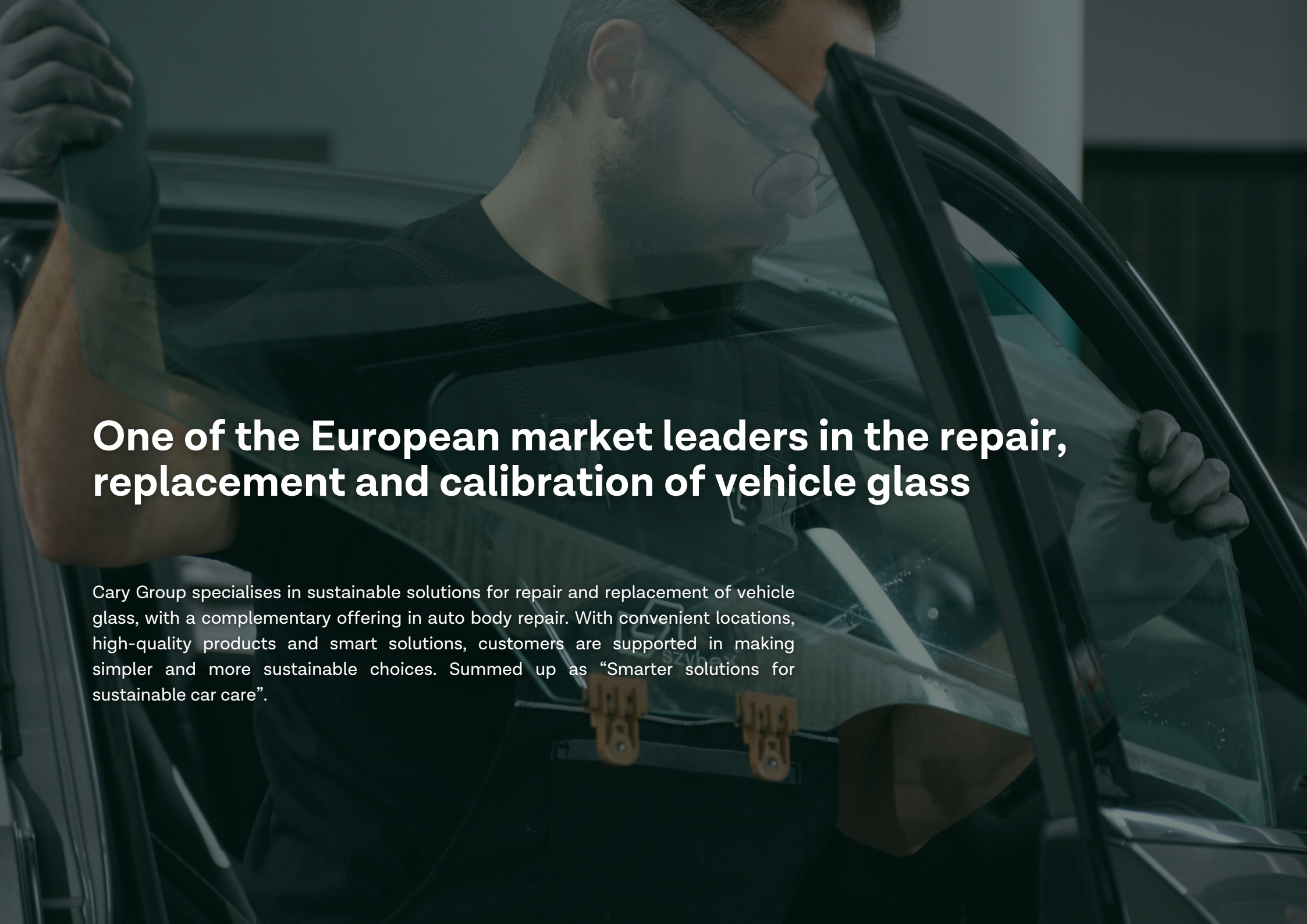
Sustainability Report 2025

Cary group

Contents

This sustainability report is for the period 2025-01-01 – 2025-12-31 and refers to Teniralc Topco AB, in this report referred to as Cary Group.



One of the European market leaders in the repair, replacement and calibration of vehicle glass

Cary Group specialises in sustainable solutions for repair and replacement of vehicle glass, with a complementary offering in auto body repair. With convenient locations, high-quality products and smart solutions, customers are supported in making simpler and more sustainable choices. Summed up as “Smarter solutions for sustainable car care”.

CEO LETTER

Leading the transition to sustainable car care

2025 was a year of continued progress for Cary Group. In a challenging external environment, we strengthened our position as one of Europe's leading providers of vehicle glass repair and replacement while continuing to embed sustainability in our operations. Our ambition is clear: to become the most sustainable company in our industry.

Our Sustainability Commitment to 2030 is built around four focus areas: Climate, Circular Offering, Empowering People, and Business Ethics.

Climate
Addressing climate change remains a top priority. Our climate strategy is based on three pillars: measure, reduce and invest. We measure emissions across our full value chain in line with the GHG Protocol and have science-based targets validated by the Science Based Targets initiative. These commit us to reducing Scope 1 and 2 emissions by 42% and Scope 3 emissions by 52% by 2030, with a long-term ambition to reach net zero by 2050. During 2025, we continued to advance our green fleet transition, expand renewable electricity sourcing, and invest in emission-reducing technologies through our internal carbon pricing model.

Circular Offering
Our circular offering is fundamental to our business model. Repairing windscreens instead of replacing them remains one of the most effective ways to reduce emissions and resource use. Through training, digital tools, and new repair technologies, we continued to focus on repair rates during the year, while ensuring that replaced windscreens are recycled and reintroduced into new material streams.

Empowering People
Empowering our people is equally important. We strive to be the most attractive employer in our industry by offering a safe, inclusive, and engaging workplace. In 2025, we continued to strengthen leadership capabilities, improve health and safety awareness, and promote diversity, equality, and inclusion across the Group.

Business Ethics
Finally, strong business ethics underpin everything we do. Through clear governance, Code of Conduct training, an independent whistleblowing system, and responsible supply chain management, we work continuously to build trust and ensure responsible business practices. Sustainability is also embedded in our financial framework through sustainability-linked financing and incentives.

Looking ahead, we will continue to invest in innovation, collaborate closely with suppliers and partners, and accelerate progress toward our sustainability targets. I would like to thank our employees for their dedication and our customers and partners for their continued trust. Together, we continue to drive towards delivering smarter solutions for sustainable car care.

Anders Jensen, CEO Cary Group

About Cary Group

Cary Group's core business is repairing and replacing vehicle glass for cars, buses and commercial vehicles, including calibration of advanced driver assistance systems (ADAS) after windscreen replacement. Auto body repair, paint, and small-area repairs are offered in the Nordics as well. All services are delivered via local brands and workshops supported by centralised systems.

Cary Group operates across 12 European countries, with a presence in Denmark, Norway and Sweden in the Nordics, and in Austria, Belgium, France, Germany, Luxembourg, Poland, Portugal, the United Kingdom and Spain.

In January 2026 Cary Group expanded into the Netherlands through the acquisition AGS Holland Distribution B.V. Which means that Cary Group now has presence in 13 countries.

12
countries

86
NPS in 2025

7.5
billion SEK Net revenue, 2025

4 400
Employees, 31 December 2025

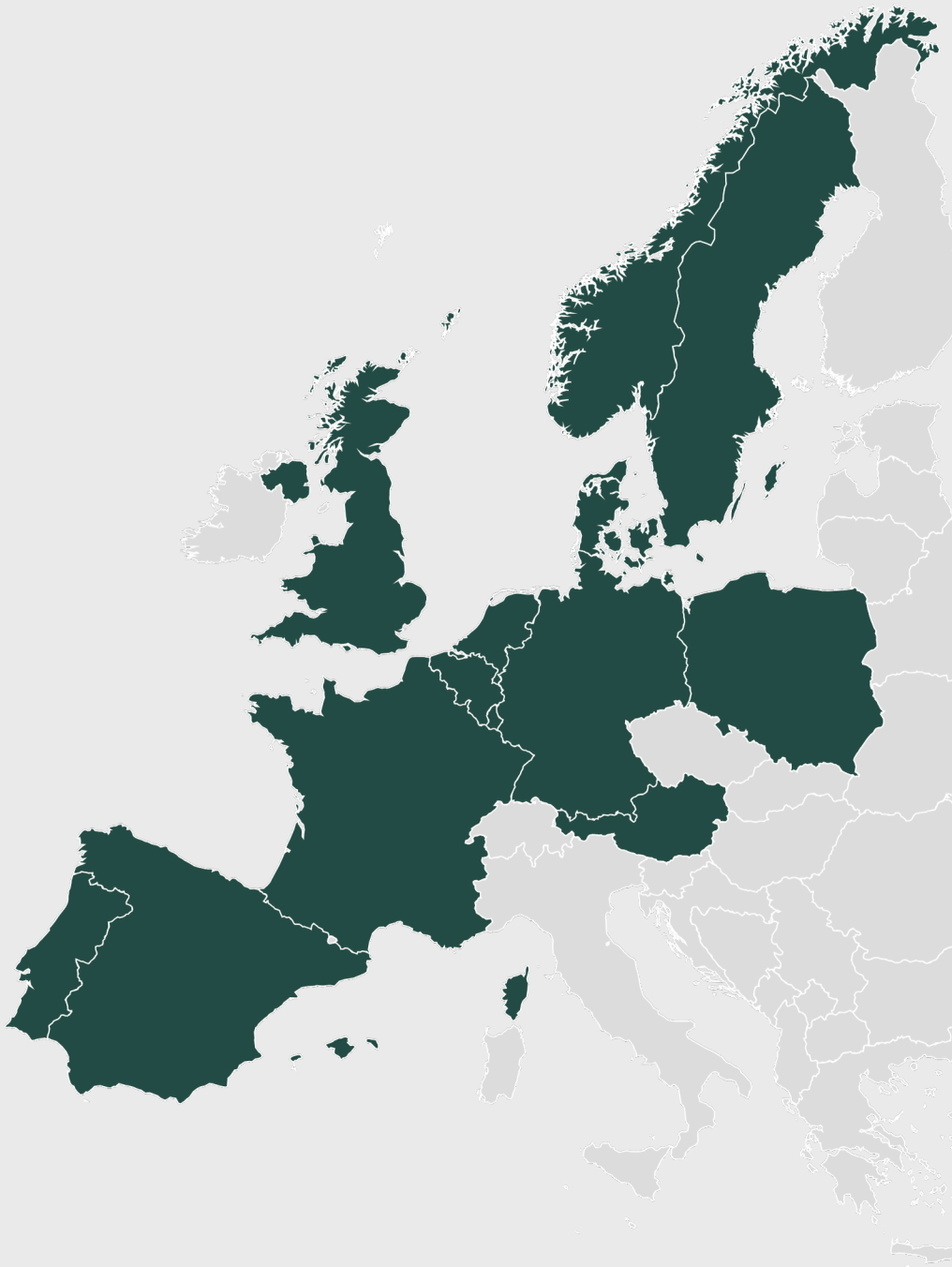
1 200 000
Number of glass jobs

Cary Group Strategy

Cary Group's strategy focuses on expanding and consolidating its position in the European vehicle glass and car care services market through both acquisitions and organic growth.

The vision is to transition from being the number one contender to becoming the market leader in the European VGRR market as well as in the Bus & Coach Glass segment.

Cary Group employs just over 4,000 people across its markets and serve customers through a network of approximately 1,500 workshops, including both service centres and mobile units.

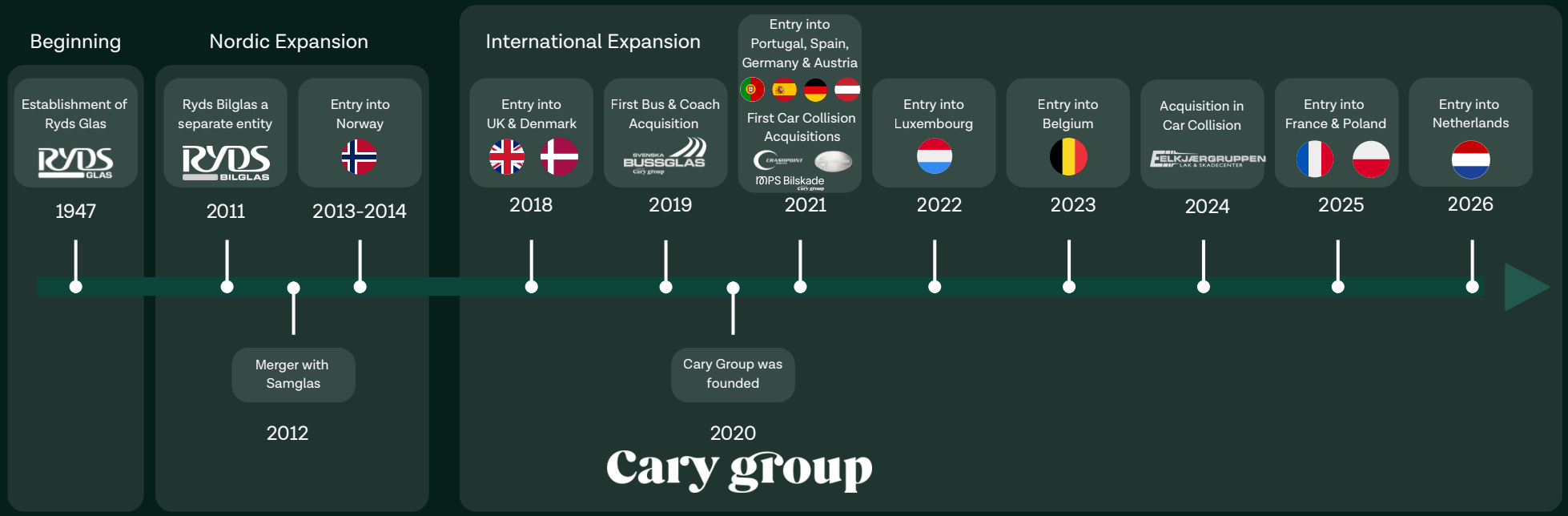


Millions of repairs later

Cary Group was established in 2020 but its roots go back much further. Ryds Glas, the company that was the start of Cary Group, was founded in Sundsvall by the Ryds family in 1947. Ryds Bilglas was separated out from Ryds Glas in 2011 and continued as a separate entity focusing only on vehicle glass repair and replacement. Ryds Bilglas later on expanded the business to Norway, Denmark, the UK and in to bus glass in Sweden. Since then, Cary Group has continued to expand into several more countries in Europe and to the car collision business in the Nordics. Local brand names have been kept, and despite a strong growth, the Group has not lost its entrepreneurial spirit. There is a strong sense of belonging and the company strives to use centralised processes and systems throughout the organisation, without sacrificing the legacy of a family company with a strong local grounding.

Heritage - Cary Group comes from Ryds Glas founded almost 80 years ago

Consecutive long-term growth a result of satisfied customers and close relationship with insurance partners



Sustainable customer offering

Cary Group aims to integrate sustainability in every step of the work with a windscreen, from the initial contact with the customer when a stone chip is found, through damage assessment and the entire repair or replacement process until the windscreen is repaired or recycled.

Cary Group completed more than 1 200 000 repair and replacement jobs in 2025. The sustainability aspect of the customer offering is therefore very important, both for reducing environmental impact and for educating and inspiring employees and customers.

The business model is based on simplicity, speed and convenience. There are high-quality services and developed smart solutions to make it easier for customers to take good care of their vehicles. Digital tools such as automatic damage assessment, digital signatures, and online payment help ensure that the business offering is as sustainable as possible.

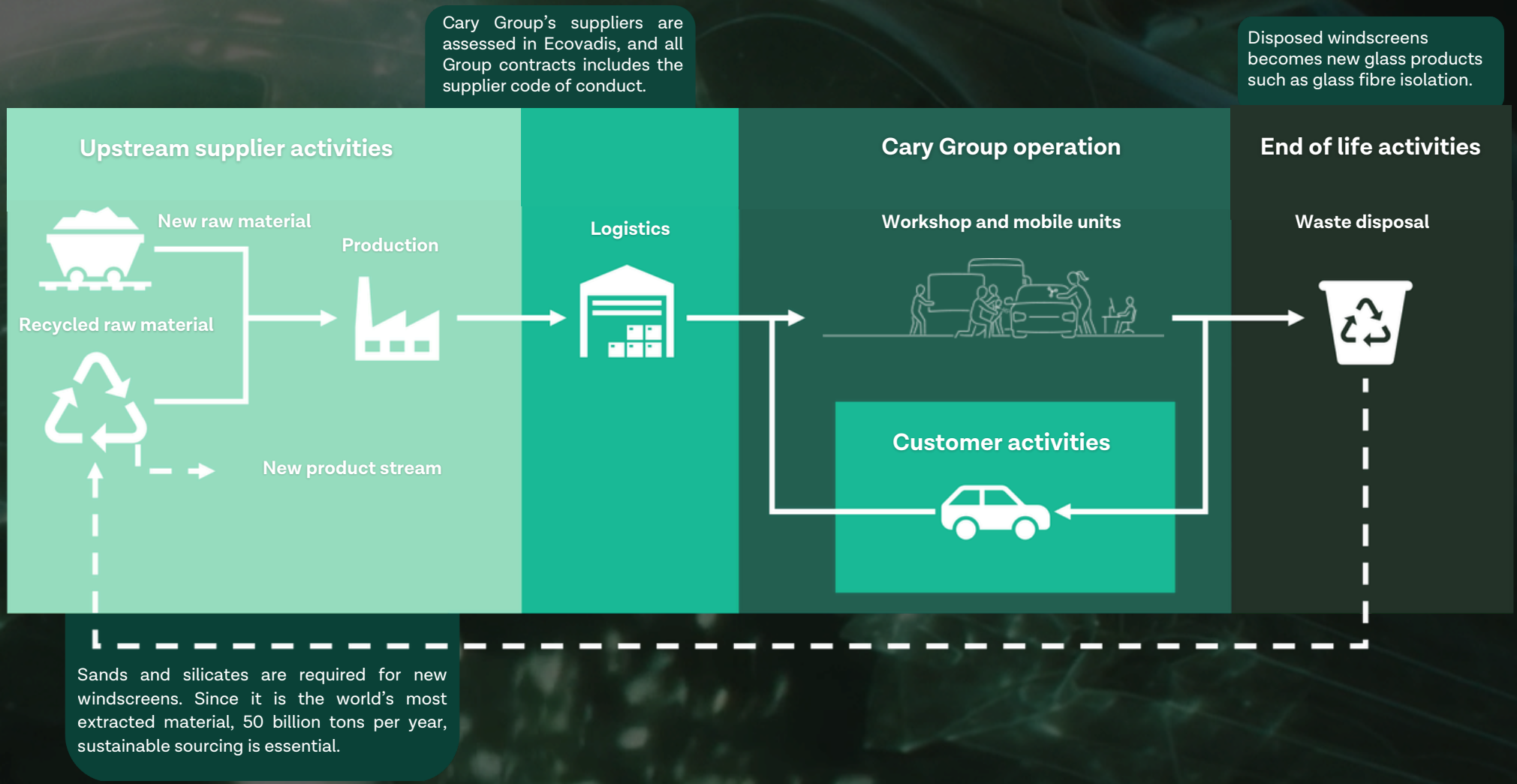
Sustainability in each step of the windscreen's journey

1. When a stone chip is detected, repairs are carried out quickly and with sustainability in mind
2. AI-based damage assessment and digital booking streamline the process, reduce paper use, and lower emissions.
3. A dense network of workshops reduces travel for customers. For mobile services, electric vans are becoming more common.
4. Repairing instead of replacing windscreens cuts climate impact by up to 98%, avoiding roughly 44kg of CO_2e[1] per repair.
5. In the markets offering courtesy vehicles, customers can use free electric courtesy cars or bicycles during service.
6. When replacement is unavoidable, all glass is sent for recycling, with about 90% reused in new glass products.

1. Based on a calculation of indirect and direct emissions in the Nordics including manufacturing, transport and fitting.

Value chain

Responsible actions throughout the value chain is essential for minimising environmental impact. Cary Group services rely on suppliers to produce and deliver glass and spare parts in a sustainable manner, as well as responsibly dispose of used products, ensuring that materials are repurposed and given a second life. The image below shows Cary Group's value chain and highlights important actions and milestones.



Sustainability commitment to 2030

Cary Groups vision is to be the most sustainable company in the industry, with a strong connection between business strategy, brand value and sustainability management. To achieve this, Cary Group focuses on four different areas, all with targets to be reached by 2030.

	FOCUS AREA 1 **Climate**	FOCUS AREA 2 **Circular offering**	FOCUS AREA 3 **Empowering people**	FOCUS AREA 4 **Business ethics**
Vision	Providing services with a minimum impact on the environment.	Responsible resource use of external services and internal operations.	To attract, develop and retain employees of today and tomorrow.	Responsible business based on fair play and high ethical standards.
Targets	• Reduce GHG emissions by 42% in operations (Scope 1 & 2), and 52% in the value chain (Scope 3) from 2022 to 2030[1]. • Achieving Net Zero to 2050 by SBTi's standard.	• Continuously increase repair rate of windscreens to conserve resources and reduce waste. • Ensure that 100% of replaced windscreens are sent to recycling.	• Continuously have a strong Employee Net Promoter Score (eNPS) in all markets. • Increase reporting of First Aid Injuries (FAI) year by year. • Increase number of female technicians with over 80% from 2023 to 2026.	• Strive to continuously reach full coverage of Code of Conduct training, retaken at least every third year. • Achieve EcoVadis Gold Rating by 2028.
Strategic initiatives	• **Green fleet transition** • **Renewable energy commitment** • **Dedicated CO_2e reduction investments** • **Innovative digital solutions**	• **Repair instead of replace** • **Lead in waste management**	• **Enhance employee experience** • **Elevate safety awareness** • **Focus on diversity and inclusion**	• **Ethical excellence** • **Integrate sustainable governance**

Responsible supply chain

Vision	To lead in sustainable procurement and supply chain practices, ensuring ethical and sustainable operations.
Targets	• 50% of suppliers to be rated in EcoVadis by 2030 • All contracted suppliers shall commit to comply with the supplier code of conduct

1. According to verified SBTi targets, incl. reduce Scope 3 GHG emissions from Purchased Goods and Services; Fuel and energy related activities; Upstream transport & distribution; Waste generated in operations and Downstream transport with 51.6% per MSEK value added by 2030 from a 2022 base year.

Climate

2025 HIGHLIGHTS

- Net Zero commitment for 2050 and updated detailed country-specific transition plans for Scope 1 & 2
- Small-scale solar panel network with integrated EV charging
- Ramp-up of EV charging infrastructure in Sweden, UK, and Belgium
- Accelerated the green fleet transition
- New repair-kit technology enabling a more efficient process and higher repair rates in Sweden and UK
- Installation of “Nitroterm” paint solution, reduced average paint consumption by 28%

2026 UPCOMING

- Large-scale solar panel installations in Sweden
- Continued expansion of EV charging infrastructure in Denmark, Sweden, Spain, Portugal, Germany and Belgium
- Engagement in “Responsible Sands and Silicates”
- Reduction of gas dependency. Moving to electric paint boxes in Denmark and installing new-generation electric boiler for heating in the UK
- Installing new paint-mixing machines, reducing paint
- Continued roll-out of “Nitroterm” paint solution

Minimising the climate impact and leading the way in the industry is the vision for Cary Group. The work is structured around three core pillars: measure, reduce, and invest.

Measure
Cary Group has well-performed calculations in accordance with the GHG Protocol Corporate Standard, covering the entire value chain.

Reduce
Cary Group are aligning both Near-Term and Net-Zero targets with the Science Based Targets initiative (SBTi) and the Paris Agreement. The commitment is to reduce CO_2e emissions from Scope 1 & 2 by 42% and emissions for Scope 3 by 52% by 2030 compared to base year 2022, and to achieve Net Zero across the value chain by 2050.[1]

Cary Group is actively working with reduction measures to successfully reach these targets, where the initiatives Green Fleet Transition and Renewable Energy Commitment are key within the value chain. Reducing Scope 3 emissions will require a broad range of measures such as investments in new technology and prioritising training to increase the repair rate, thereby reducing the need for new windscreens. A close supplier dialogue is also required to assure best possible progress.

Invest
Achieving net zero requires significant investments in new technology, improved energy solutions, and new products. Cary Group has therefore introduced Internal Carbon Pricing (ICP), assigning a cost to emissions to incentivise and finance decarbonisation.

Internal Carbon Pricing
In 2024, an internal carbon pricing (ICP) fund was launched, requiring all subsidiaries within Cary Group to pay for their emissions. The fund is used to finance climate-reducing investments. This provides Cary Group with significant opportunities to initiate projects, test new solutions, and invest in new technologies, while also serving as a lever to reduce emissions across the group.

This acts as an accelerator for the main sustainability initiatives, Green Fleet Transition and Renewable Energy Commitment. Cary Group is transitioning to a greener fleet, with at least 70% electric or low-emission vehicles and to sourcing 100% renewable electricity by 2030. As an example, facilities in both Portugal and Germany will soon feature solar-generated electricity directly connected to fast chargers, enabling fossil-free charging of the vehicle fleet.

The ICP also enables testing of new technologies that might not otherwise have been prioritised for investment. One example is a new painting technology piloted this year. Instead of air, pressurised nitrogen gas is used to distribute the paint, resulting in approximately 40% lower paint consumption. This, in turn, leads to significant energy savings, as the painted panels dry faster and at lower temperatures. This technology is now being rolled out and will be installed in body repair workshops in Sweden and Norway.

1.The SBTi targets are fully disclosed on page 9

Circular Offering

Cary Group sees circular offering as a key driver in reducing waste, conserving resources, and building a more sustainable future. This means using resources responsibly across both the external services and internal operations. The main initiatives focus on repair instead of replace, hence extending a vehicle part's life, and waste management, taking care of the resources used.

Increasing circularity

At Cary Group, the priority is always to repair whenever possible rather than to replace. Across the markets, Cary Group actively work to educate the employees as well as the customers on the benefits of repairing and when it's the most suitable option.

Apart from the AI-based damage assessment which helps customers assess whether a repair could be made, Cary Group has expanded the focus on innovation by trialling new repair tools. Through a joint project between National Windscreens (UK) and Ryds Bilglas (Sweden), an advanced repair kit has enabled more efficient repairs with impressive results. Ryds Bilglas achieved its highest historical repair rate in 2025 of 43%, demonstrating the potential of technology-led solutions.

Resource use awareness

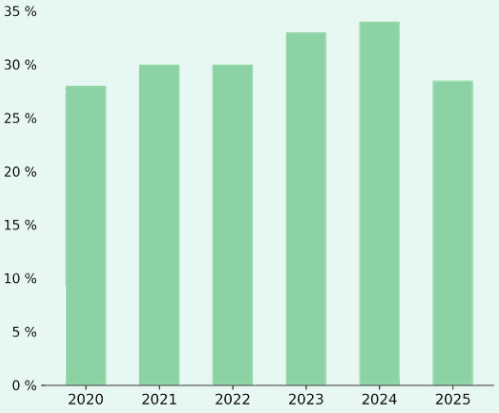
Recycling windscreens is a key priority for Cary Group. All replaced windscreens are sent to recycling facilities and becomes new glass products. For more information on the recycle journey of a broken windscreen to final use, please see page 32.

All waste streams are managed by accredited recycling suppliers and Cary Group monitors all waste generated.

National Windscreens has implemented several initiatives to enhance recycling practices in its workshops. Infographics and awareness campaigns were introduced to remind employees how to correctly sort waste, helping to ensure that valuable materials are recovered rather than lost. National Windscreens also launched a new recycling scheme for worn-out workwear, ensuring old garments are repurposed into new textiles rather than sent to combustion.

When sourcing new workwear, both Ryds Bilglas and National Windscreens have adopted strict criteria to ensure garments are responsibly produced from both an environmental and social perspective.

CARY GROUP REPAIR RATE 2020-2025



- Repair Rate is only measured for the auto glass repair and replacement workshops. The KPI is not applicable for Bus glass repair and replacement workshops and Body and Paint workshops.
- 2020 includes Sweden, Norway, Denmark.
- 2021 includes Sweden, Norway, Denmark, UK and Spain.
- 2022 includes Sweden, Norway, Denmark, UK, Spain and Portugal.
- 2023- 2024 includes Sweden, Norway, Denmark, UK, Spain, Portugal, Luxembourg and Belgium.
- 2025 includes: Sweden, Norway, Denmark, UK, Spain, Portugal, Luxembourg, Belgium and France. Due to the lower repair rate in France, the Group repair rate decreased in 2025. Other markets have made notable improvements.

Empowering People

2025 HIGHLIGHTS

- Female technician summit
- Yearly Health and Safety campaign
- Continued rollout of CaryLEAD leadership training programme
- Preparation for EU pay transparency/job architecture
- Continued rollout of Learning Management System and implementation of Learning Council
- Established Human rights policy

2026 UPCOMING

- Culture e-learning rollout
- Talent leadership program rollout
- EU pay transparency/job architecture implementation

To attract, retain and develop the employees of today and tomorrow is the foundation of Cary Group's strategy to empowering people. During 2025, Cary Group continued the roll-out of the newly launched leadership profile and training program, while focus remained on workplace safety.

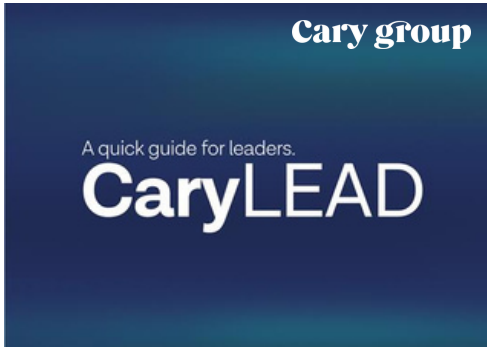
Health & Safety

In 2025, Cary Group continued with the group-wide Health & Safety campaign, which was launched during the European Health & Safety Week. The campaign puts extra emphasis on workplace safety awareness, with a key message: Cary Group has identified high-risk areas in the daily work where small changes and greater awareness can bring great results. By making simple adjustments to how certain tasks are performed, the risks can be reduced and a safer working environment created. The campaign reflects the ongoing commitment to embedding a strong Health & Safety culture across the organisation, raising awareness and working proactively to reduce risk and prevent accidents.

Accurate reporting of accidents and incidents is critical to ensuring a strong and effective Health & Safety environment. One of Cary Group's Health & Safety objectives for 2025 was to increase the reporting of First Aid Injuries (FAI) by 25% compared to the previous year. At the end of the year, the target was exceeded, achieving a 34% increase.

Leadership profile

Cary Group is dependent on great local leaders with the right skills and mindset. The leadership profile, CaryLEAD, which was launched in the end of 2024, defines the leadership attributes and behaviours believed to be the most important to inspire, empower and bring out the best in people. The profile comes with a program of two different digital training sessions for all Cary Group managers with at least one direct report. The sessions, Level 1 and Level 2, were held at multiple occasions during 2025 and with over 100 managers across the Group participating during the year.



Business ethics

2025 HIGHLIGHTS

- Continued roll-out of Code of Conduct training into newly acquired businesses
- Joined UN Global Compact
- Recorded zero serious information security incidents
- Rated over 56% of targeted suppliers in EcoVadis, in terms of spend
- Supplier Code of conduct integrated in all Group contracts

2026 UPCOMING

- Continued Group wide roll-out of information security and data protection e-learnings for all employees
- Strengthen the integration of the UN global compact principles into the business

Cary Group is committed to conducting business with high ethical standards, with the key initiatives of ethical excellence (Code of Conduct and anticorruption training), and integrated sustainable governance, (sustainability-linked loans, and short-term incentives). The vision is to ensure responsible practices built on fair play and ethical conduct to maintain the trust of the stakeholders, uphold human rights, and foster a culture of transparency and accountability.

Commitment to the UN Global Compact
In 2025, Cary Group joined the United Nations Global Compact, the world's largest corporate sustainability initiative.

WE SUPPORT
UN GLOBAL COMPACT

Strengthened governance
As a company with many subsidiaries, there is a focus to continuously ensure strong governance. During the year, walkthroughs were conducted with each subsidiary to develop and improve control matrices, which are owned and maintained by the respective subsidiary. The purpose of this is to enable them to carry out their own self-assessments in the coming years.

Whistleblowing
Cary Group uses an external system (Whistle B) to encourage both Cary Group employees and other stakeholder to report suspected wrongdoing in the workplace. It is important that everyone feels that their concerns are taken seriously, are investigated appropriately and that their confidentiality is respected. All cases reported in the whistleblowing system are handled by the Whistleblowing Committee.

Sustainability statement

1. General information

1.1 Basis for preparation and accounting policies

This appendix is designed to provide a detailed overview of Cary Group's sustainability data and reporting, has its structure inspired by the disclosure requirements of the ESRS. It covers reporting principles, the double materiality analysis, emissions by GHG Corporate Standard category, employee, supplier and governance-related information and metrics. Cary Group will, subject to legislative changes, report in full compliance with the CSRD and ESRS standards for the financial year 2027 and onwards.

1.1.1 General basis for preparation

This statutory sustainability report is for the period 2025-01-01 – 2025-12-31, and in accordance with the Swedish Annual Accounts Act Chapter 6, 10–14 and Chapter 7, 31a – c. It refers to Teniralc Topco AB, in this report referred to Cary Group.

The subsidiaries are the Swedish Ryds Bilglas AB including the Swedish car collision workshops owned by Ryds Bilglas AB, the Swedish Svenska Bussglas AB including the Danish Dansk Busglas ApS, the Norwegian Cary Group Norway AS including Quick Car Fix AS and MPS Bilskade AS, the Danish Cary Group Denmark Holding A/S including Dansk Bilglas A/S, Crashpoint Holding APS, and Elkjærgruppen ApS, the UK company National Windscreens including Cary UK Limited and J Huggins & Son Limited, and Charles Pugh (Glass) Limited, the Spanish Cary Group Iberia Holding SL including Ralarsa Holding S.L.U. and Armelux, the Portuguese Glassco, S.A. including ExpressGlass S.A. and Diveraxial S.A., the German Cary Group Deutschland GMBH including Zentrale Autoglas GmbH with operations in Germany, Austria and Luxembourg, the Belgian Cary Group Belgium NV including Autoglass Clinic NV and Autoglas Luxembourg Import-Export S.À.R.L., and the French 123 Pare-Brise (AMS Auto Management Services SAS).

If not otherwise stated, operational control is applied for organisational boundaries. Cary Group as an organisation account for all of the GHG emissions from the subsidiaries' operations, even if not having 100% ownership. Cary Group's uses the same definition as ESRS 1 section 6.4. for short-, medium- and long-term.

1.1.2 Specific circumstances

Greenhouse gas (GHG) emissions are reported in accordance with Greenhouse gas protocol corporate standard. In Cary Group's reporting there are estimation in Scope 3 GHG emissions such as Upstream and Downstream transportation, Employee commuting and Franchises. For certain subsidiaries acquired during the year, or where data could not be collected, reported numbers are estimated.

Sometimes, the total amount in tables and statements do not add up due to rounding differences. The purpose is that each sub-line equals its source of origin and therefore rounding differences can occur.

1.1.2.1 Acquisitions and estimations

Cary Group applies an Impact recalculation and onboarding procedure for non-financial reporting, which clarifies when an acquired company is required to start reporting their GHG emissions. An acquired company will need to measure all Scope 1-3 its first year if the annual net sales are more than 10% of Cary Group's total net sales. Social data is reported on as soon as the HR reporting is completed. If the acquired company is less than 10% of Cary Group's annual net sales, it will begin measuring its Scope 1 and 2 and Scope 3 the year after.

According to the standards of SBTi (Science Based Target initiative) and GHG protocol corporate standards the base year should be updated when the GHG emissions will increase or decrease significantly (5% SBTi and GHG Protocol does not specify) due to changes. Cary Group will recalculate its base year every third year, as the Group expect to reach the significance threshold of 5% frequently due to the extensive growth strategy. Following the procedures, Cary Group will recalculate its SBTi Base year in 2026, as three years has passed since Cary Group in 2023 got its targets validated.

The Polish company Szybex sp. z o.o. was acquired 2025-12-01 but will first be accounted for fiscal year 2026 in accordance with Cary Group's Impact recalculation and onboarding procedures for non-financial reporting.

51% of the French 123 Pare-Brise (AMS Auto Management Services SAS) was acquired in 2025-02-01 and will only be partly accounted for in this report, in accordance with above mentioned procedures. The greenhouse gas accounting will be largely estimated and only parts of social data will be reported on.

The Norwegian vehicle glass repair and replace companies Cary Norway AS and Norwegian Cary Bussglass AS was divested 2024-12-31 and are thus no longer accounted for.

1.2 Business model and strategy

1.2.1 Strategy, business model and value chain

Cary Groups main revenue stream comes from repairs, replacements and wholesale of vehicle windscreens, but also from repair services within collisional damages on vehicles. The Group operates on the European market and has sales in the countries where the subsidiaries are located. The business strategy, business model and value chain are described throughout this report and in the Annual report for 2025. The section "Carbon emissions of a windscreen" gives an overview of the business model and value chain for the vehicle glass operations. The sustainability strategy and the value chain is illustrated on page 9 and 10.

1.2.2 Interests and views of stakeholders

Cary Group constantly works to meet customers and other stakeholders expectations and maintaining a continuous dialogue with stakeholders is key in the sustainability work. The table below contains the seven most significant stakeholder groups, together with a description of the characteristics of the interactions with these. The input from these groups are embedded in the Sustainability strategy. Their views are reflected in the outcome of the Double materiality assessment.

Stakeholder engagement assessment

Stakeholder	Representing	Engagement topics	Purpose for engaging	Channels
Executive management team	The Group's executive management team	Sustainability reporting, strategy and agenda, sustainable ways of working	Ensure a sustainable strategy and business model over all	Management meetings and discussions
Group management team	Group management and representatives from the different markets where the group operates	Sustainability reporting, strategy and agenda, sustainable ways of working	Ensure a sustainability is integrated across functions.	Quarterly meetings and workshops
Employees	Employees, from different subsidiaries within Cary Group	Company Values, Employee experience (eNPS, employee satisfaction and engagement), Sustainability reporting, strategy and agenda, local initiatives	Employee branding, retention and engagement (in local activities Improvement activities, active and ambitious agenda, fair employer).	Intranet, employee dialogues, appraisal process, employee survey, trainings, eNPS.
Board and owners	The largest shareholders are Nordic Capital and CVC Funds, who are represented on the board	Sustainability reporting, strategy and agenda, EcoVadis rating, owners' scorecard,	Ensuring alignment on targets, strategy and ambitions	Board meetings, annual reporting, virtual summits, networking/best practise sharing with portfolio companies
B2B	Business-to-business customers, represented by the largest corporate customers, insurers and others	Net Promoter Score, EcoVadis scorecard, Climate and nature impact, circularity, health and safety, diversity and supply chain engagement	Ensuring that services and business model meets the expectations of the market	Customers' supplier assessment, individual meetings with larger corporate customers, interviews, Net Promoter Score surveys
B2C	Cary Group's end customers, with daily contact at the workshops	Net Promoter Score, User Experience	Ensuring that services and business model meets the expectations of the market	Daily meetings in workshops, Net Promoter Score Surveys
Suppliers	Cary Group's suppliers and sub-contractors, both local and global who provides products and services.	Supplier's ESG work, Cary Group's sustainability agenda and long-term target, supplier rating	Ensuring that supplier's ways of working is aligned with Cary Groups sustainability strategy	Yearly tendering processes, ongoing dialogues

1.3 Sustainability topics

1.3.1 Description of the processes to identify and assess material impacts, risks and opportunities

During 2024, Cary Group conducted a Double materiality assessment (DMA) to identify and assess material sustainability topics. The assessment was carried out in a three-step process. In 2025 the DMA was updated and reviewed by Executive management team.

1.3.1.1 Identification and sustainability topics

In the process of identifying and assessing the materiality of Cary Groups impacts, risks and opportunities, the starting point was to identify the business activities carried out by the company and the subsidiaries in its value chain, the geographies where these activities are taking place, as well as the stakeholders associated with each activity.

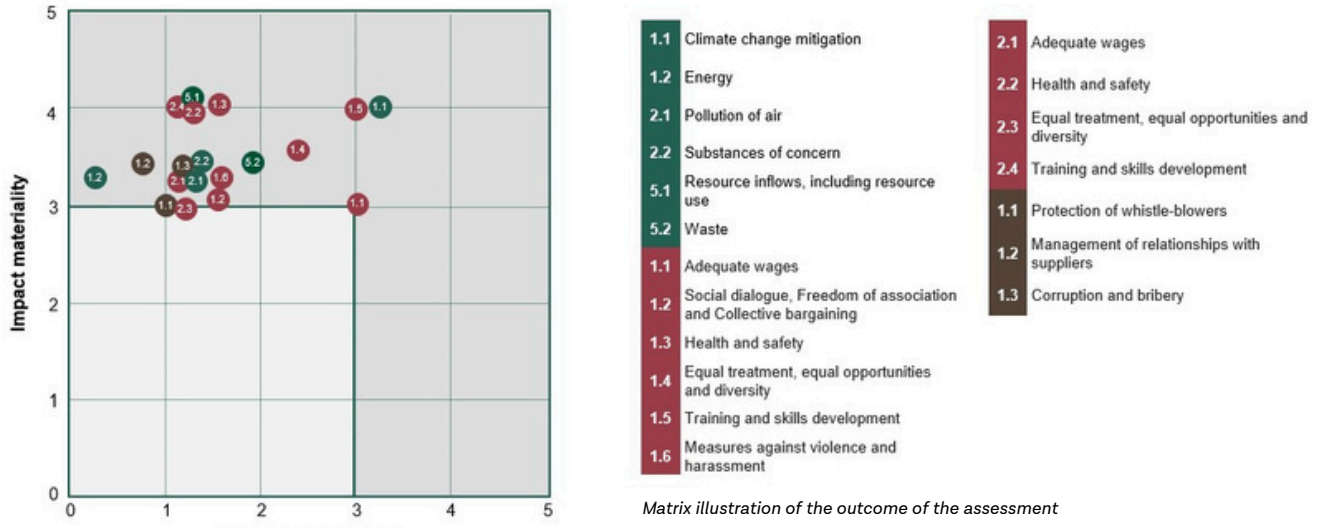
With the activities, geographies and stakeholders in mind, a preassessment of the content in the ESRS topical standard was carried out, giving the opportunity to exclude sub-topics and sub-sub-topics that were irrelevant to Cary Group and its value chain.

From the ESRS gross list of relevant sustainability topics, the impacts, risks and opportunities were identified. This was carried out through dialogues with internal stakeholders, such as representatives from Sustainability, HR, Procurement, Operations, Internal Control, Finance and the Group Management Team, as well as with external stakeholders in the supply chain. Where first-hand information or input was difficult to get, for example regarding conditions in the upstream value chain, reliable public sources were used as a complement to identify sustainability factors.

1.3.1.2 Double materiality assessment

In the next step, the materiality of the identified impacts, risks and opportunities were assessed in both an impact and a financial perspective.

Each sub-sub-topic was assessed individually or in certain cases in clusters, and the IRO:s (Impacts, Risks and Opportunities) was categorised to be actual or potential and positive or negative. To assess the materiality of the IRO:s, a grading system was used, where each factor was given a score between 0 and 5.



Matrix illustration of the outcome of the assessment

The impact materiality was based on the Severity multiplied with the Likelihood of the impact, where the Severity score was calculated through an average score of the factors Scale, Scope and Remediability.

The financial materiality was based on the Financial magnitude multiplied with the Likelihood.

For Financial magnitude factor, the scores correspond to different monetary amounts, with the number 3 being equal to 75 MSEK, which is 10% of Cary Groups EBITDA for 2023. For the Likelihood factor, the scores corresponded to a percentage in intervals of 20%, with the score 1 corresponding to 20%, 5 corresponding to 100%. Using this method, the materiality score for all sub-sub-topics also gets a score between 0 and 5.

To determine which sub-sub-topics that are material to Cary Group, a threshold value of 3 was used for both impact and financial materiality, as illustrated in the Materiality matrix. The scoring of the IRO:s was set in collaboration of members of the management team and Group Sustainability.

1.3.1.3 Validation

The Materiality assessment was reviewed and validated by the Audit Committee. The outcome of the assessment was approved by the Board of Directors.

Cary Group's business activities have impacts and risks linked to several ESRS topics, and through the double materiality assessment, the most significant of these have been identified. The assessment found no material financial opportunities at this point.

Climate change: Within the Climate change standard, it was assessed that the material impacts are within the sub-topics Climate change mitigation and Energy. Cary Group business activities lead to GHG emissions in Scope 1, 2 and 3, which has a negative impact on the environment. To compensate for the emissions, the Group makes positive impacts by having an internal carbon pricing programme.

For climate change mitigation, material financial risks consist of increases in prices from suppliers due to shortages of raw materials, as well as a business risk of terminated B2B contracts, partnership loss with suppliers and reputational damage. Related to the energy sub-topic, Cary Group's energy mix for 2025 consisted of 9,6% renewables and 90,4% non-renewables, which implies a material negative impact on the environment. Since Cary Group is operating in a high climate impact sector and has calculated the 2025 energy mix according to ESRS requirements.

Pollution: It is identified that Cary Group and its value chain have material impacts regarding pollution of air and substances of concern. Air pollutants are emitted from factories when producing the glass, as well as from vehicles used for transportation, and these

pollutants may harm people and the environment. Substances of concern are part of the products used when repairing or replacing windscreens, as well as the products used for damage repair and repainting cars. The substances are produced by suppliers upstream and are often hard to recycle, making the topic material in the value chain as well.

Resource use and circular economy: Cary Group has a significant resource inflow, with windscreens, adhesives, car paint, fuel, and other consumables for offices and workshops representing the largest share of purchases. Vehicle glass is the main sourced product and is recyclable to nearly 100%, though it contains little recycled material at production and relies on fossil fuels for manufacturing and transport. Most other purchased products follow a linear lifecycle, resulting in a negative environmental impact. Potential business risks include supply chain security and price volatility linked to fossil fuel dependency, although these are currently assessed as not posing a significant financial risk. Waste is generated by both Cary Group and upstream suppliers during the production, use, and disposal of materials in workshops and offices, with downstream companies handling the waste processing.

Own workforce standard: Cary Group has several IRO:s. Employee salaries are assessed to be above the minimum wage levels in the countries where Cary Group are present which has a positive impact. If salary levels are not maintained in line with the market, there is a general risk of increased employee turnover across the group, which could lead to broader operational and financial challenges if not continuously monitored.

For the technicians in the workshops, there are risks for work-related injuries due to cuts, heavy lifting, falls, moving vehicle accidents and repetitive strain injuries. For employees performing mobile jobs and distribution there is also a risk for road traffic accidents.

Potential risks of inadequate health and safety work measures in the workplace can lead to ill-health or, in the worst-case scenario, loss of life, reputational risk, fines for compliance failures. Potential risks of inadequate health and safety work measures in the workplace can lead to ill-health or, in the worst-case scenario, loss of life, reputational risk, fines for compliance failures.

Failing to offer equal opportunities or exposing employees to discrimination, harassment or segregation (both within the Group and in the supply chain) is associated with serious risks, related to both the individuals that are adversely affected and to Cary Group's ability to attract and retain employees.

Cary Group has positive impacts within equality and diversity, due to striving for gender equality in the management team, equal pay for work of equal value, and actions for attracting female technicians to the workshops. The work with Training and skills development is also leading to positive impacts, since Cary Group offers extensive training to its employees. If the provided services are not accurately provided due to untrained staff, this is assessed as a potential financial risk. In the annual employee survey, employees are asked about perceived discrimination or harassment within the past 12 months. While some respondents report such experiences, no formal cases have been confirmed. The fact that it is experienced in the workforce is serious, not least for the actual individuals involved, and therefore material from an impact perspective as a potential risk.

Workers in the values chain: The materiality of the standard Workers in the value chain are characterised by the working conditions of the Chinese suppliers, due to their share of the Cary Group windscreen purchases. It is assessed that the wages are likely to be lower than expected by European standards, and the suppliers are reporting low shares of female employees as well as high injury figures. However, the Chinese suppliers are also reporting extensive routines for training their staff, which makes a positive impact.

Governance: Cary Group is exposed to ethical risks including conflicts of interest, fraud, corruption, and IT security and data privacy challenges. The Business Conduct standards is however assessed to have a positive impact in the own operation. Cary Group maintains strong mechanisms to protect whistle-blowers through WhistleB, an independent external reporting system, supported by a clear policy. This enables safe and anonymous reporting of concerns. Supplier-related risks are addressed through a Supplier Code of Conduct, a Modern Slavery Statement, and sustainability assessments via EcoVadis, complemented by close collaboration and ongoing stakeholder dialogue.

Cary Group mitigates corruption and bribery risks through mandatory employee training, comprehensive codes of conduct for employees and suppliers, and by monitoring high-risk regions within within the value chain.

No cases leading to legal consequences of corruption or bribery involving Cary Group employees have been recorded, underscoring the positive impact of these measures.

1.3.3 Risk mitigation

Identifying risks and opportunities are the first step, but managing and mitigating is as essential. The management of the risks and opportunities are reviewed annually together with potential risk areas. A non-exhaustive overview of the mitigation for each sustainability focus area are accounted for below:

- Environmental impact including climate and circular offering
- People impact including Health and safety and Equality and diversity
- Business Ethics impact
- Supply chain Impact

1.3.3.1 Environmental impact including climate and circular offering

Cary Group operates in an industry that requires resource-intensive goods such as glass and steel, as well as chemicals, which causes greenhouse gas emissions and need of new raw material to be extracted. The Group works on its repair rate and other initiatives to reduce carbon emissions and increase the circularity. For example, transitioning to a low carbon vehicle fleet, purchasing renewable electricity and producing energy via solar panels are carbon reducing activities to mitigate climate change.

The climate change itself may have business critical effects on Cary Group's operations with extreme weather such as high temperatures, flooding, and storms. The extreme weather increases the risk of a forced temporary stop in operations due to for example intolerable working conditions, leading to loss of income. As of today, it's not assessed as a business-critical risk with the distributed footprint of workshops and mobile units, though reassessments are made continuously.

When assessing environmental impact, the biodiversity risk area needs to be considered. The business activities carried out within Cary Group's facilities, located in industrial estates, are not considered to pose any significant threats to the local biodiversity.

invoices, suppliers, and internal Cary Group statistics. Data is collected through an external system, Position Green. The production of glass requires several finite raw materials: sand (~73%), soda ash (~13%), limestone (~9%), dolomite (~4%), other trace materials (~1%).

These finite materials are extracted from quarries, whose activities may affect local and regional biodiversity. To mitigate and minimise this risk, Cary Group demands its suppliers to adhere to the Supplier Code of Conduct and to applicable local environmental laws.

Cary Group is dependent on the use of chemicals to perform its services, which poses a risk. Chemicals that leak into the environment can have a negative impact on soil, air, water, biodiversity and human health; therefore, Cary Group has extensive procedures in place to ensure safe handling and disposal of products containing any harmful substances. Possibilities of phasing out hazardous chemicals are continuously monitored.

1.3.3.2 People impact including health & safety, equality & diversity
Risks related to social topics are identified and analysed and, where necessary, measures are implemented in accordance with a predefined process handled locally. The Group's risk management is supported by its HR policy, health and safety regulations and ISO 45001 certification. Each Cary Group country follows a local health and safety policy in compliance with national laws, regulations, and collective agreements. Cary Group's Health & Safety Committee drives continuous improvement by developing unified tools, raising awareness, and promoting a strong safety culture across the organisation.

Cary Group applies equal rights, obligations and opportunities for all employees, regardless of sex, age, sexual orientation, disability, ethnicity, religion or belief. Work on equality and diversity is carried out in compliance with local country legislation and in cooperation with employees and trade unions where applicable.

1.3.3.3 Business ethics impact
To maintain high ethical standards Cary Group actively work to strengthen its governance. Cary Group has third party managed Whistle blowing system and all employees and non-employees are trained in the Code of Conduct. The Code of Conduct is based on the UN's Global Compact principles covering human rights, labour, environment, and ethics. This training aims to ensure that everyone within the organisation is aware of and adheres to the highest ethical standards.

1.3.3.4 Supply chain impact
Cary Group is dependent on its suppliers for its services and thus also dependent on the suppliers to fulfil its sustainability commitments, for example reducing greenhouse gas emissions in line with the Paris agreements 1,5°C and to comply with human rights and anti-corruption. Vehicle glass is energy intensive to manufacture and is dependent on natural gas and oil as well as sand and silicates in the processes. To mitigate the dependence on the glass value chain, Cary Group strives for circularity and reduced climate impact with the policy to always repair instead of replacing a windscreen when possible.

Cary Group's assessment is that the greatest risk of human rights violations exists at supplier level. Cary Group maintains a continuous dialogue with its suppliers and all suppliers are expected to comply with Cary Group's Supplier's Code of Conduct and Modern Slavery Statement. A yearly supplier risk screening for the supply chain is carried out as well as an assessment for critical suppliers is conducted. The assessment includes environment, ethics, labour and human rights as well as sustainable procurement, to be able to identify, follow up and take possible actions on suppliers with an assessed elevated risk.

In addition to the Code of Conduct training, a specialised training on IT security and GDPR is provided to address the specific risks associated with data privacy and cybersecurity. These training courses are designed to equip employees with the knowledge and skills necessary to protect sensitive information and maintain the integrity of the IT systems.

By implementing these training programs, Cary Group aims to foster culture of ethical behaviour and compliance, reducing the likelihood of misconduct and ensuring responsible and sustainable operations.

1.4 Sustainability Governance

1.4.1 The role of the administrative, management and supervisory bodies

In 2022, Cary Group established sustainability linked loans, which includes targets related to employee net promoter score, CO_2e reduction and female technicians. The sustainability linked loans ensures that positive sustainable impact can also improve the financial performance of a company. The short-term incentive program for group and local management includes CO_2e reduction targets as well as net promoter score. The Executive Management Team at Cary Group is responsible for the sustainability strategy that is approved by the Board. Follow-up, monitoring and decisions on strategic direction and focus areas are discussed at Executive Management meetings. Sustainability is a recurring theme at the Executive Management Team and Board meetings.

Cary Group's Board of Directors is the body that has the highest decision-making authority. It is the body responsible for Cary Group's impacts, risks and opportunities, and regulates the approach to these through strategies, policies and targets.

The Board consist of five non-executive members and two deputy members, where the chairman of the board is independent, and the rest of the board are dependent towards the major shareholders. The composition of the board is disclosed in the table on page 24. The members of the Board have extensive experience from board assignments at companies operating in close-related industries, within both the Swedish and international market. The company's sustainability strategy reflects the boards approach to the current material topics.

By implementing these training programs, Cary Group aims to foster culture of ethical behaviour and compliance, reducing the likelihood

When assessing environmental impact, the biodiversity risk area needs to be considered. The business activities carried out within Cary Group's facilities, located in industrial estates, are not considered to pose any significant threats to the local biodiversity.

The Audit Committee monitors the sustainability reporting process, ensuring accuracy and integrity. This collaborative effort ensures that sustainability reporting is thorough, accurate, and aligned with regulatory requirements. The CSRD Governance will be accounted for more extensively when Cary Group are fully in scope of CSRD.

1.4.1.1 Policies
Cary Group's general sustainability work is governed by the company's sustainability policy. In addition, the Board has adopted a number of policy documents that support the work to maintain good governance and processes throughout the company.

The policies are reviewed and updated annually by Executive Management Team, reviewed by Audit committee and approved by the Board of Directors (BoD).

Summary of Cary Group's policies

Policy	Accountable	ESRS	Scope
Sustainability policy incl. Impact recalculation and onboarding procedures	Director of corporate communication	E1, E2, E5, S1, S2, G1	Cary Group's Sustainability Policy commits to integrating environmental, social, and ethical responsibility into all operations, focusing on climate impact reduction (inc. Greenhouse Gas emissions), circular resource use, safe and inclusive workplaces, and responsible supply chains.
HR Policy	Group HR Director	S1	Cary Group's HR Policy ensures fair, safe, and inclusive working conditions, supporting employee development, diversity, well-being, and compliance with human rights.
Human Rights Policy	Group HR Director	S1, S2	Cary Group's Human Rights Policy upholds internationally recognised human rights and labour standards, ensuring dignity, equality, and safe conditions for all workers across operations and the value chain.
Modern Slavery Statement	Group HR Director	S2	Cary Group's Modern Slavery Statement enforces zero tolerance for forced labour, child labour, and exploitation, safeguarding human rights in all operations and supply chains.
Code of Conduct	Group HR Director	E1, E2, E5, S1	Cary Group's Code of Conduct commits all employees to the highest standards of ethical, legal, social, and environmental responsibility in business operations and decision-making.
Supplier Code of Conduct	Group Head of Procurement and Supply Chain	E1, E2, E5, S2	Cary Group's Supplier Code of Conduct requires all suppliers to uphold strict standards on human rights, fair working conditions, environmental responsibility, and ethical business conduct throughout the supply chain.
Purchase policy	Group Head of Procurement and Supply Chain	E1, E2, E5, S2	Cary Group's Purchasing Policy ensures all procurement supports long-term sustainable growth by selecting and working with suppliers who meet high standards of quality, environmental responsibility, human rights, and ethical business conduct.
Corporate Governance Policy	Deputy CEO	G1, ESRS 2	Cary Group's Corporate Governance Policy establishes robust structures, processes, and responsibilities to ensure legal compliance, uphold company values, and maintain effective oversight, transparency, and accountability across all operations.
Risk management Procedure	CFO	ESRS 2	Cary Group's Risk Management Procedure ensures that strategic, operational, compliance, and financial risks are identified, assessed, and mitigated through structured processes, clear accountability, and regular reporting to the Board.
Finance Policies incl. Finance policy, dividend policy, tax policy, investment policy	CFO	G1, ESRS 2	Cary Group's finance-related policies ensure responsible financial management, investment, and tax practices by maintaining strong governance, prudent risk control, sustainable long-term value creation, and full compliance with legal and ethical standards across all fiscal activities.
IT Policies incl. IT Policy, IT Security Policy, Data Protection Policy, Information Security Policy	Group Director IT & Digitalisation	G1	Cary Group's IT-related policies ensure secure, efficient, and compliant management of information and technology assets by safeguarding data privacy, maintaining robust cybersecurity, protecting information integrity, and aligning IT governance with business needs and legal requirements across all operations.

1.4.2 Risk management and internal controls over sustainability reporting

The assessed sustainability risks for Cary Group are described in the Sustainability Risks chapter. The outcome of earlier risk management processes has been central for the Double Materiality assessment, providing a foundation of significant areas and topics related to the business model. Cary Group has a rigorous Internal control system set up for the sustainability reporting, a system that is applicable to all personnel working with the data collection and reporting. The system ensures that all the submitted data is accurate, and that any assumptions or estimates are adequate and easy to follow.

1.4.2.1 External rating by EcoVadis

In 2023, Cary Group began using EcoVadis, a leading provider of sustainability ratings, to assess its ESG performance. That same year, EcoVadis updated its assessment standards, with medals awarded only to the top 35% of evaluated companies.

Cary Group earned a Bronze Medal in its first year, scoring above the industry average in all four categories: Environment, Labour & Human Rights, Ethics, and Sustainable Procurement.

In the 2025 reassessment, the company improved in all categories, retained the Bronze Medal, and positioned itself within the top 25% of assessed organisations.

Cary Group was also rated Advanced in Carbon Management, recognising its best-in-class decarbonisation commitments, actions, and reporting capabilities, fully aligned with the company's climate vision to deliver services without negatively impacting the environment.

2.Environmental information

2.1 Climate change

Cary Group aspires to lead the industry in implementing climate measures, and there are clear and ambitious targets to reduce climate footprint. Continuous work is ongoing to integrate sustainability into every step of the repair and replacement of vehicle glass and body parts.

2.1.1 Transition plan for climate change mitigation

Addressing climate change is at the core of the business model and strategy. Cary Group has the vision of providing services with a minimum environmental impact. Cary Group's climate strategy is developed based on near-term emission reduction targets, validated by Science Based Target. The targets are in line with science and align with the Paris Agreement's aim of limiting global warming to 1.5 degrees Celsius above pre-industrial levels. The targets are explained in detail in the section below. To achieve the targets, specific actions, which are presented in the Actions section, have been identified.

The climate strategy, encompassing its science-based targets, action plans, and dedicated investments, constitutes the transition plan toward climate change mitigation. The Board of Directors and Executive Management Team ensure that policies, targets, and actions are aligned with Cary Group's overall vision and strategy. They have also approved the Sustainability Commitment to 2030 and science-based targets.

To Cary Group's understanding, there are no locked-in GHG emissions in the key assets or products that may affect the achievement of reduction targets or drive transition risk. Cary Group is not excluded from Paris-aligned benchmarks. See 2.1.3 for actions and resources related to the climate change policies and the transition plan, and 2.1.4 for targets related to climate change mitigation and adaptation.

2.1.2 Policies related to climate change

Management of climate change mitigation and energy at Cary Group is defined in the Code of Conduct, Sustainability Policy, and other Group policies and instructions (see table on page 21).

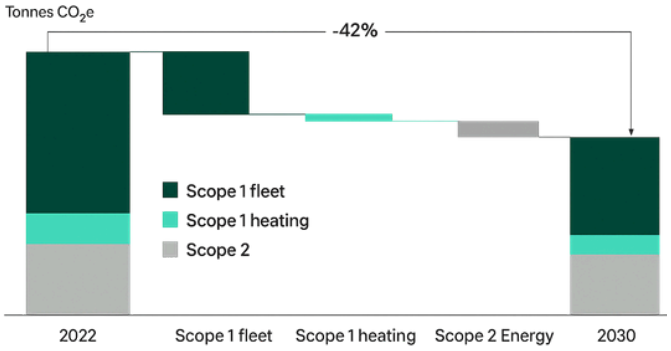
- The Code of Conduct sets out a precautionary approach to environmental challenges, including actively seeking solutions to improve energy efficiency and to promote products and services that reduce the company's carbon footprint. It also outlines the main principles for business travel.
- The Supplier Code of Conduct extends these commitments to partners, requiring them to reduce environmental impacts, particularly greenhouse gas emissions, from their operations and supply chains.
- The Sustainability Policy provides detailed guidance on how Cary Group works to minimise its climate impact, including measures for climate change mitigation and energy efficiency. To further strengthen sustainability management, the Group has implemented impact recalculation and onboarding procedures for non-financial reporting, clarifying when acquired companies are required to begin reporting their greenhouse gas emissions.

All policies and group instructions apply to every entity within the Group.

2.1.3 Actions and resources in relation to climate change policies

Cary Group's reduction strategy and sustainability commitment are built around three key areas: renewable energy, sustainable transportation, and a sustainable supply chain with a particular focus on purchased glass. Reduction actions are implemented across all markets and monitored as part of strategic initiatives at both Group and country levels, with defined targets for each area.

Within its own operations (Scope 1 and 2), the Group continues to increase the share of renewable electricity and heat and to transition to fossil-free vehicles. Cary Group's current SBTi target for Scope 1 and 2 is to reduce 42% from 2022 to 2030. That is illustrated in the following roadmap, disaggregated by category.



To address value chain emissions (Scope 3), Cary Group actively engages with suppliers and prioritises repairing over replacing when possible. To further accelerate its decarbonisation efforts, the Group has implemented Internal Carbon Pricing (ICP) covering all emissions.

2.1.3.1 Green fleet transition

Cary Group operates through workshops and mobile service units. At the workshops in the Nordics, customers are offered free courtesy cars, courtesy bicycles or courtesy scooters while waiting for their vehicle windscreen to be repaired or replaced. As a part of Cary Group's ambitious climate reduction strategy, a green fleet strategy has been set for 2030.

No more new ICE (Internal Combustion Engine) company cars will be procured after 2024, according to the Group wide policy. Going forward only fully fossil free cars (e.g., EV) will be procured. Until 2026 exceptions can be made for hybrids for special circumstances, such as rural areas lacking proper infrastructure.

In 2025 Ryds Bilglas achieved a 100% share of EVs in their courtesy car fleet, from having gradually increased the electric part of the fleet from only having a bit over 10% in 2021. Transition to EV is ongoing in the other organisations offering courtesy cars. Both Dansk Bilglas and Svenska Bussglas made a remarkable effort during 2025 and now also have 100% of their courtesy cars fully electric.

Diesel-powered mobile service units account for a significant share of Cary Group's operational emissions (Scope 1 and 2). Transitioning to electric vans is challenging due to the limited range, load capacity, and availability of suitable models, as well as insufficient charging infrastructure, particularly in rural areas. Nevertheless, market developments and expanding charging networks are expected to improve feasibility in the coming years.

Since 2022, Cary Group has tested various electric vans across subsidiaries. In 2025, National Windscreens in the UK operated 10 electric repair vans following a 2024 pilot. Swedish Ryds Bilglas made a major procurement, raising service van fleet electrification to 28% nationally. Charging capacity also expanded, including AC units and faster DC chargers installed through internal carbon pricing projects to enable daytime charging with minimal operational disruption. In 2026, further EV acquisitions and charging investments are planned under the green fleet strategy, partly funded by the carbon pricing fund.

% Electric vehicles*	2024	2025	2025 excl France	2030 targets
Company cars	18,3%	**38,2%**	38,2%	100%
Service vans	2,1%	**4,7%**	4,7%	X
Courtesy cars	52,3%	**32,7%**	61,8%	100%

*Belgium and Luxembourg are not included in the share of electric vehicles

Renewable electricity	43,4%	**31,2%**	37,4	100%

2.1.3.2 Renewable energy

Transitioning to renewable energy is key to reducing the operational emissions (Scope 1 and 2). Cary Group explores different options to increase the use of renewable energy, including procuring renewable energy through Energy Attributes Certificates (EACs) and supplier green rates with bundle EACs. Another focus is replacing natural gas appliances (e.g., boilers) with heat pumps and other efficient solutions. To reduce energy consumption in workshops there is ongoing work to transition to efficient heating options, controlling ventilation, and changing to LED. In the body and paint workshops, the focus is to transition to alternative heating solution for the paint ovens and procuring new-generation paint across all markets which requires lower temperatures in the paint ovens.

In terms of renewable electricity, Cary Group currently has signed renewable energy agreements with electricity suppliers in Sweden's Ryds Bilglas and Svenska Bussglas, Norwegian Quick Car Fix, Denmark's Dansk Bilglas, Germany's Zentrale Autoglas and the UK's National Windscreen. There is also continuous work ongoing to implement solar panels and sign supplier green rates contracts. Cary Group has solar panels installed on facilities within Cary Group's German company Zentrale Autoglas, the Swedish body and paint workshop Autoklinik and in Spanish company Ralarsa in Madrid, and Portugal's ExpressGlas. Together the German, Swedish, Spanish and Portuguese solar panels have produced 603,10 MWh in 2025 (543,67 MWh in 2024), which around saved 400 tonnes CO_2e.

There is an ongoing implementation for Swedish Ryds Bilglas and Svenska Bussglas, and in Portugal the roll-out of small-scale solar panels at smaller workshops sites will continue. For full renewable energy disclosure see 2.1.5 Energy consumption and mix. The share of renewable electricity is lower than last year, mainly due to the acquisition in France.

2.1.3.3 Sustainable supply chain

Cary Group is dependent on its suppliers for its services and thus also dependent on the suppliers to fulfil the sustainability commitments. Partnerships must be upheld and created with key suppliers to improve their environmental performance, specifically glass suppliers. To follow up, there is a yearly supplier assessment via a third-party platform and integrate ESG criteria in the yearly procurement process of direct materials, glass, and polyurethane adhesive.

Cary Group actively engages with its supply chain and always repair the glass or other vehicle body parts instead of replacing them when possible. If replacement is needed, waste operators who specialise in recycling windscreens collect the glass to feed the material back to the glass value chain. The same applies for other vehicle body parts. See more details 3.2.2 Processes and actions for a responsible supply chain.

2.1.3.4 Other climate reduction actions

Cary Group is committed to actively reducing greenhouse gas emissions and mitigating climate change across its operations, not only within its fleet and renewable energy. In 2025, projects were funded by the internal carbon pricing to implement energy-efficient technologies and resource-saving solutions to directly and indirectly lower CO_2e emissions:

- Advanced Glass Repair Technology – Swedish Ryds Bilglas and The UK company National Windscreens tested a new repair kit capable of fixing up to three stone chips in one process increased repair efficiency, halved the time per repair, and required fewer consumables.
- Nitrotherm Paint Distribution – Introduced to several car collision workshops in Sweden, Autoklinik. The Technology reduced paint usage by approximately 30%, while lowering paint booth temperatures by 5–10°C, delivering further environmental benefits. First findings indicates savings up to 30% CO_2e per paint job.

2.1.4 Targets related to climate change mitigation and adaptation

Cary Group has a vision to provide services with a minimum environmental impact. To achieve the vision, Cary Group has set two science-based near-term targets from the base year of 2022 to 2030:

- Scope 1 & 2 - Cary Group AB commits to reduce absolute scope 1 and 2 emissions 42% by 2030 from a 2022 base year.[1]
- Scope 3 - Cary Group AB also commits to reduce scope 3 GHG emissions from purchased goods and services, fuel and energy related activities, upstream transportation and distribution, and waste generated in operations 51.6% per million SEK value added within the same timeframe.

The emissions reduction targets have been verified by the Science Based Targets initiative as being in line with the Paris Agreement's aim of limiting global warming to 1.5 degrees Celsius above pre-industrial levels. In 2025, Cary Group also committed to SBTi's long-term target Net Zero for 2050. The targets and roadmap will developed throughout 2026. In addition to the science-based targets, there are subtargets for having 70% electrical or low-emission vehicles in the fleet and procure 100% renewable electricity from a base year from 2023 to 2030.

SBTi target follow-up	2022	2024	2025	Change
Scope 1 and 2 absolute ton CO_2e	12 216	11 605	**12 537**	3%
Scope 3 inc cat* ton CO_2e per value added (gross profit MSEK)	15.9	9.7	**9,2**	-42%
Scope 3 cat* absolute ton CO_2e	41 972	45 496	**48 734**	16%

*Categories included Purchased Goods and Services; Fuel and energy related activities; Upstream transportation and distribution; Waste generated in operations.

1. The target boundary includes land-related emissions and removals from bioenergy feedstocks.]

2.1.5 Energy consumption and mix

Cary Group uses energy in the workshops, the offices and the company vehicles. As of the year-end 2025, Cary Group's energy mix consists of 9,6% renewable sources, including electricity produced by own solar panels. Since Cary Group is operating in a High Climate Impact sector and has calculated the 2025 energy mix according to ESRS requirements, the calculation method has been adjusted to now also include the energy consumed by vehicles. This represents a change compared to previous years when this energy was not included in the renewable energy reporting for the years before 2024. A higher share of renewables has therefore been reported in earlier years, with 23,2% renewable energy reported for 2023.

There is an ongoing work to reduce the emissions related to energy consumption by increasing the use of renewable energy sources and actively working on electrifying the vehicle fleet. The transition to renewable energy consumption is described further in section 2.1.3.2 Renewable energy.

Energy consumption and mix	2024	**2025**
(1) Fuel consumption from coal and coal products (MWh)	-	**-**
(2) Fuel consumption from crude oil and petroleum products (MWh)	36 811,2	**34 355,1**
(3) Fuel consumption from natural gas (MWh)	2 109,5	**4 184,1**
(4) Fuel consumption from other fossil sources (MWh)	-	**-**
(5) Consumption of purchased or acquired electricity, heat, steam, and cooling from fossil sources (MWh)	14 101,6	**16 637,2**
(6) Total fossil energy consumption (MWh) (calculated as the sum of lines 1 to 5)	53 022,3	**55 176,5**
(7) Consumption from nuclear sources (MWh)	289,2	**263,1**
(8) Fuel consumption from renewable sources, including biomass (also comprising industrial and municipal waste of biologics origin, biogas, renewable hydrogen, etc.) (MWh)	-	**2,3**
(9) Consumption of purchased or acquire electricity, heat, steam, and cooling from renewable sources (MWh)	5 748,6	**5 638,2**
(10) The consumption of self-generated non-fuel renewable energy (MWh)	174,5	**258,3**
(11) Total renewable energy consumption (MWh) - Calculated as the sum of lines 8 to 10	5 923,1	**5 898,8**
Share of renewable sources in total energy consumption (%)	10,0%	**9,6%**
Total energy consumption (MWh) - Calculated as the sum of lines 1, 2 and 6	59 234,5	**61 338,3**

Cary Group's GHG emissions	Base year (2022)	2024	2025	% N/N-1
Gross Scope 1 GHG emissions (tCO2eq)	9 319	9 221	**9 642**	5%
Percentage of Scope 1 GHG emissions from regulated emission trading schemes (%)	0	0	**0**	N/A
Gross location-based Scope 2 GHG emissions (tCO2eq)	2 437	866	**605**	-30%
Gross market-based Scope 2 GHG emissions (tCO2eq)	2 897	2 385	**2 895**	21%
Total Gross indirect (Scope 3) GHG emissions (tCO2eq)	63 251	63 397	**70 769**	12%
1. Purchased goods and services	35 255	40 892	**43 588**	7%
2. Capital goods	7 056	3 299	**7 385**	124%
3. Fuel and energy-related Activities (not included in Scope 1 or Scope 2)	3 071	2 563	**2 706**	6%
4. Upstream transportation and distribution	3 100	1 817	**2 237**	23%
5. Waste generated in operations	1 103	225	**203**	-10%
6. Business traveling	800	404	**350**	-13%
7. Employee commuting	2 955	3 721	**4 345**	17%
8. Upstream leased assets	N/A	N/A	**N/A**	N/A
9. Downstream transportation	3 343	4 457	**4 819**	8%
10. Processing of sold products	N/A	N/A	**N/A**	N/A
11. Use of sold products	N/A	N/A	**N/A**	N/A
12. End-of-life treatment of sold products	39	10	**12**	-20%
13. Downstream leased assets	N/A	N/A	**N/A**	N/A
14. Franchises	6 529	6 009	**5 124**	-15%
15. Investments	N/A	N/A	**N/A**	N/A
Total GHG emissions (location-based) (tCO2eq)	75 007	73 483	**81 275**	11%
Total GHG emissions (market-based) (tCO2eq)	75 466	75 002	**83 305**	11%

GHG intensity per net revenue	Comparative (2024)	2025	% N/N-1
Total GHG emissions (location-based) per net revenue (tCO_2eq/Monetary unit)	12,44	**10,81**	-13,1%
Total GHG emissions (market -based) per net revenue (tCO_2eq/Monetary unit)	12,70	**11,08**	-12,7%

2.1.6 Greenhouse gas emissions

In the following chapter, Cary Group's GHG results for 2025 are presented together with reporting principles. In the table, the GHG emissions are presented per Greenhouse gas protocol corporate standard category, divided in Scope 1, 2 and 3. Emission factors, sources and a summarised description of the method and estimations are included.

Scope 1 - 11,6% of total emissions, including company vehicles, direct energy for heating and paint ovens in body & paint workshops. Around 15% of these emissions stem from the stationary combustion of natural gas, propane and burning oil, and 85% are from the consumption of fossil fuels within the vehicle fleet. Emissions increased by 4,6% compared to 2024, because of the acquisition of the French company. Excluding France, emissions reduced by 1,7% due to several fleet efficiency and electrification projects across the group.

Scope 2 - 3,4% of total emissions, including purchased electricity, and district heating. District cooling is not used in Cary Group's operating business. These emissions have increased by 21,4% between 2024 and 2025 due to the acquisition of the French company, a lower share of renewable energy in the group and higher emissions factors.

Scope 3 - 85,0 % of total emissions, including all relevant Scope 3 categories, as described in the following sections. Purchased glass and chemicals, such as the polyurethane adhesive for the glass, are the main drivers, as they are directly correlated to the number of jobs completed. As growth accelerates in 2025 (both organic and acquired), emissions from glass and chemicals increase accordingly. Total emissions in Scope 3 have increased by 11% compared to 2024.

2.1.6.1 Data coverage and methodology

Cary Group calculates emissions in accordance with the GHG protocol corporate standard, including the categories Scope 1, 2 and 3. The calculation results are expressed in the metric Carbon dioxide equivalents (CO_2eq) which includes carbon dioxide (CO_2), methane (CH_4), nitrous oxide (N_2O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), Sulphur hexafluoride (SF_6) and nitrogen trifluoride (NF_3). The GHG calculated measures include the Cary Group business operations that are engaged in the production and sales of the company's services and products, as well as the administrative functions. Activity data is based on information from invoices, suppliers, and internal Cary Group statistics. Data is collected through an external system, Position Green. There is a

process for collecting and reporting sustainability data to ensure that the whole group collects data harmonized. The process describes the reporting requirements, organization, timeline, and process.

A process is implemented for collecting and reporting sustainability data to ensure that the whole group collects harmonised data. The process describes the reporting requirements, organisation, timeline, and procedures. For subsidiaries with missing data for a category or subcategory the data are estimated based on reported numbers from other subsidiaries with similar operations. The car collision subsidiaries largely base their data on extrapolation from a few workshops, representative for the business. Available at the end of this report. Internal data and input from the supply chain usually apply to the period of January 1 year 2025 to December 31 year 2025, or parts of that same year. Deviations from this are documented.

The result of the GHG emissions calculations is a consequence of the current state of knowledge, which is why continuous updates are required as knowledge deepens and becomes more coherent. Sometimes, the total amount in tables and statements does not add up due to rounding differences. The purpose is that each sub-line equals its source of origin and therefore rounding differences can occur. A limited review of Scope 1, 2 and 3 emissions has been conducted by auditors and is presented at the end of this report.

2.1.6.2 Detailed methodology related to Scope 1 and 2

Data for Scope 1 covers the whole group and includes all direct emissions. Emissions are based on the hybrid method, with kWh and litres used as input. Emission factors used are secondary industry averages from Defra, except for own produced energy which uses IPCC.

Data for Scope 2 covers the whole group and includes all emissions from purchased electricity and heating. Emissions are based on the hybrid method. Emission factors used are from IEA, Energiföretagen, and Defra. When facility data is not available due to being included in the rent, emissions are estimated based on kWh/m2 or litre/m2.

2.1.6.3 Detailed methodology related to Scope 3

Category 1 - Purchased goods and services - This category includes emissions from upstream (cradle-to-gate) purchased goods and services. Cary Group has assessed emissions related to purchased glass, spare parts, chemicals, work clothes, and IT hardware. Emissions are based on the hybrid method, and for clothing the emissions are assumed by the weight for garments based on LCA (Life Cycle Analysis)-Sweden-Clothing-Industry. Emission factors used are primary data supplier-specific for glass, for other purchased goods and services are secondary industry averages used (Defra, Ecoinvent, EPD or LCA from Apple, Foxway,Swappie). Belgium and Luxembourg base IT, Clothes and Chemicals on the Denmark. Belgium and Luxembourg base IT, Clothes and Chemicals on Denmarks data.

Category 2 - Capital goods - Emissions from tangible and intangible assets (CAPEX) and new vehicles. Emissions are based on the hybrid method and average spend-based method. Emission factors used are secondary industry average from Exiobase 3.9.

Category 3 - Fuel and energy related activities - All upstream/cradle-to-gate emissions of purchased fuels and energy (from raw material extraction up to the point of, but not excluding, combustion, including T&D losses). Emissions are based on the average-data method and secondary-national average emission factors from Defra.

Category 4 - Upstream transportation & distribution - Emissions from third-party transportation and distribution of purchased goods. Emissions are based on secondary data based on extrapolation of supplier data from some of the Nordic entities. Emission factors used are based on kg CO_2e/kg purchased from Nordic glass suppliers.

Category 5 - Waste generated in operations - Scope 1 and 2 emissions of waste management suppliers that occur during disposal or treatment, including waste and waste transport. Emissions for waste are based on the hybrid method and emissions from waste transport are estimated based on waste weights and average distance to waste suppliers in the different markets. Emission factors used are secondary industry averages from Defra, EU & DK Input and Output Database.

Category 6 – Business travel - This category includes emissions from business travel and hotel nights. Emissions from business travel are based on a spend-based method and emission factors used are secondary industry average from Exiobase 3.9. Hotel nights are calculated with the hybrid method and based on the secondary industry average from Defra and Hotel Footprint Tool. Where number of nights are missing for hotel stay the spend data is used. train, and 20% taking a bike or walk. When a subsidiary have done their own survey of their employees' commuting habits it is used instead. Emission factors are secondary industry average from Defra.

Category 7 – Employee commuting - Scope 1 and 2 emissions of employees and transportation providers that occur during the use of vehicles (e.g., from energy use). The majority of the emissions are estimated on 60% of FTE's taking their car, 20% taking the bus or AIB, Naturvårdsverket, NTMCalc.Advanced 4.0, NTM.

Category 9 – Downstream transportation and distribution - Including data for customer travel. Emissions are estimated based on an average roundtrip from a customer survey by Swedish Ryds Bilglas for 20 customers per 5 workshops, assuming the rest of the auto glass repair and replace and car collision subsidiaries have a similar average. The bus glass repair and replacement subsidiaries are based on a survey by Swedish Svensk Bussglas. Emission factors are secondary industry average.

Category 12 – End-of-life treatment of sold products - This category includes emissions from the waste disposal and treatment of the products sold to franchises and external parties. Emissions are based on the hybrid method and secondary industry average emission factors from Defra.

Category 14 – Franchises - Scope 1, 2 and operational waste in Scope 3 estimated emissions from franchises. The estimations are based on number of workshops, square meters or net sales for franchises compared to franchisors.

2.1.6.4 Inclusions and exclusions

The GHG calculated measures include the Cary Group business operations that is engaged with the production and sales of the company's operations. The GHG protocol corporate standard categories which are included and excluded are illustrated to the right with a simplified illustration. The following processes have been excluded primary in the Scope 3 category 1. Purchased Goods and services in Scope 3: Paper and printed materials, estimated 0,019% of CO_2e, Water use estimated 0,007% of CO_2e, Packaging estimated 0,239% of total CO_2e for Cary Group. The excluded categories are assessed to be less than 1% of the total carbon footprint for Cary Group.

Greenhouse gas protocol corporate standard's Scope 3 categories 8 10, 11, 13, 15 are not included as they are not relevant for Cary Group's business.

2.1.6.5 Changes in calculated GHG emissions 2020–2025

Cary Group's GHG emissions in line with GHG protocol corporate standard in 2025 was 83 306 tonnes CO_2e, which is an increase with 11,1% compared to 2024 and with 10,3% compared to the 2022 SBTi Base year. Previous years included fewer companies than the group consist of today. In 2023 Cary Group recalculated its carbon reduction target base year after extensive growth through acquisition since 2020. The base year was the set to 2022 instead of

Emission sources/activities not included	
Paper and printed materials	Paper and printed materials were reported for Sweden for 2025. Estimation for entire Cary Group were made with Net Sales comparison and shows that Cary Group uses 12 tonnes of paper and printed materials, which may correspond to 16 tonnes of CO_2e or 0.239% of the total carbon footprint for Cary Group.
Water use	The use of water is limited in auto glass services. The use in Cary Group has been estimated from three Swedish service units, and the water use per square meter has been used as a proxy. The whole group used 32 136 m^3 water during 2025, which corresponds to 6 tonnes CO_2e or 0.007% of the total carbon footprint for Cary Group.
Packaging for car glass	The major packaging category in Cary Group is packaging for glass. Data has not been collected, but have been assumed to be 166 tonnes CO_2e, which corresponds to 199 tonnes CO_2e or 0.239% of the total carbon footprint for Cary Group

the previously used 2020. Consequently, the emissions reported for 2020 and 2021 are deemed to not be comparable to the updated emissions for 2022 and are therefore not disclosed in the report.

2.1.7 Internal Carbon Pricing

Internal carbon pricing (ICP) is a tool where an internal price is set on emissions and Cary Group uses ICP to incentivise carbon reduction, manage climate related business risk and finance decarbonisation actions. The capital previously spent on climate compensation for Scope 1-3 Green House Gas (GHG) emissions is now used for activities to reduce Cary Group's own emissions, e.g. investment in charging infrastructure and solar panels to reach the 2030 SBTi verified targets.

The price for the Scope 1-3 GHG emissions follows the previous climate compensation price, and the ICP process is now an integrated part of the yearly business planning and budget process where a subsidiary can apply for funding of an initiative that either directly reduce emissions, (e.g. installing solar panels), indirectly reduce emissions, (e.g. EV chargers) or innovative solutions that pilot new methods for potential reduction of CO_2e (e.g. new technology).Thanks to the ICP-funding Cary Group has several carbon reduction projects implemented in 2025 and planned for in 2026 across all subsidiaries, including for example piloting of a new repair technology, new paint distribution technology, installation of solar panels, new charging infrastructure, and LED lights. For the projects, see 2.1.1 Actions and resources in relation to climate change policies.

2.1.8 Potential financial effects from material physical and transition risks and potential climate-related opportunities

Climate change mitigation measures are carried out all over the world, and new reporting regulations are implemented continuously. In the foreseeable future, these activities will incur financial consequences for almost all companies in some way. Financial impacts include CAPEX (asset reinforcement/adaptation), OPEX (higher operating costs), and potential revenue losses from business interruptions or reduced asset attractiveness, as verified in Cary Group's risk assessment. Quantifying these consequences is associated with a large amount of uncertainty and can only be estimated at this time. External factors that are already affecting Cary Group financially are labour costs related to the compliance with the CSRD and Taxonomy directives and increased prices for energy and fuels that are partly due to political regulations. Going forward, EU regulations regarding emission allowances and the CSDDD directive, as well as increasing purchase prices due to changes in global supplies of raw material and to new production techniques, are likely to have significant financial implications on Cary Group.

2.1.8.1 Physical and transition risk assessment

Physical Risks (acute and chronic) Timeframe: primarily to 2050, SSP2-4.5 scenario.

Transition Risks, Timeframe: 2030, NDC (nationally determined contributions) scenario:

- Increased pricing of GHG emissions (high risk): tightening of EU carbon market rules, reduction of free allowances, increased operational and supply chain costs.
- Potential indirect cost transfers along the value chain, increased compliance and reporting requirements, and greater exposure to evolving regulations.
- Financial impacts include CAPEX (investment in low-carbon alternatives) and OPEX (compliance with carbon pricing schemes, higher energy costs).

2.2 Pollution

Chemicals are used in the workshops in order to offer the products and services that customers demand. Chemicals that leak into the environment can potentially have a negative impact on soil, air, water, biodiversity, and human health. There are therefore procedures in place to ensure proper handling of chemicals and the phasing out of hazardous chemicals. No releases of hazardous

chemicals. No releases of hazardous chemicals to air, soil and water have been reported from Cary Group's ten operating countries in 2025, which is proof that the procedures for handling chemicals in the group are working well.

2.2.1 Policies related to pollution

Cary Group's Codes of conduct and Sustainability policy guide the management of pollution, including substances of concern.

- Through the Code of Conduct, Cary Group are committed to limit the use of hazardous substances as far as practicable.
- The Sustainability policy states that Cary Group shall always ensure the correct handling and use of chemicals to reduce the risk of chemical effluents to soil and water.
- The Supplier code of conduct includes requirements to constantly strive to reduce the environmental impacts.

2.2.2 Actions and resources related to pollution

Cary Group's operation is dependent on the use of chemicals to offer the products and services that customers demand. There are procedures to ensure the proper handling of chemicals and the phasing out of hazardous chemicals, in line with the REACH Directive. When procuring chemicals the less hazardous option is chosen when it exists.

In the Car collision workshops paint boxes are used with appropriate PPE (Personal protective equipment), to ensure no chemicals pollute the air or harm the technician. The new Nitroterm paint solution reduces the amount of paint used, and thereby substances of concern. The drainage system includes a grease trap to prevent pollution of the water system. All waste generated operations is collected and handled by accredited waste suppliers to prevent any pollution of soil. As an example of phasing out substances of concern, the two-component adhesive has been changed to a one-component adhesive for all the auto glass subsidiaries, which reduces the use of number of chemicals and doesn't require a solvent. There are no general procedures managed at the group level, the responsibility lies locally in the subsidiaries own operations.

Cary Group's vehicle fleet is a contributor to air pollution by using Internal combustion engine (ICE) fuelled by petrol and diesel. The mitigating action is to transition to a fossil free fleet, see 2.1.3.1 Green fleet transition.

Relation	Chronic	Acute
Water	Water stress (43% of assets at high risk): may lead to increased operating costs and reputational risks linked to water scarcity.	Flood (17% high risk assets): significant property damage risk, operational disruption, higher insurance premiums.
Temperature	Changing air temperature (33% high / 67% medium risk assets): higher cooling needs, increased CO_2e emissions, and potential misalignment with net-zero targets.	Extreme heat (27% high risk assets): impacts on employee health, asset ageing, reduced productivity, increased energy costs.
Solid Mass	Drought and Subsidence (medium risks): potential long-term structural impacts and business continuity issues.	Landslide (7% high risk assets): structural damage, restricted access to sites, potential injuries.
Wind		Storm (4% high risk assets): asset damage from extreme winds and flooding, operational interruptions.

2.2.3 Targets related to pollution

Cary Group has not set any time-bounded targets related to pollution of air and substances of concern, except the Science Based Targets connected to air pollution, see 2.1.4. Targets related to climate change mitigation and adaptation. There is aim and continuous work to phase out and minimise the use of hazardous chemicals as far as practicable, in line with the REACH Directive, as described above.

2.2.4 Pollution of air

In the production and transportation of glass, adhesives, and other components, different kinds of particles are emitted to the air, where emissions of sulphur dioxide, nitrogen, and particles are reported by glass suppliers. The vehicle fleet is emitting particles as well, but no measurement started for Cary Group's fleet, except the CO_2e Green House Gas emissions.

2.2.5 Substances of concern

In the workshops, some substances of concern are part of the products used when repairing or replacing windscreens, as well as the products used for damage repair and repainting cars. The substances of concern are part of primers, adhesives, degreaser and degreaser and waxes as example, and are mainly classified as Skin sensitisation, Category 1, Respiratory sensitisation, Category 1, Hazardous to the aquatic environment, chronic (long-term) hazard-Category 2 and 3. A few substances of concern classified as Carcinogenicity, Category 2, Specific target organ toxicity, single exposure, Category 2 remains to be phased out.

Some of these substances are so called VOCs, which require careful handling in line with regulations. Each local subsidiary is responsible to keep their inventory of the substances of concern and handling the properly. Cary Group's preventive actions for both environment and health and safety are described in above chapter 2.2.2 Actions and resources related to pollution.

2.3 Resource use and circular economy

Cary Group integrates efficient resource management and circular economy principles across all operations, guided by its Code of Conduct and Sustainability Policy. The company prioritises repairs over replacements to conserve materials and lower emissions. Waste reduction efforts include sourcing recycled-content materials, reusing spare parts in car collision repairs, and repurposing workwear.

Continuous innovation, supplier collaboration, and employee engagement drive improvements in recycling, waste handling, and material efficiency, supporting Cary Group's 2030 commitment to deliver a circular offering and minimise reliance on finite resources.

2.3.1 Policies related to resource use and circular economy

Resource use and circular economy are covered in the Code of Conduct and the Sustainability policy.

- The Code of conduct states that environmental resources are used responsibly, and that Cary Group constantly strive to conduct business in a sustainable way and have a precautionary approach to environmental changes. It includes recycling materials to the greatest extent. The Supplier Code of Conduct states similar requirements.
- The Sustainability policy describes that Cary Group strives for efficient resource management, by always repairing instead of replacing, when possible, as well as reducing the amount of generated waste and ensuring safe waste management, including recycling glass and other materials used in the operations.

2.3.2 Actions and resources related to pollution resource use and circular economy

Cary Group actively works to minimise environmental impact through resource-efficient practices and a focus on circularity. A core policy is to repair windscreens whenever possible, reducing dependence on the glass value chain and lowering carbon emissions. Continuous improvements are made in waste management and in reducing the consumption of glass, steel, and chemicals used in vehicle servicing.

2.3.2.1 Repair instead of replacing

Replacing a windscreen generates approximately 44 kg CO_2e[1] through production, transport, and fitting, whereas repairs have close to zero emissions. B2C and B2B customers as well as employees are continuously informed about the benefits of repair. Cary Group's glass technicians follow strict guidelines to maximise repairs over replacements. This approach is closely aligned with insurance company partners, who monitor the repair rate, the proportion of windscreens repaired out of total jobs. In 2025, Cary Group achieved a repair rate of 28,5 percent at group level, decreasing from 2024's levels due to the new acquisition of 123 Pare-Brise.

Innovation plays a key role in increasing repair rates, such as a previously introduced AI-based damage assessment to help B2C customers assess whether a repair could be made. In 2025, a joint project between Cary UK and Ryds Bilglas, funded by the internal carbon pricing fund, tested advanced repair kits that enabled faster and more efficient repairs. The new kits halve the time it took to perform a repair and have increased Ryds Bilglas repair rate by 43%, from already high levels. Ryds Bilglas achieved its highest historical repair rate, illustrating the potential of technology-led solutions to drive measurable environmental benefits. In the car collision vertical, the same approach of prioritising repairs is applied. The share of plastic and metal repairs are monitored closely and reported to B2B customers. In 2025, it reached 34% respectively 46%

2.3.2.2 Waste management and circular flows

Cary Group strives to recycle all replaced materials and to source materials made from recycled components wherever feasible. When replacement is unavoidable, all windscreens are sent to specialised recycling facilities, where around 90 percent of the material is recovered for new uses, such as insulation or raw materials for new glass. This avoids the disposal of glass a product manufactured from finite resources such as sand and limestone into landfill.

Cary Group also seeks to purchase materials with recycled content wherever possible. Glass is the primary material used in workshops, and approximately 20 percent of purchased glass contains recycled material, with the figure reaching 30 percent in Sweden. This proportion is expected to increase as suppliers expand their use of recycled content. For car collision workshops, Cary Group prioritises the use of spare parts from reused or recycled sources whenever available. The used spare part rate is reported to B2B customers as part of transparency efforts. Availability of such parts depends on the types of vehicles dismantled by suppliers, which can vary significantly. Therefore, the standard procedure is to always check for the availability of a used spare part before purchasing new. A new part is sourced only when a suitable used option cannot be obtained.

Beyond glass and spare parts, Cary Group works to improve recycling across other waste streams. A dedicated recycling scheme for worn-out workwear ensures textiles are repurposed rather than incinerated. When sourcing new workwear, Cary Group applies strict environmental and social criteria to suppliers. Cary UK has introduced employee awareness campaigns and infographics in workshops to improve waste sorting and recovery. These initiatives demonstrate a commitment to targeting high-impact areas while addressing all significant materials used in operations, as part of the company's long-term goal of achieving full sustainability.

2.3.3 Targets related to resource use and circular economy

Responsible resource use of external services and internal operations is the vision for circular offering in Cary Group's Sustainability Commitment to 2030. To reach the commitment, there are two targets:

1. Continuously increase the repair rate of windscreens to conserve resources and reduce waste.
2. Ensure that 100% of replaced windscreens are sent to recycling.

In 2025, the repair rate reached 28,5% and 100% of replaced windscreens were sent to recycling. In addition, Cary Group follow progress by measuring emissions from purchased goods and services and waste. These emissions are included in near-term science-based targets.

2.3.4 Resource inflows

Cary Group's main resource inflow and material consumed at the workshops is glass. Glass is manufactured from finite resources such as sand and limestone, see Carbon emission of a windscreen manufacturing. Adhesives stand for a large share of resource inflows to glass workshops, but also include other chemicals such as windscreen washer fluids, primers and cleaners. In the car collision vertical paint, new and used spare parts are the major inflows, but also other chemicals including putties, degreasers, and oils. Other resource inflows used in operations are consumables to the workshops, mainly clothes and office supplies including IT hardware.

2.3.5 Resource outflows (waste)

Cary Group and its upstream suppliers generate waste when producing and disposing of glass, adhesive, plastics, metal parts, and office supplies. When not recycled, the waste is often combusted or in landfills. See the illustration below for the recycling journey of a windscreen.

1. Based on a calculation of indirect and direct emissions in the Nordics including manufacturing, transport and fitting.*

Generated waste by type

Generated waste (kg)	2023	2024	2025
Glass	9 843 492	10 764 876	**13 318 581**
Hazardous waste	55 006	99 295	**92 506**
Other waste (non-hazardous)	4 691 439	3 341 280	**4 217 445**
Total amount of waste	14 589 937	14 205 450	**17 628 532**

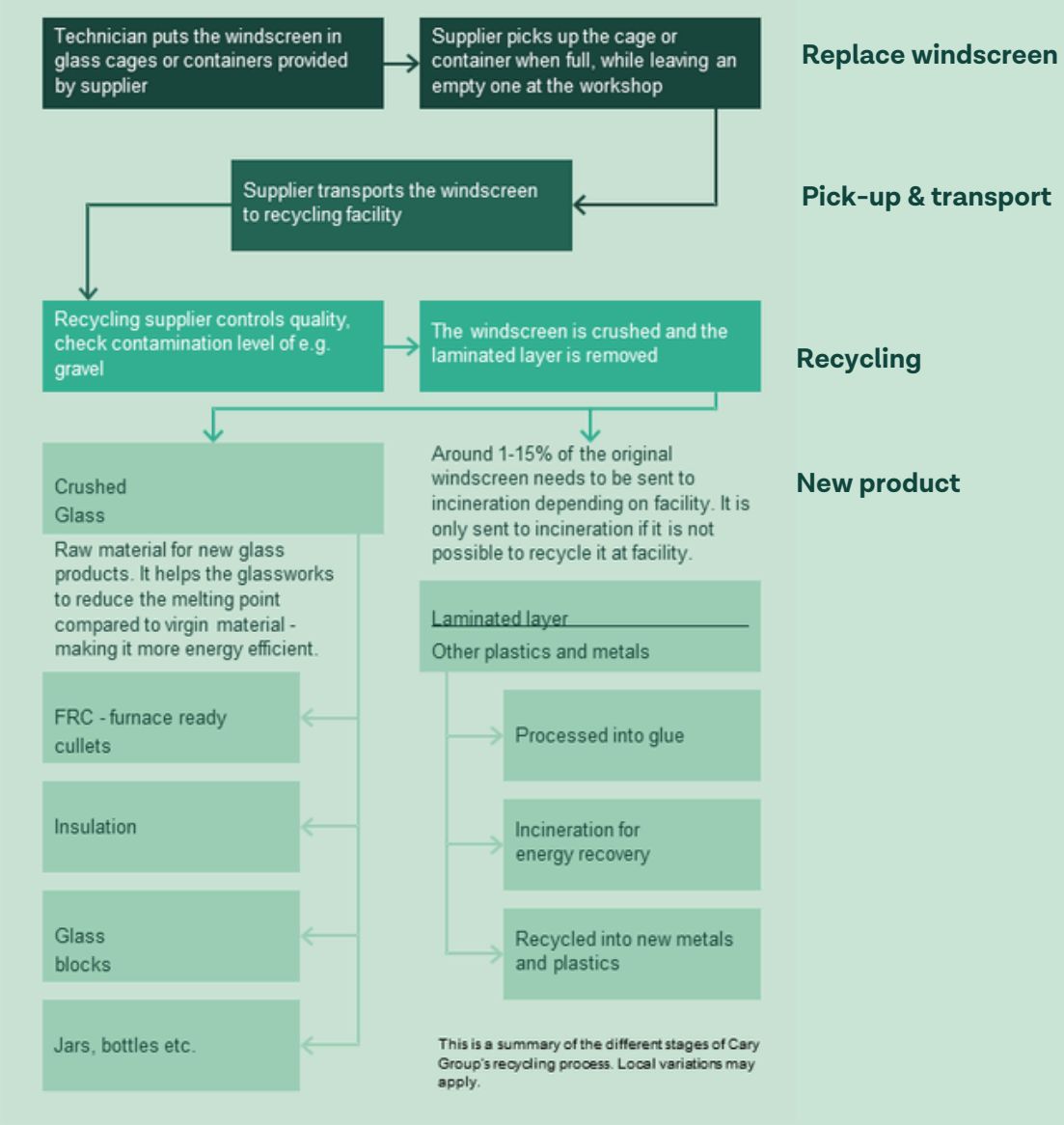
Waste diverted for disposal, by recovery operation type

Diverted waste (kg)	Hazardous waste	Non-hazardous waste
Preparation for reuse	0	0
Recycling	0	15 140 675
Other recovery operations	0	0
Total amount of waste	0	0

Disposed waste, by disposal operation type

Diverted waste (kg)	Hazardous waste	Non-hazardous waste
Incineration	380	1 536 822
Landfill	92 126	857 200
Other disposal operations	0	0
Total amount of waste	92 506	2 394 022

Recycling journey - general process of recycling a car or bus windscreen



Carbon emissions of a windscreen

The replacement of a windscreen can be divided into four phases, all included in a total carbon footprint per windscreen: manufacturing, transport to the workshops, fitting on the car and waste transport of the broken glass.

Manufacturing
The manufacturing of car glass begins in float plants using the following raw materials: sand (~73%), soda ash (~13%), limestone (~9%), dolomite (~4%), other trace materials (~1%).

From the float plants, the glass is transported to and processed in various plants. The windscreens and laminated side lights are constructed using the above glass combined with Polyvinyl Butyral (PVB). Following toughening or laminating of the glass, various attachments are added for fitting to the vehicle and/or vehicle functionality, for example housing clips, mirror attachments, ADAS brackets and so on.

Based on their calculations, the carbon footprint from transportation is estimated to be 3 kg CO_2e per windscreen. Based on calculations performed by the largest suppliers of glass, the carbon footprint of manufacturing a windscreen are around 38.5 kg CO_2e/windscreen (1,2 m^2).

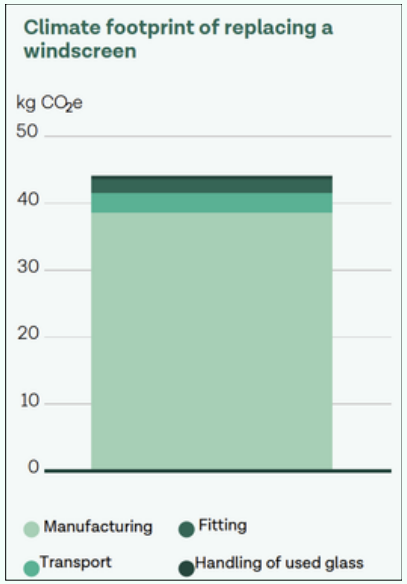
Transport
The manufactured windscreens are transported from the manufacturing plants to the workshops. Instead, they are ordered and delivered Just In Time (JIT) to workshops the day before they are used. This transportation is carried out by glass suppliers and in some cases their local transport suppliers. Based on their calculations, the carbon footprint from transportation is estimated to be 3 kg CO e per windscreen.

Fitting
The main material used for replacing a windscreen is urethane adhesive. During a replacement, mainly two kinds of tools are used: cutting tools and an adhesive gun, both of which can be battery powered. A windscreen replacement takes around two hours and includes cutting out the broken glass, cleaning the frame of the car, applying adhesive and fitting the new windscreen. On many modern cars, the electronics in the windscreen are handled, such as lane keep assistance and rain sensors, which often need advanced calibration.

Cary Group strive for all workshops to run solely on green electricity originating from carbon-free power sources such as wind and hydro.
The average carbon footprint of fitting a windscreen is around 2kg CO_2e per replacement.

Handling of used glass
When the windscreen replacement is complete, 100 percent of the broken glass is transported for recycling. Currently, around 90 percent of the materials from the broken glass can be recycled, mostly becoming new glass products such as bottles, jars and insulation products for the construction industry.

Based on calculations, the average carbon footprint of transporting the windscreen to recycling is around 0.6 kg CO e per replacement.



3.Social information

3.1 Own workforce

Cary Group's work with attracting, developing and retaining its employees of today and tomorrow, as well as related policies and key metrics are described in this section.

3.1.1. Policies related to own workforce

Cary Group's Code of Conduct, HR Policy and Human Rights Policy are the foundation of how the workforce is managed. Each country's managing director is responsible for ensuring their organisation is in compliance with the policies.

Cary Group's Code of Conduct applies to all associates (employees, consultants, and temporary workers), and sets clear expectations regarding legal, ethical, and social standards at work and:

- Upholds international labour and human rights conventions.
- Ensures equal opportunity, non-discrimination, and equal pay for equal work.
- Provides a safe, healthy, and abuse-free workplace.
- Prohibits forced labour, human trafficking, and child labour.
- Protects personal data and confidentiality.
- Respects freedom of association and collective bargaining rights.
- Allows political engagement outside work, with restrictions on company resource use.

Compliance is reinforced through training, clear responsibilities, whistleblowing mechanisms, and disciplinary action for violations.

The HR Policy sets group-wide standards for managing and supporting the Group's employees, consultants, and temporary workers. It supports compliance with local laws, collective agreements, and recognised international conventions, while promoting a fair, safe, and inclusive workplace. Key principles include fair treatment and equal opportunity, diversity and inclusion, and health and safety. The policy also covers recruitment and development, leadership, compensation and benefits, freedom of association, work-life balance, engagement and reporting channels.

The Human Rights Policy commits to upholding internationally recognised labour and human rights across all operations and within the value chain. It applies to all employees, contractors, and stakeholders. Key commitments relating to the workforce includes compliance with laws and global standards, diversity, equality, and inclusion, fundamental labour rights, freedom of expression and association, privacy and data protection, attention to vulnerable groups, safe and healthy workplaces. The policy also commits to transparent reporting on human rights impacts and continuous education of employees, suppliers, and partners to strengthen awareness and prevention.

3.1.2. Targets related to own workforce

Cary Group's vision is to attract, develop and retain employees of today and tomorrow, including the following targets:

1. Continuously have a strong Employee Net Promoter Score (eNPS) (over +20) in all markets.
2. Increase reporting of First Aid Injuries (FAI) with 25 % yearly.
3. Increase number of female technicians with over 80% from 2023 to 2026.

In addition, the company tracks other KPIs, some of which have clear targets:

1. A total sick leave rate below 5%
2. .A voluntary turnover rate below 15%

Actions taken to fulfil the group's commitment is described in below chapters with related KPIs presented.

3.1.3. Health and Safety

To ensure a high Health and Safety standard across the group, all country organisations must have a local health and safety policy to ensure compliance with national laws, regulations and collective bargaining agreements. The established Group Health & Safety Committee, comprising representatives from the group, serves as a platform for driving continuous improvements, creating unified tools and methods to raise awareness and promoting a strong Health and Safety culture.

Over the past three years, Cary Group has focused on enhancing data collection within Health and Safety to gain insights into risk patterns and effective safety measures. The most frequent incidents involve injuries from machinery, tools or materials, followed by those related to manual handling. Together they account for 75,1% of all reported accidents.

Accurate reporting of accidents and incidents is critical to ensuring a strong and effective Health & Safety environment.

For 2025, one of Cary Group's key Health & Safety goals was to increase the reporting of First Aid Injuries (FAI) by 25% compared to the prior year. By year-end, the company surpassed this target, with a 39% increase, despite a headcount increase of only 4%. This progress highlights the positive impact of management's focus on fostering a strong safety culture. Autumn 2024 marked the launch of the group's annual Health & Safety Week, a well-established initiative in large European organisations. This initiative continued in 2025, aiming to raise awareness about preventing injuries and illnesses, offering common activities across the group while empowering country organisations to tailor and add initiatives. This year's campaign promoted the message that "even small changes can make a big difference", meaning that small changes in how work tasks are performed can significantly reduce risk.

	2023	2024	2025
Total working accidents frequency rate*	11	16	**16**
Total working accidents	307	408	**458**
FAI	137	171	**238**
Lost Time injury frequency rate*	3	5	**5**
Lost Time injury	75	129	**131**
Fatalities resulting from work-related injury/illness*	1**	0	**0**
Number of days lost to work-related injuries, fatalities and ill health***	NA	NA	**1323**

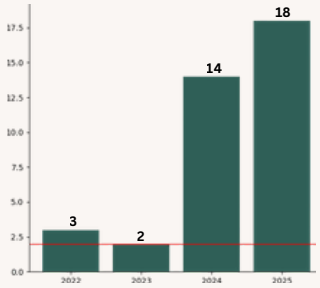
Poland and France not included

*Frequency rate equals number of total working accidents/lost time injuries occurred per 200 0000 hours worked.

** This relates to a tragic traffic accident with a commercial vehicle in the UK during distribution of vehicle glass. Procedures and routines are continuously reviewed and improved.

*** Way of measuring: When an injury is reported as a Lost Time Injury (LTI), the reporting individual is required to record the number of days lost due to the incident. Please note that, according to Cary Group's definition, an LTI refers to any work-related accident that results in an absence exceeding 24 hours. As a result, incidents leading to absences of less than 24 hours may not be fully captured in this metric.

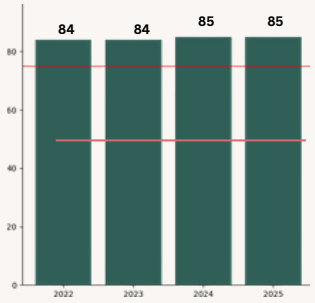
Cary Group Employee Net Promoter Score, eNPS



Employee Net Promoter Score (eNPS)
((100 to +100) is calculated based on this question: How likely are you to recommend the company as an employer?

Description of the benchmark: The benchmark for eNPS is built on Netigate's standardised questionnaire for employee engagement surveys.
Netigate external b**enchmark 2025: 2**

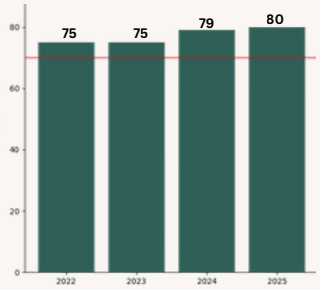
Cary Group Employee Engagement Index, EEI



Employee Engagement Index (EEI)
(0-100) is calculated based on questions regarding if the employees are engaged in their work and are proud to be part of the company.

Description of the benchmark: The benchmark for EEI is built on Netigate's standardised questionnaire for employee engagement surveys.
Netigate external benchmark 2025: 75

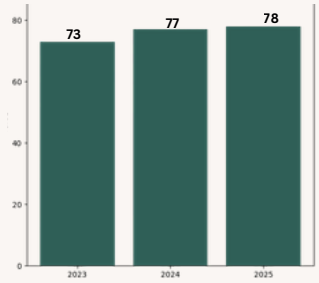
Cary Group Employee Satisfaction Index, ESI



Employee Satisfaction Index (ESI)
(0-100) is calculated based on questions regarding if the employees think the company is a good employer overall.

Description of the benchmark: The benchmark for ESI is built on Netigate's standardised questionnaire for employee engagement surveys.
Netigate external benchmark 2025: 70

Cary Group Equality, Diversity and Inclusion Index, EDI



Equality, Diversity and Inclusion Index (DEI) (0-100) is calculated based on questions regarding diversity in the workplace, experienced harassment, stress and experienced help and appreciation.

Description of the benchmark: There is no netigate external benchmark benchmark for the EDI-index.

3.1.4. Employee engagement

Company values form the basis of culture - Cary Group's values represent the company's aspirations, and they support the development of a strong culture. The values are Simplified, Together, Smarter, Caring, Empower. To reinforce the values, Cary Group has implemented a training program and toolbox to engage employees and support discussions related to culture and aspirational goals. In addition, local initiatives connected to company values and culture are encouraged and regularly carried out across the group.

Leadership - Cary Group employs people in multiple European countries, making well-functioning local management and leadership essential to the business. The Group leadership profile, CaryLEAD, is an initiative to support and strengthen leadership across the group. The profile is built around three defined guiding leadership principles, all of which include three leadership attributes each. Approximately 100 leaders participated in the CaryLEAD Level 1 and 2 digital sessions during 2025. The sessions are provided yearly for new mangers employed in the role. An e-learning module introducing the leadership profile and demonstrating how it supports the group's leaders was launched in 2025.

Training and skills development - Cary Group operates in an industry where advanced technology is a natural part of everyday life and will be even more so in the future. This means that it is essential that its employees have a high level of competence if the company is to deliver high-quality services. Since there is limited formal education and training available to become a qualified auto windscreen technician, Cary Group needs to train new technicians internally. A standardised group training program for new technicians has been developed based on group best practice and well-established learning principles. The program includes the Cary Group "Standardised Working Methods", training roles, training material and assessments, as well as digital elements. During 2024, implementation of a digital training system started, aiming to support learning and development across the Group. Sweden, the UK, Portugal and Germany have implemented the system thus far, which enables harmonised, standardised and high-quality onboarding and training. supporting local practical training.

Follow up - The HR policy outlines the requirements that all group country organisations must fulfill. The country organisations adherence to the policy is reviewed to ensure that the organisation maintains a high standard, enabling it to attract and retain employees. To follow the progress and to ensure that Cary Group is perceived as an attractive company to work for, the group measures the employees' engagement and satisfaction through EEI (Employee Engagement Index) and ESI (Employee Satisfaction Index), and the employee loyalty through the eNPS (employee Net Promoter Score). Equality, diversity and inclusion (EDI) are measured through the EDI Index. These KPIs are all measured in the company's annual employee survey, which in 2025 had a response rate of 77%.

Cary Group has achieved a notable improvement in its Employee Net Promoter Score (eNPS), reaching 18 in 2025. This progress brings the company closer to its long-term target of an eNPS level above 20. The high eNPS indicates that the majority of employees would recommend Cary Group as an employer. The company also monitors its voluntary turnover rate and total sick leave, and achieved the 2025 targets of remaining below 15% (actual 12,0%), as well as keeping the total sick leave below 5% (actual 4.1%). By tracking these KPIs, along with performance reviews, informal meetings, and the annual employee survey, Cary Group obtains valuable insights into both strengths and opportunities for improvement.

3.1.5 Equality and diversity

Cary Group aims to attract and maintain diversified working groups. One of the main priorities of the equality, diversity and inclusion work is to attract more female employees. The company has set a target to increase the number of female technicians by more than 80% by 2027 compared to 2023 levels, at the end of 2025 it increased by 84%.

Cary Group has a continuous focus on increasing the number of female employees through various initiatives, such as focused recruitment of inexperienced trainees, strong management commitment, and targeted campaigns to attract women. To discuss ways to improve and adapt the work environment, ensuring it is inclusive and welcoming for everyone, Cary Group has a female technician network, with a yearly held summit.

The Equality, Diversity and Inclusion index was established in the annual employee survey in 2023, tracking progress and enabling better understanding of the current situation and opportunities for improvement. In 2025, the EDI Index result from the employee survey was 78 on a scale from 0-100, a similar level as the previous year (77).

The index is based on a number of survey questions. There are two key questions that are monitored closely to ensure a safe and inclusive workplace. The first question assesses whether the employee knows where to turn for support if feeling exposed to harassment (score: 4.33 out of 5.00). The second question asks whether the employee has experienced harassment (score: 4.47 out of 5.00). The group aims for both questions to achieve the maximum score of 5.00 as these matters are critical for the wellbeing and safety of Cary Group's employees. In connection with these questions, an information box is provided explaining the importance of reporting harassment and outlining the process for doing so.

The EU Pay Transparency Directive will come into full effect in June 2026 and during 2025, Cary Group begun its preparations to ensure compliance.

Characteristics of Cary Group's employees	**2023**			**2024**			**2025**		
	Male	Women	Other	Male	Women	Other	Male	Women	Other
All employees, %	85	15	0	86	14	0	85	15	0
Managers, %	82	18	0	82	18	0	80	20	0
Direct employees, %	98	2	0	98	2	0	98	2	0
Board of Directors, %	83*	17*	0	86	14	0	86	14	0
Executive management, %**	50	50	0	66	33	0	73	27	0

*New board as delisted from market and new owners, including deputy board members. The numbers for 2023 include all countries except local managers in Belgium.
**In 2023-2024 Cary Group included all the country managing directorstogether with the executive management team, but from 2025 and onward the executive management team will be reported on.

Characteristics of Cary Group's employees	**2024 (average over the year)**					**2025 (december)**				
	Female	Male	Other	Not Reported	Total	Female	Male	Other	Not Reported	Total
Number of employees -FTE	472	2690	3	0	3165	758	3686	0	0	4444
Number of employees -Headcount	491	2720	4	0	3215	531*	2821*	0*	0*	3352*
Contract Type (FTE)										
Permanent	460	2638	3	0	3101	487*	2727*	0*	0*	3214*
Temporary	10	48	0	0	58	9*	44*	0*	0*	53*
Non-Guaranteed working hours	2	4	0	0	6	0*	0,2*	0*	0*	0,2*

*French 123 Pare-Brise and Polish Szybex not included as they only measure FTE, see 1.1.2.1 Acquisitions and estimations. UK Nationwide Windscreens (York) Limited, UK Autoglazing (Masterglass Windscreens Ltd), UK Autoscreens Direct Limited and DE Autoglas Darmstadt are not included since they are fully intergrated in Groups reporting. They represent around 60 employees and will be included in the coming year.

Collective Bargaining agreement				
Share of employees covered by collective Bargaining agreement, %	2022 41	2023 45	2024 44	2025 48

Employee turnover	2022	2024	2025
Voluntary leavers, %	18	14	12
Total leavers, %	23	29	24

3.2 Value chain including workers

Cary Group aims to lead in sustainable procurement and supply chain practices, ensuring ethical and sustainable operations throughout the supply chain. This commitment is key and allows the Group to minimise environmental impact, uphold human rights, and promote fair labour practices.

3.2.1 Policies related to value chain including workers

Cary Group's governance framework integrates the Purchasing Policy, Supplier Code of Conduct, and Sustainability Policy to ensure responsible practices across the entire value chain, including workers employed by suppliers. These policies require suppliers to meet high standards on human rights, fair working conditions, health and safety, and non-discrimination; prohibit forced labour, child labour, and exploitation; and uphold environmental responsibility by reducing greenhouse gas emissions and using resources sustainably. Supplier performance is monitored through risk assessments, contractual commitments, audits, and ongoing engagement, ensuring that environmental, social, and ethical standards are applied consistently throughout the supply chain.

3.2.2 Processes and actions for a responsible supply chain

Cary Group recognises that a responsible supply chain is essential to achieving the sustainability goals and maintaining the trust of the stakeholders. It includes both supplier engagement with procurement and sustainability integrated in the supply chain initiatives.

3.2.2.1 Supplier engagement

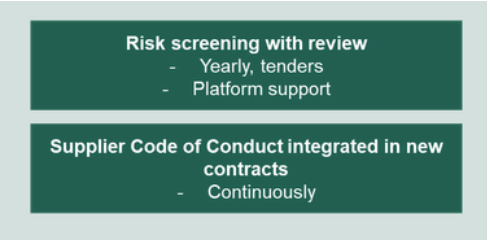
Cary Group uses the online supplier assessment platform EcoVadis to rate most of the material suppliers in each market with self-assessment questionnaires which cover environment, ethics, labour and human rights as well as sustainable procurement. One of the main purposes is to identify and mitigate potential and actual risks in the supply chain. The majority of suppliers are screened for risks via the tool which helps to identify suppliers with higher risk potential. The risk screening in 2025 showed a low-risk supply chain. Out of all the screened suppliers only 0,1% are deemed as high risk, and an improvement area seen in a large number of suppliers is the sustainable procurement. The suppliers with a higher risk and the most material suppliers are being asked to go through a sustainability rating. Corrective actions are asked for from all rated suppliers below the status committed and direct material suppliers with a rating below bronze level. The preferred approach for suppliers with lower scores is to encourage improvement through ongoing dialogue and support, rather than terminating relationships.

The critical direct material suppliers with the biggest impact are followed up continuously throughout the year. Onsite audits are performed when visiting the manufacturing sites, including health and safety, working conditions and diversity. The onsite audits are assessed by Cary Group procurement team. In 2025, 6 audits were performed for the two key glass suppliers in China, as China is seen as a high risk country in terms of e.g. labour and human rights. The direct material suppliers with production in Europe are deemed as low risk and no onsite audits where performed.

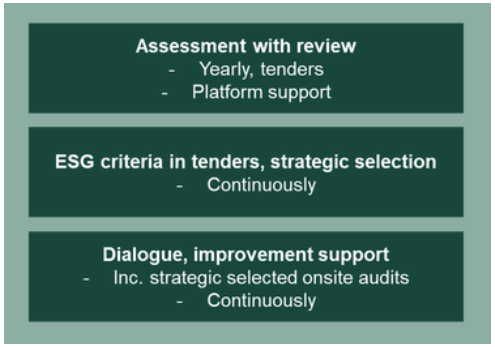
Cary Group structurally allocate more volume to the strategic suppliers, who exhibit the appropriate alignment with Cary Group meeting the ESG expectations together with other commercial objectives. For the yearly tendering process of the direct material suppliers and other Group tendering processes, sustainability criteria covering climate, circularity, sourcing of material, human rights, corruption and bribery is included by complementing the above assessment with a specified self-assessment survey which is being weighted and evaluated.

Cary Group assess that the greatest risk of violating human rights is in the supply chain. In order to mitigate the risk of suppliers violating human rights and anti-corruption all contracted suppliers shall comply with the Modern Slavery Statement, and Supplier Code of Conduct and Cary Group's purchasers shall follow the procurement policy. In the agreements with the contracted suppliers on Group level includes the supplier code of conduct which includes both environmental and social aspects. The target is that all suppliers shall have signed the supplier Code of Conduct. In the industry where Cary Group operates, the risk of corruption is generally low as the companies are regulated by agreements with insurance companies. If any workers in the value chain experience or see any misconduct they are able to report it via an external 3rd party operated Whistle blowing system, WhistleB, on Cary Group's website, see 4.1.3 Grievance mechanism and whistleblowing. All of Group Procurement has undertaken training in sustainable procurement. In 2026, Cary Group purchasers will undertake an e-learning in Sustainable procurement as a part of the ambition to procure sustainably.

Supplier base



Critical and targeted suppliers



3.2.2.2 Sustainable supply chain

When planning and optimising the supply chain Cary Group considers sustainability as a part of its assessments. As an example, when performing a supply chain network analysis for Cary Group's UK and Iberia region in 2024 CO_2e emissions were considered as a key element to minimise the environmental impact together with optimising costs and other resources. In another supply chain programme, including cross-docking distribution, enabled a reduction of the cardboard packaging buy instead using an in-house stillage.

3.2.3 Targets related to the value chain, including workers

Cary Group has the vision to lead in sustainable procurement and supply chain practices, ensuring ethical and sustainable operations and supply chain, including the targets:

1. 50% of supplier base have gone through a sustainability rating (Spend based)
2. All contracted suppliers shall commit to comply with the supplier code of conduct.

In 2025, 77% of the entire supplier base were screened for risks in the platform. 56 % of Cary Group's suppliers, based on spend, were assessed in EcoVadis including all direct material suppliers, compared to 30% in 2024.

3.3 End Users and customer satisfaction

The Net Promoter Score (NPS) is a measure of customer loyalty and customer satisfaction. The result is obtained by asking end customers how likely, on a scale of 0–100, they are to recommend the company's products or services to others. Cary Group currently measures NPS in six markets: Sweden, Belgium, Denmark, UK, Spain and Portugal. In 2025 the aggregated NPs was 86 (85).

Responsible supply chain metrics

Responsible supply chain KPIs	2025
Percentage of targeted suppliers[1] based on spend that have committed to comply with the supplier code of conduct and integrated in its contracts	**46%**
Percentage of entire supplier base, based on numbers, that have gone through a sustainability risk screening.	**77%**
Percentage of targeted suppliers[2] that have gone through a sustainability assessment in tender process	**100%**
Percentage, based on spend, of supplier base that have gone through a sustainability rating	**56%**
Percentage, based on spend, (number) of targeted suppliers[4] that have gone through a sustainability onsite audit assessed by Cary Group	**100% (2)**
Percentage, based on spend, (number) of audited or assessed suppliers engaged in corrective actions or capacity buildings	**50% (11)**
Percentage of buyers across all locations who have received training on sustainable procurement	**60%**

France and Poland excluded

1. Targeted suppliers: All of the Group suppliers were target in 2025
2. Targeted suppliers: All of the suppliers in Group tenders were either assessed via EcoVadis or asked specific ESG questions in 2025.
3. Targeted Suppliers: Direct material suppliers targeted were the two glass suppliers in China, as China is generally seen as a high risk country, 6 on-sites audits where performed, for 6 different factories.

4.Governance information

Cary Group's work with business ethics and anti-corruption in own operations and in the supply chain, as well as related policies, is described in the Business ethics section and in the Sustainability Risk section.

4.1 Corporate culture and business conduct policies

It is important for Cary Group that the products and services offered to customers are produced, handled, and distributed in a sustainable way throughout the value chain.

In 2021, Cary Group adopted an updated Code of Conduct. Based on the UN's Global Compact principles covering human rights, labour, environment and ethics, the Code of Conduct sets forth guidelines relating to suppliers and subcontractors. The Code of Conduct applies internally to all employees and other non-employees performing work tasks on behalf of Cary Group.

Externally, the Supplier's Code of Conduct applies to all the contracted suppliers in all areas of business. Both employees, non-employees and suppliers must all comply with national legislation in the countries in which they operate. If there are requirements in the Code of Conduct that differ from the national legislation, the level that is considered most strict shall apply.

A training course on the Code of Conduct suitable for all employees of Cary Group is rolled-out in Sweden, Germany, Portugal, Spain and the UK. At the end of 2025 54,5% (54,4) have been trained in the code of conduct, including new local acquisitions. This training is compulsory for all markets and new employees and should reoccur at least every third year. As an addition the extended management team has received a training in Anti-corruption.

In 2024 internal audits were performed in all of Cary Group's vehicles glass repair and replacement companies, including the entire bus and coach vertical and car collision in Sweden and Norway, meaning 95,5% of Cary Groups revenue. Cary Group will continue to conduct internal audits across the organisation during 2025.

4.1.1 Management of relationships with suppliers

Having strong partnership with Cary Group's suppliers is key for the performance and business, which is described further in 3.2 Value Chain including workers.

4.1.2 Corruption and bribery

Cary Group maintains a zero-tolerance stance towards corruption and bribery in all its forms. Acting with integrity is essential to preserving stakeholder trust and ensuring that business is conducted fairly and transparently. Cary Group's ethical standards are communicated through its Code of Conduct and Supplier Code of Conduct, which apply to all employees, partners, and suppliers. Awareness and vigilance are reinforced through regular training in the Code of Conduct, a confidential whistleblowing channel, and thorough due diligence on business partners.

By combining clear policies, proactive risk management, and a culture of accountability, Cary Group works actively to prevent unethical practices and safeguard the integrity of its operations in all markets.

By combining clear policies, proactive risk management, and a c
During 2025, there were no recorded cases of corruption or bribery within Cary Group's own operations or the own workforce, and therefore no convictions or fines has been imposed and no actions to address breaches has been necessary.

4.1.3 Grievance mechanism and whistleblowing

In 2020, a Whistleblowing policy and an external third party operated system (Whistle B) were introduced to encourage employees to report suspected wrongdoing in the workplace. The whistleblowing system is publicly available on Cary Group's website, and therefore external stakeholders such as workers in the value chain are able to report on misconduct. The whistleblowing system is compulsory for all Cary Group subsidiaries. All reports are handled and investigated appropriately by the Whistleblowing Committee, in cooperation with relevant stakeholders depending on the nature of the case. It is important that employees feel that their concerns are taken seriously, are investigated appropriately and that their confidentiality is respected. Employees must feel confident to raise issues without fear of reprisal. Cary Group must conduct its business with honesty and integrity, and expect all employees to maintain high standards.

The company culture must be characterised by openness and accountability to prevent situations arising where Cary Group's standards are challenged and to address such situations if they do occur. Nine (9) cases were reported in the whistleblowing system during 2025, and they were handled by the Whistleblowing Committee.

4.1.4 Information security and data protection

Cary Group considers IT security a fundamental part of its ethical business practices. Safeguarding sensitive information and ensuring the integrity of IT systems are essential for protecting stakeholders and maintaining trust in the company's operations. The approach to IT security is guided by a commitment to ethical excellence and transparency.

Since 2024, Cary Group has provided employees with e-learning courses on IT security and GDPR, equipping them with the knowledge and skills needed to protect sensitive information and maintain strong cybersecurity measures. This training ensures that all employees adhere to high ethical standards and are aware of risks associated with data privacy and cybersecurity. In 2025, Cary Group recorded zero serious information security incidents, the same as in 2024.

In addition to training, Cary Group has implemented comprehensive IT security policies that govern practices and procedures. These policies are regularly reviewed and updated to address emerging threats and maintain compliance with applicable regulations.

ISO standard certification coverage

ISO standard	%	Country
ISO45001	31	Belgium, Denmark (excl Crashpoint), Sweden
ISO 14001	43	Belgium, Denmark (excl Crashpoint), Sweden, Germany
ISO 27001	25	Belgium, UK
ISO 26000	2	Belgium

UN Sustainable Development Goals

Cary Group contributes to the UN Sustainable Development Goals (SDGs). The company have defined the goals that are most relevant and to which make an active contribution. Additionally, Cary Group seeks to create synergies between priority goals and other Sustainable Development Goals. Below are some examples.

Focus area	SDG	Priorities	Cary Group's contribution
Climate		**Sustainable customer offering**	Cary Group have high-quality services and develops smart solutions to make it easier for customers to take good care of their vehicles. Digital tools such as automatic damage assessment, digital signatures, and online payment help ensure that the business offering is as sustainable as possible.
Climate		**Reduce CO_2e emissions**	Cary Group commits via SBTi to reduce its Scope 1 & 2 GHG emissions 42% by 2030 from a 2022 base year, in line with a 1.5°C scenario. For Scope 3 Cary Group commits to reduce GHG emissions from Purchased goods and services; Fuel and energy related activities; Upstream transportation and distribution; waste generated in operations categories with 51.6% per million SEK value added by 2030 from a 2022 base year.
Climate		**Increase the repair rate for windscreens**	Repairing a windscreen has a carbon footprint close to 0 kg CO_2e. Replacing a windscreen produces direct emissions of around 44 kg CO_2e[1]. To ensure repair when possible, the technicians follow clear guidelines regarding when a windscreen can and cannot be repaired and the repair rate is closely monitored at group level.
Climate		**Circularity**	100 percent of the replaced windscreens are sent to recycling from the auto and bus glass workshops, where approximately 90 percent of the material can be reused. Approximately 20 percent of the glass purchased by Cary Group comes from recycled material.
Climate		**Sustainable supply chain**	Not taking responsibility for the supply chain, would result in various kinds of risks, such as labour conditions, environmental hazards, or reputational risks. Therefore, Cary Group actively engages with its value chain, integrating the code of conduct and modern slavery statement in the business and procurement process including assessments and dialogues.
Our people		**Attractive employer**	Cary Group need to attract new employees and retain and motivate existing employees to ensure continued delivery of the highest levels of service to customers. Employee Satisfaction Index, Employee Net Promoter Score, Employee Engagement Index and Employee Turnover are measured and followed annually. Work-related injuries are measured and followed monthly.
Our people		**Gender equality**	Cary Group strive to attract and maintain diversified working groups and an open work environment, and are focusing on attracting more women to become direct employees and managers. Equality, Diversity, and Inclusion Index are measured and followed annually.
Governance		**Good compliance**	Cary Group ensure good compliance across the group by providing training on the Code of Conduct and anti-corruption as well as by having an external whistleblowing system.

1 - Based on a calculation of indirect and direct emissions in the Nordics, including manufacturing, transport and fitting.

PWC limited Review

Auditor's Limited Assurance Report on Teniralc TopCo AB´s Scope 1, Scope 2 and Scope 3 Greenhouse gas emissions reporting
To Teniralc TopCo AB, corporate identity number 559303-4712

Introduction
We have been engaged by the management of Teniralc TopCo AB to undertake a limited review engagement to report on the accompanying GHG statement of Cary Group for the year ended 31 December 2025, comprising Scope 1 GHG emissions (ton CO2e), Scope 2 GHG emissions (ton CO2e) and Scope 3 emissions (ton CO2e) on page 25-27 of the 2025 Sustainability Report as furnished by Cary Group(the "Subject Matter").

Teniralc TopCo AB´s responsibility for the Scope 1, Scope 2 and Scope 3 Greenhouse gas emissions reporting
The management is responsible for the preparation of the Scope 1, Scope 2 and Scope 3 Greenhouse gas emissions reporting in accordance with applicable criteria. The criteria is described in the report on page 16 and consists of the Scope 1, Scope 2 and Scope 3 Greenhouse gas emissions prepared in accordance with Greenhouse Gas Protocol Corporate Accounting and Reporting Standard (Criteria) This responsibility includes the internal control deemed necessary to prepare the Scope 1, Scope 2 and Scope 3 Greenhouse gas emissions reporting that is free from material misstatements, whether due to fraud or error.

Auditor's responsibility
Our responsibility is to express an opinion on the Scope 1, Scope 2 and Scope 3 Greenhouse gas emissions reporting based on the limited review procedures we have performed. Our assignment is limited to the historical information that is presented and does not include future-oriented information.

We conducted our limited review in accordance with ISAE 3410, Assurance on Greenhouse Gas Statements. A limited review involves making inquiries, primarily with individuals responsible for the preparation of the Scope 1, Scope 2 and Scope 3 Greenhouse gas emissions reporting, applying analytical procedures, and carrying out other limited review procedures. A limited review engagement has a different focus and a considerably smaller scope compared to the focus and scope of an audit in accordance with International Standards on Auditing and generally accepted auditing standards in Sweden.

The audit firm applies ISQM 1 (International Standard on Quality Management), that require the firm to design, implement, and operate a system of quality management, including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements. We are independent in relation to Teniralc TopCo AB according to generally accepted auditing standards in Sweden and have otherwise fulfilled our professional ethical responsibilities in accordance with these requirements.

The procedures performed in a limited review engagement do not allow us to obtain such assurance that we become aware of all significant matters that could have been identified if an audit was performed. The conclusion based on a limited review engagement, therefore, does not provide the same level of assurance as a conclusion based on an audit has.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion below.

Conclusion
Based on our limited assurance procedures we have performed, nothing has come to our attention that causes us to believe that the Scope 1, Scope 2 and Scope 3 Greenhouse gas emissions reporting is not, in all material respects, prepared in accordance with the criteria defined by the Management.

Stockholm, 26 March 2026
Öhrlings PricewaterhouseCoopers AB

Nicklas Kullberg
Authorised Public Accountant

5. Disclosure requirements covered by the Sustainability statement

The table below contains the disclosure requirements in ESRS 2 and in the six topical standards which are material to Cary Group. The disclosure requirements in the non-material topical standards, as well as disclosures in material standards that relate to non-material sub- or sub-sub-topics, are not included in the table. The table guides where in the report information related to a certain disclosure can be found. All ESRS disclosure requirements that are reported on to some extent are marked with an X in the "Included" column, together with a reference to sections and pages. For disclosures where ther aren't any information to report yet, there is no reference made.

INT – Introduction
CLM - Climate section
CIO – Circular Offering Section
PPL – Empowering People section
BET – Business Ethics section
SUT – Sustainability risks section
APP – Appendix

Disclosure requirement	Included	Section	Page
ESRS 2			
BP-1 General basis for preparation of sustainability statements	X	APP	33
BP-2 Disclosures in relation to specific circumstances	X	APP	34
GOV-1 The role of the administrative, management and supervisory bodies	X	APP	39
GOV-2 Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies	X	APP	39
GOV-3 Integration of sustainability-related performance in incentive schemes	-	-	-
GOV-4 Statement on due diligence	-	-	-
GOV-5 Risk management and internal controls over sustainability reporting	X	SUT, APP	30-31, 39
SBM-1 Strategy, business model and value chain	X	APP	34
SBM-2 Interests and views of stakeholders	X	APP	34-35
SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model	X	APP	37-38
IRO-1 Description of the processes to identify and assess material impacts, risks and opportunities	X	APP	36-37
IRO-2 Disclosure requirements in ESRS covered by the undertaking's sustainability statement	X	APP	59-60
ESRS E1 – Climate change			
ESRS 2 GOV-3 Integration of sustainability-related performance in incentive schemes	-	-	-
E1-1 Transition plan for climate change mitigation	X	INT, CLM, APP	10-16, 40
ESRS 2 SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business mode	-	-	-
ESRS 2 IRO-1 Description of the processes to identify and assess material climate-related impacts, risks and opportunities	-	-	-
E1-2 Policies related to climate change mitigation and adaptation	X	APP	40
E1-3 Actions and resources in relation to climate change policies	X	CLM, APP	10-16, 41
E1-4 Targets related to climate change mitigation and adaptation	X	CLM, APP	10-12, 42
E1-5 Energy consumption and mix	X	APP	42
E1-6 Gross Scopes 1, 2, 3 and total GHG emissions	X	CLM, APP	11, 43-48
E1-7 GHG removals and GHG mitigation projects financed through carbon credits	X	APP	48-52
E1-8 Internal carbon pricing	X	CLM, APP	16, 53
E1-9 Anticipated financial effects from material physical and transition risks and potential climate-related opportunities	X	APP	53
ESRS E2 – Pollution			
ESRS 2 IRO-1 Description of the processes to identify and assess material pollution-related impacts, risks and opportunities	-	-	-
E2-1 Policies related to pollution	X	APP	53
E2-2 Actions and resources related to pollution	X	SUT, APP	30, 53
E2-3 Targets related to pollution	X	APP	53
E2-4 Pollution of air	X	APP	53
E2-5 Substances of concern	X	SUT, APP	30, 53
ESRS E5 – Resource use and circular economy			
ESRS 2 IRO-1 Description of the processes to identify and assess material resource use and circular economy-related impacts, risks and opportunities	-	-	-
E5-1 Policies related to resource use and circular economy	X	APP	54
E5-2 Actions and resources related to resource use and circular economy	X	CIO, APP	17, 20, 54
E5-2 Actions and resources related to resource use and circular economy	X	CIO, APP	17, 20, 54
E5-3 Targets related to resource use and circular economy	X	INT, CIO, APP	10, 20. 54

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Disclosure requirement	Included	Section	Page
E5-4 Resource inflows	X	CIO, APP	17-20, 55
E5-5 Resource outflows (waste)	X	CIO, APP	17-20, 55
ESRS S1 – Own workforce			
ESRS 2 SBM-2 Interests and views of stakeholders	X	PPL, APP	25, 35
ESRS 2 SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model	-	-	-
S1-1 Policies related to own workforce	X	PPL, BET, SUT	25, 27, 31
S1-2 Processes for engaging with own workers and workers' representatives about impacts	X	PPL, APP	24-25, 35
S1-3 Processes to remediate negative impacts and channels for own workers to raise concerns	X	PPL, APP	25, 28, 35
S1-4 Taking action on material impacts on own workforce, and approaches to mitigating material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions and approaches	X	PPL, SUT	22-25, 31
S1-5 Targets related to managing material impacts, advancing positive impacts, as well as to risks and opportunities	X	INT, PPL	10, 24-25
S1-6 Characteristics of the undertaking's employees	X	PPL, APP	24, 56
S1-7 Characteristics of non-employee workers in the undertaking's own workforce	-	-	-
S1-8 Collective bargaining coverage and social dialogue	X	APP	56
S1-9 Diversity metrics	X	PPL	24
S1-10 Adequate wages	-	-	-
S1-13 Training and skills development metrics	-	-	-
S1-14 Health and safety metrics	X	PPL	23-24
S1-16 Compensation metrics (pay gap and total compensation)	-	-	-
S1-17 Incidents, complaints and severe human rights impacts	-	-	-
ESRS S2 – Workers in the value chain			
ESRS 2 SBM-2 Interests and views of stakeholders	-	-	-
ESRS 2 SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model	-	-	-
S2-1 Policies related to value chain workers	X	BET	27, 29
S2-2 Processes for engaging with value chain workers about impacts	-	-	-
S2-3 Processes to remediate negative impacts and channels for value chain workers to raise concerns	X	BET	28
S2-4 Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those action	X	BET	29, 31
S2-5 Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	X	INT, BET	10, 29
ESRS G1 – Business Conduct			
ESRS 2 GOV-1 The role of the administrative, supervisory and management bodies	X	BET	26
ESRS 2 IRO-1 Description of the processes to identify and assess material impacts, risks and opportunities	-	-	-
G1-1 Corporate culture and business conduct policies	X	BET, SUT	27-28, 31
G1-2 Management of relationships with suppliers	X	BET, SUT	27-28, 31
G1-3 Prevention and detection of corruption and bribery	X	BET, SUT	27-29, 31
G1-4 Confirmed incidents of corruption or bribery	X	APP	57

The Board of Directors and Chief Executive Officer hereby give their assurance that the consolidated Sustainability reporting have been prepared in accordance with Swedish annual accounts act and give a true and fair view over Cary Groups work within Sustainability.

Stockholm 26 March, 2026

Cary group

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The Sustainability report was presented on 26 March, 2026

Cary group