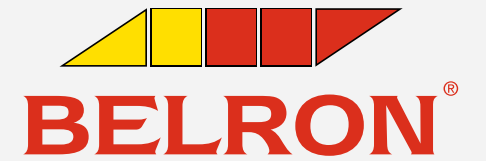


Making a memorable difference with care

Belron Group
Responsible Business Report
2025



Introduction

We want to make a memorable difference with care every day for our shareholders, our people, our customers and society – to create value for all these stakeholders. Doing business responsibly is integral to how we deliver this purpose.

This Report covers progress made in 2025 and relates to activities in our wholly-owned subsidiaries of Belron Group SCA including head offices, branches and distribution centres and in-country (corporate wholly-owned) franchises. Data from entities acquired are incorporated into the reporting of the financial year after they are acquired.



Introduction	2
About Belron	3
CEO introduction	8
Responsible business overview	10
Our Responsible Business Framework	11
Our value chain	12
Taking care of our customers	13
Sustainable products and services	15
Reducing waste and building a circular economy	16
Driving down emissions	26
Sustainable procurement	36
Investing in people and society	39
People safety and wellbeing	40
Promoting diversity, equity and inclusion	44
Giving back to our communities	48
Responsible business foundations	55
Strong governance and inspiring leadership	56
A unified purpose and values	57
Robust reporting and measurement	58
Appendix	59
Data tables	60

About Belron

Belron is a global leader in vehicle glass repair, replacement and recalibration (VGRRR), serving motorists with glass damage worldwide.



Doing business responsibly is both at the heart of what makes our business special and how we create value.”

Carlos Brito, CEO



We employ around 30,000 colleagues and operate in 42 countries across six continents through our wholly-owned businesses and franchises.

In addition, we manage vehicle glass and insurance claims for insurers, provide glazing services across Australia as O'Brien® Glass, offer plumbing and electrical services through Laser® and O'Brien® Plumbing & Electrical in Australia and New Zealand, and deliver window and door repairs in New Zealand under the Exceed® brand.



30,000
colleagues employed, in

42
countries, across

6
continents

Our purpose and values

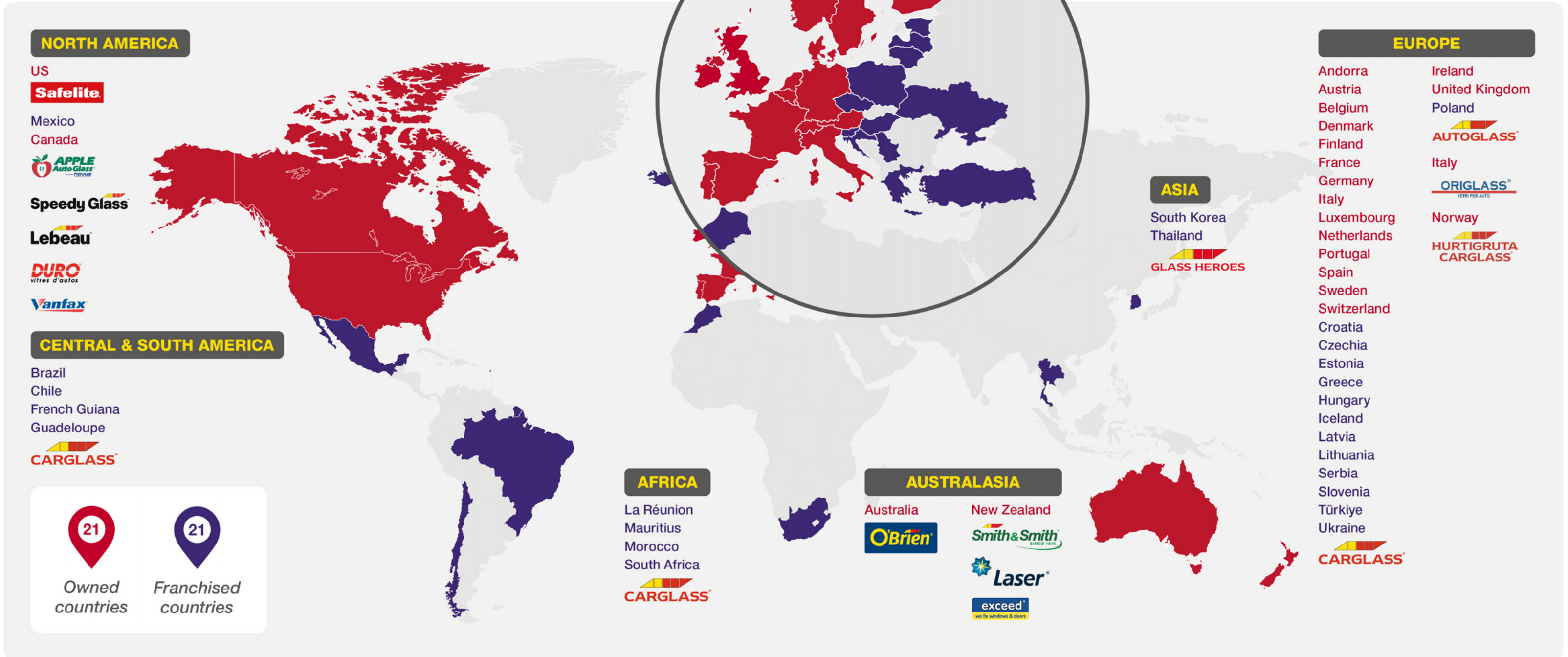
Our history, which spans nearly 130 years, has shaped a distinctive way of working and a clear, consistent purpose: making a memorable difference with care – for our shareholders, our people, our customers and society.

At the heart of this is our purpose, our way of working and our values – caring, driven, genuine and collaborative – which together form the ‘spirit of Belron’. These principles drive our culture and guide everything we do.

Doing business responsibly is central to how we deliver on our purpose and live our values. We aim to be trusted to do the right thing every day – addressing key issues such as reducing greenhouse gas emissions, minimising waste, supporting colleagues and giving back to the communities where we operate. In doing so, we create meaningful benefits for the business.

Our Responsible Business Framework sets out our ambitions and guiding principles to our approach (see page 11).

Our global operations



About Belron continued

Our services

We strive to be the natural choice for our services, including vehicle glass repair, replacement and recalibration (VGRRR). With vehicle technology becoming ever more complex, we continuously invest in technical innovation, and training and developing our technician colleagues, so that we get our customers safely back on the road.

We provide both a branch-based and a mobile service, offering our customers four core services:

01 Vehicle glass repair

Vehicle glass repair is suitable for minor chip damage. Our expert technicians follow our proprietary 30-step Belron Way of Fitting, to ensure a consistent, safe, high-quality service wherever we operate, using our own unique, patented technology. We always repair a windscreen instead of replacing it if we can, as this saves our customers money and reduces waste and emissions, generated by the manufacture and transport of new glass.

02 Vehicle glass replacement

When the damage is too extensive for a repair, usually due to a crack in the windscreen, side or rear glass, we carry out a full replacement, using our unique tools and processes.

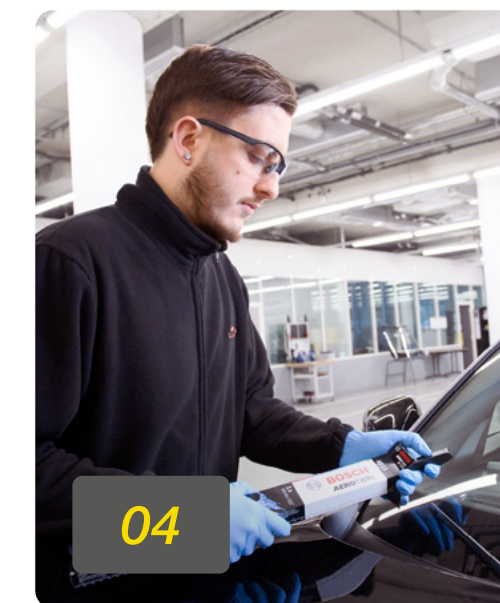
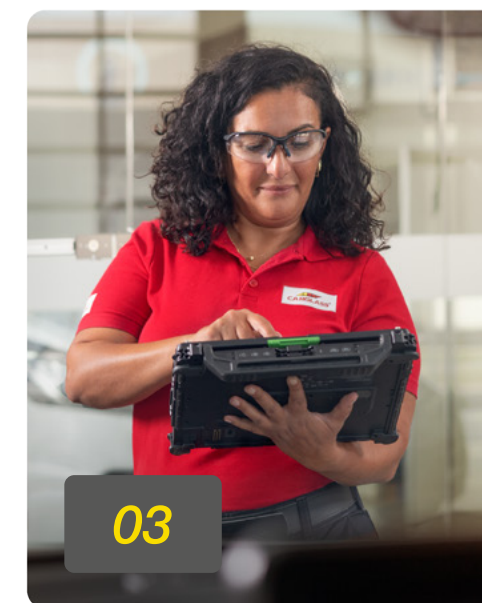
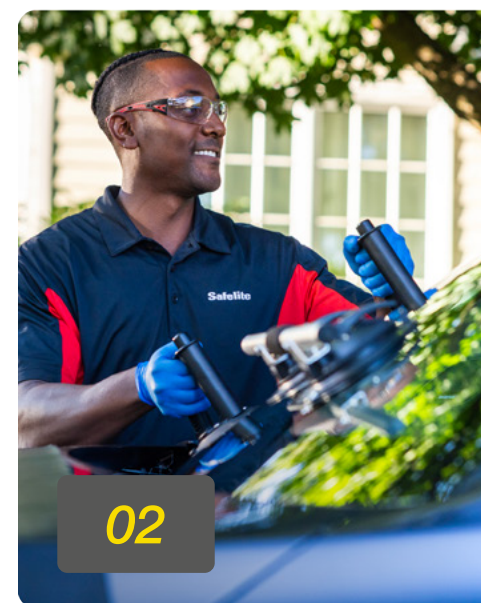
03 Recalibration

Recalibration is an important growth area for us. More and more vehicles are built with Advanced Driver Assistance Systems (ADAS) which rely on a combination of cameras and sensors to detect nearby obstacles or driver errors. Following a windscreen replacement, these windscreen-mounted cameras need to be refitted accurately and recalibrated, in line with vehicle manufacturer instructions. If this doesn't happen, important features such as Emergency Braking or Lane Departure Warning systems may not work properly, affecting driver and vehicle safety.

Our technicians are trained and equipped to properly recalibrate cameras and sensors to help our customers get back safely on the road, and use our processes and tools to ensure quality and consistency.

04 Value-added products and services

We also provide our customers with value added products and services (VAPS), like windscreen wipers, air filters and rain repellent.



About Belron continued



17.1m

*repair, replacement
and recalibration jobs
carried out in 2025*

€6.7bn

total sales in 2025



Our people

We have a team of around 30,000 colleagues, including more than 15,000 highly trained technicians who deliver exceptional service to customers – whether in our branches or from mobile vans.

To ensure we stay connected and engaged, we run a global colleague engagement survey twice a year. In 2025, we were proud to achieve an overall engagement score of 87.1%, with 88% of colleagues saying they feel proud to work at Belron.

Our customers

We are committed to giving our customers a great experience every time we serve them. Our long-term success depends on the trust customers place in us.

Most customers reach us through our long-standing insurance partners, and we also work closely with lease, fleet and car rental companies, building similar enduring relationships.

These strategic partners – and their policyholders – choose Belron for our quality of service, world-class customer satisfaction, geographical coverage and the extensive range of vehicle glass we hold in stock.

We also serve motorists who come to us directly.

Our main measure of customer satisfaction is Net Promoter Score (NPS), and we are proud to consistently achieve a world-class NPS of 80+. In 2025, our overall NPS was 86.7.

+ You can read how we prioritise our customers' welfare and satisfaction on page 13

Our shareholders

Belron is owned by a small number of investors. D'Ieteren Group, a Belgian family-controlled, listed investment firm, has been the majority shareholder in our business since 1999. Our other investors include Clayton Dubilier & Rice, which have invested in Belron since 2018, along with Hellman & Friedman, GIC and BlackRock Private Equity Partners, which all became investment partners in 2021.

Financial performance

Our distinctive culture, combined with our focus on customers and commitment to technical and operational excellence, has enabled Belron to deliver consistent revenue growth for most of the past 20 years. In 2025, we generated sales of €6.7bn.

+ For more information go to www.dieterengroup.com and www.belron.com

About Belron continued

Our year in numbers



9%
reduction in Scope 1 & 2 GHG emissions*



98%
vehicle glass recycled[Ⓐ]

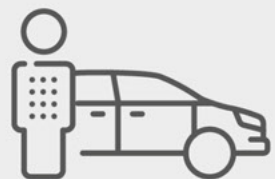


28%
reduction in Lost Time Injury Frequency Rate (LTIFR)*



87.1%
colleague engagement score

€10.5m
donated to charitable causes



86.7
overall NPS for 2025



100%
of our buildings' electricity came from renewable sources

667
of our technicians were female



[Ⓐ] Data subject to limited assurance by BDO LLP. BDO's limited independent assurance opinion is available [here](#) together with [Belron's basis of reporting](#).
* Comparison versus 2024 data.

CEO introduction

“

I feel proud of what we have achieved, but we want to do more.”

Carlos Brito, CEO

(S.A.A)



Responsible business and creating value

At Belron, we believe that doing business responsibly isn't just the right thing to do, it makes commercial sense too, making us more efficient and innovative, as well as helping our colleagues feel more engaged and proud. Doing business responsibly is therefore both at the heart of what makes our business special and how we create value.

Our progress during 2025

Our Responsible Business Framework focuses on two main pillars: working towards sustainable products and services, and investing in people and society. It is supported by strong governance, leadership, measurement, reporting, and our core values and ethics.

I am pleased to report further progress during 2025 across our commitments. I am particularly pleased that, at the forefront of our progress, has been improving the safety of our colleagues.

Last year, I said that we needed to do better at ensuring our colleagues come to work and go home safe every day. Our subsequent improvement has therefore been encouraging, as we have driven a significant reduction in the number of colleagues being injured at work, and the amount of time lost to injuries. New, safer tools, such as safer razor blades, as well as enhanced training have helped, but our ongoing focus on a culture of safety and accountability has been the key factor. We can look at the last 12 months with satisfaction, but one injury is too many and we are committed to further improvement.

Once again, we embraced Giving Back to our communities, with my personal highlight being the contribution we made to our long-term charity partner, Afrika Tikkun. In March last year, our leadership team saw first-hand their incredible work for children and young people in South Africa, during a visit to their Mfuleni centre. In September, over 11,500 colleagues, friends and family raised over €2m for the charity during our annual Spirit of Belron Challenge.

Employee engagement remained high, with 88% participation in our full survey and overall engagement at 87.1%. These results demonstrate that our responsible business commitments – caring for our people, acting with integrity and making a positive impact – continue to resonate strongly across the organisation.

We believe that having a diverse team makes us a stronger business, and we continued our DE&I efforts including initiatives to improve female representation.

Meanwhile, we extended our Early Careers Programme which is bringing significant value to our business, with participants contributing fresh perspectives and skills across multiple functions.

We also made progress in our pillar of sustainable products and services.

Our repair first approach remained at the core of our operations, as we know that a windscreen repair generates up to 80% fewer emissions and less waste than a replacement.

CEO introduction continued



In 2025, we continued to cut our emissions and, as part of this, we met our goal of sourcing 100% renewable electricity from buildings across our estate. This progress reflects our growing use of renewable energy through on-site generation, green tariffs and renewable energy certificates. Around the world, our teams delivered meaningful improvements – from strengthening building efficiency programmes in Canada, to ambitious transitions toward gas-free buildings and fleet electrification in the Netherlands.

Vehicle glass is a significant contributor to our scope 3 emissions, making it a major focus of our reduction plans. With our supplier partners, our programme of Life Cycle Assessments gave us insights into where emissions arise and where change is possible, highlighting opportunities to improve production processes, renewable energy use and raw materials. This work will guide how we reduce the footprint of the glass we buy.

We also became a founding member of ResponsibleGlass – a sustainability standards programme for the glass industry, aiming to create a certifiable global responsible glass standard covering environmental, social and governance goals.

Vehicle glass is also our biggest waste stream, and in 2025 as much as 98% of our vehicle glass waste was sent for recycling. We worked with suppliers to reduce packaging waste including packaging for both windscreen and wipers.

During the year, we met our target of reducing general waste sent to landfill to 40%, with several businesses achieving zero landfill waste. Across many countries, our teams actively participated in global recycling initiatives and awareness programmes, supporting our commitment to sustainability and continuous improvement in waste management.

Common themes throughout this Report are innovation and collaboration. We shared insights and best practices from one market in others. Our central teams worked with our business units to address specific challenges and find solutions, our supplier partnerships enabled joint innovation and thousands of colleagues joined together to raise money for communities in South Africa, where our business was founded. This 'One Team' philosophy is integral to our success so far, and is a key reason I have great confidence as we look ahead.

In conclusion, we have made encouraging progress, but we want to do more. We have again seen that our responsible business approach benefits every part of Belron, underpinning our drive for sustained profitable growth, and our purpose of making a memorable difference with care.

I want to thank everyone who has played their part in our journey so far.

Carlos Brito, CEO



Responsible business overview

Our Responsible Business Framework captures our approach to doing business responsibly across our organisation and our value chain. This guides how we deliver our purpose and create value for our stakeholders.

- 11 Our Responsible Business Framework
- 12 Our value chain
- 13 Taking care of our customers

Our Responsible Business Framework

Belron has a common purpose – to make a memorable difference with care in order to generate profitable growth and create value for all our stakeholders. Our ambition is to be the natural choice for our services with customers around the world.

Doing business responsibly is how we deliver our purpose. Not only is it the right thing to do, it brings us important benefits. It encourages innovation, makes us more efficient and resilient, and engages our colleagues. It also makes us stronger and builds our reputation.

Our Responsible Business Framework captures our approach to doing business responsibly and is based on our most recent materiality assessment.

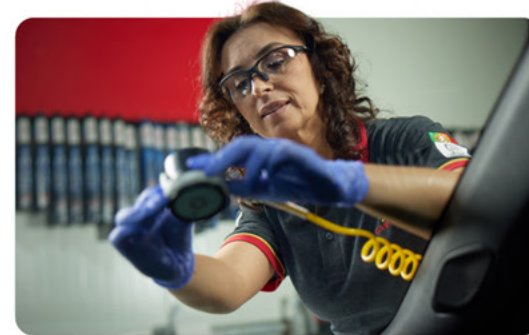
Strategic pillars

This Framework is aligned with our purpose and values and has two strategic pillars: working towards sustainable products and services, and investing in people and society.

Underpinning our Framework are the foundations of strong governance and inspiring leadership; a continued focus on our values and ethics, and a robust and transparent approach to sustainability reporting and measurement. Our strategic pillars are also aligned to the UN's Sustainable Development Goals.

Doing Business Responsibly

Sustainable products and services



+ Read more page 15

Investing in people and society



+ Read more page 39



Reducing waste and building a circular economy

+ Read more page 16



Driving down emissions

+ Read more page 26



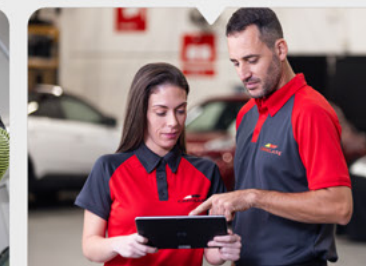
Sustainable procurement

+ Read more page 36



People safety and wellbeing

+ Read more page 40



Promoting diversity, equity and inclusion

+ Read more page 44



Giving back to our communities

+ Read more page 48

Strong governance and inspiring leadership

+ Read more page 56

Our values and ethics

+ Read more page 57

Robust reporting and measurement

+ Read more page 58

This pillar is aligned to the following UN Sustainable Development Goals:

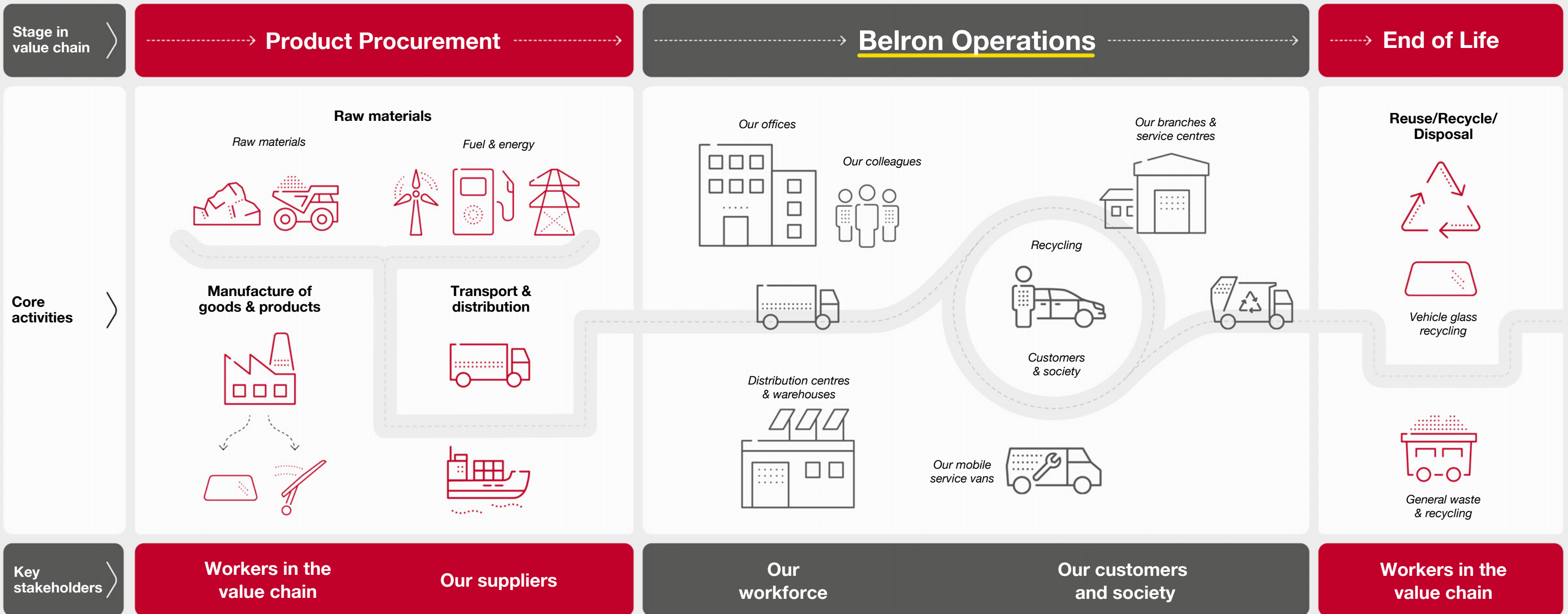


This pillar is aligned to the following UN Sustainable Development Goals:



Our value chain

This diagram outlines the life cycle of our products and services, from raw material sourcing to post-consumer recycling and disposal, alongside the key stakeholders at each stage. It highlights activities along our value chain, which link to the areas identified as material in the high-level materiality assessment undertaken to create our Responsible Business Framework, and considers our future preparation for the EU Corporate Sustainability Reporting Directive (CSRD) reporting. We have used the process of mapping our value chain to identify the opportunities for collaboration and engagement with key suppliers, alongside the management of our operational emissions to support the development of plans to deliver our Science Based Targets initiative (SBTi) targets. Further information on the management of these key areas can be found throughout this report.



Taking care of our customers

Understanding customer insights

As a responsible business, we aim to provide exceptional customer service. Using advanced analytics, we gather insights from our customers from a wide range of sources and use these to improve every stage of the customer journey.

Measuring what matters

Our primary measure of customer satisfaction is Net Promoter Score (NPS), which helps us understand our customers' experience and how likely they are to recommend us to others. Every customer is invited to complete a survey that captures their feedback. Each of our businesses reports on its performance which is weighted by job volumes. This establishes the overall score for Belron, giving us insights that help us make continual improvements.

Another record NPS in 2025

In 2025, we achieved a record NPS of 86.7, a 0.7 point improvement versus 2024, with 15 countries delivering gains. Our Rest of the World region showed particularly strong performance at +2.9 points year on year, while the Eurozone contributed +1.2 points. The US maintained impressive levels with a score of 88.1.

Listening across the entire journey

While NPS is highly important, we have evolved beyond this traditional measurement. We now gather feedback across multiple touchpoints, from web exploration through to booking, and crucially, we listen to customers who chose not to complete their journey with us. We also actively review unsolicited channels including online reviews and web chat conversations. In 2025, we processed over 2.6 million individual feedback touchpoints across all these sources. These efforts have helped to deliver back-to-back increases in NPS alongside fundamental improvements in how we serve customers.

Unlocking insights from customer calls

Consumer behaviour is changing. According to Qualtrics' 2026 Consumer Trends report, customer feedback after negative experiences has dropped eight percentage points since 2021. While we are proud of our survey response rates (15-40% across markets), we recognised our biggest opportunity in a previously untapped source: customer calls.

We have therefore invested in a global call analytics programme, applying speech-to-text analytics, topic modelling and sentiment analysis powered by AI. Starting with 2.5 million calls across five business units, this capability empowers our contact centre teams to enhance agent performance while revealing customer concerns we might otherwise miss. Combining AI technology with human expertise enables us to listen more deeply and act more effectively on our customers' feedback.

Our 2026 commitments

Our call analytics programme will go live in our businesses in France, the Netherlands, the UK and the US, with additional markets to follow. We have revamped our surveys to maintain the most relevant insights in a changing environment, and our AI functionality enables our people to surface insights faster and resolve customer friction more effectively.

Our customers' voices guide our path forward, and we are dedicated to hearing them at every opportunity.



Taking care of our customers

Safety and technology

We are committed to ensuring that the service we provide is of the highest safety and quality standard. The unique processes we use and the tools and rigorous training that are developed by our Technical & Operations team enable us to meet this commitment.

Around the world, our highly trained technicians work to the Belron Way of Fitting (BWoF). This is a proprietary 30-step process that ensures that every repair, replacement and recalibration we carry out is done in the same way, using the same patented tools.

Global training and assessment

The Belron Way of Technician Training & Assessment is our global standard to ensure that Belron technicians are trained to follow the BWoF, wherever they are in the world. To achieve certification, technicians must pass an intentionally tough observational assessment, which will result in a 'fail' if any of the critical safety steps are not demonstrated to the Belron standard.

Customer safety is our priority. During a glass replacement, we know that certain steps are critical in ensuring that driver and passenger safety is protected in the event of a collision. In 2026, we will be launching a specific campaign for these steps in our branches, to remind our technicians every day of their responsibility to keep our customers safe when they are carrying out these safety-critical steps in the BWoF.

Safety information and fitting instructions

We provide comprehensive training and mentoring for our technicians to develop their skills and competence to a level where they feel confident to work independently in the field.



Our technicians have a network of colleagues to support them, but we also provide vehicle-specific information in the form of a ViFi (Vital Information – Safety and Fitting Instructions) to ensure they have all the information they need to do a safe, high-quality job first time, every time.

Checking the ViFi is one of the critical safety steps of the BWoF. These documents can be accessed through a Belron app. In 2026, we will launch new web-based ViFi documents including material developed in the field by our technicians, enabling them to share their expertise quickly and easily with global colleagues.

Keeping pace with new technology

As vehicle technology continues to increase in complexity our research team continuously monitors trends in both glass evolution and safety systems. Together with determining the glass parts fitted to all vehicle models, the team reviews the cameras and sensors present, and identifies the processes and tools needed to repair, replace and recalibrate our customer vehicles.

Our team ensures that the BWoF is constantly up to date and focuses on developing the tools needed for our technicians around the world to serve our customers right first time, safely and efficiently.



In 2025 the team worked to refresh the lifting equipment needed to replace windscreens, ensuring that the new technology supports a more diverse or ageing technician population. As well as this technology refresh, the team has worked on revolutionising the way we recalibrate customer vehicles, enabling our customers to have their vehicle safety systems restored to correct functionality, while focusing on increased service convenience.

Sustainable products and services

Our customers, colleagues and shareholders want products and services produced and delivered in an environmentally responsible way. By striving to meet their needs, we are responding to the important issues of greenhouse gas emissions and waste, as well as improving our innovation, efficiency and resilience.

16 Reducing waste and building a circular economy

26 Driving down emissions

36 Sustainable procurement



Reducing waste and building a circular economy

We take our environmental impact seriously, continuously seeking ways to improve efficiencies, manage costs and strengthen the resilience of our value chain. By developing solutions that eliminate waste, we are able to reduce the effort and expense of handling and managing waste, delivering benefits for both our business and the environment.

Why it's important

Reducing waste and moving towards a circular economy provides us with opportunities to be more efficient and reduce our costs. We look to drive down the waste we generate, both directly and indirectly, through limiting the amount of resources we purchase and consume. We are also exploring innovative approaches to improve the circularity of the resources we use, such as the recycling and reuse of waste vehicle glass in the manufacturing of new windscreens.

Our global operations generate just over 162,000 tonnes of waste annually, with approximately 109,000 tonnes being associated with vehicle glass. This is therefore a material area for us to actively manage.

Our ambitions

Our goal is simple but ambitious: to eliminate waste from our operations wherever possible and recycle or repurpose all remaining waste into new products where we can.

Building on the success of our recycling initiatives and 'repair first' approach (see page 27), we also aim to leverage our technical expertise and strong partnerships to close the loop on glass waste and related materials, creating a more sustainable and resilient value chain.

We remain committed to further reducing our resource consumption, landfill volumes and the amount of material entering our waste stream.

Summary of progress in 2025

In 2025, 85%[Ⓐ] of our waste was recycled or recovered through other waste recovery programmes such as reuse, or waste to energy. Vehicle glass remains our most significant waste stream. In 2025 we recycled 98%[Ⓐ] of all vehicle glass waste handled, up from 97% in 2024.

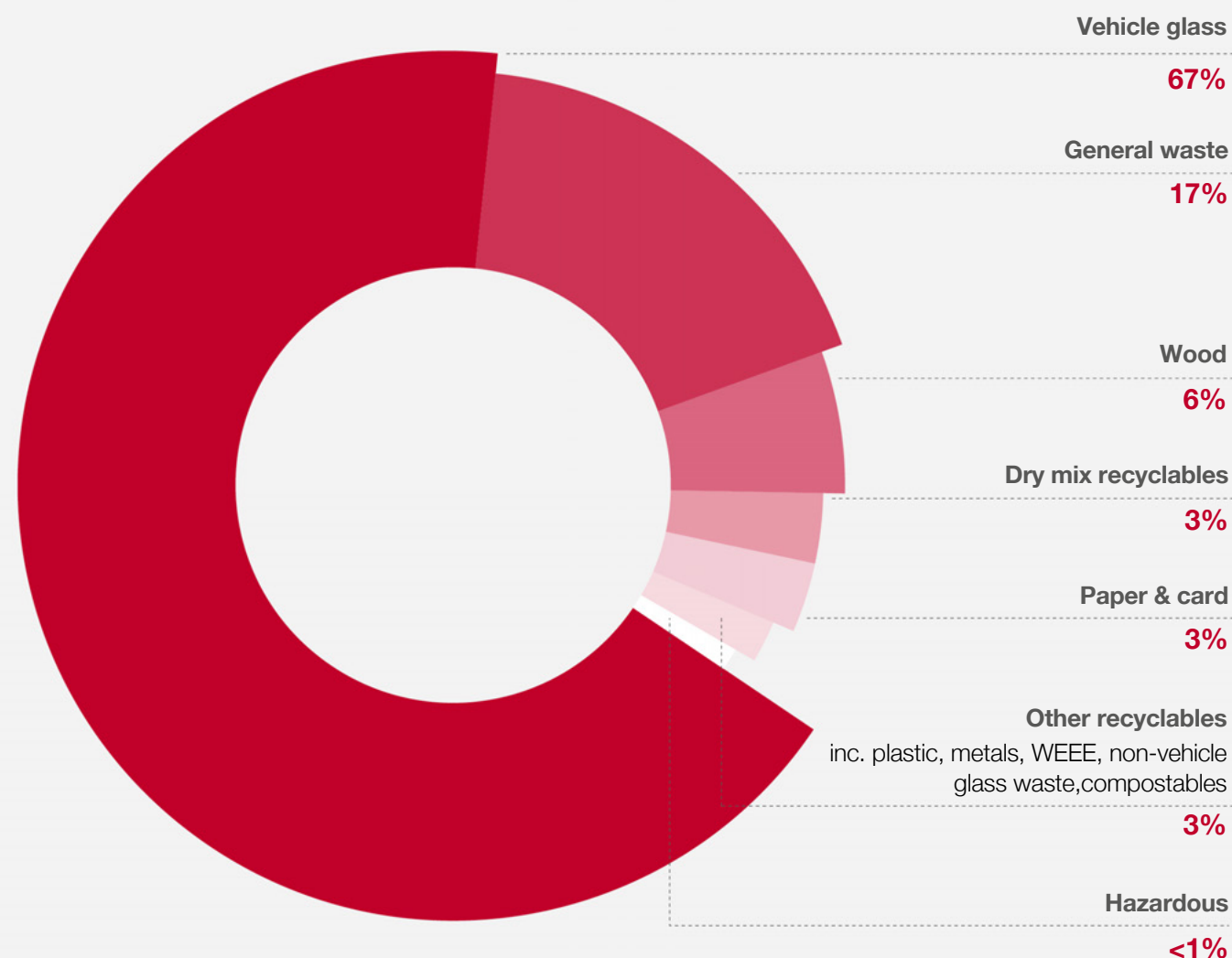
Our general waste primarily consists of packaging materials for the goods we purchase, and the by-products of windscreen repair and replacement processes. We continue to collaborate with suppliers to review packaging types and volumes, making operational changes to reduce waste and emissions where possible. For example, we have piloted new methods to significantly reduce windscreen packaging waste, and have advanced our initiative to manufacture windscreens using recycled glass.

In 2025, we generated 52,884 tonnes of general waste*. We achieved our internal target of sending 40% of general waste to landfill – an improvement from 45% in the prior year. In total, 21,410 tonnes of general waste went to landfill in 2025, representing a reduction of 1,384 tonnes compared with 2024.

[Ⓐ] Data subject to limited assurance by BDO LLP. BDO's independent limited assurance opinion is available [here](#) together with Belron's basis of reporting.

* General waste* refers to all waste streams (with the exclusion of all waste associated with vehicle glass, including the plasticised polyvinyl butyral (PVB) interlayer, bonded rubber and other materials that form part of the windscreen) generated by Belron from day-to-day operations.

Our waste at a glance



Reducing waste and building a circular economy continued

Our actions

We focus our waste management activities in three key areas:

01

Reducing and eliminating waste

02

Recycling

03

Working towards a circular economy

47%
reduction in packaging waste

24%
reduction in emissions

* compared to previous solution

01 Reducing and eliminating waste

We are committed to driving down the amount of waste we create by eliminating it at the point of purchase decisions. We continue to look at ways in which we can reduce inbound packaging and how we work, so that we use, and ultimately dispose of, less.

In 2025 we took a number of steps to help us to meet our targets:

- rolled out products with reduced packaging and associated waste;
- implemented crate reuse and return programmes to reduce the volume of wood waste;
- took actions locally to reduce waste generated across our businesses.

Smarter packaging

We work with our suppliers and others to minimise waste and packaging where possible and look for more opportunities to increase reuse or recycling globally.

Wipers

In 2022 we began to work with Bosch to develop a solution to address the plastic and cardboard waste generated through the sale of wipers. This was specifically focused on reducing the disposal of unused adapters or connectors (which attach the wiper blade to the wiper arm), and renewing the associated packaging to minimise materials.

The updated solution has separated the adapters from the wipers, reducing unused materials requiring disposal. New packaging was designed to minimise materials used.

We began the roll-out of the new wiper packs in Europe in 2024, with 70% completed at the end of 2025. The new solution has resulted in a 47% reduction in packaging waste and a 24% reduction in associated emissions.

CASE STUDY

Germany

Local waste reduction programmes

Globally our businesses look for opportunities to reduce the waste they generate. One example of this was the roll-out of a fully digitalised invoicing system across our branches in Germany. Eliminating paper invoices with emailed PDF documents has improved both efficiency and convenience for customers, while reducing paper use and associated emissions.

2 million
sheets of paper saved annually



Reducing waste and building a circular economy continued

Update to adhesive packaging

We have trialled the use of a new application tool for the polyurethane (PU) adhesive we use across our business, alongside a smaller pack size. The new smaller tool, combined with new PU adhesive pack size, provides our technicians with improved ergonomics when applying the PU adhesive, whilst the smaller size pack reduces the amount of PU adhesive waste by an estimated 5% compared with the current packs. Following successful trials in Germany, Spain, Switzerland and the UK, the new system will be rolled out globally.

Plastic-free windscreen packaging

We have worked with suppliers to ensure the removal of plastic bags around windscreens during transport and delivery. The removal of this additional packaging is saving an estimated 877 tonnes of plastic waste each year. Our business in Australia will continue to run down any remaining glass stock with plastic bags.

Glass deliveries

Our glass is typically delivered from our primary manufacturer suppliers in wooden crates. This wood forms a significant part of our generated waste volume.

We work with our glass suppliers to find alternatives so we can remove this wood from our waste streams, or extend the life of the crates wherever possible. For example, with two suppliers in Europe, we have switched to using cardboard crates which are lighter, reduce waste and transport emissions, and provide more recycling options after use. Other examples include return programmes with suppliers in Europe, and reusable crates in the US.

CASE STUDY

US

Returnable crates

Over the past few years, our business in the US, Safelite®, has partnered with strategic suppliers to reduce waste sent to landfill by introducing returnable and reusable packaging solutions for glass materials.

Returnable crate programmes were introduced to replace single-use wooden packaging, with a focus on reducing material usage across the supply chain, and supporting circular economy principles.

In 2025, these programmes avoided an estimated 9,150 tonnes of wood waste being generated. These initiatives demonstrate how long-term supplier partnerships and reusable packaging solutions can materially reduce landfill waste while delivering shared environmental and commercial benefits.



14k

pallets/crates returned

9,150

estimated tonnes of wood waste reduced

Reducing waste and building a circular economy continued

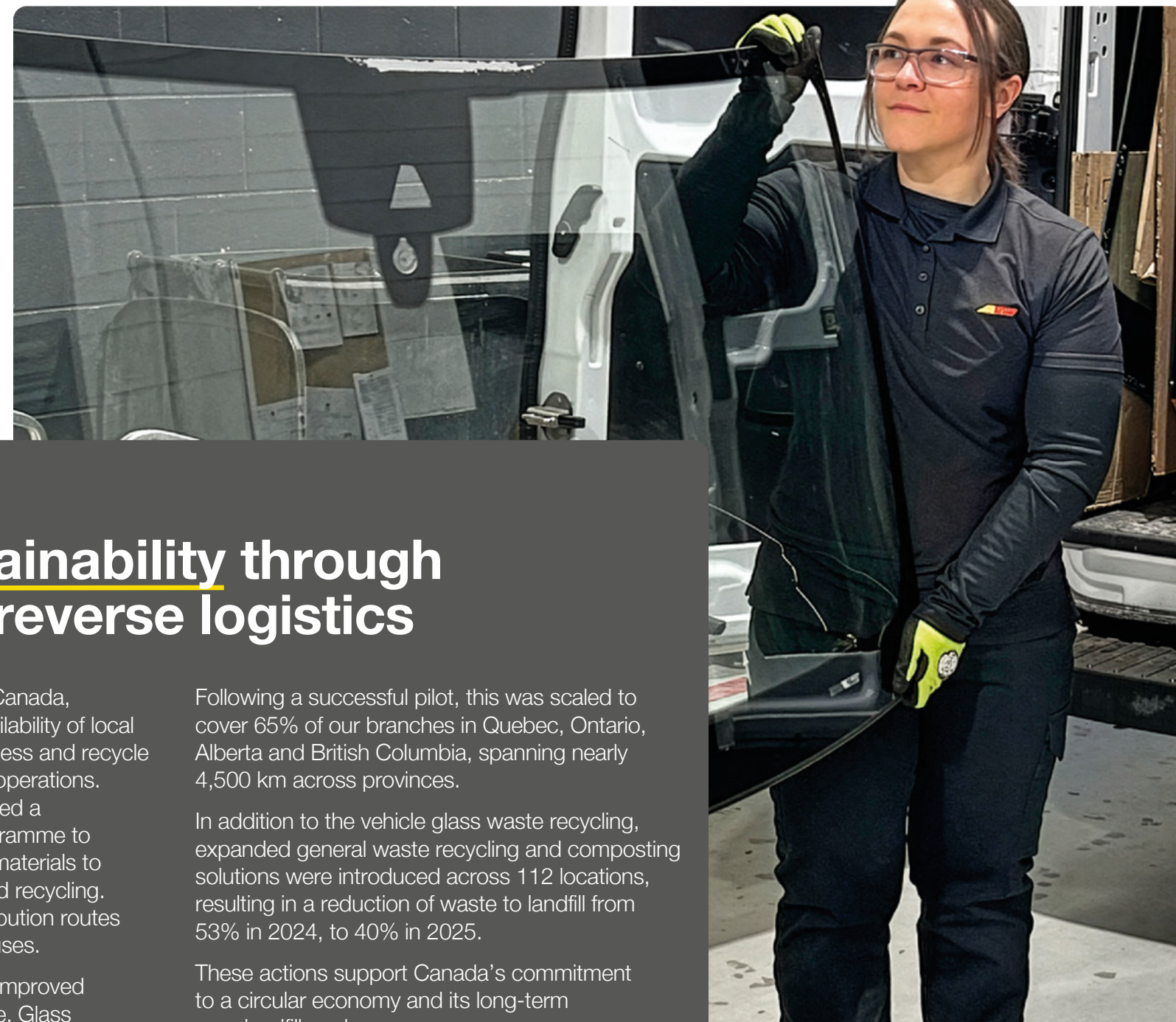
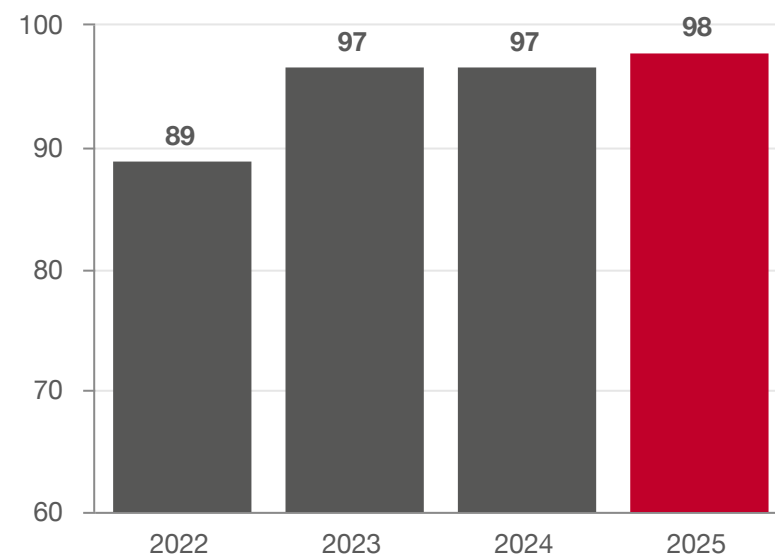
02 Recycling

Alongside the reduction and elimination of waste, we aim to increase the volume of waste we divert from landfill through recycling and reuse programmes.

In 2025 we took a number of steps to help us to meet our targets:

- continued to recycle vehicle glass and associated waste;
- implemented new recycling programmes, working alongside suppliers and waste partners to make improvements; and
- rolled out awareness and recognition activities to ensure our colleagues understood their role in meeting our ambitions.

Progress on vehicle glass waste recycling %



CASE STUDY

Canada

Driving sustainability through windscreen reverse logistics

Our business in Canada, Belron Canada, identified a challenge with the availability of local infrastructure to successfully process and recycle its vehicle glass waste across its operations. To address this, Canada introduced a windscreen reverse logistics programme to centralise the collection of these materials to optimise transportation for onward recycling. The initiative utilises existing distribution routes to return windscreens to warehouses.

The programme has significantly improved diversion from landfill performance. Glass recycling rates have increased from 40% in 2024, to 54% in 2025.

Following a successful pilot, this was scaled to cover 65% of our branches in Quebec, Ontario, Alberta and British Columbia, spanning nearly 4,500 km across provinces.

In addition to the vehicle glass waste recycling, expanded general waste recycling and composting solutions were introduced across 112 locations, resulting in a reduction of waste to landfill from 53% in 2024, to 40% in 2025.

These actions support Canada's commitment to a circular economy and its long-term zero-landfill goal.

Reducing waste and building a circular economy continued

Vehicle glass waste recycling

Our most significant waste product is vehicle glass, making up 67% of our total waste volume in 2025. During the year, 98% of the vehicle glass waste we handled was sent to recycling, a 1 percentage point improvement on 2024 levels. This excludes the plasticised polyvinyl butyral (PVB) interlayer, bonded rubber and other materials that form part of the windscreen.

Most of the glass waste is recycled into essential materials such as glass bottles, building insulation and road aggregates. Building insulation has a 40+ year life and saves energy for its end user.

Other waste from our recycled windscreens, such as the laminate film PVB, is used to make carpet backing, paint and waterproof coatings. We continue to explore opportunities to increase segregation and recycling of these materials. For example, in our US business, the PVB from their windscreen recycling programme is used in the carpets procured for office renovations.

During 2025, we began a project to understand the volumes and disposal routes of the waste PVB and other non-glass materials associated with the windscreens that we dispose of. We will continue this work in 2026.

Achieving 100% glass recycling

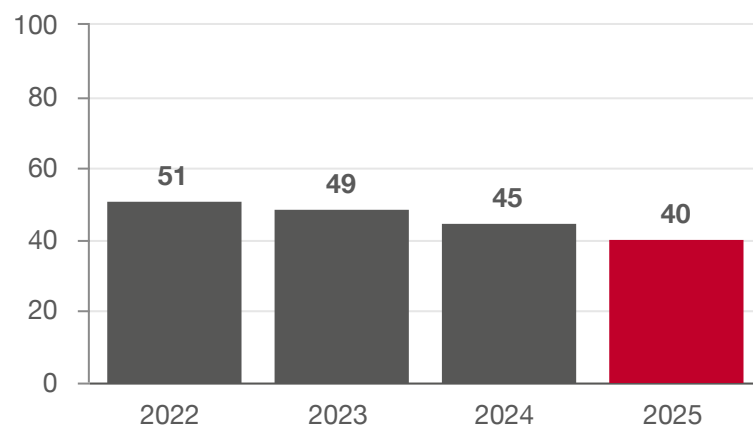
In 2025, our businesses in Australia, Austria, Belgium, Denmark, Finland, France, Germany, Italy, the Netherlands, New Zealand, Norway, Spain, Sweden, Switzerland and the UK recycled 100% of their vehicle glass waste. Portugal and the US recycled 98%.

Reducing waste to landfill

In 2025 we reduced the percentage of general waste we sent to landfill by 5 percentage points to 40%, meeting our target, and nine of our businesses sent zero waste to landfill.

We looked for opportunities to divert as much of our waste from landfill as possible, and to find new waste recycling opportunities. For example, our business in France, Carglass® France, identified an opportunity to expand recycling to include used windscreen wipers which were historically mainly sent to landfill. These products are made of multiple materials, making recycling complex. By introducing a ‘return and recycling’ process, the used wipers from branches were sent to specialised facilities for processing. 50% of the wipers are now recycled whilst the remaining 50% are sent for energy recovery. We continued to seek wiper recycling opportunities globally, working alongside our suppliers to increase the portion of materials that can be reused or recycled.

General waste to landfill %



Reducing waste and building a circular economy continued

Raising awareness

Engaging our colleagues and ensuring they understand the role they can play in meeting our ambitions is critical. Throughout the year, some of our businesses rolled out awareness and engagement activities. For example, the 5R (Refuse, Reduce, Reuse, Repair and Recycle) campaign in Canada supported the roll-out of new recycling facilities, while a recognition programme in Australia showcased colleagues correctly segregating and recycling waste, suggesting improvements for new waste reduction or recycling ideas.

Global Recycling Day

On 18 March, several of our businesses worldwide marked Global Recycling Day by reinforcing our commitment to sustainability and the circular economy. Teams across several countries, including Australia and the UK, ran awareness sessions and practical initiatives, such as food waste recycling, and highlighting how small, consistent actions can make a big difference. These efforts not only support our environmental goals but also demonstrate that every branch and colleague plays a vital role.

2025 targets

97%

vehicle glass waste sent for recycling

40%

general waste to landfill target achieved

CASE STUDY

Italy

Supporting circular economy in communities

Our business in Italy, Carglass® Italy, has supported a social cooperative which aims to integrate disadvantaged people into work, while also reducing food waste.

Taking surplus or imperfect fruits and vegetables, the cooperative transforms these products into juices, sauces and jams. Our Italian team donated more than 24,000 glass jars made from at least 65% recycled glass, including guaranteed portions of windscreen glass. In addition, they bought 6,000 filled jars for their employees and customers, further supporting the cooperative and its mission to help disadvantaged people.



Reducing waste and building a circular economy continued

CASE STUDY

Turning waste into value in Australia



We are proud of the progress our Australian business, O'Brien®, has made on its responsible business journey, particularly in how it manages waste and reduces landfill. In 2025, O'Brien sent 40% of its general waste (excluding vehicle glass) to landfill – a 13 percentage point decrease since 2024. In addition, its vehicle glass recycling rate went up to 99.8% in 2025 (up from 97% in 2024).

Through 2025, the team worked hard to embed responsible business practices into day-to-day operations, creating a shared commitment across all parts of the business.

Engaging hearts and minds

They began the year by launching a 'Hearts and Minds' programme, designed to engage every colleague in responsible waste management by not only explaining what to do, but also why it matters. Through regular communications, the business encouraged teams to take ownership of source separation – ensuring waste ends up in the right place every time.

To support this, a recognition and reward scheme was introduced. Simple gestures of appreciation helped reinforce positive behaviours and celebrate colleagues who consistently supported the waste separation effort. Five cross-functional Responsible Business Ambassadors helped keep the energy and focus going into 2026.

Practical solutions for real impact

O'Brien recognised that practical barriers sometimes hindered progress – for example skips being used incorrectly. In response to this, the business installed welded tabs and padlocks on selected skips, ensuring only authorised team members could access them. This simple but effective change made a small but important difference to eliminate contamination of waste for recycling.

+ Continued on page 23

20
colleagues recognised for sustainable behaviours

35
environmental volunteering days

5
ambassadors

Reducing waste and building a circular economy continued

AUSTRALIA CASE STUDY CONTINUED

From waste to fuel: a circular solution

A major driver behind the reduction in the percentage of waste sent to landfill in 2025 was the partnership with ResourceCo to develop Processed Engineered Fuel (PEF) from waste.

Working with ResourceCo, our Australian team found an innovative solution for hard-to-recycle dry waste from its distribution centre and service locations, that was otherwise destined for landfill.

The waste management partner O'Brien works with sorts the waste for recycling and reuse where possible, with the remainder transported to ResourceCo where it is converted into PEF – an energy source that replaces traditional fossil fuels in industrial settings.

To support this work, O'Brien also redesigned internal bin layouts across locations, helping colleagues understand the new process and ensure the right waste goes into the right bin.

The team in Australia has taken customers and key accounts to see this process in action, and the scale is impressive – machines transforming waste into bales of fuel that help power essential industries. Visits from colleagues further strengthened internal engagement with the programme.

In 2026, the business plans to expand PEF recycling to other locations and continue encouraging colleagues to be mindful of the waste they produce, whilst implementing other initiatives such as coffee pod and uniform recycling.

Measuring success and looking ahead

These efforts have already driven reductions in landfill waste and improved waste management performance. The real success, however, lies in the cultural shift achieved. By focusing on education, engagement and practical action, our business in Australia has created a self-sustaining culture of responsibility.

13% point

reduction in waste being sent to landfill when compared to 2024

99.8%

vehicle glass waste recycled



Reducing waste and building a circular economy continued

03 Working towards a circular economy

To achieve our ambition to eliminate waste we aim to build a circular economy, particularly around vehicle glass. Our glass waste is created when a customer's windscreen cannot be repaired and must be replaced. Our ultimate aim is that this vehicle glass waste is recycled and used in the production of new vehicle glass.

Since 2023, we have worked to better understand how waste windscreen glass can be used in new windscreen production. An initial pilot with partner AGC Automotive Europe enabled the development of a windscreen made partly from glass waste.

During phase one of the pilot, waste side glass from our European businesses was mixed with other raw materials to make float glass which was then used to produce 250 new windscreens for the Mercedes A Class car. In 2024, we started fitting these new windscreens into customers' cars in Belgium.

In 2025, we moved on to the next stage of this project, providing over 100 tonnes of vehicle glass waste, so that the recycled glass could be used in the production of a wider range of windscreens. This second stage was successful, with the new windscreens containing an increased percentage of recycled glass.

For 2026, we are focusing on the potential to operationalise the process, and the total environmental impact and commercial viability of doing so.



ResponsibleGlass

In 2025, Belron became a founder member of ResponsibleGlass – a sector-specific, multi-stakeholder sustainability standards programme for glass.

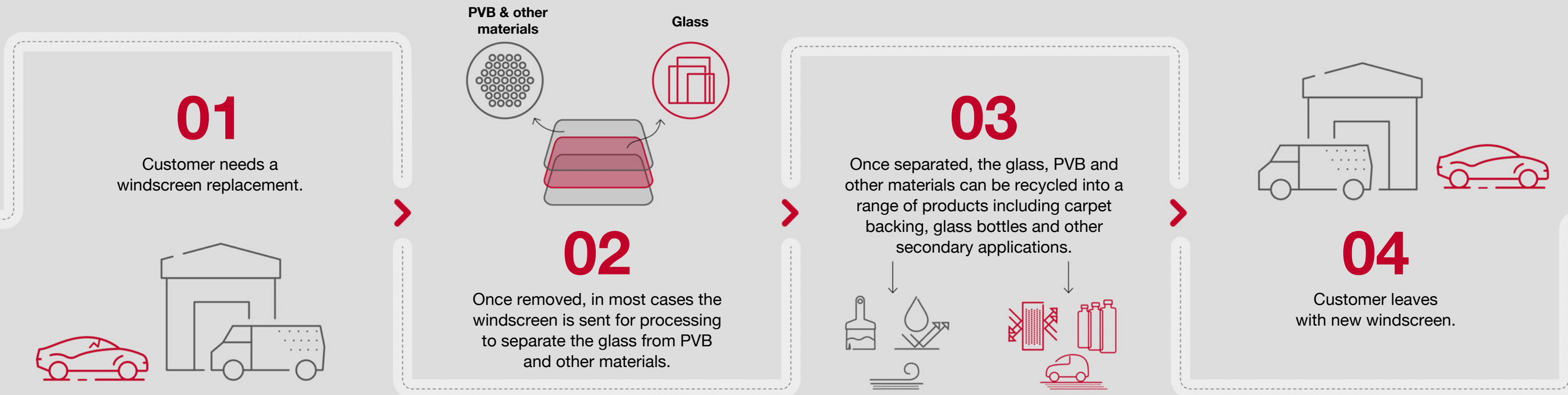
The aim of the programme is to develop a certifiable global responsible glass standard to meet agreed sustainability objectives (across environmental, social and governance areas), in a similar manner to other sustainability sector standards such as Responsible Steel, Aluminium Stewardship Initiative and FSC (Forest Stewardship Council).

Working together across the full glass value chain, the aim is to develop and publish the standard, along with its certification process, by the end of 2027.



Reducing waste and building a circular economy continued

Amount of vehicle glass waste we recycled



Driving down emissions

Driving down our greenhouse gas emissions is a key part of our responsible business agenda, bringing clear strategic benefits including operational efficiency and business resilience. We have a responsibility to monitor, manage and reduce our emissions as we work toward achieving our net-zero target across the value chain by 2050.

Why it's important

Our owned-business operations span three continents, and include delivery centres (DCs), large mobile fleets, a network of suppliers from around the world, and over 3,500 branches. These activities generate emissions.

Reducing our emissions enables us to utilise opportunities presented by the transition to a low carbon economy, while also limiting our exposure to climate-related risks, strengthening our market resilience. It also supports our customers and our suppliers who look to reduce the emissions associated with their own value chain.

Our ambitions

We are committed to reducing emissions across our entire value chain. The Science Based Targets initiative (SBTi) validated our reduction targets (based on a 2021 baseline), requiring significant near-term reductions by 2030 and the achievement of net-zero emissions by 2050.

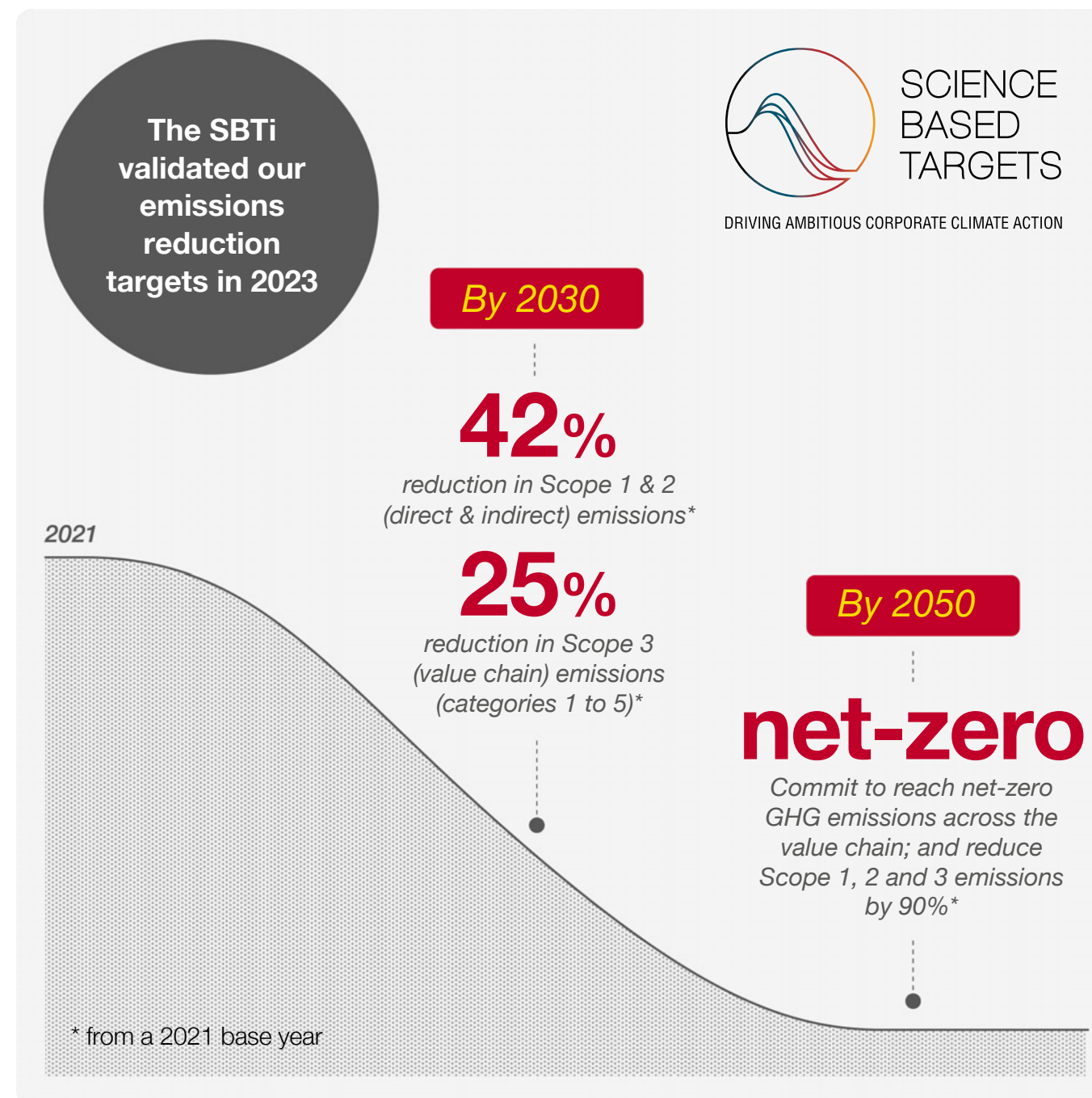
Summary of progress in 2025

In 2025, we achieved a 6% decrease in total emissions across Scopes 1, 2 and 3 (categories 1–5)* compared with 2024, and a 17% reduction since our baseline year. This progress came despite an increase in job volumes of 3% and sales growth of 4%, compared with 2024.

While we have a long way to go, we continued to make strong progress on Scope 1 and 2 emissions, delivering a combined reduction of 9% compared with 2024. This was driven by a significant increase in the use of renewable electricity within our buildings, from 94% at the end of 2024 to 100% in 2025. We also further reduced fossil fuel consumption through the ongoing roll-out of electric vehicle (EV) and hybrid fleets, which now make up 21% of our total vehicles, route optimisation and other fuel efficiency measures.

Scope 3 emissions fell by 6% in 2025 compared with 2024, primarily due to reduced spend emissions in category 1 (goods and services). In addition, total Scope 3 emissions have fallen 11% since our baseline year, largely due to a move to renewable and low-emission fuels across operations and distribution transport, as well as reductions in waste to landfill. We have continued to work closely with suppliers to better understand the emissions associated with the specific products we procure and also to understand their reduction plans so we can build these into our procurement decisions.

* Scope 2 data referenced in this narrative are market-based emissions in alignment with our SBTi targets.



Driving down emissions continued

Our actions

Repair first

Our repair first approach remains at the core of our operations. We understand that repairing rather than replacing a customer’s windscreen significantly minimises the environmental impact. Not only does a repair generate fewer emissions and less waste, it avoids manufacture and transport of new glass and other products. It also costs less for our customers and strengthens our long-standing relationships with our key insurance and commercial partners.

Product Carbon Footprint

To better understand the emissions associated with the jobs we deliver for our customers, and the opportunities to reduce these emissions, we developed a Product Carbon Footprint tool. This tool shows that a windscreen repair results in as much as 80% fewer emissions than a replacement. This assessment was conducted in accordance with the ISO 14067:2018* standard. Independent verification of the updated tool and emission calculations was received from Bureau Veritas to support the robustness of the information and the results.

The comprehensive emissions calculation is based on a cradle-to-grave approach, spanning the emissions associated with the extraction of raw materials, the production of glass, resin and other materials required, the transport of the customer to branch or technician to customer, all our operations, and end-of-life of glass and transportation and waste stages.

The tool was used to assess the CO₂e emissions generated from a repair of a windscreen versus a replacement, carried out by our technicians in branches and mobile vans in Australia, Belgium, France, New Zealand and the US. Together these countries provided a representative sample across different operating models and environments from across our global business.

The importance of repair first

Repair

16.4kg CO₂e

windscreen repair carbon emissions (branch and mobile average) per job.

226kt CO₂e

avoided by repairing instead of replacing windscreens in 2025.***



Replace

82.3kg CO₂e

windscreen replacement carbon emissions (branch and mobile average) per job.



* ISO 14067:2018 Greenhouse Gases: Carbon footprint of products – requirements and guidelines for quantification.
 ** 2023 Product Carbon Footprint analysis of Scope 1 (Direct), Scope 2 (Indirect) and Scope 3 (indirect) emissions. Calculation methodology is consistent with the requirements of ISO 14067 and subject to independent verification by Bureau Veritas. The global average figure is calculated using representative data from Belron® corporate operations in USA, France, Belgium, Australia and New Zealand.
 *** Avoided emissions are calculated on the assumption that a windscreen would have been replaced if a repair did not occur. Savings only occur if windscreen can be repaired instead of replaced, which depends on the size and position of the chip.

Driving down emissions continued



Reducing Scope 1 & 2 emissions

To tackle our Scope 1 and Scope 2 (direct and indirect) emissions we are taking action in three areas:

01

Reducing our fleet emissions

02

Increasing our use of renewable electricity

03

Decarbonising our infrastructure
(branches, DCs and warehouses)

01 Reducing our fleet emissions

Our global fleet of around 11,200 vehicles is our largest single source of Scope 1 direct emissions. Our fleet is made up of our mobile vans, and courtesy and company cars. By 2030, our aim is to reduce these emissions by lowering fuel consumption and improving efficiencies through route optimisation, driver training, newer more efficient vehicles, roll-out of fully electric or hybrid vehicles, and the use of alternative lower emission fuels such as HVO (biodiesel).

Optimisation and efficiencies

Ensuring that our fleet meets our operational requirements is critical to our customer service. In 2025, we continued our investment in newer, more efficient vehicles to reduce fuel consumption. Planning and route optimisation also reduced fuel, and helped build efficiency into the way we operate. We piloted a number of route optimisation software options, which have shown good results. We will keep assessing our options in 2026.

We rolled out telematics into more of our businesses, with Spain our latest business to go live at the end of 2025 – the eleventh of our businesses to have the software. This helps us to focus on more efficient routes and ways of driving, reduced vehicle idling and to keep our drivers and other road users safe. We will also use the software to help identify the routes more suited to electrification.

Driving down emissions continued

Electrifying our fleet

In 2025, we transitioned more of our mobile vans, and courtesy and company cars to fully-electric vehicles. At the end of 2025, 16% of our global fleet was electric.

In summary:

- 41% of all our cars, and 7% of our vans were fully electric;
- 15 Belron businesses were operating with electric cars and 12 with electric mobile vans.

Across our total global fleet, 2,200 vehicles are made up of courtesy cars, where we offer our customers a car while work is carried out on their vehicles, and company cars for employees. Over the past few years, we have rolled out policies to use more EVs here. For example, in our businesses in New Zealand and Sweden, 80% and 86% respectively of car fleets are fully electric. At the end of 2025, 41% of our cars were fully electric globally, up from 35% at the end of 2024.

Several businesses continued their journey to electrify their van fleets throughout 2025, including 67% of all fleet vehicles in the Netherlands, while France continues to operate a fully-electric van fleet.

Alternative fuels

Where electrification of our fleet is not yet viable – through infrastructure challenges, range availability and in some cases weather, we continue to look at alternative options, including fuels. Biofuels such as HVO (biodiesel), are being successfully used in a number of businesses including Finland, Portugal, Spain and Sweden. This offers the opportunity to reduce fleet emissions whilst electrification is explored. We are also making HVO a key focus in our transport procurement strategy. Overall, our actions resulted in fleet emissions reducing by 8% in 2025, compared with 2024.

11,200

no. vehicles in global fleet

16%

of fleet that is electrified

8%

reduction in fleet emissions versus 2024



CASE STUDY

UK

First to 100

Our business in the UK, Autoglass®/ Belron UK, has achieved a major milestone in its sustainability journey by transitioning its entire company car fleet to 100% electric vehicles. In November 2025, it replaced its final hybrid with an electric model, making the UK the first Belron business to eliminate tailpipe emissions from its company car fleet.

Today, over 20% of the UK's total fleet – including cars and vans – is electric, and the business continues to explore how electric vans can best serve their operations.

Driving down emissions continued

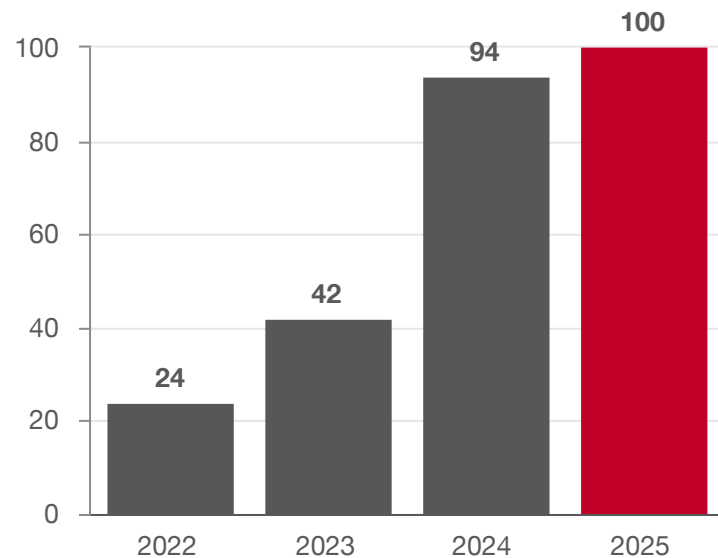
02 Increasing renewable electricity

In 2025, we met our ambition of sourcing 100% of the electricity used within our buildings from renewable sources, up from 94% in 2024.

Our renewable sourcing includes on-site generation, green tariffs backed by Renewable Guarantees of Origin (REGOs) or Guarantees of Origin (GoOs), and the purchase of Renewable Energy Certificates (RECs) to match our electricity consumption.

We continued to explore opportunities for on-site renewable generation, with solar panels already in place on selected buildings in our businesses in Australia, New Zealand, Spain and on ten off-grid branches in the UK.

Share of renewable electricity in total consumption per year %



CASE STUDY

Portugal

Energy communities

Our business in Portugal, Carglass® Portugal, is looking to engage and form Energy Communities, where companies install photovoltaic panels on their rooftops with the goal of producing their own energy and generating surplus energy. This creates an Energy Community where the surplus is sold to the surrounding neighbourhood. To date, two branches will have 100 panels installed, generating 70,000 kWh annually. As producer members, our business in Portugal will support the growth of energy communities by making green energy available to more people.

70,000 kWh
to be generated annually

Driving down emissions continued

CASE STUDY

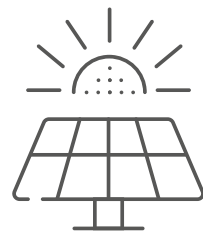
Solar generation at EDC

During 2025, 3,170 additional solar panels were installed on the roof of our European Distribution Centre (EDC) in Bilzen, Belgium.

The additional panels will complement and expand the existing 14,000m² of solar panels already at the site. These help to reduce cost and make the centre completely self-sufficient on sunny days.

In 2025, the EDC generated 733 MWh of electricity, which is expected to increase in 2026 once the additional panels are fully operational.

In addition, a battery complex is being installed to store the electricity generated, to further reduce the site's dependency on grid power.



3,170
additional solar panels



Driving down emissions continued

03 Decarbonising our infrastructure

The power used to run our buildings made up 36% of our Scope 1 and 2 emissions (data from our 2021 baseline year). Reducing the power we use, alongside its decarbonisation, will therefore be key to reaching our emission reduction targets.

Energy efficiency and changing how branches and DCs are powered are a critical part of how this will be done, bringing the additional benefit of reducing our operational costs.



Our businesses are approaching this in different ways. In Canada, for example, our Belron Canada strengthened its building energy efficiency programme. By approaching building renovations with a focus on sustainability, we were able to upgrade to advanced, energy-efficient technologies. This approach has resulted in the installation of high-efficiency heat pumps in two branches and has equipped the network team with the knowledge to integrate energy efficiency and decarbonisation into their long-term strategies.

In our business in the UK, Autoglass®/ Belron UK, we delivered a number of energy efficiency and emissions reduction measures, including the replacement of lighting, and gas water heaters with electric alternatives. These have generated a total saving of 240,000 kWh to date.

Carglass® Germany, our German business, implemented an energy management system and was certified in accordance with ISO 50001. This was an important step towards identifying potential energy savings and subsequently implementing targeted measures to reduce emissions.

We continue to assess different ways of decarbonising our infrastructure and share learnings across our businesses.

CASE STUDY

Netherlands

Decarbonising operations

In the Netherlands, Carglass® Netherlands identified that the heating of their branches accounted for over 50% of their total Scope 1 emissions, with fleet making up the remainder.

With the challenge of reducing its carbon emissions and improving energy efficiency, the business began the development and implementation of a new sustainability strategy, focusing on an ambition to be gas-free across all buildings, alongside electrification of its fleet.

In partnership with local real estate asset managers, our team in the Netherlands has continued throughout 2025 to invest in air source heat pumps to replace gas heating, building management systems and other technology. The programme has prioritised branches where lease renewals and infrastructure has allowed for upgrades.

By the end of 2025, 65% of branches had completed the transition to gasless heating, with a roadmap in place to reach 100% by 2030.

In addition, our business in the Netherlands looked to decarbonise its fleet of company cars and technician vans. At the end of 2025, over 65% of the fleet was fully electric, with an additional 13% hybrid, with supporting charging infrastructure installed at key branches. In addition to electric and hybrid vehicles, the majority of remaining non-electric vans have begun to utilise biodiesel (HVO) where available.

Since 2024, the Netherlands has delivered a 34% reduction in Scope 1 emissions as a direct result of its sustainability strategy and emission reduction plans.

34%

reduction in Scope 1 emissions since 2024

Driving down emissions continued



Scope 3

Our near-term commitment is to reduce our Scope 3 emissions by 25% by 2030.

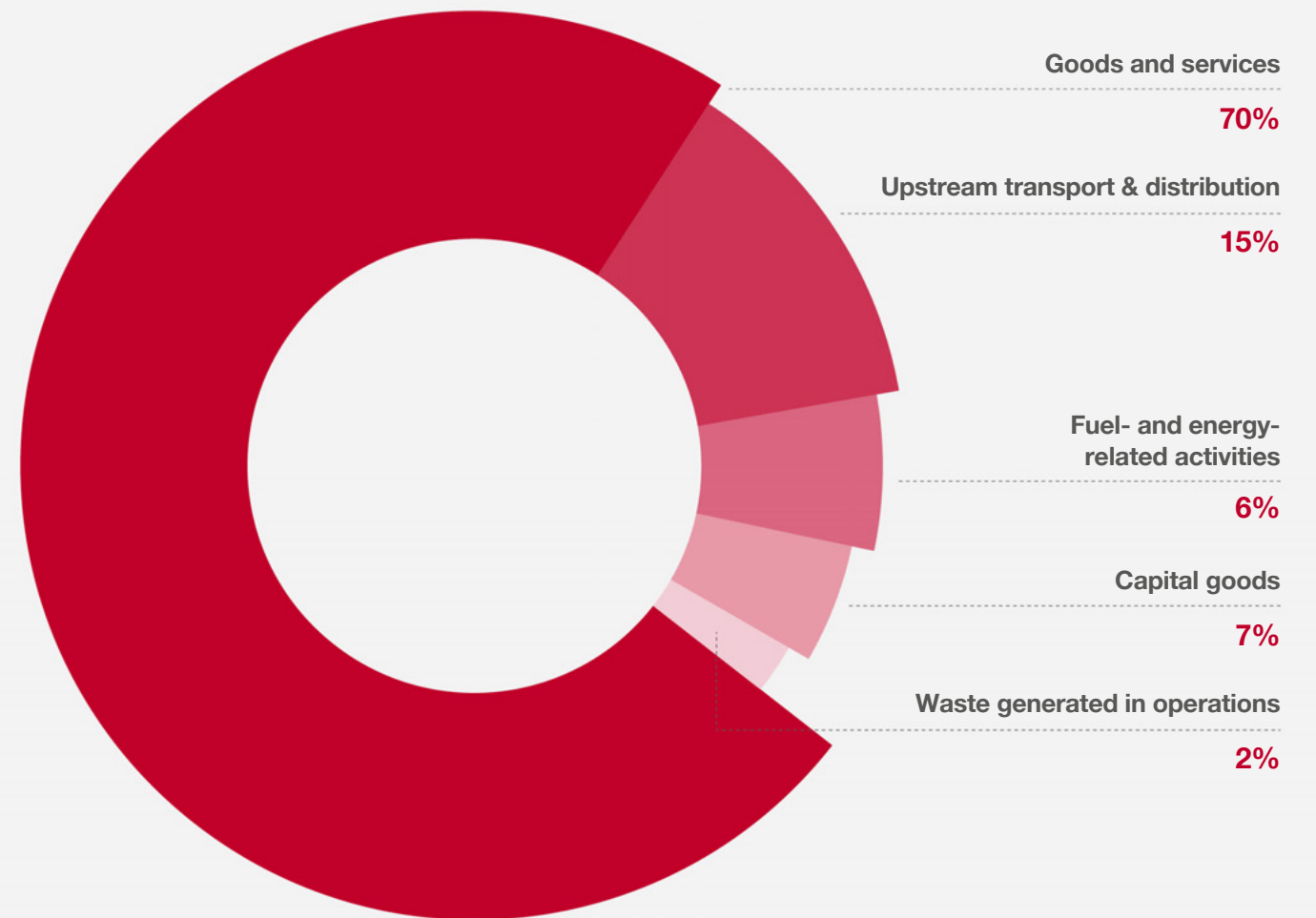
The focus of our Scope 3 emissions reduction work and reporting is on categories 1 to 5. These represent (on a 2021 baseline and in line with SBTi requirements) over 90% of our total Scope 3 emissions and consist of: purchased goods and services; capital goods, fuel and energy-related activities; upstream transport and distribution; and waste generated in our operations.

The chart shows the breakdown of our Scope 3 emissions (categories 1 to 5) in 2025. We use this to help prioritise our emission reduction activities to ensure we tackle Scope 3 emissions in a co-ordinated way.

A specific focus for 2025 was to gain a better understanding of the emissions associated with the core products we buy (purchased goods and services – category 1 of Scope 3 emissions) and how they can be reduced. Emissions associated with purchased goods and services make up 70% of our Scope 3 category 1-5 emissions, and includes glass, polyurethane, adhesives, resin and products for resale such as wipers and rain repellent.

We have worked with our suppliers to obtain specific emission factors for these products and to better understand their own reduction plans. This information will be used to improve the data that we report.

Our Scope 3 emissions (categories 1-5)*



* Breakdown as at 2025

Driving down emissions continued

Procured goods and services – a life cycle approach

Vehicle glass made up 23% of our total Scope 3 emissions in 2025, and is therefore a critical element of our emissions reduction planning. In 2025, we continued to work with a product life cycle specialist to develop supplier and site-specific Life Cycle Assessments (LCAs) for the glass we buy from our key suppliers. We have completed these assessments for both 2021 and 2023 to show how these emissions have changed over the period.

The LCAs cover all stages from raw material extraction, float glass and windscreen production, and transport between each stage, up to the point where the completed automotive glass parts leave the suppliers' site.

The data has given us further insight to the emissions associated with each stage of windscreen production, and the levers available to reduce them. Key opportunities include improvements to production efficiency, moving to renewable energy and optimising raw material inputs.

This information will help us better understand the impact of our own suppliers' plans.

Non-glass core products

In addition to the purchase of vehicle glass, we have a number of core products which are used globally to deliver our services – these include adhesives, resins and wipers.

We have worked with our suppliers here to better understand the emissions associated with them.

For a number of products certified we have Product Carbon Footprints, which will in future enable us to apply an emission factor specific to the product purchased, in place of industry average factors.

We continue to work with our suppliers to enable us to incorporate these specific emissions factors in our calculations – improving the accuracy of our data, while taking into account the reductions achieved by our partners.

Vehicle glass emissions

The emissions associated with the production of a windscreen can be broken down into a number of key sources (shown for illustrative purposes below*).

Electricity use

60%

Use of natural gas

20%

Raw materials

(for example sand, soda ash, PVB)

19%

Transport

1%



* To ensure comparable information, the assessments focused on operations for a 2021 base year, on an unheated automotive windscreen consisting of two glass layers of set thickness, PVB interlayer and the layer of black enamel which borders the windscreen.



Driving down emissions continued

What's next

The results of the LCAs, alongside supplier emission reduction plans, are being used to support the development of our own roadmap towards our 2030 and 2050 objectives.

Transport and distribution

Emissions associated with our upstream transport and distribution network made up 15% of our total Scope 3 emissions in 2025. Our transport and distribution suppliers helped us gain a better understanding of their emission reduction plans. Together we looked for efficiencies on routes and fuel consumption, and how we could obtain more accurate transport and distribution emission calculations (category 4 of Scope 3).

We engaged with our transportation partners to trial alternative fuels and vehicles. For example, in 2024 our business in the UK completed a successful trial with its distribution partner on the use of 40-tonne trucks fuelled with Bio-CNG. During 2025, these vehicles were incorporated into business-as-usual operations, with two (15% of the fleet) running on Bio-CNG. Use of these vehicles resulted in a reduction in emissions of 85% compared with the equivalent diesel vehicle emissions.

During 2025, an LNG truck was also trialled, but was found to be less effective than the Bio-CNG vehicles. The aim, therefore, is for our transport partners to increase the number of Bio-CNG vehicles as refuelling infrastructure becomes available on our required routes.

We are also making HVO a key focus in our transport procurement strategy. In France, HVO was introduced in a number of distribution vehicles in 2025, and from 2026 it will also be used on some routes operated by our transport partner from our EDC in Belgium into the Netherlands.

Other key Scope 3 categories

We continue to calculate the emissions associated with capital goods (category 2 of Scope 3), with a focus on how they can be more accurately reported.

Fuel- and energy-related emissions (category 3 of Scope 3) are a result of the supply of the fuel and energy we consume. Once again, we focused on reducing fuel consumption in our fleet, and energy consumption in our real estate.

Within category 5 of Scope 3, reducing the volume of waste we generate, alongside increasing its diversion from landfill, was another priority for us. This supports the delivery of our waste and circular economy ambitions, alongside a reduction in associated emissions.

CASE STUDY

Long Heavy Vehicles reduce mileage and emissions

1,500km

saved for each return journey removed

75%

tCO₂e reduction

In Q4 2025, alongside our transport partner, we began to use Long Heavy Vehicles (LZV) between our EDC in Belgium to our main hub in Denmark.

Previously these journeys were completed by mega, or jumbo trailers, three times a week. The move to the LZVs comes with multiple benefits. They can transport up to 55% more glass volume – providing an opportunity to reduce the number of return journeys from three to two per week during normal operations. This saves around 1,500kms for each return journey removed.

In addition, the LZV vehicles utilise HVO fuel in place of the standard diesel used in the mega/ jumbo trailers, leading to an average 75% reduction in emissions.

Sustainable procurement

Our supplier partners play a vital role in our success. They are critical in enabling us to serve our customers and achieve our purpose of making a memorable difference with care. They also help us to drive innovation and efficiency, and deliver value for our shareholders, our colleagues, customers and society.

Sustainability sits at the core of our Procurement Strategy. We buy products and services that meet our strict quality requirements at optimal cost and that, wherever possible, also make a positive impact on society and the environment.

Why it's important

Our suppliers have a key part to play in helping us meet our waste and emissions reduction targets, as well as our commitments to people safety and diversity, equity and inclusion across our value chain.

Our mission

Belron Group Procurement aims to deliver strategic value by working with agility and resilience – leveraging our resources, embracing innovation and driving a sustainable future for Belron.

Global sourcing

Our Group Procurement function sources and manages the purchasing of the core products and services that we use in our businesses around the world.

Our centrally procured products include vehicle glass, trims, adhesives, workshop equipment, tools, consumables and products for resale, while services include IT software and maintenance, professional services, vehicle leasing, maintenance of our van fleet and the management of our global network of property sites including offices, branches and DCs.



Our approach to sustainable procurement

Our Sustainable Procurement programme is built around our four key areas of:

- Environment
- Human Rights
- Governance
- Supply Risk

This ensures that our sourcing decisions, the way in which we buy goods and services, and the actions we take with our suppliers, all contribute to our Responsible Business objectives, while at the same time improving our supply chain efficiency and resilience.



Sustainable procurement continued

Summary of progress in 2025

We launched our Global Procurement policy in 2024 and embedded it into our processes and ways of working throughout 2025. This gives our businesses a comprehensive set of standards in both direct and indirect procurement of products and services, and ensures our processes are conducted with integrity and transparency, and with a focus on risk, sustainability and value for money.

We want to ensure our suppliers operate in line with the core principles in our updated Supplier Code of Conduct and Supplier Sustainability Handbook. This included remote and on-site audits and assessments to ensure compliance. In 2025 we maintained our objective of having all of our strategically important suppliers covered by a valid assessment.

In addition, we now have a formal governance framework, covering policies, processes and standardised templates to ensure we take every opportunity to reduce risk and improve sustainability through our procurement activities.

In 2025 our Group Procurement team expanded in size and scope, taking on responsibility for additional suppliers and categories, and covering a greater proportion of our global spend than before.

Our actions

Developing the Belron Way of Sourcing

A core milestone for 2025 was the creation of our first Belron Way of Sourcing Framework. This gives clarity on how sustainability factors are both assessed and integrated in the way we buy goods and services.

Relevant components are:

- defining the sustainability criteria that is to be used when sourcing and selecting suppliers;
- ensuring that critical sustainability-related clauses are built in to supplier contracts;
- defining the level of due diligence that must be performed on suppliers depending on their risk profile;
- setting the minimum standards that suppliers must achieve in order to remain approved;
- embedding sustainability metrics into the way we measure supplier success.

Embedding our new Supplier Code of Conduct

In 2025 we continued to use our Supplier Code of Conduct as the foundation for our engagement with suppliers.

Within the Code, there are three key sections:

- ‘Operating Responsibly’ focuses on protecting the environment and the health and safety of suppliers’ employees, and supporting local communities.
- ‘Respecting Human Rights’ is about protecting the rights and freedoms of both our suppliers’ employees and those in their supply chains, setting out our expectations on pay and working hours, diversity, child labour and modern slavery.
- ‘Acting with Integrity’ sets out our requirements on anti-corruption, protecting data and information, and the steps we expect our suppliers to take to ensure they can keep supplying Belron with the goods and services that we need.

The Code includes a ‘Speak Up’ mechanism for our suppliers’ employees, business partners or any other third party to raise concerns with us which we can then investigate.



Sustainable procurement continued



55%
of supplier sites achieved 'Platinum grade'

85%
of supplier sites achieved one of the top two ratings

Assessing our suppliers

To ensure suppliers' compliance with our requirements, our Sustainable Procurement team continued its programme of remote and on-site assessments and audits at production, distribution and service delivery locations.

This continues to be supported by our external partners, who run a bespoke audit structure that assesses a wide range of topics and delivers a corrective action plan with required resolution times.

Our approach is to have an ongoing dialogue with suppliers to address risks, provide advice and share best practices. This is supported by a detailed scoring mechanism.

In 2025 we met our objective of having all our strategically important suppliers covered by a valid assessment or audit. Review periods for these suppliers are updated quarterly according to their risk profiles and scores.

Audit results

The audit results of our global suppliers were strong in 2025. 55% of our supplier sites audited achieved the highest possible 'Platinum' grade, meaning that no risks were identified and only good practices found. Together with 30% achieving 'Green' grade, meaning only low risks were identified, the programme saw 85% of our supplier sites achieving one of the top two ratings.

Health and safety continued to be one of the primary risks identified. We address this by focusing on safety in our dialogue with suppliers and the expertise provided by our Safety team.

Supplier good practices were demonstrated and shared across a range of areas, especially in the protection of the environment and the prevention of climate change. This gives us a solid platform on which we can build our emissions reduction plans with suppliers.

In 2025, more of our suppliers transitioned to renewable energy, and an increased number of them set science-based targets that align with our own.

Managing value chain risk

In 2025, we used a range of systems to assess risks in our value chain and get real-time information about events requiring attention. We reviewed the full supply chains of more of our key strategic suppliers, tracing back to raw materials and assessing a broad range of risks and sustainability impacts at each stage, including their emissions. We applied our Business Continuity Framework to review the ability of our partners to provide goods and services in case of adverse events or any other contingencies.

Investing in people and society

Our people are at the heart of Belron. We are dedicated to encouraging diversity and inclusion to attract top talent for our success. By supporting our colleagues' growth, safety and wellbeing, we can help them achieve their best so they provide excellent service to our customers. We are also deeply committed to giving back to our communities.

- 40 People safety and wellbeing
- 44 Promoting diversity, equity and inclusion
- 48 Giving back to our communities



People safety and wellbeing

One of Belron's key priorities is developing and maintaining a positive safety, health and wellbeing (SHW) culture.

Why it's important

Creating a zero-harm environment and keeping our people safe is at the heart of doing business responsibly. Protecting our colleagues is vital not only for their wellbeing but also because it enables them to deliver exceptional service to our customers. A strong safety culture helps keep our workforce engaged and ensures we remain an employer of choice, attracting and retaining top talent.

Our ambitions

We aim to achieve a zero-harm environment for colleagues, customers, contractors and visitors, ensuring everyone returns home safely every day. For 2026, our goal is to further reduce the Lost Time Injury Frequency Rate (LTIFR) compared with 2025.

Summary of progress in 2025

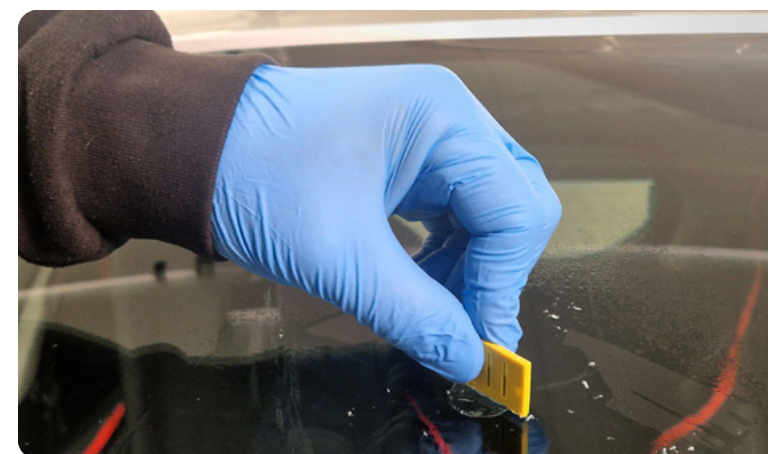
In 2025, we continued to strengthen safety management and launched different initiatives to help us achieve our ambitions. We introduced safer tools, as well as enhanced training, strengthened compliance, upgraded PPE specifications and the implementation of new, safer working methods across our businesses. These actions, alongside our Belron SHW Global Standards, have helped build awareness, capability and compliance, laying the foundation for a sustained improvement in safety performance.

In 2025, we saw a solid reduction in our safety performance metrics, with LTIFR down by 28% and the number of lost time accidents falling from 1,039 to 752. This improvement shows that the steps we have taken are making an impact. However, we are committed to maintaining our focus and momentum, and there is still much more to do.

	2025	2024
Lost Time Injury Frequency Rate (LTIFR)	13.10	18.15
Total Recordable Injury Frequency Rate (TRIFR)	31.83	37.70



People safety and wellbeing continued



New, safer tools

To reduce common injuries like sprains and strains, and to make the role of the technician more accessible to a wider range of people, Belron's Technical and Operations team developed a series of new tools designed to improve safety and ease of work. These include a redesigned glass trestle system and central brace for better height adjustment and handling of large glass. We trialed these innovations across our businesses during 2025, and will start to roll them out in early 2026, reinforcing our commitment to safety, efficiency, and attracting a more diverse technician population.

Safer Razor Blades

To reduce the risk of cuts and lacerations, we introduced the Safer Razor Blade (SRB). After successful trials, the SRB has now been rolled out globally in 17 countries and is already making a significant impact: lost time injuries (LTIs) from cuts and lacerations have dropped by 44%, and injuries linked to razor blades have fallen by 79% compared with 2024. This initiative, alongside the planned introduction of peelable glass labels worldwide, reflects our commitment to provide safer tools and reduce reliance on sharp instruments.

Manual handling training

To tackle musculoskeletal injuries we introduced bespoke manual handling training for all technicians, as well as warehouse and distribution teams. Developed with a global leader in ergonomics, this programme is based on Olympic weightlifting techniques; a risk assessment of the Belron Way of Fitting; and daily field tasks. It offers practical, role-specific modules for technicians and warehouse teams. Almost all of our businesses have completed the initial 'train-the-trainer' manual handling learning, which will be rolled out to all technicians during 2026. This reinforces our commitment to reducing injury risk through education and safer working practices.

Our actions

Improved training and standards

To strengthen safety culture and reduce risk, we introduced a global safety training programme that every new employee must complete when joining Belron. In addition, we rolled out driver safety training for all colleagues and began implementing driver tracking in many countries to monitor and encourage safe driving practices. Alongside our existing Global Safety Standards, we added two more: a Driver Safety Standard and an Environmental Management and Compliance Standard, further embedding safety and sustainability into how we operate. These initiatives reflect our commitment to protecting our people and promoting responsible practices across the business.

People safety and wellbeing continued

Many of our businesses made their own safety improvements in 2025.

Italy's breakthrough in safety performance

Our business in Italy, Carglass® Italy, is leading the way in implementing Belron's Global Safety Standards and finding ways to remove risk. By using data to drive decisions, Italy has focused on improving incident and near-miss reporting through long-term communication campaigns, onboarding with practical safety training and a mentoring programme for new technicians – resulting in a 50% reduction in lost-time injuries in 2025 compared with the previous year.

The team also tackled key risks by introducing plastic blades and ergonomic solutions for manual glass handling, and was the first country to implement all 15 Global Safety Standards. Their proactive approach, combined with strong leadership and technician engagement, is delivering measurable improvements and setting a benchmark for the other Belron businesses.

Australia's safety culture transformation

In 2025, our business in Australia, O'Brien®, took major steps to strengthen its safety culture, to go beyond compliance and create real behaviour change. The initiative focused on lead indicators – such as reporting near misses, spotting hazards and making safety observations – to identify and address risks and unsafe acts before incidents occur.

A key milestone was the introduction of the Behavioural Consequence Matrix, which rewards safe behaviours through the 'O Thanks' recognition programme, uses safety observations as coaching opportunities and applies fair disciplinary measures for unsafe acts. This approach has empowered our Australian leaders to have meaningful safety conversations, supported by training and resources to spot issues early and recognise positive behaviours in real time.

This resulted in record numbers of safety observations each month, a culture centred on education and understanding rather than compliance, and one of the lowest LTIFR performances across Belron – placing Australia in the top 25% of all our businesses in 2025.

Canada builds a culture of safety ownership

Our colleagues in Canada have transformed the safety culture by embedding ownership and accountability at every level. Through a dedicated monthly steering committee, Canadian leadership teams review data, agree actions and model safe behaviours, making safety a shared responsibility rather than a compliance exercise. This approach has driven a culture focused on prevention, resulting in a significant increase in near-miss and first-aid reporting and a reduction in the LTIFR rate of 22% between 2025 and 2024. Employees now see safety as an act of leadership, reinforcing our commitment to ensuring every colleague goes home safe.



People safety and wellbeing continued

CASE STUDY

France

A culture of continuous improvement

Our business in France, Carglass® France, achieved outstanding recognition in 2025 for its commitment to health, safety and sustainability. The team earned the EcoVadis Platinum label, placing them in the top 1% of companies globally for sustainability performance generally. They secured triple ISO certification for health and safety, quality and environmental standards. Additionally, the business was recognised by the French insurance sector with a Health and Safety Award for its innovative daily warm-up sessions, which involve all employees and targets the prevention of musculoskeletal injuries.

While there is more to do, these achievements reflect a culture of continuous improvement, robust training and strong employee engagement in safety practices which should help to improve safety performance in 2026.

CASE STUDY

US

Innovative driver safety technology

To strengthen driver safety and protect both colleagues and customers, our business in the US, Safelite®, implemented advanced in-vehicle camera technology across its fleet.

After a successful pilot in California, which saw dramatic reductions in risky behaviours such as handheld device use and improper seatbelt use, the technology was rolled out nationally in 2025. The initiative has led to a 87% decrease in unsafe driving behaviours per driver, a 4% reduction in auto liability events and a 27% improvement in worker's compensation claims related to vehicle accidents in 2025 compared with 2024.

As a result, we have begun rolling this technology out in the UK, and we are exploring opportunities to expand to other markets as well.



Promoting diversity, equity and inclusion

With over 30,000 colleagues around the world, our people are our greatest asset. We believe that talent is everywhere, therefore welcoming and retaining colleagues with a range of experiences and abilities isn't just the right thing to do, it is vital for us to succeed.

Promoting Diversity, Equity and Inclusion (DE&I) is at the heart of what we stand for. We are all unique, and that's what makes the difference.

Why it's important

Diverse perspectives across our global business help us innovate, solve problems and better represent our customers, and understand the needs of the communities we serve.

An inclusive workplace helps us recruit from the widest range of talent from all segments of society, and unlock the potential of our team where everyone has the opportunity to contribute and grow.

Our ambitions

Our principles are zero tolerance for discrimination and 100% inclusion for all. We believe that inclusion makes us stronger, and so we aim to embed it into our business as much as possible. We are committed to improving gender diversity throughout Belron, including within our leadership.

Summary of progress in 2025

We continued to evolve our DE&I agenda, with a range of activities and concepts in this area.

Our businesses were able to find solutions to some of the challenges faced in their markets. Following 2024's full DE&I health checks, which we undertook in partnership with Ernst & Young (EY), each of our businesses generated local action plans for 2025. Progress was monitored through our end-of-year internal DE&I temperature checks, which will inform 2026 action planning.

We track DE&I engagement, which reached 89% in the 2025 engagement survey and we continued our efforts to attract and retain women in our business and develop new tools to serve a more diverse technician population.

Our actions

Increasing female representation

Empowering our businesses and giving them tools and insights has enabled them to address gender diversity in ways suited to their local contexts.

For example, the UK's 'Inspiring Women' event gathered female technicians for feedback and development, directly shaping future sourcing strategies and support measures. Portugal's focus on regular structured sessions on inclusion and leadership behaviour helped improve the experience of their female technicians and meant that issues could be addressed quickly. Finland's targeted recruitment efforts increased female technician hires, underscoring the need for strong retention support.

In addition, Canada marked International Women's Day by inviting female technicians to share their reflections to help others to learn about their experiences, and Norway showcased the insights of two female technicians in an internal video, furthering the conversation on gender equality and representation.

24%
of our employee population is female

2/3
of our revenue in 2025 was generated under female leadership

89%
positive DE&I measure



Promoting diversity, equity and inclusion continued

While around one third of our owned businesses continue to be led by women, including our largest business in the US, we recognise that we still have much more to do globally to improve female representation in our business.

As the majority of our technicians are male, many businesses organised campaigns focusing on issues of male health and mental health, providing support and guidance.

Adapting how we work

The physical nature of removing and replacing glass can feel like a barrier for some people, particularly women, those with smaller statures and older workers. We want to attract the most talented colleagues into our business regardless of their size or strength, and retain their experience for as long as possible. We are continuously improving our tools and processes to have a greater focus on skill than physical strength, and have made the tools more accessible and safer too (see page 41).

Building confidence and capability

In 2025, we focused on colleague training and education. Since its launch, our internally developed 'Introduction to DE&I' e-learning for all employees and 'Inclusive leadership' e-learning for managers reached 69% and 65% of these groups respectively, with our business in the US achieving 97% completion. Our integration of DE&I into recruitment, customer support and training modules has also advanced.

Disability inclusion

We recognise that people with disabilities often face assumptions and stigma and, as many disabilities are non-visible, it becomes even more important that we make Belron as welcoming and inclusive as possible.

CASE STUDY

Germany

An inclusive recruitment message

Germany launched a short video headlined 'We Embrace Diversity – Join Our Team Just as You Are', displayed on branch screens. The video, showing colleagues from all demographics, marks the first time Germany has made its DE&I message visible externally to customers, visitors and potential candidates, affirming its public commitment to openness, respect and togetherness.

This helps ensure we recruit and retain people with a range of abilities and perspectives, and bring out the potential in our team. This can include making small adjustments to how we work with one another, challenging stereotypes or supporting colleagues who face barriers.

Belron Group partnered with a local disability charity, White Lodge, throughout the year, participating in awareness, active support and fundraising.

Our business in the UK played a leading role at the Motability Scheme Live Event, delivering interactive windscreen repair and ADAS demonstrations to support people with disabilities. The Motability Scheme helps disabled people and those with mobility needs gain access to affordable, adapted vehicles, enabling greater independence and safe, confident travel.



Our French team participated in the European Week for Disabled People, organising a national webinar with disability experts, and more than a hundred job-shadowing experiences across the country. Meanwhile Austria marked International Day of Disabled Persons by sharing the inspiring story of their technician Mario, who overcame a serious accident and now works independently with the support of his team.

Celebrating diversity

To maintain visibility and further understanding, we recognised important dates with our colleagues and communities, both globally and locally. These range from Pride Month and Black History Month, to International Day for Disabled Persons and International Women's Day.



We placed emphasis on learning, storytelling and fostering greater understanding. A global campaign, 'Belonging @ Belron', was dedicated to celebrate activities of inclusion and diversity from around the world.

Tracking our DE&I progress

We recognise the need to monitor our progress on DE&I, and 2025 was the fifth year where DE&I topics were included in our Annual Engagement Survey, through statements such as "I can be myself at work without worrying about how I will be accepted" and "In our business, managers support diversity and inclusion" (both 90%). The overall DE&I index, a collection of five DE&I-related questions, remained high at 89%.

Promoting diversity, equity and inclusion continued

Integrating DE&I

Inclusion is a core part of our culture, and valuing difference is a key leadership behaviour which supports our continued development. DE&I has been incorporated into recruitment toolkits, customer-facing role support modules and integrated within other key training content and design elements, such as inclusive leadership for managers and broader e-learning programmes. This helps embed DE&I into everyday behaviour and decision-making.

Locally tailored focus

All businesses, except our new business in Ireland that was acquired in March 2025, completed a comprehensive temperature check to assess progress against 2025 action plans, with each receiving tailored reports and recommendations from the Belron central team. The company's DE&I maturity improved, particularly in the US and other large businesses.

Pride 2025

In June 2025, Belron businesses worldwide celebrated Pride Month to demonstrate their commitment to LGBTQ+ (used here as an umbrella term, inclusive of Two-Spirit and other identities recognised internationally) communities and issues. Highlights included colleagues from the US team proudly joining the Stonewall Columbus Pride March, capturing the experience in a video that was shared with colleagues. In Canada, the month was marked by a focus on visibility, education and allyship. Activities included a Pride message from leadership, a call to action to amplify LGBTQ+ voices, moving testimonial from colleagues and a training session on gender and sexual diversity.

In New Zealand, the team signed up to the Pride Pledge during Pride Month, publicly affirming their support for inclusion and equality. Leaders in Belgium and Luxembourg spearheaded a simple but powerful 'thumbs up to diversity' campaign, which encouraged colleagues in offices and branches to share positive messages alongside a 'thumbs up' photo.

Black History Month in the US

Belron businesses recognise Black History Month to celebrate Black culture and achievements, and encourage reflection on ongoing challenges. Our US business organised a panel discussion with Black leaders, focusing on topics like unconscious bias and psychological safety. The 'Safelite® Spotlight' series ran throughout the month of February, giving colleagues a platform to share personal stories and perspectives, which helped inspire others and deepen understanding of diversity.

CASE STUDY

UK

Inspiring more women technicians

Our business in the UK has long been a pioneer of female recruitment, with several innovative campaigns to encourage women to consider a career as a technician. As part of this ongoing effort, they hosted an Inspiring Women's event to listen to female technicians, understand their experiences and find out what support they need. As well as the technicians themselves, the event brought together their mentors, leaders and outside experts. It highlighted the many rewarding aspects of the role, but also the challenges including equipment, training and customer perceptions. Belron UK is using these insights to improve how they recruit, train and support women, with a goal of increasing the number of female technicians from 29 to 100 by 2028.



Promoting diversity, equity and inclusion continued

Employee engagement

Colleague engagement is critical to our success, and we actively drive this in several ways. These include training, development and recognition through local programmes, feedback channels and support for local communities through our Giving Back agenda.

Recognising exceptional people

Our annual Belron Exceptional People Awards (BEPAs) recognise ‘the best of the best’ amongst our people for their outstanding contributions; both in their work, and also for their colleagues and communities. In 2025, we congratulated 74 winners from 20 countries, most working in frontline roles or in DCs. The winners were selected by a global panel of leaders, chaired by our CEO.

‘Our Voice’ Annual Engagement Survey

Since 2020 we have measured employee engagement with ‘Our Belron Annual Engagement Survey’, and a six-month pulse survey, which tracks employee sentiment about the action that has been taken by their teams.

In 2025, 27,266 (88%) colleagues participated across our businesses and remain highly engaged, with overall engagement at 87.1%.

88% of our employees said they feel proud to work for Belron; while 91% said that their manager cares about their wellbeing.

We also received over 35,000 comments – up from around 20,000 in the last annual survey – which provide robust and valuable feedback.

We believe these engagement results show that our responsible business commitments, such as caring for our people, acting with integrity and making a positive impact, resonate with our colleagues across the organisation.

2025 Engagement Survey results

87.1%

Ambition

Maintain engagement score in the mid range of:

80%



Giving back to our communities

With a deep-rooted sense of responsibility towards the communities we serve, we are committed to enabling as many of our people as possible to make a positive difference. This is at the heart of our culture and helps motivate, engage and inspire our colleagues – bringing us together with a common desire to help others.

Why it's important

By harnessing the passion and energy of our people, our Giving Back agenda helps us generate a positive impact, motivates our colleagues and brings them together. Each of our businesses has its own approach, so our colleagues can experience a greater sense of belonging and purpose, as well as personal involvement and achievement.

Our actions

We want to make a difference to our local communities in which we operate, to our charity partners, including Afrika Tikkun, and to less fortunate people through the Belron Ronnie Lubner Charitable Foundation.

Summary of progress in 2025

Our Giving Back agenda is delivered across three areas: the Spirit of Belron Challenge (SOBC), local giving in our businesses and the Belron Ronnie Lubner Charitable Foundation. In 2025, we were active across all three areas, with donations totalling over €10.5m.

€10.5m
donations for 2025

Our actions

We deliver our Giving Back agenda across three areas:



Giving back to our communities continued

01 The Spirit of Belron Challenge

The Spirit of Belron Challenge (SOBC) is our annual fundraising event which has been a calendar highlight for over 20 years. The event sees thousands of colleagues from around the world of Belron come together with families, friends, suppliers and partners to swim, cycle, run, walk or travel by wheelchair to raise money for our long-standing charity partner, Afrika Tikkun.

SOBC was once again a huge success. Over 11,500 people joined our 10-day virtual 'Round the World' event; and 1,700 took part in a day of sports including triathlons, duathlons and running events at Dorney Lake in the UK. Collectively we travelled 340,000 km, the equivalent to almost nine laps around the world, raising over €2m for Afrika Tikkun. The total was achieved through a combination of individual country fundraising and donations from colleagues, partners and suppliers. Belron also donated €1 for every 1 km travelled.

In South Africa, several hundred young people from Afrika Tikkun got involved, taking part in the virtual challenge. In addition, four Afrika Tikkun alumni spent over a week in the UK, culminating with the Day at Dorney. They met UK donors, partnered with local charities who also provide opportunities for young people, and spent time with Belron colleagues to learn about our business. They also shared their own stories with employees during a 'Spotlight' panel discussion, helping to demonstrate the impact of Belron's funding through SOBC.

1,700

people took part in a day of sports at Dorney Lake in the UK

11,500

people joined our ten-day virtual 'Round the World' event



Giving back to our communities continued

Afrika Tikkun

We are exceptionally proud of our partnership with Afrika Tikkun which was established over 20 years ago.

Belron has a long connection with South Africa. Our original business, Jacobs & Dander, began selling glass in Cape Town in 1897, but this is not the only reason we choose to support Afrika Tikkun. South Africa is one of the poorest countries in the world with over half of the population living in poverty. What's more, over a third of young people aged 15 to 35 are unemployed with no access to meaningful support.

Whilst the Spirit of Belron Challenge is our largest fundraising event for Afrika Tikkun, our partnership with them is demonstrated in many other ways. The most significant activity is the Technology Transforms Lives programme, established by our global Technology team.

Launched in 2021, as part of our commitment to Afrika Tikkun, our IT mentorship programme, Technology Transforms Lives, supports hundreds of young South Africans from disadvantaged backgrounds.

By sharing their knowledge and expertise in online mentoring sessions, Belron colleagues from around the world have helped these young people to gain the qualifications they need to find sustainable employment in the country's growing IT sector. This helps change their lives, and the lives of their families, their communities and the generations to come. In March, the 'Class of 2024' celebrated their graduation. The event was broadcast live via YouTube.

Across our businesses, teams found creative ways to support SOBC and make it their own:

In Germany 650 employees across 17 locations dressed as superheroes and pedalled non-stop for 24 hours, during their annual Cycle Challenge. Spread across 60 teams, they collectively covered nearly 19,500 km, cheered on by colleagues via a live stream that kept the energy high and the competition fierce. Meanwhile, five colleagues took on an epic cycling challenge from Zurich to London, covering around 150 km a day across seven countries.

Our business in Sweden continued its tradition of donating SEK 1,500 per employee travelling to SOBC in the UK, raising a further SEK 85,500 for Afrika Tikkun.

In Belgium and Luxembourg colleagues hosted their much-loved Charity Quiz, where 14 teams battled for the top spot while raising funds. For every two points scored, the Belgian leadership team committed to covering 1 km during SOBC. Together, participants racked up 1,054 points, meaning the leadership team had to cycle or run 527 km.

As well as Afrika Tikkun beneficiaries visiting our businesses in the UK and Germany, colleagues also took the opportunity to visit the Afrika Tikkun Centres in South Africa. From Canada, colleagues visited Johannesburg to witness the impact of the charity's programmes. Their objective was to bring back a piece of Afrika Tikkun to all Canadian colleagues. Three podcasts were produced, giving all colleagues in Canada an opportunity to connect more closely with the charity's activities.

Colleagues from New Zealand and the UK who took their holidays in South Africa were also welcomed at Afrika Tikkun Centres.



Giving back to our communities continued

02 Local community giving

Each of Belron's businesses also gives back to communities through raising funds, volunteering and sharing skills and resources. In 2025, we raised around €4.5m to support charities and organisations helping vulnerable community groups.

Here's how a selection of our businesses made a difference:

Sweden leads with purpose-driven giving

Our business in Sweden has built a strong culture of giving back by combining creativity with employee-driven initiatives that unite colleagues and support meaningful causes. In May, Football Shirt Friday encouraged employees to wear their favourite team's shirt and share a photo, generating donations to the Swedish Childhood Cancer Foundation. In November, the traditional moustache-growing challenge returned with record engagement, supporting both Mustaschkampen and the Breast Cancer Association; for every selfie with a moustache, Sweden donated SEK 200 to each organisation, raising a total of SEK 21,350.

In addition, SEK 50,000 was raised for the campaign 'Minutes that Make a Difference' in support of the Swedish Childhood Cancer Foundation. The business also continued its year-round commitment by donating SEK 10 for every pair of wiper blades sold, contributing to a total of SEK 381,210 for the Swedish Childhood Cancer Foundation across 2025.

France celebrates 15 years of partnership with Association Petits Princes

France marked 15 years of partnership with the Association Petits Princes, a charity that fulfils the dreams of seriously ill children, through a series of nationwide initiatives engaging employees, customers and partners. To celebrate this milestone, campaigns were launched to connect everyday activities with the charity. In June, €1 was donated for every additional service sold, and in October and November, €2 was donated for each windscreen replacement or impact repair. Employees also organised fundraising activities, while more than 150 team members participated in the association's Heroes Races in Lyon, Paris and Bordeaux. Additionally, charity penalty shoot-outs were held during the 'Carglass® Games' across all regions. France raised €150k for Association Petits Princes in 2025.

Belux makes a big difference in one hour of giving

In 2025, Belgium and Luxembourg hosted their annual 'Give Back Night', keeping all branches open an extra hour to raise funds for charity. Technicians continued performing repairs, replacements and ADAS recalibrations, while colleagues from head office and the Customer Contact Centre swapped laptops for vacuum cleaners and wiping cloths to assist technicians. All proceeds went directly to charity, resulting in €116,726 raised. Other charities Belux supported in 2025 include Afrika Tikkun, Belgian Paralympic Committee and Een Hart voor Limburg supporting children in need.



Giving back to our communities continued

20 years of giving back: The Safelite® Foundation's national impact

In 2025, the US celebrated the 20th anniversary of the Safelite® Foundation, marking two decades of giving back to communities across the US. Since its inception, the Foundation has donated \$40m and contributed over 249,000 colleague volunteer hours to local causes.

Through its Community Giving: Powered by Our People programme, the Foundation continued to channel resources to nonprofit organisations nationwide, reinforcing the company's commitment to creating meaningful impact.

A cornerstone of this is the national partnership with Foster Love and its signature 'Safelite® Safe Space' programme. These initiatives transform visitation rooms for foster children – traditionally stark, institutional spaces – into warm, welcoming environments filled with colour, murals, new furniture, interactive elements and trauma-informed toys. In 2025, colleagues completed seven Safelite® Safe Spaces across the country, from Los Angeles to Boston, providing foster families with safe, engaging places to connect.

Award-winning response: Spain's flood relief efforts recognised

Following the devastating floods in Valencia in October 2024, our Spanish team launched a comprehensive support programme for affected employees and communities – providing replacement vehicles, psychological support and partnering with local charity Ca la Mare to deliver essential household items and appliances to uninsured families. These efforts continued into 2025, backed by €20,000 from Spain and €40,000 from the Belron Ronnie Lubner Charitable Foundation, helping restore dignity and stability for dozens of families. In recognition of this impactful response, Spain's campaign was awarded Best External ESG Communication Campaign by Ayvens in 2025.

Supporting families and communities in Germany

In 2025, Germany demonstrated its strong commitment to giving back through a series of impactful initiatives. A key highlight was a donation of €18,400 to the Children's and Young People's Hospice, Regenbogenland, which supports children, adolescents and young adults with life-limiting conditions and their families throughout the course of illness. This enabled the complete redesign and refurbishment of a previously unused room into a fully accessible activity space. The new room now offers a safe environment for movement, self-care and emotional relief, reinforcing the hospice's mission to create a positive and supportive atmosphere for those affected.

The annual 'Carglass® Soccer Cup' involved 22 teams from across Europe, including Germany's first-ever women's team and two inclusion teams. The event raised €12,000 for its GIVING BACK Foundation and brought together colleagues, partners and guests for a day of sport and solidarity.

The summer payroll giving campaign invited employees to donate €1, €3 or €5 from their salary or set up regular contributions, raising around €3,300 for four selected organisations and welcoming 35 new regular donors.

Portugal supports firefighters during devastating wildfires

In 2025, Portugal faced devastating wildfires that stretched fire brigades to their limits and exposed critical resource shortages. In response, our business in Portugal acted swiftly to support several local fire stations by donating essential goods. These included food supplies to sustain firefighters during prolonged operations and pharmaceutical products to aid their health and recovery. This contribution helped alleviate immediate needs on the ground and demonstrated our commitment to standing with communities in times of crisis.

Belron Group supports White Lodge

Belron Group has been a long-time supporter of White Lodge which provides essential care services for disabled children and adults, and their families in Surrey.

During 2025 colleagues got involved in a number of volunteering days and sporting challenges to raise funds and, in December, supported The Big Give, a national campaign that White Lodge was a part of, whereby all donations made during the campaign are doubled.

The highlight for colleagues was welcoming the White Lodge nursery children to the office on International Day of Disabled Persons, to help finish decorating the Christmas tree. On the same day, people were encouraged to wear Christmas jumpers and make a donation.

White Lodge raised a record-breaking £104,167 through the 2025 Big Give campaign which will help them fund life-changing neuro rehabilitation services for adults impacted by a stroke or brain injury, or who are living with conditions such as multiple sclerosis.



Giving back to our communities continued



03 **Belron Ronnie Lubner Charitable Foundation**

The Belron Ronnie Lubner Charitable Foundation (BRLCF) was established in 2020 and named in honour of our former CEO, Ronnie Lubner, who believed passionately that we all have a responsibility to give back to those less fortunate.

Since its launch, the Foundation has donated over €14.5m to causes around the world, helping hundreds of charities across six continents. In 2025, the Foundation donated nearly €3.9m, including further donations under its Global Grants Programme, responding to employees' nominations, as well as supporting the emergency response through Save the Children, following the Myanmar earthquake.

The BRLCF also made donations to charitable organisations that support vulnerable young people around the world under its Global Grants Programme. These organisations focus on driving systemic change and providing opportunities to thrive. In addition to its seven existing partnerships which were chosen in 2023 and have already received over €2.2m in grants, the BRLCF supported three new charitable organisations in 2025 – dedicating an additional €860,000 in funding.

A full list of charities supported by the BRLCF can be found on the Belron website [here](#).



Here's how four of the grantees are using their BRLCF funding:

AdoptAClassroom.org (AAC)

A national non-profit in the US, AAC believes every child deserves the tools and materials they need to learn and thrive in school. AAC helps to equip more classrooms and students for success while offsetting the financial burden on teachers who are often covering the costs themselves. Through the BRLCF grant, AAC is supporting elementary schools across a number of districts that need improved resources and capacity to meet the needs of their more vulnerable students.

In 2025, BRLCF Trustee Wendy Bradshaw visited an elementary school in Chicago that is supported by AAC, to see first-hand the difference they are making. Of her visit, she said, "It was inspiring to visit one of our partner schools and see the newcomer students utilising the bilingual tools to support active learning, particularly in maths and engineering. The tools encourage a sense of play, which is vital after the trauma many students experience in relocating to the US. It was evident the school's officials are committed to building a community that supports the physical, emotional and mental wellbeing of their students."

Tuyoor Al Amal

A school in Lebanon established by and for the Syrian refugee community living on the outskirts of Tripoli, Tuyoor Al Amal is one of the largest schools serving Syrian refugees in the region and teaches around 3,000 children from pre-school to Grade 12.

Much of the recent funding from BRLCF has been spent on upgrading the school facilities – adding projectors, carpets and curtains, appropriate tables and chairs to classrooms as well as new textbooks for every child. Almost half the funding supports the high school, enabling older children, including many girls, to remain in education by subsidising the cost.

The charity's greatest achievement of 2025 has been the graduation of 46 young people from the high school, 29 of whom have gone on to university in either Syria or Lebanon.

Giving back to our communities continued

Planning for Tomorrow Youth Organisation (P4T)

P4T is a community-led organisation set up by young refugees providing quality education, health, livelihood and community service in Kyangwali refugee settlement in Western Uganda.

The project that the BRLCF supports is exceeding expectations, with 155 learners enrolled at the Vocational Skills Centre against a target of 100. The capital elements of the project are almost complete, with the centre built and sanitation in place. P4T has also opened its new clinic and pharmacy and is providing health services to the wider community of learners, staff and students in the primary school.

P4T has secured match funding to extend its planned solar power project to provide all their energy needs for the next decade, including for their planned computer lab. The focus is now to continue to develop the training offer, providing skills that are in demand so people can support themselves wherever they are living.

The organisation has introduced an agriculture course, teaching community members to establish their own kitchen gardens on their smallholdings. The first harvest took place in 2025 and was a success, providing a rare ray of hope for a community in desperate need.

Young Roots

Young Roots is a UK charity that supports the wellbeing of young, solo refugees and asylum seekers, helping them to fulfil their potential through offering youth activities, one-to-one support and legal advice.

The BRLCF has helped Young Roots to support 1,286 young people in 2025 with 655 of them receiving more in-depth case work support – addressing issues as broad as claiming asylum, accessing mental health support and registering with a GP. Mostly these complex issues are addressed over more than one session. In total the charity conducted over 3,400 case work sessions.

From its frontline work, Young Roots is able to identify wider patterns in data and raise the issues with the local authority. This ability to identify systemic problems and raise it with the relevant decision-makers is unique to Young Roots.

The charity also helps their young people to plan and organise activities to gain specific skills and office experience.



Responsible business foundations

Our values and our culture, together with strong governance, inspiring leadership and robust reporting, provide the solid foundations for our commitment to be a responsible business.

56 Strong governance and inspiring leadership

57 A unified purpose and values

58 Robust reporting and measurement



Strong governance and inspiring leadership

Strong governance and inspiring leadership ensure that we continue to operate as a highly responsible business. We are committed to continuously improving our governance approach, led by a talented group of leaders. By governing our company responsibly, we can deliver business success while ensuring sustainable outcomes for our key stakeholders, the environment and society.

Oversight

Our Chief People Officer, Susan Ormiston, and our Group Customer Director, Richard Tyler, sponsor the two pillars of the Belron Responsible Business Framework. Our responsible business progress is reviewed at least monthly by the Group Leadership team (GLTM) and at least five times per year by the Belron Board at their regular review meetings.

Responsible Business team

We have a central Responsible Business team that coordinates and facilitates our ESG activity by monitoring progress and performance, and providing knowledge and expertise to support the delivery of our Responsible Business Framework in every country where we have a presence.

Responsible Business Ambassadors

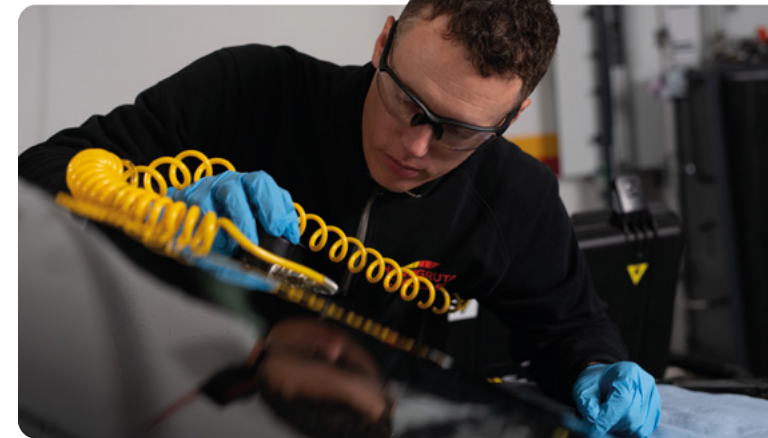
Our in-country leadership teams are responsible for their own individual responsible business performances, and how this contributes to the overall objectives of Belron's Responsible Business Framework. A network of Responsible Business Ambassadors, environmental reporters and in-country subject matter experts and teams support their responsible business agenda locally.

In a number of markets we have dedicated responsible business and sustainability specialists.

Governance programme

Our governance programme focuses on how we manage key enterprise risks, helping increase the maturity of our control environment and protecting the company with relevant insurance policies. It also includes operating a robust and fit-for-purpose internal audit function. The programme continues to progress well, as detailed below:

- Our Enterprise Risk Programme has further embedded a transparent risk culture through ongoing risk reporting from across the business. The GLTM and the Board review and refresh our key Group risks on at least an annual basis. Our Enterprise Risk Management Steering Committee, with representation from across all our functions, regularly meets Group risk owners to discuss and challenge ongoing and planned risk mitigation activities, and continues to conduct horizon scanning exercises to identify emerging risks and opportunities for the organisation.
- We are committed to continuously strengthening our internal controls framework, ensuring controls are embedded in operations using a standardised approach, allowing for more streamlined monitoring.
- Our in-house internal audit function (along with external partners) continues to provide an independent view of business activities and management of risk, reporting to the Belron Audit Committee four times per year.
- As part of our Global Insurance Programme, we continue to work closely with our partners to evaluate the long-term strategy for risk reduction, ensuring adequate coverage across the business aligned to risk appetite.



Leadership

At the heart of our business lies a commitment to strong, inspiring leadership. Our leaders help nurture our distinct culture and support our commitment to doing business responsibly. In 2025, we continued our commitment to growing, developing and promoting our people internally, recognising and rewarding the talent within our organisation. This helps to leverage the exceptional knowledge and experience that already exists in our business.

We also continued with our Personal Leadership Review process, ensuring that the group of around 160 senior leaders receive fresh feedback from their teams and other internal stakeholders to help guide their development.

During 2025, this group of senior leaders attended the Belron World Conference in Cape Town. A key purpose of the event was to embed a single culture and set of values globally. As part of this, all delegates spent time at the Afrika Tikkun centre in the Mfuleni township, taking part in activities including painting buildings, planting crops, providing career advice to young people and joining listening groups with parents.

The next generation of talent

Our Early Careers Programme launched in 2024 as a pilot with the aim of identifying our next generation of talent. The focus is on future-critical roles and succession aligned to our values and priorities.

In 2024, 17 individuals across the UK and the US joined Belron and we developed a consistent and robust framework for them. In 2025, we built on this success and grew the programme significantly, with three new countries joining – Australia, France and Germany – as well as continuing in the UK and the US.

In total, 29 early-career colleagues joined the programme across 2025. For the first two years they rotate through a variety of roles within their chosen function, helping to expose them to multiple challenges and insights. They are also participating in a shared development journey as a global cohort, helping to build connections across locations and functions. Feedback has been overwhelmingly positive both from the participants themselves, and the functions they have worked within.

A unified purpose and values

One Team, One Dream, One Belron

Our culture is what makes us unique. In March 2025 we shared an updated 'Culture Framework', which is our blueprint for success. Having evolved from a number of different businesses, this is the first time that every business in Belron has a shared set of values, purpose and principles – which apply to everyone.

It provides a clear and structured approach to achieving our five-year plan. Having a shared dream or vision – being the natural choice for our services – ensures that every effort across our businesses is aligned, collaborative and purposeful.

Equally important as 'what we do', is 'how we do it'. We believe that by delivering our purpose of making a memorable difference with care every day – for our shareholders, our people, customers and society – our business will continue to thrive.

The framework was shared with our senior leadership team initially, and rolled out through our markets during 2025 with the unifying message 'One Team, One Dream, One Belron'. It gives every employee in Belron a simple yet memorable reminder of their role in making Belron special.

Building an ethical value chain

We uphold high ethical standards and expect the same from our partners. Our commitment to human rights is outlined in the Belron Code of Conduct and Supplier Code of Conduct. Since 2010, we have adhered to the Ten Principles of Responsible Business under the United Nations Global Compact.

Our Code of Conduct

In 2023, Belron introduced an updated Code of Conduct for every employee to follow supported by a global mandatory e-learning module. Every year, they have to read the Code and certify that they understand their responsibilities. Following the most recent annual exercise in October 2025, the recertification rate was 100%.

The Code of Conduct sets out the minimum standards all colleagues must adhere to globally. It makes clear what colleagues should expect from working at Belron and, importantly, how they can speak up if things aren't right.

The company's 'Speak Up' service, operated by leading provider NAVEX Global, remains available globally for anyone who wants to raise an issue or concern. They can do so in confidence and anonymously by phone or online and in their local language.



Robust reporting and measurement

Materiality assessment

In 2020, Belron took part in a high-level materiality assessment conducted by D’Ieteren Group and supported by an external partner. Through this we aimed to hone our sustainability strategy and ensure we were tackling the sustainability challenges most pertinent to our business and stakeholders. It also ensures we are measuring sustainability-related progress appropriately, and we are managing sustainability risks and opportunities effectively.

As part of the materiality assessment process, a short survey was sent to stakeholders and leaders, asking them to indicate which topics they considered as most relevant to Belron. Interviews were conducted with internal representatives of key stakeholders including insurance and fleet partners, suppliers, customers, employees and NGOs to gather further qualitative insights into their priorities for Belron.

Our material topics

The material topics highlighted from the assessment included waste management, people safety, customer care, diversity and wellbeing. We used the output of the assessment to review all aspects of our corporate responsibility and refine our material topics, with the help of a leading sustainability consultancy. The review culminated in the creation of the Belron Responsible Business Framework which was introduced in 2021.

Reporting

In 2025, we continued to develop our reporting to fulfil mandatory requirements for ESG reporting and to meet the needs of our stakeholders, ensuring transparent and robust reporting of all our responsible business activities.



This included contributing to the EU CSRD reporting for the D’Ieteren Group; publication by Belron International of its statement in response to the UK Modern Slavery Act 2015 and continued participation in the UN Global Compact Ten Principles of Responsible Business.

In addition, we produced our second Climate-related Financial Disclosures (UK CRFD) for the year ended 31 December 2024 in the Annual Report and Financial Statements of Belron Lending UK Limited and its UK subsidiaries (Belron Reserveco Limited, Belron Finance Limited and Belron International Limited), which included a climate risk and opportunity assessment, and qualitative scenario analysis.

The EcoVadis sustainability rating assessment continues to be used by 14 Belron businesses to measure performance and benchmark themselves with other businesses in the areas of labour practices and human rights, environment, sustainable procurement and business ethics. In 2025, Finland and France continued to maintain a Platinum rating and a place in the top 1% of businesses rated by EcoVadis, and Germany achieved a Platinum rating for the first time. Portugal increased its medal rating from Silver to Gold, with Belgium and Spain also achieving a Gold rating with high scores across all topics. Italy and Sweden continued to achieve high scores and were awarded the Silver rating.

Belron is currently in future scope for the EU Corporate Sustainability Reporting Directive (CSRD) as an EU entity by virtue of our turnover, assets and number of employees. This will require us to disclose against the ESRS standards and EU Taxonomy. Following the two-year delay to the regulation, the first period of reporting is expected in 2028 on FY2027 information.

In preparation for reporting under CSRD, we undertook a double materiality assessment (DMA) with the support of external advisers. This covered Belron Group SCA and its consolidated subsidiaries, considering both financial materiality and impact materiality.

We also undertook an ESRS gap analysis and process review, as well as an implementation plan to close any gaps and an assessment of which of our businesses are required to disclose under CSRD.

An initial assessment to determine where Belron’s economic activities are in scope of the EU Taxonomy and whether they can be considered as eligible activities commenced in 2024.

Following the introduction of the EU Sustainability ‘Omnibus’ simplification package we paused further preparatory activities, whilst we await clarification on the impact to Belron.

We continue to monitor developments in ESG legislation including the EU’s Corporate Sustainability Due Diligence Directive; the Australia Sustainability Reporting Standards; and the UK’s Sustainability Reporting Standards and how they might apply to Belron and our businesses.

Appendix

- 60 GHG emissions
- 61 Waste
- 62 Health and safety
- 63 Employee information



GHG emissions

	Retrospective			Target years		
	2025	2024 ***	2021 (base year)	2030	2050	Annual % target/ Base year
Scope 1 GHG emissions						
Gross Scope 1 GHG emissions (tCO ₂ eq)	90,584 [Ⓐ]	95,190	121,289	70,186	12,129	(5.90)%
Scope 2 GHG emissions						
Gross location-based Scope 2 GHG emissions (tCO ₂ eq)	26,405 [Ⓐ]	25,883	25,225	–	–	–
Gross market-based Scope 2 GHG emissions (tCO ₂ eq)*	657 [Ⓐ]	4,574	29,065	16,814	2,907	(5.90)%
Significant scope 3 GHG emissions						
Total gross indirect (Scope 3) GHG emissions (tCO ₂ eq)	498,193	527,639	562,311	423,536	56,231	(3.10)%
1 Purchased goods and services	348,344	383,302	397,711	–	–	–
2 Capital goods	34,447	27,021	15,491	–	–	–
3 Fuel and energy-related activities (not included in Scope 1 or Scope 2)	27,711	32,669	38,291	–	–	–
4 Upstream transportation and distribution	75,749	71,881	89,624	–	–	–
5 Waste generated in operations	11,942	12,766	21,194	–	–	–
6 Business travelling						
7 Employee commuting						
8 Upstream leased assets						
9 Downstream transportation						
10 Processing of sold products						
11 Use of sold products						
12 End-of-life treatment of sold products						
13 Downstream leased assets						
14 Franchises						
15 Investments						
Total GHG emissions						
Total GHG emissions (location-based) (tCO ₂ eq)	615,182	648,712	708,825	–	–	–
Total GHG emissions (market-based) (tCO ₂ eq)	589,434 **	627,403	712,665	–	–	–

The focus of emissions reduction work and reporting for Scope 3 is on categories 1–5 which represents more than 90% (on a 2021 baseline and in line with SBTi requirements) of the total. Of the remaining Scope 3 categories, 6, 7, 12 and 14 (business travel, employee commuting, end-of-life of sold products and franchises) are in scope of net-zero targets and will be part of the company’s emission reduction plans going forward. Categories 8, 10, 11 and 13 (upstream leased assets, processing of sold products, use of sold products and downstream leased assets) are not applicable; and 9 and 15 (downstream transport & distribution and investments) are optional.

[Ⓐ] Data subject to limited assurance by BDO LLP. BDO’s independent limited assurance opinion is available [here](#) together with Belron’s basis of reporting.

* Belron utilises market-based emissions accounting under Scope 2 in alignment with the SBTi.

** Total GHG emission figures (market-based) are included within the Scope 3 emissions of Belron’s majority shareholder D’Ieteren Group whose sustainability report has been subject to a limited external assurance.

*** 2024 comparatives have been restated to replace estimated data with actual data, equating to less than 1% difference to previously reported figures across total GHG emissions.

Waste

Waste-related data	Unit	2025	2024
Total amount of waste generated*	Tonnes	162,077 [Ⓐ]	159,513
Total amount of hazardous waste	Tonnes	659	647
Total amount of non-hazardous waste	Tonnes	161,418	158,866
Total amount by weight diverted from disposal	Tonnes	131,420 [Ⓐ]	126,404
Total hazardous waste generated diverted from disposal	Tonnes	185	365
Total hazardous waste generated diverted from disposal to preparation for reuse	Tonnes	–	–
Total hazardous waste generated diverted from disposal to recycling	Tonnes	185	365
Total hazardous waste generated diverted from disposal to other recovery operations	Tonnes	–	–
Total non-hazardous waste generated diverted from disposal	Tonnes	131,235	126,038
Total non-hazardous waste generated diverted from disposal to preparation for reuse	Tonnes	988	–
Total non-hazardous waste generated diverted from disposal to recycling	Tonnes	130,247	126,038
Total non-hazardous waste generated diverted from disposal to other recovery operations	Tonnes	–	–
Total amount by weight directed to disposal	Tonnes	30,657	33,109
Total hazardous waste generated directed to disposal	Tonnes	474	281
Total hazardous waste generated directed to incineration	Tonnes	433	196
Total hazardous waste generated directed to landfill	Tonnes	41	85
Total hazardous waste generated directed to other disposal operation	Tonnes	–	–
Total non-hazardous waste generated directed to disposal	Tonnes	30,183	32,828
Total non-hazardous waste generated directed to incineration	Tonnes	6,537	6,487
Total non-hazardous waste generated directed to landfill	Tonnes	23,646	26,341
Total non-hazardous waste generated directed to other disposal operation	Tonnes	–	–

[Ⓐ] Data subject to limited assurance by BDO LLP. BDO's independent limited assurance opinion is available [here](#) together with [Belron's basis of reporting](#).

* The total waste does not include the plasticised polyvinyl butyral (PVB) interlayer, bonded rubber and other materials that are integral to the windscreen. These materials are estimated to be 15% of the total vehicle glass waste and can only be separated as part of the vehicle glass recycling process.

Health and safety

Health and safety	2025	2024
The percentage of people in own workforce who are covered by the undertaking's health and safety management system based on legal requirements and/or recognised standards or guidelines	100%	100%
Number of fatalities due to work-related injuries and ill health	0	1 *
Number of recordable work-related accidents	1,830	2,163
Rate of recordable work-related accidents (frequency rate per million hours)	31.83	37.70
The number of cases of recordable work-related ill health	35	32
The rate of cases of recordable work-related ill health (frequency rate per million hours)	0.61	0.56
The number of days lost due to work-related injuries and fatalities from work-related accidents, work-related ill health and fatalities from ill health	21,676	31,669
Rate of lost time work-related accidents (frequency rate per million hours)	13.10	18.15

* It was with great sadness that we reported one of our technicians was involved in a fatal road traffic collision in October 2024. Immediately following the accident, a review of safety policies and procedures was conducted, and changes were made to help prevent similar incidents occurring in the future.

Governance

Business conduct	2025	2024
Number of convictions for violation of anti-corruption and anti-bribery laws	0	0
Amount of fines for violation of anti-corruption and anti-bribery laws	0	0

Employee information

Number of employees (head count) by gender	2025	2024
Male	23,642	23,651
Female	7,602	7,463
Other	5	1
Not disclosed	22	57
Total	31,271	31,172

Number of employees (head count) by country	2025	2024
Australia	1,464	1,382
Austria	155	137
Belgium & Luxembourg	843	812
Canada	1,422	1,361
Denmark	263	266
Finland	144	126
France	2,967	3,096
Germany	2,717	2,666
Italy	883	881
Netherlands	552	556
New Zealand	330	326
Norway	389	356
Portugal	400	363
Spain	1,673	1,632
Sweden	373	366
Switzerland	154	160
UK	2,093	2,263
USA	14,097	14,112
Belron Group (formerly Belron International)	352	311

Number of permanent employees (head count)	2025	2024
Male	22,954	22,874
Female	7,287	7,130
Other	5	1
Not disclosed	14	43
Total	30,260	30,048

Number of temporary employees (head count)	2025	2024
Male	688	777
Female	315	333
Other	-	-
Not disclosed	8	14
Total	1,011	1,124

Number of full-time employees (head count)	2025	2024
Male	22,716	22,782
Female	5,973	5,966
Other	4	1
Not disclosed	19	55
Total	28,712	28,804

Employee information continued

Number of part-time employees (head count)	2025	2024
Male	926	869
Female	1,629	1,497
Other	1	–
Not disclosed	3	2
Total	2,559	2,368

Number of employees (head count)	2025	2024
Eurozone	10,696	10,614
North America	14,097	14,112
Rest of the World	6,478	6,446

Number of permanent employees (head count)	2025	2024
Eurozone	10,086	9,780
North America	14,045	14,072
Rest of the World	6,129	6,196

Number of temporary employees (head count)	2025	2024
Eurozone	610	834
North America	52	40
Rest of the World	349	250

Number of full-time employees (head count)	2025	2024
Eurozone	9,570	9,528
North America	13,327	13,469
Rest of the World	5,815	5,807

Number of part-time employees (head count)	2025	2024
Eurozone	1,126	1,086
North America	770	643
Rest of the World	663	639

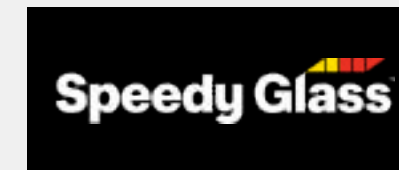
Employee turnover	2025	2024
Total number of employees who have left the business	10,444	10,696
Rate of employee turnover in the reporting period	33.5 %	33.6 %

Employees in top management by gender	2025	2024
Male	104	109
Female	60	54
Other	–	–
Not disclosed	–	–
Total	164	163

Age distribution of employees	2025	2024
Under 30 years old	7,804	7,956
Between 30 and 50 years old	16,951	16,808
Over 50 years old	6,516	6,408



Our global family of businesses



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