

FORMING FUTURE

KAMAX SUSTAINABILITY
REPORT 2022





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EDITORIAL

Dear Readers,

We all know the predictions when it comes to our environment and climate. The IPCC report leaves no room for doubts: the next decade is almost certain to be hotter. But – and this is the good news – it also says that nations still have enormous influence over the climate for the rest of the century.

Our mission is to protect the world the best we possibly can to minimize the impact for our children, families, friends, and future generations. As an industrial company, steel processor and supplier to the automotive sector, we are aware of our responsibility. In small and significant ways, we are shaping ourselves and our corporate success sustainably in all areas. That's why "Forming future" is the title of this year's Sustainability Report.

As a family business, we have always stood for values such as consistency and reliability – innovative and connected to the local communities in which we operate. We support our customers and business partners in achieving their ambitious climate targets. Greener production routes for steel, lighter fasteners for e-mobility or more efficient production – the opportunities are manifold.

Our employees are the key to our success. We profit from the diverse perspectives and deep expertise we have in the KAMAX universe. Working together successfully and trustfully, from three different continents during pandemic and other multiple crises in the last two years was challenging. But our teams contributed extraordinarily to our performance. We use a wide range of programs to support and encourage our employees.

In the reporting years 2021 and 2022 we have created structures and filled them with life. In other words: we laid the foundation for our sustainability strategy and future projects. Based on a materiality analysis, we defined topics in the areas of environment, social and governance that are relevant to us as KAMAX Group and for our stakeholders.



One milestone was the solid anchoring of an ESG governance structure in our organization: the Sustainability Office, which is connected to all hierarchical levels, has taken up its work, keeping us on track of our journey. The analysis of our corporate carbon footprint creates transparency and delivers clear indications for further measures. A well-defined compliance organization and the ongoing integration of the supply chain provide a sustainable framework for our efforts.

Our goal: to be a company that makes a difference. Of course, every individual can contribute. At the same time, we need the industry moving forward in terms of sustainability to achieve further impact.

With this in mind, let's shape the future together.

Jörg Steins
CEO KAMAX Group



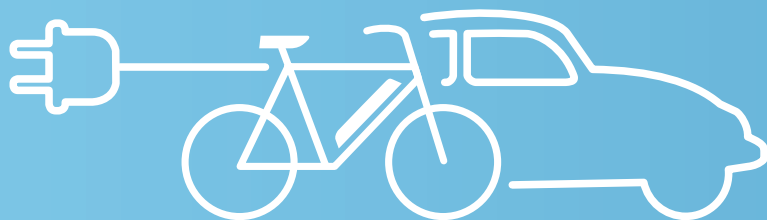
21%

decreased dependency
on internal combustion
engine (ICE)

OUR APPROACH TO SUSTAINABILITY

Sustainability has many dimensions. You cannot be outstanding in each of them from the start, but you must ask yourself: where do we have the most significant impact? What factor can we influence? Where can we really make a difference?

FORMING FUTURE: E-MOBILITY



E-mobility is here to stay. We offer solutions for the requirements of new powertrain applications, for example special bolts for the electric engine or bracket shafts for e-bikes. In this way, we increased our turnover with e-mobility and reduced our dependency on the internal combustion engine which accounts for around 27 % of our overall sales. Another step toward a greener future!

EVERYTHING STARTS WITHIN

Since we want to approach sustainability holistically, we have started with our organization. We have established an →ESG governance structure* at KAMAX. At its heart is the Sustainability Office, which is supported by the Sustainability Teams and the Sustainability Committees.

The **Sustainability Office** is connected to the management and the Group CFO at KAMAX. The colleagues create the strategy and define goals. They are also responsible for communication and implementing measures, reporting, and governance for all sustainability issues. One working group for each sustainability matter is represented in the **Sustainability Teams**. The dynamic groups develop proposals for the Sustainability Office, compile data for sustainability reporting, or ensure that the sustainability strategy can be implemented in daily business. The **Sustainability Committees** align sustainability issues with other corporate goals. As an ambassador and input provider, the head of the Sustainability Office is involved in all activities.

*Explanations for terms marked with an arrow can be found in the glossary at the end of the report.

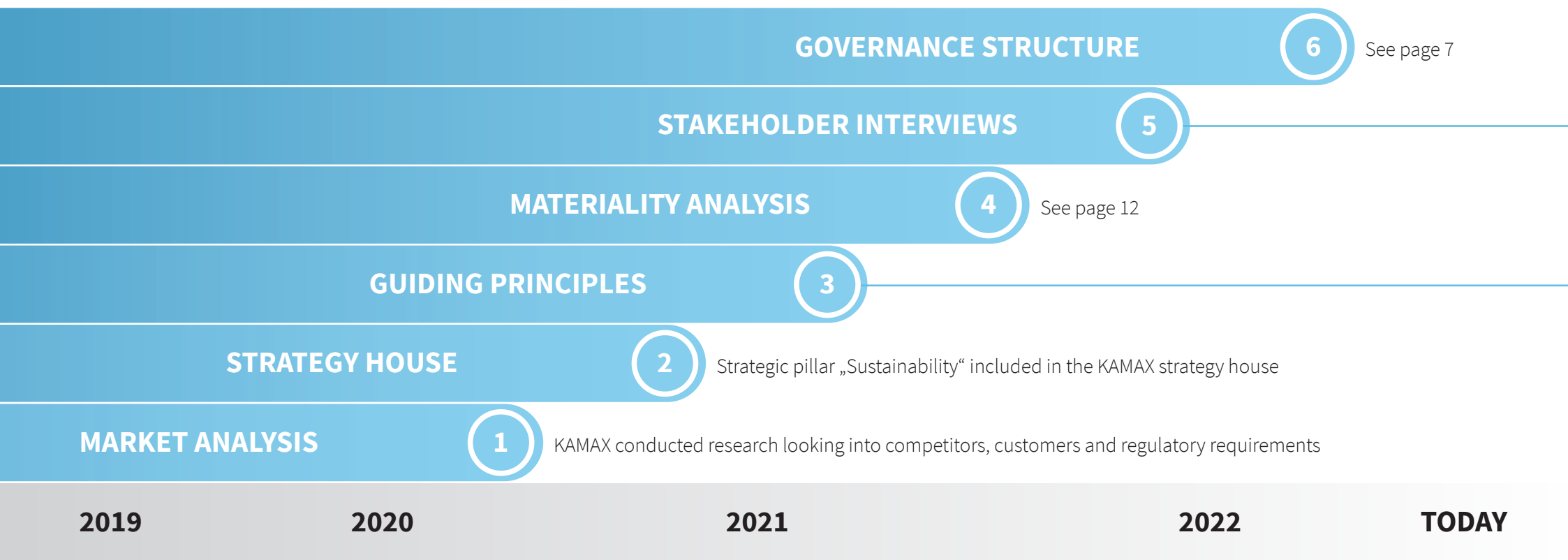
GOVERNANCE STRUCTURE

Sustainability is teamwork. Therefore, exchange at different levels is essential for us. Our motto is – everybody learns from everybody else.



MILESTONES IN ESG INITIATIVE

Every journey begins with a first step. From market analysis to governance structure – we took our time and single-mindedly pursued our ambitions. With success! Finally, we created a fundament to strategically anchor, structure, and drive our sustainability strategy.



STAKEHOLDER ENGAGEMENT

We have a clear mandate from our stakeholders: energy consumption, Net Zero 2037, innovations, and supplier management are on our agenda. We help customers and suppliers to achieve their own sustainability goals. At the same time, we are attractive sparring partners in digitalization and the further development of materials. For both lenders and owners, this makes us a trustworthy and forward-looking player.

GUIDING PRINCIPLES

We will be the front runner amongst our peers with high-quality products manufactured in a sustainable environment.

We live up to our social responsibility:

by supporting our employees in creating a family-friendly and socially diverse workplace.

by respecting the environment and the communities close to our production facilities.

We support the sustainability efforts of our customers:

by creating innovative products for sustainable mobility and continuously improving our production processes and supply chain for a greener future.





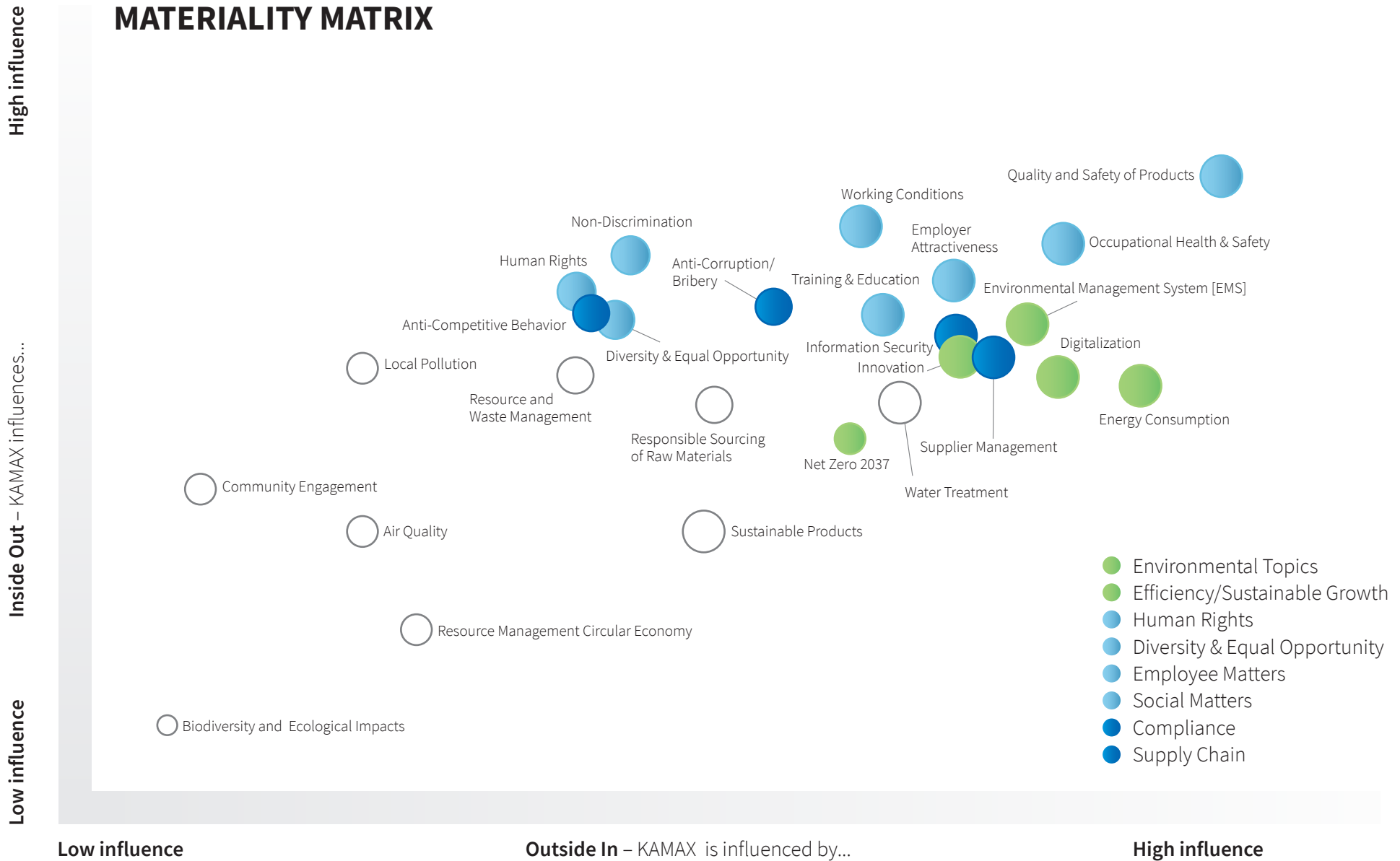
We conducted a materiality analysis to focus our efforts, following the principle of double materiality. We analyzed, evaluated, and assessed. Competitors, customers, →SASB and →GRI standards provided references. In cross-functional workshops, we decided on 26 factors relevant to our business and ranked them in their priority.

A representative group of KAMAX employees, mainly from the management level, participated in the workshops - at the table sat at least one person from each plant and function. It was essential for us to include as many points of view as possible. Therefore, our stakeholders were also involved via specific interviews. Customers, suppliers, the financial sector, and representatives of the owner board were asked to give input and evaluate the results of the materiality analysis.

We took a look at them from two perspectives: inside-out and outside-in. By asking what impact our business has on others (including society, the environment, and employees) and how other sustainability factors influence the success of KAMAX, we defined our seven fields of action: Compliance, Efficiency/Sustainable Growth, Employee Matters, Environmental Topics, Human Rights, Social Matters, Supply Chain.

MATERIALITY ANALYSIS – MATERIAL AND ADDITIONAL TOPICS









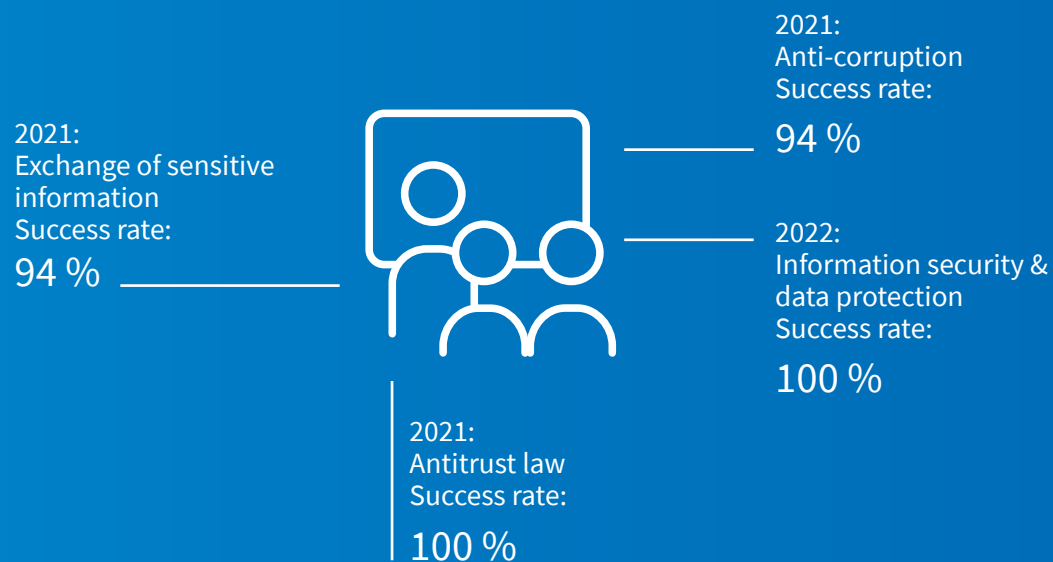
97%

of employees have
completed their
compliance training

GOVERNANCE

Compliance guides us in all our decisions and ensures reliable and respectful dealings with our customers, business partners, employees, and the environment. Our Code of Conduct sets forth our fundamental commitment to conduct business ethically and honestly and is binding on all our employees globally.

FORMING FUTURE: COMPLIANCE TRAININGS



All our managers as well as selected non-managerial staff must participate regularly in our mandatory compliance program and attend on site training courses relevant for their working situation.

The program addresses many different compliance topics such as competition law, exchange of sensitive information, anti-corruption, information security, and data protection.



“Winning with integrity” is our credo. We strive to support our employees to act in harmony with statutory and KAMAX governance processes worldwide. When faced with new regulations, we continuously align our governance and risk management and related training concept. We design processes and tools in a way that makes it easy to comply with (and monitor) them.

Dorothee Timmermann, Group General Counsel / Group Compliance Officer, Vice President Legal & Compliance



Our group wide KAMAX Compliance Management System (CMS) under the management of the Group Compliance Office as well as local Compliance Officers at each of our locations is based on three layers:

PREVENT

- Development of global training concept and adaption to the local sites
- Annual global leadership training
- Workshops, on-site trainings

DETECT

- Local contact persons
- Regular assessments, internal and external audits
- Whistleblower system for internal and external

REACT

- Compliance investigation
- Sanctions
- Process improvements

COMPLIANCE AND GOVERNANCE



Targets	Measures & actions (21/22)	KPIs	Next steps ('23 onwards)
Compliance culture at KAMAX: 4,000 compliance ambassadors!	Update Code of Conduct Update of mandatory compliance training schedule (continuous/ onboarding) Continuous compliance awareness campaigns (poster/ website, yammer, etc)	Global/per plant: Participation rate in mandatory on-boarding training group (target 100 %) Participation rate in mandatory training schedule (target 100 %)	Roll out updated Code of Conduct (end of 2023) Roll out new trainings (end of 2023)
Zero tolerance & zero incidents	Systematic response to corruption risks: supplier on-boarding adapted to ratio of CPI index at KX OP gift and entertainment management Internal Audit schedule Whistleblower platform (BKMS tool) Integration of ESG-criteria into enterprise risk management Supply chain due diligence management and appointment of Human Right Officer	Global/per plant: Number of reports received Number of reports open/ closed with merits	Update KPIs and Internal Audit approach (end of 2023) Refine enterprise risk-management for supply chain
Certified information security management (→TISAX) for all operations of the KAMAX Group	Implementation of global information security management system (ISMS) Certification of ISMS in 5 operations Awareness trainings (100% attendance rate)	Global/per plant: Number of entities certified	2023: certification of all European operations 2024/25: certification of all operations globally

Our primary goal: zero incidents. Each individual contributes to our compliance culture through his or her behavior. We would like to encourage our colleagues to contact KAMAX Compliance at an early stage whenever unsure how to handle a specific situation at work or a possible misconduct in terms of compliance. Our ambition level is that every colleague becomes a compliance ambassador at KAMAX and ensures our sustainable corporate success.

We are strongly committed to compliance and integrity. As potential infringements may endanger our sustainable business success and the security of our employees, we kindly ask every employee, customer, business partner to report any potential misconduct at an early stage.



→ Go to Whistleblower platform

Training	Year	Target group	Success rate
Anti-corruption	2021	All employees with customer/supplier contact	94 %
Antitrust law	2021	New hires	100 %
Exchange of sensitive information	2021	All employees with customer/supplier contact	94 %
Information security & data protection	2022	All employees	100 %

COMBAT CORRUPTION AND PROMOTE FAIR COMPETITION

KAMAX has committed itself to fighting corruption - because corruption undermines fair competition. Since we operate on a global scale, our employees find themselves working within a variety of legal and value systems.

Some of our employees work in countries where, according to surveys by organizations such as Transparency International, there is a greater risk of encountering corrupt practices. KAMAX strictly opposes any dishonest business practices, and our expectations apply to all our employees at all locations without exception. To impart clear rules of conduct to avoid any conflict-of-interest situation in everyday working situations, we focus on regular trainings courses, mandatory guidelines regarding e.g., potential gift and entertainment as well as continuous communication measures.

Every year we release an internal compliance report, which is reviewed and discussed with our Group Leadership Team and our Advisory Board. The following proof points are an excerpt of the 2021 and 2022 compliance reports and show our achievements in the reporting periods.

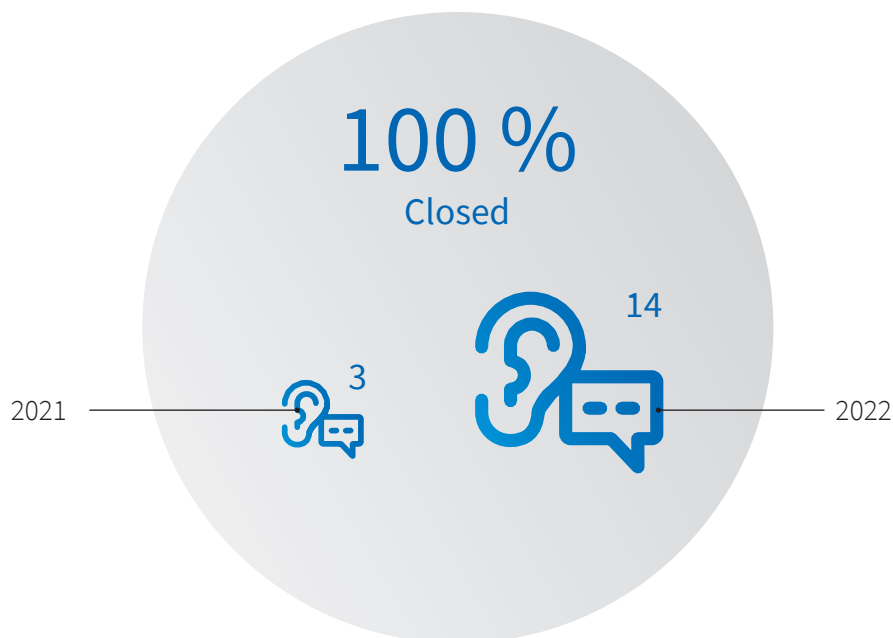
HUMAN RIGHTS AND SUPPLY CHAIN DUE DILIGENCE

We have embedded related sustainability criteria in our enterprise risk and chance management. In this regard we have also updated our supplier onboarding process. With our new business partner guideline, we are able to communicate our sustainability strategy and expectations to our suppliers and strategic partners. Our global human rights officer monitors the process closely.

INFORMATION SECURITY

The risk for companies to become a victim of cyberattacks has substantially increased over the last years. Besides potential severe financial impact, a cyberattack could cause potentially severe integrity violation of sensitive data and trade secrets not only for KAMAX but also for our business partners. To effectively counter this risk, KAMAX has established a group wide Information Security Management System which entails a coherent set of measures and processes e.g., coherent technical prevention measures, emergency concepts and awareness campaigns and trainings.

Whistleblower system



WHISTLEBLOWER SYSTEM STATISTICS

Our anonymous whistleblower hotline enables all employees, as well as business partners and third parties to report potential misconduct anywhere in the world around the clock.

The whistleblower system recorded a total of 14 reports in 2022. In 2021, there were only three. The increased number of reports shows that the tool is being used more frequently and indicates growing awareness among employees. Overall, in 2021 and 2022 a number of 3 cases were closed with merits which means that the initial suspicion was confirmed. None of these cases include severe compliance violations. At the same time, some of the reports led us to identify several areas where we can improve processes. Implementation of all proposed improvement measures are tracked by our Compliance and/or Internal Audit team.





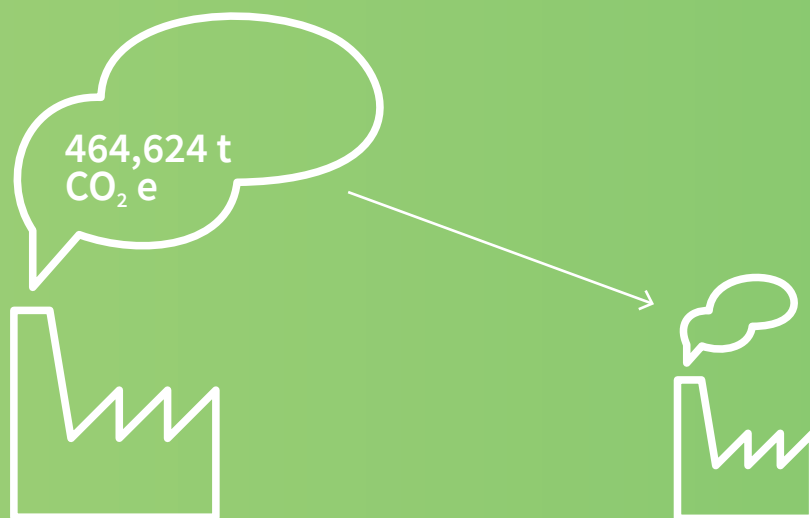
65%

of the emissions are
caused by procurement

ENVIRONMENT

Sustainability without environmental protection is unthinkable. As an energy-intensive company in particular, we have to look at reducing our emissions and making production greener. In small and large steps and above all: holistically.

FORMING FUTURE: CORPORATE CARBON FOOTPRINT



In 2022, we calculated the total emissions of all companies in the KAMAX Group in the form of CCFs. This allows us to quantify the carbon footprint and to identify the biggest levers for improving the eco-balance.



We think big. By 2037, we want to be a CO₂-neutral company. The precondition for this: We understand how we affect our CO₂ emissions the most. That's why we analyzed our corporate carbon footprint and did a lifecycle assessment for an exemplary fastener in the truck sector. Our goal: to evaluate and optimize our CO₂ emissions like we do with process costs. Steel and energy drive our emissions up. Besides procurement, we therefore focus on our own manufacturing processes and product design. The less steel and energy we have to bring in, the better.

Stefan Wallmeier, Chief Technology Officer & Head of the Business Innovation Center



ENVIRONMENT



Targets	Measures & actions (21/22)	KPIs	Next steps (23 onwards)
Become Net Zero by 2037 (scope 1 & 2) (sub targets heating, process energy)	<ul style="list-style-type: none"> - Increase energy (electricity) from renewable sources - Structural measures (insulation, heat recycling) - Process efficiency (efficiency measures in heat treatment and SBA/WBA) 	Global/per plant: <ul style="list-style-type: none"> - CO₂ emissions in heating (kWh) - CO₂ emissions in process energy (kWh) - % of green energy in total energy mix global 	<ul style="list-style-type: none"> - Create reduction road-map (end of 2023) - Update incentive/project structure (1st half 2023)
Continuously reduce the amount of energy needed (scope 1 & 2) <ul style="list-style-type: none"> - Office/periphery (not-process related): kWh/m² - Production (process-related): energy consumption per converted area kWh/m² - Standard product: kWh/piece 	<ul style="list-style-type: none"> - Structural measures (insulation, heat recycling, installation of PV) - Process efficiency (efficiency measures in heat treatment and SBA/WBA) - Define standard product as baseline (Base: LCA) 	Global/per plant: <ul style="list-style-type: none"> - Consumption total (kWh) - Consumption per produced tonne of material (kWh/tonne) Product: <ul style="list-style-type: none"> - Reduction % relative to standard product 	<ul style="list-style-type: none"> - Define standard product (end of 2023) - Increase LCA scope (ongoing)
Continuously improve transparency in processes regarding energy consumption, waste, emission	<ul style="list-style-type: none"> - Product transparency (cradle/gate to gate; PCF) 80 % sales parts by 202x - Corporate transparency through annual CCF 	<ul style="list-style-type: none"> - Amount/value of products covered by LCA (%) - Coverage of CCF 	<ul style="list-style-type: none"> - Define standard product (end of 2023) - Increase LCA scope (ongoing)

CCF: Corporate carbon footprint

Stands for the total greenhouse gas emissions from a company's activities. It reflects the company's impact on climate change and responsibility to reduce emissions.

PCF: Product carbon footprint

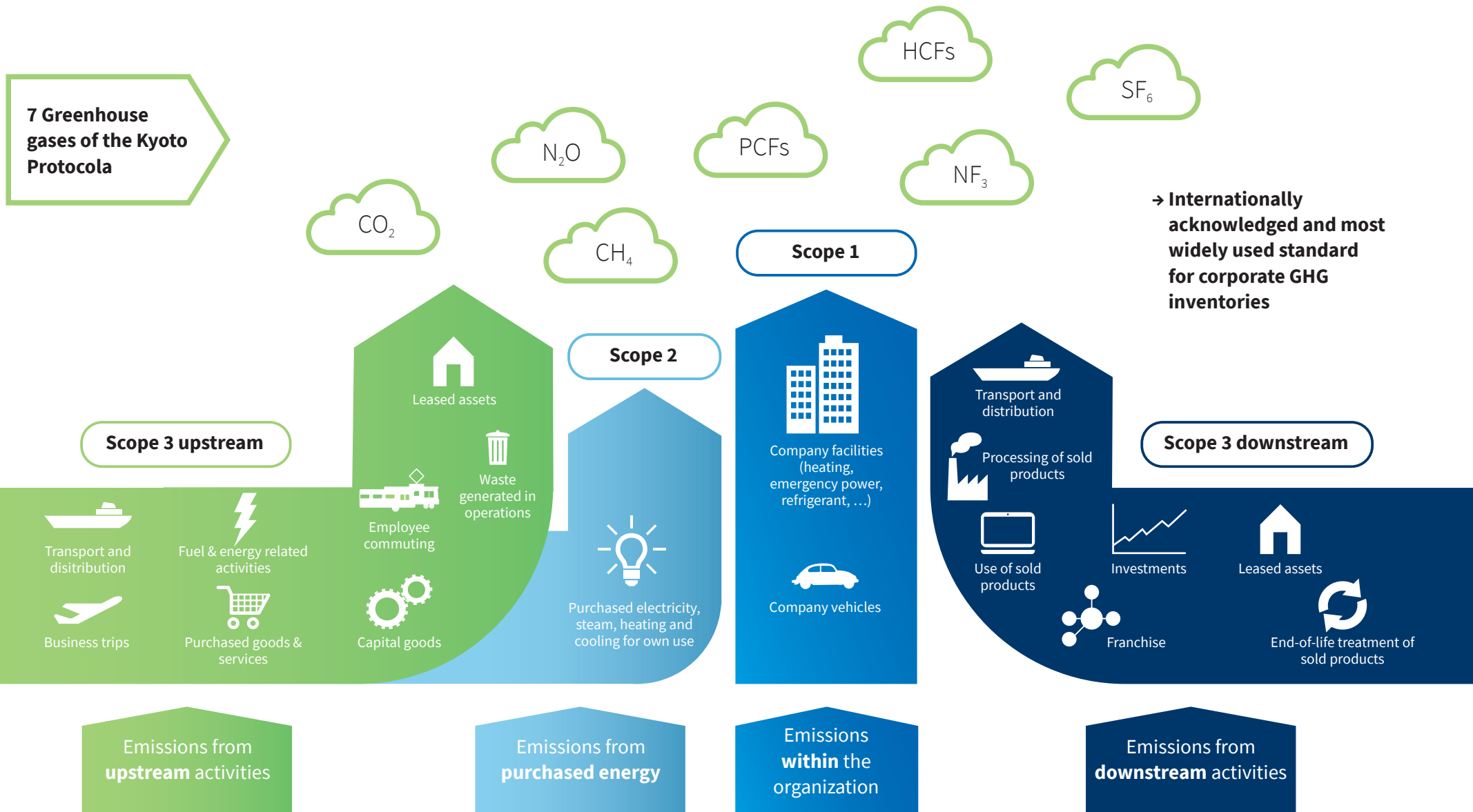
Refers to the total greenhouse gas emissions produced during the life cycle of a product, from raw material extraction to disposal.

LCA: Lifecycle assessment

Methodology to evaluate the environmental impact of a product over its entire life cycle, from raw material extraction to disposal. Involves a systematic analysis of the inputs, outputs, and potential environmental impacts associated with each stage of the life cycle.

METHODOLOGY USED: GREENHOUSE GAS PROTOCOL

GREENHOUSE GASES (GHG), SCOPES AND EMISSION SOURCES



OUR WAY TO THE CORPORATE CARBON FOOTPRINT

For the reporting period 2021 we selected the operational control approach. For some consumption factors, the values from 2021 were not available. In these cases, the values from 2020 were used. To set the organizational system boundary, we considered all organizational units or sites that were active in the whole year 2021, except four small offices with less than 10 employees. Within the operational system, we concentrated on →scope 1 and 2 and conducted a materiality assessment for scope 3 to identify relevant emission sources, including the most material ones, where data was available.

The analysis showed that within the defined system boundary, procurement causes by far the highest number of emissions (68 per cent). 95 per cent of these emissions are caused by steel purchasing and treatment (also from subcontractors).

Although the calculation approach comes with some uncertainty e.g., due to the availability of emission factors, the order of magnitude compared to the other emission sources is considered reliable. Reducing the emission intensity of the procured products and treatment services is therefore key for meaningful carbon management. This illustrates the necessity to collaborate closely with suppliers to reduce emissions in the upstream value chain.

For KAMAX, the corporate carbon footprint is an important basis to develop a company-wide strategy for carbon management, including middle-and long-term goals and reduction measures.

The testing institute has certified that the system boundary was quite ambitious for the first assessment and is a good starting point for future expansions. The aim should be to cover the emission sources in the whole value chain in the long run.

FROM THEORY TO PRACTICE

Since we as the KAMAX Group can directly influence scope 1 and 2 emissions, we have implemented various environmental protection measures at all locations. The environmental management systems of all operating companies are certified according to EMAS and/or ISO 14001. 4Fastening's environmental management system has also been certified to ISO 14001 for the first time in 2022. With all projects, we focus on the development of new solutions to optimize the use of resources, reduce emissions, avoid or at least reduce waste, and minimize production-related noise.

In Homberg, we increased the capacity of quenching and tempering line 16, installed a ventilation system with heat recovery, optimizing the pickling tunnels with new and more efficient fans, and increasing the efficiency of the soap bath. Turnov has its own "ENERGY" focus team that is currently conducting a feasibility study on energy-saving measures. The air pressure of compressors was reduced by 0.5 bar to save additional electricity. The colleagues at Museros renewed the compressed air circuit to the automatic control units which has led to further energy savings by eliminating leaks and reducing compressed air consumption. Furthermore, the waste of oil-contaminated cleaning rags was reduced by introducing a return system with a washing process. Our site in Jintan uses photovoltaics for its new plant as well as a heat recycling system for heat treatment line to warm up surrounding production areas.

Did you know?

"Well-to-wheel" emissions refer to the GHG emissions that occur over the entire life cycle of a fuel. A "well-to-tank" emission factor is an average of all GHG emissions released into the atmosphere during the production, processing, and delivery of a fuel. The "tank-to-wheel factor" refers only to the use of an energy source during operation.

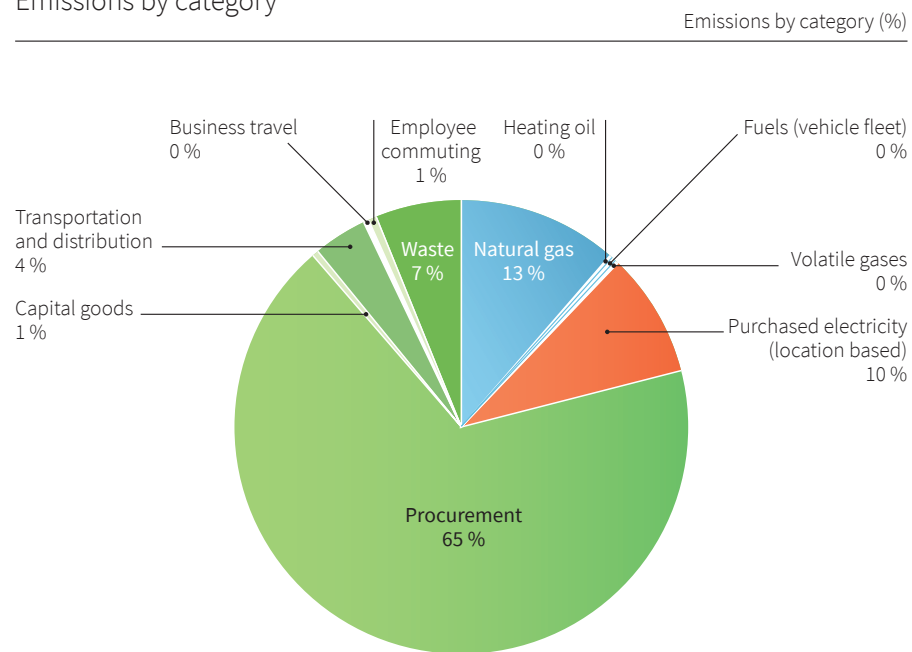
THE BIGGER PICTURE IN EVERY DETAIL – ABOUT CCF, PCF, AND LCA

In 2022, we carried out two projects to determine the status quo and create transparency with regards to emission sources in the entire value chain. Firstly, we calculated and evaluated the total emissions of a KAMAX screw from the truck sector in an LCA. Secondly, the total emissions of all compa-

nies in the KAMAX Group were calculated in the form of CCFs. This allows us to quantify the carbon footprint of a screw or any plant - and thus accurately determine our need for action.

Category	t CO ₂ e
Scope 1	61,001
Natural gas	59,264
Heating oil	678
Fuels (vehicle fleet)	974
Volatile gases	85
Scope 2	45,584
Purchased electricity (location based)	45,584
Scope 3	358,039
Procurement	300,320
Capital goods	1,268
Transportation and distribution	21,051
Business travel	80
Employee commuting	3,565
Waste	31,755
Total scope 1, 2, 3	464,624

Corporate carbon footprint Emissions by category



*Including upstream emissions of energy corporate carbon footprint 2021 emissions by category

SUPPLY CHAIN: TACKLING SCOPE 3 EMISSIONS

The analysis of our CCF showed: scope 3 emissions have the biggest impact on our overall carbon footprint. The steel market accounts for the largest part of scope 3. And for this market in particular, it is a huge challenge to become climate neutral.

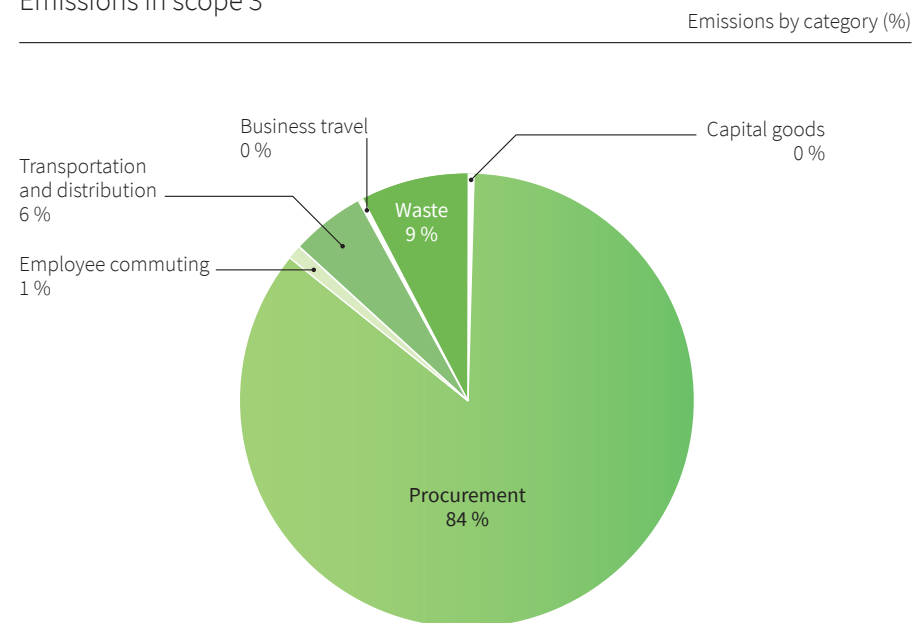
At KAMAX, we therefore use both blast oven furnace and more sustainable electric arc furnace routes. The share of EAFs is growing, but it is not yet possible to entirely source from more sustainable sources.

We are also striving to reduce annealing in the supply chain. We achieve this by changing the grade of material, which makes the annealing process obsolete. This way, we save an average of 0.18 tons of CO₂ per ton of material.

Our Lapeer site has proven the worth of reducing the scrap rate: minus one per cent resulted in about 450 tons less of scrap and 20 trucks less for the transport. Many roads lead to sustainability. We just have to take action.

Category	t CO ₂ e
Procurement	300,320
Employee commuting	3,565
Transportation and distribution	21,051
Business travel	80
Waste	31,755
Capital goods	1,268
Total scope 3	358,039

Corporate carbon footprint 2021
Emissions in scope 3*



* Excluding upstream emissions of energy (already included in scope 1 and scope 2 emissions)

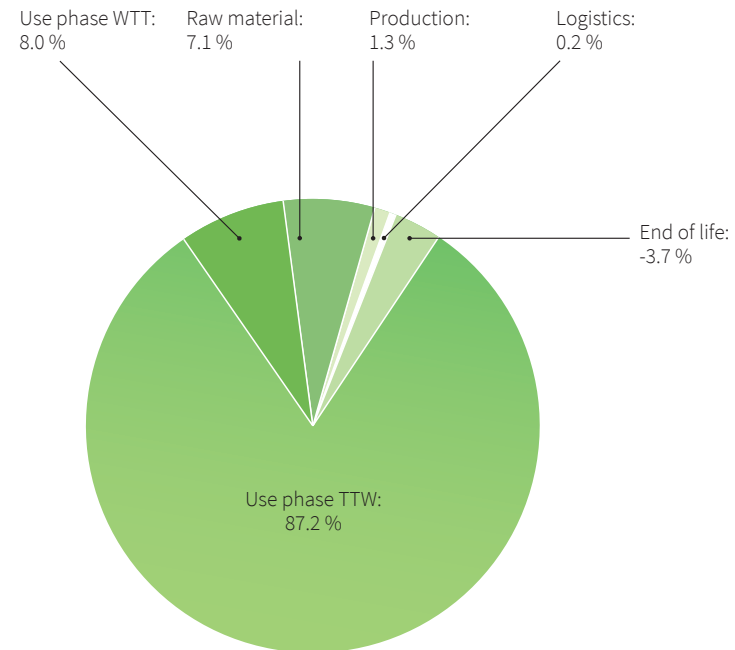
LIFECYCLE ASSESSMENT

Fasteners are our key product. So, if we want to become more sustainable, this is where we must start. As the first company in our sector, we analyzed the environmental impact of a fastener with an LCA bottom-up determination.

The lifecycle assessment follows ISO 14044/40 principle in a detailed “cradle-to-grave” analysis. The lifecycle model covers all process steps of a typical fastener: raw material, inbound logistics, production, outbound logistics, use phase and end of life. One reason for choosing the fastener in question is that it covers the majority of our main in-house production steps (wire treatment, cold heading, heat treatment, surface coating, threading, and packaging).

Scope	
Mass production scenario	5,844,000 units p.a.
Target vehicle class	N3 (>12 t), heavy duty ICE (internal combustion engine) truck
Target life cycle kilometer	500,000 km in EU
End of lifecycle target scenario	State-of-the-art recycling
Production year	2020

→GWP / CO₂ footprint – status quo



CONCLUSION AND WHAT FUTURE MAY BRING

In a “cradle-to-gate” analysis (not taking into account the use phase and end of life), the production process is responsible for 15 per cent of the total environmental impact. Since our fasteners are made of steel, the greatest potential for improvement lies here. Impacts of the production process can be reduced by almost 40 per cent by reducing energy consumption and using green electricity. Renewable energy sources can further diminish the impact.

NEXT STEPS:

- Internal energy saving measures and increased sourcing of green energy
- Further integration of the supply chain: sustainable steel, detailed data from coating suppliers, detailed data for use phase from customers
- Roll-out scope of LCA analysis and include more products

Target:

all products, potentially leading to a digital product pass for fasteners





11%

women in the Global
Management Team –
continuously increasing

SOCIAL

We want to be an attractive employer. What that means for every individual in detail might be subjective. However, there are clear metrics against which we must measure ourselves to ensure we are achieving our goals. That's why we regularly analyze various data such as the employee satisfaction, employee turnover rate, female quota, or the average age of our colleagues.

FORMING FUTURE: FEMALE EMPOWERMENT



There is no doubt that our industry has historically been a male domain. This makes it even more important for us to continuously increase the proportion of women in our workforce. Special initiatives such as Women in Manufacturing contribute to this, as does equal pay, which we cover in the gender pay gap report.



We live the values of responsibility and trust. Together with leadership and mutual support on all levels, this is critical to a sustainable workforce. We aim to create a diverse, safe, and respectful working environment for our employees. We want them to grow – professionally and personally. We listen and care about our employees' satisfaction, health, and occupational safety. We are ONE KAMAX: fostering a strong sense of togetherness within the company and the communities we interact with is part of our DNA as a family-owned company.

Chrisoula Angelidou, Vice President Global People & Culture



SOCIAL



Targets	Measures & actions (21/22)	KPIs	Next steps 23
Reduce employee turnover rate	Systematic analysis of status quo Home office Employee satisfaction poll	Global/per plant: Turnover rate Degree of employee satisfaction Number of vacant positions	Finalize concept/KPIs and approach (tbd)
Efficiently promoting, training and qualifying employees from all target group	Development by target group Introduce methodology (competence matrix) Implementing success control, KPIs and regular audits	Global/per plant: Audit score Average hours of training that the organization's employees have undertaken during the reporting period by target group Percentage of total employees who received a regular performance review during the reporting period Percentage of total employees included in career development process	to be defined
Diverse/ Open company culture (zero incidents)	Non-discriminatory job postings Equal pay regulation/gender pay gap report Create global policies Non-discrimination/diversity training	to be defined	to be defined
PPM, IPM, CONC below threshold	Monthly review (ongoing)	Customer complaints (parts per million + incidents per million) Cost of non-conformity	Ongoing review
Green status for all audits/certificates	Monthly review (ongoing)	Audit status per plant (internal system audit, internal process audit, layer process audit, IATF 16949, customer audits)	Ongoing review
Green status for customer satisfaction (quality)	Monthly review (ongoing)	Customer satisfaction status per plant & customer	Ongoing review
One PCSR per operation	Training of three people	Number of PCSR	Implementation of system Training of three people

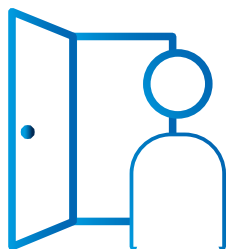
EMPLOYER ATTRACTIVENESS, TRAINING AND EDUCATION

We are convinced that an appreciative environment and satisfaction with one's own work are important prerequisites for long-term successful cooperation. When experienced and young colleagues work hand in hand, both sides benefit – and so do we as a company. That's why length of employment is also an important factor for us. It shows whether we as an employer are a good fit for the different phases of our employees' lives. If they stay with us for a long time, it confirms that we are on the right track.



AVERAGE AGE

2021	42.7 %
2022	42.3 %



TURNOVER RATE*

2021	8.4 %
2022	10.0 %



POSITIVE TRAINING EVALUATION**

2021	91.4 %
2022	92.2 %



POSITIVE TRAINING REVIEW***

2021	87.9 %
2022	91.2 %

* terminated by employee

** evaluation of external training providers (trained employee)

*** review of imparted knowledge, comprehension, and applicability of training (trained employee + manager)

Our world is fast-moving and has become more unpredictable in many places. This makes it even more important for us as a company to offer our employees a reliable framework for their professional and personal development. Individual analyses of training and development needs, for example, are an integral part of this. One thing is certain: we need people with the courage to change things. Only with them will we remain successful as KAMAX in the long term.

DIVERSITY AND EQUAL OPPORTUNITY/ NON-DISCRIMINATION

In 2022, we also signed the →Charter of Diversity and in doing so made a clear commitment of our own: we are engaging for greater diversity within our own group of companies. Why? Diversity is a driver of innovation and thus a clear competitive factor. We therefore want to make the best possible use of the wealth of talent available to all our employees.

For us, diversity has various dimensions: on the one hand, we want to significantly increase the proportion of female-read employees. Different lifestyles and biographies also enrich everyday working life, so we encourage our employees to live out their individuality. With the Diversity Charter, we are committed to greater appreciation and mutual respect.

QUALITY AND SAFETY OF PRODUCTS

Our customers rely on our products. Their quality determines their functionality and safety in use, as well as customer satisfaction. High-quality products therefore contribute significantly to a sustainable business and long-term success. To live up to our quality standards, we have launched a quality first initiative. Part of this initiative are our PSCRs. In each plant we will train the quality managers to become PSCRs.

Economic and social responsibility go hand in hand. All our production plants are →IATF16949 certified. As part of our management system and IATF certification we track the above mentioned KPIs (among other things) and had no significant deviations in 2021/22.

PSCR

PSCR is the abbreviation for Product Safety and Conformity Representative. This role replaces the Product Safety Representative (PSR). It ensures that product integrity requirements are considered in the product development process.

OCCUPATIONAL HEALTH & SAFETY

Health is our most valuable asset. This is as true in our private lives as it is on the job. At KAMAX, we want to offer our employees a healthy and safe working environment. Our goal: zero incidents. Physical and mental health are equally important to us.

To ensure physical health, we provide a certified occupational health and safety management system (ISO 45001 for all production sites). Employees and work councils are actively involved in process design to ensure sufficient safety standards in the provision and maintenance of workplaces, workstations, and work equipment.

For all mental health issues, we offer our German colleagues an employee assistance program. The service covers both professional and personal topics and can also be used by family members.

Within the program, employees get access to consultation regarding questions concerning:

- Work & career
- Family & partnership
- Body, soul, life-balance, health
- Critical life situations

Employees get in contact with personal case managers that connect them to mental health professionals. They receive unlimited access to licensed psychologists, available within 24 hours and anonymously, if they wish. Regularly released video tutorials and podcasts complete the offer.

WOMEN IN MANUFACTURING

In this initiative, a team of about 17 women takes an active part in shaping their working conditions. The team in León, Mexico, has developed a program that contains all kinds of activities to find and strengthen their position in a (still) male-dominated environment.

It's not just about work, but about all areas of life from health to leadership skills. For example, in recent months employees in León have completed forklift driver training and workshops about female empowerment.

At the same time, "Women in Manufacturing" is an important opportunity for members from Purchasing & Logistics, Production, Quality, People & Culture, and many more to get into dialogue about challenges and ideas between different departments. The program for 2023 includes workshops on diversity at all levels and women's role in society, skill development applied to work, breast cancer campaigns, and exchange with women from other sites.

We are just at the beginning of a long journey to become a truly diverse company – but we are deeply convinced, that a diverse team is our social responsibility and a major key to an innovative, competitive, and strong company for tomorrow.





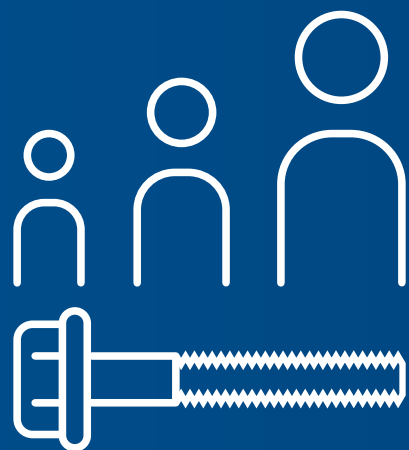
44,3%

equity ratio – above the
industry average in
Germany

ABOUT KAMAX

The KAMAX story began in 1935 when Dr. Rudolf Kellermann founded a factory for screws and threaded parts specialized in the needs of the automotive industry. Today, with our 4,000 employees at 19 locations on all continents of the world, we realize a turnover of 1,016 million euros in 2022. Every year we process 196,000 tons of steel into around 3.1 billion fasteners and complex cold-formed parts.

FORMING FUTURE: STABILITY AND INNOVATION



KAMAX is an independent family-owned business in its third generation. Our high equity ratio forms a stable foundation for growth and innovation. The inventive spirit is in our genes: our company founder Dr. Rudolf Kellermann is co-inventor of the famous „Kellermann-Klein“ formula which is still the worldwide standard for the design of tightening torques.

LOCATIONS



THE KAMAX UNIVERSE



KAMAX is the technologically leading global manufacturer of high-strength fasteners and complex formed parts. We supply all major manufacturers and suppliers in the mobility industry and beyond. A comprehensive and unique product range enables coordinated, customized solutions for every requirement. As a modern, global group of companies, we are growing under our own steam and on an extremely solid foundation. Family culture, committed employees, sustainable management and long-term partnerships with our customers characterize our company and form a stable basis for our success - today and in the future.



The logistics company 4fastening is a 100% subsidiary of the KAMAX Group. For its customers from various industries, it consolidates sources of supply, bundles small, post-series and spare parts requirements, and reduces process costs. In addition to the KAMAX product portfolio, 4fastening has a global network of qualified and certified partners in the field of fasteners and complementary goods.



Robert Schröder is a manufacturer of precision parts inside and outside the automotive industry. The owner-managed group of companies with locations in Germany, Poland and the USA specializes in the further processing of cold-formed parts by turning, milling, grinding, gear cutting and assembly. In addition, the company has capacities and know-how in the production of cold-formed parts for large series.



Nexineer is the digital accelerator of the KAMAX Group. The 100% subsidiary of the KAMAX Group aims to sustainably support the manufacture of fasteners with digital solutions in the production and business processes. At each point of the innovation process, test phases are foreseen to investigate the validity of a project. If a pilot is successfully developed, these solutions will be implemented in our production plants worldwide.



GALOL is a coating expert within the KAMAX Group. The Spanish company specializes in corrosion protection and improvement of functional characteristics. This activity has allowed GALOL to become one of the regional leaders in industrial coating technology in its forty-year history.

GLOSSARY

→ Charter of Diversity

The Charter of Diversity is an employee initiative launched by four companies in 2006. It aims to create a working environment in which all employees are valued and promoted equally, regardless of nationality, ethnic origin, religion or belief, disability, age, and sexual orientation and identity.

→ ESG

ESG stands for Environmental, Social, and Governance. In sustainability reporting, the terms serve as a global common language to define standards. In addition, the term is used in the financial industry to describe the sustainability and social responsibility of investments.

→ GRI standards

GRI Standards are guidelines created by the Global Reporting Initiative (GRI) for sustainability reporting, covering economic, environmental, and social impacts of organizations. They help improve sustainability performance and provide stakeholders with transparent information.

→ GWP

GWP stands for Global Warming Potential, a measure of how much a greenhouse gas contributes to global warming relative to carbon dioxide, with methane and nitrous oxide having higher GWPs. It is used to compare the climate impacts of different gases and assess mitigation strategies.

→ IATF16949

IATF16949 certification is intended to demonstrate the system and process quality of a supplier to the automotive industry. It is based on the specifications issued by the International Automotive Task Force (IATF). IATF16949 complements the ISO 9001 standard; certifications must include both standards.

→ SASB

The Sustainability Accounting Standards Board (SASB) is a non-profit organization that provides sustainability accounting standards. SASB standards cover ESG factors specific to different industries, helping companies identify, manage, and report on relevant sustainability issues to stakeholders.

→ Scope

Depending on where CO₂ emissions occur, they are assigned to different scopes: scope 1 and 2 relate to the direct use of energy, for example in buildings. Scope 3 additionally considers the purchase of upstream or downstream goods and services. KAMAX has set itself the goal of being CO₂-neutral in scope 1 and 2 by 2037.

→ TISAX

TISAX means Trusted Information Security Assessment Exchange. It is a cross-company testing and exchange procedure for information security in the automotive industry. The goal of TISAX is to protect data, its integrity and availability during the manufacturing process and operation of vehicles.



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