharehouse operators	0	0	0	2

2022	USA		BRAZIL		ARGENTINA		BOLIVIA	CHILE	COLOMBIA	MEXICO
	FERSA NKE BEARINGS NORTH AMERICA, INC.	PFI GROUP INC.	A&S FB BRAZIL COMÉRCIO DE ROLAMENTOS, LTDA.-SAO PAULO	(A&S) (FB) (BRAZIL) COMÉRCIO DE ROLAMENTOS, LTDA.-PARANÁ	PFI INDUSTRY E COMERCIO DE PECAS, LTDA.	PFI INC ARGENTINA SUBSIDIARY	BEARINGS PFI BOLIVIA S.A.	PFI CHILE S.P. A	PFI GROUPS INC, BRANCH COLOMBIA	PFI DE MEXICO, S.A. DE C.V.
CONTRACTS FIXED	22	12	1	13	6	3	3	8	6	9
(1)	1	1	0	1	0	0	0	0	0	0
(2)	7	0	1	1	1	1	2	3	2	2
(3)	2	11	0	11	5	1	0	3	2	4
(4)	12	0	0	0	0	1	1	2	2	3
CONTRACTS TEMPORARY	0	0	0	0	0	0	0	1	0	0
(1)	0	0	0	0	0	0	0	0	0	0
(2)	0	0	0	0	0	0	0	0	0	0
(3)	0	0	0	0	0	0	0	0	0	0
(4)	0	0	0	0	0	0	0	1	0	0

(1) Management Team (2) Managers and ASM (3) Technicians and administrative (4) Rest (production, maintenance, etc.)

2023	USA		BRAZIL		ARGENTINA		BOLIVIA	CHILE	COLOMBIA	MEXICO
	FERSA NKE BEARINGS NORTH AMERICA, INC.	PFI GROUP INC.	A&S FB BRAZIL COMÉRCIO DE ROLAMENTOS, LTDA.-SAO PAULO	(A&S) (FB) (BRAZIL) COMÉRCIO DE ROLAMENTOS, LTDA.-PARANÁ	PFI INDUSTRY E COMERCIO DE PECAS, LTDA.	PFI INC ARGENTINA SUBSIDIARY	BEARINGS PFI BOLIVIA S.A.	PFI CHILE S.P. A	PFI GROUPS INC, BRANCH COLOMBIA	PFI DE MEXICO, S.A. DE C.V.
CONTRACTS FIXED	21	11	1	17	7	4	3	7	7	16
(1)	2	3	0	1	0	0	0	0	0	0
(2)	2	3	1	2	1	1	2	2	2	4
(3)	6	5	0	14	6	2	0	2	3	6
(4)	11	0	0	0	0	1	1	3	2	6
CONTRACTS TEMPORARY	0	0	0	0	0	0	0	0	0	0
(1)	0	0	0	0	0	0	0	0	0	0
(2)	0	0	0	0	0	0	0	0	0	0
(3)	0	0	0	0	0	0	0	0	0	0
(4)	0	0	0	0	0	0	0	0	0	0

(1) Management Team (2) Managers and ASM (3) Technicians and administrative (4) Rest (production, maintenance, etc.)

2024	USA		BRAZIL		ARGENTINA		BOLIVIA	CHILE	COLOMBIA	MEXICO
	FERSA NKE BEARINGS NORTH AMERICA, INC.	PFI GROUP INC.	A&S FB BRAZIL COMMERCIO DE ROLLAMENTS, LTDA-SAO PAULO	A&S FB BRAZIL COMÉRCIO DE ROLAMENTOS, LTDA-PARANÁ	PFI INDUSTRY E COMÉRCIO (DE) (FRECKLES) LTDA	PFI INC SUBSIDIARY ARGENTINA	RODAMIENTOS PFI BOLIVIA S.A.	PFI CHILE S.P. A	PFI (GROUPS) INC, SUCURSAL COLOMBIA	PFI DE MEXICO, S.A. DE C.V.
CONTRACTS FIXED	29	9	1	21	7	4	6	6	8	18
(1)	0	0	0	1	0	0	0	0	0	0
(2)	3	2	0	4	1	1	1	1	1	2
(3)	2	1	1	1	0	0	0	0	0	0
(4)	9	0	0	1	1	0	3	0	1	0
(5)	2	6	0	14	5	2	0	3	4	11
(6)	0	0	0	0	0	0	0	0	0	0
(7)	0	0	0	0	0	0	0	0	0	0
(8)	0	0	0	0	0	0	0	0	0	0
(9)	13	0	0	0	0	1	2	2	2	5
CONTRACTS TEMPORARY	1	0	0	0	0	0	0	1	1	0
(1)	0	0	0	0	0	0	0	0	0	0
(2)	0	0	0	0	0	0	0	0	0	0
(3)	0	0	0	0	0	0	0	0	0	0
(4)	1	0	0	0	0	0	0	0	0	0
(5)	0	0	0	0	0	0	0	0	1	0
(6)	0	0	0	0	0	0	0	0	0	0
(7)	0	0	0	0	0	0	0	0	0	0
(8)	0	0	0	0	0	0	0	0	0	0
(9)	0	0	0	0	0	0	0	1	0	0

(1) Global directors (2) Area manager or Department managers (3) Sales managers (4) Engineers & Engineering technicians (5) Technicians and Administrative (6) Production shift managers or Warehouse shift managers (7) Maintenance technicians (8) Process technicians & Production line or Warehouse team leaders (9) Production or Warehouse operators

2022	CHINA				AUSTRALIA	TURKEY	KENY A	
	FERSA JLC AUTOPARTS (JIAXING) CO., LTD.	FERSA BEARINGS (JIAXING) CO., LTD.	NKE SHANGHAI BEARINGS SALES CO., LTD.	NKE (SHENYANG) P.B. MANUFACT. CO., LTD.	PFI (CHINA) CO. LTD.	AUSTRALIA-PFI PTY LTD	IPP TURKEY	PFI KENYA
CONTRACTS FIXED	30	247	12	0	25	1	1	1
(1)	1	7	1	0	1	0	0	0
(2)	3	0	4	0	5	1	1	1
(3)	26	72	5	0	3	0	0	0
(4)	0	168	2	0	16	0	0	0
CONTRACTS TEMPORARY	1	6	0	2	2	0	0	0
(1)	0	0	0	0	0	0	0	0
(2)	0	0	0	0	0	0	0	0
(3)	1	1	0	2	1	0	0	0
(4)	0	5	0	0	1	0	0	0

(1) Management team (2) Managers and ASM (3) Technicians and administrative (4) Rest (production, maintenance, etc.)

2023	CHINA					AUSTRALIA	TURKEY	KENY A	INDIA	
	FERSA JLC AUTOPARTS (JIAXING) CO., LTD.	FERSA BEARINGS (JIAXING) CO., LTD..	NKE SHANGHAI BEARINGS SALES CO., LTD.	NKE (SHENYANG) P.B. MANUFACT. CO., LTD.	PFI (CHINA) CO., LTD.	AUSTRALIA-PFI PTY LTD	PFI TURKEY	PFI KENYA	DELUX BEARINGS PRIVATE LIMITED	DLXINFINITY DRIVELINE PRIVATE LIMITED
CONTRACTS FIXED	32	260	14	2	28	1	1	5	376	17
(1)	1	7	1	0	1	0	0	0	11	1
(2)	3	0	5	0	5	1	1	2	73	0
(3)	27	78	8	2	3	0	0	2	184	14
(4)	1	175	0	0	19	0	0	1	108	2
CONTRACTS TEMPORARY	7	8	0	0	0	0	0	0	0	0
(1)	0	0	0	0	0	0	0	0	0	0
(2)	0	0	0	0	0	0	0	0	0	0
(3)	7	0	0	0	0	0	0	0	0	0
(4)	0	8	0	0	0	0	0	0	0	0

(1) Management team (2) Managers and ASM (3) Technicians and administrative (4) Rest (production, maintenance, etc.)

2024	CHINA				AUSTRALIA	KENYA	INDIA	
	FERSA BEARINGS (JIAXING) CO., LTD..	NKE SHANGHAI BEARINGS SALES CO., LTD.	NKE (SHENYANG) P.B. MANUFACT. CO., LTD.	PFI (CHINA) CO. LTD.	AUSTRALIA-PFI PTY LTD (KENYA)	(PFI)	Delux Bearings Private Limited	Dlxinfinity Driveline Private Limited
CONTRACTS FIXED	297	13	0	30	1	5	403	22
(1)	2	0	0	0	0	0	0	0
(2)	11	4	0	1	0	1	23	1
(3)	3	4	0	0	1	1	79	0
(4)	82	3	0	0	0	0	80	13
(5)	30	2	0	10	0	2	67	4
(6)	2	0	0	2	0	0	6	0
(7)	9	0	0	0	0	0	18	1
(8)	6	0	0	0	0	0	54	3
(9)	152	0	0	17	0	1	76	0
CONTRACTS TEMPORARY	40	0	1	1	0	0	0	0
(1)	0	0	0	0	0	0	0	0
(2)	0	0	0	0	0	0	0	0
(3)	0	0	0	0	0	0	0	0
(4)	10	0	1	0	0	0	0	0
(5)	4	0	0	0	0	0	0	0
(6)	0	0	0	1	0	0	0	0
(7)	0	0	0	0	0	0	0	0
(8)	0	0	0	0	0	0	0	0
(9)	26	0	0	0	0	0	0	0

(1) Global directors (2) Area manager or Department managers (3) Sales managers (4) Engineers & Engineering technicians (5) Technicians and Administrative

(6) Production shift managers or Warehouse shift managers (7) Maintenance technicians (8) Process technicians & Production line or Warehouse team leaders

(9) Production or Warehouse operators

By professional classification, at group level
(according to Agreement):

	2022	EUROPE	NORTH	SOUTH AMERICA	ASIA	AFRICA	OCEANIA
PERMANENT CONTRACTS	712	312	34	49	315	1	1
Management team (1)	35	22	2	1	10	0	0
Managers and ASM (2)	83	48	7	13	13	1	1
Technicians and Administrative (3)	245	100	13	26	106	0	0
Rest (production, maintenance, etc.) (4)	349	142	12	9	186	0	0
TEMPORARY CONTRACTS	63	51	0	1	11	0	0
Management team (1)	0	0	0	0	0	0	0
Managers and ASM (2)	0	0	0	0	0	0	0
Technicians and Administrative (3)	18	13	0	0	5	0	0
Rest (production, maintenance, etc.) (4)	45	38	0	1	6	0	0

	2023	EUROPE	NORTH	SOUTH AMERICA	ASIA	AFRICA	OCEANIA
PERMANENT CONTRACTS	191	360	32	62	731	5	1
Management team (1)	52	23	5	1	23	0	0
Managers and ASM (2)	152	42	5	15	87	2	1
Technicians and Administrative (3)	489	127	11	33	316	2	0
Rest (production, maintenance, etc.) (4)	498	168	11	13	305	1	0
TEMPORARY CONTRACTS	57	42	0	0	15	0	0
Management team (1)	0	0	0	0	0	0	0
Managers and ASM (2)	0	0	0	0	0	0	0
Technicians and Administrative (3)	28	21	0	0	7	0	0
Rest (production, maintenance, etc.) (4)	29	21	0	0	8	0	0

	2024	EUROPE	AMERICA	ASIA	AFRICA	OCEANIA
PERMANENT CONTRACTS	1266	387	108	765	5	1
1. Global directors	21	18	1	2	0	0
2.1 Area manager or Department managers	90	33	16	40	1	0
2.2 Sales managers	108	15	5	86	1	1
3.1 Engineers & Engineering technicians	254	64	12	178	0	0
3.2 Technicians and Administrative	245	81	49	113	2	0
4.1 Production shift managers or Wharehouse shift managers	12	2	0	10	0	0
4.2 Maintenance technicians	38	10	0	28	0	0
5. Process technicians & Production line or Wharehouse team leaders	111	48	0	63	0	0
6. Production or Wharehouse operators	387	116	25	245	1	0
TEMPORARY CONTRACTS	56	11	3	42	0	0
1. Global directors	0	0	0	0	0	0
2.1 Area manager or Department managers	1	1	0	0	0	0
2.2 Sales managers	1	1	0	0	0	0
3.1 Engineers & Engineering technicians	13	1	1	11	0	0
3.2 Technicians and Administrative	12	6	1	5	0	0
4.1 Production shift managers or Wharehouse shift managers	0	0	0	0	0	0
4.2 Maintenance technicians	0	0	0	0	0	0
5. Process technicians & Production line or Wharehouse team leaders	0	0	0	0	0	0
6. Production or Wharehouse operators	29	2	1	26	0	0

The number of casualties by sex, country and age:

2022	Men	Women	Up to 30	31-49	50-65
TERMINATED CONTRACTS GROUP	74	40	51	53	10
SPAIN	16	3	8	9	2
FERSA BEARINGS	14	1	6	8	1
FERSA INNOVA	2	2	2	1	1
A&S FERSA BEARINGS EUROPE, S.L.	0	0	0	0	0
GOING	0	0	0	0	0
AUSTRIA, NKE AUSTRIA GMBH	7	6	4	6	3
USA	11	5	10	4	2
FERSA NKE BEARINGS NORTH AMERICA, INC.	11	4	9	4	2
PFI GROUP INC.	0	1	1	0	0
BRAZIL	0	1	0	1	0
A&S FB BRAZIL COMÉRCIO DE ROL LTDA.-SAO PAUL	0	0	0	0	0
A&S FB BRAZIL COMÉRCIO DE ROL, LTDA.-PARANÁ	0	1	0	1	0
PFI INDUSTRIA E COMERCIO DE PECAS, LTDA.	0	0	0	0	0
CHINA	38	24	29	32	1
FERSA JLC AUTOPARTS (JIAXING) CO., LTD.	1	3	3	0	1
FERSA BEARINGS (JIAXING) CO., LTD.	34	19	24	29	0
NKE SHANGHAI BEARINGS SALES CO., LTD.	2	0	1	1	0
NKE SHENGYANG	1	0	1	0	0
PERFECT FIT INDUSTRIES (CHINA) CO., LTD.	0	2	0	2	0
ARGENTINA-PFI, INC. ARGENTINA SUBSIDIARY	0	0	0	0	0
AUSTRALIA-AUSTRALIA-PFO PTY LTD	0	0	0	0	0
BOLIVIA-RODAMIENT OS PFI BOLIVIA S.A.	0	0	0	0	0
PERFECT FIT INDUSTRIES CHILE S.P. A	2	1	0	1	2
COLOMBIA-PFI GROUPS INC., COLOMBIA BRANCH OFFICE	0	0	0	0	0
MÉXICO-PFI DE MÉXICO, S.A. DE C.V.	0	0	0	0	0
TURKEY-PERFECT FIT INDUSTRIES OTOMOTIV SAN. TIC. LTD	0	0	0	0	0
KENYA-PFI BEARNINGS KENYA LIMITED	0	0	0	0	0

2023	Men	Women	Up to 30	31-49	50-65
TERMINATED CONTRACTS GROUP	170	40	88	94	28
SPAIN	18	7	10	7	1
FERSA BEARINGS	18	7	10	7	1
A&S FERSA BEARINGS EUROPE, S.L.	0	0	0	0	0
GOING	0	0	0	0	0
AUSTRIA, NKE AUSTRIA GMBH	22	7	13	10	6
USA	7	3	0	8	2
FERSA NKE BEARINGS NORTH AMERICA, INC.	4	2	0	5	1
PFI GROUP INC.	3	1	0	3	1
BRAZIL	2	2	1	2	10
A&S FB BRAZIL COMÉRCIO DE ROL LTDA.-SAO PAULO	0	0	0	0	0
A&S FB BRAZIL COMÉRCIO DE ROL, LTDA.-PARANÁ	2	1	0	2	1
PFI INDUSTRIA E COMERCIO DE PECAS, LTDA.	0	1	1	0	0
CHINA	52	15	29	36	2
FERSA JLC AUTOPARTS (JIAXING) CO., LTD.	5	0	2	2	1
FERSA BEARINGS (JIAXING) CO., LTD.	45	12	23	30	0
NKE SHANGHAI BEARINGS SALES CO., LTD.	2	0	0	2	0
NKE SHENGYANG	0	0	0	0	0
PERFECT FIT INDUSTRIES (CHINA) CO., LTD.	0	3	0	2	1
INDIA	64	4	32	25	11
DELUX BEARINGS PRIVATE LIMITED	63	4	31	25	11
DL XINFINITY DRIVELINE PRIVATE LIMITED	1	0	1	0	0
ARGENTINA-PFI, INC. ARGENTINA SUBSIDIARY	1	0	0	1	0
AUSTRALIA-AUSTRALIA-PFO PTY LTD	0	0	0	0	0
BOLIVIA-RODAMIENTOS PFI BOLIVIA S.A.	0	0	0	0	0
PERFECT FIT INDUSTRIES CHILE S.P. A	0	0	0	0	0
COLOMBIA-PFI GROUPS INC., COLOMBIA BRANCH OFFICE	0	0	0	0	0
MÉXICO-PFI DE MÉXICO, S.A. DE C.V.	4	1	0	2	3
TURKEY-PERFECT FIT INDUSTRIES OTOMOTIV SAN. TIC. LTD	0	1	0	0	1
KENYA-PFI BEARNINGS KENYA LIMITED	0	0	0	0	0

2024	Men	Women	Up to 30	31-49	50-65
TERMINATED CONTRACTS GROUP	170	46	98	100	18
SPAIN	12	7	11	8	0
FERSA BEARINGS	12	7	11	8	0
A&S FERSA BEARINGS EUROPE, S.L.	0	0	0	0	0
GOING	0	0	0	0	0
AUSTRIA, NKE AUSTRIA GMBH	20	7	13	7	7
USA	5	6	4	6	1
FERSA NKE BEARINGS NORTH AMERICA, INC.	5	3	3	4	1
PFI GROUP INC.	0	3	1	2	0
BRAZIL	3	4	1	4	2
A&S FERSA BEARINGS BRAZIL COMÉRCIO DE ROLAMENTOS, LTDA. 0001-74	0	0	0	0	0
A&S FERSA BEARINGS BRAZIL COMÉRCIO DE ROLAMENTOS, LTDA. 0002-55	3	2	0	3	2
PFI INDUSTRIA E COMERCIO DE PECAS, LTDA.	0	2	1	1	0
CHINA	46	16	34	28	0
FERSA BEARINGS (JIAXING) CO., LTD.	42	15	31	26	0
NKE SHANGHAI BEARINGS SALES CO., LTD.	0	0	0	0	0
NKE SHENGYANG	0	0	0	0	0
PERFECT FIT INDUSTRIES (CHINA) CO., LTD.	4	1	3	2	0
INDIA	77	3	34	40	6
DELUX BEARINGS PRIVATE LIMITED	75	3	33	39	6
DLXINFINITY DRIVELINE PRIVATE LIMITED	2	0	1	1	0
PFI GROUP INC S. E. E. E.	0	0	0	0	0
PERFECT FIT INDUSTRIES PTY. LTD	0	0	0	0	0
PFI BOLIVIA S.A. BEARINGS	0	0	0	0	0
PERFECT FIT INDUSTRIES CHILE SPA	1	0	1	0	0
PFI GROUP INC. COLOMBIA BRANCH	0	2	0	2	0
PFI DE MÉXICO, S.A. DE C.V.	6	1	1	5	1
PFI BEARINGS KENYA LIMITED	0	0	0	0	0



During 2024, we have had 216 departures in the company at the group level, compared to 210 in 2023.

Specifically, they were as follows:

- **For retirement: 7**
- **Voluntary leave: 153**
- **For death: 0**
- **Disability: 1**
- **Failure to pass probationary period: 1**
- **Dismissals or termination of contract: 54**

The following is a classification by age, gender and professional classification of the finishers:

	2022							MOTIVE			
	Men	Women	To 30	31-49	50-65	RETIREMENT	BAJA VOLUNTEER	DEATH	DISMISSAL	DISABILITY	PERIOD. TEST
TERMINATED CONTRACTS GROUP	74	40	51	53	8	3	83	1	22	0	4
Management team(1)	0	0	0	0	0	0	0	0	0	0	0
Managers and ASM (2)	7	0	2	3	2	1	4	0	2	0	0
Technicians and Administrative (3)	15	28	22	17	5	1	32	0	9	0	1
Rest (production, maintenance, etc.) (4)	52	12	27	33	3	1	48	1	11	0	3

	2023							MOTIVE			
	Men	Women	To 30	31-49	50-65	RETIREMENT	BAJA VOLUNTEER	DEATH	DISMISSAL	DISABILITY	PERIOD. TEST
TERMINATED CONTRACTS GROUP	170	40	88	94	28	11	134	1	60	1	3
Management team(1)	3	1	0	1	3	2	1	0	1	0	0
Managers and ASM (2)	25	2	3	16	8	2	16	0	8	0	1
Technicians and Administrative (3)	62	16	42	26	10	7	48	0	20	1	2
Rest (production, maintenance, etc.) (4)	80	21	43	51	7	0	69	1	31	0	0

	2024							MOTIVE			
	Men	Women	To 30	31-49	50-65	RETIREMENT	BAJA VOLUNTEER	DEATH	DISMISSAL	DISABILITY	PERIOD. TEST
TERMINATED CONTRACTS GROUP	170	46	98	100	18	7	154	0	53	1	1
1. Global directors	0	0	0	0	0	0	0	0	0	0	0
2.1 Area manager or Department managers	8	3	0	8	3	1	4	0	6	0	0
2.2. Sales managers	22	1	5	16	2	0	21	0	2	0	0
Engineers & Engineering technicians	28	9	24	13	0	0	34	0	3	0	0
Technicians and Administrative or	23	20	22	18	3	1	22	0	19	0	1
Production shift managers Warehouse	3	0	1	1	1	0	3	0	0	0	0
Maintenance technicians	4	0	3	1	0	0	3	0	1	0	0
5. Process technicians & Production line or Warehouse team leaders	14	0	7	5	2	1	12	0	1	0	0
6. Production or Warehouse operators	68	13	36	38	7	4	55	0	21	1	0

It should be noted that 70.83% of the total number of departures were voluntary departures.

LAYOFFS OR TERMINATION OF CONTRACT 2023(*)	2023 (*)		
	MEN	WOMEN	TOTAL
Management team (1)	1	0	1
Fair dismissal or End of contract	1	0	1
From 50	1	0	1
Managers and ASM (2)	6	2	8
Fair dismissal or End of contract	6	2	8
From 31-49	4	0	4
From 50	2	2	4
Technicians and Administrative (3)	13	7	20
Fair dismissal or End of contract	3	7	20
Up to 31	6	3	9
From 31-49	4	2	6
From 50	3	2	5
Rest (production, maintenance, etc.) (4)	23	8	31
Fair dismissal or End of contract	23	8	31
Up to 31	10	0	10
From 31-49	8	7	15
From 50	5	1	6
Grand total	43	17	60

(*) The data shown refer to the distribution of dismissals or terminations of contracts, segregated by gender, age and professional classification.

LAYOFFS OR TERMINATION OF CONTRACT 2024(*)	2024 (*)		
	MEN	WOMEN	TOTAL
1. Global directors	0	0	0
2.1 Area manager or Department managers	5	1	6
Up to 31	0	0	0
From 31-49	4	1	5
From 50	1	0	1
2.2. Sales managers	2	0	2
Up to 31	0	0	0
From 31-49	0	0	0
From 50	2	0	2
3.1 Engineers & Engineering technicians	2	1	3
Up to 31	1	1	2
From 31-49	1	0	1
From 50	0	0	0
3.2 Technicians and Administrative	8	11	19
Up to 31	3	3	6
From 31-49	4	7	11
From 50	1	1	2
4.1 Production shift managers or Warehouse shift managers	0	0	0
Up to 31	0	0	0
From 31-49	0	0	0
From 50	0	0	0
4.2 Maintenance technicians	1	0	1
Up to 31	0	0	0
From 31-49	1	0	1
From 50	0	0	0
5. Process technicians & Production line or Warehouse team leaders	2	0	2
Up to 31	2	0	2
From 31-49	0	0	0
From 50	0	0	0
6. Production or Warehouse operators	18	3	21
Up to 31	8	1	9
From 31-49	9	1	10
From 50	1	1	2

(*) The data shown refer to the distribution of dismissals or terminations of contracts, segregated by gender, age and professional classification.

Average remuneration and its evolution, broken down by gender and professional classification or equal value

The compensation system for Fersa's personnel is established taking as a reference the regulations of each country, with the objective of paying at least in accordance with current legislation. In the group, the individual salary is developed according to the person and the position.

In Spain, the average salary by gender is as follows:

SPAIN	2022	2023	2024
Wages and salaries	Average	Average	Average
Salary Male	37.€	36.€	39.€
Salary Woman	34.€	35.€	37.€

The average salary for the year 2024, in Spain, has been calculated based on actual earnings, adjusted:

- Salaries at 100% for people who have not been with the company for the entire year.
- Salaries of persons on reduced working hours.
- Salaries of persons who have had periods of childbirth care.

differences generated by common illness or occupational accidents have not been taken into account in adjusting this average.



The distribution according to professional classification, gender and age for the year 2024 throughout FERSA is as follows:

Average salaries FERSA 2024 (*)			
Salary category	MEN	WOMEN	TOTAL
1. Global directors	106.€	89.€	102.€
2.1 Area manager or Department managers	68.€	51.€	66.€
2.2 Sales managers	51.€	59.€	54.€
3.1 Engineers & Engineering technicians	37.€	35.€	36.€
3.2 Technicians and Administrative	34.€	31.€	32.€
4.1 Production shift managers or Wharehouse shift managers	(48.061€	-	48.€
4.2 Maintenance technicians	36.€	-	36.€
5. Process technicians & Production line or Wharehouse team leaders	(34.073€	29.€	33.€
6. Production or Wharehouse operators	27.€	26.€	27.€

(*) Average number of men and women in group companies in 2024. Include salaries provided by the different companies that have been converted to annual equivalent salaries and converted at the average annual exchange rate in 2024 of the currency of each country to convert them to euros. For confidentiality reasons, salaries of directors and senior management in Spain (C-Suite) are not included.

Wage gap FERSA 2024	
Salary category	Gap
1. Global directors	15 %
2.1 Area manager or Department managers	24,4 %
2.2 Sales managers	-15,6 % (women earn more) 4.6%
3.1 Engineers & Engineering technicians	(women earn more) 4.6%
3.2 Technicians and Administrative	(women earn more) 4.6
4.1 Production shift managers or Wharehouse shift managers	8,4 %
4.2 Maintenance technicians	0 % (no women in the group)
5. Process technicians & Production line or Wharehouse team leaders	(without woman the group) 13,5 %
6. Production or Wharehouse operators	5 %

At FERSA we continue working for equal pay between women and men, as part of our commitment to equity, diversity and inclusion in the workplace. The average salary data corresponding to the year 2024 reflect that, in no , the salary gap exceeds 25% in any of the professional categories analyzed.

In most groups, the wage differential is below 15 %, and in some cases it is even in favor of women. In addition, in certain technical categories

In the case of male-only shifts, the gap does not apply, but we continue to promote measures that favor greater female representation.

These figures are part of the actions included in our Equality Plan, which includes specific measures to guarantee salary equity, promote the presence of women at all professional levels and periodically review our compensation policies. The objective is to ensure that salary differences are based exclusively on objective criteria such as job responsibility, experience or professional performance.

We continue to move towards a fairer, more transparent and inclusive work environment, in line with the principles of equality and non-discrimination that are part of our corporate culture.

Salary gap. The remuneration of equal or median in the company, the median remuneration of directors and including variable remuneration, allowances, indemnities, payments to long-term savings schemes and any other payments disaggregated by gender.

As detailed in the previous section, it is necessary to analyze whether there is a wage gap at the company level, since the amounts indicated in the previous section in Spain include different companies and data on fixed and variable salaries, etc., which must be analyzed separately in order to be able to perform a detailed analysis. In this way it will be possible to establish what the pay gap situation is in the company.

In Spain, for the company FERSA, the remuneration of the jobs, according to the industrial, technology and services agreement for the metal sector of the province of Zaragoza, is above the minimum wages established by the aforementioned agreement.

The minimum remuneration of jobs, to the agreement, compared to the FERSA average in production jobs is as follows:

Year 2022 Spain	Man	Woman
Minimum wage agreement	17.€	17.€
Minimum production wage	21.€	21.€

Year 2023 Spain	Man	Woman
Minimum wage agreement	19.€	19.€
Minimum production wage	21.€	21.€

Year 2024 Spain	Man	Woman
Minimum wage agreement	20.€	20.€
Minimum production wage	21.€	21.€

The salary difference in Fersa complies with the provisions of Royal Decree 902/202, of October 13, on equal pay for men and women.

The salary data of directors, administrators and senior managers are omitted for confidentiality and security reasons for employees and board members, since the number of employees in each category is small and does not guarantee the confidentiality of this data.

Implementation of work disconnection policies

FERSA is an industrial company, and as such, it has not been necessary to regulate the work disconnection. Since 2020, and as a labor flexibility measure, teleworking has been carried out, but with an initially established work schedule.

Labor relations are framed within the current legislation applicable to labor activities, as set forth in the Collective Bargaining Agreements applicable to all employees of Fersa.

Employees with disabilities

FERSA has as a standard in human resources management, compliance with current legislation. In this line, compliance with the legal quota of employability of the 2 % of the permanent staff for people with disabilities is evidenced by the contracts of 5 people on the payroll, in Spain.

One of them is on a part-time contract and the remaining 4 are on a full-time contract.

Another point to point out is that we have had 5 more people through secondment contracts who have worked for FERSA during the year.

FERSA promotes the integration of people with disabilities, as stated in the Code of Conduct.



422 Work organization

Organization of working time

The organization of working time is framed within the current legislation, embodied in the collective bargaining agreements that applied to all FERSA personnel.

FERSA is in compliance with the legislation in force in Spain and with the agreement of the industry, technology and services of the metal sector of the province of Zaragoza.

In Spain, the annual working day in the Zaragoza steel and iron and steel agreement is 1,752 hours, distributed over 219 working days from Monday to Friday.

Terminals are available at the entrance to the facilities to record the workday.

There are temporary work-life balance measures for office personnel, flexible working hours from 7:00 am to 9:00 am and from 4:00 pm to 6:00 pm.

There is a flexible work schedule of 12 hours per week on average to be able to work from home, as needed. A catering service is also available.

which covers the company and , during the year 2024, in addition being available to people on split shifts, has been extended to shift personnel, whereby they can eat at the facility during the week when they work in the afternoon.

Factory personnel work rotating morning, afternoon and night shifts, with 8-hour workdays.

Number of hours of absenteeism

Fersa efficiently manages absenteeism through the Human Resources Department, by monitoring absences, recording them through a control support, and considering absenteeism hours as those caused by occupational illness, non-occupational illness and childbirth leave.

	Total 2022	Hours	Total 2023	Hours	Total 2024	Hours
Absenteeism	3,32 %	37.399	2 %	39.324	2,93 %	63.182
Absenteeism Spain	5,25 %	18.648	5,28 %	21.392	3,39 %	15.436



Measures aimed at facilitating the enjoyment of work-life balance and encouraging the co-responsible exercise of work-life balance by both parents.

The measures adopted to facilitate the enjoyment of work-life balance and encourage the co-responsible exercise of both parents, are carried out through work disconnection policies, which act as levers to job satisfaction and motivation.

and to foster the loyalty of the organization's talent.

Labor relations are framed within the current legislation applicable to labor activities, as set forth in the Collective Bargaining Agreements applicable to all employees of Fersa.

As stated in the different diagnoses of the equality plans of the companies that make up the group, Fersa's objective is based on promoting a culture that facilitates the reconciliation of personal and professional life and co-responsibility, ensuring that the exercise of these rights does not have negative consequences in the professional sphere.

We highlight the most relevant measures to promote co-responsibility and make it compatible organizational and productive needs:

- Leaves of absence
- Paid leave in accordance with the law
- Reduction of working hours
- Adaptation of the work shift



423 Training

Policies implemented in the field of training

The human resources area, with the approval of each department head, and in line with the general guidelines, determines the competencies of all job positions in the organization, with the aim of assigning the most appropriate professional to the needs of each position.

Present or future training needs are established by the Management together with the HR department, and are subsequently included in the Training Plan of the group's three main sites in Spain, Austria and China. At present, in Brazil and the USA, due to the small size of the workforces, no monitoring indicators have been established for the time being.

Once the training needs in each area have been detected by means of the Performance Evaluations carried out annually and reviewed every six months, together with the conclusions obtained by the heads of the different departments, activities and actions are proposed to help reinforce the necessary knowledge and skills.

The training plans are then evaluated in order to check their effectiveness and, through the Training Plan, they are carried out in the organization to correctly develop their process. a follow-up.

In addition, activities are periodically included involve, raise awareness and sensitize people about importance of their activity for the organization and how it contributes to the achievement of the organization's objectives.

Total number of training hours by professional category

On-the-job training and education are crucial for the development and success of FERSA's employees. In a dynamic business environment, constant updating of skills and knowledge is essential to maintain relevance and operational efficiency.

At FERSA, focusing on training allows employees to adapt to technological changes and contribute to the growth of the organization. It also fosters a learning environment that encourages talent retention and promotes innovation. In an ever-changing business world, continuous training is not only strategic, but essential to FERSA's continued success.

OVERALL INDICATOR OF TOTAL FERSA TRAINING HOURS 2024

Total employees FERSA	Total training hours in 2024	Ratio hours/worker
891	13.196	14,81

INDICATOR BY SITE OF TOTAL FERSA TRAINING HOURS 2024

Headquarters Zaragoza (Spain)

Hour/worker ratio	FERSA SPAIN 2022	FERSA SPAIN 2023	FERSA SPAIN 2024
Training hours	2.904	3.913	4.233,75
No. of employees	230	240	250
Ratio hours/worker	12,63	16,3	16,94

	2022		2023		2024	
By professional category and gender	Man	Woman	Man	Woman	Man	Woman
Management team (1)	159	53	105	44	250,5	245,5
Managers and Area sales manager (2)	316	94	368	325	679	235
Technicians and Administrative (3)	570	630	1.149	831	1.652,50	972,5
Rest (production, maintenance, etc.) (4)	969	113	1.011	80	195,75	3

Headquarters Jiaxing (China)

Hour/worker ratio	FERSA JAIXING 2022	FERSA JIAXING 2023	FERSA JIAXING 2024
Training hours	-	4.854	4.637
No. of employees	-	237	240
Ratio hours/worker	-	20,48	19,32

	2022		2023		2024	
By professional category and gender	Man	Woman	Man	Woman	Man	Woman
Management team (1)	-	-	60	50	80	20
Managers and Area sales manager (2)	-	-	60	50	176	80
Technicians and Administrative (3)	-	-	1.110	600	1.246	530
Rest (production, maintenance, etc.) (4)	-	-	1.894	1.030	1.620	885

Sedes Lodhika & Surendranagar (India)

Hour/worker ratio	FERSA INDIA 2022	FERSA INDIA 2023	FERSA INDIA 2024
Training hours	-	3.069,60	3.202
No. of employees	-	262	305
Ratio hours/worker	-	11,72	11,5

	2022		2023		2024	
By professional category and gender	Man	Woman	Man	Woman	Man	Woman
Management team (1)	-	-	257	40	-	-
Managers and Area sales manager (2)	-	-	457	0	712	30
Technicians and Administrative (3)	-	-	573,5	32,5	850	20
Rest (production, maintenance, etc.) (4)	-	-	1.606,10	103,5	1.500	90

Styer Headquarters (Austria)

Hour/worker ratio	FERSA AUSTRIA 2022	FERSA AUSTRIA 2023	FERSA INDIA 2024
Training hours	-	1.667	1.123,30
No. of employees	-	119	96
Ratio hours/worker	-	14,01	11,7

	2022		2023		2024	
By professional category and gender	Man	Woman	Man	Woman	Man	Woman
Management team (1)	-	-	264,25	117,5	193,6	28,7
Managers and Area sales manager (2)	-	-	91,5	63,55	18	16,9
Technicians and Administrative (3)	-	-	191,25	548,26	276,47	255,63
Rest (production, maintenance, etc.) (4)	-	-	363,25	27	92,12	10,6

4.24 Accessibility

Universal accessibility for people with disabilities

As established by current legislation, the organization's occupational risk prevention management has an action protocol that guarantees the protection of workers with disabilities, in terms of this area considered as a "particularly sensitive worker".

To this end, risk assessments include a section on particularly sensitive workers.

This protocol includes the communication to the External Prevention Service, the risk assessment of the employee's job with the existing limitations, as well as the adaptation of his or her job position as appropriate in each case.

Likewise, possible difficulties that may exist in relation to their access to the workplace and use of facilities, and their application of the Emergency Plan in force in the company, are contemplated and evaluated in order to make the necessary adaptations and changes if necessary.

In other countries, the certification of plants to the Safety and Health Management Standard, ISO 45001:2018, establishes the methodology and systematicity for compliance with requirements.



425 Equality

In Spain and by virtue of the provisions of Organic Law of

3/2007 of March 22 for effective equality between men and women, which recognizes that equality is universal legal principle on human rights, making it mandatory to promote working conditions that avoid situations of harassment, establishing procedures for its prevention and providing a channel for complaints, the Plan for the Prevention of Harassment, the Plan for the Prevention of Harassment, the Plan for the Prevention of Harassment and the Plan for the Prevention of Harassment.

Equality, which has a legal obligation, will establish some actions aimed at each and every area of Fersa.

Equality plans (Chapter III of Organic Law 3/2007, of March 22, 2007, for the effective equality of women and men), measures adopted for the following purposes
promoting employment, protocols against sexual and harassment, integration and universal accessibility for people with disabilities

In accordance with Spanish legislation, FERSA began the development of the Equality Plan in 2021-2022, "Ley Organic Law 3/2007 and Royal Decree-Law 6/2021 of March 1, on urgent measures to guarantee equal treatment and opportunities between women and men in employment and occupation", and to developments in the social sphere.

The purpose of the Equality Plan is framed within the measures aimed at promoting the culture of equality in the company, and in case of detection of the need, to balance the participation of women and men and to ensure equal treatment and work opportunities, as well as to guarantee mutual respect internally and externally, and non-discrimination for any type of cause.

In the year 2023, a merger by absorption of the company FERSA Innova takes place. For this reason, in November 2023 these workers are transferred to the company FERSA.

In the year 2023, a diagnosis of the plan of both companies and measures to present the plan of both companies for the year 2022 were made, but due to the requirement of the labor authority and in order to obtain a real picture of the situation of the merger, it was determined that a new plan be made with the inclusion of all the workers that now make up the company; , during the year 2024 the plan was completed and it was registered on July 5, 2024 with the registration number 2844.



Measures taken to promote equal treatment and opportunities for women and men

Within the measures to be implemented in the Equality Plan, the main actions are aimed at establishing actions in these areas:

1. Encourage the development of materials that incorporate the gender perspective.
2. Reflect the company's commitment to equal opportunities between men and women.
3. Guarantee selection processes and access to employment with equal opportunities for men and women.
4. Establish egalitarian classification processes without gender bias.
5. Promote equal opportunities among the entire workforce in terms of training.
6. Eliminate labor inequalities and imbalances that may exist between men and women.
7. Ensure working conditions and environment free of gender bias or discrimination.
8. Guarantee equal pay for men and women.
9. Eliminate gender bias in career choice.
10. Prevent situations of sexual and harassment.

In the case of maternity, workers who are on maternity leave coinciding such situation with the preset vacation periods, may enjoy the same immediately after the end of such situation, always at their choice and interest. In the case of paternity, the worker may combine the vacation period of that calendar year with the rest derived from that situation in the the birth of the child, provided that circumstances allow it.

In addition, the breastfeeding stage of a child under nine months of age is facilitated, being entitled to one hour of absence from work, which may be divided into two fractions. It is possible to choose between using this leave in the indicated manner or accumulating the time resulting from maternity leave.



Policy against all types of discrimination and, where applicable, diversity management

Fersa's Code of Conduct ensures the working conditions of employees and establishes requirements against all types of discrimination and, where appropriate, diversity management, through principles of action, such as:

- **COMPLIANCE WITH REGULATIONS**, ensuring compliance with the law and human rights, showing **TRANSPARENCY** in our internal and external processes; and **CONFIDENTIALITY** of the information entrusted to us by our customers and suppliers and which is essential in our activity. In particular, Fersa ensures compliance with the provisions of the Spanish Criminal Code or within the framework of the criminal regulations that may be applicable in any of the sites that make up Fersa.
- **INTEGRITY**, which generates trust, a fundamental value of FERSA, each one of us assuming our functions with the necessary dedication; and being responsible with the consequences that our actions and decisions have on others, which together with the **INVOLVEMENT** of all the members of FERSA is the key to achieve an ethical environment.
- **CARE** for our employees, through **RESPECT FOR PEOPLE**, for their dignity and fundamental rights; and for the **CULTURAL DIVERSITY** of the places where we operate and for the diversity of our members.

- **RESPECT FOR THE ENVIRONMENT, OCCUPATIONAL SAFETY AND RESPONSIBILITY SOCIAL**, since the performance of our activities The company's commitment to respecting the environment, the law and ethics contributes to a better world and a safe and sustainable environment.
- The **QUALITY and EXCELLENCE** of our products and services to obtain the loyalty of our customers.

Protocol for prevention and action against harassment in the workplace.

As part of our commitment to a safe, respectful and inclusive work environment, FERSA has a protocol for prevention and action against harassment at work, which establishes the necessary procedures to prevent, detect and act in the event of any situation of harassment, moral, sexual or gender-based. This protocol guarantees the protection of employees and reinforces our policy of zero tolerance for any form of discrimination or violence in the workplace.

The protocol contemplates the existence of confidential communication channels and support measures for the affected persons. The actions are carried out under principles of confidentiality, respect and objectivity, ensuring fair and rigorous treatment in each case.

This procedure is linked to FERSA's Whistleblower Channel, a secure, anonymous and accessible tool for all employees and stakeholders. Through this channel, it is possible to confidentially report any irregular conduct, including possible cases of harassment, discrimination or violation of fundamental rights.



426 Information on respect for human rights

Management approach

FERSA establishes as a fundamental principle to guarantee compliance with the laws and postulates on the respect human rights, for the benefit of people, customers, shareholders... in general, of all .

To this end, the company prevents risks of human rights violations by establishing clear mechanisms and policies.

In this line, and with the aim of reinforcing its commitment in this area, in 2024 FERSA launched its corporate Human Rights Policy. This document gathers the essential principles that guide the organization in the protection and promotion of human rights, aligning its operations with international standards and ensuring safe, inclusive and respectful work environments.

Our commitment:

- Create a hiring culture that attracts diverse talent and allows you to hire the right person for a position without diversity being an obstacle.
- Invest in programs to develop and retain a diverse workforce.
- rules, processes, policies and inequalities that lead to situations of exclusion.
- Provide opportunities for employees to learn about their unconscious biases and to learn and accept the differences of others.
- To help all employees feel physically and psychologically safe.
- To support and improve the local communities in which we work and live.

Fersa's corporate principles and values are established through the Code of Conduct, a general guideline of behavior or action, with respect to all business and social agents, for regulatory compliance and responsible practices, mandatory for companies and individuals that make up the organization.

The monitoring and control of compliance with the Code Conduct is the responsibility of senior management, which establishes the application and sanction guidelines, if applicable, within the local legislation in force.

Human rights management: prevention of risks of human rights abuses and, where appropriate, measures to mitigate, manage and redress possible abuses committed

At Fersa, ethics and transparency, our core value, is what makes the difference. The Code of Conduct defines what it means to act with integrity at FERSA and provides guidelines on the policies of and support resources, provides a roadmap for dealing with situations where business decisions may not be so straightforward or obvious.

For its implementation, the organization has carried out an extensive and thorough analysis of all its internal and external procedures to assess the risks inherent in each area of activity, with the aim of implementing measures to achieve a preventive and proactive position that demonstrates an effective control against behaviors that may pose a risk.

The objectives established in the Code of Conduct are inspired by the fundamental principles of the International Labor Organization (ILO) and consider, in addition to national legislation, ILO Convention Nos. 29, 87, 98, 100, 105, 111, 138 and 182, which we summarize as:

- Free choice of occupation
- No to discrimination
- No to child labor
- Freedom of association
- Remuneration
- Working hours
- Labor, health and environmental protection
- Qualification

Complaints of human rights violations

During 2024, the organizations that make up FERSA have handled a total of five complaints. All of them have duly processed and are now closed.

FERSA reaffirms its commitment to ethics and transparency, guaranteeing effective mechanisms for the detection and management of possible irregularities.

Promotion and compliance with the provisions of the fundamental conventions of the International Organization related to:
respect for freedom of association and the right to collective bargaining; elimination of discrimination in respect of employment and occupation;
the elimination of forced or compulsory labor; the effective abolition of child labor; and

As established in the Code of Conduct, Fersa applies due diligence procedures in human rights, aligned with the promotion and compliance of the provisions of the ILO fundamental conventions, related to the respect for freedom of association and the right to collective bargaining, the elimination of the discrimination in respect of employment and occupation, the elimination of forced or compulsory labor, and the effective abolition of child labor.

The management's objective is to disseminate and raise awareness of the Code of Conduct throughout the company's value chain.

In this way, in relation to human rights, the organization complies with the required standards, in with current legislation, so that both managers and employees, as well as all agents involved in its value chain, perform their duties with responsibility, diligence and transparency, ensuring an adequate control system to prevent and detect compliance risks.

Its scope focuses on different aspects of non-compliance: harassment or intimidation, bribery or kickbacks, product quality issues, accounting or financial issues, environmental, health or safety issues, theft, any other violation of our Code of Conduct or the law.



427 Information related to the fight against corruption and bribery

Management approach

FERSA's business model is based on corporate principles and values, which translate into a commitment to the customer, collaboration with suppliers, mutual respect with employees, the timely information to shareholders and commitment to society, establishing a corporate culture that recognizes the organization.

FERSA understands that honesty and responsibility is an indispensable requirement to guarantee and safeguard the integrity and the balance between objectives and stakeholder expectations. For this reason, the Code of Conduct sets out the basic criteria for action and commitments relating to the fight against corruption and bribery, being mandatory for the performance of the professional activities of all employees and managers.

Anti-corruption and anti-bribery management: measures taken to prevent corruption and bribery and to combat money laundering

The specific behavioral criteria for each of the groups and persons with whom FERSA deals with are as follows. The company's business activities are inspired and applied in accordance with the strictest compliance with the legal system and an honest and responsible behavior.

Measures to prevent corruption and bribery and to combat laundering, has as its main objective to ensure compliance with the rules, and internal policies and regulations relating to:

1. The application and dissemination of the Code of Conduct.
2. Crime prevention and the fight corruption and bribery.

The work plan to be established with the implementation and deployment of the Code of Conduct focuses on the following prevention, training and dissemination of the principles, for the mitigation of risks and potential non-compliance by means of:

- Identification of risk activities.
- Implementation of policies and procedures.
- The establishment of controls.
- Responsible performance evaluation.

In this way:

- Under no circumstances offer or authorize a payment to influence a business decision, obtain or retain business, or secure an unfair advantage;
- In no case, personally accept cash or cash equivalents from a supplier or customer;
- We ensure that employees never use supplier relationships for personal gain;
- Control the people who collaborate, including agents who do not work directly for FERSA;
- Record all transactions and payments accurately and truthfully;
- Maximum diligence and rigor with government officials and authorities.

Bribery is defined as giving or offering something of value to a decision-maker in order to influence a favorable business outcome or to influence a favorable business outcome. thanks for it. We must always avoid any action that could be construed as a bribe, and this includes actions taken by third parties working on behalf of the company in any capacity.

In addition, FERSA applies preventive and control measures aimed at avoiding the use of the economic system for illicit purposes, including:

- Verification of the identity and legitimacy of business partners, customers and suppliers prior to establishing business relationships.
- Continuous monitoring of financial operations and economic transactions to detect unusual or suspicious activities.
- The establishment of controls on transactions involving cash payments or international transfers.
- Cooperation with control authorities and agencies when necessary.

These actions are part of a compliance model that protects the integrity of the organization and reinforces its commitment to ethical and transparent behavior.

Contributions to foundations and non-profit entities.

At FERSA, one of our core values is to be part of the community, with the desire and responsibility to support the communities in which we operate. works and lives, a strategic instrument for the development of the environment.

*See section "Relationships with stakeholders modalities of dialogue with stakeholders".

Occupational health and safety conditions

Each of the organizations that make up FERSA have defined the health and safety conditions at work in accordance with the legislation that regulates this aspect in each country. In Spain, Fersa has its corresponding Prevention Plan, which establishes an organization of prevention based on the constitution of an External Prevention Service for the four specialties of prevention: occupational safety, ergonomics and applied psychosociology, industrial hygiene, and health surveillance. Likewise, and in accordance with article 28 of the Occupational Risk Prevention Law, it has a Health and Safety Committee.

, both when process are planned and when new tasks or projects are implemented, the application of preventive measures to ensure the safety and health of workers is a priority.

In 2024, FERSA's health and safety area carried out the following preventive work:

- Risk assessment and/or re-evaluation of all jobs and workplaces.
- Implementation of improvements and measures applied to the risk assessment.
- Investigations and reports of accidents, incidents and risk situations occurring in the company.
- Training and information for workers health and safety, welfare and first aid.
- Information on how to act in the event of an emergency, according to the Emergency Plan, as well as the performance of drills and tests.
- Health surveillance of workers, planning and carrying out medical check-ups, as well as health monitoring in high-risk jobs. Special campaigns were carried out flu vaccination or glaucoma detection.
- Safety week.
- Safety Champions program in the production and logistics areas, to actively identify risks in the production and logistics areas. and propose measures to eliminate or reduce it. **In 2024, the following were reported 100 unsafe situations through this group.**
- 360° Wellness Program, with the main objective of employee care and with support for the comprehensive management of employee health, from the detection of unsafe situations to preventive and proactive monitoring of health status.
- Ergonomic adaptation of the most demanding workstations and preventive treatment by physiotherapy service.

428 Health and Safety

FERSA's Health and Safety Policy guarantees a reference framework for the reduction of occupational risks, and takes on new challenges such as health promotion, thus contributing to the improvement of the physical and mental state, which favors the quality of life of the company's employees.

All activities related to health and safety are strategic in Fersa, and aimed at substantially increasing the company's preventive culture.

Each group company is responsible for integrating prevention into the daily performance of its activities. To achieve this, the group is developing a continuous and transversal awareness-raising effort, focused on the identification of risks to the health and safety of workers, the implementation of preventive measures to eliminate or reduce these risks, and the identification and correction of unsafe behavior.

To guarantee the achievement of this objective, FERSA integrates health and safety at all levels and processes by means of:

- Identification and risk assessment of all jobs.
- Planning of the preventive activity.
- Training and promotion of safe behaviors and habits.
- Adequate communication to encourage employee participation.
- Integration of suppliers and contractors.
- Collaboration with Public Administrations.
- Compliance with legislation.

Occupational accidents, in particular their frequency and severity, as well as occupational diseases, disaggregated by sex.

FERSA 2024 ACCIDENT RATE INDICATOR FOR EACH LOCATION

Zaragoza Headquarters

	2022	2023	2024
Occupational accidents with sick leave	8	1	6
Occupational accidents without sick leave	11	9	5
<i>In-itinere</i> occupational accidents	2	2	0
Frequency index	25,65	3,27	18,02
Incidence rate	39,91	5,25	2.343,75
Severity index	1,17	0,01	0,77
Average duration index	45,87	4	42,67
Occupational diseases	0	0	0

At the Zaragoza site, 100% of the accidents occurred to men.

China Headquarters

	2022	2023	2024
Occupational accidents with sick leave	1	2	0
Occupational accidents without sick leave	4	3	0
<i>In-itinere</i> occupational accidents	0	0	0
Frequency index	2,04	2,89	0
Incidence rate	7,69	13,33	0
Severity index	2,04	0,03	0
Average duration index	1	10	0
Occupational diseases	0	0	0

NKE Austria plant (STEYR)

	2022	2023	2024
Occupational accidents with sick leave	5	4	2
Occupational accidents without sick leave	2	3	4
<i>In-itinere</i> occupational accidents	7	7	0
Frequency index	7,8	25,88	12,57
Incidence rate	136,9	63,49	4.347,83
Severity index	0,35	0,14	0,04
Average duration index	4,49	5,33	3
Occupational diseases	0	0	0

At the Austrian site, 100 % of the accidents occurred to men.

India Headquarters

	2022	2023	2024	
			FACTORY 1 (P1000)	FACTORY2 (P5000)
Occupational accidents with sick leave	-	5	1	1
Occupational accidents without sick leave	-	3	2	0
<i>In itinere</i> occupational accidents	-	6	0	0
Frequency index	-	0,57	1,5	4,165
Incidence rate	-	14,29	0,26	0,63
Severity index	-	0,05	2,19	3,1
Average duration index	-	9	15	9
Occupational diseases	0	0	0	0

At the India site, 100 % of the accidents occurred to men.

To highlight that the performance of the health and safety system at the China headquarters has improved significantly, achieving zero accidents and occupational diseases in 2024, reflecting successful management of occupational prevention and safety.

There have been no occupational accidents or occupational diseases in the rest of the group's sites and warehouses.



429 Social relations

Organization of social dialogue, including procedures for informing and consulting with personnel, as well as for negotiating with them

As it could not be otherwise, and as recognized in the document Mission, vision and values: "FERSA is committed to ETHICAL values. We are transparent and upright in all our actions". Proof of this can be seen in the constant collaboration of top management with the workers' representatives through the committee. and trade unions, the result of understanding the years.

Labor relations are framed within the current legislation that applies to activities in the labor field, mainly embodied in collective bargaining agreements, in the applicable countries.

In accordance with the activity, Fersa complies with all the labor legislation that affects all the employees of the entity, in Spain the general statute of workers and specific agreement of application.

The members of the works council are present all the committees required by current legislation mainly health and safety.

Percentage of employees covered by collective bargaining agreements by country

Collective bargaining agreements and the Workers' Statute applied to all personnel dependent () on Fersa. In countries where there are no collective bargaining agreements, local regulations are adhered to.

Review of collective bargaining agreements, particularly in the field of occupational safety and health

In Spain, the collective bargaining agreements of Fersa's plants do not establish specific clauses related to health and safety, urging compliance with current legislation (Law 31/95, Law 54/2003, RD 39/97...).

As it has been shown, Fersa has set up an external prevention service that assumes all the preventive specialties. It also carries out the promotion of health, safety and welfare at work, as one of the basic programs of monitoring and control of the workers' condition.

In the rest of the countries whose headquarters have factories, all of them are certified under the ISO 45001:2018 Occupational Health and Safety Standard.



4.3 With the environment

Aware of the importance of sustainability in the management of companies, FERSA has a specific area for the control and coordination of all environmental activities.

The area of sustainable development is very important for FERSA, which understands sustainability as the fact of satisfying present needs without compromising the possibilities of future generations.

Environmental protection occupies a prominent place in the management policy, not only in terms of caring for the natural environment, but also in terms of reducing the impact caused by the business activity throughout entire life cycle of the products.

Fersa assumes the commitment to preserve and protect the environment promoted by the group to which it belongs, as a strategic factor of the company that is taken into account in all its activities, developing its business in a responsible manner, and in compliance with safety, health and environmental legislation.

This commitment is based on the basic principles defined by Fersa, which each plant and its management assume as their own, and which are defined below:

- Give top priority to the health and safety employees, contractors and visitors, in the belief that all incidents are preventable.
- Adopting sustainable business practices to minimize energy and water consumption, emissions and the generation of waste.
- Continuously improve, as a world leader, our performance in the areas of health, safety and environment.
- Collaborate with customers, suppliers and contractors to promote excellence in health, safety and environmental matters.
- Contribute to and support the communities in which we work and live.

Compliance with these basic principles in a constant and diligent manner is the basis for protecting, preserving and improving the environment in which we work and live, always seeking the involvement and participation of different stakeholders with whom Fersa interacts, so that such improvements are beneficial for all involved.

In order to achieve the business objectives, the commitment to sustainability and the fight against climate change, FERSA establishes:

1. Environmental protection and conservation as a priority objective.
2. Compliance with existing legislation and regulations.
3. The promotion environmental responsibility among all employees.
4. Monitoring and control of the environmental aspects of production processes and products throughout their life cycle.
5. Calculation of the organization's carbon footprint, disclosure and consideration of the same in the evaluation of environmental impacts.
6. Awareness and constant communication.

FERSA's Environmental Management System is certified according to ISO 14001 version 2015 in all of the group's production plants.

431 European taxonomy

In relation to the taxonomy of the European Union, FERSA has carried out an analysis of its applicability according to the activities described in the regulations in force.

Delegated Regulation (EU) 2021/2139, as amended by Delegated Regulation EU) 2023/2485, has incorporated new economic categories, including the "Manufacture automotive and mobility components" (section 3.18) and the "Manufacture of automotive and mobility components" (section 3.18). "Manufacture of railway rolling stock components". (section 3.19). These activities are considered "facilitating" activities within the taxonomy when they meet the technical criteria of "substantial contribution to the mitigation of climate change". climate change" and "no significant harm" to the rest of the world. of environmental objectives.

FERSA has identified that a relevant part of its turnover in 2024 can be classified as eligible economic activity under these headings, as it develops and markets components that improve energy efficiency and contribute to sustainable mobility. These include the following:

- **HiPro bearings:** designed to reduce friction and performance in industrial applications, contributing to energy efficiency (activity 3.19).
- **Supply to railroads:** manufacture of components for trains, in line with low-emission mobility (activity 3.18).
- **Components for windmills:** aimed at facilitating the transition to renewable energies by reducing mechanical losses (activity 3.19).

In addition, FERSA has analyzed other activities classified as eligible and aligned with the European taxonomy in terms of investments (CapEx) and operating expenses (OpEx), especially in areas such as energy efficiency, sustainable mobility, waste management, environmental training and certifications.

In economic terms, these activities represent a significant volume of business:

Category	Activity	Turnover (€)
(Products) (HiPro)	Prevention and control of pollution	22.967.793
Rail	Sustainable mobility (3.18)	4.021.889
(Windmills) (wind)	Renewable energies / energy efficiency (3.19)	18.304.266

While the analysis of full alignment with the technical criteria established by the taxonomy requires an additional level of technical verification, the results obtained indicate that a substantial part of Fersa's activities contribute positively to the EU's climate and environmental objectives.

Therefore, **the EU taxonomy does apply** to this report. This exercise is part of Fersa's commitment to sustainability, transparency and continuous improvement of its environmental performance, aligned with its global strategy of positive impact.



Criteria for substantial contribution to environmental objectives

FERSA has identified economic activities that make a substantial contribution to its objectives defined in the EU Taxonomy Regulation. The main substantial contribution criteria applicable to the company's eligible activities in relation to each of the six objectives are detailed below:

1. Climate change mitigation

FERSA's activities contribute to this objective through:

- The reduction of mechanical friction in bearings and components, improving the energy efficiency of the equipment where they are installed.
- The supply of components for electric, hybrid and rail vehicles, which significantly reduce greenhouse gas emissions activity 3.18).
- The development of products for windmills and other renewable energy applications (activity 3.19), which reduce the use of fossil fuel-based energy sources.

2. Adaptation to climate change

Although the full alignment has not yet been assessed, FERSA's activities have the potential to contribute through:

- The design of more durable and resistant components, suitable for changing climatic conditions.
- Improving critical systems in climate-sensitive sectors, such as transportation or renewable energy, helping to increase their resilience.

3. Sustainable use and protection of water and marine resources

During 2024, an analysis of contracts and processes will be initiated to identify activities related to this objective. Lines of work will include:

- Production processes with optimized water consumption.

- Identification of possible impacts in the management and treatment of wastewater or effluents.

4. Transition to a circular economy

FERSA's activities advance in this line by means of:

- The design of long-lasting, high-performance products that reduce the frequency of replacement and minimize waste.
- Promotion of maintenance, reconditioning and repair as an alternative to replacement.
- The development of modular solutions that extend the service life of key components in industrial sectors.

5. Pollution prevention and control

FERSA contributes to this objective :

- The use of clean technologies that reduce emissions and energy consumption in the equipment where its products are integrated.
- Reducing the use of polluting materials by improving the design of products such as HiPro bearings.
- Process optimization to minimize waste and indirect emissions.

6. Protection and restoration of biodiversity and ecosystems

This objective will be further evaluated in 2024, although potential contributions are identified :

- The supply of components for clean infrastructures (such as wind farms) installed in natural environments, always under minimum impact criteria.
- The use of efficient and durable products that reduce pressure on natural resources.

Key performance indicators

Delegated Regulation (EU) 2021/2178 - Annex II.

Indicator	Applicable objectives	Ratio aligned with taxonomy
Turnover (net sales)	Mitigation of climate change	24 %
Capital expenditures (CapEx)	Adaptation to climate change	
	Mitigation of climate change	3,9 %
Operating expenses (OpEx)	Adaptation to climate change	
	Mitigation of climate change	2 %
	Adaptation to climate change	

TURNOVER (NET SALES) ACCORDING TO GREEN TAXONOMY

Economic activities	Codes	Absolute turnover (€)	Share of turnover (%)	Climate change mitigation (Y/N/EL)** (Y/N/EL)**	Adaptation to climate change (Y/N/EL)** (Y/N/EL)**	Water (Y/N/EL)** Water (Y/N/EL)**	Contamination (Y/N/EL)** (Y/N/EL)**	Circular economy (Y/N/EL)**	Biodiversity (Y/N/EL)**	Criteria for absence of material injury	Climate change mitigation (Y/N)	Adaptation to climate change (Y/N)	Water and marine resources (Y/N)	Circular economy (Y/N)	Contamination (Y/N)	Biodiversity and Ecosystems (Y/N)	Proportion of sales that are	Facilitating activity category (*)	Economic activities
A. ELIGIBLE ACTIVITIES ACCORDING TO TAXONOMY																			
A.1 Environmentally sustainable activities (to the taxonomy)																			
Turnover from environmentally sustainable activities (conforming to the taxonomy) (A.1)		26.989.683	14,5														59,59		
Of which: facilitators		22.967.793	12,4														50,71		
Of which: transitional		4.021.890	2,17														8,88		
A.2 Taxonomy-eligible but not environmentally sustainable activities (activities that do not comply with the taxonomy)																			
Turnover from taxonomy-eligible but not environmentally sustainable activities (A.2)		18.304.266	9,87														40,41		
Total (A.1+ A.2)		45.293.950	24,4														100		
B. INELIGIBLE ACTIVITIES ACCORDING TO THE TAXONOMY																			
Turnover from non-taxonomy-eligible activities (B)		140.202.284	75,6																
Total (A+ B):		185.496.234	100																

(**) Y: Yes, activity eligible under the taxonomy and conforming to the taxonomy in relation to the relevant environmental objective; N: No, activity eligible, but not conforming to the taxonomy in relation to the relevant environmental objective; and N/EL: not eligible, activity not eligible under the taxonomy for the relevant environmental objective.

In fiscal year 2024, 24.29 % of the organization's turnover corresponded to eligible economic activities according to the European Union's Green Taxonomy. Of this total, 14.48% corresponds to environmentally sustainable activities (aligned with the taxonomy), of which 12.32% are enabling activities and 2.16% are transition activities.

The additional 9.82% corresponds to activities that are eligible but do not meet the technical criteria or the requirements of not causing significant harm (DNSH).

The remaining 75.71% of the turnover corresponds to activities that are not eligible according to the taxonomy.

INVESTMENTS (CAPEX) ACCORDING TO THE GREEN TAXONOMY

Economic activities	Codes	CapEX (€)	Capex ratio (%)	Substantial contribution criteria						No significant harm criteria ("No significant harm").						Minimum guarantees (Y/N)	Proportion of CAPEX complying with	Facilitating activity category (F)	Transaction activity category (T)
				Climate change mitigation (Y/N/EL)** (Y/N/EL)** (Y/N/EL)**	Adaptation to climate change (Y/N/EL)** (Y/N/EL)**	Water (Y/N/EL)** Water (Y/N/EL)** Water	Contamination (Y/N/EL)** (Y/N/EL)** (Y/N/EL)**	Circular economy (Y/N/EL)**	Biodiversity (Y/N/EL)**	Climate change mitigation (Y/N)	Adaptation to climate change (Y/N)	Water and marine resources (Y/N)	Circular economy (Y/N)	Contamination (Y/N)	Biodiversity and ecosystems (Y/N)				

A. ELIGIBLE ACTIVITIES ACCORDING TO TAXONOMY

A.1 Environmentally sustainable activities (to the taxonomy)

Installation, maintenance and repair of energy-efficient equipment	MCC 7.3	245.329	3,29	S	N/EL	N/EL	N/EL	N/EL	N/EL	S	S	S	S	S	S	S	83,66	F
Installation, maintenance and repair of recharging stations for electric vehicles	MCC 6.15	3.066	0,04	S	N/EL	N/EL	N/EL	N/EL	N/EL	S	S	S	S	S	S	S	1,05	F
Other (sustainable mobility)	MCC 3.3	33.028	0,44	S	N/EL	N/EL	N/EL	N/EL	N/EL	S	S	S	S	S	S	S	11,26	F
CapEX of environmentally sustainable activities (that comply with the taxonomy) A.1)		281.423	3,77														95,96	
Of which: facilitators		281.423																
Of which: transitional		0																

A.2 Taxonomy-eligible but not environmentally sustainable activities (activities that do not conform to the taxonomy)

				(EL; N/EL)**	(EL; N/EL)**	(EL; N/EL)**	(EL; N/EL)**	(EL; N/EL)**	(EL; N/EL)**
Collection and transportation of non-hazardous waste in segregated fractions at origin	EC 5.1	11.837	0,16	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL
CapEx of taxonomy-eligible but not environmentally sustainable activities (activities that do not conform to the taxonomy) (A.2)		11.837							
Total (A.1+ A.2)		293.260							

B. INELIGIBLE ACTIVITIES ACCORDING TO THE TAXONOMY

CapEx of ineligible activities according to taxonomy (B)	0	0	
Total (A+ B):	293.260	3,93	

(*) CCM: Climate change mitigation; CCA: Climate change adaptation; and CE: Circular economy. (**) Y: Yes, activity eligible under the taxonomy and compliant with the taxonomy for the relevant environmental objective; N: No, activity eligible but not compliant with the taxonomy for the relevant environmental objective; and N/EL: Not eligible, activity not eligible under the taxonomy for the relevant environmental objective.

(***) EL: eligible activity according to the taxonomy for the relevant objective and N/EL: non-eligible activity according to the taxonomy for the relevant objective.

In accordance with Annex II of Delegated Regulation (EU) 2021/2178, an activity may meet several environmental objectives for which it is eligible. The most relevant environmental objective for the purpose of calculating key performance indicators is indicated in bold in order to avoid double counting.

EXPENSES (OPEX) ACCORDING TO GREEN TAXONOMY

				Substantial contribution criteria						Criteria for no significant harm ("No significant harm").									
Economic activities	Codes	Absolute Opex (€)	Opex ratio (%)	Climate change mitigation (Y/N/EL)** (Y/N/EL)** (Y/N/EL)**	Adaptation to climate change (Y/N/EL)** (Y/N/EL)**	Water (Y/N/EL)** Water (Y/N/EL)** Water	Contamination (Y/N/EL)** (Y/N/EL)** (Y/N/EL)**	Circular economy (Y/N/EL)**	Biodiversity (Y/N/EL)**	Climate change mitigation (Y/N)	Adaptation to climate change (Y/N)	Water and marine resources (Y/N)	Circular economy (Y/N)	Contamination (Y/N)	Biodiversity and Ecosystems (Y/N)	Minimum guarantees (Y/N)	Proportion of sales that are	Facilitating activity category (F)	Transaction activity category (T)
A. ELIGIBLE ACTIVITIES ACCORDING TO TAXONOMY																			
A.1 Environmentally sustainable activities (to the taxonomy)																			
Collection and transportation of non-hazardous waste in segregated fractions at origin	EC 5.1	13.037	0,08	S	N/EL	N/EL	S	N/EL	N/EL	S	S	S	S	S	S	S	S	F	
Wastewater treatment and water management	ACC 5.3	189.918	1,14	S	N/EL	N/EL	S	N/EL	N/EL	S	S	S	S	S	S	S	S	F	
Urban and suburban passenger transportation and shared vehicles	MCC 6.15	27.192	0,16	S	N/EL	N/EL	S	N/EL	N/EL	S	S	S	S	S	S	S	S	F	
Environmental verification, validation and certification activities	EC 9.1	46.682	0,28	S	N/EL	N/EL	S	N/EL	N/EL	S	S	S	S	S	S	S	S	F	
Environmental education, training and awareness-raising activities	EC 9.2	5.627	0,03	S	N/EL	N/EL	S	N/EL	N/EL	S	S	S	S	S	S	S	S	F	
OpEx of environmentally sustainable activities (conforming to the taxonomy) (A.1)		282.457	1,70																
Of which: facilitators		282.457	1,70																
Of which: transitional		0	0,00																
A.2 Taxonomy-eligible but not environmentally sustainable activities (activities that do not conform to the taxonomy)																			
				(EL; N/EL)**	(EL; N/EL)**	(EL; N/EL)**	(EL; N/EL)**	(EL; N/EL)**	(EL; N/EL)**										
Collection and transportation of non-hazardous waste in segregated fractions at origin	0	0	0																
OpEx of eligible activities according to the taxonomy but not environmentally sustainable (activities that do not conform to the taxonomy) (A.2)		0																	
Total (A.1+ A.2)		282.457																	
B. INELIGIBLE ACTIVITIES ACCORDING TO THE TAXONOMY																			
Maintenance of renewable energy systems	MCC 7.6	52.481	0,31																
OpEx of ineligible activities according to taxonomy (B)		52.481	0,31																
Total (A+ B):		334.938	2,01																

(*) CCM: Climate change mitigation; CCA: Climate change adaptation; and CE: Circular economy.

** Y: Yes, activity eligible under the taxonomy and conforming to the taxonomy in relation to the relevant environmental objective; N: No, activity eligible, but not conforming to the taxonomy in relation to the relevant environmental objective; and N/EL: not eligible, activity not eligible under the taxonomy for the relevant environmental objective.

*** EL: eligible activity according to the taxonomy for the relevant objective and N/EL: non-eligible activity according to the taxonomy for the relevant objective.

In accordance with Annex II of Delegated Regulation (EU) 2021/2178, an activity may meet several environmental objectives for which it is eligible. The most relevant environmental objective for the purpose of calculating key performance indicators is indicated in bold in order to avoid double counting.

4.3.2 Contamination

Measures to prevent, reduce or remediate emissions emissions that seriously affect the environment.

Fersa is committed to the reduction of greenhouse gas emissions and therefore focuses its efforts on the quantification, analysis and reduction of its carbon footprint. Therefore, every year the carbon footprint of the different production plants is calculated and reduction plans with specific measures are established. In 2024, Scope 3 was calculated at the Zaragoza plant and certified with ISO 14064, in addition to obtaining the Calculo seal awarded by the Ministry of Ecological Transition (MITECO). In 2025 a carbon footprint calculation software has been implemented for all Fersa's production sites, including Scope 3.

Scope 1 (kg-CO ₂ eq)	0	0	0
GOING INVESTMENT	1.022	1.066	1.179
Scope 1+ 2 (kg-CO ₂ eq) ₂	1.022	1.066	1.179

ZARAGOZA PLANT	2022	2023	2024
Scope 1 (kg-CO ₂ eq)	17.311	6.081	14.064
Scope 2 (kg-CO ₂ eq)	465.519	831.220	920.006
Scope 3 (kg-CO ₂ eq)	N/A	25.360.340	17.479.483
Total range (kg-CO ₂ eq)	482.830	26.197.641	18.413.554

AUSTRIA PLANT	2022	2023	2024
Scope 1 (kg-CO ₂ eq)	31.258	0	62.767
Scope 2 (kg-CO ₂ eq)	168.326	209.448	130.207
Scope 3 (kg-CO ₂ eq)	N/A	N/A	2.036.784
Total range (kg-CO ₂ eq)	199.584	209.448	2.229.759

CHINESE PLANT	2022	2023	2024
Scope 1 (kg-CO ₂ eq)	0	0	10.623
Scope 2 (kg-CO ₂ eq)	1.017.844	1.831.507	1.008.015
Scope 3 (kg-CO ₂ eq)	N/A	N/A	594.676.673
Total range (kg-CO ₂ eq)	1.017.844	1.831.507	595.695.311

INDIAN PLANT	2022	2023	2024
Scope 1 (kg-CO ₂ eq)	N/A	6.674	31.848
Scope 2 (kg-CO ₂ eq)	N/A	1.311.917	870.638
Scope 3 (kg-CO ₂ eq)	N/A	N/A	82.214.148
Total range (kg-CO ₂ eq)	N/A	1.318.592	83.116.635

PLANTA GROUP	2022	2023	2024
Scope 1 (kg-CO ₂ eq)	48.570	6.674	119.302
Scope 2 (kg-CO ₂ eq)	1.652.710	3.896.368	2.930.045
Scope 3 (kg-CO ₂ eq)	N/A	N/A	696.407.088
Total range (kg-CO ₂ eq)	1.701.280	3.903.042	699.456.435

The Zaragoza site shows a significant reduction of the carbon footprint in Scope 3 compared to the Scope 3 with previous years due to improved efficiency in the purchase of raw materials from suppliers and sales to customers. In previous years, the Zaragoza plant served as a distribution center and received parts from other factories that were sent to the end customer. directly leading to a decrease in greenhouse gas emissions.

In the rest of the sites, this is the first year that Scope 3 has been calculated, so we can only compare Scope 1 and Scope 2. energy efficiency and the extension of the photovoltaic installation. Scope 1 has increased because the calculation of previous years did not include all the variables, the calculation methodology has improved with the new software so next year we will be able to make a more accurate comparison.

Measures to prevent, reduce or remediate any form of activity-specific air pollution, including noise and light pollution.

In 4-year cycles, external noise measurements are performed at prominent emission points along the factory perimeter. The last measurement is for the year 2022. Noise measurements sometimes not only warn of environmental pollution, but can also serve to prevent problems. in facilities where a higher than usual noise is a symptom of a problem in the operation of the facility. Given the legal compliance with environmental noise values, no actions are planned to act on this pollutant.

Outdoor lighting at FERSA corresponds to the illumination of roads and passageways, for reasons of security in the absence of natural light. Likewise, the factory identification lighting is used only in the absence of natural light. Since the lighting is directed towards the interior of the facilities, there is no light pollution, and therefore no actions are required for this type of pollution.

Resources dedicated to preventing pollution and environmental hazards

The environmental improvements that have involved the most relevant investments by location were as follows:

- Zaragoza: purchase of an evaporator to reduce wastewater by 90%, which is the hazardous waste we generate the most; it was installed in December, so we are beginning to see results this year.
- NKE Austria: installation of photovoltaic panels with a production capacity of 540 KWh.
- China: installation of dirty water and polluted air filtering systems.
- India: installation of a system to prevent soil contamination from treated domestic water used for irrigation.

2024	FERSA Bearings Zaragoza	NKE Austria	FERSA Bearings China	Delux India
Cost of waste management	188,045€	21,609€	37,892€	13,€
Cost of fees, audits and measurements	26,710€	24,083€	27,787€	21,€

*Transportation and management, not including human resources. The calculation of costs and fees is based on the exchange rate. In addition, the cost of audits includes both ISO 45001 and ISO 14001.



4.3.3 Circular economy, waste prevention and management

Measures for prevention, recycling, reuse, other forms of recovery and disposal of wastes

Fersa's Environmental Management System promotes responsible consumption, as well as compliance with waste management legislation, and to this end, quantifies and controls the waste generated by the activity, differentiating between non-hazardous waste and hazardous waste:

- Non-hazardous waste sent to an authorized manager: This waste is assimilable to solid urban waste as a result of the general operation of the plant (organic waste, plastic containers, etc.), as well as other fractions derived from the production process, such as non-conforming parts, cardboard and paper generated, or scrap metal.
- Hazardous waste that originates mainly from the production process itself, as well as from infrastructure and facility maintenance .

The consumption and waste produced in 2024 and its comparison with 2022 and 2023 are detailed below. The remaining sites do not generate hazardous waste and non-hazardous waste is treated as urban waste, for which reason no data is available.



GOING INVESTMENT	2022	2023	2024
ENERGY	TOTAL (kWh)	TOTAL (kWh)	TOTAL (kWh)
Electricity	5.109	3920	4.335
REFRIGERATION	kg	kg	kg
Refrigerant gas	0	0	0

ZARAGOZA PLANT	2022	2023	2024
NON-HAZARDOUS WASTE	TOTAL (kg)	TOTAL (kg)	TOTAL (kg)
Total scrap	81.720	141.000	67.730
Industrial waste	12.427	18.114	17.110
Generic wood	396.872	372.586	323.410
Paper and cardboard	70.920	51.340	60.260
Iron shavings	2.920	1.800	1.240
HAZARDOUS WASTE	TOTAL (kg)	TOTAL (kg)	TOTAL (kg)
Protective oil	5.652	2.324	3.482
Aerosols	51	66	70
Water cleaning process	246.418	257.634	233.936
Electronic components	1.028	280	1.092
Contaminated containers metal and drums	7.744	2.553	11.522
Plastic containers contaminated (materials)	25.461	22.664	32.380
Fluorescent	119	20	285
Machining sludge	162.600	160.020	125.870
Contaminated materials (rags)	7.729	6185	4.769
Batteries and accumulators	80	28	0
Contaminated soils (sepiolite)	149	257	473
Coolant	0	1020	6.240

ZARAGOZA PLANT	2022	2023	2024
ENERGY	TOTAL (kWh)	TOTAL (kWh)	TOTAL (kWh)
Electricity	3.708.601	3.240.460	3.634.383
REFRIGERATION	kg	kg	kg
Refrigerant gas (R-410-A)	9	0	0

AUSTRIA PLANT	2022	2023	2024
NON-HAZARDOUS WASTE	TOTAL (kg)	TOTAL (kg)	TOTAL (kg)
Scrap	0	10.020	3.150
Industrial waste	163.900	7.300	9.100
Cardboard	19.800	20.800	27.040
Metal chips	9.533	111.730	10.540
Wood	45.500	43.620	20.252
HAZARDOUS WASTE	TOTAL (kg)	TOTAL (kg)	TOTAL (kg)
Grinding sludge	8.110	3.591	3260
Contaminated material	196	1.200	5920
Used oil	1.705	1.580	1.780
Aerosols	50	50	20
Electronic components	0	315,59	0
Batteries and accumulators	0	2,2	0

AUSTRIA PLANT	2022	2023	2024
ENERGY	TOTAL (kWh)	TOTAL (kWh)	TOTAL (kWh)
Electricity	805.368	757.822	837
HEATING	m3	m3	m3
Natural gas	154.743	159.947	132.549
REFRIGERATION	kg	kg	kg
Refrigerant gas	2	2	0

CHINESE PLANT	2022	2023	2024
NON-HAZARDOUS WASTE	TOTAL (kg)	TOTAL (kg)	TOTAL (kg)
Scrap	20.000	21.000	20500
Industrial waste	5.000	4.800	4.850
Cartón	3.000	3.000	3.215
Wood	80.000	80.000	85.755
Metal chips	0	0	0
HAZARDOUS WASTE	TOTAL (kg)	TOTAL (kg)	TOTAL (kg)
Grinding sludge	139.007	136.000	164.690
Contaminated material	700	1.600	4.160
Fluorescent	100	80	85
Electronic components	25	10	10
Used oil	2.652	4.290	3.860
Aerosols	134	93	99
Batteries	0	1	1

CHINESE PLANT	2022	2023	2024
ENERGY	TOTAL (kWh)	TOTAL (kWh)	TOTAL (kWh)
Electricity	3.257.100	3.211.500	3337800
REFRIGERATION	kg	kg	kg
Refrigerant gas	0	24	28

INDIAN PLANT	2022	2023	2024
NON-HAZARDOUS WASTE	TOTAL (kg)	TOTAL (kg)	TOTAL (kg)
Total scrap	0	480	650
Iron shavings	0	21.050	28944
HAZARDOUS WASTE	TOTAL (kg)	TOTAL (kg)	TOTAL (kg)
Protective oil	0	2.360	3900
Contaminated metal containers (drums)	0	1.974	1554
Machining sludge	0	31.500	34932

INDIAN PLANT	2022	2023	2024
ENERGY	TOTAL (kWh)	TOTAL (kWh)	TOTAL (kWh)
Electricity	0	1.410.664	1.820.427
REFRIGERATION			
Refrigerant gas			

PFI SUBSIDIARIES	2022	2023	2024
ENERGY	TOTAL (kWh)	TOTAL (kWh)	TOTAL (kWh)
PFI Group USA	11.843	8.083	10.779
PFI Argentina	4.510	3.186	3.371
PFI Bolivia	2.048	2.759	4.926
PFI Brazil	0	N/A	N/A
PFI Chile	4.66	7.150	6.665
PFI Colombia	2.712	2.477	3.523
PFI Mexico	17.125	8.689	7.818
PFI China	46.496	48.377	35.540

PFI Brasil's electricity consumption is included in the rental value of the facilities, so it is not included in the rental value of the facilities.

This information is not available. Subsidiaries in Australia and Turkey are teleworking.

Among the metrics used in the group for environmental performance, there is the ratio of sludge produced, CO₂ emitted and kWh of electricity consumed per bearing manufactured at the production centers, the results of which are shown in the following table. Bearings are not manufactured at the group's other sites, so these indicators cannot be presented in this section.

	kg sludge/rod 2022	kg sludge/rod 2023	kg sludge/rod 2024	kg eq CO ₂ /rod 2022	kg eq CO ₂ /rod 2023	kg eq CO ₂ /rod 2024	kWh/rod 2022	kWh/rod 2023	kWh/rod 2024
Zaragoza	0,11	0,11	0,10	0,33	0,37	0,75	2,58	2,25	2,96
China	0,07	0,07	0,08	0,47	0,96	0,01	1,5	1,69	1,71
Austria	1,66	1	1,76	40,92	58,35	104,42	165,13	211,15	453,29
India	-	0,017	0,017	-	6,24	0,438	-	0,42	0,909
FERSA	0,61	0,29	0,49	13,9	0,36	26,4	56,4	53,88	114,33

FERSA establishes good environmental practices, based on the principle of the three Rs:

- **Reduction:** reduction means reducing the use of materials at source: fewer resources are consumed and less waste is generated.
- **Reuse:** this practice involves extending the life cycle of a product through similar or similar uses. alternative use of the material, reducing both the consumption of resources and the generation of waste.
- **Recycling:** involves the recovery of a resource that has already been used to generate a new product. Recycling is a good option in resource management as opposed to landfilling and abandonment or the acquisition of new materials. Within the non-hazardous waste fraction, the only waste that is disposed of in landfill is the general waste fraction. The rest of the waste non-hazardous waste has an alternative management to landfill, being recycled or valorized.

3xR

Reduce
Reuse Recycle

Annually, reduction targets are established for the generation of the main significant wastes, through reduction projects in the different plants.



In 2024, productivity increased by 0.43 %. However, the volume of waste generated has increased slightly due to the changes implemented in the production plants, while energy consumption has also increased as a result of the modification of processes and the addition of new buildings.

By 2025, both energy consumption and waste generation are expected to decrease, thanks to improvements in energy efficiency.

The main actions to be implemented by 2024 include the implementation of energy management systems and optimizations in waste treatment efficiency.

	ZARAGOZA			CHINA			AUSTRIA			INDIA		
	NO. Bearings	kg RP	KWh Electricity	NO. Bearings	kg RP	KWh Electricity	NO. Bearings	kg RP	KWh Electricity	NO. Bearings	kg RP	KWh Electricity
2020	803.024	253.368	2.292.424	1.401.913	84.056,20	283.010	3.950	20.560	734.865	-	-	-
2021	1.185.385	378.335	3.061.667	2.006.184	153.603,60	3.350.140	3.152	16.605	761.615	-	-	-
2022	1.436.961	456.631	3.708.601	2.170.197	142.618	3.257.100	4.877	10.061	805.368	-	-	-
2023	1.439.943	453.051	3.240.460	1.900.757	142.074	3.211.500	3.589	6.739	757.822	1.822.629	35.834	1.410.664
2024	1.228.193	420.119	3.634.383	1.957.049	172.819	3.337.800	1.848	13.370	837.673	2.002.532	40.387	1.820.427
Variation	-17,20 %	-7,80 %	10,80 %	2,80 %	17,80 %	3,80 %	-94,20 %	49,50 %	9,50 %	8,90 %	11,20 %	22,50 %

	Bearings	PR (kg)	Electricity (kWh)
2020	2.208.887	357.984	3.310.299
2021	3.194.721	548.543	7.173.422
2022	3.612.035	609.310	7.771.069
2023	5.166.918	637.698	8.620.446
2024	5.189.622	646.695	8.792.610
Variation	0,43 %	4,45 %	19,57 %



Actions to combat food waste

Fersa has a company office in each of its offices, an internal service for lunch or snacks, with tables and vending service. In a normal situation, Fersa has a catering service that offers food to the workers.

At FERSA Zaragoza, as a main action to combat food waste, a personal menu selection and control system has been implemented to monitor consumption and leftovers generated after the end of the service.

All of the organization's sites have special waste garbage cans for waste segregation.

4.3.4 Sustainable use of resources

Fersa monitors the consumption of natural resources and raw materials as an end in itself, within the strategic guidelines and, therefore, of the company's environmental management.

Water consumption and water supply in accordance with local constraints

Water consumption at Fersa comes from local network.

supply in the different locations where the company's activity is located.

Detailed analysis water consumption is observed through the meters of the water supply , which provide the following consumption for the year 2024.

(m3)	2022	2023	2024
Spain	1.691	2.582	2.601
Austria	456	514	549
China	3.300	4.515	10.346
India	-	6.520	10.275
United States	30,01	26	26
PFI Chile	71	93	71
PFI Colombia	48	231	265,7
PFI Mexico	48	231	265,7
PFI China	433	526	355
TOTAL	6.110	15.097	24.637,7

The rest of the subsidiaries do not appear in the table because they perform teleworking or the water consumption is included in the rent of the headquarters and therefore the data is not available.

The good environmental practices established by FERSA to reduce its water consumption are as follows:

- Use water rationally, avoiding unnecessary consumption and contamination. Reuse it whenever possible. Do not use the toilet as a wastebasket.
- Turn off faucets when not in use. Do not waste water.
- If a leak is detected, notify maintenance immediately.
- It is strictly forbidden to discharge chemical products into the 's drains and sewers: each waste has its specific management.

Consumption of raw materials and measures taken to improve the efficiency of their use

All the actions of the production process are aimed at optimization, resulting in less rejected product and lower consumption of material per piece, which means an improvement in the environmental impact relevant to the company. The raw materials used by FERSA to carry out its activity are the following:

ZARAGOZA PLANT	2022	2023	2024
Raw materials	TOTAL (kg)	TOTAL (kg)	TOTAL (kg)
Steel	8.900.017	4.167.502	8.338.641
Other metals	22.054	57.590	58447
Plastic	225.730	27.856	74.848
Taladrin	13.20	6.390	12.060
Oils and fats	3.403	33.657	24626
Aluminum	-	237	454

CHINESE PLANT	2022	2023	2024
Raw materials	TOTAL (kg)	TOTAL (kg)	TOTAL (kg)
Steel	4.031.199	4.007.774	4.114.621
Plastic	26.532	27.858	29.863
Other metals	-	-	5.828
Taladrin	13.600	12.000	13.000
Oils and fats	33.200	63.300	89.800
Aluminum	-	0	0

AUSTRIA PLANT	2022	2023	2024
Raw materials	TOTAL (kg)	TOTAL (kg)	TOTAL (kg)
Steel	387.320	30.804	370.346
Plastic	912	39	511
Coatings	17	3	-
Other metals	46.878	2.226	-
Taladrin	44	390	600
Oils and fats	3.467	1.800	5.484

INDIAN PLANT	2022	2023	2024
Raw materials	TOTAL (kg)	TOTAL (kg)	TOTAL (kg)
Steel	-	1.242.645	2.150.871
Plastic	-	46.323	51.559
Taladrin	-	386.580	505.726
Oils and fats	-	20.190	55.527

The remaining sites are not bearing manufacturing centers, so the raw materials listed in the tables above are not consumed.

In 2024, FERSA has continued to advance in its sustainability strategy through various actions focused on energy efficiency, optimization of the use of resources and the reduction of environmental impact in its production plants.

The installation of LED lighting in a 3,000 m² production facility has made it possible to traditional lighting, reducing the installed power from 20 kW to 11.5 kW, represents a saving of 42.5 %. This improvement not only reduces energy consumption, but also optimizes luminous efficiency, reduces maintenance costs and extends the life of the installation, thus contributing to more sustainable production.

In addition, an evaporator system has been implemented for the recovery of water from liquid waste by means of evaporation technology. This process separates the water of cooling and cleaning fluids used in production, allowing their reuse or more efficient management. As a result, the volume of waste generated has been reduced, the use of water resources has been optimized and the environmental impact of industrial activity has been reduced, in line with circular economy strategies.

In the area of industrial waste management, an electrostatic filter has been acquired for filtering and recovering the oil in suspension generated in the machines for protective oiling of parts. This system avoids the loss of oil through the suction system and its emission into the atmosphere. The equipment is currently installed and commissioned, and two additional systems have been acquired to cover another production line, ensuring a more efficient management of resources and minimizing environmental pollution.

In order to improve energy efficiency in its facilities, the air conditioning system in one of the production buildings has been renewed, replacing it with more efficient equipment with lower energy consumption.

This modernization will allow an estimated annual savings of 64,800 kWh, reducing operating costs and environmental impact. In addition, the new system optimizes thermal comfort in the warehouse, improving working conditions and reinforcing the company's commitment to sustainability.

A new seal design has also been developed for the grease extraction system in the machines responsible for inserting this lubricant into the bearings. Thanks to

This design avoids the loss of approximately 10% of each grease drum, optimizing material usage and reducing waste. This improvement not only reduces costs, but also minimizes the environmental impact derived from lubricant consumption, in addition to cleanliness and efficiency in the greasing process.

A study was also initiated in 2024 to evaluate the change in the type of coolant used in the production processes, a project that will continue in 2025.

Currently, a semi-synthetic oil-based coolant is used, and the feasibility of replacing it with 100% synthetic oil-free coolant is being evaluated. This change would eliminate oil from the coolant, reduce the buoyancy of the grinding sludge and improve the efficiency of the filtering and cleaning process. As a result, the sludge obtained would be drier, optimizing waste management and enhancing the sustainability of the production process.

These initiatives reflect Fersa's commitment to continuous improvement in the efficiency of its processes, the reduction of environmental impact and the optimization of the use of resources in its production plants worldwide.



Direct and indirect energy consumption, measures taken to improve energy efficiency and the use of renewable energies

Fersa's energy consumption is mainly produced by the following energy sources:

1. Electricity consumption
2. Natural gas consumption

Fersa constantly strives for responsible environmental management, compliance with environmental and contractual requirements, as well as a preventive approach to environmental risks.

All actions are aimed at optimizing the production process, and this involves determining and implementing actions aimed at controlling direct and indirect energy consumption.

KWh	2022	2023	2024
EUROPE	4.519.078	4.002.202	4.476.391
CHINA	3.303.596	3.212.026	3.384.119
AMERICA	42.899	109.451	26.303
INDIA	-	1.410.664	1.820.427
AFRICA	-	-	3.102
TOTAL	7.865.573	8.734.343	6.706.322
Gas m³	2022	2023	2024
EUROPE	154.743	159.947	132.549
TOTAL	154.743	159.947	132.549

Energy consumption in 2024:

Since its beginnings, FERSA has been committed to the reduction consumption, based on improving the efficiency of its production processes.

Likewise, since the beginning of FERSA's activity, the following actions have been carried out:

- Improving the efficiency of production processes, working on the reduction of line waste and process optimization.
- Installation of photovoltaic panels.
- Optimization of air conditioning systems (heating/air conditioning).

The recommendations included in the good housekeeping practices are as follows:

Office equipment:

- Set the computers to "energy saving".

- Choose dark backgrounds for the desktop; consumption is about 25% lower than that of a white one.
- Turn off the computer, printers and other electrical appliances at the end of the . This measure is even more important on weekends and holidays.
- Use of air conditioning: turn off whenever it is not necessary or space is not occupied.
- Use these devices only when necessary. Whenever possible, take advantage of natural temperature regulation.
- Turn off or minimize heating or air conditioning systems in unoccupied offices or rooms: empty meeting rooms, outside of working hours, etc.
- Properly understand how heating and cooling systems work to maximize the efficiency of air conditioning equipment.
- Make sure that doors and windows are closed while the air conditioning equipment is operating, to prevent losses and waste.

Use of lighting:

- Take advantage of natural lighting.
- Ensure proper management of fluorescent tubes and light bulbs, as they are special waste.
- Turn off lighting when it is not going to be needed for a long period of time. Do not turn fluorescent tubes on and off , since the highest consumption is made when they are switched on.
- Clean lighting systems regularly to improve their performance.

Productive areas:

- Turn off lighting when it is not going to be needed for a long period of time. Do not turn the lighting on and off , since the highest consumption is made when it is switched on.
- Clean lighting systems regularly to improve their performance.
- Disconnect the equipment from the power supply during long periods of non-use.
- Adjust the lighting to the needs of the workplace, both in quality and intensity.
- Use air conditioning systems only necessary.
- Check for compressed air leaks. In case of detection, notify maintenance.
- Implementation of an energy management system to improve energy efficiency in the factory and energy leakage.

4.3.5 Climate change

Climate Change has a specific space in FERSA's strategy and is why, in the deployment of the strategy, sustainability and climate action appear as a fundamental milestone.

To this end, it establishes the **"carbon footprint calculation"**, which aims to provide information on the Company's GHG (Gas) emissions and thus help to ensure that this environmental impact of the activity can be considered and minimized in business decision making.

Significant elements of greenhouse gas emissions generated as a result of the company's activities, including the use of goods and services it produces.

Scope 1. Direct emissions from sources owned or controlled by the company:

- Natural gas consumption
- Refilling of fluorinated gases

Scope 2. Indirect emissions associated with electricity:

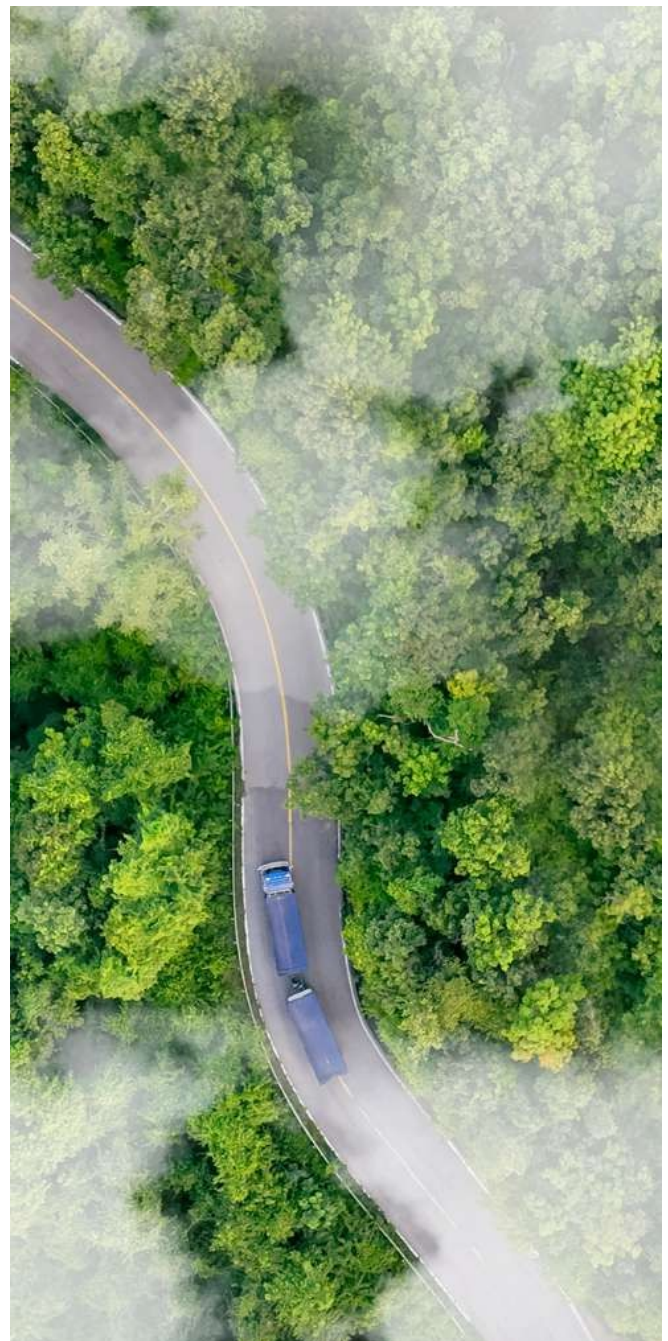
- Electricity consumption

Measures taken to adapt to the consequences of climate change

During 2024, FERSA Bearings has continued to implement strategies to reduce the impact of its operations on the environment and adapt to the effects of climate change. Among the actions highlighted :

- **Optimization of energy consumption:** energy efficiency initiatives have been carried out at our facilities, including the improvement of production processes and the reduction of electricity consumption in key machinery.
- **Increased use of renewable energy:** a solar panel system with a capacity of **540 kWh** has been installed at NKE, generating approx. **220,330 kWh** of clean energy in 2024.
- **Efficient water management:** implementation of sensors in faucets to reduce water waste and monitoring of consumption in all our facilities. In addition, wastewater treatment and reuse systems have been optimized.
- **Circular economy strategies:** we have promoted the reuse of packaging and production materials, reducing the use of raw materials and minimizing the waste generated.

- **Responsible use of raw materials:** less sustainable materials, such as polystyrene, have been substituted for recyclable options in packaging processes or reusable.
- **Improved industrial waste management:** installation of an industrial evaporator to reduce the impact of liquid waste and optimized management of used oil and machinery sludge.



Voluntary reduction targets established in the medium and long term to reduce greenhouse gas emissions and the means implemented.

By 2025, FERSA reinforces its commitment to sustainability by setting ambitious medium- and long-term goals for the reduction of greenhouse gas emissions and the responsible use of resources:

- **20 % reduction in Scope emissions 1 and 2** by optimizing energy consumption and integrating more renewable energy sources.
- **reduction in Scope 3 emissions**, focusing on improving efficiency in the supply chain and collaboration with sustainable suppliers.
- **Increased use of renewable energy to 95 %** in all our global operations.
- **15% reduction in energy consumption per unit produced**, optimizing industrial processes and improving machinery efficiency.
- **10% reduction** in water consumption through the implementation of new recycling technologies and process optimization.
- **Achieve a recycling rate for industrial waste**, promoting the reuse and efficient management of discarded materials.
- **Progress in ISO 50001 certification** in factories in China, India and Austria, to improve energy management and ensure compliance with international energy efficiency standards.
- **Greater integration of the circular economy in our operations**, promoting the use of recycled materials and the reduction of waste in packaging and production.

With these measures, FERSA continues to advance on its path towards decarbonization and the construction of a more sustainable business, aligned with the global objectives of emissions reduction and environmental efficiency.

4.3.6 Biodiversity protection

Actions taken to preserve or restore biodiversity

Due to our activity and location, FERSA does not carry out activities or operations in protected areas.

Impacts caused by activities or operations in protected areas

Due to our activity and location, FERSA does not carry out activities or operations in protected areas.



4.4 With the environment

Sustainable development and social responsibility are fundamental pillars in FERSA's business model. The company understands that its growth must go hand in hand with the well-being of its stakeholders, promoting the economic, technological and environmental development in the environments in which it operates.

Since its origins, FERSA has been **committed to innovation and sustainability**, integrating its value chain in a model that seeks to maximize efficiency, reduce environmental impact and strengthen the competitiveness of the industrial sector.

4.4.1 Technological and sustainable responsibility

In response to market trends and technological advances, FERSA is committed to innovation as a driver of development. Through advanced management of processes and products, the company promotes more efficient solutions, and sustainable, aligned with the expectations of the automotive sector and the industry in general.

This approach is structured in FERSA's value chain, which is divided into three key phases:

- **Upstream (Procurement and logistics):** we work in collaboration with strategic suppliers for ensure access to high quality materials with responsible practices and digital traceability.
- **Operations (Production and technological development):** advanced technologies are implemented to improve process efficiency, reducing waste and optimizing resources.
- **Downstream (Distribution and technical support):** optimized logistics protocols are applied to ensure on-time deliveries and customized after-sales solutions.

Innovation and technological development

As part of its commitment to sustainability and excellence in the industry, FERSA has developed an ambitious Technological Development Plan, based on the digital transformation, energy efficiency and sustainable mobility.

This plan is based on the following strategic pillars:

1. Collaboration with universities and technology centers.

FERSA promotes open innovation through strategic agreements with universities and R&D centers, fostering the development of advanced technologies in the field of intelligent bearings, industrial digitalization and electromobility.

2. Strategic alliances with local and international companies.

To accelerate innovation and improve competitiveness, FERSA Bearings works on collaborative R&D projects with leading companies in the industry. These partnerships enable the integration of cutting-edge solutions in energy efficiency, digitalization and sustainability.

3. Incorporation of Industry 4.0 in production processes.

FERSA has integrated advanced automation, robotics and artificial intelligence into its production chain, ensuring efficiency, quality and waste reduction.

Some of the key technologies include:

- Industrial IoT and predictive monitoring: incorporating smart sensors in bearings to optimize maintenance and avoid unexpected failures.
- Digital twins: real-time simulation of production processes to improve decision making.
- Additive manufacturing and new materials: use of 3D printing and advanced coatings to improve product performance and shelf life.

4. Optimization in stock management and distribution.

FERSA has implemented advanced inventory and logistics management models, ensuring greater agility product delivery and reducing the environmental impact of the supply chain.

5. Continuous product improvement and adaptation to new market needs.

The development of innovative solutions is a priority for FERSA, with a focus on:

- Electromobility: design of specific bearings for electric vehicles and new sustainable transport platforms.

- Energy efficiency: reduction of energy consumption in industrial and transportation systems through the development of low-friction bearings.
- Sustainability: implementation of circular economy strategies, with recyclable materials and cleaner manufacturing processes.

Towards the future: FERSA's technological roadmap

With a vision towards 2030, FERSA Bearings will continue to advance in the transformation of the bearing industry, betting on technologies such as:

- Hybrid bearings with elements to improve efficiency.
- Low environmental impact lubricants that reduce carbon footprint.
- Total automation of production processes through artificial intelligence and autonomous systems.

Thanks to this comprehensive approach, FERSA Bearings is positioned as a benchmark in sustainable innovation, contributing to the evolution of the sector with advanced technological solutions.



4.4.2 Company commitments to sustainable development

Impact of the company's activity on employment and local development, on local populations and on the territory.

Fersa carries out its activities in the local environment where its plants are located, which is why the impact on employment and local development is proportional to its growth and consolidation.

As it could not be otherwise, the challenge for the local territory is evident in FERSA, numerous performances that generate shared value between the company and the environment, sensitive to the needs of the communities and participating in their development to the extent possible.

Economic value generated and shared by FERSA during 2024:

Economic value generated		Economic value distributed	
Net sales		Suppliers	
186.453.€		102.083.€	
		Employees 28,027.€	
		Public sector 2,969.€	

Relationships maintained with local community stakeholders and the modalities of dialogue with them.

In line with our values and commitments, we foster strong relationships with local community stakeholders, promoting initiatives that generate a positive and sustainable impact. Our approach goes beyond one-off collaboration: we seek to create synergies with public agencies, networks, platforms and other entities to respond innovatively to emerging social needs.

We believe in the power of dialogue and in the joint construction of solutions that make a difference. The concrete impacts of our actions, in the period 2024, with are detailed in the "Deployment of activities" section, where they are also linked to the Sustainable Development Goals (SDGs) previously addressed.

As mentioned above, the management of alliances and collaboration with technological partners provide a differential value, in turn establishing an open innovation network with the FERSA ecosystem. In 2024, these are the collaborations, projects carried out and main conclusions:

	Partners	Objective and synergy with FERSA	Status or main conclusions
FERHydro	Azterlan Technological Center Project financed by the Government of Spain	<ul style="list-style-type: none"> • Development of a lightened aluminum wheel hub with improved mechanical properties for heavy vehicles. • Development of a new hydro-solidification casting process that allows to obtain large parts with complex geometry and superior performance in terms of mechanical properties and weight for demanding applications. • Promoting the replacement of heavy components with lighter ones through the use of alternative materials to traditional ones in commercial vehicles. • Improved efficiency and consequent decarbonization of the automotive sector. • Strategy for more efficient products that generate less consumption. 	<p>Project completed and validated by the Center for Technological and Industrial Development (CDTI).</p> <p>New aluminum casting technology validated.</p>
Smooth Bearing	ITAINNOVA Technology Center Project financed by the Government of Aragon	<ul style="list-style-type: none"> • Research into new designs and manufacturing technologies for efficient and quiet bearings. • Compliance with new requirements in terms NVH (Noise, vibrations and harshness). • Applied to new vehicles for sustainable mobility. • Strategy for more efficient products that generate less consumption. 	<p>Project completed and validated by the Government of Aragon.</p> <p>Noise analysis protocols .</p> <p>Significant characteristics of a low noise bearing.</p>
MAS4AI	Tecnia	<p>Generation of simulation models from the raw material data, quality data and historical process parameters provided:</p> <ul style="list-style-type: none"> • Optimal machine parameters. • Optimal grinding wheel manufacturing for the order. • Updated planning using the simulation provided by the model. 	<p>Project completed and validated by the European Commission.</p>
Dat4Zero	Ideko ITAINNOVA Technology Center	<p>Development of quality simulation models that, based on real machine data, including parameters and real-time measurements of temperature, vibration, vision, concentration sensors, allow to identify the generation of quality defects: burns, harmonics, twist, dimensional errors. It allows to generate optimal parameters in real time, which avoid these defects.</p>	<p>Project in completion phase. All sensors are operational and the models are developed and are in the optimization phase, for closure in March 2024.</p>



Institutional collaborations and commitment to the environment

In line with our commitment to sustainability and the development of the economic and social fabric, FERSA actively participates in associations, sectorial entities and non-profit projects. This collaboration materializes both in financial contributions and in support and visibility actions that drive shared progress, with an overall investment in 2024 of 62,121.65 euros.

Donations, sponsorships and support to non-profit organizations

During 2024, we allocated a total of 37,592.27 euros to social, cultural, educational and sports initiatives. These contributions include the sponsorship of academic events such as mathematical olympiads, innovation awards, cultural activities and solidarity collaborations. Also noteworthy are contributions such as the one made to the Obra Social de Ibercaja and support for local entities that work with vulnerable groups or those affected by emergencies, such DANA. This investment reflects our vocation to generate a positive impact beyond the business sphere.

Participation in industry and business associations

Our link with the business and industrial environment translates into active participation in different organizations that lead the dialogue and evolution of the sector. In total, contributions to associations amounted to 24,529.38 euros, broken down as follows:

- General dues to business and industry associations, including membership in chambers of commerce, innovation clusters, industry associations and human resources networks.
- Dues to the Federación de Empresarios del Metal de Zaragoza FEMZ), as part of our involvement in the development of the metallurgical sector.
- Dues to associations in the automotive and logistics sector, such as SERNAUTO, which complete the rest of the amount, and allow us to participate in collaboration and technology transfer spaces.

Donations, sponsorships and not-for-profit entities	Business and industry associations	Automotive and industry associations
<ul style="list-style-type: none">• Third Millennium Awards• Mathematical Olympiad• Club Grandes Empresas del Auditorio• Heraldo Awards• Aragon Mathematical Talent Workshop• Zaragoza Symphony Orchestra Concert• 2 New in Revive Valencia 2024 (DANA)• Obra Social Ibercaja• Royal Theater Donation• Zaragoza Solidarity Race (AECC)• Aspanoa Donation• DANA Donation (SESE)• Proyecto Nube (St. Peter's Parish)	<ul style="list-style-type: none">• AEPLA• ASO Cluster (Spanish Commercial Coding Cluster)• HR NETWORK ZGZ• ENERCLUSTER• CHANGE2GROW• ICAC• CAAR• APD• Innovative Logistics Association of Aragon• Zaragoza Chamber of Commerce	<ul style="list-style-type: none">• FEMZ• SERNAUTO• AERA• Atlas Technology



443 Subcontracting and suppliers

FERSA's business model is based ethical and responsible principles of commitment to its value chain in general and to its suppliers in particular, , it manages the purchase of products and services through manufacturing companies that provide and transform raw materials for distribution and sale, and suppliers, with whom it maintains a stable and long-lasting commercial relationship.

This type of commercial relationship translates into a climate of trust, in terms of meeting deadlines, of product expectations and coverage advice of needs.

Inclusion in the procurement policy of issues social, gender equality and environmental issues. Consideration in supplier relations

and subcontractors of their social responsibility and environment al

FERSA, in its experience throughout years, has sought to always work with suppliers in accordance with your policy, especially with regard to the sense of responsibility, with the to carry out its activity correctly, in an industry in which it is that controls are essential.

The purchasing process is designed with the purpose of centralizing it and making the most of resources.

The most significant entry requirements are as follows:

- Centralize the purchasing function, and increase control and profitability of operations.
- Complement and increase, if necessary, the quality controls in accordance with strict legal compliance.
- Drafting, approval and implementation of purchasing policies and processes, applicable to the entire company.
- Centralized negotiation and approval of suppliers.
- Establishment of sourcing criteria with environmental, social, ethical, equality and social responsibility requirements in general.

Acknowledgement by the supplier of a responsible declaration with the Code of Conduct. FERSA's objective in its procurement is to include, as we have shown, environmental protection and social responsibility, and good governance of all parties that are related to product and service.

This is why an important task to be carried out is the search for alternatives for the purchase of products or services.

services that perform the same function or have the same characteristics but whose production, processing or distribution has been carried out in an friendly manner, in accordance with the requirements of the supplier approval evaluation.

	2022	2023	2024
Global volume of operations	66,338,984€	101,593,038€	90,487,€
Volume of operations in Spain	20,513,865€	20,778,303€	2,458,€
Volume of operations			
in Austria	10,502,763€	9,069,015€	376,€
Volume of operations in China	35,322,356€	53,347,945€	57,300,€
Volume of operations in India	-	17,271,016€	24,722,€
Volume of operations in USA	-	1,126,760€	1,504,€
Volume of operations rest	-	-	4.125.€

The percentage of purchases made in Spain that have been made from local suppliers in the Autonomous Community of Aragón is as follows:

(*) Expenditure in %.	2021	2022	2023	2024
Premises	70 %	64 %	50 %	59,21 %

The data and percentages detailed in the tables have considered the operations carried out by Fersa's manufacturing subsidiaries corresponding : Fersa Bearings, Fersa Jiaxing, NKE Austria and Delux, considering purchases made from third parties.

Monitoring and auditing systems and audit results

Complementing the existing methodology in procurement supervision and audits, control measures are established, the detection of inefficiencies or weaknesses in the measures implemented, and the development of corrective action plans, with the objective of standardizing and providing the The highest level of quality in all areas of the purchasing . This is why the system bases its process on the following phases:

1. Supplier qualification. Company information and data.
2. Evaluation of supplier performance. Criteria contained in general and/or specific questionnaires on your management system and the corresponding certificates.
3. Approval of suppliers.
4. Contracts and related agreements: terms and conditions supply chain, economic aspects, quality assurance of the products supplied.
5. Verification of agreements.
6. Supplier risk assessment.
7. Checks, evaluations and/or audits of the supplier.

The number of supplier audits performed according to the V.D.A. standard is shown below.
improvement with the objective of executing a robust approval process for new suppliers or to promote an adequate process of continuous improvement and supplier development for suppliers already approved and under review audit process.

	2022	2023	2024
Audits performed	14	16	16
Satisfactory audits of total realized	14	16	16

Ongoing supplier evaluation has yielded the following results:

	2022	2023	2024
Suppliers removed from the supplier list evaluated	0	1	0

In addition, as set forth in the entry requirements above, the application of the Code of Conduct to suppliers is evidenced as a means of evaluation in the recognition of good practices in the following matters:

Compliance with human rights.

- Child labor and young workers.
- Salaries and benefits.
- Respect for working hours.
- Modern slavery (i.e. slavery, servitude and forced or compulsory labor and human trafficking...).
- Freedom of association, including collective bargaining.
- Harassment and non-discrimination.
- Health and safety.
- Corruption, extortion and bribery.
- Privacy and data protection.
- Fair competition and antitrust.
- Ethical business practices.
- Conflicts of interest.
- Environmental activity permits.
- Sustainable resource management and waste reduction.

Sustainability audits and monitoring

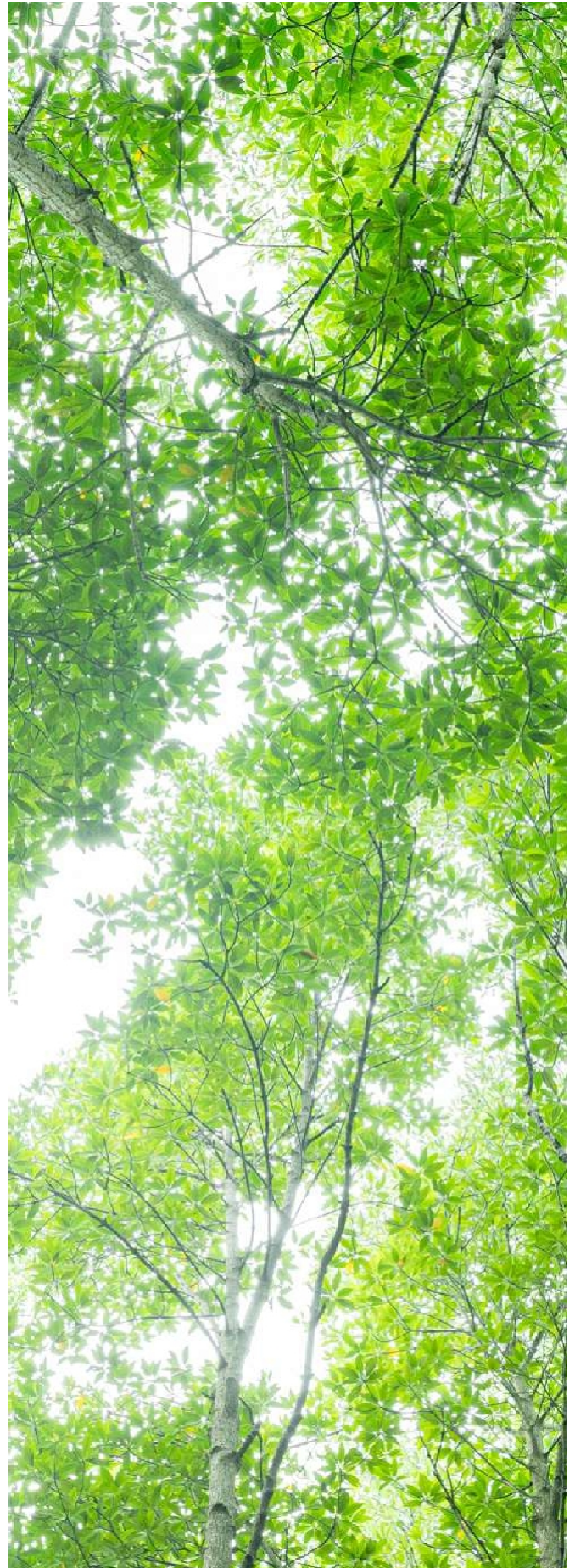
At FERSA, the monitoring and auditing of our procurement processes are part of our commitment to sustainability and continuous improvement. Through these practices, we seek to ensure compliance with transparency and social responsibility standards and environmental performance throughout our supply chain.

During 2024, we conducted a total of 8 ESG (Environmental, Social & Governance) audits as part of our Strategic Sustainability Plan. These audits have evaluated environmental, social and governance criteria at our suppliers and have yielded an average score of 72.52 out of 100. This result reflects our efforts to promote responsible practices and align our operations with the Sustainable Development Goals (SDGs) and industry best practices.

In addition, as part of our medium- and long-term strategy, over the next three years we will progressively increase the complexity and scope of the ESG criteria in audits. This will allow our suppliers to gradually adapt to more rigorous requirements, promoting continuous improvements in:

- Environmental impact: reduction of carbon emissions, efficient resource management and waste minimization.
- Social responsibility: labor rights, equal opportunities and compliance with safety and employee welfare regulations.
- Corporate governance: transparency, anti-corruption and promotion of good business practices.

Strengthening these criteria is part of our commitment to generate a positive impact on our value chain, ensuring that our strategic partners share our vision of sustainability and business ethics.



CONSUMERS

FERSA aims to be the best valued and recognized group within the sector, both for the quality of its products and for the excellence in the interaction with its , mainly its customers. To this end, its efforts are focused on integrating sustainability and social responsibility criteria into its processes.

Within the framework of our corporate responsibility, we develop a comprehensive vision of quality, through quality and continuous improvement plans that impact substantially in the sustainability and safety of both our products and the environment.

Quality plans are the backbone of our business philosophy, guiding us towards excellence at every stage of the production cycle. These quality and continuous improvement plans begin with the selection and development of our suppliers, passing through our production processes. and ending in an integrated project management with our customers. This approach translates into end products that not only meet the most rigorous quality standards, but also guarantee user safety and minimize their environmental impact. These plans not only seek operational efficiency, but also align with our social and environmental responsibility.

In particular, the implementation of a ppm (parts per million) defect reduction plan has proven to be an essential component of our commitment to sustainability. The reduction of ppm not only optimizes production processes, but also also significantly reduces the risk of defects in our products. This has a direct impact user safety and, at the same , contributes to the preservation of the environment by minimizing waste. and resources used.

In addition, it is crucial to highlight how these quality plans not only transform the technical aspects of our operation, but also positively influence the mindset of our operations. of our employees. The culture of continuous improvement fostered by these plans creates an environment conducive to innovation, creativity and individual commitment to sustainability. Employees become not only process executors, but active agents who internalize the importance of their actions in achieving our sustainable objectives.

We are convinced that the effective implementation of quality and continuous improvement plans not only strengthens the competitive position of our company in the marketplace but also makes a significant contribution to sustainability and safety, while shaping a corporate mindset that values operational excellence and respect for the environment. This integrated approach reflects our ongoing commitment to corporate responsibility and the creation of sustainable value for all our stakeholders.

Measures for the health and safety of consumers

FERSA's management system guarantees the traceability of the value chain from raw materials to products, identifying each component with a unique code that is a guarantee of its physical characteristics and technical properties and customer specifications.

The manufacturing batches are controlled and the revision indexes of the production processes are respected. It also guarantees the information included with the product and/or its packaging.

The management system complies with the defined requirements. ISO 9001 and ISO IATF standards for the systems related to FERSA Bearings S.A.U. and FERSA JLC.

Aware that the future lies in offering positive experiences to customers, FERSA makes the quality of its products, the main axis of the activity, offering a different service and committed to:

- Ensure that the most appropriate, safe and high quality products are offered to customers.
- To value everything that is valued by customers.

Safety and customer satisfaction are the main responsibility, therefore, periodically, products are subject to internal and external review, which allows us to identify areas for improvement.

Product

The factories guarantee the control and care of the raw materials and the complete information provided to the customer. For reason, FERSA carries out a systematic preventive process to guarantee the highest level of quality in all its products and processes.

In addition, FERSA guarantees the traceability of the value chain. of the service provided through all its control and verification records, both of raw materials and product reception records.

Similarly, technical data sheets are available with more extensive information on the product that both the customer and the end consumer can request at any time, even guaranteeing traceability of the required products.

Transparency of information

Fersa is transparent in its management and, especially, with customers and employees. For this purpose, it has several systems in place, such as occasional communiqués to inform about news, e-mail accounts, videoconferences, telephone, which facilitate communication and transparency of information with customers and are known from the beginning of service management.

On the other hand, the purchasing department holds weekly meetings, where they listen to the latest market news and raise concerns, in addition to carrying out continuous audits to ensure that all requirements are met to guarantee product quality.

Quality Policy

Quality is a core value at FERSA: "We strive to establish key quality objectives that must be communicated and understood at all levels of the company".

The commitment:

- To achieve quality results in products, processes, designs and services that exceed the expectations of external and internal customers.
- Expand the culture of continuous training and learning.
- Establish a list of strategic supply partners who share the quality expectations.
- Ensure a culture of defect prevention and avoid such failures in the next phase.
- Comply with legal and regulatory obligations.
- Promote innovation, continuous improvement and quality management systems that help to meet the objectives in this regard.



Complaint systems, complaints received and their resolution

With customer satisfaction as a priority, Fersa establishes in the strategic range, the correct follow-up and resolution of complaints arising from its relationship with the customer.

QUALITY MANAGEMENT PRINCIPLES

CUSTOMER FOCUS
LEADERSHIP
COMMITMENT TO PEOPLE AND PRODUCT
PROCESS APPROACH
THE SUPPLY CHAIN AS A PARTNER
DECISION MAKING BASED ON IN TESTING AND VALIDATION
CONTINUOUS IMPROVEMENT

The management of claims and complaints, in order to efficiently manage each claim, complaint or suggestion, is defined within a system of prioritization of claims according to their seriousness, with the aim of providing a quick response to the customer.

The 8D tool is very useful in the resolution of nonconformities, search for root causes using 5WHY, Ishikawa, standardization of solutions and failure prevention. Through a systematized work methodology and in a multidisciplinary team, it allows to improve the organization's systems, processes, and prevent both future customer nonconformities and internal failures.

Statement of claims and complaints for the fiscal year totals of FERSA:

	2022	2023	2024
Total claims customer	472	472	302
Product	256	313	209
Service	216	159	93

During 2024, a total of 302 customer complaints were recorded globally, of which 209 were product-related and 93 service-related. This figure represents a 36 % reduction compared to 2023, when 472 complaints were reported (313 product and 159 service-related), and reflects a clear downward trend compared to the 2022 data, which also recorded 472 cases.

This favorable evolution is the result of the actions implemented as part of our continuous improvement strategy, including the reinforcement of quality controls, the digitalization of claims tracking and greater coordination between customer service, logistics and production departments.

In the specific case of Spain, the results in 2024 also show a very positive evolution. There were 159 technical claims, compared to 158 in 2023 and 113 in 2022, which represents a stabilization with respect to the previous year and a significant improvement in the medium term. Likewise, service/logistics-related claims fell from 13 in 2023 to just 10 in 2024, consolidating at very low levels and well below the 49 recorded in 2022. In total, claims in Spain stood at 169 in 2024, virtually unchanged from 2023 (171) and slightly above the 162 recorded in 2022.

Claim resolution time

One of the key performance indicators in customer service is complaint resolution time. This indicator reflects not only the efficiency of our internal processes, but also our commitment to agility, active listening and customer satisfaction.

Over the last few years, we have maintained as a general objective a maximum period of 15 calendar days for the resolution of claims, working continuously to exceed it. Thanks to the optimization of processes, coordination between departments and the use of digital tools, we have been able to progressively improve the average response time.

The evolution of this indicator over the last three years is shown below:

	2022	2023	2024
Resolution target	15 days	15 days	15 days
Actual average of resolution	9.4 days	11.2 days	8.5 days

This progressive improvement demonstrates the effectiveness of the actions implemented and consolidates our commitment to , efficient and customer-focused management. We will continue to work to maintain this positive trend and exceed the expectations of our stakeholders.

5. The future of sustainability at FERSA



In a global environment that is increasingly interconnected and aware of the challenges of sustainable development, we see our corporate responsibility not only as a commitment, but also as an opportunity to drive economic growth, generate a positive social impact, protect our environment and strengthen respectful and accessible governance for all.

Sustainability is no longer just a concept within our borders; its scope extends beyond Europe to generate a real and necessary impact on the improvement of the environment, the conditions of our right holders. In this context, our ESG mission 2024-2026 reinforces five key pillars that mark our scope of action:

1. **Improve governance (G).** We adapted our corporate structure to guarantee transparency, ethics and accountability in , establishing processes that strengthen integrity at all levels of the organization. In addition, we apply procedures to identify and mitigate risks in human rights, environmental impact and regulatory compliance, ensuring that our value chain operates in an ethical and sustainable manner.
2. **Implementation of sustainable practices (S).** We drive energy efficiency, waste and emissions reduction, workforce inclusion and diversity, and the adoption of cleaner technologies in our operations. We assess the impact of our activities and work with suppliers who share our sustainability values.
3. **Stakeholder Engagement (E).** We encourage open dialogue with employees, customers, suppliers and shareholders to address ESG challenges together. We implement mechanisms in our supply chain that ensure that our business relationships comply with ethical, environmental and human rights standards.

4. **Responsible investment (I).** We align ourselves with strategic partners who share our values and seek investment projects with positive impact. We evaluate each investment with a comprehensive approach that ensures long-term value in a sustainable manner.
5. **Information and transparency (T).** We regularly communicate our actions and progress in the following areas
sustainability, ensuring accessibility and visibility of our commitments. We regularly audit our processes and publish detailed reports on our ESG performance.

Looking to the future, our 2025-2030 Strategic Sustainability Plan reinforces these commitments with ambitious targets. Decarbonization is our priority, with a goal of achieving zero net emissions Scope 1 and 2 by 2030, in addition to a 30 % reduction in Scope 3 emissions. By 2025, we will work toward a 20 % reduction in Scope 1 and 2 emissions, transition to 95 % renewable energy use, and processes to improve energy efficiency and resource consumption.

In addition, the strategy incorporates initiatives to foster a green community, promoting environmental education inside and outside the company. We are committed to the circular economy, the use of sustainable packaging and strengthening the culture of sustainability among employees and stakeholders. Along these lines, we are working on the development of more efficient and sustainable bearings, optimizing the design to reduce friction and energy consumption use, while integrating recycled materials and manufacturing processes with lower environmental impact. These innovations not only improve the performance of our products, but also reinforce our commitment to reducing our carbon footprint throughout the value chain, with the goal of achieving Net Zero by 2040.

With this approach, we consolidated our position as a key player in the industry, demonstrating that sustainability is not only a requirement of the present, but a strategic investment in the future.



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