2025 Sustainability Report



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LETTER OF COMMITMENT FROM THE CEO OF THE IRIZAR GROUP

The Irizar Group closed 2025 on a constant path of growth and improvement, reaching record levels of employment and consolidating its position as an international leader in the field of sustainable mobility. All of that happened in a global context marked by geopolitical uncertainty, tensions in supply chains, the evolution of energy markets and growing regulatory demands derived from the transition to a decarbonised economy.

Despite those challenges, we kept making progress with determination thanks to the effort, dedication and capacity for adaptation of the approximately 3500 people who make up the Irizar Group. Our industrial project continues showing its strength and capacity to generate long-term value with a vision centred on people, innovation and sustainability.

We firmly believe in mobility for all: Urban, intercity and long-distance mobility that is more and more efficient, safe, accessible and attractive for users. To those ends, we keep driving solutions that improve passenger experience and contribute to developing more sustainable cities and territories.

Decarbonising transportation remains one our society's great challenges. With a pragmatic point of view, and based on technological neutrality, we keep developing solutions adapted to the needs of each operator and market by providing latest-generation electric, hydrogen, hybrid and conventional internal combustion vehicles. Our goal is clear. We intend to help our clients reduce their environmental footprint with the most efficient solutions in every operating context.

In recent years we've expanded our Efficient line significantly, and in 2025 we can proudly state that we have a complete line of buses and coaches that contribute to reducing energy consumption and CO_2 emissions. That progress reaffirms our commitment to cleaner and cleaner mobility and building a better future for coming generations.

2025 was also an especially important year from the point of view of innovation. We presented the new Normal Floor electric Irizar i3 and the new Irizar ie bus Efficient. Additionally, the Irizar i6S Efficient started on its way in new markets, and our hydrogen coach achieved an historic milestone by travelling 2500 kilometres between Ormaiztegi and the French Alps, setting the current record for the longest distance driven by a hydrogen coach in Europe.

Our commitment goes far beyond making vehicles. Thanks to the more than 2850 Efficient vehicles and more than 1600 urban electric buses in operation around the world, every year we contribute to avoiding the emission of more than 173,000 tons of CO_2. Those are numbers that show the positive and tangible impact our solutions are creating in the transition towards more sustainable mobility.

That progress is also the outcome of the work done together by all the companies that make up the Irizar Group. Alongside Irizar e-mobility, companies like Hispacold, Masats and Jema continue driving technological developments that are key for the mobility of the future by providing advanced solutions for climate control, power electronics, charging infrastructure and energy systems that strengthen our integral value proposition and let us make a positive impact on the entire value chain.

We will keep working with the same enthusiasm and responsibility to progress towards more sustainable, competitive and technologically advanced mobility that can contribute to people's well-being and the development of a more balanced and environmentally friendly society.

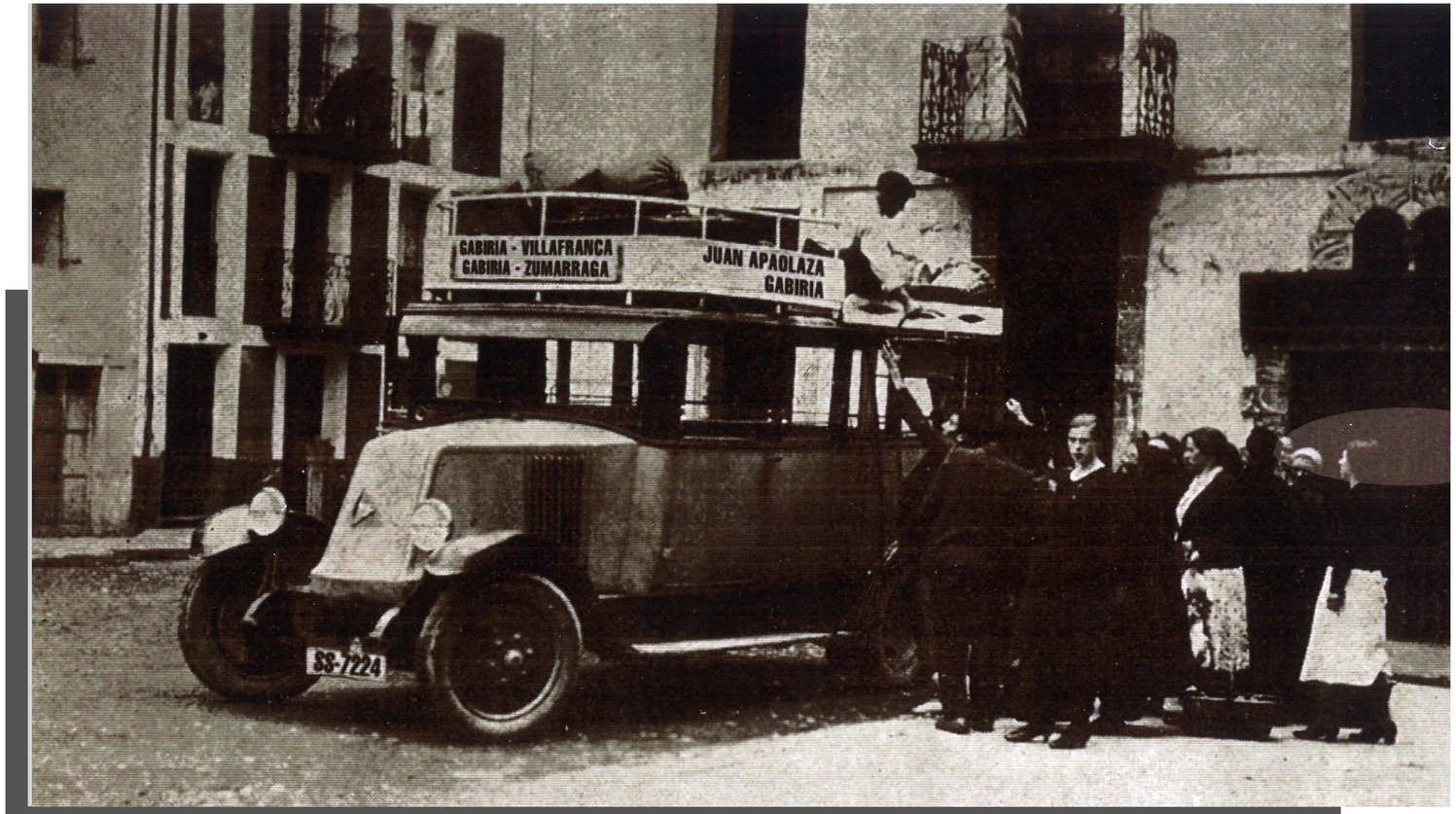
Thank you very much for accompanying us along this path to a more sustainable future.

Imanol Rego
CEO of the Irizar Group



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This sustainability report for the Irizar Group includes information about the environmental, social and governance performance for the 2025 period.

This document contains information from several sources inside the Group, including the non-financial information statement for the same year. And it is intended to be a complementary instrument that aims to provide a wider, more ordered and integrated vision of the Group's sustainability performance.

This report is part of the Group's commitment to continuously improving its reporting model and the progressive adaptation to the **Corporate Sustainability Reporting Directive (CSRD)** and the**European Sustainability Reporting Standards (ESRS).**Along those lines, the Group is making progress towards a more integrated information model that can connect strategy, operational performance, impacts, risks and opportunities and management systems with a coherent and traceable point of view.

1.1.Scope of the Report

The scope of this report includes consolidated information from the Group, including the companies that it has control or joint control of. And it also includes, in a progressive way, relevant elements of the value chain, especially in relation to suppliers, clients and our local environment. The strategic lines in terms of sustainability are established by the parent company and they function as a reference framework for the Group as a whole, while each company carries them out in accordance with the nature of their activity, operating context and the maturity of their management and data collection systems. In consequence, the level of detail of the information may vary depending on the business activity.

Spanish law 11/2018, the GRI 2021, CSRD, ESRS, the United Nations Global Compact and the 2030 Agenda were used as references for drafting this report. The information reported has been constructed using primary data, secondary data and, when necessary, estimations based on accepted methodologies, applying criteria of prudence, consistency, comparability and transparency.

Irizar has internal mechanisms oriented towards improving the quality, coherence and traceability of sustainability information that are underpinned by data collection processes, the experience accumulated drafting the non-financial information statement, and existing management systems. Those mechanisms are mainly driven by Irizar S. Coop. and they are progressively extended throughout the entire Group depending on the varying level of maturity, information availability and traceability in each company. However, the system is still not formalised, homogeneous and fully implemented in all the companies.

This focus lets the Group make progress with a reporting model that addresses not only regulatory requirements but also the expectations of the main stakeholder groups, thus reinforcing transparency and accountability.

1.2. Reference Frameworks and Standards Used

This report has been drafted in compliance with the regulations in force regarding non-financial information, primarily Spanish law 11/2018, and the evolution of the European regulatory framework for sustainability has also been taken into account.

In particular, the references for the report include:

- The GRI 2021 standards for structuring and presenting information
- The Corporate Sustainability Reporting Directive (CSRD) as a reference framework for the evolution of the Group's reporting
- The European Sustainability Reporting Standards (ESRS) in the process of progressive adoption, especially in regards to identifying impacts, risks and opportunities (IRO)
- The United Nations Global Compact which Irizar S. Coop. adheres to, as a reference framework that orients its responsible behaviour and is used as a reference for the progressive development of common sustainability criteria in the whole Group.
- The 2030 Agenda and the Global Development Goals (SDGs) as a global reference framework adopted by Irizar S. Coop. and used for orientation to promote ESG priorities shared throughout the Group

All of that shows the Group's commitment to the progressive convergence upon a reporting model aligned with European sustainability standards.

1.3.Scope of the Information and Value Chain

The report deals with information about the Group's own business activities as well as information about its value chain, reporting information about:

- The Group's own operations
- Relationships with suppliers and the supply chain
- Relationships with clients, people and the local environment
- The environmental and social impacts associated with products and services

In cases for which there is not complete information, estimates based in accepted methodologies have been used, and criteria of prudence, consistency and transparency have been applied.

1.4.Chronological Focus

The information is analysed considering different time horizons, in line with the ESRS requirements:

- Short term: annual period
- Medium term: 1 to 5 years
- Long-term: more than 5 years

This focus makes it possible to integrate both current performance and the strategic vision and future commitments of the Group in terms of sustainability.

1.5.Methodology and Data Sources

The process of drafting this report is based in collecting and analysing information from various sources, which include:

- Primary data obtained from the internal management systems (production, people. environment, etc.)
- Secondary data from external or sectorial sources
- Estimated data, used primarily in complex areas like the value chain or certain environmental indicators.

The Group uses criteria of coherence, reliability and comparability when handling information, progressively making progress in improving collection, traceability and validation systems for ESG data.

1.6.Information Control System information

Irizar has a set of internal mechanisms and practices oriented towards improving the quality, coherence and traceability of sustainability information. The Group is working to consolidate a formal, homogeneous and fully implemented system in the entire Group, mainly underpinned by the experience accumulated in the process of drafting the Non-Financial Information Statement and in existing management systems in areas like quality, the environment, occupational health and safety, energy and other relevant operation processes that provide:



- Identification of internal managers for collecting, checking and consolidating specific ESG data
- Using the procedures, registries and controls present in the management systems certified or implemented in the organisation
- Checking the consistency of the information reported in the SNFI framework and sustainability report
- Progressive improvement of documentary traceability and integrating ESG data into the Group's management and reporting systems

That model makes it possible to advance towards a more robust and verifiable ESG information model, using capacities already present in the organisation and gradually improving them as the CSRD and ESRS verification and reporting requirements evolve.

1.7.Limitations and Estimates

There have been certain limitations in drafting this report, primarily the complexity of the global value chain and, more precisely, the obstacles to obtaining information regarding the totality of suppliers and third parties.

Nevertheless, in those cases it was chosen to create estimated indicators always using criteria of prudence and transparency and disclosure of the methodologies used and, with the commitment to keep progressively making progress in improving quality, coverage and traceability of the data report by the companies in the Group.

1.8.Comparability of the Information

Irizar progressively revises the calculation methods used to generate the sustainability information, with the goal of improving the quality, reliability and comparability of the data reported over time. Those revisions are driven from the parent company and are gradually extended to the entire Group as the availability and traceability of the information progresses.

1.9.External Verification

The Group's Non-financial Information Statement undergoes an independent external verification process in accordance with accepted professional standards. That process makes it possible to ensure the reliability, traceability and regulatory compliance of the information reported.

In addition, there are several companies in the Group that have specific certifications, verifications or environmental statements—such as ISO 14001, ISO 45001, ISO 14064 or Product Environmental Statements, depending on each case — and that, consequently, undergo checks and validation by accredited external entities.
Those verifications do not have a homogeneous scope for all the companies in the Group, but they contribute to improving the reliability, traceability and quality of the information reported in the areas and companies in which they are implemented.

1.10. Continuous Improvement and CSRD Adaptation

As the parent company, Irizar S. Coop. promotes a focus on continuous improvement in the Group's sustainability reporting model oriented towards progressively adapting to the CSRD and ESRS requirements, reinforcing internal monitoring mechanisms, and improving the quality of the ESG indicators and the gradual integration of sustainability into the organisation.:

All of that makes it possible to evolve towards a more robust and coherent reporting system that is aligned with regulatory and stakeholder expectations.

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2.1 The Irizar Group

The Irizar Group is a business project that is an international leader in sustainable mobility, with an industrial career of more than 135 years and a management model with people at its core, innovation and sustainable competitiveness. It has a presence in more than 90 countries and a structure made up of 24 companies and 11 production plants spread out over Europe, the Americas and Africa.

The Group combines a solid industrial base with a growing technological specialisation and a clear global vocation, and articulates its business around its primary production units, among which Irizar S. Coop. and Irizar Emobility are most notable.

In 2025, the Group reached 1,046 million euros in billing and a workforce of 3,538 people, consolidating its positioning in the sector and improving its capacity for reaction in an environment of transformation.

The activities of the Group span design, manufacturing and commercialising buses and coaches, as well as developing advanced solutions in electromobility, power electronics, climate control, accessibility, connectivity, and technology applied to transport, and integrating the development of intercity and long-distance solutions in a complementary way — at Irizar S. Coop. — alongside 100% electric urban mobility — developed through Irizar e-mobility.

That integration of capabilities lets us take on the current challenges of the sector in an integral way, especially in regards to decarbonisation, energy efficiency, digitalisation and the evolution of urban and intercity mobility.

The Group's business model is rooted in a vision oriented towards creating sustainable value in the long term, and combining economic growth, technological development and a positive contribution to our local environment. In that context, sustainability is not limited to a specific business area, rather it is integrated transversally into strategy, product development, industrial operations and relationships with stakeholders.

Likewise, the Group works in close relation to the environment in which they operate, contributing to economic, industrial and social development in various places, and they have an active relationship with government, local entities and sectorial bodies.

2.2 Business Structure and International Presence

The parent company of the Group is Irizar S. Coop. where the common strategic lines are defined and industrial, technological and sustainability priorities are driven. Alongside that, Irizar e-mobility is one of the pillars of the industrial development of the Group in the field of electric urban mobility, completing the production and technological model of the group.

Starting with that core, the Group has developed an international network of production centres that reinforce proximity to markets and the capacity to adapt to different operating environments.

Founded in **1889**

1 R&D Centre

6 companies that are leaders in their sector and **24 companies of their own**

3.538 people

11 production centres worldwide

€1,046 M (2025)

Group Companies

Irizar
A wide range of integral, biodiesel, natural gas (CNG and LNG), hybrid, hydrogen and electric buses and coaches

Irizar e-mobility
Integral electromobility solutions for cities. 100% zero-emissions electric vehicles, charging systems, electric traction, energy management and storage

Jema
Power electronics applied to network and transport quality Power supplies for Big Science Renewable energy, storage and Smart grids Electronics for coaches

Hispacold
Climate control systems for buses, coaches and rail vehicles.

Masats
Accessibility systems for public transport vehicles.

Production Plants

Irizar Maroc (Skhirat, 1996)
Market leader in the luxury coach segment In 2013, it began manufacturing buses for Europe. It has the Irizar i6 and i6S models.

Irizar Brasil (Botucatu, 1998)
Positioned in the luxury coach segment with the Irizar i6 and Irizar i6S models, it has consolidated into a project with a strong inclination to export, providing services to the markets in South America, Central America, Africa and Oceania.

Irizar México (Querétaro, 1999)
Serves the high-end Mexican market with the Irizar i5, Irizar i6, Irizar i6S and Irizar i8 models

Irizar Southern Africa (Pretoria, 2004)
The plant serves the South African markets and bordering countries. It covers the luxury coach segment with the Irizar i6 and i6S.

Branch offices

Irizar Benelux (since 2018)
Irizar Asia Pacific (since 2006)
Jema USA
Hispacold Mexico (since 2002)
Irizar UK (since 2011)
Irizar France (since 2011)
Irizar USA (since 2016)
Irizar Italia (since 1993)



2.3 Strategy Innovation and Positioning

The strategy of the Irizar Group is articulated around three fundamental axes: brand, technology and sustainability, which act as levers of differentiation and competitiveness. The brand is underpinned by quality, reliability and customer proximity. Technology is set up as a key element for innovation and product development, and sustainability is consolidated as a transversal axis that orients the evolution of the business.

The Group's activity is based in a mission oriented towards providing advanced, efficient and environmentally friendly mobility solutions, to contribute to the social and economic development of the markets in which they operate.

Its vision is centred on consolidating into a global leader in sustainable mobility, driving technological innovation, product excellence and continuous adaptation in a changing environment.

Those principles are materialised in commitments linked with customer satisfaction, the development of people, collaboration with suppliers and contributing to economic and social progress.



Mission
To strengthen our brand to grow and create wealth and employment for our business project and in our environment.

It is key to achieve a high degree of satisfaction among our clients and establish a very close relationship with them and provide the guarantee of a solid and sustainable project they can trust.

Promote and drive flexibility to adapt to a changing environment and the needs of our clients, and give them the solutions they need to gain their loyalty and set ourselves apart from our competitors.

Try to achieve the highest degree of satisfaction of everybody who is part of the Irizar Group, our external collaborators and society.

Work efficiently in a cooperative framework that promotes participation, communication in management and profits for the rest of the companies in the Group.

Vision
Contribute to a sustainable world by providing collective mobility solutions that stand out in terms of safety, reliability, comfort and efficiency for our clients, passengers and society.

The Irizar Group will be a leader in design, innovation, service, technological development and integration and guarantee the involvement and satisfaction of people.

Commitment
Focus our activities on carrying out the mission and strive to have our clients satisfied with our products and services. That is our highest priority because it guarantees our future.

Responsibility: Fulfil obligations and be vigilant for the common good of the group, be an outstanding worker and guarantee quality work. Observe working hours and be efficient.

Commitment to People: Dedicate ourselves to reducing accidents and encourage the culture of health and safety in everyone. Set adapted policies for flexibility and work-life balance. Value gender and cultural diversity as something that enriches the group, and promote the use of the Basque language.

Quality and Excellence: Prioritise quality in individual and collective work to strengthen the brand image and ensure the satisfaction of customers and collaborators, striving for excellence in all areas and processes, both internal and external. Scrupulously look after the appearance of our plants in all areas, like offices, shops...

Cooperative Commitment: Maintain a high level of conscientiousness, dedication and effort during your entire career, and support workmates and collaborate on initiatives and bodies of the cooperative. At work, put the good of Irizar above the good of the individual.

Integrity and Honesty: Show respect for everyone and behave ethically and transparently.

Job stability, and personal and professional development: Emphasise a long-term strategy of job stability, and promote structured and accredited training, as well as personal and professional growth for all members of the group.

Proactivity and Availability: Strengthen the sense of community and availability to collaborate and participate in initiatives, including support needed for external projects.

Active Participation: Inspire motivation and involvement for everyone in management, continuous improvement and decision-making in the company.

Teamwork, communication and transparency: Prioritise communication and teamwork on the job to reach common goals and improve the work environment. The group operates transparently, providing information that is accessible and understandable for everyone.

Corporate Social Responsibility: Help improve local social conditions and the environment

The environment the Group operates in is marked by structural trends like the decarbonisation of the economy, the digitalisation of transport systems and the transformation of mobility models. Faced with that context, the Group is developing a strategy oriented towards staying ahead of those trends through innovation in transport solutions, improving operating efficiency and the progressive integration of sustainable technologies.

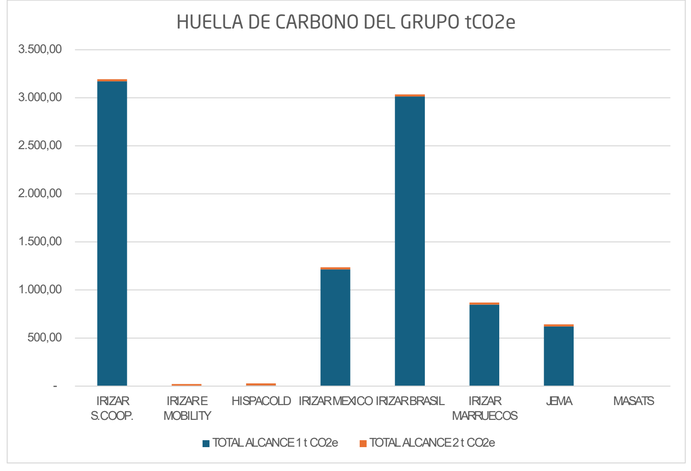
Innovation is a central element of the Group's business model, and it occurs throughout the entire product lifecycle. Along those lines, the Group develops solutions linked with electromobility, hybrid technologies and the energy transition, hydrogen, digitalisation and connectivity, as well as improvements in ecodesign, energy efficiency and user experience. That focus makes it possible to improve the competitiveness positioning of the Group and improve its capacity to meet the demands of the market.



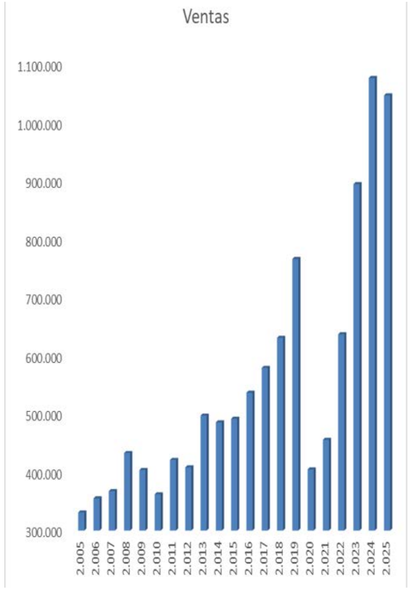
2.4 Group Activities in 2025

In 2025, the Irizar Group continued its business activities in an environment marked by the transformation of the transportation sector towards more sustainable, digital and efficient models. In that context, the Group maintained a significant level of industrial and commercial activity, consolidating its international presence and strengthening its positioning as a supplier of advanced mobility solutions.
The year's activity was characterised by the positive evolution of the business, having a significant portfolio of projects and orders, and progress in developing and implementing technological solutions oriented towards meeting the new demands of the market. In parallel, the Group kept integrating ESG criteria into its management, for both product development and industrial operations, the supply chain and its relationship with stakeholder groups.

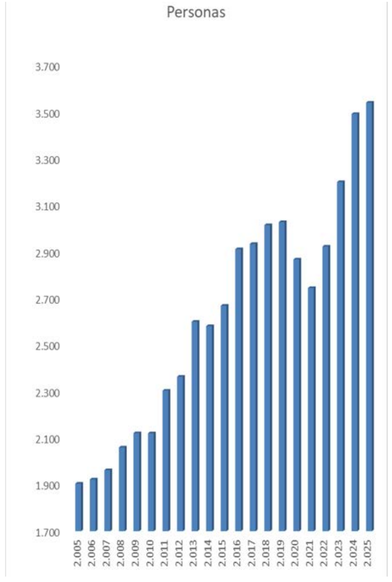
That approach is a confirmation of the Group's determination to combine competitiveness, innovation and sustainability into the evolution of its business model.



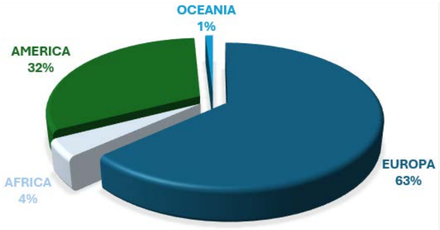
Consolidated Billing (thousands of euros)



Job creation (people)



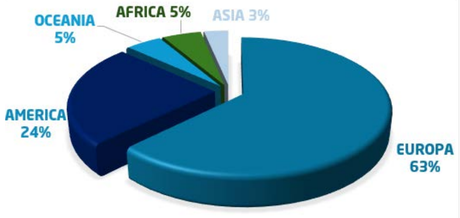
Staff distribution by continent



Distribution by sex

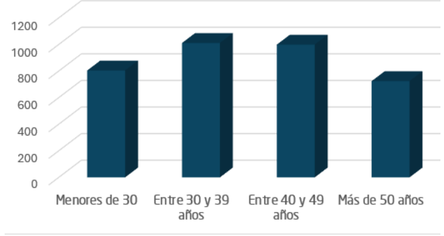


Sales by market



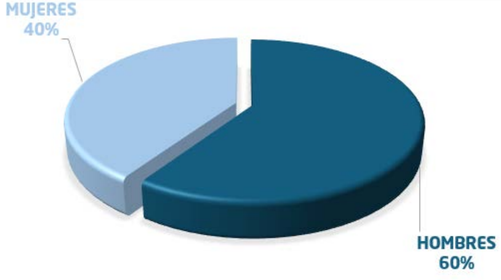
Average age of workforce

23% of the workforce is under 30, 29% are between 30 and 39, 28% are between 40 and 49 and 19% are over 50.



Work-life balance

The total number of employees on reduced working hours is 84. Of them, 50 are men and 34 are women.



2.5 2025 Milestones

February

Masats attended the UMA trade fair in the United States

March

Jema attended the Key Energy Expo trade fair.

April

Hydrogen Milestone 2500 km trip between Ormaiztegi and the French Alps
Irizar i6S Efficient South African launch
Masats participated in Mobility Move

June

Masats participated in the UITP Summit.

July

The Irizar i6S Efficient Hydrogen was present at the BBK Live music festival to take attendees to and from the event.

September

Irizar and Irizar e-mobility participated in Mobility Week in Bilbao.

October

The Irizar Group participated in the industry's most important trade fair, Busworld in Brussels:

Presentation of the Irizar iebus Efficient and Irizar i3 electric NF.
Masats launched a new 1 panel 028e sliding door and presented the AI applied to mobility AIDA system.
Hispacold launched the new HVAC system with natural R290 coolant.
The Irizar i6S PHEV was awarded the Busworld Driveline Technology Bus for the PHEV chassis.

Other:
ANEPMA workshops Presence with Irizar ie truck and Irizar hydrogen ie truck
IBE Misano, Italy

November

Solutrans The Irizar ietruck, the two axle chassis version of the new generation of the Irizar ie truck with a refrigerated delivery box body
Environmental product declaration for the Irizar i6S Efficient FCEV
Irizar attended Expobus Iberia in Silleda
Participation of Masats in CUTA
Inauguration of our new URBAN plant

December

Irizar e-mobility developed a second life project for batteries to handle the end of their first life.

2.6 Irizar S. Coop. Core Business Model

Irizar S. Coop. is the industrial, strategic and cultural core of the Group, and it articulates a business model based in designing, manufacturing and commercialising high-added-value passenger transport solutions, especially in the intercity and long-distance segments. That core is complemented structurally by Irizar e-mobility, which develops the range of 100% electric urban mobility solutions, and they jointly comprise the bases of the Group's technology and production model.

The product developed by Irizar S. Coop. is one of the main elements of differentiation for the Group. The plan is centred around vehicles designed using criteria of efficiency, safety, comfort and sustainability throughout their lifecycle for both developing long-distance solutions and the evolution of electric urban solutions in the Group. And from the initial design phases elements like energy consumption optimisations, weight reduction, durability improvements and more efficient material choices are included. Consequently, opting for ecodesign makes it possible to reduce the product's environmental impact and improve its global performance.

The innovation applied to products is oriented towards improving their performance in technological, operation and environmental terms, including electrification, digitalisation, safety and efficiency solutions. That development is done in coordination with the rest of the companies in the Group, which makes it possible to provide integrated solutions that combine the vehicle, energy systems, climate control and accessibility.

Relationships with clients is a differentiating element in the Irizar model. The company has a focus based in proximity, personalisation and attention during the entire lifecycle of the product, underpinned by a global network of aftersales service. That model makes it possible to compete in segments where value is defined by quality, reliability, service and sustainability, and not just by price.



The History of Irizar





Nace Irizar

1889

1928





Se fabrica el primer vehículo con tracción mecánica, de 22 plazas carrozado a partir de un chasis adquirido por un cliente en Francia.



Irizar se convierte en cooperativa.

1963

1970 1980



Constante innovación y se posiciona como una de las mejores compañías del sector en el Estado.



El Century. Un símbolo de diseño

1995

En los 90 Irizar experimenta un fuerte crecimiento y comienza su proceso de internacionalización. Se crean Irizar Mexico, Irizar Brasil, Irizar Maroc, Irizar Asia Pacific e Irizar Southern Africa.

2000

Premio Europeo a la Excelencia Empresarial (EFQM)

2009-2013

Fortísima apuesta por la diversificación industrial y la tecnología. Se incorporan al Grupo Jema Energy, Datik y Alconza

2009



En plena crisis, se lleva a cabo una revolución estratégica en Irizar y pasa a convertirse en fabricante de autocares integrales con una visión sostenible.



2011

Lanzamiento al mercado de la gama completa de autocares integrales marca Irizar y se crea la división de electromoviidad para las ciudades.

creatio

Nace Creatio, el Centro de Investigación y desarrollo del Grupo Irizar

2012



2014

Primer autobús 100% eléctrico cero emisiones



Gama completa de soluciones de movilidad sostenible.
Premio internacional de Mejor Autocar del año.
Nominado fabricante de autocares del año en Europa.
Autobús del año y Vehículo Industrial Ecológico del año.

2017



125 aniversario



Nuevas instalaciones

2018



Inauguración de Irizar e-mobility, la primera fábrica destinada íntegramente a soluciones de electromovilidad en Europa.

Moving foward

130 years

2019

Juntos, por un futuro más seguro y sostenible

Un año marcado por la crisis sanitaria y económica Covid-19

2020



2021



2022

Lanzamiento Irizar i6S Efficient

El autocar más eficiente de la historia de Irizar.
Hasta un 13% de reducción de consumos y emsiones.
Premio Sustainable Bus
Premio Autobús del Año en España

Puesta en marcha KPIs de la Agenda Irizar 2030



Nueva generación de Irizar ie truck, camión 100% eléctrico



Irizar i6S Efficient Hidrógeno

Primer autocar de hidrógeno de Europa

2023

Irizar i3 eléctrico NF y Nuevo iebus Efficient



Nuevo Irizar i3 eléctrico LE

Autocar de clase II 100% eléctrico

2024

2025

2.8 Irizar in Figures and Major Milestones

In 2025 Irizar undertook several significant initiatives to strengthen its positioning in the sector:

1. Consolidation of its presence in international markets,

2. progress in developing and commercialising sustainable mobility solutions,

3. participation in strategic projects related with the energy transition,

4 and recognition in the sector from participating in trade fairs and specialised events.

Those activities show the Group's capacity for adapting to a changing environment, while keeping its focus on innovation, sustainability and competitiveness.



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3.1 Products

Irizar Brand Coaches and Buses

At Irizar we provide a complete range of vehicles and technologies to choose from. As key actors in the sustainable mobility of the future, we have a complete range of vehicles that includes 100% electric vehicles, in addition to diesel, HVO and natural biofuel (CNG and LNG) and hydrogen vehicles. There are endless possibilities that span all market segments, like urban buses, suburban and medium and long distance coaches for regular and occasional and premium routes.



Doors and lifting platforms for public transport

Masats provides integral technologically advanced solutions for doors and access systems for buses and coaches for both urban and intercity transport, doors and boarding systems for rail, station platform doors and gap fillers. We maintain the highest standards of reliability, availability and durability.

Bus & Coach Range

	Puerta deslizante	P. Apertura a interior	P. Apertura exterior	Rampa manual / Eléctrica	Elevador	Maletero
City bus	☑	☑		☑		
Intercity	☑	☑	☑	☑	☑	☑
Coach			☑		☑	
Minibus	☑		☑	☑		☑

Station Platform Systems

	PSD Puerta de andén	PASD Puerta de andén adaptable	GAP Filler para andén	THYRALINK TL1 Sistema de comunicación
Sistemas para las estaciones	☑	☑	☑	☑

Railway Range

	00Gc Puerta corredera light	00Gd - cabin Puerta de cabina elect.	00Fb - cabin Puerta de cabina man.	00Gb - EMU Puerta corredera	RF3 Rampa deslizante	RF3+ Rampa estribo sin contacto
Mass Transit <120km/h	☑	☑	☑		☑	☑
Commuter <140km/h	☑	☑	☑	☑	☑	☑
Regional <160km/h	☑	☑	☑	☑	☑	☑
Intercity <200km/h			☑	☑	☑	☑

Climate control system

Hispacold has climate control systems for buses, coaches and railway vehicles.

	Engine type			
Systems and Components	Internal Combustion	Trolley	Hybrid	Electric
Zephyr Line				
Phicool Line (double-decker)	✓	✓	✓	✓
Breeze Line			✓	✓
EN Line	✓	✓	✓	✓
Compressors			✓	✓
Control panels	✓			
Air purifiers	✓	✓	✓	✓
Central heating system	✓	✓	✓	✓
Driver climate control unit	✓			
BTMS	✓	✓	✓	✓
Cooler			✓	✓

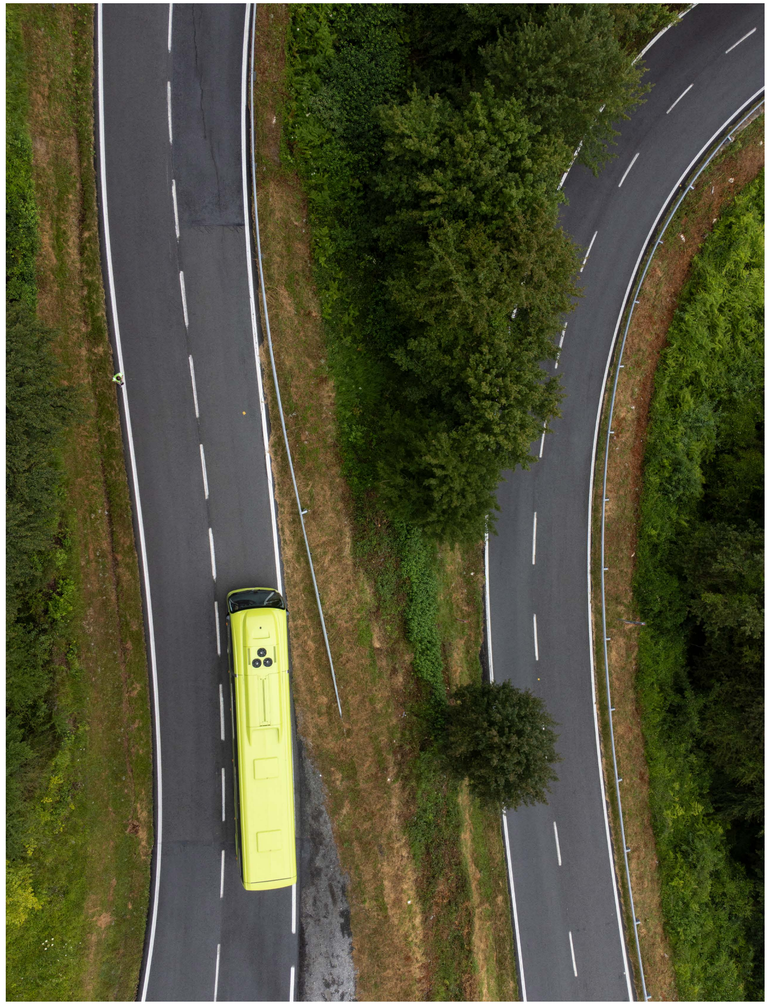
	Engine type					
Systems for Railway Vehicles	Tram	EMU	LRV	DMU	Under-ground	Locomoti-ves
Passenger cabin	✓	✓	✓	✓	✓	
Cabin	✓	✓	✓	✓	✓	✓

Power electronics and energy conversion

Jema Energy has three main business areas: Big Science, focused on nuclear fusion and particle acceleration projects. Electromobility, offering a range of charging solutions for heavy-duty electric vehicles, from garage chargers to rapid opportunity charging systems and pantograph-integrated equipment. And a third business area specialising in renewable energy and storage for large-scale photovoltaic plants, battery energy storage systems (BESS) and hydrogen, where it provides solutions tailored to each project.

RENEWABLES & BESS	
Product	**Features and applications**
X8 series inverters	PHOTOVOLTAIC · ENERGY STORAGE · HYDROGEN High-power modular converters with voltages of up to 1,500 V, multilevel topology and liquid cooling. They support AC- or DC-coupled configurations and Skid solutions of up to 9.4 MVA. Grid-support functions offered by the X8 range: • Reactive power control and Q-at-night function • Black-start capability • Grid-feeding operation capability • Grid-forming operation capability
X6 series inverters	PHOTOVOLTAIC · ENERGY STORAGE Modular, bidirectional units rated from 1,400 to 2,750 kW. Designed for indoor and outdoor installations, with solutions for battery storage and improved grid power quality.
X3 series inverters	PHOTOVOLTAIC · ENERGY STORAGE Modular units with independent power stacks. They enable reactive power management and, in their bidirectional configuration, battery charging and discharging. Available for indoor and outdoor installations.

HEAVY-DUTY E-MOBILITY			
Equiment	**Power**	**Key features**	**Application**
SIGMA C	Up to 1,2 MW	High-power charging architectures, with MCS or CCS2/HPC options depending on the configuration.	Depots, logistics centres, long-haul electric trucks and operations requiring rapid charging.
SIGMA M	60–540 kW (depending on configuration)	Modular system, power distribution across several vehicles, and charging options via CCS2 or pantograph.	Charging electric buses and trucks at depots.
ECI	50, 100 and 150 kW; 2 × 50 kW configurations	Chargers for slow charging at depots. Connection via CCS2 cable and/or pantograph.	Overnight charging or charging during extended parking periods.
ECI opportunity fast-charging systems	300, 450, 500 and 600 kW	High power output to restore vehicle range during short stops. Pantograph charging.	Urban buses and heavy-duty vehicles operating intensively.
GAMMA	Configurations from 180 to 450 kW	Integrated pantograph charging system designed to enable	Depots and opportunity-charging stations.



3.2 Sustainable Mobility Solutions and Value Proposal

The Irizar Group is aware of its role as a key actor in sustainable mobility. And, because of that, they develop a product range based on an integral low-emissions mobility solution for collective passenger transport.

That product range combines industrial, technological and service capacities with the goal of meeting the current challenges of the sector, especially in regards to decarbonisation, energy efficiency and the transformation of transport models. The product transcends the traditional concept of vehicle to become a platform that integrates technology, sustainability and operating performance throughout the entire lifecycle.

3.2.1. Multitechnology Platform and the Energy Transition

The products the Group offers are underpinned by a multi-technology and multi-energy range that makes it possible to take on the transition towards more sustainable models of mobility in a way that is progressive and adapted to every context.
In that product range electric, hybrid, natural gas, renewable fuel and hydrogen solutions exist side-by-side, making up a portfolio that can provide products to meet different levels of technological development, infrastructure availability and regulatory demands in the markets where the Group operates.

That focus lets operators design scalable energy transition strategies and reduce risks associated with adopting new technologies, and it facilitates the evolution of their fleets depending on operational, economic and environmental criteria.

3.2.2. Energy Efficiency and Vehicle Performance

One of the fundamental axes of product development is optimising vehicle energy performance. To those ends, the Group promotes solutions oriented towards lowering consumption, emissions and operating costs and integrating improvements into the structural design, aerodynamics and systems management.

That plan is materialised in developments in the Efficient line, which incorporates a significant reduction in consumption and emissions - of around 13% - thanks to the all around optimisation of the vehicle, including weight reduction and aerodynamic improvements.

Those improvements make it possible not just to reduce the environmental impact in the use phase, but also to improve the profitability of the asset by lowering the total operating costs for customers.

3.2.3. Ecodesign and Lifecycle Analysis

The development of the product incorporates a structured lifecycle focus that takes all phases of the vehicle into account, from design to the end of its useful life. In that context, the Group has made progress in implementing tools like Lifecycle Analysis and Environmental Product Declarations, that make it possible to systematically quantify the environmental impacts associated with the product.

That model facilitates including sustainability criteria starting in the initial design phases to promote a reduction in resource consumption, energy optimisation and an all around improvement in the vehicle's environmental performance.

In recent years the Group has been promoting the acquisition of those certificates and is committed to continue increasing the number of vehicles with eco-labelling in the coming years.

* As far as batteries, there is currently no specific product category rules that make it possible to develop and verify an environmental product declaration (EPD) under a framework that is comparable and accepted in the industry. For that reason, the environmental performance of those products is evaluated using a lifecycle analysis (LCA) that makes it possible to quantify their environmental impacts starting in the earliest phases of their lifecycle.

MODEL	TECHNOLOGY	CERTIFICATION YEAR
Irizar i6S	Irizar i6S Efficient	2024
Irizar i6S	Irizar i6S FCEV (hydrogen)	2025
Irizar i4	Irizar i4 diesel	2020
Irizar i4	Lightened Irizar i4 diesel	2024
Irizar iebus	Irizar iebus EV	2021
Irizar iebus	12 m Irizar iebus Efficient	2025
Battery	Energy 1.0 - 54 Ah	2022
Battery	Energy 2.0 - 65 Ah	2022
Battery	Fuel Cell - Power	2025
Battery	Energy 3.0 - Gen 3 (73 Ah)	2024
Battery	Second life Energy 1.0	2024

EVOLUCION DE PRODUCTOS FABRICADOS CON ETIQUETA ECOLÓGICA POR AÑO

	2022 (Año base)	Resultado 2023	Resultado 2024	Resultado 2025
Total productos fabricados	20	20	22	22
Total productos con Etiqueta Ecológica	4	4	7	9
% productos con Etiqueta Ecológica	10%	20%	31,8%	40,9%

3.2.4. The Circular Economy and Resource Management

More and more, the Group's products incorporate circular economy principles that are oriented towards maximising efficiency in the use of materials and reducing waste production. That focus is approached from a lifecycle perspective, and combines modular design, maintenance, repair, technological updating, spare parts availability, device recovery and second life solution criteria. In that way, circularity is integrated into both the design phase and operation, aftersales service and managing the end of life of the product.

The design of the vehicle puts value on repairability, recyclability and easy disassembly, and some models have a nearly 98% recoverability rate.

MODEL	% RECOVERABILITY	% RECYCLABILITY
I4 integral	98.06%	98.79%
i6 Efficient	97.62%	95.14%
i6 Efficient FCEV	98.02%	95.04%
iebus Efficient	98.02%	92.94%
iebus NG	96.97%	89.16%
TOTAL	**97.74%**	**94.21%**

Following ISO 22628 methodology, internal combustion buses usually have higher recyclability rates than electric ones because a larger proportion of their mass consists of conventional metals (steel, iron and aluminium) with consolidated recovery processes and high recycling rates. With electric buses, because of the batteries and electronic components there are materials whose recovery is counted less favourably, which reduces the total calculated recyclability of the vehicle.

Likewise, electric buses with NMC batteries usually get better recyclability results than devices with LFP batteries, because the former contain high value metals like nickel and cobalt for which there are more highly developed recovery processes. On the other hand, LFP batteries contain mostly iron and phosphate, which are materials with less recovery value and that usually contribute less to the ISO 22628 recyclability calculation.

The Group includes circularity into product lifecycle management, and prioritises reuse, reconditioning and finding new uses before the final recycling. That focus makes it possible to prolong the value of the vehicles, components and batteries using solutions like selling second hand vehicles or a second life for batteries in stationary energy storage systems.

3.2.5. Technological Innovation and Product Digitalization

Innovation is a transversal element of the evolution of the product, and includes technologies associated with electrification, connectivity and digitalisation. The vehicle is configured progressively as a smart platform that integrates monitoring, diagnostics and data management systems that facilitates safer and more efficient operation.

Integrating those technologies makes it possible to improve the performance of the product in use, anticipate incidents and optimise the use of the vehicle with data analysis. Likewise, the product incorporates advanced active and passive safety systems, as well as cybersecurity developments in line with emerging regulatory requirements.

+

Front collision warning

Warns of an impending forward collision, giving the driver enough time to react.

+

Safety distance monitoring

Safety distance monitoring that warns the driver if they are driving at an unsafe distance

+

Pedestrian collision warning

Daytime warning with visual alerts of an impending collision with a cyclist or pedestrian.

We meet the highest safety standards within the new GSR2 regulatory framework by integrating advanced components, like cameras, radar, etc. for your and your passenger's safety.

MOIS

System that detects the presence of pedestrians and cyclists in the vehicle's front blind spot and alerts the driver.

BSIS

System that detects other vehicles beside and behind the coach on the side opposite the driver.

DDAW

Driver fatigue detection system

ADDW

Advanced driver distraction warning system

LDWS

Lane departure warning system

ReIS

Camera and sensor technology that shows the driver if there are objects or people behind the vehicle when it's backing up.

TPMS

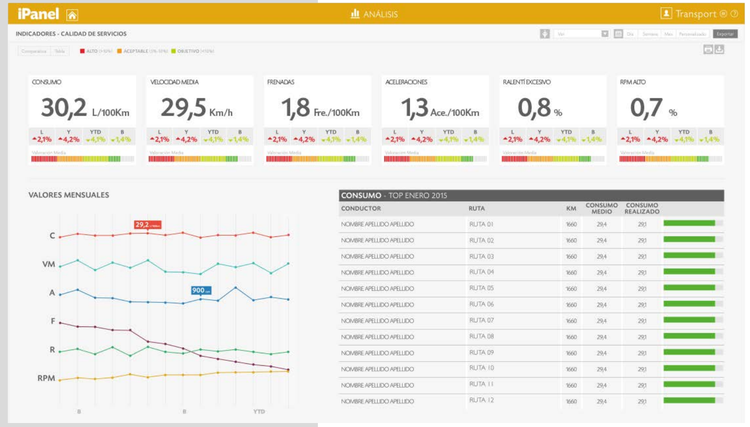
System for monitoring tyre pressure and temperature.

AEBS

Advanced emergency braking system that helps minimize the risk of a collision or limit its consequences

ISA

This system has a camera with speed limit sign and data recognition to notify drivers of what the current speed limit is and warn them if they have gone over it.



Alcohol Interlock Installation Facilitation

Ignition block using a breathalyser

Emergency Braking Signal

System for activating the emergency lights when emergency braking is detected

Structure of energy absorption in head-on collisions R29

Optional structural adaptation to absorb head-on collisions in order to guarantee passenger safety

+ AHBC
+ ECAS
+ ACC
+ EBS (ABS, ASR, ESC, BFD)



3.2.6. User Experience and Accessibility

The product is developed with a clear orientation towards the end user and integrates criteria for comfort, accessibility and quality of experience.

The optimisation of the interior space, improvement in thermal and acoustic comfort, and integrating universal accessibility solutions contribute to improving the perception of public transport and promote its use. Likewise, the health and safety of the passengers is integrated as a high-priority starting with design through developing advanced technological solutions that increase the active and passive security of the vehicles, as well as reducing emissions and noise, which has a direct impact on people's well-being.

Those solutions are complemented by information and awareness raising activities for clients about the safe use of the products, as well as through dialogue channels and collecting feedback that makes it possible to identify and manage the potential associated risks continuously. Thus, a significant social dimension is added to the product that is aligned with the goals for more inclusive, safer and people centred mobility.

In regards to product safety and preparation in emergencies, Irizar has specific technical documentation available for clients and users that includes emergency and evacuation cards aimed at facilitating a suitable response in risk situations. Those tools make it possible to reinforce safety operations, improve the information available for technical and emergency teams and protect the health and safety of users.

Likewise, the company incorporates solutions oriented towards improving the interior air quality and well-being of passengers, like eCo3 air purification systems and other climate control and comfort technologies developed within the Group that contribute to reducing possible health impacts and improving the travel experience.

3.2.7. Evolution and Performance of the Sustainable Programme

The evolution of the product line is shown in specific indicators that let their progress be measured in terms of sustainability and positioning.

Evolution of sustainable vehicle sales (*data for vehicles produced on the European continent)

Año	Nº vehículos fabricados y vendidos		% Anual Vehículos Sostenibles
	Convencionales	Sostenibles	
2018	1271	37	2,83%
2019	1210	133	9,90%
2020	593	81	12,02%
2021	450	258	36,44%
2022	780	532	40,55%
2023	505	1041	67,34%
2024	352	1308	78,80%
2025	310	1337	81,18%

These indicators show the progressive alignment of the product line with the decarbonisation and sustainability goals of the sector.

Milestones in the product range

Milestone	2025 Data
Vehicles sold with more sustainable technologies	81.18%
Products with eco-labelling or a structured environmental evaluation	40.9%
Recyclability of the range	High recyclability rates (>85 - 98% depending on the model)

3.2.8. Connection with Impacts, Risks and Opportunities (IRO)

The evolution of the Irizar Group's product is closely linked to the main impacts, risks and opportunities found in the materiality analysis (see double materiality section). In particular, issues like decarbonising transportation, ecodesign, materials management and the circular economy condition product development, at the same time they create new opportunities for innovation and competitive positioning. That focus makes it possible to integrate the IRO into design, manufacturing and the evolution of the product line progressively, reinforcing the alignment with regulatory requirements and market expectations.

3.2.9. Product Model Synthesis

As a whole, the Irizar Group's product offering is set up as an integral solution that combines efficiency, technological innovation, sustainability and adapting to customers.

That approach makes it possible to provide vehicles and solutions that can respond to the current needs of collective transport, at the same time that it drives the transition towards more efficient, decarbonised and connected models of mobility.

3.3 Irizar Service

3.3.1. Maintenance and Service Solutions throughout the Lifecycle

The Group's value proposal goes beyond design, manufacturing and supplying vehicles with an integral service and maintenance model oriented towards supporting clients during the entire useful life of the product.

Service is not seen as complementary, rather as an essential part of the mobility solution provided by the company, with the goal of maximising the reliability, availability, operating efficiency and profitability of vehicles in use.

That vision is translated into a continuous and close relationship with operators supported by a specialised aftersales, integral repair service, tune-up and maintenance network, personalised repair and maintenance contracts, permanent service and technical capacities that make it possible to provide an agile and effective response to customer needs in any phase of the lifecycle.

With its commitment to support, the Group is also driving activities aimed at reducing the environmental impact derived from the use of its products through developing vehicles that are more and more efficient and sustainable, a broad multi-technology product line adapted to different operating contexts, and the use of solutions that make it possible to reduce consumption, emissions and noise during operation. Continuos improvements in aerodynamics, structural weigh reduction, powertrain technologies and alternative fuels, alongside connectivity, smart fleet management, monitoring cost and efficiency and remote diagnosis solutions, make it possible to optimise vehicle performance and encourage more efficient and responsible operation. In that way, maintenance, connectivity and service become key levers for prolonging the useful life of the product, improving its environmental behaviour under use, and fostering a more sustainable and competitive model of mobility.

Likewise, the Group makes specific tools and solutions available to its customers to assist with product repair and facilitate effective maintenance management that include digital service platforms with access to technical documentation, service and shop manuals, electrical and pneumatic information, an assistance network, individualised spare parts catalogues and order management, as well as connectivity and monitoring solutions that improve the capacity for diagnosis and anticipation. All of that is complemented by a competitive line of spare parts, and technical and logistics centres that can supply parts with short delivery times and a service organisation prepared to give specialised support, thus improving repairability, operational continuity and the value of the vehicle over time.



3.3.2. Service Network and Operational Capacity

The services are underpinned by a highly specialised maintenance network that combines our own shops and contracted shops, mobile units and logistics and spares designed to ensure quick response times. That implementation makes it possible to guarantee proximity to the customer, shorten work times and minimise the impact of incidents on operations.

The capillarity of the network is one of the pillars of the maintenance model, because it facilitates agile and efficient responses in different markets and under different operating conditions. In this context, maintenance is set up as a key element for ensuring the reliability of the products and its competitiveness in use.

3.3.3. Maintenance Digitalization and Advanced Vehicle Management

One of the primary vectors of the transformation of maintenance is its growing digitalisation.

The Group uses advanced tools for remote diagnostics, real time monitoring and data analysis that make it possible to have continuous information about a vehicle's condition and behaviour.

Those capabilities make it possible to anticipate incidents, improve planning for interventions and evolve towards preventive and predictive maintenance models. In that way, dependence on corrective work is reduced, resource use is optimised and fleet availability is improved.

The use of specific digital platforms additionally makes it possible to manage incidents, coordinate work and improve the traceability of maintenance operations, improving collaboration between clients, the service network and manufacturer.



3.3.4. Performance Optimisation and Total Operating Cost

The maintenance model is clearly oriented towards optimising the total cost of ownership (TCO) of the vehicles. The improvement in energy efficiency, reduction in consumption, optimisation of maintenance cycles and prolonging the asset's useful life make it possible to improve profitability for operators.

That focus strengthens the coherence between product design and operation and creates a direct relationship between technical efficiency, sustainability and economic performance. The capacity to keep the vehicle in optimal conditions for a longer period of time turns into cost reductions, improved reliability and more competitiveness for the client in their business.

3.3.5. Training and Client Support

The maintenance model includes a significant training aspect oriented towards both drivers and technical teams. Those activities make it possible to improve vehicle use, promote eco-driving practices and increase maintenance capacities.

Training directly contributes to improving operating performance, reducing energy consumption and increasing safety, at the same time that it increases customer autonomy in managing their fleet. In that way a preventive dimension is added that complements the technical capacities of maintenance.

3.3.6. Maintenance and the Circular Economy

Maintenance plays a key role in integrating circular economy principles into the Group's business model. The capacity to repair or replace components and prolong the useful life of a vehicle makes it possible to reduce the need for new units and optimise resource use.
Those strategies are complemented by reuse, reconditioning and component second-life initiatives, as well as managing the vehicle's end of life. In that way, maintenance contributes not only to operating efficiency, but also to reducing the environmental impact associated with the complete product cycle.

3.3.7. Connection with Impacts, Risks and Opportunities (IRO)

The evolution of the maintenance model is closely linked to the primary impacts, risks and opportunities identified in the Group's ESG analysis. In particular, aspects like energy efficiency, lifecycle management, resource availability and the digitalisation of transport shapes the development of the maintenance services.

At the same time, advanced and digitalised maintenance presents a significant opportunity to improve product performance, lower emissions in the use phase, optimise fleet operation and increase the Group's competitiveness in an increasingly demanding environment, and makes it possible to integrate the IRO into the product's operations management and consolidate a coherent vision including sustainability, innovation and service.

3.3.8. Synthesis of the Service Model

As a whole, the Irizar Group's maintenance model is set up as an integrated system that combines service, technology and sustainability and is oriented towards maximising vehicle value during its entire lifecycle. That focus strengthens the product programme and consolidates client relationships and contributes to the transition towards more efficient models of mobility.



3.4 Clients and Stakeholder Groups

The Irizar Group operates in an environment where a wide range of stakeholders are interacting constantly, the most important of which includes clients, suppliers, people, governments and the social and economic environment it operates in.

Managing those relationships is a key element of the Group's business model and sustainability strategy because it lets them understand expectations, anticipate needs and increase the organisation's capacity for adaptation in a context of transformation in the mobility sector.

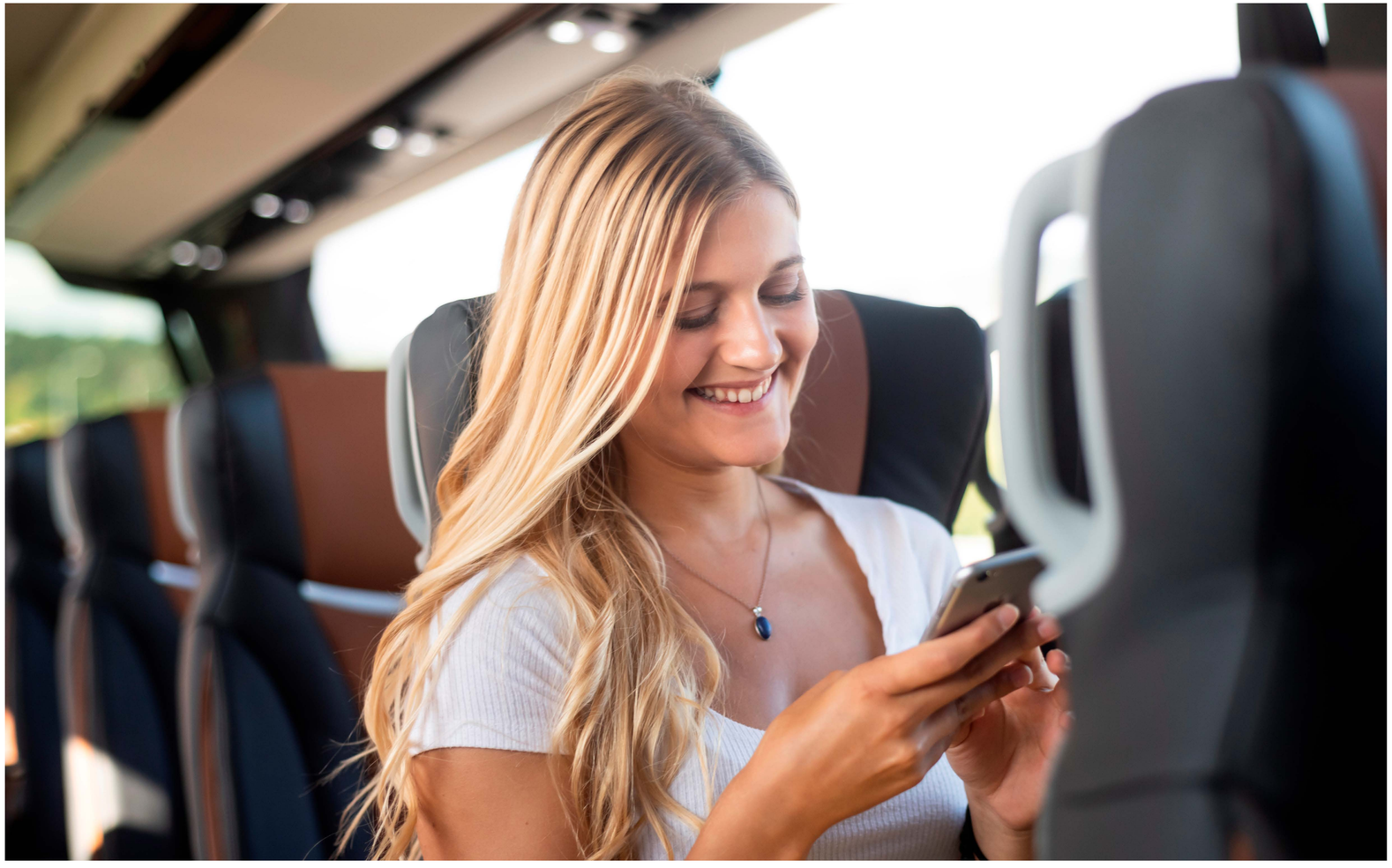
3.4.1 Clients as the Centre of the Business Model

Clients are one of the main differentiating factors of the Irizar model. The Group sees that relationship as a long-term collaboration based in proximity, trust and integrating clients into key processes of the organisation. That approach makes it possible to incorporate their knowledge and experience in developing products and services, and it promotes solutions that are most suitable for real operating needs and the evolution of the market.

That way of working is materialised in distinct dynamics like the Client Line Teams (CLT), which different areas of the organisation participate in and that make it possible to share information about the portfolio, projects and client expectations in a structured way. In conjunction with the quality and aftersales forums, those spaces enable an integrated vision of projects, improve internal coordination, and increase the Group's response capacity. On top of that is the training for clients, drivers and technical teams, especially in areas like eco-driving, energy efficiency and maintenance, which contributes to optimising vehicle use and improving the operational sustainability of fleets.

3.4.2. Presence at Trade Fairs

The Irizar Group actively participates in industry trade fairs and events as key spaces for relationships with clients and market positioning, and whe-



re they present their latest mobility solutions. In that context, the Group deepens their commitment to sustainability by including a specific sustainability stand in which they provide ESG information linked to the range of coaches and their social and environmental performance. Initiatives like IZIR (Irizar Zirkularra), which brings value to circular economy projects with products developed by reusing surplus production materials, as well as various collaboration projects with social entities, are also presented in that space. That focus makes it possible to express the Group's commitment to sustainability in a tangible way, integrating it into their value proposal and relationships with various stakeholders.

2025 Trade Fair Attendance

UMA Motorcoach Expo, Oklahoma
Key Energy Expo, Rimini
Mobility Move, Berlin
UITP Summit, Hamburg
ARP
Busworld, Brussels
IBE Intermobility and Bus Expo, Rimini
Semana de la Movilidad, Bilbao
Expobus Iberia, Silleda



3.4.3. Relationships with Suppliers and Industrial Partners

The Irizar Group's industrial model is underpinned by a large and diverse network of suppliers and industrial partners, many of which are directly integrated into specific production processes. That integration makes it possible to develop a work model that is more collaborative, synchronised and aligned with the Group's strategic goals in regards to quality, efficiency, safety and innovation.

A representative example is the collaboration with suppliers specialised in critical processes like painting, where the integration of the supplier in the facilities and in determining the process itself has made it possible to make progress in implementing more sustainable products — like water based paint — and using the best techniques available, and in the simultaneous improvement of environmental performance and worker safety. That kind of collaboration increases the Group's capacity to integrate sustainability and innovation into industrial operations.
Additionally, whenever it is technically and environmentally viable, the Group prioritises collaboration with local suppliers, thus reinforcing proximity in the supply chain. Those initiatives make it possible to improve operating conditions, reduce impacts associated with transport, and contribute to strengthening the economic and industrial fabric of the environment the organisation operates in.

3.4.4. People, Communication and Participation

The people who are part of the Irizar Group are an essential element of its organisational model and capacity for adaptation. In coherence with the corporate identity of the parent company, the Group promotes a culture based in participation, proximity and continuous communication fostering not just that people know about the evolution of the business, but that they also contribute to its development.

That model is reflected, primarily, in dynamics of strategic thinking and construction that happens every four years, what is called strategic ideas, that people from different areas of the organisation participate in, and which strengthens a shared vision about the evolution of the business project. In addition to that are the corporate assemblies where every six months the situation of the company, its principal magnitudes and the evolution of its projects can be communicated, improving internal transparency and common understanding of the business. Alongside those spaces are the Client Line Teams (CLT) mentioned above, which enable information exchange between areas and contribute to better alignment of the organisation around projects and client needs.

In that framework, Irizar promotes good working conditions and a stable, high-quality employment model aligned with the principles of decent work. The compensation policy is oriented towards guaranteeing suitable and decent remuneration for workers, in coherence with the applicable rules, the socioeconomic environment, internal fairness, and the organisation's own participation and communication channels.





3.4.5. Government and Institutional Environment

The Irizar Group has active relationships with governments, regulatory agencies and sectorial entities, which is especially relevant in an area like transportation that is subject to intense regulatory and technological evolution.

That dialogue makes it possible to anticipate regulatory changes, participate in the progress of sustainable mobility solutions, and ensure that the Group adapts to regulatory frameworks and public policies related with energy, decarbonisation and transport. That collaboration is frequently materialised in the organisation's participation in sectorial initiatives and forums, like the 2025 Basque Circular Summit, where the Group participated with a speaker and presented products and solutions related with ecodesign and the circular economy.

3.4.6. Environment and Contribution to Society

In 2025, the Irizar Group channelled part of its commitment to its local environment through the COFIP, a fund for education, promotion and public interest, as an instrument to support initiatives that create social value beyond the industrial activity of the Group.

Over the year, the contributions made through the COFIP reached 1,7M euros distributed **among 227social, educational, cultural, sports, inclusivity and humanitarian projects** and entities. That contribution reflects a broad vision of sustainability understood not just from the technological or environmental dimension, but also from the company's capacity to strengthen the well-being, cohesion and resilience of the communities where they are present.





The support granted was oriented towards diverse areas, the most important of which included social action, support for collectives in a situation of vulnerability, promoting health and well-being, youth and adapted sports, education, the Basque language, culture, the local voluntary sector, international cooperation and responses to humanitarian emergencies. In that way, the COFIP contributes to strengthening the social dimension of Irizar's sustainability, especially in relation to the communities affected by their business activities and the geographic areas where the cooperative carries out its business project.

From that perspective, the value of the contributions does not just lie in the economic amount, but also in their capillarity. Support for 227 initiatives means they can reach a wide network of social, cultural, educational, sports and humanitarian entities and promote stable alliances with local actors and strengthen the community fabric.

In terms of sustainability, those activities are mainly linked with the Group's social contribution and its commitment to people and its local region. In a complementary way, they have a connection with various sustainable development goals, especially the ones related with health and well-being, education, reducing inequality, sustainable communities and alliances. Nevertheless, they should be interpreted using the COFIP's own logic: It is a tool for social and community impact that complements other high priority sustainability areas for Irizar, like sustainable mobility, energy efficiency, innovation, decarbonisation and responsible production.

Likewise, among the 2025 contributions support with explicit gender and inclusivity criteria for a joint amount of 43,000 euros was identified, which shows a specific contribution to equal opportunities, inclusive participation and lowering barriers for certain collectives.

As a whole, the COFIP is a significant lever for materialising Irizar's social commitment and strengthening its bond with the community by contributing to more inclusive, participative and locally sustainable development.

3.4.7. Connection with Impacts, Risks and Opportunities (IRO)

The relationship with clients and stakeholder groups is directly connected with identifying, evaluating and managing the impacts, risks and opportunities of the Group. In line with the focus used in the social and governance blocks, that connection is not seen as an isolated element, rather as part of the management model itself. It makes it possible to determine whether the Group's decisions satisfy real expectations, anticipate changes in the environment, and increase the capacity for adaptation in a changing industry.

In regards to clients, the main impacts are related with the Group's capacity to provide safe, efficient and accessible solutions that are aligned with the decarbonisation goals of operators. Constant listening through commercial activities, development projects, aftersales service, Client Line Teams, industry trade fairs and quality forums make it possible to identify needs related with energy efficiency, safety, accessibility, digitalisation, total operating cost and reducing emissions.

Those expectations can become risks if the products and services do not evolve at the pace required by the market or the regulations, but they are also opportunities for innovation, differentiation and loyalty building.

Relationships with suppliers and industrial partners make it possible to expand that vision to the value chain. In this area, the impacts and risks are especially bound to the availability of materials, traceability, quality, safety, supply continuity, regulatory compliance and incorporating social and environmental criteria into production processes. Collaboration with suppliers integrated into critical processes enhances early identification of possible deviations and makes it easier to develop more efficient and sustainable solutions. At the same time, it increases opportunities associated with shared innovation, proximity, reducing operating impacts and improving industrial resilience.

From an internal perspective, the participation of people from the organisation is a key source for identifying operating, social and governance impacts and risks. The dynamics of communication, strategic deliberation, coordination between areas and internal participation make it possible to incorporate the technical and operational knowledge of teams to improve the quality of information available for decision-making. That focus is especially relevant in an organisation with a cooperative culture, where people's involvement contributes to anticipating needs, improving change management and aligning the strategy with real industrial issues.

The dialogue with governments, sectorial bodies and local entities completes that vision and provides information about regulatory trends, sustainable mobility policies, the energy transition and circular economy, employment, social contributions and territorial development. Those stakeholder groups make it possible to determine the materiality of certain issues, anticipate regulatory requirements and find opportunities for collaboration on projects that augment the Group's contribution to more sustainable, safe and inclusive mobility.

As a whole, the structured management of those relationships lets the Irizar Group integrate the IROs into decision-making, prioritise actions and strengthen the coherence between strategy, products, services, the value chain and local contributions. That connection enables management that is more preventive and oriented towards the long-term in which stakeholders are not just recipients of the Group's business activities, rather they are sources of information, discernment and continuous improvement to create shared value.

3.4.8. Synthesis of Stakeholder Groups

As a whole, the management of stakeholder groups is set up as a transversal element that connects the Irizar Group's business model with its sustainability strategy. Integrating clients, suppliers, people, governments and local environments makes it possible to identify impacts, risks and opportunities more precisely, and drive more open and collaborative management with a long term orientation in which value creation is seen from a shared perspective.

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4.1 GOV – Governance

4.1.1. Governance Model

Irizar S. Coop., as the parent company and lead cooperative of the Group, has a governance model based in the principles of participation, responsibility and sustainability That model, articulated through its cooperative bodies, is a significant reference for the management culture of the Group, even though it does not imply that there is homogeneous cooperative governance structure in all its companies. In the rest of the Group's companies governance is articulated according to their own legal form, as with any commercial company, through the corresponding administration and management bodies.

This model is structured around bodies characteristic of a cooperative, like the Governing Council, Social Council and Oversight Committee, that make it possible to ensure supervision, participation and internal control in the cooperative. Those bodies cannot be directly extrapolated to all the companies in the Group, even though the principles of participation, responsibility and monitoring orient the common culture of management.

Under the direction of the CEO the management team promotes operational management and the implementation of the strategy from the parent company, and they coordinate the common priorities of the Group and progressively integrate the ESG principles into decision-making and day-to-day management, as appropriate for the situation of every company.

4.1.2. Compliance and Control System

Irizar has a compliance system oriented towards preventing infractions and ensuring applicable regulations are adhered to, in line with the principles of good governance and corporate responsibilities.
That system is primarily articulated within Irizar S. Coop. through a set of instruments, among which the code of conduct, compliance policy, internal information system (IIS) and periodic risk evaluation are significant. Its focus functions as a reference framework for the Group as a whole, and it is progressively advancing towards a greater homogeneity of criteria and controls.

The model integrates preventive, detection and response measures with the goal of reducing exposure to legal, regulatory and reputational risks and strengthening an ethical culture based in integrity, responsibility and compliance. In particular, it includes preventing and managing risks related with corruption, bribery, fraud, money laundering, conflicts of interest, regulatory non-compliance and other behaviour that violates the code of conduct. In addition to legal risks and business behaviour, the system progressively includes compliance obligations in social, environmental and governance areas, in accordance with regulatory evolution and growing demands insofar as sustainability.

Within that framework, the Group identifies and manages various governance risks, among which there are aspects related with data protection, cybersecurity, hiring third-parties or the need to strengthen some internal policies and procedures. Risk management is addressed through specific action plans and prioritising the areas with the highest impact or criticality.

4.1.3. Compliance Committee

The Compliance Committee is the body in charge of supervising the functioning of the compliance system and overseeing fulfilment of the applicable regulations. Created in 2024 within Irizar S. Coop., the committee reports directly to the Governing Council and acts as a key element in their governance and control system. Its operational model is likewise a reference for the progressive application of common compliance criteria throughout the Group.

Among its primary functions are identifying and evaluating risks, monitoring action plans, supervising the internal information system and handling potential non-compliances. Likewise, the committee drives the ethical culture through awareness raising and training actions about compliance.

In that area, the Compliance Committee promotes awareness raising and training activities oriented towards reinforcing knowledge of the Code of Conduct, preventing corruption and bribery risks, and the appropriate use of the internal reporting and consultation channels.

The committee's function is both preventive, through implementing controls and mitigation measures, and reactive, by handling incidents and promoting the continuous improvement of the system.

4.1.4. Internal Information System and Ethical Culture

Irizar has an internal information system that makes it possible to report possible non-compliances of the Code of Conduct or applicable regulations, while guaranteeing confidentiality, protecting whistleblowers and preventing retaliation. The system has been implemented in the Group's companies in Spain, and it is a common tool for reinforcing communication, integrity and control mechanisms in those companies. And it is likewise used as a reference for the progressive evolution of those mechanisms throughout the Group as a whole.

The system makes reporting possible, even anonymously, and it has procedures defined for handling and monitoring, in line with the regulations in force regarding whistleblower protection.

The internal information system is also the channel enabled for reporting possible situations related with corruption, bribery, fraud, conflicts of interest, harassment, discrimination or other behaviour that violates the Code of Conduct or applicable regulations, and reports can be handled in accordance with the criteria of confidentiality, independence and whistleblower protection.

The Code of Conduct is the reference framework for ethical behaviour in the organisation. Everybody at Irizar must comply with it and it is being progressively extended through the value chain through relationships with suppliers, clients and collaborators, strengthening fundamental principles like legality, integrity, human rights, equality, preventing corruption, protecting information and environmental sustainability.

Likewise, the Code of Conduct is a reference for reinforcing expectations for responsible behaviour in relation to third parties, including suppliers and collaborators, and to make progress with progressively integrating criteria of integrity, respect for human rights, preventing corruption and regulatory compliance in the value chain.

4.1.5. The Integration of Sustainability into Governance

The Irizar Group is making progress in integrating sustainability into its governance model through progressively incorporating specific structures for managing and monitoring it.

The sustainability forums and structures are driven from the parent company, with the goal of improving internal coordination and facilitating the progressive integration of ESG criteria in the organisation. Its deployment is articulated through monitoring structures and work groups led at Irizar S. Coop. and it is gradually incorporating the participation of other companies in the Group depending on their business activity, maturity and reporting needs.

- A strategic level through the Forum for Monitoring Sustainable Competitiveness made up of the management team
- An operational level with the Technical Forum for Sustainability made up of representatives from the main areas of the organisation with the highest ESG relevance

Likewise, specific work groups have been developed in key areas like climate and the environment, products and supply chain, people and community, governance and compliance, and batteries.

Those structures make it possible to improve internal coordination, facilitate compliance with regulatory requirements regarding sustainability and improve information traceability and ESG reporting. Their deployment is seen as a common framework in the Group with a progressive implementation adapted to the maturity, business activity and management of each company.

4.1.6. Transparency and Regulatory Adaptation

The Group has a commitment to transparency and adaptation to emerging regulatory frameworks regarding governance, sustainability and information security. Along those lines, the Group is making progress in adapting to regulations like the General Data Protection Regulation (GDPR), NIS2 directive and other regulations applicable for digital and sustainability areas.

In continuity with that focus, and differentiating cybersecurity used in products from corporate information security, Irizar S. Coop. has a product cybersecurity policy oriented towards improving protection, reliability and regulatory compliance for the connected vehicles and solutions it develops.

In a complementary way, after the close of 2025 Irizar S. Coop in conjunction with Irizar E-mobility started an auditing process oriented towards advancing towards ISO 27001 and medium level National Security Scheme certifications in the area of information security and corporate cybersecurity. Those actions reinforce the progressive adaptation to the new requirements regarding protecting information, digital resilience and managing technological risks, and it complements the lines of work related with the GDPR and NIS2 directive and other regulatory frameworks applicable to the digital environment.

Likewise, the Group works on continuously improving its governance system to progressively adapt to the requirements established by the CSRD directive and the European Sustainability Reporting Standards (ESRS), to improve the quality, reliability and traceability of the information reported. This process is developed with a common framework driven by the parent company with a gradual deployment by companies that avoids assuming homogenous implementation when the systems or data are still in the process of consolidation.

4.1.7. Supervision and Continuous Improvement

The governance model is based in a focus on continuous improvement. Monitoring the compliance and governance system is done through periodic meetings of the Compliance Committee at Irizar S. Coop., evaluating risks, monitoring the progress of action plans and writing monitoring reports for the Governing Council. That model makes it possible to improve internal monitoring and it is used as a reference for the progressive evolution of the supervision mechanisms in the Group as a whole.

The system makes it possible to guarantee effective supervision of risks, reinforce internal control and ensure the organisation's alignment with its ethical and strategic principles.

4.1.8. International Commitments: Global Compact and 2030 Agenda

Irizar S. Coop. deepens its commitment to sustainability by adhering to referencing international frameworks like the United Nations Global Compact and the 2030 Agenda for Sustainable Development. Those frameworks orient the Group's strategy and management model and act as references for the progressive development of common sustainability criteria through the entire Group, while respecting the difference degrees of implementation and maturity of each company.

The United Nations Global Compact is the primary reference framework for Irizar S. Coop's responsible behaviour, and it sets forth ten principles regarding human rights, labour standards, the environment and the fight against corruption. Those principles provide a clear guide for the way in which the organisation should operate, integrating ethical, social and environmental criteria in decision-making and operational management.

In a complementary way, the 2030 Agenda and its Sustainable Development Goals (SDGs) define the global framework for behaviour regarding sustainability, and orients Irizar S. Coop's strategic priorities towards contributing to economic, social and environmental development. Along those lines, the SDGs make it possible to identify the areas in which Irizar S. Coop's operations can create a greater positive impact, and be used as a reference for aligning their strategy with the main global challenges.

In 2018 Irizar S. Coop. chose to combine both frameworks in a coherent way. While the principles of the Global Compact define "how" to act in a responsible way, the SDGs define "what" goals should be reached to contribute to sustainable development. That integration has made it possible for us to articulate a management model that is aligned with international standards and coherent with current regulatory and social demands.

In the recent idea generation process for creating our new strategic plan, we revised the focus and, wanting to bring value to our axes of operation in the current ecological transition process and the directives of the Green European Deal, we redefined the identification and contribution of our business activities in the SDGs. To do that we repeated the analysis of our contribution to these SDGs with the goal of determining which ones have a higher priority in relation to our business activities.

In other words, we wanted to determine the areas in which Irizar S. Coop. has a greater capacity to create value and a positive impact and determine the global challenges we have most influence over through our business activity and the actions we should seek to promote with our sustainability strategy.

In that way, the SDGs become a reference framework to visualise the social, environmental and economic value we generate locally.

UN GLOBAL COMPACT

APOYAMOS
AL PACTO MUNDIAL

Esta es nuestra **Comunicación sobre el Progreso** en la aplicación de los principios del **Pacto Mundial de las Naciones Unidas.**

Agradecemos cualquier comentario sobre su contenido.

DIRECT CONTRIBUTION OBJECTIVES are the ones for which we can contribute with our operations:



Product	Facilities	Environment	People
X	X	X	

SDG 7 - Accessible and Non-Polluting Energy through developing solutions that promote energy efficiency and the integration of energy sources



Product	Facilities	Environment	People
		X	X

SDG 8 - Decent Work and Economic Growth through creating quality employment and driving a competitive industrial fabric



Product	Facilities	Environment	People
X	X	X	X

SDG 9 - Industry, Innovation and Infrastructure through technological innovation and developing advanced mobility solutions



Product	Facilities	Environment	People
		X	X

SDG 10 - Reducing Inequality by promoting access to technology and transportation solutions in different geographic areas, as well as promoting inclusive labour policies



Product	Facilities	Environment	People
X		X	

SDG 11 - Sustainable Cities and Communities contributing to more efficient, accessible and low emissions transport systems



Product	Facilities	Environment	People
X	X		

SDG 12 - Responsible Production and Consumption ensuring the adoption of ways of working that promote effectiveness and reuse, as well as minimising waste production



Product	Facilities	Environment	People
X	X		

SDG 13 - Climate Action through reducing emissions and driving decarbonised solutions for mobility and in our facilities



Product	Facilities	Environment	People
X	X	X	X

SDG 17 - Alliances to Reach Goals through collaboration with clients, suppliers and entities to promote sustainability

4.1.9. Strategic Indicators and Objectives aligned with SDGs

Sustainability is a transversal axis of Irizar's strategy, and it is integrated into management through objectives and indicators that make it possible to evaluate progress in the main environmental, social and governance areas. Those indicators, aligned with the Sustainable Development Goals (SDGs) and with the principles of the Global Compact enable monitoring of the commitments taken on by the organisation and they guide continuous improvement.

The 2030 Irizar Agenda currently determines the reference framework for those goals and KPIs. Nevertheless, in line with the evolution of the business and sustainability context, that system of indicators will be progressively revised in order to ensure its alignment with the new corporate strategy and the challenges and priorities that will mark the Group's evolution in the coming years.

The KPIs associated with sustainability are defined in each section corresponding to the material themes identified by Irizar. Thus, every material theme includes the specific goals and indicators that make it possible to monitor its performance and evolution, and ensure the traceability of the results and facilitate the evaluation of the evolution of the organisation's degree of progress in the aspects considered most relevant. That structure also makes it possible to identify areas for improvement and orient decision-making and future actions regarding sustainability.

4.2 SBM - ESG Strategy and Materiality (SBM-2, SBM-3)

For Irizar sustainability is a key element of its strategic positioning and capacity for adaptation in an environment characterised by growing regulatory demands, technological transformation and the evolution of the expectations of customers, governments and other stakeholders.

In that context the Group approaches sustainability as a lever for competitiveness, resilience and innovation, and progressively integrates it into all its decision processes from product design to operational management, the supply chain, client relationships and its organisational model.

The general strategic lines in terms of ESG, which function as a common framework for the entire Group, are determined at the parent company. Those lines promote shared priorities in areas like decarbonisation, ecodesign, the circular economy, the supply chain, people, digitalisation, transparency and regulatory compliance.

At the same time, the Group includes companies with diverse activities, products and contexts, which implies that every one of them develops and materialises the general lines with specific strategies adapted to their business, risks and opportunities. That focus makes it possible to ensure all around coherence without sacrificing the flexibility needed to respond to industrial issues and different markets.

In the process of determining the ESG strategy, the integration of the Group's various stakeholder groups has been key. Through a structured revision and analysis process its primary needs and expectations have been identified, which makes it possible to prioritise the most relevant impacts, risks and opportunities.

The participation of customers, suppliers, people, governments and other actors in the environment has contributed to gaining a more complete vision, which facilitates a double materiality analysis that is more robust and coherent with the Group's real situation.
The participation of stakeholders drives management that is more transparent, participative and oriented towards long-term value creation and aligns the strategy with environmental demands and global challenges regarding sustainability.

4.2.1. Integration into the Strategic Framework (SBM-1, SBM-3)

The Group's ESG strategy is aligned with the strategic framework currently being applied, in which sustainability is integrated transversally into multiple lines of transformation.

Among them the most important include the cultural transformation centred around people, the evolution of the client model, product innovation, production improvements, smart digitalisation and, specifically, the "Jasangarriak Gara" line, which is oriented towards consolidating positioning in sustainability.

That focus shows an evolution from sustainable management based on specific initiatives to a more integrated model in which strategic, operational and commercial decisions progressively incorporate ESG criteria.

4.2.2. Main ESG Strategic Axes (SBM-3)

The Group's ESG strategy is articulated around the following high-priority axes:

- Decarbonising the product and operations by developing measures oriented towards reducing emissions, improving energy efficiency and adapting to regulatory and market demands

- Ecodesign and the Circular Economy by incorporating criteria of durability, repairability, recyclability and end-of-life management into product development, as well as managing materials and waste.

- Supply Chain Management strengthening the resilience, diversification and traceability of suppliers, as well as the progressive integration of ESG and compliance criteria into contractual relationships

- People and Organisational Culture with a focus on health and safety, training, welcoming new hires and managing talent and adapting to demographic and organisational changes

- Governance, Transparency and Compliance oriented towards improving internal monitoring systems, data protection, cybersecurity, regulatory compliance and ESG report quality.

Those axes make up a strategic framework that guides the evolution of the Group in sustainability, and which is the specific object of development in all of its companies.

4.2.3. Materiality (double materiality)

A structured analysis of impacts, risks and opportunities has been done that makes it possible to identify the primary ESG related material issues, and that has been developed using Irizar S. Coop's real situation as a basis and incorporating a lot of the issues identified as relevant for other companies in the Group because of similarities with the operations, products, risks and expectations of the stakeholders. The analysis was created using information from diverse internal evaluations, including physical and transitional climate risks, social and governance risks derived from the compliance model, in addition to information from the breakdown done with the main stakeholder groups.

In addition, the analysis was done considering the production structure of the Group, which is characterised by the coexistence of different mobility solutions, including both intercity and long-distance transportation, as well as 100% electric urban mobility, thus making it possible to identify impacts, risks and opportunities that are differentiated depending on the nature of each business, while at the same time keeping an integrated vision of the business.

The analysis focus used combines a double perspective:

- Financial Materiality centred on risks and opportunities that can affect competitiveness and business continuity

- Impact Materiality centred on the effects of operations on the local environment, people and value chain

As a result of the analysis the Group has identified its primary material issues insofar as ESG. Those issues are aligned with the structure of the European Sustainability Reporting Standards (ESRS), which thus guarantees coherence between internal risk and impact management and the reporting requirements set forth by the European standard.



The results of the double materiality analysis form the basis for identifying and prioritising the Group's primary material themes, as well as for defining and monitoring the corresponding sustainability goals and indicators. Along those lines, the KPIs associated with each material theme are developed in the respective thematic sections of this report, in coherence with the ESRS standards and relevant subthemes identified in the analysis, which makes it possible to do specific monitoring of impacts, risks and opportunities, as well as the evolution of performance and the goals specified for each area.

Material Issue	ESRS Standard	Relevant Sub-issues	Impact Relevance	Financial Relevance
Change	E1	Mitigation, adaptation, energy	High	High
Pollution and Environmental Management	E2	Emissions, discharges, substances	Medium - High	Medium
Ecodesign, the Circular Economy and Materials	E5	Resources, batteries, waste, circularity	High	High
Supply Chain and Suppliers	S2 / G1	Due Diligence, Conditions, ESG Suppliers	High	High
People, Talent and Safety	S1	Employment, Safety, Training, Diversity	High	Medium - High
Transparency	G1	Culture, Compliance, ESG Reporting	Medium	High
Ethics, Compliance	G1	Corruption, Data, Cybersecurity	Medium	High
Market and Positioning	ESRS 2 / SBM	Clients, Market ESG, Competitiveness	Medium	Very High

This focus makes it possible for the Group to identify the impacts, risks and opportunities associated with each activity in a more precise way, while at the same time maintaining an integrated vision of the business and its future evolution.

4.2.4. Strategic Implications

Identifying these material issues confirms that sustainability in the Group has a transversal impact on the business as a whole. It is not limited to the scope of the report, rather it directly influences product strategy, industrial operations, the supply chain, managing people and the relationship with the market.

In that context, the materiality analysis shows the complementary nature of the Group's business model, in which different mobility solutions with varied impact profiles coexist, especially between intercity and long-distant transport and zero-emissions urban mobility.

That differentiation makes it possible for the Group to address the challenges associated with each area more precisely—including decarbonisation, technological development or adapting to new regulatory demands—at the same time that it consolidates an integrated strategic vision. In this framework, the parent company plays a key role in determining priorities and coordinating the ESG strategy, while the various companies in the Group develop and implement those lines in accordance with their specific characteristics.

The primary impacts, risks and opportunities in specific lines of action that orient decision-making, product development, operations management and the evolution of the business model are derived from the material issues identified. In that way, the materiality analysis is not just a tool for prioritisation for the report, rather it is also a framework for strategic implementation that makes it possible to connect each material issue with specific initiatives, progress goals and areas of activity adapted to the situation of every different company in the Group.

4.2.5. Scope and Limitations of the Materiality Analysis

As shown in previous sections, this materiality analysis has been done using information available in the Group and integrating several internal evaluations regarding physical climate risks, transitional climate risks, social and governance risks derived from the compliance system, as well as identifying the risks and opportunities linked with the business strategy and the main stakeholder groups.

The scope used makes it possible to identify the ESG issues most relevant for the Group with a sufficient degree of reliability, considering both their potential impact on the business and the effects of operations on the local environment, people and the value chain.

One of the primary limitations is that the Group has a diversified business structure with companies that operate in different business areas and very different regulatory and geographic contexts and unequal participation of stakeholder groups. In consequence, the level of detail and depth of the analysis can vary between the companies depending on the degree of development of their management systems, information availability and the maturity of their internal processes.

Nevertheless, the Group encourages the general strategic lines in sustainability to be determined and driven from the parent company, and they function as a common reference framework oriented so that each company in the Group can, in turn, develop a specific approach to sustainability adapted to their particular operations, products, markets and risks.

That focus is coherent with the industrial and organisational nature of the Group and makes it possible to progressively advance towards consolidating ESG information, while at the same time keeping the flexibility necessary to adapt the strategy to the specific characteristics of every business.



4.3 Impacts, Risks and Opportunities (IRO-1, IRO-2)

4.3.1. General Focus (IRO-1)

The Irizar Group has carried out an impact, risk and opportunities (IRO) analysis as part of the process of integrating sustainability into its strategy and business management. The analysis makes it possible to identify the issues that may significantly affect the Group's operations or create significant impacts on the local environment, people or the value chain.

A common framework for identifyingand monitoring the IROs is driven from the parent company that is used as a reference for the entire Group.

4.3.2. Identification and Evaluation Methodology (IRO-1)

Through the integration of various internal evaluations, including physical climate risks in facilities, physical climate risks associated with the product, transitional risks, as well as social and governance risks derived from the compliance system, risks and opportunities are identified and evaluated.

For the physical climate risks exposure, vulnerability and incident criteria were taken into account, while transitional risks were analysed depending on regulatory, market, technological and reputational factors. That focus makes it possible to evaluate the impact on operations, the organisation and the product at different time horizons.

On the other hand, the social and governance analysis was underpinned by identifying risks linked with compliance, data protection, cybersecurity, subsidy management, labour conditions, hiring and the supply chain.

Furthermore, all of that was combined and contrasted with the risks and opportunities derived from demands and needs we have identified in relation to our stakeholder groups.

That process combines a financial materiality and impact materiality perspective that makes it possible to identify the Group's primary areas for action in sustainability in an integrated way.

4.3.3. Primary Impacts, Risks and Opportunities (IRO-2) and Strategic Implications (IRO-2 + SBM-3)

The impact, risk and opportunity analysis confirms that sustainability is a transversal factor that affects the evolution of the Group and its medium and long-term competitiveness.



4.3.3.1. Climate Change and Decarbonisation

Climate change is a key area because of its environmental impact and its influence on the business model, especially in a context in which the Group combines developing intercity transportation solutions with the evolution of 100% electric urban mobility solutions.

Risks have been identified associated with regulatory evolution, market demands and the need for technological adaptation, as well as physical risks derived from extreme phenomena that can affect people, the product or facilities.

At the same time, there are opportunities related with product design improvements, energy efficiency and the capacity to anticipate regulatory and commercial requirements in terms of sustainability.

4.3.3.2. Pollution and Environmental Management

Pollution is a relevant area due to the industrial nature of the business activities. Impacts and risks associated with pollution, discharges, substance management and land degradation have been identified, in addition to the need to ensure continuous compliance with applicable environmental regulations.

This area requires improving monitoring, training and continuous improvement measures, and it provides opportunities to consolidate more robust management systems and prevent regulatory and operational risks.

4.3.3.3. Ecodesign, the Circular Economy and Materials

Ecodesign and the circular economy are more and more relevant in relation to product development and regulatory demands. Risks associated with new obligations insofar as batteries, materials and waste have been identified, as well as the need to improve traceability and compliance with technical requirements.

On the other hand, this area presents an opportunity to improve the product's environmental performance, innovate in processes and improve the positioning of the Group in sustainability.

4.3.3.4. Supply Chain and Suppliers

The supply chain is a key element due to its impact on business continuity and compliance with ESG requirements. Risks associated with dependence on critical suppliers, the availability of materials and the need to integrate ESG and compliance criteria in regards to third parties have been identified.

Among the opportunities the most significant include traceability improvements, supplier diversification and developing a more resilient supply chain that is more aligned with regulatory and market requirements.

4.3.3.5. People, Organisation and Talent

People are a central area of the analysis, and issues related with occupational health and safety, training, hiring new people and the demographic evolution of the staff are very significant.

Risks associated with the availability of talent, adapting to new skills and knowledge continuity have been identified, as well as opportunities linked with cultural transformation, developing skills and strengthening internal commitment.

4.3.3.6. Ethics, Compliance and Information Security

The analysis identified relevant risks insofar as compliance, data protection, cybersecurity and business conduct with potential legal, operational and reputational impacts.

Strengthening those areas is an opportunity to improve internal monitoring systems, ensure information traceability and consolidate an ethical culture throughout the entire Group.

4.3.3.7. The Market and Competitive Positioning

The market environment presents risks associated with competitive pressure, the increase in ESG demands with clients and tenders, and the need to adapt the Group's value proposition, especially in the context of the transition to zero-emissions models of urban mobility that coexist with intercity and long-distance transportation solutions.

Nevertheless, opportunities have also been identified in regards to innovation, client proximity and product differentiation through sustainability.

4.3.4. IRO (impacts, risks and opportunities) Synthesis Table

Using the analysis, the Group has synthesised the primary impacts, risks and opportunities associated with its material and sustainability issues. The following table shows the main elements identified in an aggregated way with the goal of facilitating an integrated vision of the most relevant ESG factors for the Group's operations and strategy.

The joint reading of the impacts, risks and opportunities confirms that sustainability influences the business as a whole transversally, affecting product evolution, industrial activity, the supply chain, managing people, regulatory compliance and the Group's competitive positioning. In that context, identifying and managing the IROs is a key tool for orienting strategy and strengthening the Group's resilience and competitiveness.

Material Issue	Main Impacts	Main Risks	Main Opportunities
Climate Change and Decarbonisation	Environmental impact associated with GHG emissions from operations and the product; energy consumption, the need to adapt the business to more demanding climate scenarios.	Tightening emissions and efficiency regulations; market and public tender demands, the effects of extreme climate phenomena on the facilities	Product design improvement; improving competitive positioning in sustainable mobility, anticipating regulatory and commercial demands
Pollution and Environmental Management	Potential impacts on the land, air and water derived from industrial processes, emissions sources, discharges and managing substances.	Regulatory, operational and reputational risks associated with soil pollution, emissions sources, environmental authorisations and compliance, and the best available techniques.	Improving the environmental management system; process monitoring improvement, reducing incidents and greater environmental robustness of the industrial model, acquiring equipment in facilities
Ecodesign, the Circular Economy, Materials and Waste	Product impact over its entire lifecycle; use of materials, waste production, the need to incorporate circularity criteria	New regulatory demands regarding batteries, packaging, critical materials, recycled content and the end of life of materials and vehicles, the need to adapt design and traceability	Driving eco-innovation; improving product environmental performance, competitive differentiation through ecodesign and circularity
Supply Chain and Suppliers	Indirect impacts on the value chain in environmental, social and compliance terms, the need for traceability and due diligence	Dependence on critical suppliers, scarcity of materials or price increases, limited traction with certain suppliers, insufficient	Supplier diversification, improving resilience and traceability, progressively integrating ESG and compliance criteria in purchases and homologation
People Organisation and Talent	Impact on people in areas like health and safety, training, onboarding and professional development	An ageing workforce, difficulty with attracting and keeping talent, the need for new technical and organisational capacities, generational turn-over as an aspect to consider regarding risks related with onboarding and initial training.	Strengthening the cultural transformation, improving polyvalence and talent development, strengthening internal dedication and safety.
Ethics, Compliance and Information Security information	Impacts on trust and business integrity linked with ethical behaviour, information handling and data protection.	Legal, reputational and operational risks in public aid, free competition, data protection, confidentiality, cybersecurity and document control.	Professionalism of the compliance system, improving internal controls, reinforcing the ethical culture and information security
Market and Competitive Positioning	The impact of sustainability on client relationships, the product value proposal and the capacity to respond to new market demands.	Greater ESG demands in contracts and public tenders, pressure from competitors, financing difficulties for clients, the dependence of certain market and product strategies	Differentiation through innovation, service and sustainability, improving positioning with clients and governments, strengthening the product value proposal

4.4.POL – Policies

4.4.1. General Focus

The Irizar Group has a structured framework for policies, internal rules and procedures that sets forth the principles for behaviour regarding environmental, social and governance issues. The framework combines policies and systems defined at a corporate level with instruments specifically implemented at Irizar S. Coop. which function as a reference for the progressive implementation throughout the whole Group. Its goal is to ensure coherence between strategy, operational management, internal monitoring and responding to the impacts, risks and opportunities identified.

Depending on their nature, the policies and procedures are defined at the parent company or competent bodies at Irizar S. Coop, and they function as a common reference for the companies in the Group. Every company develops and implements them in accordance with their business activities, operating context, legal obligations and the level of maturity of their management systems. That focus makes it possible to combine a shared strategic direction with the flexibility needed to adapt to diverse industrial, technological and regulatory situations.

Irizar S. Coop. has an integrated quality, environmental and workplace health and safety policy that determines the fundamental principles of its operational model and is used as a reference for progressively developing management systems throughout the entire Group. That focus makes it possible to drive common criteria in regards to continuous improvement, preventing pollution, energy efficiency, reducing emissions, efficient resource use, personal health and safety and product quality, at the same time the varying degrees of maturity, certification and implementation in each company are respected.

The social commitment of Irizar S. Coop. is complemented with the initiatives developed in the framework of its social innovation project, which is a line of work driven by the cooperative's governance bodies and oriented to promote equal opportunities, diversity, participation, professional development and strengthening an organisational culture based in people. Even though it is not articulated as an independent policy, nor is it a homogeneous Group system, this behaviour framework can be used as a reference to inspire social initiatives in other companies, in accordance with their own local and organisational situations.

In regards to ethics and compliance, Irizar has a specific framework underpinned by its legal compliance policy and a compliance system oriented towards preventing, detecting and responding to possible non-compliances. This system is based in the principle of zero tolerance of behaviour that violates the law. With this framework, Irizar strengthens its ethical culture, integrity in business behaviour and traceability in managing legal, regulatory and reputational risks.

Transparency and appropriate handling of possible non-compliances are improved with the Internal Information System, which makes it possible for Irizar S. Coop. to report and handle incidents guaranteeing confidentiality, whistleblower protection and the absence of reprisals. The system is a key element of the architecture of governance and monitoring by enabling the early detection of deviations and the continuous improvement of the business integrity framework.

On the other hand, the (corporate and product) information security and cybersecurity policies set forth the principles aimed at protecting Irizar's systems, information and digital assets in a context of growing digitalisation and exposure to technological risks for both operations and the product. The framework is based in managing risk, regulatory compliance and shared responsibility, while guaranteeing the confidentiality, integrity and availability information as essential elements for the continuity and reliability of the business.

Those policies as a whole are integrated into a broader management model that includes the compliance system, continuous risk analysis, operating procedures and monitoring and supervision structures that, coming from the parent company that acts as the leader, are progressively implemented throughout the entire Group.

That integration makes it possible to connect the principles defined at a corporate or company level with the impacts, risks and opportunities, as well as with monitoring and improvement activities implemented in the organisation. The framework is being implemented progressively in accordance with the situation of every company in the Group and with the progress of the requirements derived from the CSRD and ESRS and future European due diligence and corporate sustainability requirements.

In addition, the Group is committed to the continuous improvement of its policy framework, adapting it progressively to the evolution of the regulatory environment, the appearance of emerging risks and the growing expectations of its stakeholder groups. That focus makes it possible to progressively increase the maturity of the ESG model, improve the internal coherence of the system, and consolidate a solid base for sustainable management of the business in the long term.

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5.1.E1 - CLIMATE CHANGE

Irizar identifies climate change as a key strategic axis that is associated both with impacts derived from its industrial operations as with indirect impacts related with the use of its products and its value chain.

Climate change is a material issue for the Group because of the significance of those impacts, as well as because of the financial implications derived from the transition to a low-carbon economy. Decarbonising transportation, the evolution of the regulatory framework, the technological transformation of the sector and growing expectations of customers, governments and other stakeholder groups significantly shape the strategy, innovation and competitive positioning of the Group.

At the same time, the sustainable mobility solutions developed by Irizar directly contribute to reducing emissions in the transportation sector and create a relevant positive impact in the struggle against climate change. Because of all that, climate change is integrated as a strategic priority in the Sustainable Competitiveness model and 2030 Irizar Agenda, which are oriented towards both managing risks and opportunities and developing products, services and solutions aligned with the transition towards decarbonised mobility.

5.1.1. Contribution to the SDGs

The E1 block contributes to the Sustainable Development Goals from the climate, energy, industrial and product dimension of Irizar's sustainability model. On one hand, the table differentiates the SDGs that are part of the priority framework defined by Irizar and that has a direct or indirect link with this block. And, on the other hand, other complementary SDGs that help contextualise certain content related with climate action, the energy transition, industrial innovation, sustainable mobility, responsible production and collaboration with the value chain.

Degree of association	Associated SDGs	Specific E1 block contribution
Irizar Priority SDGs Associated with Block E1	SDG 7 Accessible and Non-Polluting Energy SDG 9 Industry, innovation and infrastructure SDG 11 Sustainable Cities and Communities SDG 12 Responsible Production and Consumption SDG 13 Climate Action SDG 17 Alliances to Meet Goals	Block E1 directly contributes to the energy transition, efficiency in resource use, decarbonising operations, technological innovation applied to sustainable mobility vehicles and solutions, reducing emissions of collective transport and collaboration with suppliers, clients, technology centres and governments to accelerate climate action.
Other Priority SDGs for Irizar with an Indirect association	SDG 8 Decent Work and Economic Growth: SDG 10 Reducing Inequality	Even though these SDGs are primarily carried out in the social and economic dimension of the sustainability model, block E1 indirectly contributes to them through generating industrial and technological capacities, adapting people to the climate transition, creating employment related with sustainable solutions and promoting more accessible and efficient collective mobility.
Complementary SDGs in Block E1	SDG 3 Health and Well-being SDG 4 Education and Quality SDG 6 Clean Water and Sanitation SDG 16 Peace, Justice and Strong Institutions	These SDGs make it possible to show in a complementary way the contribution from block E1 to improving air quality and the urban environment, training and awareness raising regarding the climate and environment, responsible management of natural resources, transparency in climate reporting and the progressive integration of environmental criteria into governance and decision-making.

5.1.2. Impacts, Risks and Opportunities (E1-IRO, SBM-3)

Climate change has been identified as a material issue for Irizar because of its direct link with the Group's industrial operations, the technological evolution of the mobility sector, emissions associated with the use of its products and the risks and opportunities derived from the transition to a low-carbon economy. Double materiality has made it possible to identify impacts, risks and opportunities associated with both its own operations and the value chain, with a particular relevance for developing sustainable mobility solutions, energy efficiency, product decarbonisation, managing suppliers and adapting to the physical risks of transition.

Type	Nature	Issue	Description	Value Chain	Relevance
Impact	Negative	Operational Emissions	GHG emissions associated with energy consumption and industrial operations (Scope 1 and 2)	Own Operations	High
Impact	Negative	Value Chain	Indirect emissions associated with suppliers, materials, logistics and product use (scope 3)	Upstream and Downstream	Very High
Impact	Positive	Sustainable Mobility	Reducing emissions through developing and commercialising sustainable and low-emissions mobility solutions	Downstream	Very High
Risk	Positive	Collective Transport	Improve the environmental performance of collective transport through more efficient and decarbonised technologies	Downstream	High
Risk	Physical	Extreme Climate Events	Operational and logistics alterations derived from extreme weather phenomena that can affect facilities, operations and the supply chain	Operations and Upstream	Medium - High
Risk	Transitional	Climate Regulation	Increasing demands derived from the European climate regulations (Fit for 55, climate neutrality goals, etc)	Operations and Product	High
Risk	Transitional	Technological Adaptation	The need to adapt industrial products, processes and capacities to the technological evolution and new sustainable mobility solutions demanded by the market and regulations	Product	High
Risk	Transitional	Market	Changes in client demand and expectations associated with the transition towards a low-carbon economy	Downstream	High
Opportunity	Reputational	Climate Performance	Increase in the expectations of clients, governments and other stakeholder groups regarding climate management, reducing emissions and environmental performance	Corporate	Medium - High
Opportunity	Strategy	Sectorial Leadership	Strengthen Irizar's positioning as a leader in sustainable mobility and decarbonising transport	Corporate	Very High
Opportunity	Strategy	Product Innovation	Developing vehicles and mobility solutions with a smaller carbon footprint, higher energy efficiency and better environmental behaviour throughout their entire lifecycle	Downstream	High
Opportunity	Commercial	Zero-emissions Solutions	Developing and commercialising electric, hydrogen and other low-emissions vehicles emissions	Downstream	Very High
Opportunity	Operational	Energy Efficiency	Reducing costs and emissions with improvements in energy efficiency in facilities and processes	Operations	High
Opportunity	Financial	Sustainable Financing	Access to financing mechanisms, public assistance and support programmes related with decarbonisation, technological innovation and the energy transition	Corporate	High

5.1.3. Focus and Strategy (E1-1 / E1-2)

Irizar integrates climate change management into its Sustainable Competitiveness model and the 2030 Irizar Agenda and sees decarbonisation as a lever for innovation, competitiveness and creating sustainable value in the long term. That focus is pursued primarily at the parent cooperative and it is spread to the entire Group as a common reference framework that is adapted to the degree of maturity, and the business and operational situation of each company.

5.1.3.1. Policies and Commitment

The struggle against climate change is one of the priority axes of Irizar's Sustainable Competitiveness model. Aware of the role it plays in the transportation sector in the transition to a low-carbon economy, the Group integrates decarbonisation as a transversal element of their business strategy, and orients their decisions, investments and initiatives towards progressively reducing their carbon footprint and creating more sustainable mobility solutions.

In that context, Irizar is firmly committed to reducing the emission of greenhouse gases, continuously improving energy efficiency, increasing the use of renewable energies and the progressive decarbonisation of both its operations and its products and services. That commitment is materialised in the Integrated Quality and Environmental Policy, approved 16 April 2024, and in the corporate commitments to legal compliance, protecting the environment, preventing pollution and continuous improvement that functions as a reference framework for its progressive implementation throughout the entire Group.

Likewise, the Group deepens that commitment through its adhesion to international reference initiatives and frameworks, among which the most import include the United Nations Global Compact and the 2030 Agenda for Sustainable Development, and it contributes especially to Sustainable Development Goal 13 (Climate Action), and to promoting more efficient, accessible and decarbonised models of mobility.

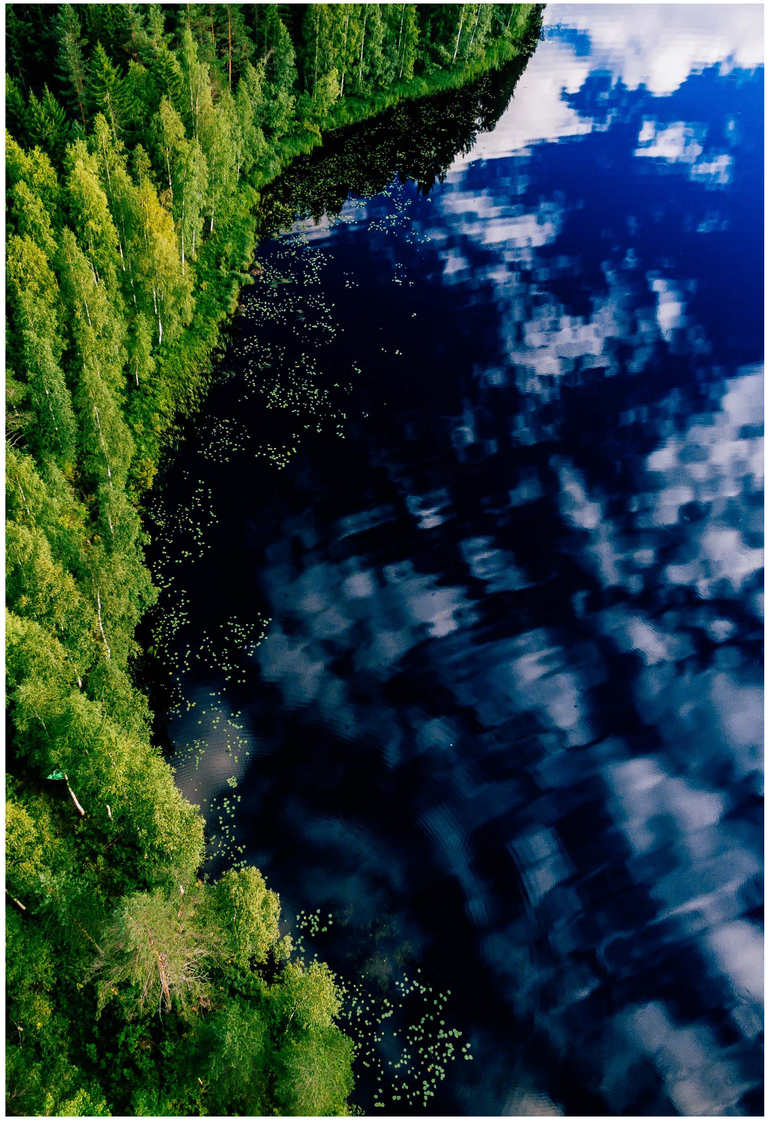
5.1.3.2. Climate Change Mitigation Transition Plan (E1-1)

Irizar's climate strategy is carried out through a transition plan oriented towards contributing to the goals set forth in the Paris Agreement and the climate neutrality promoted by the European Union for 2050, thus consolidating a very significant part of the climate commitments in the 2030 Irizar Agenda.

That plan is set up as the Decarbonisation Roadmap for Irizar and is based in progressively reducing greenhouse gas emissions and developing solutions that further decarbonisation in collective transport and sets goals for progressively reducing Scope 1, 2 and 3 emissions.

Those goals marked by climate change mitigation have been structured around five priority areas: the transition to renewable energy sources, continuous improvement in energy efficiency and decarbonising industrial operations, developing low or zero emissions mobility solutions, integrating climate criteria into the value chain and strengthening resilience in the face of the risks associated with climate change.

The 2030 Irizar Agenda is the primary framework for following the plan and the goals set forth and incorporates specific indicators to evaluate its progress, as well as ensuring periodic monitoring by the Group's governance and sustainability bodies using specific indicators related with emissions, energy, products, and the value chain etc. that have been determined. Those reviews make it possible to evaluate the progress in achieving the goals and also propose possible new actions depending on technological, regulatory and market developments that could arise, as well as actions based on the results that are achieved in emissions reductions.



In conclusion, the Decarbonisation Roadmap is a high-value framework for strategic action that makes it possible to turn climate goals into concrete, measurable and coherent actions aligned with the challenges and opportunities of the transition towards a low-carbon economy.

5.1.4. Climate Governance (E1 GOV)

Climate change management is integrated into the Irizar Group's governance structure under the leadership of management and underpinned by the functions of sustainable competitiveness.

Supervision and coordination of the climate strategy is articulated through the Group's sustainability committees, and includes a strategic tracking level and a technical management level that are complemented by specific work groups for ESG and climate issues. The environmental, engineering and product development, purchasing, operations, energy, quality areas, as well as other areas that can influence emissions, resource consumption, energy efficiency and adaption to climate change, participate in the model transversally.

The scope of the model encompasses operations, product development and relevant aspects of the value chain and integrates climate criteria into strategic planning, risk management and decision-making.

Likewise, the Group promotes training for the people involved in managing climate issues in order to improve the skills needed to take on the challenges associated with the transition to a low-carbon economy and the evolution of regulatory, technological and market requirements.

As a review mechanism, the Group does periodic monitoring of the main climate indicators and goals set forth in the 2030 Irizar Agenda using a corporate inventory of greenhouse gasses in accordance with the ISO 14064-1 standard, which includes Scope 1, 2 and 3 emissions. The system is complemented by climate risk evaluation processes, carbon footprint verification and ESG reporting, to promote continuous improvement and transparency in climate management.

5.1.5. Goals and Objectives (E1-4)

As indicated above, Irizar sets climate goals aligned with international and European commitments regarding the struggle against climate change, including the Paris Agreement, the Green European Deal and the Fit for 55 package of legislation, with the objective of advancing towards a carbon-neutral economy in 2050.

In line with those commitments, the Group promotes the progressive reduction of its greenhouse gas emissions throughout the entire value chain, acting on direct emissions, emissions associated with energy consumption and ones linked with suppliers, logistics and product use.
The Group's climate strategy is articulated through specific goals for each scope of emissions and complemented by the indicators specified in the 2030 Irizar Agenda.

Irizar's climate goals and objectives are formulated as commitments to strategic orientation and continuous improvement, in contrast to the specific actions described in the following section. Those goals make it possible to connect the Decarbonisation Roadmap with the main areas of the Group's actions: reducing direct emissions, the energy transition, product decarbonisation, the value chain and climate resilience.

Area	Goal or Objective
Scope 1	The progressive reduction of emissions directly associated with operations through energy efficiency, fuel optimisation, controlling direct sources and gradually replacing technologies with the highest climate impact.
Scope 2	Make progress in reducing emissions associated with electricity consumption by increasing renewable energy, participation in power generation projects and continuous improvement of energy management.
Scope 3	Improve knowledge, traceability and progressively reduce indirect emissions linked with suppliers, materials, logistics, product use and mobility associated with the Group's operations.
Product	Promote low or zero emissions mobility solutions, improve the energy efficient of vehicles and progressively extend ecodesign, LCA and EPD methodologies.
Adaptation and Resilience	Progressively integrate physical and transitional climate risks into risk management, planning and business continuity, to increase the Group's capacity for anticipation.

5.1.6. Proposed Actions and Initiatives Achieved (E1-3)

With the definition of climate goals, Irizar is articulating their response to climate change through an integrated set of proposed actions and initiatives already under way. This section combines the lines of action foreseen with the advances achieved, incorporating specific 2025 data wherever verifiable information is available, in order to avoid duplication between strategy, goals and implementation.

The activities are structured around the main areas of the Decarbonisation Roadmap: reducing direct emissions, the energy transition, product decarbonisation, the value chain and climate adaptation. Every area includes both measures that are under way or proposed and noteworthy initiatives that have already been implemented, especially ones that make it possible to show progress with quantitative results.

Among the initiatives achieved the most important include participation in renewable generation projects, carrying out energy audits, calculating the Group's carbon for annually, developing electromobility and hydrogen solutions, improving vehicle efficiency, using lifecycle analysis methodologies and environmental product declarations, and the progressive integration of climate criteria into relationships with suppliers and other actors in the value chain.



5.1.6.1. Scope 1 Emissions Actions

Actions related with direct emissions are primarily centred on improving the environmental performance of the facilities and production processes.

Noteworthy in 2025

The Group repeated the annual calculation of their carbon footprint, which makes it possible to have a tracking basis to identify priorities for reducing GHG emissions and orient decarbonisation plans.

- Improve the energy efficiency of the facilities through optimising equipment and industrial processes
- Modernise infrastructure and production processes by incorporating more efficient technologies and reducing energy consumption associated with operations
- Reducing the consumption of auxiliary products, including paint, solvents and other materials used in manufacturing to contribute to lowering the associated direct and indirect emissions
- Optimising fuel use and controlling emissions associated with facilities and machinery, in line with the goals for reducing the carbon footprint
- Making use of heat using surplus steam from the adjoining factory for climate control to minimise the consumption of fuel (Emobility plant)

5.1.6.2. Scope 2 Emissions Actions

The measures related with energy have the goal of reducing emissions derived from energy consumption at the Group's facilities.

Noteworthy in 2025

Irizar's 3 MW participation in the EKIAN solar farm produced a total of 2,616,880 kWh in 2025. This initiative deepens the Group's commitment to promoting renewable energies and contributes to reducing dependence on fossil fuels.

- Use of electricity from renewable sources to promote the reduction of emissions associated with electricity consumption
- Participation in renewable generation projects, like the EKIAN solar park, which contribute to driving a more sustainable and resilient energy model
- Performing energy audits and periodic tracking of indicators so improvement opportunities can be identified and the energy performance of the facilities can be optimised
- Reducing energy intensity through continuously improving industrial processes and managing energy resources efficiently

5.1.6.3. Scope 3 Emissions Actions

Given that a significant part of the Group's climate impacts are produced outside of its direct operations, Irizar does specific actions directed towards its value chain and the lifecycle of its products.

Noteworthy in 2025

Irizar continued developing sustainable mobility solutions, like the Irizar ie bus, Irizar ie tram and the electric Irizar i3 models, alongside emerging technologies associated with renewable hydrogen, strengthening the Group's main lever for climate contribution, which is decarbonising collective transport.

Technological Milestone: The Irizar Hydrogen i6S Efficient coach, which is certified in Europe, drove 2500 km between Ormaitezgi and Briançon covering a range of 900 km and climbing more than 1400 metres during the trial, which strengthens Irizar's positioning in long-distance sustainable mobility technologies.

5.1.6.3.1. Sustainable Products and Mobility

- Multi-technology Solutions: With the goal of adapting to the different needs of its clients and varying levels of technological maturity of markets
- Developing highly energy efficient vehicles, like the Efficient line, through continuously improving energy efficiency, weight reduction, aerodynamic optimisation and reducing energy consumption during the use phase.
- Developing electromobility solutions, including the Irizar ie bus and Irizar ie tram urban lines, or intercity buses like the Irizar i3 that contribute to decarbonising collective transport
- Developing solutions based on hydrogen as an alternative to advance towards emissions-free mobility

5.1.6.3.2. Innovation and Ecodesign

Innovation and ecodesign make it possible to transfer climate ambition to design, manufacturing, and vehicle use and end of life by incorporating environmental criteria into the initial phases of product development.

- Using lifecycle analysis (LCA) methodologies to identify and reduce environmental impacts associated with products, as well as creating Environmental Product Declarations (EPD) verified by third parties that are progressively covering the entire range of products
- Incorporating ecodesign criteria oriented towards reducing

consumption, emissions and environmental impacts throughout the life-cycle of products and standardising them through creating an ecodesign management system based on the ISO 14006 standard
• Promoting circularity initiatives, including projects related with reuse and battery second life and reconditioning spare parts

5.1.6.3.3. The Supply Chain, Mobility and Logistics

Managing the value chain is a key line for making progress with Scope 3 indirect emissions, especially with materials, logistics, strategic suppliers and circularity solutions.

- Promoting sustainable mobility plans oriented towards reducing emissions derived from travel by workers and other stakeholders
- Optimising logistics and transport, reducing emissions associated with moving products and materials
- Managing critical materials and improving the traceability of the value chain, especially for strategic components for electric mobility
- Integrating environmental criteria into purchasing processes, promoting a more sustainable supply chain
- Selection, evaluation and environmental tracking of suppliers, progressively incorporating sustainability and climate change criteria into a due diligence framework

5.1.6.3.4. Adaptation and Climate Resilience Actions

Climate adaptation is oriented towards increasing the Group's capacity for anticipation in the face of physical and transitional risks by progressively integrating those aspects into managing risks, business continuity and the relationship with the supply chain.

- Periodic evaluation of the physical and transitional risks associated with climate change
- The integration of climate criteria into the processes of managing corporate risks and business continuity
- Tracking vulnerabilities associated with facilities, logistics operations and the supply chain
- Developing preventive measures oriented towards reducing exposure to extreme weather phenomena
- Participation in collaborative initiatives related with adaptation, climate resilience and transition, like the TRANSITAS project

5.1.7. Metrics and Tracking (E1-4 / E1-5 / E1-6)

The Group does periodic tracking of the main climate indicators associated with its emissions, energy consumption, value chain and degree of progress towards the decarbonisation objectives set forth in the 2030 Irizar Agenda.

To facilitate tracking, the climate indicators are grouped into a table that connects each management area with the available or expected metrics, differentiating emissions, energy, product, value chain, goals and resilience.



Code	KPI	Indicator	Evolution - Data	Goal - Date	SDG	Principles of the Global Compact
E1.1 (1.2)	Promote R&D to make progress in sustainable mobility and systems • Decarbonisation • Safety -- Driverless Vehicles • Connectivity – Big Data	% R&D for more sustainable and intelligent vehicles / Total R&D	2022: 100% 2023: 100% 2024: 100% 2025: 100%	Maintain Maximum: 100%		
E1.2 (1,2,3,4, 5,6,7,8)	Reduce total GHG emissions Scope 1 and 2: CATEGORY 1: Direct GHG emissions and removals CATEGORY 2: Indirect GHG emissions caused by imported energy	tCO2eq	2025: 11,748.10	25% less (2030)		
E1.3 (1.2) Except 2020, 2021 and 2022	Reduce total GHG emissions Scope 1 and 2: CATEGORY 1: Direct GHG emissions and removals CATEGORY 2: Indirect GHG emissions caused by imported energy Scope 3: CATEGORY 3: Indirect GHG emissions caused by transport CATEGORY 4: Indirect GHG emissions caused by products Irizar uses CATEGORY 5: Indirect GHG emissions associated with the organisation's use of products	tCO2eq Method: ISO 14064-1:2019	2021: 1,713,290 2022: 1,659,534 2023: 1,633,403.15 2024: 1,592,087.54 2025: 1,648,857.66** ** Carbon footprint scope change	25 % less (2030) 5% less (yearly)		
E1.4 (1.2) Except 2020, 2021 and 2022	Origin of electricity from renewable energy sources	% renewable electrical energy consumption and/or high-efficiency cogeneration / total electricity consumption	2020: 0% · 2021: 52% 2022: 100% 2023: 98.50% 2024: 97.62% 2025: 97.56%	100% (2030)		

5.1.8. Strategic Conclusion and Anticipated Financial Effects Associated with Climate Change (E1-9)

Climate change has strategic and financial effects that are relevant to Irizar's business model. Because of that, the conclusion of this block is structured in four dimensions, following the focus used in other sections of the report: Contribution to the business model, expected financial opportunities, expected financial risks and long-term vision.

5.1.8.1. Contribution to the Business Model

Climate change is one of the main challenges and opportunities for the Irizar Group, and it is fully integrated into its sustainable competitiveness model. The transition to a low-carbon economy is transforming the transportation sector and is creating a framework for action in which innovation, energy efficiency and sustainable mobility are taking on a more and more significant role.

In that context, Irizar has a climate strategy based in rigorously managing its impacts, risks and opportunities, underpinned by specific governance mechanisms, decarbonisation goals, tracking systems and continuously improving its environmental performance. The Group continues making progress in reducing emissions associated with its operations through the energy transition, efficiency of industrial processes and progressively incorporating renewable energies.

Nevertheless, the Irizar Group's main contribution to the struggle against climate change is materialised through its sustainable mobility products and solutions that drive the reduction of emissions in collective transport and contribute to accelerating the transition towards low or zero emissions models of mobility.

From an economic perspective, the evolution of the regulatory framework, technological changes and new market demands can create additional investment and adaptation need in the coming years. At the same time, growth in the demand for sustainable mobility solutions, access to energy transition support programmes and opportunities related with innovation are factors that have the potential to strengthen competitive positioning and create value in the long term.

Likewise, the physical risks associated with climate change can progressively affect operations, logistics and the supply chain, increasing the importance of adaptation and resilience initiatives driven by the Group.

5.1.8.2. Anticipated Financial Opportunities

The climate transition can strengthen the Group's competitive positioning through the growth in the demand for sustainable mobility solutions, access to decarbonisation support programmes, improvements in energy efficiency, lowering operating costs associated with consuming resources, and creating new opportunities for technological innovation and collaboration with clients, suppliers and technology centres.

5.1.8.3. Anticipated Financial Risks

The primary financial risks anticipated are related with the need for investments to adapt processes, products and facilities, the increase in regulatory and reporting requirements, possible exposure to energy or raw material costs, physical risks that can affect operations, logistics or the supply chain, and the need to accelerate development of technological capacities to respond to market expectations.

5.1.8.4. Long-Term Vision

Looking towards the next few years, the Irizar Group will continue improving Scope 3 emissions management, collaboration with suppliers, resilience in the face of climate risks and the development of innovative solutions that contribute to decarbonising transportation. All of that will make it possible to consolidate their position as a leading actor in sustainable mobility and create long term sustainable value.

5.2.E2 - POLLUTION

Preventing and controlling pollution is handled at Irizar as part of the sustainable competitiveness and environmental management model of the Group. Although operational management comes primarily from Irizar S. Coop. as the parent cooperative and main industrial centre, its principles, criteria and accumulated knowledge are progressively spread throughout the entire group, and are adapted to the business activity, maturity and regulatory situation of each company.

Preventing and controlling pollution are part of Irizar's commitment to sustainable competitiveness and creating long-term value for its stakeholder groups. As an industrial organisation that designs and manufactures vehicles and mobility solutions, Irizar is aware that certain production activities can generate environmental impacts associated with atmospheric emissions, discharges, waste production, chemical product use and potential soil contamination. Those aspects are managed through a preventive focus based in regulatory compliance, continuous improvement and using the best techniques available.

Managing pollution is integrated into the environmental management system certified in accordance with the ISO 14001 standard, and the various instruments of environmental control applicable to the Group's operations, including authorisations, operating requirements and tracking mechanisms oriented towards preventing and minimising the impacts on air, water and the land. That framework makes it possible to identify, evaluate and control the environmental impacts associated with operations, set goals for improvement, and do continuous tracking of the Group's environmental performance.

In 2025 Irizar continued promoting activities oriented towards reducing the consumption of chemical substances, optimising production processes, minimising waste production, improving the efficiency of resource use and reducing emissions associated with its industrial activities. Likewise, the controls and preventive measures needed to protect air quality, water quality and soil quality have been kept, guaranteeing compliance with the applicable legal and environmental requirements.

In parallel, the organisation contributes positively to reducing environmental pollution by developing and commercialising mobility solutions that are more and more efficient and sustainable, including electric and hydrogen vehicles, and ones that use other technologies, that are oriented towards reducing atmospheric and acoustic emissions associated with passenger transport. In that way, Irizar combines responsible management of the impacts derived from its operations with creating solutions that contribute to improving the environmental quality of cities and transport systems.

Under that focus, pollution remains a material issue for Irizar, both because of the potential impacts associated with its industrial activities as for the regulatory and operational risks related with an increasingly demanding regulatory environment. The organisation remains committed to advancing towards cleaner, safer and more efficient production models and increasing pollution prevention as one of the pillars of its environmental performance.

5.2.1. Contribution to the SDGs

The E2 block contributes to the Sustainable Development Goals in the environmental, industrial, health and product dimensions of Irizar's sustainability model. Preventing and controlling pollution is directly related with responsibly managing emissions, discharges, waste, chemical substances and environmental risks, as well as with developing sustainable mobility solutions that contribute to improving the environmental quality of cities and reducing the impacts associated with transportation.

Degree of association	Associated SDGs	Specific E2 block contribution
Irizar priority SDGs related with block E2	SDG 9Industry, innovation and infrastructure SDG 11Sustainable Cities and Communities SDG 12Responsible Production and Consumption	The E2 block directly contributes to preventing pollution, managing water and discharges responsibly, reducing atmospheric emissions, progressively replacing hazardous substances, appropriate waste management and improving the environmental quality of the areas where Irizar operates and its mobility solutions are on the road.
Other priority SDGs for Irizar with an indirect association	SDG 7 Accessible and Non-Polluting Energy SDG 8 Decent Work and Economic Growth: SDG 10Reducing Inequality SDG 13 Climate Action SDG 17Alliances to Meet Goals	Even though the SDGs are primarily pursued in other blocks of the report, block E2 indirectly contributes to them by improving the efficiency of industrial processes, preventing environmental incidents, protecting the health of workers and local communities, reducing polluting emissions associated with transport, collaborating with suppliers and other actors in the value chain, and promoting safer and healthier environments that encourage equal opportunities and contribute to reducing inequality.
Complementary SDGs in block E2	SDG 3Health and Well-being SDG 4 Education and Quality SDG 6 Clean Water and Sanitation SDG 16Peace, Justice and Strong Institutions	These SDGs make it possible to show the contribution of the E2 block to environmental training and awareness raising, promoting environmental best practices, transparency in regulatory compliance and creating safer, healthier and more inclusive urban and industrial environments in a complementary way.

5.2.2. Management of Impacts, Risks and Opportunities (E2-IRO)

Pollution is a material issue for Irizar because of the industrial nature of its operations, which implies the use of chemical substances, generating atmospheric emissions, waste and discharges associated with certain production processes. The organisation manages those issues with a preventive focus based on regulatory compliance, continuous improvement and minimising the environmental impacts associated with its operations.

At the same time, Irizar identifies opportunities related with developing more sustainable mobility solutions that can contribute to reducing atmospheric and acoustic pollution derived from passenger transport.

Type	Nature	Issue	Description	Value Chain	Relevance
Impact	Negative	Atmospheric Emissions	Atmospheric emissions associated with industrial processes, including the use of paint, solvents and other chemical products	Own Operations	High
Impact	Negative	Hazardous Waste and Substances	Producing hazardous waste and using chemical substances with a potential impact on health and the environment	Own Operations	High
Impact	Negative	Soil Protection	Risk of soil contamination derived from the internal storage, handling or transport of hazardous substances	Own Operations	Medium - High
Impact	Negative	Chemical Supply Chain	Environmental impacts associated with producing and supplying raw materials, paint, solvents and other chemical components used by the organisation	Upstream	Medium
Risk	Transitional	Environmental Regulation	Increase in regulatory demands derived from the AAI, using the best available technology (BAT), emissions and discharge regulations	Own Operations	High
Risk	Transitional	Chemical Substances Regulated	Regulatory restrictions on chemical substances, including the ones regulated by REACH or classified as SVHC	Upstream and Operations	High
Risk	Operational	Spills and leaks	Accidental spills, leaks or environmental incidents that could affect the air, water or land	Own Operations	Medium - High
Risk	Operational	Environmental Deviations	Non-compliance with environmental parameters associated with emissions, discharges or the storage of chemical products	Own Operations	Medium - High
Risk	Reputational	Environmental Performance	Impact on the organisation's reputation and the trust of clients, governments and other stakeholder groups derived from environmental incidents or non-compliances	Corporate	Medium
Opportunity	Operational	Reducing hazardous substances	The progressive replacement of chemical products with alternatives that have a lower environmental impact and regulatory risk	Operations and Upstream	High
Opportunity	Operational	Environmental Efficiency	Improving environmental performance through optimising consumption, reducing emissions and preventing pollution	Own Operations	High
Opportunity	Strategy	Technological innovation	Incorporating cleaner technologies and processes aligned with the best technology available and continuous environmental improvement	Own Operations	Medium - High
Opportunity	Reputational	Environmental Leadership	Strengthen the corporate image and positioning of Irizar as a company committed to sustainability and preventing pollution	Corporate	High
Opportunity	Commercial	Sustainable Mobility	Response to the growing demand for sustainable mobility solutions and products with less environmental impact over the course of their lifecycle	Downstream	High
Opportunity	Positive	Low-emissions Mobility	Reduction of polluting emissions and noise during the use phase of low and zero emissions collective mobility solutions	Downstream	High

5.2.3. Focus and Strategy (E2-1)

Irizar has environmental monitoring and tracking mechanisms integrated into its environmental management system that is certified according to the ISO 14001 standard and the framework of regulatory requirements applicable to its facilities, with the goal of preventing pollution, ensuring regulatory compliance and continuously improving its environmental performance.

That management model encompasses monitoring atmospheric emissions, managing waste and chemical substances, tracking industrial discharges and land protection, and it incorporates environmental criteria in both production activities and processes for improving facilities and operations. Likewise, the organisation promotes the use of the best available technology (BAT) and optimising processes to progressively reduce the environmental impacts associated with its operations.

The periodic evaluation of legal compliance, environmental audits, analytical monitoring, training workers and internal tracking mechanisms are the primary tools used by Irizar to ensure effective management of the risks and impacts associated with pollution.

5.2.3.1. Policies and Commitment

Pollution management is underpinned by the Integrated Quality and Environmental Policy (16 April 2024), and the corporate commitments to legal compliance, protecting the environment and continuous improvement. Those principles are transferred to day-to-day management through operational procedures, environmental monitoring, and improvement programmes oriented towards preventing impacts on the air, water or land.

5.2.3.2. Pollution Mitigation Transition Plan (E2-1)

Irizar tackles pollution mitigation through an environmental transition plan oriented towards progressively reducing the potential impacts associated with its industrial operations, and improving its regulatory compliance and advancing towards cleaner, safer and more efficient production processes. The plan is integrated into the environmental management system certified according to the ISO 14001 standard, and it is articulated through goals, operational controls, tracking indicators and improvement activities related with the primary environmental focal points of its operations.

In contrast to the climate transition plan, which is centred on reducing greenhouse gas emissions, this focus is specifically oriented towards preventing, minimising and controlling air, water and land pollution, as well as reducing the risks derived from the use of chemical substances, hazardous waste production, and the occurrence of possible environmental incidents. Its purpose is to consolidate preventive management that makes it possible to anticipate regulatory requirements, reduce exposure to environmental deviations, and strengthen the organisation's operational resilience.

The plan is mainly implemented from Irizar S. Coop. as the parent cooperative and primary industrial centre of the Group, and it functions as a reference framework for the rest of the companies, where it is adapted progressively to the kind of business, size, legal requirements and degree of environmental maturity of each one. This focus makes it possible to combine a common vision of the Group with practical application adapted to the operating situation of each facility.

The priority areas of the plan are centred on reducing atmospheric emissions associated with production processes, monitoring industrial discharges, protecting the land and underground water, managing chemical products safely, the progressive reduction of critical substances, appropriate waste management and improving preparedness for environmental emergencies. Those areas are connected with the goals and objectives set in this block, as well as the actions proposed and initiatives achieved that are described later.

In operational terms, the plan is materialised through periodic evaluation of legal compliance, applying regulatory and analytic controls, reviewing significant environmental issues, implementing preventive measures, identifying opportunities for improvement and tracking environmental indicators. Among the most important tools are the internal and external audits, the controls done by authorised bodies, tracking paint and solvent consumption, monitoring soil and discharges, prior evaluation of new chemical products and procedures for responding to environmental incidents.

The transition towards less polluting processes is likewise underpinned by continuous improvements in the facilities and production processes, using the best available technology when applicable, gradually replacing products with a high impact with technically and environmentally more advantageous alternatives, and consolidating an environmental culture based on training, awareness raising and the active participation of people.

The plan is monitored using the environmental indicators defined in the environmental management system and the periodic review done by the Environmental area and the corresponding tracking bodies. The review makes it possible to evaluate the effectiveness of the actions implemented, find deviations, prioritise new measures and ensure the coherence between environmental goals, actions taken and the outcomes obtained.

As a whole, the transition plan for pollution mitigation is a key action framework to increase prevention, reduce potential environmental impacts, anticipate future regulatory demands and advance towards a cleaner and

more efficient industrial model. Likewise, it contributes to protecting local environmental quality, strengthening the trust of stakeholder groups and consolidating the integration of pollution prevention into Irizar's sustainable competitiveness model.

5.2.4. Environmental Governance and Management

Preventing and controlling pollution are part of Irizar's environmental management and sustainability framework, and it is integrated into the organisation's supervision and decision-making processes. Coordination of this issue is the responsibility of the Environmental area, which is responsible for tracking the applicable legal requirements, coordinating the environmental controls, supervising compliance with the Integrated Environmental Authorisation (IEA), and promoting the implementation of improvement measures oriented towards preventing and minimising impacts on the air, water and land.

As a material issue for the organisation, the main aspects related with pollution are subject to tracking in the Irizar Group's Sustainability Forum, where the evolution of risks, opportunities, objectives and initiatives associated with this issue are shared.

Likewise, environmental performance and the most important indicators are periodically reviewed by Management in the framework of the Environmental Management System review, which makes it possible to evaluate its effectiveness, identify opportunities for improvement and determine new lines of action.

Irizar's tools for management include:

- An Environmental Management System certified according to ISO 14001
- Periodic legal compliance evaluation
- Internal and external audits
- Environmental control and tracking programmes
- Emergency and response plans for environmental incidents
- Environmental training and awareness raising for workers

5.2.5. Goals and Objectives (E2-3)

Irizar is committed to preventing and minimising the environmental impacts derived from its operations by implementing objectives oriented towards to reducing polluting emissions, responsible chemical substance management and protecting soil and water resources.

The goals set regarding pollution are integrated into the organisation's environmental management system, and they are revised periodically to ensure they meet the applicable legal requirements, the best available technology and the company's environmental strategy.

Tracking those objectives is done using specific environmental indicators and periodically evaluating the results obtained. As necessary, action plans are created with managers, assigned resources and deadlines that are adapted to the nature of each action, in order to ensure the goals defined are met.

Irizar's primary goals for this issue are the following (see table).

Tracking those objectives is done using specific environmental indicators and periodically evaluating the results obtained. As necessary, action plans are created with managers, assigned resources and deadlines that make it possible to ensure that goals are met.

Area	Goal or Objective
Atmospheric emissions	Progressively reducing the atmospheric emissions associated with industrial operations through optimising production processes, monitoring emission sources, tracking paint and solvent consumption and applying measures oriented towards reducing volatile organic compounds and other regulated pollutants.
Water and discharges	Effectively control industrial discharges and make progress in reducing water pollution through analytic tracking of authorised parameters, optimising water use and using preventive controls that ensure compliance with the applicable legal requirements.
Land and underground water	Prevent soil and underground water pollution and increase environmental monitoring in the facilities, spill and incident prevention, updating information about soil and implementing preventive measures in areas with a potential environmental risk.
Chemical substances and waste	Progressively reduce the quantity and danger of the chemical substances used, improve product and waste traceability, promote the replacement of critical products with alternatives that have a lower environmental impact, and improve responsible management of waste produced in operations.
Incident prevention and response	Increase the capacity for preventing, detecting and responding to environmental emergencies, minimising the risk and possible consequences of spills, leaks or incidents that could potentially affect the air, water, land or operational continuity.
Environmental and compliance culture	Promote a preventive environmental culture and increase training, awareness raising, internal communication, legal compliance and the active participation of people in preventing pollution and continuously improving environmental performance.

5.2.6. Proposed Actions and Initiatives Achieved (E2-2 / E2-4 / E2-5)

With the definition of the environmental goals, Irizar articulates its response to pollution through an integrated set of proposed actions and initiatives already under way. This section unifies the management, control and environmental improvement measures with the advances achieved during the year into a single block to avoid duplication between the initiatives section and the section for measures and actions.

The actions are structured around the main areas of pollution prevention and control: atmospheric emissions, water and discharges, land protection, chemical substances, preparation for emergencies and environmental culture. In every area, actions that are planned or under way are combined with significant milestones and initiatives of 2025, and specific data is incorporated wherever verifiable information is available.

5.2.6.1. Monitoring and Reducing Atmospheric Emissions

Reducing atmospheric emissions associated with production processes is still one of Irizar's primary environmental priorities. The actions are centred on tracking the consumption of paint and solvents, optimising painting and surface finishing processes, and carrying out regulatory controls to verify compliance with the applicable limits.

Noteworthy in 2025

During the year, Irizar maintained its systematic tracking of the consumption of paint and solvents used in production, and identified opportunities for improvement to progressively reduce the emissions associated with volatile organic compounds (VOCs).

- Tracking and controlling the consumption of solvents and paint used in the production process
- Implementation of measures to optimise processes to reduce the associated emissions
- Carrying out regulatory monitoring of atmospheric emissions and verifying compliance with the applicable limits

5.2.6.2. Water Pollution Prevention

Responsible water management and preventing water pollution is another significant axis of action. Irizar does analytic monitoring, inspections and verifications of industrial discharges in accordance with the conditions set forth in the applicable environmental authorisations.

Noteworthy in 2025

The controls carried out by Authorised Control Bodies (ACB) made it possible to verify compliance with the parameters applicable to industrial discharges, improving the traceability and safety of environmental monitoring.

- Periodic analytic tracking of discharges generated by operations
- Use of the best available technology (BAT) for preventing and reducing water emissions
- Controls and verifications done by Authorised Control Bodies (ACB) in accordance with the conditions set forth in the environmental authorisations



5.2.6.3. Land Protection and Preventing Environmental Incidents environmental

Protecting the soil is handled through environmental monitoring at the facilities, tracking possible risk sources and implementing preventive measures designed to avoid spills, leaks or situations that could cause pollution of the soil or underground water.

Noteworthy in 2025: During the year the update of the Single Land Report was completed, which guarantees compliance with the applicable regulatory requirements and consolidating knowledge about the environmental condition of the industrial locations.

- Update and maintenance of the Single Land Report in conformance with
the applicable regulatory requirements
- Environmental tracking activities to evaluate the
condition of areas with a potential risk of contamination
- Implementation of preventive measures designed to avoid spills.
leaks or situations that could cause soil pollution

5.2.6.4. Reduction and Management of Hazardous Substances

The management of chemical products is based on minimising environmental and regulatory risks, as well as on seeking lower-impact alternatives when their technical and operational viability allows it. That focus is complemented by prior environmental evaluations of new chemical products before they are incorporated into production processes.

Noteworthy in 2025

Irizar continued working on progressively replacing certain products that are considered critical with more environmentally friendly alternatives, to contribute to reducing both potential environmental impacts and future exposure to regulatory restrictions.

- Progressive replacement of products seen as critical with alternatives that are technically and environmentally superior, when it is viable
- Prior Environmental evaluation for new chemical products before incorporating them into production processes

5.2.6.5. Preparation for and Response to Environmental Emergencies

The capacity to respond to environmental incidents is an essential element in Irizar's environmental management model. The organisation has procedures for acting in the event of spills, leaks and other situations with a potential environmental impact, which are complemented by training, awareness raising and periodic simulations.

Noteworthy in 2025

During the year, environmental drills were done in order to check the effectiveness of the established procedures and improve teams' preparation for potential emergency situations.

- Periodic environmental emergency drills
- Training and awareness raising for staff about how act in the event of a spill, leak or other situation with a potential environmental impact

5.2.6.6. Environmental Culture and Training

Preventing pollution is driven through awareness raising, training, and people's active participation. Irizar promotes integrating environmental criteria into daily activities through training activities, internal communication tools and specific projects oriented towards improving best environmental practices.

Noteworthy in 2025

Among the main initiatives carried out the most important include the Irudi Project oriented towards proper waste management, neatness and cleanliness in work areas, the Best Environmental Practices Manual for each role, and the periodic publication of environmental content with the Astelehen berdeak programme.

- Environmental training and awareness-raising activities
for staff
- Implementation and tracking of the Irudi Project, oriented towards promoting
proper waste management, orderliness and cleanliness in work areas
work
- Publication and use of the Environmental Best Practices Manual that contains guidelines related with waste management, efficient
resource use and preventing environmental impacts
- Periodic communication of environmental information with informative screens in the facilities, dealing with issues like
waste management, saving resources, best environmental practices
and sustainability goals

5.2.7. Metrics and Tracking (E2-3 / E2-4 / E2-5)

To facilitate tracking, the indicators associated with controlling and preventing pollution are grouped by management area, and the primary environmental goals are connected with available or expected metrics. That structure makes it possible to evaluate the performance, verify the effectiveness of the measures implemented, and improve the traceability of the environmental management system.

Code	KPI	Indicator	Evolution - Data	Goal - Date	SDG	Principles of the Global Compact
E2.1 (1.2)	Hazardous waste produced per vehicle manufactured (kg/vehicle)	Amount of hazardous waste produced during the year in relation to the number of vehicles manufactured	2023: 335.77 2024: 302.17 2025: 306.43	15 kg less/vehicle (2030) 5 kg less/vehicle (yearly)		
E2.2 (1.2)	Non-hazardous waste produced per vehicle manufactured (kg/vehicle)	Amount of non-hazardous waste produced during the year in relation to the number of vehicles manufactured	2023: 1,256.44 2,024: 1,294.5 2025: 1,298.31	130 kg less/vehicle (2030) 25 kg less/vehicle (yearly)		
E2.3 (1.2)	Total waste produced per vehicle manufactured (kg/vehicle)	Total amount of waste produced (hazardous and non-hazardous) during the year in relation to the number of vehicles manufactured.	2023: 1,592.21 2024: 1,659.00 2025: 1,604.74	145 kg less/vehicle (2030) 30 kg less/vehicle (yearly)		

5.2.8. Strategic Conclusion and Anticipated Financial Effects Associated with Pollution

Preventing pollution has significant strategic and financial effects for Irizar, especially because of their link with regulatory compliance, operational continuity, the efficiency of industrial processes, and the trust of clients, governments and other stakeholder groups. Because of that, the conclusion of this block in structure following the focus used in E1: contribution to the business model, anticipated financial opportunities, anticipated financial risks and long-term vision.

5.2.8.1. Contribution to the Business Model

Preventive management of pollution makes it possible to improve Irizar's industrial reliability, ensure compliance with applicable environmental requirements, and maintain performance coherent with its sustainable competitiveness model. Integrating those aspects into the environmental management system certified according to the ISO 14001 standard facilitates control of emissions, discharges, waste, chemical substances and risks associated with soil, to contribute to safer, more efficient and responsible industrial activity.

5.2.8.2. Anticipated Financial Risks and Opportunities

The main financial opportunities are related with reducing the consumption of auxiliary materials, optimising processes, improving environmental efficiency, lowering costs associated with incidents or deviations, and strengthening positioning with clients who value environmental performance. On the other hand, the primary financial risks anticipated are linked with regulatory demands, possible investments in adapting facilities or technologies, costs derived from additional controls, restrictions on chemical substances, and potential economic impacts in the event of environmental incidents or non-compliances.

5.2.8.3. Long-Term Vision

Looking towards the next few years, Irizar will continue promoting actions included in the environmental plan, and maintain management based in prevention, operational control, continuous improvement, and progressively replace higher-impact products and processes. That focus will make it possible to reduce potential impacts on the air, water and land, strengthen regulatory resilience and advance towards a more and more clean, safe and sustainable industrial model.

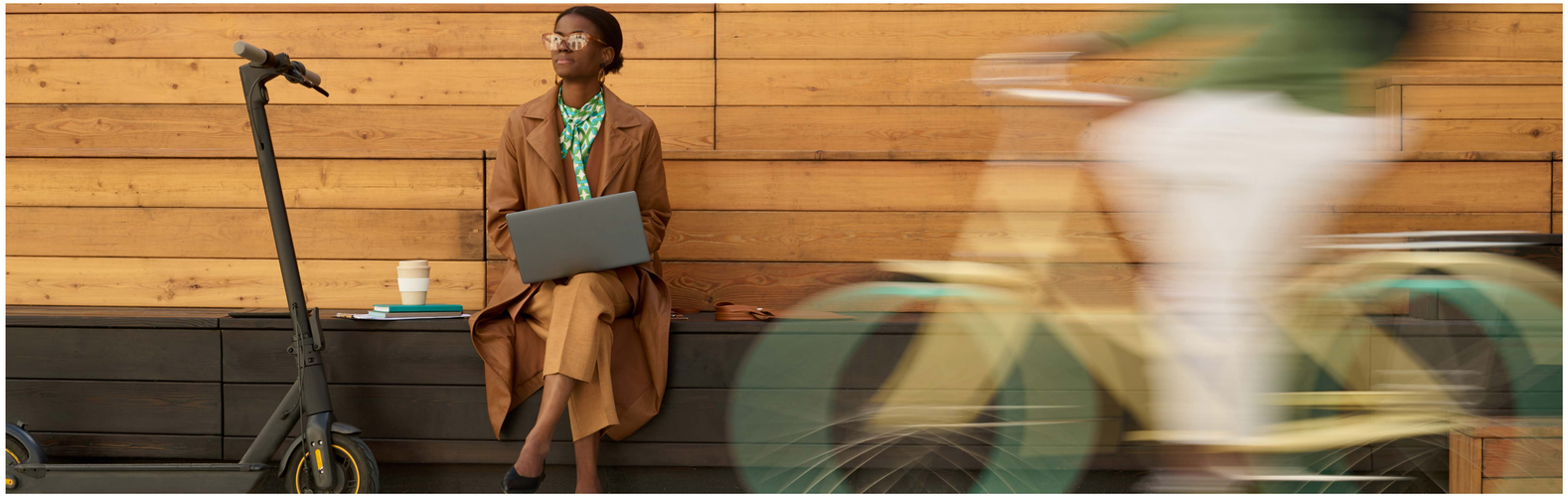


5.3.E5 RESOURCE USE AND THE CIRCULAR ECONOMY

For Irizar, the circular economy is a key area in its sustainable competitiveness model, because it connects efficiency in resource use with product design, manufacturing, waste management, the supply chain and long-term value creation. As an industrial organisation that designs and manufactures vehicles and mobility solutions, Irizar uses a wide variety of materials, components and energy storage systems whose availability, traceability, durability and end-of-life management acquire growing importance from an environmental, operational and regulatory point of view.

That focus makes it possible to advance towards a more efficient production model, reduce dependence on virgin raw materials, minimise waste production, and conserve the value of materials, products and components for a longer time by using strategies like ecodesign, repair, reuse, second-life, recycling and recovery.

In 2025 Irizar continued driving initiatives oriented towards improving knowledge of materials, optimising consumption, preventing waste production, and increasing internal reuse, to make progress with battery second life projects, and consolidate collaborations that create social and environmental value. Under that focus efficient resource use and the circular economy remain material issues for the Group, both because of the impacts associated with consuming materials and producing waste and the risks and opportunities derived from the transition towards more circular products, value chains and business models.



5.3.1. Contribution to the SDGs

Efficient resource use and the circular economy directly contribute to the Irizar Group's sustainability strategy by improving material efficiency, preventing waste production, prolonging the useful life of products and components, and creating environmental, social and economic value throughout the value chain. That contribution is especially linked with the SDGs related with responsible production, climate action, industrial innovation and collaboration with external parties.

Degree	SDGs	Specific contribution of the block
Directly associated priority SDGs	SDG 12 Responsible Production and Consumption SDG 13 Climate Action	Promote responsible production and consumption through preventing waste production, reuse, recycling, recovering materials, and reducing the impacts associated with using resources and materials.
Other indirectly associated priority SDGs for the organisation	SDG 9 Industry, innovation and infrastructure ODS 11 Sustainable Cities and Communities	The integration of criteria of ecodesign, innovation, durability, repairability and sustainable mobility solutions that foster more efficient and resilient cities.
Complementary SDGs	SDG 8 Decent Work and Economic Growth: SDG 17 Alliances to Meet Goals	Creating operational efficiency, collaboration with suppliers, clients, social entities and technology centres, and developing initiatives that combine environmental, social and economic impacts.

5.3.2. Impacts, Risks and Opportunities (IRO) Associated with Resource Use and the Circular Economy

The circular economy is a material issue for Irizar because of the industrial nature of its operations and the growing strategic importance of materials, resources and product lifecycle management in the sustainable mobility industry. As a manufacturer of electromobility solutions and vehicles, the organisation uses a wide variety of metal and polymer materials, electronic components and energy storage systems the availability, knowledge of composition and end-of-life management of which are acquiring growing importance from an environmental, operational and regulatory point of view.

The transition towards zero or low emissions models of mobility also increases the importance of certain strategic materials and critical components, especially associated with batteries and electrical systems. That context produces impacts associated with resource consumption, waste production and managing the end of life of vehicles and batteries, at the same time as it presents new challenges related with product circularity, component reuse and recovering materials.

In parallel, the circular economy presents a significant opportunity to strengthen Irizar's competitiveness by incorporating ecodesign criteria, increasing recycled content, improving product recyclability, extending the useful life of assets and developing new business models related with reuse, remanufacturing, and the second life of components and batteries.

Likewise, the evolution of the European regulatory framework, including initiatives like the Battery Regulation, the Ecodesign for Sustainable Products Regulation (ESPR) and the future Digital Product Passport, underlines the need to advance towards more circular models of production and consumption, increasing knowledge about materials and integrating sustainability criteria into the entire value chain.

In that context, Irizar sees the circular economy as a strategic element for reducing environmental impacts, improving efficiency in resource use, strengthening the resilience of the supply chain, and creating new opportunities for long-term value creation.



Type	Nature	Issue	Description	Value Chain	Relevance
Impact	Negative	Raw materials consumption	The use of raw materials and materials for manufacturing vehicles, batteries and associated components	Upstream and own operations	High
Impact	Negative	Critical materials	Dependence on strategic materials used in electrical systems, electronics and batteries	Upstream	High
Impact	Negative	Waste production	The production of hazardous and non-hazardous waste derived from production processes and auxiliary activities	Own Operations	High
Impact	Negative	Product end of life	The need to appropriately manage vehicles, batteries and components at the end of their useful life to maximise their recovery and minimise environmental impacts	Downstream	High
Impact	Positive	Ecodesign and circularity	The design of products oriented towards durability, repairability, recyclability and recovery of materials	Design, operations and downstream	High
Risk	Transitional	Product regulation	The increase in requirements derived from the Battery Regulation, ESPR and Digital Product Passport	Corporate and value chain	High
Risk	Transitional	Traceability and recycled content	The growing demands for information about materials, recyclability and the recycled content used	Upstream and operations	High
Risk	Market	Availability of critical materials	The risk associated with supply restrictions, geographical dependence or tensions in strategic raw materials markets	Upstream	High
Risk	Market	Increase in the cost of materials	The volatility of prices for raw materials and strategic components used for electric mobility	Upstream	Medium - High
Risk	Operational	Waste management	The future increase in costs associated with waste treatment, recovery or elimination	Own Operations	Medium
Opportunity	Strategy	Recycled content	Increase the use of recycled materials in vehicles and components	Upstream and operations	High
Opportunity	Strategy	Second life of batteries	Develop energy storage solutions with reused batteries	Downstream	High
Opportunity	Strategy	Recovering critical materials	Making use of high-value materials from batteries and other components at the end of their useful life	Downstream	High
Opportunity	Commercial	New circular business models	Develop services associated with repair, reconditioning, reuse and extending the useful life	Downstream	Medium - High
Opportunity	Operational	Resilience of the supply chain	Reduce dependence on virgin raw materials and improve supply security with circular strategies	Upstream	High
Opportunity	Commercial and reputational	Competitive advantage	Improve positioning in public tenders, sustainable markets and client ESG requirements	Corporate and market	High

5.3.3. Focus and Strategy (E5-1 / E5-2)

Irizar understands the circular economy as a transversal focus that connects product design, managing materials, manufacturing, maintenance, waste management, the supply chain, innovation and relationships with stakeholder groups. The purpose is to reduce resource consumption, prolong the useful life of products and components, prevent waste and maximise value recovery throughout the value chain.

That focus is underpinned by the 2030 Irizar Agenda, the Sustainability Plan, the Environmental Management System certified in accordance with the ISO 14001 standard, internal environmental and waste procedures, criteria applied in product design and development, purchasing practices and collaborations with suppliers and specific circularity initiatives promoted by the organisation, including IZIR and the battery second life projects.

Even though Irizar does not currently have an independent corporate circular economy policy, those principles make it possible to integrate commitments to efficient resource use, prevention, reuse, recycling, recovery and useful life extension into the Group's ordinary management. The implementation is being done progressively, combining a common Group framework with operational applications adapted to each company, facility or area.

5.3.3.1. Policies and Commitments Regarding the Circular Economy

Irizar's commitments regarding the circular economy are articulated through its general framework of sustainability and environmental management. The 2030 Irizar Agenda and Sustainability Plan orient the progressive integration of circular criteria into products, processes and relationships with the value chain, while the Environmental Management System and internal procedures make it possible to organise waste management, tracking materials and environmental actions.

Those commitments are materialised by including ecodesign criteria, promoting resource reuse and recovery, looking for alternatives to prolong the useful life of vehicles, components and batteries, collaborations with suppliers and external entities, and being prepared for new regulatory frameworks regarding batteries, ecodesign, traceability, recycled content and digital product passports.

5.3.3.2. Circularity Plan and Roadmap

Irizar's Circularity Plan has been conceived as a framework for progressive action to organise existing initiatives, identify new opportunities and increase the integration of circular criteria into day-to-day management. Its purpose is to improve the efficiency of resource use, increase knowledge about materials, prevent waste, promote reuse and recovery, prolong the useful life of products and components, and prepare the Group for the new regulatory requirements regarding batteries, ecodesign, traceability and the digital product passport.

The framework prioritises areas like ecodesign, the sustainable management of materials, preventing and recovering waste, the second life of batteries, circular logistics with suppliers, collaborations with social entities and measuring circularity indicators. It acts as a bridge between strategic commitments, the objectives of the block, and specific actions, to facilitate the periodic tracking of progress, deviations and needs for improvement.

5.3.4. Circular Economy Governance

The circular economy is integrated into the Irizar Group's sustainability governance structure as a transversal area that contributes as much to environmental goals as it does to competitiveness and business resilience. Its development is driven under the leadership of the Management, with support from the sustainable competitiveness and environmental functions, and with the participation of areas like engineering, purchasing, operations, quality and innovation.

Tracking is articulated through the Group's sustainability forums and bodies where priorities, initiatives, risks, opportunities and indicators associated with resource usage, waste production and recovery, reusing materials and circularity projects are reviewed.



5.3.5. Goals and Objectives (E5-3)

Irizar's circular economy strategy is oriented towards maximising efficiency in resource use, reducing the dependency on virgin raw materials, minimising waste production and maximising the retained value of materials, components and products throughout their lifecycle.

The objectives are cast as goals for progress aligned with the sustainability strategy and with the implementation of the Circularity Plan. When there are consolidated indicators tracking them is linked to specific metrics. And when the degree of maturity of the data does not yet allow for determining homogeneous quantitative values for the whole Group, the goals are expressed as qualitative commitments for progressive improvement, integration and consolidation that are subject to periodic review.



Area	Goal or Objective
Product ecodesign and circularity	Progressively integrate criteria of durability, maintainability, repairability, easy disassembly, recyclability and recoverability into product design and development.
Materials	Improve knowledge, the traceability and efficiency of materials, increase the use of recycled materials when it is viable, and reduce the dependency on virgin raw materials.
Waste and resources	Minimise waste production and maximise reuse, recycling and recovery, prioritise prevention and reduce final elimination.
Useful life of vehicles, components and batteries	Prolong the useful life of vehicles, components and batteries through maintenance, repair, updating technology, reuse, second life and recovering strategic materials.
Value chain and collaboration	Promote circular collaboration models with suppliers, clients, social entities, technology centres and other stakeholder groups to keep resources in use for a longer time.

5.3.6. Proposed Actions and Initiatives Achieved (E5-2)

With the goals defined, Irizar articulates its response through an integrated set of proposed actions, actions under way and initiatives that have already been implemented. This section groups management measures, innovation and collaboration that make it possible to materialise the Group's circular strategy, avoiding duplication with the sections for objectives and metrics.

The actions are structured around five areas: ecodesign and product circularity, sustainable management of materials, prevention and recovery of resources, extending the useful life of vehicles and batteries, and collaborations with the value chain. In each area operational actions, innovation projects, external collaborations and evidence of yearly progress are combined.

Noteworthy in 2025

There was progress on battery second-life projects, including the energy storage system installed in the Fuencarral operations facility next to EMT Madrid and Iberdrola, that has a storage capacity of 1 MWh and 500 kW of power and uses batteries from three Irizar electric buses.

5.3.6.1. Ecodesign and Product Circularity

In terms of ecodesign Irizar is making progress in incorporating circularity criteria into the initial phases of product development, underpinned by the lifecycle analysis, environmental product declarations and recyclability, recoverability, durability and ease-of-maintenance criteria. Those activities make it possible to reduce environmental impacts throughout the lifecycle and anticipate future regulatory requirements regarding sustainable design.

5.3.6.2. Sustainable Management and the Circularity of Materials

Insofar as materials, the organisation is working on improving knowledge about the composition, origin, use and destination of resources used in products and processes. That line is especially relevant in the context of electrification, because of the strategic materials and critical components, and it makes it possible to prepare the organisation for future demands regarding traceability, recycled content, recyclability and the digital product passport.

Noteworthy in 2025

Initiatives oriented towards returning, reuse and utilising packaging, padding and auxiliary elements associated with supply were continued and improved, as were circuits of materials use with chassis suppliers, which contributes to reducing consumption, wastage and waste production in the supply chain.

5.3.6.3. Prevention, Reuse and Resource Recovery

Prevention, reuse and recovering resources is handled with internal separation, reuse, and usage actions for materials, alongside initiatives that make it possible to find new uses for resources that come from industrial activities. Those actions increase the hierarchy of waste and contribute to materials that could have become waste to maintain their value through new internal, social or collaborative uses.

Noteworthy in 2025

Reuse initiatives and awareness raising initiatives like IZIR, the Second Hand Txoko and Sustainability Txoko, the Imagen Project and the Best Environmental Practices Manual were promoted, deepening people's involvement and the integration of circularity into daily activities.

5.3.6.4. Circularity and Extending the Useful Life of Vehicles, Batteries and Components

The circularity of vehicles, batteries and components is handled from a lifecycle perspective that integrates modular design, maintenance, repair, technological updating, spare parts availability, device recovery and second-life solution criteria. That focus makes it possible to prolong the operating life of products, reduce the need for new resources and maximise the value of the strategic materials and components used in Irizar's mobility solutions.

Among the most significant initiatives are the web platform for used Irizar vehicles (https://used.irizar.com/es) that is oriented towards facilitating the reuse of vehicles that can stay in service in new markets or use contexts, in addition to the second life of batteries from electric vehicles that are transformed into stationary energy storage systems.

Those actions increase circular economy, reduce premature waste production and connect design, aftersales service and end-of-life management with responsible production and consumption goals.

5.3.6.5. Collaboration, the Value Chain and Creating Shared Value

Collaboration with the value chain is a key element for scaling circular practices beyond our own operations. Irizar promotes projects with suppliers, social entities, technology centres and other organisations to identify opportunities for reuse, recovery, innovation and creating shared value, at the same time they raise awareness among the stakeholder groups and progressively integrate circular criteria into external relationships.

As a whole, those activities connect design, manufacturing, environmental management, the supply chain, innovation and relationships with society. They are tracked using the metrics included in the following section, with the goal of evaluating progress, identifying new opportunities and to prioritise improvement actions.

5.3.7. Metrics and Tracking (E5-4 / E5-5)

Irizar tracks its circular economy performance using indicators related with the use of materials, the circularity of products, waste production and management and recovering resources throughout the lifecycle.

The following table connects the areas of management with the available or anticipated metrics and with the purpose of each indicator to facilitate an integrated reading between goals, actions and tracking.

Code	KPI	Indicator	Evolution - Data	Goal - Date	SDG	Principles of the Global Compact
E5.1 (1.2)	Recyclability rate for vehicles at the end of their useful life This indicator shows the average value of the entire product range measured and/or with EPD.	% weight recyclable material (reci) / total weight; Methodology: ISO 22628	2023: 92.59% 2024: 94.03% 2,025: 94.20%	Greater than 90% yearly	   	 MEDIO AMBIENTE
E5.2 (1.2)	Recoverability rate for vehicles at the end of their useful life This indicator shows the average value of the entire product range measured and/or with EPD.	% weight recoverable material (recu) / total weight; Methodology: ISO 22628	2023: 97.61% 2024: 97.73% 2025: 97.83%	Greater than 90% yearly		
E5.3 (1.2)	Index of value recovery through reuse, recovery and recycling Sum of waste bound for waste manager and bound for our IZIR brand	% weight of waste recovered / total waste produced	2021: 60% 2022: 63% 2023: 62.16% 2024: 63.15% 2025: 63.50%	Greater than 65% yearly		
E5.4 (1.2) 2020, 21 and 22	Recovery through Izir projects	Amount used for internal and external projects (kg)	2023: 88,825 kg 2024: 60,239.9 kg 2025: 72,216.80 kg	Increase 5% annual		
E5.5 (1.2)	CO2 equivalent emissions avoided with Izir projects	Amount of kg of CO2 avoided:	2023: 2,434 kg 2024: 1,391 kg 2025: 2,761.9 kg	Increase 5% annual		

5.3.8. Strategic Conclusion and Anticipated Financial Effects Associated with the Circular Economy (E5-6)

The circular economy has strategic significant strategic effects for Irizar because of its relationship with efficient resource use, the resilience of the supply chain, regulatory adaptation, product innovation and creating social and environmental value. Because of that, this conclusion describes the contribution to the business model, the opportunities and financial risks anticipated, and the long-term vision, avoiding duplication with the impacts, risks and opportunities in section 5.2.

5.3.8.1. Contribution to the Business Model

The circular economy contributes to Irizar's business model by improving material efficiency, prolonging the useful life of vehicles, components and batteries, improving knowledge about strategic materials, and promoting more responsible management of the lifecycles of products. That focus strengthens the Group's competitiveness in a context marked by electrification, pressure on certain raw materials and the growing demands of clients and governments regarding sustainability.

5.3.8.2. Anticipated Financial Opportunities

The primary anticipated financial opportunities are related with optimising the consumption of materials, reducing costs associated with waste, and make better use of components and materials, improve positioning on the market and public tenders with increasing environmental requirements, and developing opportunities related with prolonging the useful life, reuse and the second life of products and batteries.

5.3.8.3. Anticipated Financial Risks

The primary anticipated financial risks are associated with the increase in regulatory requirements for products, materials and circularity, the need to improve information about material composition and traceability, the dependence on certain strategic materials and investments needed to adapt products, processes and systems to new regulatory and market requirements.

5.3.8.4. Long-Term Vision

Looking towards the coming years, Irizar will continue consolidating a business model that is more and more circular, and integrate criteria of ecodesign, efficient resource use, reuse, recovery and collaboration throughout the entire value chain. That focus is underpinned by the implementation of the Circularity Plan, Irizar's own initiatives like IZIR, second life projects for batteries, and collaborations with industrial, social and technological actors to make progress towards mode efficient, resilient and sustainable mobility solutions.



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6.1.S1. PEOPLE, TALENT AND SAFETY

People are one of the fundamental pillars of Irizar's sustainable competitiveness model. The capacity to attract, develop and retain talent, guarantee safe and healthy work environments, promote participation, advance in equality, diversity, inclusion and work-life balance, and ensure the transmission of knowledge are essential for confronting the challenges associated with the technological transformation, electrification, digitalisation and the evolution of the mobility sector.

That focus is fundamentally articulated through the model developed at Irizar S. Coop., as the parent company, that determines lines of reference for the whole of the Group that are later adapted to the situation of each company.

At Irizar, managing people is seen from a personal point of view that is tightly bound to its corporate identity, territorial roots, and people's active participation and an organisational culture based in proximity, dedication and co-responsibility. Job stability, involvement in the business project, safety, professional development and the capacity for adaptation are keys elements for maintaining the Group's competitiveness in the long term.

Social sustainability has a central place in that vision. Equality, inclusion, diversity and co-responsible work-life balance are progressively integrated as interrelated dimensions in the Social Innovation model, which is oriented towards building a more just, habitable, plural and co-responsible organisation. That approach makes it possible to deepen people's dedication, improve internal cohesion and advance towards a work environment that is more aligned with cooperative values and today's social challenges.

Furthermore, the technological transformation of the mobility sector demands the development of new capacities, attracting specialised workers and ensuring generational turnover. In that context, people are not just an organisational resource, rather they are a strategic factor for driving innovation, sustainability, product quality and Irizar's future capacity for adaptation.

6.1.1. Contribution to the SDGs

Block S1 contributes to the Sustainable Development Goals from the social dimension of Irizar's sustainability model. On one hand, the table differentiates the SDGs that are part of the priority framework defined by Irizar and that are directly or indirectly linked with this block. And on the other hand, there are complementary SDGs that help contextualise certain social content, like occupational health, equality, inclusion or participative governance.

Priority SDGs for Irizar associated with block S1	SDG 8 Decent Work and Economic Growth: SDG 9 Industry, innovation and infrastructure SDG 10 Reducing Inequality SDG 17Alliances to Meet Goals	Block S1 directly contributes to creating high-quality employment, developing professional skills, people's adaptation to technological and industrial transformation, promoting inclusive labour practices, and collaboration with education centres, universities, social entities and local actors to increase talent and social sustainability.
Other indirectly associated priority SDGs for Irizar	SDG 7 Accessible and Non-Polluting Energy SDG 11 Sustainable Cities and Communities SDG 12 Responsible Production and Consumption SDG 13 Climate Action	Even though these SDGs are mainly addressed in the environmental, industrial or product block, block S1 indirectly contributes to them through training, technical skill building, prevention culture, organisational adaptation and developing the skills necessary to follow along with energy efficiency, sustainable mobility, responsible production and decarbonisation.
Complementary SDGs in block S1	SDG 3 Health and Well-being SDG 4Education and Quality SDG 5Gender equality SDG 16 Peace, Justice and Strong Institutions	These SDGs are not on Irizar's list of priority ones, however they make it possible to show the specific contribution of block S1 to occupational health and safety, continuous training, equality, diversity, inclusion, co-responsible work-life balance, cooperative participation and social governance in a complementary way.

6.1.2. Impacts, Risks and Opportunities Associated with People, Talent and Safety

Work conditions, workplace health and safety, training and professional development, equality, diversity and inclusion, work-life balance, cooperative participation and the availability of critical talent have been identified by the double materiality as important aspects in the S1 area, using the model developed at Irizar S- Coop. and its progressive extension to the rest of the Group as a basis.

The primary positive impacts are related with creating high-quality stable employment, developing professional skills, people's participation in the organisation, consolidating a preventive culture and driving initiatives oriented towards equality, diversity, inclusion and a co-responsible work-life balance. In the case of Irizar, those impacts are increased by the cooperative model, which encourages people's involvement, co-responsibility and alignment with the business project.

The main potential negative impacts are related with labour accidents that occur in industrial operations and gender inequalities derived from the structural male dominance of the sector. Those aspects require continuous management, in regards to both prevention and improving working conditions and to developing specific social measures and policies.

In terms of risk, the most significant issues include occupational health and safety, the future availability of critical talent, the generational turnover, equality and non-discrimination, and maintaining people's motivation and dedication. Those risks take on special relevance in a context of technological transformation, electrification, digitalisation and the growing need for people with industrial, technical and technological backgrounds.

In terms of opportunities, Irizar can identify talent development, cooperative culture and participation, social innovation, prevention and well-being, and the capacity to position itself as an attractive project for new generations and people with specialised backgrounds. Those opportunities contribute to strengthening organisational resilience, innovation, sustainability and long-term competitiveness.



Type	Nature	Issue	Description	Value Chain	Relevance
Impact	Positive	Stable high-quality employment	The creation of industrial, technical and management employment oriented towards stability, people's ties to the business project and contributing to the local socioeconomic development of the areas where the Group operates.	Own Operations	High
Impact	Positive	Participation and cooperative culture	Drive a participation model based in cooperative culture, social bodies, assemblies, Client Line Teams, and processes of strategic deliberation.	Own Operations	High
Impact	Positive	Training and Professional development	Develop technical, industrial, prevention, digital, regulatory and sustainability skills to increase internal employability and adaptation to the transformation of the sector.	Own Operations	High
Impact	Positive	Equality, diversity, inclusion and work-life balance	Promote initiatives oriented towards equality, inclusion, diversity, co-responsible work-life balance, inclusive communication and preventing harassment.	Own Operations	High
Impact	Positive	Occupational health and safety	Develop a prevention culture oriented towards reducing accidents, preventing risk in the workplace, and protecting people's health and well-being.	Own Operations	High
Impact	Negative	Workplace accidents	Potential accidents, incidents or health damage derived from industrial, production or maintenance activities	Own Operations	High
Impact	Negative	Gender inequalities	The slight female presence in certain industrial, technical and production collectives shows the structural male dominance of the sector.	Own Operations	High
Risk	Operational	Occupational health and safety	Risk of accidents in the workplace, absenteeism, missed workdays and the need to increase preventive measures in industrial environments.	Own Operations	High
Risk	Operational	Availability of Critical talent	The difficulty of attracting, developing and retaining people with industrial, technical and technological backgrounds related with electrification, digitalisation, software, electronics and new mobility solutions.	Own operations and upstream	High
Risk	Operational	Knowledge transmission	Potential loss of critical knowledge associated with highly experienced people leaving and the need to ensure the transfer of skills between generations.	Own Operations	High
Risk	Social and reputational	Equality and non-discrimination	Risk associated with gender inequalities, the perception of lack of inclusion or insufficient progress in equality, diversity, work-life balance or preventing harassment	Own Operations	Medium - High
Risk	Operational	Dedication and motivation	Possible loss of dedication, motivation or sense of belonging if suitable mechanisms of participation, communication, development and organisation proximity are not maintained	Own Operations	Medium - High
Opportunity	Strategy	Talent development	Improve internal capacities to keep up with electrification, digitalisation, sustainability, innovation and technological evolution in the sector	Own Operations	High
Opportunity	Strategy	Corporate culture and participation	Deepening people's involvement, co-responsibility and alignment with the business project through cooperative participation mechanisms	Own Operations	High
Opportunity	Strategy	Social Innovation	Consolidation of equality, inclusion, diversity and co-responsible work-life balance initiatives as levers for cultural transformation and organisational cohesion	Own Operations	High
Opportunity	Operational	Prevention and well-being	Improvements in safety, health and well-being for people through a more mature prevention culture and systematic management of the workplace health indicators	Own Operations	High
Opportunity	Commercial and reputational	Attracting and retaining talent	Improve Irizar's positioning as an attractive project for people with technical, industrial and management backgrounds, strengthening its capacity to compete for talent	Corporate and labour market	Medium - High

6.1.3. Focus and Strategy

Irizar puts people at the centre of its management model and integrates the principles of participation, professional development, equal opportunities, safety, well-being, co-responsible work-life balance and respect for diversity in its business and sustainability strategy. That focus is primarily developed at Irizar S. Coop., as the parent company, and it is spread to the Group as a whole as a reference model, where it is adapted to the characteristics of each company.

That management model is tightly bound to the corporate identity of the Group's parent company, and it is materialised in driving stable high-quality employment, promoting active participation, strengthening professional skills and creating safe work environments that are inclusive and aligned with future goals.
The management of people is oriented towards guaranteeing the long-term sustainability of the organisation while simultaneously contributing to creating social value, developing strategic skills and the continuous improvement of competitiveness. Along those lines, social sustainability is seen as a dimension that is inseparable from economic and environmental sustainability to the extent that dedication, talent and cooperative culture are essential factors for maintaining innovation and the transformation to more sustainable mobility.

6.1.3.1. Policies and Commitments Regarding People

Irizar's policy for people is grounded in stability, participation, safety, professional development, equality and commitment to the local community. The organisation promotes an employment model that seeks to create value both for people and for the business project, and strengthen the bond with the organisation and drive the continuity of knowledge.



Those principles are collected and implemented through the organisation's general framework for managing people, the Code of Ethics and Conduct, internal procedures for labour and prevention management, the Equality Plan, the harassment prevention and non-discrimination protocols, the work-life balance measures and the mechanisms of cooperative participation itself.

The principles that orient the model are:

Stable employment and quality working conditions

Irizar promotes an employment model oriented towards stability, a relationship with the business project and contributing to the economic and social development of the places it operates. Quality employment is an essential base for guaranteeing the continuity of knowledge, deepening dedication and promoting a work environment that can take on the current and future challenges of the sector.

In coherence with its ethical principles and the international reference frameworks, Irizar does not use or tolerate any kind of child labour, forced labour, human trafficking or any other practice that violates fundamental labour rights. Likewise, it promotes an employment model aligned with the principles of decent work, promoting suitable working conditions, equal treatment and appropriate and dignified remuneration, in coherence with the local situation, applicable regulations and principles of internal equity.

Participation and Cooperative Culture

Participation is one of the elements that sets Irizar apart. Through cooperative bodies, assemblies, Client Line Teams and strategic deliberation processes, and multiple forums, people are involved in the evolution of the business project and they participate in information, dialogue and improvement spaces. Those mechanisms reinforce internal transparency, the sense of belonging and co-responsibility.

Occupational Health and Safety

The health and safety of people is a strategic priority in an industrial environment like Irizar. The organisation promotes an advanced prevention culture oriented not just towards regulatory compliance, but also towards continuously improving working conditions, reducing accidents and integral health protection. That focus is underpinned by systematically identifying risks, analysing incidents, implementing corrective and preventive measures and progressively incorporating technical, organisational, ergonomic and hygienic solutions adapted to the situation of each role.

Training and Professional Development

Developing skills is key for keeping up with the Group's technological and sustainable transformation. Irizar promotes continuous training in technical, industrial, prevention, digital, regulatory and sustainability areas, and encourages internal employability and adapting people to new challenges related with electrification, digitalisation and the evolution of the mobility sector.

Professional development is also increased through development evaluation and career plans through tracking job diagrams, internal promotion processes that encourage people's evolution inside the organisation and covering new responsibilities with internal knowledge. Those processes are underpinned by equal opportunity, announcing available opportunities and structured evaluation of suitability criteria, which contribute to improving motivation, internal employability and the continuity of critical knowledge.

Likewise, professional development is underpinned by skills training related with specific jobs.



Equality, diversity, inclusion and co-responsible work-life balance

Irizar promotes equal opportunities, non-discrimination, inclusion, diversity and work-life balance and raises awareness about them as interrelated dimensions of their social innovation model. That focus incorporates respect for sexual and gender diversity and protecting LGBTQI+ collectives within the framework of the equality plan to advance towards a more just, plural, habitable and co-responsible organisation in which everybody can experience respectful, safe and inclusive work environments.

Generational Turnover and Critical Talent

The organisation recognises the importance of anticipating future needs for talent and ensuring the transmission of knowledge and developing people's skills so they are able to keep pace with the technological transformation of the sector. Generational turnover is managed as an aspect to consider linked with the continuity of critical skills, innovation and future competitiveness.

6.1.3.2. Policy Framework for Managing People, Talent and Safety

The purpose of Irizar's policy framework for people, talent and safety is to order priorities, responsibilities, management tools and tracking indicators to connect corporate commitments with goals, actions and evaluating results.

Its priority areas are stable and high-quality employment, occupational health and safety, developing skills, equality, diversity, inclusion and co-responsible work-life balance, cooperative participation and the availability of critical talent. To implement that Irizar uses training planning, prevention systems, personal indicators, internal promotion processes and spaces for participation and follow-up.
The implementation is primarily developed at Irizar S. Coop, as the parent and reference company of the Group, and it progressively advances towards greater homogenisation in the companies, facilities and areas where it is applicable. Progress is reviewed using quantitative and qualitative indicators, tracking by responsible areas and discussion in the corresponding forums and bodies.

6.1.4. Governance and Responsibilities of the People Model

The governance of aspects related with people combines organisation responsibility, cooperative participation and specific tracking in social areas.

Within Irizar S. Coop., the Management Team defines the general strategic priorities and drives their implementation through policies and initiatives relating to professional development, health and safety, training, equality, work-life balance, diversity, inclusion and organisational development. These strategic priorities are subsequently submitted to the Governing Council for approval, whilst the Social Council facilitates participation and communication amongst the cooperative's members.

That model is the reference for progressively implementing those areas in the Group as a whole, where they are adapted to the organisational characteristics of each company.

That model is complemented by mechanisms belonging to cooperative culture, such as assemblies, Client Line Teams and strategic deliberation processes that facilitate people's active participation in the evolution of the business project. Along those lines, the CLT are a unique way to manage, improve the organisation of and channel people's participation and connect day-to-day operations with continuous improvement and client orientation.

In a complementary way, the "Berrikuntza Soziala" social innovation forum acts as a transversal space for driving initiatives related with equality, inclusion, diversity and co-responsible work-life balance. That commission incorporate knowledge, analyses proposals and promotes lines of action adapted to Irizar's situation with a participative, progressive focus that is coherent with the cooperative's values.

6.1.5. Goals and Objectives

Managing people at Irizar is oriented towards improving occupational health and safety, consolidating the quality and stability of employment, developing professional skills, promoting equality, diversity, inclusion and co-responsible work-life balance, increasing participation and ensuring suitable management of generational turnover and critical talent.

The goals are determined by area to connect Irizar's social strategy with the anticipated actions and tracking indicators. That approach makes it possible to maintain a qualitative reading of the commitment and, at the same time, identify management goals related with employment, safety, training, equality, work-life balance, participation and talent.

Area	Goal or Objective
Employment and job quality	Maintain a stable and high-quality employment model, with dignified salaries and that strengthens the bond with the business project and continuity of knowledge
Occupational health and safety	Reduce accidents and consolidate an advanced prevention culture using indicators, risk analysis and measures adapted to the production process.
Training and talent	Develop technical, digital, prevention, regulatory and sustainability skills to keep up with the transformation of the sector.

6.1.6. Proposed Actions and Initiatives Achieved

This section includes strategic initiatives, actions under way, the progress made in the year and the measures that have already been implemented in regards to people, talent and safety while avoiding separating actions that respond to the same management goals. The actions are mainly done at Irizar S. Coop. as the parent and reference company for the Group, and they can be progressively extended to other companies depending on their organisational situation and degree of maturity.

To make progress with its goals, Irizar implements programmes and initiatives related with stable employment, cooperative participation, continuous training, preventing occupational risks, equality, work-life balance, diversity, inclusion and managing the generational turnover. Those actions reinforce the organisation's capacity to attract, develop and build the dedication of people and consolidate safe and inclusive areas and ensure the skills necessary to confront the technological and sustainable transformation of the sector.

Likewise, Irizar is committed to guaranteeing appropriate and dignified remuneration for workers, and promote payment equality and decent work. The organisation communicates the principles and criteria that guide the system to workers through internal participation and communication channels.

6.1.6.1. Employment and Connection with the Business Project

- Consolidation of a stable and high-quality employment model
- Driving internal participation and communication mechanisms
- Deepening people's commitment to the business project
- Progressive integration of new hires
- Contribution to local social and economic development

6.1.6.2. Safety, Health and Well-Being

- Systematic tracking of indicators for accidents, absenteeism and missed days
- Analysis of accidents and incidents
- Implementation of preventive and corrective measures
- Specific training in occupational risk prevention
- Strengthening prevention culture in industrial, artisanal and highly personalised environments using technical, organisational, ergonomic and hygienic solutions adapted to the uniqueness of production processes.
- Incorporating devices, tools, facilities, capture and vacuum systems, lifting and manipulation systems, ergonomic assistance devices and high-protection PPI oriented to improving safety, ergonomics and industrial hygiene, as well as periodic safety inspections.
- Integrating physiotherapists into prevention management, with participation on the Health and Safety Committee and focusing on preventing musculoskeletal injuries and ergonomic analysis of work stations
- The organisation has emergency plans, drills and procedures for acting in situations with risk to people
- Health monitoring is reinforced with periodic medical check-ups and actions adapted to the risks of each job, including prevention programmes related with ergonomic, noise and chemical agent risks and other hygiene factors in industrial operations
- Drive actions oriented towards promoting psychological well-being, preventing psychosocial risks and healthy workplace management, progressively incorporating the analysis of those factors in the prevention system and culture of taking care of people.
- Health and dental coverage for workers

Noteworthy in 2025

At Irizar S. Coop, 172 accidents with leave were recorded and there were no work-related deaths. Tracking the indices of frequency, seriousness, absenteeism and missed days makes it possible to orient prevention measures, prioritise corrective actions and strengthen safety culture.

6.1.6.3. Training and Professional Development

- Carry out technical, industrial and prevention training activities
- Training related with digitalisation, sustainability, regulatory compliance and new tools
- Updating skills associated with the technological transformation
- Encouraging internal promotion processes based on the criteria of equal opportunities, transparency and structured evaluation of qualifications
- Collaboration with educational centres and universities to drive talent recruitment

Noteworthy in 2025

Significant training activity was done at Irizar S. Coop. with 570 participations, 1,852 participants and 42,315.96 hours of training. The activities encompassed technical and industrial training, occupation risk prevention, digitalisation, sustainability, regulatory compliance and professional development.

6.1.6.4. Social Innovation – Berrikuntza Soziala

- Development of social initiatives
- Driving inclusion and diversity measurements
- Promoting co-responsible work-life balance
- Expressly including sexual and gender diversity and protecting LGBTQI+ within the focus on equality, diversity and non-discrimination
- Review of internal communication from an inclusive point of view
- Preventing harassment and reinforcing respectful environments
- Tracking social and gender indicators

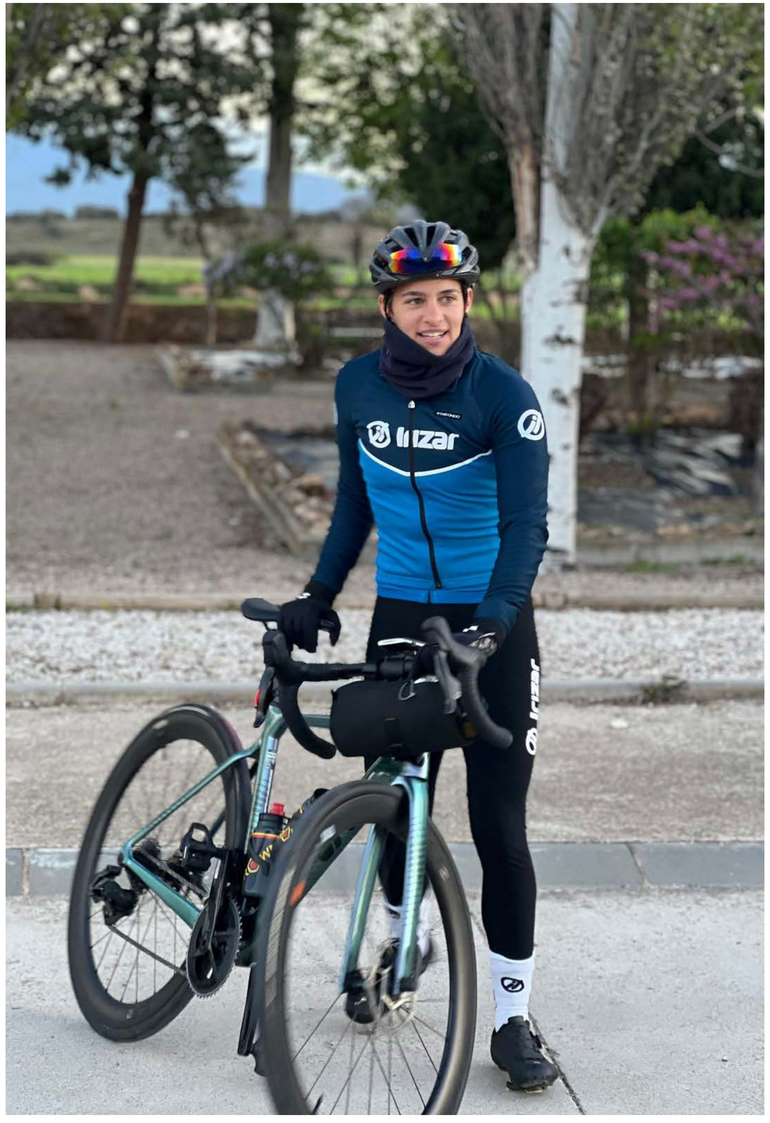
Dynamising the "Berrikuntza Soziala" social innovation forum as a transversal work space for analysing proposals, incorporating knowledge and promoting initiatives adapted to Irizar's situation.

Noteworthy in 2025

The amount designated for social initiatives related with women's sports, adapted sports, inclusion of disadvantages groups and other activities with a positive local impact was €43,000.

6.1.6.5. Participation and Cooperative Culture

- Holding assemblies and information spaces
- Operations of the cooperative bodies and Social Council
- Developing strategic deliberation processes
- Promoting Client Line Teams as a mechanism for participation, management and improvement
- Improve internal communication and increase organisational transparency



6.1.6.6. Generational Turnover and Critical Talent

- Identify critical skills for the technological transformation
- Applying principles of equal opportunities and non-discrimination during hiring processes
- Developing continuing training in emerging areas
- Progressively integrating new generations
- Transferring knowledge between people with experience and new hires
- Strengthen Irizar's value proposal as an attractive project for people with industrial, technical and technological backgrounds

6.1.7. Metrics and Tracking

Irizar does S1 tracking using a selection of key indicators that make it possible to visualise the main results available and connect each indicator with the priorities of managing people, equality, work-life balance, safety, training and cooperative culture.

The quantitative indicators are presented with differentiated scopes. On one hand, the consolidated data or from Irizar Group's tracking, and on the other hand specific Irizar S. Coop. data as the parent cooperative. That differentiation makes it possible to provide a global vision of the Group's social performance and, at the same time, maintain the detail for the areas in which the parent cooperative does more granular tracking.

That differentiation responds to different levels of the development and availability of information in the Group.

Code	KPI	Indicator	Evolution - Data	Goal - Date	SDG	Principles of the Global Compact
S1.1 (1)	Make progress towards having women and men represented more equally: • New hires • Management team (group 1+2) • Area managers / Middle management (groups 4+5+6) • Governing Council	Women in various collectives (% women)	2021: 22.22% / 0% / 21% / 22.22% 2022: 9.52% / 0% / 21% / 22.22% 2023: 18.60% / 0% / 21% / 11.11% 2024: 16% / 0% / 16% / 11.11% 2025: 12%/ 0%/ 17.93% /5.56%	2030 Goal: 1) >10% 2) 20% 3) >20% 4) 20%	--	--
S1.2 (1)	Promote wage equality between women and men Group 1 + 2 (CEO + Management Team) Group 3 (management) Group 4 (technicians) Group 5 (administrators) Group 6 (direct personnel)	Gender wage gap by professional category (% wage ratio women / wage ratio men)	2021: 0% / 89% / 90% / 87% / 91% · 2022: 0% / 70% / 96% / 129% / 85% 2023: 0% / 92% / 96% / 101% / 94% 2024: 0% / 103% / 93% / 99% / 96% 2025: 0% / 102% / 96% / 114% / 94%	2030 Goal: 99-100% ·		
S1.3 (1)	Improve training and awareness raising in equality: • Workers • New hires	Percentage of the staff and new hires who have completed the planned equality training a. (% people trained / total staff) b. (% new hires trained)	2023: 86% / 100% 2024: 86% / 100% 2025: 88% /100%	a) 90% (2030) b) 100% · (yearly training)		
S1.4 (1)	Occupational accident prevention and protecting people's health	Frequency rate: ((no. accidents with leave / hours worked) x 1,000,000) incidence rate ((no. accidents with leave / people) x 100,000))	2021: 52.82 / 8,068 2022: 52.26 / 7,927 2023: 60.08 / 9,189 2024: 43.39 / 7,566 2025: 38.44 / 6,120	a) 40-50 b) 7,000-8,000		

Code	KPI	Indicator	Evolution - Data	Goal - Date	SDG	Principles of the Global Compact
S1.5 (1)	Foster people's participation in the cooperative project	Percentage of worker partners out of all staff who are eligible to become members (% members / total average staff)	2021: 97.82% 2022: 93.93% 2023: 82.68% 2024: 77.42% 2025: 75.46%	Greater than 80%	--	DERECHOS HUMANOS MEDIO AMBIENTE
S1.6 (1)	Guarantee suitable remuneration for everybody	Percentage of people whose pay meets or exceeds the designated threshold of suitable remuneration	2021: 100% (+9% collective bargaining agreement) 2022: 100% +10% 2023: 100% +12% 2024: 100% +16% 2025: 100% + 20%	100% +10%		
S1.7 (1)	Promote people's well-being, dedication and satisfaction with the Irizar project	Overall rate of organisational well-being (survey results)	Base year: 2026	Maintain or improve in future measurements		
S1.8 (1)		% of improvement actions implemented derived from the diagnostics	Base year: 2026 (0%)	60% in 2028; 80% in 2030		
S1.9 (1)	Extend sustainability culture among people at Irizar	Staff and new hires with basic training in sustainability with the number of people who get specific training a. % people with basic training b. no. of people with specific training; c. % new hires	2021: 8 ED · 2023: 1.23%; 11; 0% 2024: 1.23%; 11; 0% 2025: 1.4%; 14; 0%	a. 60% (2030) b. 24 (2030) c. 100% (yearly)		

6.1.7.1. Participation and Cooperative Culture

In addition to quantitative indicators, Irizar does tracking of qualitative elements related with participation, cooperative culture and personal involvement. Those mechanisms connect management results with Irizar's own way of building internal commitment.

- Spaces for Participation: assemblies, cooperative bodies, Client Line Teams and strategic deliberation processes
- Social Innovation: activities of the Social Innovation Commission, socialisation of diagnostics and tracking initiatives for equality, inclusion, diversity and work-life balance
- Onboarding and Culture: the progressive incorporation of content related with social innovation, cooperative culture and sustainability in onboarding and internal communications processes



6.1.8. Strategic Conclusion and Anticipated Financial Effects

6.1.8.1. Contribution to the Business Model

Irizar's model for people, which is mainly developed at Irizar S. Coop as the parent company and progressively extended to the rest of the Group, is a key factor for creating long-term sustainable value and competitiveness. The combination of stable employment, cooperative culture, participation, developing talent, health and safety, equality, inclusion, diversity, work-life balance and managing generational turnover strengthen the organisation's resilience and make it possible take on larger guarantees associated with the transformation of the mobility sector.

People are the base upon which innovation, sustainability, product quality, customer service and the capacity for technological adaptation occur. Along those lines, managing people is not limited to a social dimension, rather it is a strategic element for continuity and the Group's future competitiveness.

6.1.8.2. Anticipated Financial Opportunities

Consolidation of the model for people can contribute to:

- Reinforcing attraction and retention of critical talent
- Improving productivity and the capacity for technological adaptation
- Lowering costs associated with rotation, accidents or loss of knowledge
- Increasing internal employability and the availability of key skills
- Improving Irizar's positioning as an attractive project for new Generations
- Strengthening competitiveness in a market that demands more and more specialised workers
- Consolidating an organisational culture that can support innovation and sustainability

6.1.8.3. Anticipated Financial Risks

The primary risks associated with the area of people, talent and safety include:

- Increasing costs derived from workplace accidents, absenteeism or missed workdays
- Difficulty recruiting people with technical, industrial and technological backgrounds
- Loss of critical knowledge associated the generational turnover
- The need to invest in training, adapting skills and re-qualification
- Risks associated with the lack of diversity, equality or inclusion and an increasingly demanding social environment
- Loss of commitment or motivation if there are not suitable mechanisms for participation and development

6.1.8.4. Long-Term Vision

Irizar aspires to consolidate a model of managing people that can combine innovation, sustainability, commitment and cooperative culture. That ambition involves keeping developing the talent and skills needed to lead the transformation to more sustainable mobility, maintain a participative and inclusive organisation and deepen people's sense of belonging to the business project.

In that context, people will continue being one of Irizar's primary strategic assets and an indispensable element of progress towards a business model that is more and more innovative, sustainable, competitive and connected with the cooperative values that define its identity.

6.2.S2 / G1 SUPPLY CHAIN AND SUPPLIERS

Responsible management of the supply chain is a key element for Irizar's sustainable competitiveness model. Irizar S. Coop's operations as the parent cooperative and main industrial centre of the Group, are underpinned by a large and diverse network of suppliers of materials, components, industrial services, energy, chemical products, packaging and technological solutions. Their contribution is essential for guaranteeing product quality, operational continuity, safety, innovation, and the evolution towards mobility solutions that are more and more sustainable.

That focus is mainly developed at Irizar S. Coop. where the purchasing, hiring, categorisation, contract updating, environmental evaluation and supplier tracking processes are concentrated. The directives promoted by the parent cooperative are used as a reference by the Group as a whole, although their implementations are progressively adapted to the business activity, size, maturity and operating situation of each company.

Irizar S. Coop's supply chain is tightly bound to the technical complexity of the vehicles and to its industrial model. It includes especially significant families of purchases like, climate control, doors and lifts, seats, motors and engines, gearboxes, axles, brakes, electronics, wiring, metal structures, aluminium, fibreglass, windows, paint, adhesives, interiors, lining and panelling, packaging, energy, chemical products and industrial services. That diversity calls for combining criteria of quality, service, sustainability, cybersecurity, technology, criticality and contractual situations in managing suppliers.

6.2.1. Contribution to the SDGs

The S2/G1 block contributes to the Sustainable Development Goals with responsible supply chain management, progressively integrating ESG criteria with suppliers, the traceability of materials, substances and packaging, and strengthening commercial relationships based in collaboration, transparency, compliance and continuous improvement.

Degree of association	Associated SDGs	Specific S2/G1 block contribution
Irizar Priority SDGs associated with block S2/G1	SDG 8 Decent Work and Economic Growth: SDG 9 Industry, innovation and infrastructure SDG 12 Responsible Production and Consumption SDG 13 Climate Action SDG 17Alliances to Meet Goals	The block contributes to the integration of social, environmental and good governance criteria with suppliers, improving the traceability of materials and components, making progress in responsible purchasing, progressively reducing indirect environmental impacts and developing collaborative relationships with the value chain.
Other priority SDGs for Irizar with indirect association	SDG 7 Accessible and Non-Polluting Energy SDG 10 Reducing Inequality SDG 11 Sustainable Cities and Communities	Even though these SDGs are mainly addressed in environmental, industrial or product blocks, the supply chain indirectly contributes to them through selecting materials, components and services, improving environmental information and collaborating with suppliers associated with sustainable mobility solutions.
SDGs complementary in block S2/G1	SDG 3 Health and Well-being SDG 5Gender equality SDG 16 Peace, Justice and Strong Institutions	These SDGs make it possible to show the contribution of the block to due diligence, human rights, working conditions in the supply chain, equality and non-discrimination, business integrity and preventing compliance risks with third parties in a complementary way.

6.2.2. Management of Impacts, Risks and Opportunities Associated with Suppliers and the Supply Chain

Working conditions and social compliance with suppliers, respect for human rights in the value chain, the progressive integration of ESG criteria into evaluation and homologation processes, due diligence, dependence on critical suppliers and opportunities related with a more traceable, resilient and responsible chain have been identified as significant aspects by the double materiality.

Irizar S. Coop. works to progressively transfer its social, environmental and good governance commitments to the value chain. The main areas of attention are related with working conditions and respect for human rights among suppliers, compliance with legal requirements, including environmental criteria into products and services, managing regulated materials and substances, packaging traceability, the availability of environmental information about items supplies and progressively obtaining information about the carbon footprints of products and services.

Type	Nature	Issue	Description	Value Chain	Relevance
Impact	Positive	Stable relationships with suppliers	Developing relationships of collaboration, stability and trust with strategic suppliers, driving operational continuity, product quality and long-term relationships.	Upstream	High
Impact	Negative	Working conditions and human rights with suppliers	Possible impacts associated with deficiencies in working conditions, health and safety, free association, equality, non-discrimination, child labour, forced labour or other violations of human rights in the supply chain.	Upstream	High
Risk	Operational	Dependence on critical suppliers	Risk associated with the concentration of certain supplies, technological components, key materials or specialised suppliers that can potentially impact operational continuity, production deadlines and customer service.	Upstream and own operations	High
Risk	Regulatory and reputational	ESG compliance and due diligence	An increase in legal and client demands regarding sustainability, human rights, the environment, compliance and transparency, as well as the need to increase evidence, controls and tracking of third parties.	Upstream and corporate	High
Opportunity	Strategy	Responsible and resilient chain	Develop a more traceable, collaborative and resilient supply chain aligned with ESG criteria and strengthen the sustainable competitiveness of the Group and its capacity for anticipating regulatory and market requirements.	Upstream and corporate	High
Opportunity	Environmental	Decarbonisation the circular economy and sustainable materials	Collaboration with suppliers to improve information about emissions, advance in scope 3, promote carbon footprint reduction plans, encourage recycled content, reuse packaging and improve the circularity of materials and products.	Upstream and own operations	High

6.2.3. Focus and Strategy

Supply chain management is approached with a progressive focus oriented towards improving operation continuity, traceability, regulatory compliance, and the integration of ESG criteria into supplier relationships. That focus is mainly driven from Irizar S. Coop. whose directives act as a reference for the Group as a whole and are adapted to the situation of each company.

The governance of this area is underpinned by the collaboration between Purchasing and the Quality, Environmental, Prevention, Compliance and IT areas in addition to others with specialised functions, depending on the nature of the item supplied. That coordination makes it possible to integrate technical, environmental, social, safety and compliance criteria into selection, homologation, hiring and tracking processes.

6.2.3.1. Policies and Commitment

Irizar's commitments to a responsible supply chain are articulated through its general conditions for procurement, evaluation and homologation processes, contractual clauses and specific requirements that are applicable depending on the type of item supplied.

Those instruments incorporate principles of regulatory compliance, business integrity, respect for human rights, health and safety, responsible environmental management and preventing behaviour that goes against the organisation's values.

In regards to the environment, tracking and evaluation are especially centred on materials, regulated substances, packaging, recycled content, REACH compliance, the carbon footprint, other information relevant to the product, ESG reporting and responding to clients and regulators.

6.2.3.2. Plan for Transitioning to a Sustainable Supply Chain

Irizar is advancing towards a more sustainable supply chain by progressively improving the information available, updating requirements applicable to suppliers and incorporating ESG criteria into key purchasing processes.

That process prioritises the suppliers and items that are most critical or have the greatest potential impact, to improve traceability, identifying social, environmental and governance risks, and the capacity to respond to new regulatory and client demands.

The transition is approached from the logic of collaboration and support, combining contractual demands with dialogue and progressively requesting information to advance towards a more resilient and transparent supply chain more aligned with the Group's sustainability goals.

6.2.4. Goals and Objectives

Irizar's supply chain governance is articulated through a transversal model led by the Purchasing function and supported by the Quality, Environmental, Prevention, Compliance, Information Security and Engineering areas in addition to other specialised functions, depending on the nature and criticality of the goods and services being acquired. That model makes it possible to integrate economic, technical, environmental, social, ethical and regulatory compliance criteria in a coordinated way into supplier selection, homologation, hiring, evaluation and monitoring processes.

The compliance system implemented mainly at Irizar S. Coop. strengthens that governance framework through incorporating specific contractual clauses, monitoring mechanisms for third-parties, information and cybersecurity protection requirements, in addition to related criteria regarding human rights, working conditions, business integrity and preventing corruption. That focus contributes to progressively extending the Group's sustainability commitments throughout the value chain.

6.2.5. Goals and objectives

Area	Goal or Objective
Responsible contracts	Progressively extend sustainability, compliance, cybersecurity, REACH, material composition, packaging, recycled content and the carbon footprint into contractual condition applicable to suppliers.
Evaluation and homologation	Improve evaluation and homologation processes for suppliers prioritising the ones with the most importance for the product, operational continuity, environmental impact, health and safety, and ESG compliance.
Due diligence and human rights	Advance in identifying, preventing and tracking social, labour, environmental and business integrity risks in the supply chain.
Environmental traceability	Improve the availability of information about regulated substances, materials, recycled content, packaging, the carbon footprint and supplier's plans for reducing emissions.
Resilience and continuity	Reduce exposure to risks derived from critical suppliers by analysing the criticality, diversification, tracking of significant items and long-term collaborative relationships.

6.2.6. Proposed Actions and Initiatives Achieved

The actions done by Irizar S. Coop. combine initiatives that have already been implemented with lines of work in progress to improve sustainability, traceability and the resilience of the supply chain. Those activities are structured around updating contracts, ESG evaluation, due diligence, environmental traceability, managing critical suppliers and progressive support for the value chain.

6.2.6.1. Responsible Management and Contract Updates

Irizar S. Coop. has made progress in updating its contractual conditions for purchasing by incorporating clauses for sustainability, compliance and cybersecurity, as well as requirements associated with REACH, material composition, packaging, recycled content and the carbon footprints of the products and services supplied. The 2024 version of the general procurement conditions is the most advanced contractual model and it is used as a reference for new contractual regularisations.

The Code of Ethics and Conduct and the organisation's sustainability commitments act as a framework of reference for relationships with suppliers and collaborators, and expectations related with integrity, preventing corruption, respecting human rights, non-discrimination, health and safety, environmental protection and regulatory compliance are progressively incorporated.

6.2.6.2. ESG Evaluation and Supplier Certifications

Irizar has developed environmental and homologation questionnaires especially geared towards suppliers with the greatest environmental, health and safety importance, like suppliers of chemical products, energy, services with a potential environmental impact or products with waste that is hard to recover. That information makes it possible to identify areas for improvement, prioritise actions and make progress with integrating ESG criteria into decision-making processes.

Integrating social, environmental and good governance criteria is progressively extended to purchasing, homologation, selection, evaluation and supplier tracking processes, to facilitate information exchange, incorporating ESG requirements and technical support in areas like human rights, climate change, materials, regulated substances and regulatory compliance.

6.2.6.3. Due Diligence, Human Rights and Working Conditions

Due diligence in the supply chain is approached as a gradual process oriented towards identifying, preventing and mitigating risks associated with working conditions, human rights, business integrity and regulatory compliance. Among the areas of progress the most important include requesting information regarding occupational risk prevention, environmental management systems, legal compliance, regulated substances, packaging and the composition of materials.

6.2.6.4. Environmental Traceability, Materials and Carbon Footprint

The supply chain takes on special environmental importance because of the need to obtain information about materials, regulated substances, recycled content, packaging, the REACH situation, and the carbon footprint of products and services. That information is key for responding to regulatory requirements, client requirements and reporting requirements, and it connects the climate change, pollution and circular economy blocks.

Tracking and evaluating suppliers also makes it possible to make progress in verifying compliance with applicable environmental requirements and identifying opportunities for improvement related with materials, regulated substances, recycled content and packaging.

6.2.6.5. Resilience and Supplier Support

The dependence on critical suppliers is managed through diversification, analysis of criticality, traceability, tracking significant suppliers and strengthening collaborative relationships in the long term. Support for suppliers is approached as a progressive line of work in areas like regulatory detection, digitising information, decarbonisation, improving ESG evidence, product carbon footprints or information about materials and substances.

In a progressive way, the selection, evaluation and tracking of suppliers incorporates criteria associated with sustainability and climate change, including the consideration of the efforts to reduce GHG emissions, efficiency in the use of materials and the capacity to respond to regulatory and market requirements.

Likewise, when it is viable the organisation considers inclusive supply initiatives through collaboration with special employment centres and social entities, to promote a more diverse, inclusive and locally connected supply chain.

6.2.7. Metrics and Tracking

Irizar S. Coop. does tracking of the S2/G1 block using indicators related with the categorisation of suppliers, up-to-date contracts, environmental evaluation, responses to questionnaires and identifying areas for improvement in the supply chain. The indicators available mainly correspond to the parent cooperative, where there is more granular information about contracts, environmental questionnaires, categorisation and supplier tracking.

Code	KPI	Indicator	Evolution - Data	Goal - Date	SDG	Principles of the Global Compact
S2.1 (1)	Extend the sustainability commitments to strategic suppliers	Suppliers (A+B) with sustainable contracts (no.)	2021: 39 2022: 41 2023: 49 2024: 52 2025: 53	50% (2028) 100% (2030)		
S2.2 (1)	Increase the coverage of strategic suppliers with contractual commitments to sustainability	Suppliers (A+B) with sustainable contracts (% accumulated A+B)	2021: 31.5% 2022: 33.9% 2023: 37.4% 2024: 39.7% 2025: 42%			
S2.3 (1)	Environmental evaluation of priority suppliers	Environmentally priority suppliers evaluated (accumulated no.)	2021: 16 2022: 18 2023: 25 2024: Pause to align with contract clauses 2025: 33	35 (2028) Set goals according to Human Rights + MA priorities		
S2.4 (1)	Increase the evaluation coverage of environmentally priority suppliers	Environmentally priority suppliers evaluated (%)	2021: 59% 2022: 82% 2023: 96% 2024: Pause to align with contract clauses 2025: 98%	100 % of environmentally vulnerable suppliers (2028)		
S2.5 (1)	Promote suppliers' adhesion to the Irizar Code of Conduct	Priority suppliers adhered to the supplier Code of Conduct	Base year: 2026	60% (2030)		
S2.6 (1)	Extend sustainability training to the primary distributors and commercial partners The indicators must show both the number and percentage of coverage of the designated target population.	% organisations trained / total	Base year: 2026	60% (2030)		

Noteworthy in 2025

In the environmental area, 33 suppliers and subcontractors have been identified with potential environmental significance who specific information was requested from. Twenty-six responses were received and 27 questionnaires were analysed, mainly from suppliers of chemical products, services and other products. Among the suppliers analysed, 84.2% of chemical products, 83.3% of services and 100% of other products state they have an environmental certification; likewise, 63.2%, 83.3% and 100%, respectively, specify complete environmental legal compliance.

6.2.8. Strategic Conclusion and Anticipated Financial Effects Associated with the Supply Chain

Managing the supply chain has a direct impact on Irizar's capacity to ensure operational continuity, respond to ESG demands of the market and anticipate regulatory and supply based risks. Consequently, this sections synthesises its strategic contribution to the business model and the primary financial effects anticipated in the medium and long term.

6.2.8.1. Contribution to the Business Model

The supply chain is a significant axis in the evolution of Irizar's sustainability mode and the competitiveness of its product. The work done at Irizar S. Coop. in regards to contracts, categorising suppliers, environmental evaluation, compliance, cybersecurity and traceability is a solid base from which to advance towards more structured, resilient management that is more aligned with ESG criteria.

6.2.8.2. Anticipated Financial Risks and Opportunities

The primary financial opportunities are related with greater supply stability, reducing interruptions in operations, improving purchasing efficiency, anticipating regulatory and client requirements, access to more complete environmental information and strengthening positioning in public tenders, audits and ESG evaluations. On the other hand, the main financial risks foreseen are associated with the dependence on critical suppliers, possible price increases for raw materials or regulated components, necessary investments to improve traceability and information systems, costs associated with third-party non-compliance and potential reputational or commercial impacts derived from social, environmental or compliance deviations in the supply chain.

6.2.8.3. Long-Term Vision

In the coming years, Irizar S, Coop. will continue increasing the integration of sustainability into supplier relationships, and prioritise the areas with the greatest relevance for the product, operational continuity, environmental traceability, due diligence and responding to regulatory and client requirements. That focus will be used as a reference to progressively advance towards criteria that is common throughout the Group yet adapted to the situation of each company.



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7.1.G1 ETHICS, COMPLIANCE AND INFORMATION SECURITY

Business ethics, regulatory compliance, information security and compliance are key elements of Irizar's sustainable competitiveness model. They make it possible to act with integrity, prevent risks, protect information and strengthen the trust of stakeholder groups, which contributes to the continuity of the business project, protecting industrial and technological knowledge and the resilience of the organisation in a regulatory and digital environment that is more demanding every day.

The model is primarily articulated at the parent cooperative Irizar S. Coop. where the main bodies, procedures, tracking tools and control mechanisms related with compliance, data protection, information security and cybersecurity are concentrated. Those principles are used as a common reference for the Irizar Group, even though their implementation is adapted to the situation, business activity and degree of maturity of each company.

At Irizar, those areas are not only understood through the logic of monitoring or formal compliance, but rather as part of an organisational culture based on responsibility, transparency and co-responsibility. That vision directly connects with the corporate identity of Irizar S. Coop. and with the need to protect an industrial model that is intensive in knowledge, sensitive information and in-house technological capacities.

That orientation is underpinned by the statutory definition of Irizar S. Coop. as a project with people at its core and underpinned by teamwork, communication, cooperation, solidarity, equality, justice, participation and defence of the social setting, environment and sustainable development. From that base, ethics and compliance are integrated in the style of management and interacting with people, clients, suppliers and other collaborators.

The digital transformation of the mobility sector, the increase in cybersecurity threats and the evolution of regulatory obligations increase the strategic importance of this block. In that context, ethics, compliance and information security are set up as transversal factors for the future adaptation of Irizar.

7.1.1. Contribution to the SDGs

The G1 block contributes to the Sustainable Development Goals by promoting an ethical culture, consolidation of compliance, protecting information, preventing compliance risks and augmenting responsible governance. The table differentiates the SDGs that are part of Irizar's priority framework and that have a direct or indirect link with this block, in addition to other complementary SDGs that make it possible to contextualise their specific contribution to integrity, transparency, trust and organisation resilience.

Degree of association	Associated SDGs	Specific S2/G1 block contribution
Irizar Priority SDGs associated with block G1	SDG 8 Decent Work and Economic Growth: SDG 9 Industry, innovation and infrastructure SDG 12 Responsible Production and Consumption SDG 17Alliances to Meet Goals	The block contributes to reinforcing responsible business management based in integrity, regulatory compliance, protecting information and the trust of stakeholder groups, and that underpins the sustainable competitiveness and resilience of the business project.
Other priority SDGs for Irizar with indirect association	SDG 7 Accessible and Non-Polluting Energy SDG 10 Reducing Inequality SDG 11 Sustainable Cities and Communities SDG 13Climate Action	Even though the SDGs are mainly addresses in environmental, industrial and product blocks, the G1 block indirectly contributes to them through protecting technological assets, information security, operational continuity, equal treatment and governance that facilitates adaptation to regulatory and market requirements.
Complementary SDGs in block G1	SDG 3 Health and Well-being SDG 4 Education and Quality SDG 5Gender equality SDG 16 Peace, Justice and Strong Institutions	These SDGs make it possible to show the contribution of the block to training and awareness raising in ethics and compliance, protecting people and their data, preventing irregular behaviour, transparency and internal institutional strengthening in a complementary way.

7.1.2. Management of Impacts, Risks and Opportunities (G1-IRO)

In the G1 area, the double materiality has identified business ethics, regulatory compliance, integrity in relationships with third parties, data protection, information security, cybersecurity and the capacity for anticipating new regulatory requirements as significant aspects. Those aspects are directly related with stakeholder trust, protecting industrial and technological knowledge, operational continuity and the resilience of the management model.

The primary positive impacts are related with bolstering an ethical and upstanding culture, consolidating supervision and control mechanisms, creating trust in relationships with clients, suppliers and stakeholder groups, and protecting information as a strategic asset. For Irizar those impacts are deepened by a cooperative culture based in proximity, shared responsibility and commitment to the business project.

The primary risks are related with possible regulatory non-compliance, conflicts of interest, behaviour that violates the principles of integrity, data protection incidents, unauthorised access, information loss or interruptions derived from technological threats. Those risks take on special significance in an industrial organisation with international commercial relationships, confidential client information, in-house technical knowledge and a growing dependence on digital systems.

As opportunities, Irizar identifies developing internal compliance capacities, anticipated adaptation to new regulatory frameworks and strengthening digital resilience. Those lines of progress make it possible to consolidate a more preventive management model, protect strategic assets and respond to future challenges in the sector with greater agility.

Type	Nature	Issue	Description	Value Chain	Relevance
Impact	Positive	Ethical culture and corporate integrity	Promote behaviour that is responsible and coherent with cooperative values through the Code of Conduct, the Compliance Program and awareness raising activities.	Own and Group operations	High
Impact	Positive	An environment of trust and responsibility	The presence of a culture based in proximity, dialogue, and individual responsibility that encourages early prevention and the resolution of potentially sensitive situations.	Own Operations	High
Impact	Positive	Strengthening governance and decision-making	The compliance system provides information that is relevant for supervising risks, improving management and decision-making.	Groups:	High
Risk	Compliance	Corruption, fraud and conflicts of interest	Risk associated with possible actions that violate regulations or business integrity principles in relationships with third parties or operational managing.	Own operations and the value chain	Medium - High
Risk	Legal and operational	Data protection and privacy	Risk derived from inadequate management of personal data or non-fulfilment of obligations applicable regarding privacy	Own Operations	High
Risk	Technological	Information security and cybersecurity	Risk associated with unauthorised access, information loss, technological incidents or threats that can affect information systems and assets.	Own operations and the supply chain	Very High
Opportunity	Organisational	Developing internal compliance capacities	The progressive extension of specialised knowledge and strengthening compliance culture in the entire organisation.	Groups:	High
Opportunity	Strategic	Protecting knowledge and regulatory adaptation	Increased protection of industrial and technological information and anticipated adaptation to new regulatory requirements	Groups:	High

7.1.3. Focus and Strategy

Irizar integrates ethics, compliance and information security into its management and sustainability model as levers for protecting business continuity, the trust of stakeholder groups and intangible assets that bolster its competitiveness. That focus is primarily developed at Irizar S. Coop. as the parent cooperative, and it is spread throughout the entire Irizar Group as a common reference that is adapted to the characteristics, operations and degree of maturity of each company.

The strategy is underpinned by policies, procedures, supervisory bodies, communication channels, awareness raising activities and technical and organisational measures for protection that make possible a more preventive, structured and traceable management of risks associated with business behaviour, training and digital resilience.

7.1.3.1. Policies and Commitments Regarding Ethics, Compliance and Information Security

Ethics and integrity are part of the principles that underpin Irizar's business project. The organisation sees regulatory compliance, individual responsibility and respecting corporate values as necessary bases for creating trust, strengthening relationships with stakeholder groups, and behaving in a way that is coherent with the cooperative model.

That commitment is materialised through the Code of Conduct and Compliance Program, which establish the principles for behaviour that are applicable to people who are part of the organisation, and they orient decision-making in areas like professional relationships, business integrity, responsible management and regulatory compliance.

That focus is also underpinned by an organisational tradition based in proximity and shared responsibility that encourages asking questions early and integrating ethical principles into day-to-day management.



Likewise, the statutory commitments of Irizar S. Coop. strengthen principles that are especially relevant for this block, like communication, information, transparency, loyalty, teamwork, quality and a job well-done. Those principles contribute to connecting compliance with the internal culture and responsible behaviour in relationships with clients, suppliers, collaborators and other stakeholder groups.

7.1.4. Governance and Responsibilities

The compliance system that is primarily implemented at Irizar S. Coop. is structured through different bodies, procedures and tools that make it possible to identify, prevent and manage risks related with regulatory compliance and business conduct. That focus acts as a reference for the Irizar Group, without presupposing homogeneous implementation in all the companies.

Insofar as Irizar S. Coop., the Governing Council supervises the general compliance framework, while the Compliance Committee exercises specific tracking, monitoring and control functions for the system. Over the last few years, that body has evolved a more and more preventive and strategic focus, and it has strengthened its role in identifying risks early and the continuous improvement of internal control mechanisms.

That model is framed within the structure of social bodies specific to Irizar S. Coop. made up of the General Assembly, Governing Council, Monitoring Commission, Social Council and General Management or Coordination. In that framework, the purview of the Governing Council includes administration, management and representing the cooperative, as well as the responsibility to promote the crime prevention model and the mechanisms for tracking it, while strengthening the connection between cooperative governance, internal control and compliance.

The governance structure is complemented by the Internal Information System, which is designed as a formal, secure and confidential mechanism for reporting possible non-compliances or situations that require independent management, for example non-compliance with the Code of Ethics.

In regards to information security and cybersecurity, Irizar S. Coop. has specific policies, procedures and responsibilities oriented towards protecting information, ensuring operational continuity and strengthening resilience against technological threats. Those criteria are progressively extended throughout the Irizar Group, and they are adapted to the technological and organisation situation of each company.

7.1.4.1. Policy Framework and Roadmap

Irizar's roadmap in this area is articulated around progressive priorities: to strengthen the culture of ethics and compliance, prevent risks related with fraud, conflicts of interest or regulatory non-compliance, consolidate the Internal Information System, harden data protection and make progress with continuously improving information security and cybersecurity. That framework acts as a bridge between the strategy and concrete actions, making it possible to order initiatives, review progress and adapt priorities to regulatory, technological and organisational evolution.

7.1.5. Goals and Objectives

The goals of Irizar S. Coop. in regards to ethics, compliance and information security are oriented towards consolidating a culture of integrity, hardening the protection of information assets and strengthening governance and internal control mechanisms. Those goals act as a reference for the Irizar Group as a whole, even though their implementation and tracking depend on the situation, business activity and degree of maturity of each company.

Area	Goal or Objective
Ethical and compliance culture	Encourage behaviour aligned with Irizar's values and prevent behavioural risks success.
Compliance and supervision	Consolidate the Compliance Program, controls and the Internal Information System
Privacy and data protection	Guarantee secure and responsible handling in accordance with applicable regulations
Information security and cybersecurity	Protect industrial, technological and confidential information and improve digital resilience

7.1.6. Proposed Actions and Initiatives Achieved

The actions proposed and initiatives achieved in this block constitute the measures developed to consolidate the compliance model, strengthen the ethical culture, protect personal data and improve information security. They include both actions that have already been implemented and lines of progress that make it possible to keep improving the system and progressively extend common criteria to the entire Irizar Group.

7.1.6.1. Consolidation of the Compliance Program

Among the actions implemented the most import include the periodic activities of the Compliance Committee, reviewing the risk map, updating action plans and progressively improving the documentary framework that underpins the system.

The organisation has developed specific actions related with free competition, integrity in commercial relationships, protecting confidential information and awareness raising in regulatory compliance to stimulate a more homogeneous interpretation of the principles and applicable obligations. Among them are the review of risks and controls, updating action plans, communicating internal criteria, resolving doubts about compliance and strengthening guidelines for relationships with third parties.

7.1.6.2. Awareness Raising, Training and Compliance Culture

The awareness raising and training activities for compliance make it possible to increase internal knowledge about business ethic, free competition, conflicts of interest, data protection, information security and the responsible use of technological resources.

7.1.6.3. Data Protection, Information Security and Cybersecurity

Data protection, information security and cybersecurity are especially important areas for Irizar due to the industrial, technological and international nature of its operations. The organisation handles confidential information associated with clients, suppliers, workers, industrial processes, product development and innovation, and consequently protecting it is essential to preserve trust and future competitiveness.

Irizar S. Coop. has specific policies, procedures and responsibilities oriented towards guaranteeing appropriate handling of information, personal data protection, access control, preserving confidentiality and hardening the security of systems.

That focus is bolstered by the duty of secrecy and confidentiality contained in the statutory framework of Irizar S. Coop. which encompasses processes, methodologies, development, innovations, documents, data and reserved information, including on digital supports. Managing it appropriately contributes to protecting intellectual property, technical knowledge and sensitive information belonging to the cooperative, both during the member or professional relationship and after it has ended.

Cybersecurity is handled from a perspective of prevention and continuous improvement oriented towards reducing exposure to technological threats and ensuring the availability of critical systems in a context of growing digitalisation and industrial connectivity.

7.1.7. Metrics and Tracking

Performance evaluation is underpinned by indicators oriented towards measuring the evolution of the compliance system, people's awareness and information protection. The indicators available mainly correspond to Irizar S. Coop. where there is more granular information about compliance, data protection, information security and cybersecurity.



Code	KPI	Indicator	Evolution - Data	Goal - Date	SDG	Principles of the Global Compact
G1.1 (1)	ESG training and sustainability skills development	Number of ESG training activities done	2025: 649 training sessions	Not applicable (Training plan review 2026)		
G1.2 (1)		Hours of ESG training done	2025: 3880 hours	Not applicable (2026 Training plan review)		
G1.3 (1)	Investment in ESG training and sustainability culture	Annual investment in ESG training (€)	2025: €98,659	Not applicable		
G1.4 (1)	Train / raise awareness in ethics, compliance and crime prevention	% of staff trained in the Ethics Code and Compliance System	2025: 86% Presentation in assembly December 2024	90% (2030)		
G1.5 (1)	Integration of the ethics culture into hiring people	% of new hires trained in the Ethics Code and Compliance	2025: 100%	100%		
G1.6 (1)	Anti-corruption training for roles with risk	% of people in risk roles with specific training (Antitrust)	Base year: 2026	100% (2030)		

7.1.8. Strategic Conclusion and Anticipated Financial Effects

7.1.8.1. Contribution to the Business Model

Irizar's ethics, compliance and security model, primarily developed at Irizar S. Coop. as the parent cooperative and used as a reference for the Group as a whole, is a key factor for protecting trust, operational continuity and long-term competitiveness. The combination of an ethical culture, supervision mechanisms, data protection, information security and cybersecurity strengthen organisational resilience in the face of regulatory, technological and reputational challenges.

Those areas contribute to preserving strategic assets, such as industrial knowledge, confidential information, corporate reputation and the capacity to adapt to new legal and market requirements. Along those lines, they are transversal elements for underpinning value creation and the future evolution of the business project.

7.1.8.2. Anticipated Financial Opportunities

The consolidation of the ethical, compliance and information security model can contribute to:

- Building trust with clients, suppliers, people and other stakeholder groups
- Reduce exposure to sanctions, litigation, economic loss or reputational impacts derived from non-compliance
- Protect industrial, technological and commercial information that is key for Irizar's competitiveness
- Improve operational continuity and resilience in the face of technological or security incidents
- Facilitate adaptation to new regulatory, client and market requirements
- Improve Irizar's position in public tenders, audits, ESG evaluations and international commercial relationships

7.1.8.3. Anticipated Financial Risks

The primary risks associated with the area of ethics, compliance and information security include:

- Possible sanctions, legal costs or economic impacts derived from regulatory non-compliance
- Reputational risks associated with irregular behaviour, conflicts of interest, fraud or deficiencies in control
- Costs derived from data protection, security breach or loss of confidential information incidents
- Operational interruptions associated with technological incidents or cyberattacks
- The need for continuous investment in specialised systems, training, control, consulting and improving internal capacities
- Potential loss of trust of clients, suppliers or other stakeholder groups if suitable mechanisms for prevention and response are not maintained

7.1.8.4. Long-Term Vision

Irizar aspires to consolidate a model of governance, ethics, compliance and information security that is more and more preventive, integrated and adapted to the challenges of the industrial sector, and to the requirements and expectations of its stakeholder groups. That ambition involves keeping improving the culture of integrity, data protection, cybersecurity and the progressive extension of common criteria to the whole Group, while maintaining the cooperative values that define the identity of Irizar S. Coop.



7.2.G1 TRANSPARENCY REPORTING AND REGULATORY COMPLIANCE

Block G1 deals with the role of transparency, reporting and regulatory compliance in consolidating Irizar's Sustainable Competitiveness model. This issue is relevant because it conditions the organisation's capacity to produce reliable, comparable and traceable information, anticipate regulatory changes, respond to the expectations of clients, financial institutions, governments and other stakeholder groups and strengthen a culture of management based on integrity, accountability and continuous improvement.

In an environment where corporate information is acquiring growing importance for internal management, relationships with stakeholders and adapting to new regulatory frameworks, this section describes the organisation's focus to improve quality, traceability and coherence of ESG information, as well as for the governance mechanisms that make it possible to advance in this issue in an orderly and progressive way. The focus is articulated at Irizar S. Coop, as the parent cooperative and reference for the entire Group, and it is differentiated when appropriate between common frameworks and their operational deployment in specific companies, facilities and areas.

7.2.1. Contribution to the SDGs

The G1 block contributes to the Sustainable Development Goals in the governance, transparency, ethics, regulatory compliance and corporate information quality dimensions. Its contribution is especially tied to consolidating responsible management structures, accountability, business integrity, improving ESG information systems, and the capacity to respond in a reliable way to the requirements of clients, financial institutions, governments and other stakeholder groups.

Degree of association	Associated SDGs	Specific S2/G1 block contribution
Irizar Priority SDGs associated with block G1	SDG 8 Decent Work and Economic Growth: SDG 9 Industry, innovation and infrastructure SDG 12 Responsible Production and Consumption SDG 13Climate Action SDG 17Alliances to Meet Goals	The block contributes to increasing transparency, accountability and the progressive integration of ESG criteria en business management, and facilitating responses to regulatory, client, market and financial sustainability requirements.
Other priority SDGs for Irizar with indirect association	SDG 7 Accessible and Non-Polluting Energy SDG 11 Sustainable Cities and Communities	Even though these SDGs are primarily addressed in environmental, industrial or product blocks, ESG reporting and information quality make it possible to show advances related with energy efficiency, sustainable mobility, decarbonisation and local contributions.
Complementary SDGs in block G1	SDG 4 Education and Quality SDG 16 Peace, Justice and Strong Institutions	These SDGs make it possible to show, in a complementary way, the contribution of the ethics, compliance, integrity culture, transparency, internal sustainability training and improvement in capacities to manage ESG information in a rigorous and traceable way.

7.2.2. Management of Impacts, Risks and Opportunities (IRO)

Managing impacts, risks and opportunities associated with transparency, ESG reporting and regulatory compliance let Irizar identify the effects this issue produces on the organisation, Group and stakeholder groups. In a context of increasing regulatory and market demand, quality, traceability and the consistency of ESG information become key factors for building trust, anticipating regulatory risks and improving the capacity to respond to clients, financial institutions, governments, external evaluators and other actors in the value chain.

Type	Nature	Issue	Description	Value Chain	Relevance
Impact	Positive	Transparency and Accountability	Availability of reliable, traceable and verifiable ESG information that makes it possible to respond to the requirements of financial institutions, clients, EcoVadis, public tenders and other stakeholder groups, to build the trustworthiness and credibility of the Group	Group, market and stakeholder groups	High
Impact	Positive	Integration of ESG into Management	The progressive incorporation of ESG goals, indicators and criteria into processes for decision-making, planning and tracking business operations.	Operations Own and Group	High
Impact	Positive	Culture of compliance and Transparency	Develop an organisational culture based in ethics, integrity, compliance and transparency underpinned by the Code of Ethics, Compliance Committee and internal awareness-raising mechanisms.	Groups:	High
Impact	Positive	Evolution of the Group's ESG culture	Progressive integration of ESG principles and tools into the Group's various companies, and promote a shared vision of sustainability and greater organisational alignment.	Groups:	High
Risk	Regulatory and compliance	Regulatory compliance and ESG reporting	Risk associated with growing regulatory complexity regarding sustainability and the need to ensure quality, consistency and traceability of the ESG information reported	Own and Group operations	High
Risk	Operational	Homogeneity and control of ESG information	The need to continue developing methodologies, procedures and systems that guarantee homogeneous collection, validation and consolidation of the Group's ESG information	Groups:	High
Opportunity	Strategic	CSRD adaptation and management improvement	Adapting to new European sustainability regulations presents an opportunity to improve management, professionalise information systems and improve the integration of sustainability in the Group.	Groups:	High
Opportunity	Commercial, financial and reputational	Access to financing, the market and business opportunities	Using solid and verifiable ESG information to address requirements from banks, clients, EcoVadis, public tenders and commercial partners to increase competitiveness and access to new business opportunities.	Market, financial institutions and the value chain	Very High

7.2.3. Focus and Strategy

Irizar sees transparency, ESG reporting and regulatory compliance as levers for management that build trust among the stakeholder groups, quality in decision-making and the integration of sustainability into business operations. That focus is underpinned by reliable, traceable and comparable information, anticipating new regulatory frameworks and consolidating a culture based in ethics, integrity and accountability.

The organisation's strategy is articulated at Irizar S. Coop. as the parent cooperative and reference for the Group as a whole, and combines common frameworks with a progressive implementation adapted to each company's situation, facilities or area. That approach makes it possible to advance towards homogeneous reporting criteria, compliance and ESG management without presupposing a uniform implementation in all the Group's companies.

That focus is integrated into the Sustainable Competitiveness model and is implemented through ESG reporting processes, identifying information managers, producing documentary evidence, internal review of indicators, transversal coordination structures and progressive adaptation to new European sustainability standards, in particular CSRD and ESRS.

The areas of sustainability, compliance, the environment, quality, purchasing, finance, operations, engineering and other corporate functions participate in producing, reviewing and using ESG information, contributing to making sustainability be incorporated progressively into day-to-day management, planning, relationships with stakeholder groups and responses to regulatory and market requirements.

7.2.3.1. Policies and Commitment

The purpose of the policy framework in this area is to increase the reliability, traceability and usefulness of ESG information, consolidate a culture of compliance and facilitate the Group's progressive adaptation to new regulatory and market requirements. That framework functions as a reference prior to specific actions that orders priority work areas and connects the strategy with goals, indicators and tracking mechanisms.

The priority areas of the policy framework are: progressive CSRD and ESRS adaptation, improving the quality and traceability of ESG information, consolidating a culture of ethics and compliance, the transversal integration of sustainability into management, the progressive homogenisation of criteria throughout the Group, and improving the capacity to respond to clients, financial institutions, external evaluations, public tenders and other stakeholder groups.



As management tools, Irizar uses internal systems for collecting and validating data, information managers by area, documentary evidence, internal review processes, ESG coordination structures, compliance mechanisms and internal communication channels. Those tools make it possible to increase control over the information reported and improve the capacity for anticipating new requirements.

Implementation is done progressively, starting from existing systems and structures at Irizar S. Coop. and advancing towards common criteria for the whole Group. That focus makes it possible to combine strategic coherence and operational adaptation, while taking into consideration the diversity of companies, business activities, geographies and levels of maturity.

The tracking of the framework is underpinned by reviewing goals, indicators, actions and progress, as well as identifying needs for improvement. When risks, deviations or lacks of information are found they are channelled through the responsible areas, corresponding tracking bodies and applicable governance structures.

7.2.3.2. Policy Framework

Transparency is part of Irizar's management model and it is one of the principles that underlies its Sustainable Competitiveness focus. The organisation believes that producing and communicating rigorous, understandable and verifiable information is an essential element for building the trust of stakeholder groups, improving decision-making and guaranteeing management aligned with the principles of responsibility, integrity and accountability.

That commitment is integrated into the various management systems and governance frameworks of the organisation. The Integrated Quality, Environmental, Health and Safety Policy defines Irizar as a business project based in people, with a self-management and participation system oriented towards satisfying clients, people, external collaborators, society and the local environment, as well as continuously improving its management and production processes.

The Integrated Policy likewise contains commitments related with communication, participation, awareness-raising, information availability and necessary resources, legal compliance, integrating the Sustainable Development Goals and participation of the stakeholder groups. In particular, it establishes the importance of providing information about the actions done and ensuring that the management system has the resources and information needed to achieve its goals and improve performance.

Transparency is likewise extended to the area of sustainability and the organisation's commitment to the Sustainable Development Goals and 2030 Agenda, integrated into the business strategy. That focus is materialised through tracking indicators, evaluating risks and opportunities and producing corporate information related with the Group's environmental, social and governance performance.

In parallel, Irizar S. Coop. has a specific ethics and compliance framework made up of the Compliance Program, Code of Conduct, Compliance Committee and the Internal Information System. That model, implemented in the cooperative and used as a reference for the rest of the Group's companies, contributes to promoting a culture of integrity, preventing non-compliances and strengthening responsible management.

The growing importance of sustainability, alongside the evolution of regulatory and market requirements, has driven a progressive integration of ESG information into business management. Clients, financial institutions, sustainability evaluation processes, public tenders and other stakeholder groups demand more and more structured and verifiable information about environmental, social and governance issues. In that context, Irizar sees



transparency not just as a compliance obligation, but as a management tool that increases competitiveness, improves the quality of decision-making and facilitates new opportunities for business and sustainable financing.

To deepen that integration Irizar S. Coop. has promoted the Sustainability Forum as a transversal ESG coordination structure. Although it currently operates within the cooperative, that space will incorporate a general vision about the situation and action plans of the companies in the Group to drive a progressive evolution towards common criteria.

7.2.4. Governance and Responsibilities

The governance of transparency and ESG reporting combines governing bodies, supervision structures and coordination mechanisms oriented towards ensuring the reliability of information and facilitating the progressive integration of sustainability into business management. That model distinguishes between instruments primarily implemented at Irizar S. Coop. and reporting processes that are used as references to advance in the Group as a whole.

In the area of Irizar S. Coop, the Governing Council plays a fundamental role in supervising the management frameworks that underpin the cooperative's operations, including ones related with regulatory compliance, risk management and sustainability. The Irizar S. Coop. Compliance Program was approved by the Governing Council and is one of the main instruments for promoting a culture of transparency and compliance.

Supervision of the Compliance Program falls under the purview of the Irizar S. Coop. Compliance Committee, which is the body granted autonomous powers of initiative and control, and that is responsible for supervising the effectiveness, functioning and compliance with the system. The committee likewise acts as the Internal Information System governing body at Irizar S. Coop. and channels and manages reporting related with possible non-compliances or areas for improvement.

The governance of ESG reporting is also underpinned by the participation of different operating areas that are responsible for creating, validating and providing the information needed for tracking indicators and producing corporate information. That transversal focus is especially important in a context marked by the growing complexity of sustainability standards, and by the need to ensure the quality, comparability, and traceability of the data used for reporting.

The Sustainability Forum includes representatives from areas with a direct or indirect influence on environmental, social and governance criteria, as well as on complying with European regulatory requirements like CSRD, ESRS, CSDDD, CBAM or PPWR. In that space the situation and action plans of the companies in the Group are also dealt with broadly.

The structure of the Forum includes a Tracking Committee for Sustainable Competitiveness, a Technical Sustainability Committee and specialised work groups for climate and the environment, product and the supply chain, people and community, governance and compliance and batteries. The model makes it possible to increase transversality, distribute ESG knowledge and improve the capacity for responding to the evolution of regulations and the market.

When risks, deviations, information gaps or needs for improvement are identified, they are channelled through the responsible areas and corresponding follow-up structures. That focus makes it possible to review progress, prioritise actions and scale important issues to the bodies or people responsible.

7.2.4.1. Strategic Policy Principles

Irizar's strategy regarding transparency, ESG reporting and regulatory compliance is articulated around six priority areas: progressive adaptation to the new European sustainability frameworks; the quality, traceability and consistency of corporate information; an ethical and compliance culture; transversal integration of ESG criteria; progressive homogenisation of methodologies throughout the Group; and improving responses to the requirements of clients, financial institutions, governments, external evaluators and other stakeholder groups.

One of the priority areas is improving the ESG collection, analysis and reporting processes to provide a suitable response to the new sustainability and corporate transparency requirements. The progressive adaptation to the CSRD and ESRS presents an opportunity to strengthen internal management, improve information availability for decision-making and advance towards more homogeneous, comparable and traceable reporting models.

The quality and traceability of information are critical aspects for data reliability, support evidence and clear responsibilities associated with each indicator, for both internal management and corporate reporting.

Homogenising ESG practices throughout the Group is also a high-priority line, and a clear differentiation must be maintained between the commitments, systems and consolidated data of the Irizar Group and the process primarily implemented at Irizar S. Coop. as the parent cooperative. That approach makes it possible to advance towards common criteria without presupposing a homogeneous implementation in all the companies, respecting the operating, geographic and organisational situation of each one.

Lastly, transparency with stakeholder groups is set up as a key line of action. The organisation has been seeing a progressive increase in requests for ESG information related with sustainable financing, evaluations, public tenders, homologation processes and the requirements of clients and commercial partners. In that context, improving the accessibility, structuring and availability of corporate information makes it possible to respond to those requests in a more efficient, consistent and substantiated way.

7.2.5. Goals and Objectives

Irizar orients its efforts in regards to transparency, ESG reporting and regulatory compliance towards the progressive development of information systems, governance mechanisms and management processes that make it possible to have information that is reliable, traceable and aligned with the new regulatory and market requirements.

The goals that have been set are centred around improving the quality and consistency of reporting, strengthening the compliance culture, promoting the integration of ESG criteria into business management and advancing towards greater homogenization of practices and methodologies between the areas and companies of the Group.

Tracking those goals is done with the participation of the areas responsible for producing and validating the ESG information, the supervision mechanisms associated with the compliance model implemented at Irizar S. Coop, and the coordination structures developed in the framework of the Sustainability Forum.

Area	Goal or Objective
Quality and traceability of ESG information	Improve the reliability, consistency and traceability of the ESG information used for internal management and corporate reporting.
Regulatory adaptation	Make progress in progressively adapting to CSRD, ESRS and other European sustainability requirements and ensure the availability of information aligned with the new standards.
Culture of transparency and compliance	Consolidate a culture of ethics, transparency, integrity and compliance at Irizar S. Coop. and use that framework as a reference for the entire Group.
Governance of ESG data	Improve the assignation of responsibilities, production of evidence and internal review processes associated with sustainability indicators.
Transversal Integration of sustainability	Encourage areas' participation in the management of ESG aspects and strengthen the connection between sustainability, strategy and day-to-day management.
Progressive homogenisation in the Group	Advance towards common ESG management and reporting criteria, respecting the degree of maturity and operational situation of each company.
Response to Stakeholder Groups	Improve the capacity to respond to clients, financial institutions, external evaluators, public tenders and other ESG requirements.

7.2.6. Proposed Actions and Initiatives Achieved

This section integrates the strategic initiatives, proposed actions, actions under way and the progress made regarding transparency, ESG reporting and regulatory compliance, avoiding duplications between the strategic focus and operational measures. The actions are grouped around the main areas of management identified in the block: regulatory adaptation, ESG information quality and traceability, compliance culture, transversal governance, progressive homogenisation of criteria and responding to stakeholder groups.

In order to give a response to the impacts, risks and opportunities identified, Irizar is developing an integrated set of initiatives and actions oriented towards improving the quality of corporate information, advancing in adapting to new European sustainability frameworks, consolidating governance and compliance mechanisms, increasing the integration of sustainability in business management and improving the capacity for responding to the requirements of clients, financial institutions, external evaluators, governments and other stakeholder groups.

Noteworthy in 2025: During the year the focus on transversal coordination in sustainability, reporting and compliance was increased by promoting the Sustainability Forum at Irizar S. Coop., which makes it possible to order ESG priorities, share advances between areas and consolidate a general vision about the evolution of the companies in the Group.

7.2.6.1. Improving the ESG Reporting System

The organisation promotes actions aimed at improving the availability, quality and traceability of the ESG information used in management processes and corporate reporting. Among them the most significant include developing sustainability indicators, systematically collecting environmental, social and governance information, identifying information managers and progressively producing evidence that makes it possible to improve the consistency and verifiability of the data reported.

7.2.6.2. Development of the Compliance and Internal Control Model

Irizar S. Coop. has a Compliance Program approved by its Governing Council that establishes principles and mechanisms for promoting business ethics, preventing non-compliance and strengthening corporate integrity. That model is used as a reference for the entire Group, without presupposing a homogeneous implementation in every company.

7.2.6.3. The Integration of Sustainability into Business Management

The progressive incorporation of sustainability into decision-making is a high-priority line of action. With that goal, Irizar is boosting the integration of ESG indicators into several planning and tracking processes to promote more transversal management of the impacts, risks and opportunities associated with sustainability.

7.2.6.4. Creation of the Sustainability Forum

Noteworthy in 2025: During the year there was a push at Irizar S. Coop. to create the Sustainability Forum which is designed as a transversal structure aimed at coordinating the management of the primary ESG and regulatory challenges for the cooperative, and incorporating a general vision about the situations and action plans of the companies in the Group. Its progressive improvement will make it possible to consolidate spaces for tracking, coordination and decision-making about sustainability, reporting and compliance.

7.2.6.5. Homogenising Criteria and Increasing Internal Capacities

Irizar works on the progressive harmonisation of ESG practices, methodologies and criteria to increase the comparability of information, improve the consistency of reporting and promote a gradual integration of sustainability in the Group.

7.2.6.6. Transparency and Responding to Stakeholder Groups

Irizar communicates transparently with clients, financial institutions, suppliers, governments and other stakeholder groups, and provides ESG information in sustainability evaluations, sustainable financing, questionnaires, audits, public tenders and other processes associated with business management.

7.2.7. Metrics and Tracking

The evaluation of performance in transparency, ESG reporting and regulatory compliance is underpinned by indicators oriented towards measuring the degree of progress in information quality, ESG governance, regulatory compliance, the participation of the areas involved, and the capacity to respond to requirements of the stakeholder groups.



Code	KPI	Indicator	Evolution - Data	Goal - Date	SDG	Principles of the Global Compact
G2.1 (1.2)	Maturity of the Group's ESG reporting Measure the progressive extension of reporting throughout the Group	Group companies included in the ESG reporting (% weighted to no. people)	2025: 38.31%	2028: 100%		
G2.2 (1)	Data governance and ESG information traceability	ESG indicators with a manager assigned (%)	2025: 100%	Keep at 100%		
G2.3 (1)	Corporate ESG coordination and governance Monitoring the functioning of the transversal ESG structure	Sustainability Forum meetings (no.)	2026: Base year	5 - 10 meetings		
G2.4 (1)	Transversal integration of sustainability in the organisation	Areas that participate in the Sustainability Forum (no.)	2026: Base year	2030: 12		
G2.5 (1.2)	Capacity for responding to stakeholder groups	ESG requirements of clients and financial institutions addressed (no.)	2025: 18 (100%)	100%		
G2.6 (1.2)	Measure exposure and response in ESG evaluation processes	ESG questionnaires and external evaluations responded to (no.)	2025: 13 (100%)	100%		
G2.7 (1)	Effectiveness of the Internal Information and Compliance System	Reports handled through the Internal Information System (no.)	2025: 2	Not applicable 100%		

As the ESG reporting system advances Irizar will be able to incorporate additional indicators for documentary traceability, ESG training, progressive integration by companies in the Group, the implementation of common procedures and preparing for future verification processes.

7.2.8. Strategic Conclusion and Anticipated Financial Effects

7.2.8.1. Contribution to the Business Model

Transparency, ESG reporting and regulatory compliance are set up as key elements in the evolution of Irizar's Sustainable Competitiveness model. Their contribution to the business model is materialised by generating trust, improving decision-making, the capacity to respond to regulatory and market requirements, and strengthening relationships with clients, financial institutions, governments, suppliers and other stakeholder groups.

The work done at Irizar S. Coop. in regards to ethics, compliance, corporate information, sustainability and transversal coordination are a significant base for advancing towards more integrated and traceable management that is more aligned with the expectations of the stakeholder groups. At the same time, that focus acts as a reference for the entire Irizar Group and makes it possible to progressively advance towards common criteria adapted to the situation of each company.

7.2.8.2. Anticipated Financial Opportunities

Consolidating reliable and traceable ESG reporting systems can contribute to increasing access to sustainable financing, improving Irizar's position in ESG evaluation processes, and facilitate participation in public tenders, respond to the requirements of clients and financial institutions with greater solvency, and strengthen the trust of the market in the Group's management capacity.

- Improve positioning with clients, financial institutions and commercial partners
- Greater capacity for response in public tenders, homologations and ESG questionnaires
- Strengthen trust in corporate information and managing risks
- Advance towards more efficient, comparable and verifiable information systems

efficient, comparable and verifiable

- Greater alignment between sustainability, strategic planning and competitiveness

7.2.8.3. Anticipated Financial Risks

The main risks associated with this area are related with the increase in regulatory demands, the need to adapt internal information systems, the availability of comparable and traceable data, and possible reputational or commercial exposure derived from insufficiently homogeneous responses to external ESG requirements.

- Increased costs of adapting to new European regulatory frameworks and standards
- The need to invest in systems, methodologies, training and documentary traceability
- Risk of missing commercial or financial opportunities if the ESG information does not meet the expectation of the market
- Greater reputational exposure to inconsistencies or lack of evidence in the information reported
- Complexity associated with the progressive homogenisation of information between companies in the Group

7.2.8.4. Long-Term Vision

In the coming years Irizar will continue consolidating its ESG information systems and advance in adapting to the new European standards to strengthen the culture of compliance and extend knowledge in sustainability to the various areas and companies of the Group.

Likewise, the organisation will continue promoting the progressive adaptation of its reporting processes to the new regulatory demands regarding sustainability. Among the most important of them is the Taxonomy of the European Union, whose analysis and gradual incorporation will make it possible to improve the traceability, comparability and reliability of the information related with the organisation's environmental performance, and promote more robust communication more aligned with regulatory and stakeholder group expectations.

That focus will make it possible to keep improving the quality of reporting, decision-making and the capacity to create sustainable value in the long term, while keeping a suitable differentiation between the progress consolidated throughout the Group and the processes mainly implemented at Irizar S. Coop. as the parent cooperative.

8. SBM THE MARKET AND COMPETITIVE POSITIONING

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The market and competitive positioning are a strategic area for Irizar's sustainable competitiveness model. The Group operates in a mobility sector undergoing a deep transformation driven by the energy transition, digitalisation, technological evolution, regulatory changes and new expectations from clients, governments, financial institutions and other stakeholder groups.
This block tackles that from a Group perspective, because competitive positioning, innovation, client orientation and the capacity to adapt to the market are elements common to all Irizar's companies. Nevertheless, the base for identifying impacts, risks and opportunities comes from the double materiality analysis done for Irizar S. Coop. as the parent cooperative. Consequently, when the actions, goals or metrics refer to processes, evidence or information that are mainly available at the parent company their scope will be clearly indicated.

Sustainability takes on growing importance in this context. Beyond regulatory compliance, it is consolidated as a factor that progressively conditions access to certain markets, especially for public procurement, where the environmental, social and governance criteria are more and more important in the evaluation and awarding processes. Private customers, commercial partners, strategic suppliers, financial institutions and other partners also include requirements related with the carbon footprint, lifecycle analysis, circularity, transparency and responsible management of the value chain.

Irizar's strategic vision places innovation, sustainability, digitalisation, people and client proximity as inseparable elements for building the future of the organisation. In that framework, future competitiveness depends on the capacity to combine technological leadership, industrial capacity, design, quality, service, adaptation to new mobility technologies and responding to the more and more demanding market expectations.
The organisation faces challenges associated with growing international competition, the appearance of new manufacturers, dependence on strategic components and materials, the need to make significant investments in new technologies and the fast-paced evolution of the regulatory and technological environment. At the same time, it identifies opportunities associated with electrification, hydrogen, digitalisation, artificial intelligence, product innovation, eco-innovation and developing integral sustainable mobility solutions.

From that perspective, the market and competitive positioning is a material area directly related with Irizar's capacity to create sustainable value, maintain its technological leadership, increase its international presence and advance towards a more and more innovative and resilient business model aligned with the transition towards sustainable mobility.

8.1 Contribution to the SDGs

The SBM block contributes to the Sustainable Development Goals through Irizar's capacity to develop more sustainable, innovative and efficient collective mobility solutions, increase its industrial competitiveness, respond to new needs from clients and governments, and create economic and social value in the places where it operates.

Degree of association	Associated SDGs	Specific S2/G1 block contribution
Priority Irizar SDGs Associated with the SBM Block	SDG 8 Decent Work and Economic Growth: SDG 9 Industry, innovation and infrastructure SDG 11 Sustainable Cities and Communities SDG 12 Responsible Production and Consumption SDG 13Climate Action SDG 17Alliances to Meet Goals	The block contributes to developing sustainable mobility solutions, technological and industrial innovation, improving product efficiency, collaboration with clients and strategic partners and to strengthening a value proposal aligned with decarbonisation and the energy transition.
Other priority SDGs for Irizar with indirect association	SDG 7 Accessible and Non-Polluting Energy SDG 10 Reducing Inequality	Even though it is primarily addressed in environmental and product blocks, this SDG is indirectly linked with competitive positioning through developing electrification, hydrogen and energy efficiency technologies and low-emissions mobility solutions.
SDGs complementary of the SBM block	SDG 4 Education and Quality SDG 16 Peace, Justice and Strong Institutions	These SDGs make it possible to show the block's contribution to building skills for the technological transformation, creating opportunities associated with collective mobility, transparency in relation to the market and responsible responses to the requirements of clients, governments and other stakeholder groups in a complementary way.

8.2 Impacts, Risks and Opportunities Associated with the Market and Competitive Positioning

Irizar's capacity to maintain solid competitive positioning in a market undergoing transformation, develop sustainable mobility solutions, technological innovation, client relationships, the evolution of ESG requirements, dependence on critical materials and components and adapting to new technologies and business models were identified as significant issues through double materiality.

Those issues are analysed with a Group vision, given that they affect Irizar's global positioning and its capacity to compete in different markets. Nevertheless, the base of the analysis comes from Irizar S. Coop. and the strategic processes developed in the parent cooperative, which act as a reference for the Group as a whole.

Type	Nature	Issue	Description	Value Chain	Relevance
Impact	Positive	Sustainable Mobility and Decarbonisation	Develop collective mobility solutions that contribute to reducing emissions and the transition towards more sustainable models of transportation.	Customers, passengers and society	Very High
Impact	Positive	Technological innovation and development	Integrate new technologies, electrification, hydrogen, digitalisation and eco-innovation to respond to new market needs.	Group, clients and the market	Very High
Impact	Positive	Creating Value for Clients	The capacity to provide differentiated solutions through design, quality, service, proximity, reliability and adaptation to the specific needs of the customers.	Clients and the market	Very High
Risk	Strategic	Intensification of International Competition	The increase in global competition, especially from Asian manufacturers with different cost structures and growing technological capacity	Market and clients	Very High
Risk	Strategic	Technological disruption and speed of adaptation	The need to maintain innovation and investment capacities to respond to the rapid technological and regulatory evolution of the sector	Group and the market	High
Risk	Supply chain and the market	Dependence on critical materials and components	The risks associated with the availability, cost and dependence on batteries, chips, raw materials and strategic components for mobility in the future	Supply chain and operations	Very High
Risk	Commercial and regulatory	Increase of ESG demands of the market and for public procurement	The growing importance of requirements related with sustainable products, the carbon footprint, circularity or the supply chain to access and compete in certain business opportunities	Clients, governments and financial institutions	High
Opportunity	Strategic	Leadership in sustainable mobility	Improve Irizar's positioning as a leader in sustainable mobility by combining innovation, design, service and technology	Market and clients	Very High
Opportunity	Technological	Electrification, hydrogen and new energy solutions	Develop new drive technologies and energy solutions that make it possible to access new markets and growth segments.	Market and clients	Very High
Opportunity	Commercial	Growth of integral services and solutions	Develop new business models based on services, maintenance, digitalisation and client support	Customers	High
Opportunity	Organisational	Digital transformation and artificial intelligence	Use digital technologies to improve productivity, operational efficiency and the value proposals for clients	Group and clients	High

8.3 Focus and Strategy

The capacity to adapt to the market and improve competitive positioning are key elements of Irizar's sustainable competitiveness model. In a sector marked by the energy transition, digitalisation, the evolution of regulatory requirements and the transformation of mobility needs, the Group's strategy is oriented towards remaining a leading brand in sustainable mobility, combining technological innovation, client proximity, industrial quality, integral service and the capacity to respond to more and more demanding markets.

8.3.1 Policies and Commitment

Irizar's focus regarding the market and competitive positioning is underpinned by a corporate vision oriented towards contributing to a more sustainable world with collective mobility solutions that provide differential value in safety, reliability, comfort, efficiency, innovation and service. That vision is implemented through the organisation's strategic commitments to sustainability, client orientation, responsible innovation, quality, proximity to the market and creating long-term value for clients, people, strategic partners and society.

Even though this area is not necessarily articulated in a single specific policy, it is integrated into the common framework of commitments, internal codes, management procedures and processes oriented towards corporate strategy, strategic ideas, product development, client relationships, innovation, quality, purchasing, sustainability, commercial management and continuous improvement. From that perspective, sustainability is not seen as an independent element of the strategy, but rather as a dimension incorporated into the future competitiveness and capacity of the Group to respond to new market, regulatory and ESG demands.
That framework of commitments makes it possible to integrate market and sustainability requirements into decision-making, anticipate risks associated with technological and regulatory evolution, respond to ESG demands from clients, governments and financial institutions, and increase the coherence between the value proposal, industrial model and Irizar's commitment to more sustainable, safe, efficient and accessible collective mobility.

8.3.2 Transition Plan

Irizar's transition plan in this area is oriented towards progressively increasing the Group's capacity to adapt to the transformation of the mobility market, anticipate technological and regulatory changes, and consolidate a value proposal based on sustainable, multi-technology and client centred solutions. The implementation is underpinned by the experience accumulated in the sector, the capacity for personalisation, technological knowledge, the wide range of solutions available and the industrial capacity to respond to diverse needs in different markets and business segments.

The competitive transition of the Group is manifested in areas of activity like innovation and technological development, electrification, hydrogen, digitalisation, eco-innovation, improving customer experience, fortifying the supply chain and the transformation of production processes. Those areas make it possible to connect the sustainability strategy with operational and commercial decisions oriented towards decarbonising transport, efficiency, industrial resilience and access to new market opportunities.

The roadmap associated with that plan acts as a framework prior to specific actions, and it makes it possible to order priorities, resources, and tracking mechanisms. The priority areas include product development, electrification and hydrogen, digitalisation, eco-innovation, customer experience, supply chain resilience, responses to ESG requirements and improving industrial efficiency.

The deployment of the transition plan is done progressively and with a Group focus, taking the capacities, processes and evidence available at Irizar S; Coop. as a reference and adapting to the characteristics of each company, market and operational area. Client proximity is an essential element of this process, because it makes it possible to identify emerging needs, adapt solutions to each context and support operators and administrators during the entire lifecycle of product and service.

The tracking of the plan is underpinned by commercial, technological, operational and sustainability indicators, as well as by the Group's strategic processes, the strategic ideas and reviews of progress in manage forums, committees and functional areas associated with innovation, clients, sustainability, digitalisation, new technologies, operations and the supply chain. The review makes it possible to adjust priorities, identify deviations, needs for investment, emerging risks and opportunities for improvement, anticipate risks and strengthen the coherence between strategy, goals, actions and metrics.

8.4 Governance and Responsibilities

Market coordination and competitive positioning involve the General Management and the commercial, innovation, engineering, product, purchasing, sustainability, quality, production, finance and customer service areas. Management requires a transversal vision, given that positioning decisions simultaneously affect product strategy, client relationships, industrial capacity, the supply chain, technological investment and responding to regulatory and ESG requirements.

Progress is reviewed through the Group's strategic processes, the strategic ideas, the internal committees and forums associated with sustainability, innovation, clients, operations and the supply chain. Significant deviations, emerging risks or needs for improvement are scaled to the bodies and responsible areas to assess corrective measures, prioritisation of resources or updating goals.

8.5 Goals and Objectives

The goals of the block act as a bridge between the competitive positioning strategy and the actions undertaken by Irizar. Their purpose is to orient decision-making, prioritise resources, facilitate tracking progress and connect market priorities with innovation, sustainability, client relationships, technological transformation and operational resilience.

Area	Goal or Objective
Sustainable mobility	Consolidate the leadership of Irizar in sustainable, safe, efficient collective mobility solutions that are aligned with the energy transition.
Innovation and product	Maintain a portfolio of technological solutions that can anticipate the evolution of the market, increase differentiation and respond to new client needs.
Client and service	Increase client proximity, satisfaction and loyalty with integral support during the entire lifecycle of the solution.
Competitive resilience	Reduce critical dependencies, fortify the supply chain and improve the capacity to adapt to technological, regulatory and market changes.



8.6 Proposed Actions and Initiatives Achieved

The actions proposed and initiatives achieved regarding the market and competitive positioning combine strategic activities, projects under way, initiatives implemented and advances oriented towards strengthening Irizar's position in a sector undergoing transformation. During the update of the strategic ideas in 2025 key transformations associated with people, clients, innovation, industry, the supply chain, sustainability, digitalisation and finance were identified.

In regards to the market and competitive positioning, especially significant are the initiatives oriented towards strengthening client relationships, accessing new markets, adapting products to new mobility needs, increasing collaboration with strategic manufacturers and developing multi-technology solutions that can respond to the energy transition.

The organisation is also driving projects related with developing new products, eco-innovation, reducing the carbon footprint of products, improving customer experience, digitalising processes and integrating advanced technologies oriented towards increasing efficiency and the value provided to the market.

Noteworthy in 2025

Strategic work oriented towards building the Irizar of the future, incorporating priorities related with clients, innovation, sustainability, digitalisation, industrial competitiveness and supply chain resilience have been strengthened during the year. Those advances make it possible to connect competitive positioning with specific transformation decisions and with the evolution of the Group's value proposal.

8.7 Metrics and Tracking

The tracking of the SBM block is done using indicators that make it possible to connect goals with actions performed and with the evolution of Irizar's competitive positioning. Those indicators make it possible to review progress, identify deviations and prioritise measures for improvement in key areas like innovation, clients, sustainability, digitalisation, new technologies and the supply chain.

Area	Indicator	Data	Purpose
Innovation and product	Investment in innovation and development (%)		Evaluate the Group's efforts in innovation
Innovation and product	New technological developments and products launched (no.)		Measure the capacity for innovation
Clients and the market	Strategic clients maintained or acquired (no.)		Monitoring commercial positioning
Clients and the market	Volume of business associated with sustainable solutions (%)		Evaluate the evolution of the market
Sustainability and new technologies	ESG evaluations and requirements addressed (no.)		Analyse the response to new demands from clients and the market
Sustainability and new technologies	Projects associated with electrification and hydrogen (no.)		Measure the progress in new technologies
Clients and the market	Client satisfaction indicators		Evaluate value perception
Critical suppliers monitored (%)	Critical suppliers monitored (%)		Supervise the resilience of the supply chain
Digitalisation and resilience	Digitalisation and AI projects implemented (no.)		Measure the digital transformation of the organisation

Code	KPI	Indicator	Evolution - Data	Goal - Date	SDG	Principles of the Global Compact
SMB.1 (1.2)	Increase the sustainability of vehicles sold (lower GHG emissions)	% units sold of more sustainable vehicles / total yearly sales	2021: 36.4% / 15.3% · 2022: 40.5% / 20.30% · 2023: 67.3% / 33.25% 2024: 78.8% / 54.58% 2025: 81.18%/ 65.1%	2027: 78% // 69% 2028: 79% // 71% 2030: 78% // 74%		
SMB.2 (1.2)	Increase the sustainability of vehicles sold (lower GHG emissions)	% units sold of more sustainable vehicles / total average sales for the last 5 years	2021: 15.3% 2022: 20.30% 2023: 33.25% 2024: 54.58% 2025: 65.1%	2027: 69% 2028: 71% 2030: 74%		
SMB.3 (1.2)	Eco-innovation: Products with an Environmental Product Declaration (EPD) and/or Lifecycle Analysis (LCA)	Name of products with EPD/LCA; % products sold with ecological label / range of products manufactured	2019/2024: i4 Integral 2021: Ie bus NG · 2022: 10% · 2023: 54 Ah and 65 Ah batteries / 20% 2024: I6 Efficient + Gen3 battery (73) / 32% 2025: 12 m I6 FCEV +iebus + 2nd life battery 40.9%	2026: I3 EV I4 CNG 2027: 55% 2028: 60%		
SMB.4 (1)	Contribution to improving sustainability by external people and organisations (public and private)	Training sessions and activities for awareness raising done where our knowledge is shared (No. activities / year)	2021: 25 2022: 43 2023: 50 2024: 67 2025: 220	Minimum 120 activities / year		
SMB.5 (1,2,3,4,5,6, 7,8,9)	ESG commitment and community investment	% social investment (ESG) with community impact / net profit for year	Base year: 2026	>3% yearly		

8.8 Strategic Conclusion and Anticipated Financial Effects Associated with the Market and Competitive Positioning

The mobility market is going through an unprecedented process of transformation driven by the energy transition, digitalisation, technological innovation and growing demands in terms of sustainability. In that context, Irizar is facing the future with a vision that integrates competitiveness, innovation, sustainability and developing people as inseparable elements of its business project.

The organisation considers that the capacity to combine design, technology, sustainability, service and client proximity will keep being one of its primary differentiating factors. At the same time, it recognises the need to continue adapting itself in an environment characterised by growing competition, new technologies, greater ESG demands and fast-paced changes in mobility models.

8.8.1 Contribution to the Business Model

Irizar's competitive positioning directly contributes to the Group's creation of sustainable value. The combination of innovation, design, quality, service, industrial capacity, client proximity and developing sustainable solutions makes it possible to respond to a market in transformation and maintain a differentiated value proposal.

8.8.2 Anticipated Financial Opportunities

The primary opportunities associated with this area are related with:

- Increase access to markets and public tenders with criteria of sustainability.
- Greater capacity for differentiation with mobility solutions that include sustainability, electrification, hydrogen, digitalisation and product innovation
- Improve client loyalty and develop long-term commercial relationships
- The possibility to expand services, integral solutions and business models associated with the product lifecycle
- Greater competitive resilience to regulatory, technological and market changes

8.8.3 Anticipated Financial Risks

The primary risks associated with this area are related with:

- Greater pressure from the competition in prices, delivery times and technological capacity
- The need to maintain significant investments in innovation, digitalisation, electrification, hydrogen and industrial adaptation
- The risk of lost commercial opportunities if the ESG requirements of clients, governments and financial institutions are not suitably addressed
- Exposure to dependencies on materials, critical components or key technologies
- Cost increases associated with regulatory, technological and market adaptation

8.8.4 Long-Term Vision

Irizar aspires to consolidate its position as a leader in sustainable mobility, combining technological innovation, sustainability, client orientation, industrial capacity and a commitment to people. That ambition implies staying on top of market needs, improving the Group's value proposal and advancing towards solutions that contribute to more efficient, safe, accessible and low-emissions collective mobility.

Irizar's stake in sustainable mobility, innovation, electrification, hydrogen, digitalisation and strengthening relationships with clients is the base upon which they aspire to keep creating value for people, society and all their stakeholder groups in the coming years.

9. ANNEXES

Irizar Group

Irizar is a business group with an international presence that operates in the personal transport, electromobility, electronics, electric motor and generator, connectivity and energy sectors.

The Group is made up of seven brands that have their production operations in 11 plants spread out in Spain, Morocco, Brazil, Mexico and South Africa. In addition, it has its own R&D centre, Creation, with offices in Ormaiztegi, Spain.

Founded in 1889, today, Irizar is a well-established Group with a commercial presence in more than 90 countries, it is geographically and industrially diversified and it is continuously growing and firmly committed to the brand, technology and sustainability



Jema
Power electronics applied to network and transport quality Power supplies for Big Science Renewable energy, storage and Smart grids Electronics for coaches



Hispacold
Climate control systems for buses, coaches and rail vehicles.



Irizar
A wide range of integral, biodiesel, natural gas (CNG and LNG), hybrid, hydrogen and electric buses and coaches



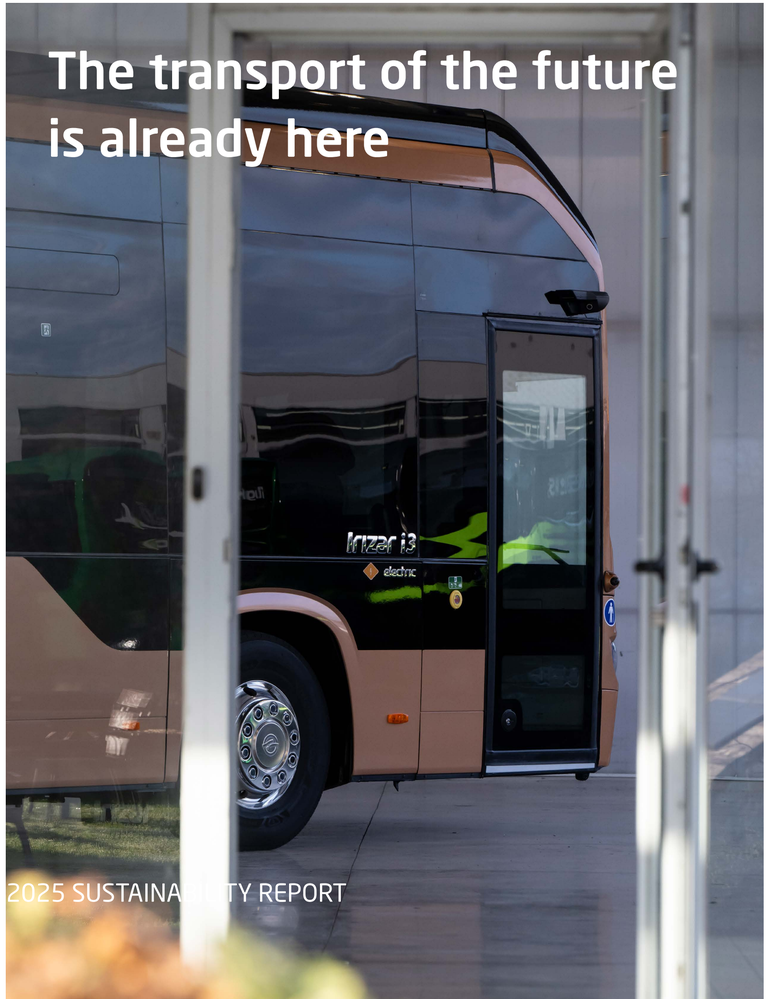
Irizar e-mobility
Integral electromobility solutions for cities. 100% zero-emissions electric vehicles, charging systems, electric traction, energy management and storage



Masats
Accessibility systems for public transport vehicles.

Irizar

Sustainability, as a fundamental pillar of our strategy, drives us and commits us to contribute to building a better and more sustainable world.



Certifications

Contribution to Sustainability

Our relationship with society is respectful, open and participative. And we collaborate with creating wealth and employment, culture, education and sports in our immediate surroundings, as well as with social projects locally and in more disadvantaged parts of the world.

We work to be a leader in clean and efficient transportation with Efficient vehicles with consumption and emissions optimisation, responsible processes and innovative technologies that drive us along the path the decarbonisation and a better world.

Our sustainable mobility solutions are transforming our cities and our planet, without polluting emissions, noise, efficient and accessible.

ESG Performance

- ESG evaluation using EcoVadis: XXscore
- Committed to the principles of the United Nations Global Compact and the SDGs of the 2030 Agenda
- Sustainability Policy
- Design and manufacturing efficient vehicles with optimised consumption and emissions
- Ecodesign: Using recycled materials and responsible manufacturing processes
- Since 2019 we have had our own brand of circular economy products, Izir "Irizar Zirkularra", to give a second life to surplus materials from our production processes
- Committed to all the people in the Irizar Group promoting their continuous training and the development of their professional lives
- Our social innovation projects puts the focus on work-life balance, equality, diversity and social inclusion
- We are in constant dialogue with all our stakeholder groups.
- Put code of ethics and conduct into action
- We collaborate with more than 30 social and assistance associations.

Irizar e-mobility

Our sustainable mobility solutions transform our cities and our planet, efficient, accessible and without polluting emissions or noise



Certifications

ISO 9001 · ISO 14001:2015 · ISO 50001:2018 · ISO 14064 · EPD EN ISO 14025 · ecovadis

Contribution to Sustainability

A 100% electric articulated Irizar bus eliminates the atmospheric emission of 120 tons of CO2 each year.

In bus manufacturing we prioritise the recyclability and ease of disassembly of the components, and we have a recyclability and recoverability rate above 90%according to the ISO 22628 standard. In addition, we manufacture and provide a second life for batteries.

The totality of the energy consumed is produced by a solar energy plant in Álava, which makes it the 1st plant in Europe with completely sustainable energy.

ESG Performance

- ESG evaluation using EcoVadis: awarded the EcoVadis gold medal, which puts us in the top 5% of the highest rated companies in sustainability

- Committed to the principles of the United Nations Global Compact and the SDGs of the 2030 Agenda

- Sustainability Policy

- Including environmental criteria into the design of our products, encouraging the spirit of respect for the environment among external people and collaborators

- Ecodesign: continuous research and development of new manufacturing technologies and new buses

- We provide predictive and integral maintenance of the main systems and components of the vehicles, thus reducing the impact of the lifecycle costs

- Commitment to Employment: continuous job creation

- We prioritise people's health and safety and encourage work-life balance

- Local Suppliers: 15% of our purchases of materials and services are made from companies in our province

- We cooperate with more than 28 NGOs on international projects

masats

Our doors and ramps have been designed to meet the specific needs of every kind of vehicle and passenger, ensuring the speed required and absolute safety.



Certifications

Contribution to Sustainability

Our sector is in continuous transformation because of the acceleration of new trends in sustainable mobility and self-driving vehicles.

We are committed to the constant search for innovative solutions that let our company advance towards a more sustainable future while integrating social and environmental criteria into the development of new products, processes and services.

Accessibility systems for public transport

ESG Performance

- ESG evaluation with EcoVadis: score 60/100
- Aligned with the principles of the United Nations Global Compact and the SDGs of the 2030 Agenda
- Sustainability Policy
- Code of Ethics: Masats is guided by the ethical principles of integrity, honesty and transparency
- The Circular Economy: Reuse and recycling of products like rubber, wood, paper and cardboard
- Using returnable packaging
- GHG emissions reduction programmes
- Actions to improve reverse logistics
- Social action plans to promote the activities of local non-profit organisations

hispacold

We develop our own technology and embrace continuous innovation to create more efficient and sustainable solutions that are adapted to the challenges of mobility.



New production plant

ESG Performance

- Encourage participation thanks to the contribution of teamwork in an atmosphere of trust, responsibility and self-management

- Commitment to promote responsible practices in the supply chain that contribute to respect for animal welfare and conserving habitats

Certifications

Contribution to Sustainability

Hispacold develops solutions oriented towards more sustainable climate control using natural and low GWP coolants that provide energy efficiency, reliability and lower environmental impact. In this area, R290 is positioned as a leading solution.

The company uses technologies that optimise the energy consumption and performance of its solutions. The solutions are validated in different climate conditions to guarantee safe and reliable operation.

Climate control systems for passenger transport

Jema

Advanced energy solutions that function as a strategic pillar for electrification, the energy transition, and developing sustainable energy infrastructures



Certifications

ISO 9001 · ISO 14001:2015 · ISO 45001 · ISO 14064 · PEP ecopassport

Contribution to Sustainability

Jema directly contributes to the energy transition by developing efficient energy conversion solutions and key technologies for electrifying transportation and integrating renewable energies.

Their operations drive the decarbonisation of the economy, encourage the deployment of clean energy infrastructures and strengthen more sustainable, resilient and efficient energy systems.

ESG Performance

- ESG evaluation with EcoVadis: score 70/100 (86th percentile)
- Adhesion to the United Nations Global Compact
- Carbon footprint calculation and monitoring (scopes 1, 2 and 3)
- Strategy aligned with the 2030 Agenda and the SDGs
- Corporate Social Responsibility Policy
- Ecodesign and circular economy systems (durability, repairability)
- Energy recover in test processes
- GHG emissions reduction programmes
- Advanced materials and waste management
- Progressive integration of sustainability criteria with suppliers

Strategic projects in nuclear fusion, hydrogen, renewable energies and electromobility