

MAT Friction Group – QHSE, Energy and Sustainability Policy

MAT Friction Group is committed to providing our customers in automotive, commercial and off-road vehicles markets with consistent quality products that meet their specific requirements at a competitive cost. We strive to deliver on-time, to locations around the world, to satisfy customer expectations and to be flexible in relation to individual customer's special requests.

As a company, we are aware of social responsibility for the environment, we are committed to minimizing the impact of all our manufacturing activities on the environment.

MAT Friction Group commit to:

Fulfilment of requirements –

- Work to meet the applicable requirements of our interested parties

Interested Parties (not limited to)

- Suppliers
- Customers
- Local and National Government
- Insurance providers
- Auditors (various bodies,)
- Unions
- Employees
- MAT Owner
- Others
- Neighbours (Civillian and company)
- Group
- Labour inspection
- Environmental Protection Associations
- Bank
- Transporters
- SDIS (Fire and Rescue Service)
- Subcontractor
- Occupation health service

Continuous Improvement

- Measurable improvement of the effectiveness of our quality, environmental and occupational health & safety management system, by clear understanding of our customer's, statutory and regulatory requirements and a systematic approach to problem solving, root cause analysis and decision making.
- In order to have a systematic approach to this, we work in accordance with internationally recognized standards *IATF 16949, *ISO 9001, *ISO 14001, *ISO 50001 and *ISO45001 (*site relevant).
- Compliance with our 'Global' Management System (GMS); these standards are monitored through reviews and audits (external and internal), so that any weakness and progress in our GMS are identified, documented and necessary corrections are secured by an action plan.

Quality Policy

Quality Management Systems

Management systems to *IATF16949, *ISO9001 (*site applicable).

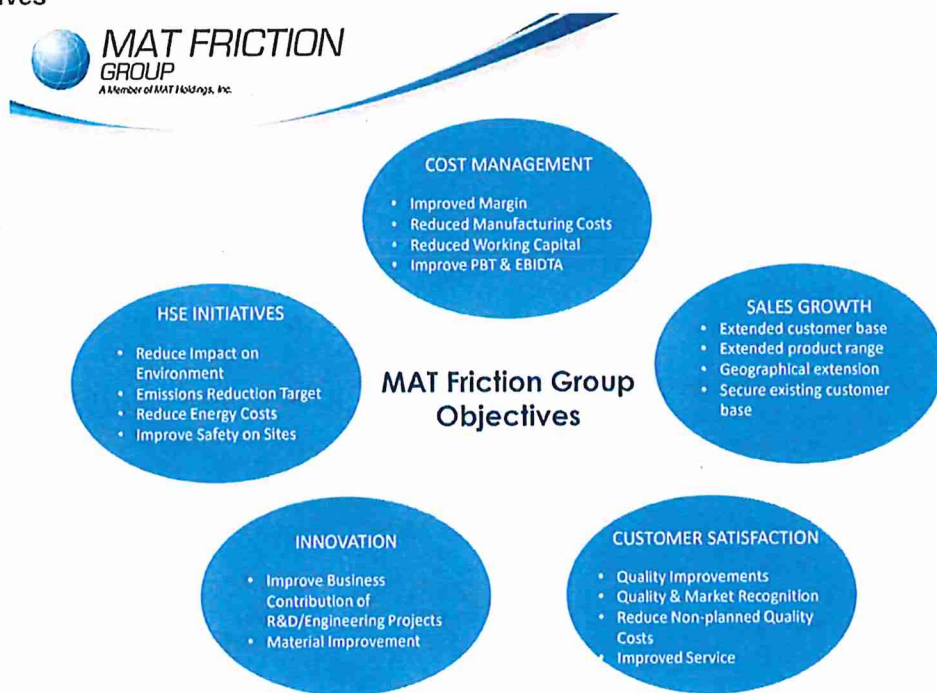
Customer Satisfaction

- Providing our customers with products and services that meet or exceed their requirements.

Product Safety Commitments

- The company is aware of customer's quality and safety requirements.
- During the production of friction products, the required product safety is ensured.
- Quality planning embraces all aspects of product safety.
- The quality capability of the manufacturing processes is ensured through quality control monitoring and measurement in series production.
- The occurrence of the defective products is minimized.
- Quality data and legally required compliance testing is documented ensuring the manufacturing of the products takes place in accordance with laws and safety standards.
- Traceability of the materials used is mandatory in order to limit the effects of the occurred defects, as appropriate.

Objectives





Environmental and Energy – Policy

MAT Friction Group is committed to maintain and protect the environment, prevent pollution, including protection of biodiversity and ecosystems, complying with applicable legal requirements, efficient use environmental resources and adoption of climate change. Improving the energy efficiency of our processes, equipment and buildings and to minimizing the impact of all manufacturing activities, in the production and development of our products and services on the environment. In addition, continually improve our process activities in terms of environmental performance; improve relevant interested party knowledge and other aspects of our 'Global' Management System (GMS).

MAT Friction Group support creating a systematic approach to complying with environmental and energy regulations, such as managing waste or air emissions all the way to helping facilities reduce the company's carbon footprint.

MAT Friction Group launched its' "Global Footprint Project" in 2022 and now has its GHG emissions 2021 "Baseline Report" available and agreed initial year-on-year 3% reduction targets 2026-2030.

Environmental Management Systems

Management systems to *ISO14001, *ISO50001 (*site applicable).

Environmental and energy obligation

- Optimum use and conservation of natural resources.
- Identifying environmental aspects and hazards, initiating appropriate actions.
- Minimize generation of waste and promote reuse of waste.
- Reduce of energy consumption.
- Promote use of Renewable Energy.
- Sustainable management.
- Conservation of resources.
- Life-cycle perspective approach.
- Forward-looking action.
- Mitigation of accident risks.
- Regular monitoring of environmental and energy parameters at all stages.



To meet MAT Friction Group obligation, we are working with the following principles;

1. We see environmental protection and sustainability as important tasks. Management and all employees are responsible. These topics affect all areas of the company and are an integral part of all decisions in our company.
2. We promote environmental and energy awareness, the qualification and personal initiative of employees at all levels through regular information and training as a basic prerequisite for the successful implementation of our policy.
3. When developing new or changing existing products, we consider that the formulation, are manufacture, packaging and transport are as environmentally and energy friendly as possible.
4. Environmental aspects are included in the planning phase of new or changed production processes.
We strive for production processes that are environmentally and resource-friendly, corresponding to the best available technology.
5. We initiate measures to minimize environmental pollution in the areas of air (GHG) and noise emissions, waste, water / waste-water, soil and raw material and energy savings.
6. We regularly determine and evaluate operational environmental risks and take preventive measures
to protect soil, air and water in order to minimize the risk of accidents. In order to avoid or reduce the release of substances in the event of possible malfunctions, we ensure the necessary organizational and technical measures.
7. We take precautions to ensure that services are carried out on our company premises in compliance with our environmental requirements. (We also consider whether our suppliers' environmental policies are in line with our policies).
8. We provide our customers, suppliers, authorities, associations, other interested parties and the interested public with adequate information about the environmental protection practiced in our company. We strive for and practice close cooperation.
9. The experience and knowledge of our employees is used to achieve corporate policy. We therefore support employee initiatives and suggestions.
10. If asked for, we inform our customers, suppliers, authorities, associations, other interested parties and the interested public with adequate information about our Management systems.



MAT Friction Group - Sustainability Policy

Our Sustainability Policy encompasses social responsibility and environmental concerns, we are committed to minimizing the impact of all our manufacturing activities on the environment, integrating our business values and operations to meet the expectations of all our stakeholders.

MAT Friction Group commit to:

- Maintain ISO14001 accredited Environmental Management System (EMS).
- Comply with and exceed where practical, all applicable legislation, regulations and codes of practice.
- To ensure all our employees, customers and suppliers are fully aware of our Sustainability Policy.
- To review and continually strive to improve our sustainability performance.
- Promote research, development and product innovation. Use of natural sourced raw materials from sustainable sources.
- Reduce energy consumption of our processes and equipment, through measurement and compliance, accreditation to ISO50001 standard.
- Purchase of electric from suppliers committed to renewable energy and investment in renewable power initiatives (solar panels, etc..).
- Monitoring discharges to air, land and water. Waste segregation and recycling.
- Training and development of our employees, improve health, safety and welfare, ensure fair and equitable treatment of all employees.
- Ensure subcontractors, suppliers used, support our sustainability initiatives and take account of sustainability issues.
- Promote voluntary work in local communities and/or environmental organizations.



Occupational Health & Safety - Policy

MAT Friction Group takes Health and Safety issues seriously and is committed to protecting the health and safety of its employees and all those affected by its business activities and visiting its premises by continually improving our OHS Management System and provide safe and healthy working conditions.

MAT Friction Group support initiative there includes measures to address ergonomics, air quality and other aspects of workplace safety that could affect the health and well-being of employees.

Health & Safety Management Systems

Management systems to *ISO45001 (*site applicable).

Health & Safety obligation

- Complying with applicable legal and other requirements
- Prevention of injuries and ill health of people, promoting the safe working of employees and visitors.
- Improving OHS performance by identifying safety hazards and initiating appropriate actions to eliminate hazards and reduce OHS risk.
- Regular monitoring and mitigation of accident risks
- Communicating and providing regular education to employees in terms of health and safety performance.

To meet MAT Friction Group obligation, we are working with the following principles:

1. We see health protection and safety as important tasks. Management and all employees are responsible. These topics affect all areas of the company and are an integral part of all decisions in our company.
2. We promote health and safety awareness, the qualification and personal initiative of employees at all levels through regular information and training as a basic prerequisite for the successful implementation of our policy.
3. Health and safety aspects are included in the planning phase of new or changed production processes. We strive for production processes that are ergonomically friendly and that correspond to the best available safety technology. The protection of employees is considered here.
4. We regularly determine and evaluate operational safety risks and take measures to protect our employees to avoid the risk of accidents. We offer preventive examinations to maintain health.
5. We take precautions to ensure that services are carried out on our company premises in compliance with our health and safety requirements. (We also consider whether our suppliers' occupational safety policies are in line with our policies).
6. We provide our customers, suppliers, authorities, associations, other interested parties and the interested public with adequate information about the health and safety practices of our company.
7. The experience and knowledge of our employees is used to achieve corporate policy, to improve our health and safety performance and other improvements. We therefore support employee initiatives and suggestions.

NOTE: A healthy and safe workplace is a collective task shared between MAT Friction Group, as 'Employer' and its employees, clarifying who is responsible for and what those responsibilities are, is necessary, see appdix.01.

This Policy is binding for all MAT Friction Group Locations and all employees, customers, suppliers, statutory bodies or interested parties will be made aware about our QHSE, Energy and Sustainability Policy. It will be made available to the public on request.

MAT Friction Group.
Odense 10th March 2026



Chris Watson
MAT Global Friction R&D Vice President



Naushad Khodabaccus
Friction Group Quality Manager



_____ Managing Director

_____ Quality Manager



Appendix 01

Achieving a healthy and safe workplace is a collective task shared between MAT Friction Group, as 'Employer' and its employees. This appendix is intended to help MAT Friction Group achieve this by clarifying who is responsible for health and safety matters and what those responsibilities are.

MAT Friction Group –

- Taking reasonable steps to safeguard the health and safety of employees, people affected by MAT Friction Group business activities and of people visiting its premises.
- Identifying Health and Safety risks and finding ways to manage or overcome them.
- Providing a safe and healthy place of work, with safe entry/exit arrangements, including during emergency situations.
- Providing and maintaining safe working areas, equipment and systems and where necessary, appropriate protective clothing (PPE).
- Providing and maintaining fire protection (alarm systems, sprinkler systems, fire extinguishers and necessary training).
- Providing safe arrangements for the use, handling, storage and transport of articles and substances.
- Providing adequate information, instruction, training and supervision to ensure all employees do their work safely, to avoid hazards and to contribute positively to their own health and safety at work.
- Ensuring Health and Safety Representatives receive appropriate training to carry out their functions effectively.
- Providing a Health and Safety Induction and appropriate safety training for job roles.
- Promoting effective communication and consultation between MAT Friction Group and employees concerning Health and Safety matters and will consult with employees (or their representatives), directly relating to Health and Safety.
- Investigating any injuries or work-related disease, preparing and keeping accident records and for submitting reports under the "Reporting of injuries, diseases and dangerous occurrences 2013 (RIDDOR), where required.
- If an epidemic or pandemic alert is issued, providing instructions, arrangements and advice to employees as to the organization of business operations and steps to be taken to minimize the risk of infection; and
- Regularly monitoring and reviewing the management of Health and Safety at work, making any necessary changes and bring those to the attention of all employees.

All employees must –

- Take reasonable care for their own Health and Safety and that of others who may be affected by their activities.
- Co-operate with 'Management' to ensure compliance with Health and Safety duties and requirements.
- Comply with any Health and Safety instructions and rules, including instructions on the safe use of equipment.
- Keep workplace tidy and hazard free.
- Familiarize themselves with details of First Aid facilities and trained First Aiders.
- Report all Health and Safety concerns to 'Management', including any potential risk/hazard or malfunction of equipment, however minor or trivial it may seem; and



MAT FRICTION GROUP

A Member of MAT Holdings, Inc.

- Promptly report any accident at work involving personal injury, however trivial, to 'Management', so that details can be recorded and co-operate in any associated investigation.
- Co-operate in the MAT Friction Group investigation of any incident or accident which either has led to injury, or which could have led to injury.
- If an epidemic or pandemic alert is issued, it is important that ALL employees follow guidelines to ensure maximum safety and minimize the risk of infection. MAT Friction Group's Management will review guidelines regularly to ensure they are kept up-to-date with local Government Guidance.