

Sustainability Report 2025

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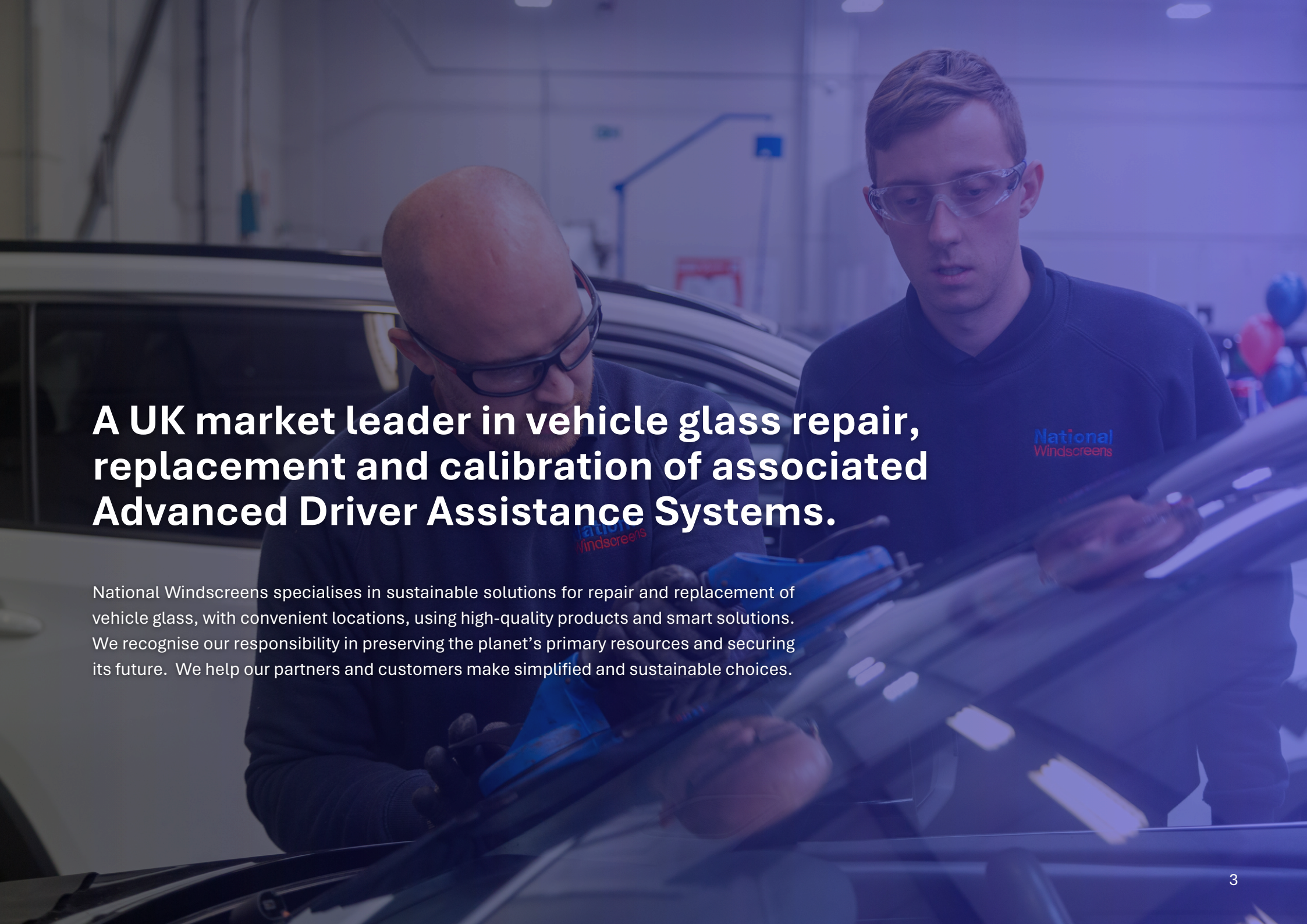
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A photograph of two male technicians working on a car's windshield in a workshop. The technician on the left is bald, wearing glasses and a dark blue long-sleeved shirt with the 'National Windscreens' logo. He is focused on a task, possibly using a tool. The technician on the right is younger, wearing safety glasses and a similar dark blue shirt, looking on. The background shows a typical workshop environment with various tools and equipment. The entire image has a blue tint.

A UK market leader in vehicle glass repair, replacement and calibration of associated Advanced Driver Assistance Systems.

National Windscreens specialises in sustainable solutions for repair and replacement of vehicle glass, with convenient locations, using high-quality products and smart solutions. We recognise our responsibility in preserving the planet's primary resources and securing its future. We help our partners and customers make simplified and sustainable choices.

Leading the transition to sustainable car care

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

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

Climate

Addressing climate change remains a top priority. Our climate strategy is based on three pillars: measure, reduce and invest. We measure emissions across our full value chain in line with the GHG Protocol and have science-based targets validated by the Science Based Targets initiative.

These commit us to reducing Scope 1 and 2 emissions by 42% and Scope 3 emissions by 52% by 2030, with a long-term ambition to reach net zero by 2050. During 2025, we continued to advance our green fleet transition, expand renewable electricity sourcing, and invest in emission-reducing technologies through our internal carbon pricing model.

Circular Offering

Our circular offering is fundamental to our business model. Repairing windscreens instead of replacing them remains one of the most effective ways to reduce emissions and resource use.

Through training, digital tools, and new repair technologies, we continued to focus on repair rates, while ensuring that replaced windscreens are recycled and reintroduced into new material streams.

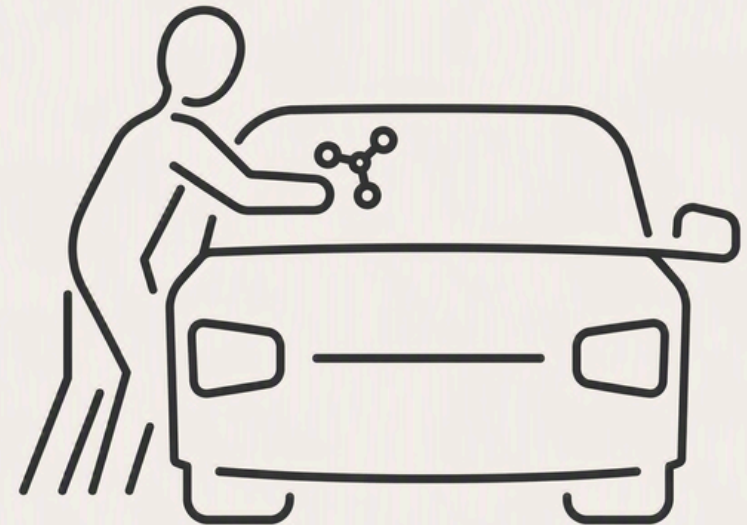
Empowering People

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

Business Ethics

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

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



LETTER FROM THE UK MANAGING DIRECTOR

Our ambition is clear: to lead the UK automotive glazing sector towards a more sustainable future. We will achieve this by reducing our environmental impact through meaningful decarbonisation, underpinned by independently verified Science Based Targets.

We continue to advance along our innovative journey, working towards a truly circular offering. At every step, ethical business practices remain central to how we operate and how we create long-term value.

I would like to extend my sincere thanks to all of our colleagues for their continued hard work and commitment. By investing in our people through development opportunities and leadership training, we are building a stronger, more capable organisation for the future.

I am confident that, together, we will continue to grow, evolve, and deliver lasting positive impact.



Stuart Boon

UK Managing Director



About National Windscreens

National Windscreens is one of the UK market leaders in vehicle glass repair, replacement and calibration of associated advanced driver assistance systems (ADAS).

With a network of 110+ locations and 500+ technicians located across the UK, we provide a convenient service to insurance, fleet, rental companies and end consumers.

Wherever possible we strive to repair windscreens first, however where replacement is required, our recycling partners recycle the damaged automotive glass into bottles, jars and building materials.

The business is relocating a number of fitting centres to be more energy efficient, whilst providing more capacity for ADAS and reducing customer travel distances to our locations.

79.8

NPS in 2025

£121.5M

Net revenue, 2025

864

Employees, 31 December 2025

520885

Repairs, replacements and calibrations in 2025



Millions of repairs later

National Windscreens was established in 1982 by members who had a long and established association with the glass replacement and repair industry.

The company began life as an automotive glass firm in 1982 and has since developed and grown to become a leading vehicle glass repair, replacement and ADAS calibration specialist in the UK.

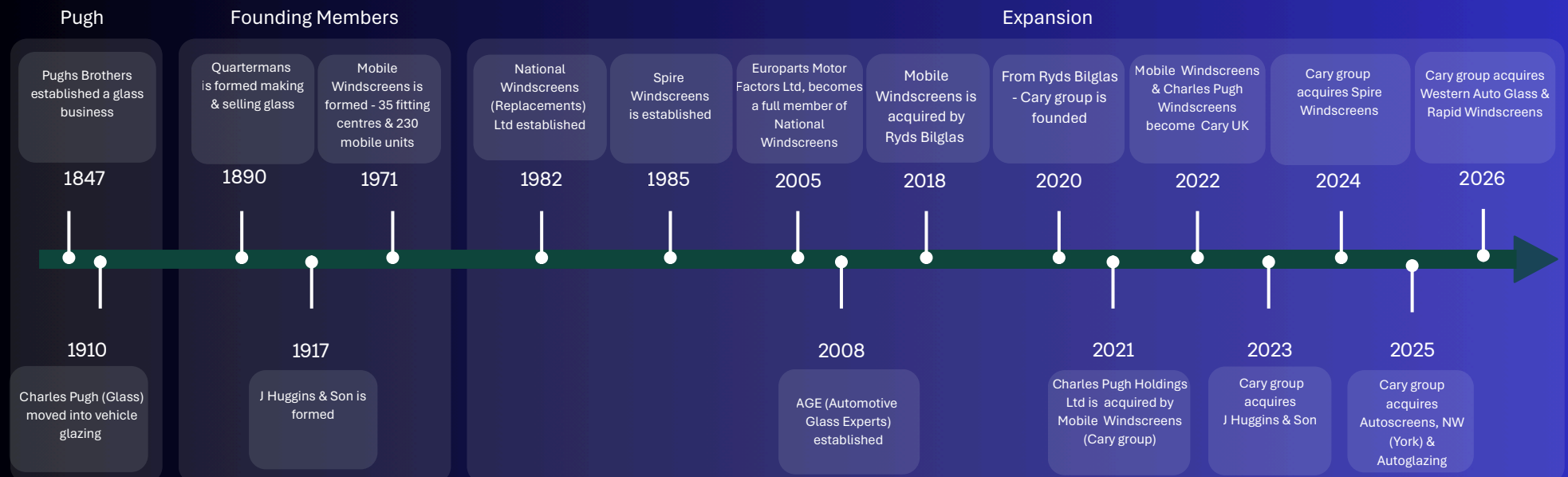
In 2008, the company extended its reach across Europe, as one of the founding members of Automotive Glass Experts (AGE).

Whilst the company has grown strongly in recent years, it has not lost its agile approach and entrepreneurial spirit.

The alignment with Cary group and Charles Pugh Glass has brought access to a network across Europe, sharing best practices on delivering first-class customer service and sustainable innovations.

Heritage - National Windscreens was founded 44 years ago

Consecutive long-term growth is a result of satisfied customers and close relationships with insurance & fleet partners



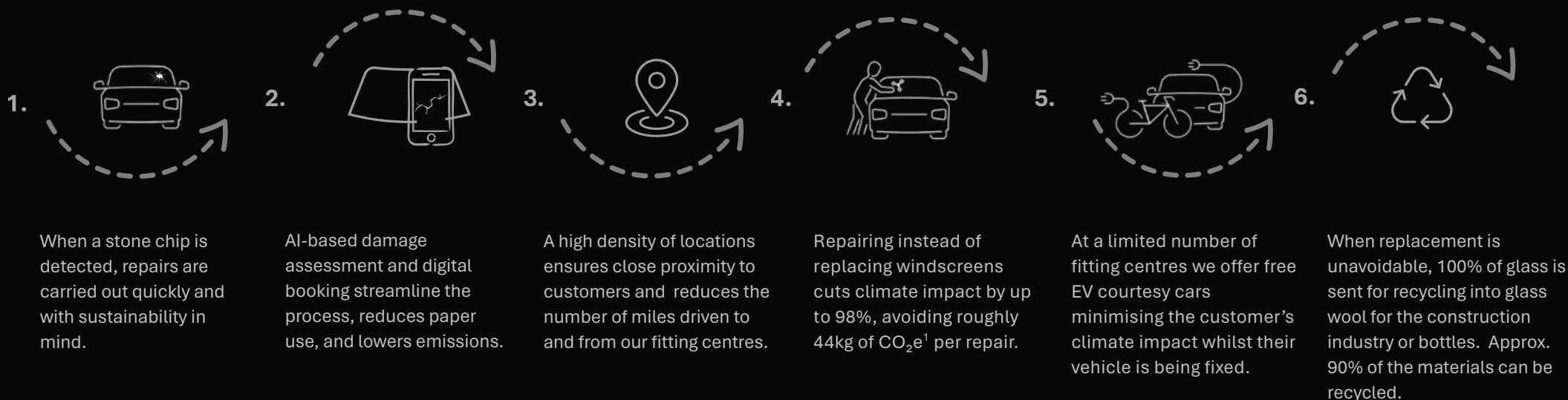
Sustainable customer offering

National Windscreens strives to incorporate sustainability at every stage of the automotive glass service. This commitment begins with the initial customer contact upon discovering a glass defect and continues through to the damage assessment. Encompassing the entire repair or replacement process, ensuring that the automotive glass is either repaired or recycled.

More than 520,000 repairs, replacements and calibrations were completed in 2025. The sustainability aspect of the customer offering is therefore very important, for reducing environmental impact, educating and inspiring both employees and customers.

The business model emphasises simplicity, speed, and convenience. By providing high-quality services and innovative solutions, we make it easier for customers to care for their vehicles. Digital tools like automatic damage assessment, digital signatures, and online payment contribute to making our offerings as sustainable as possible.

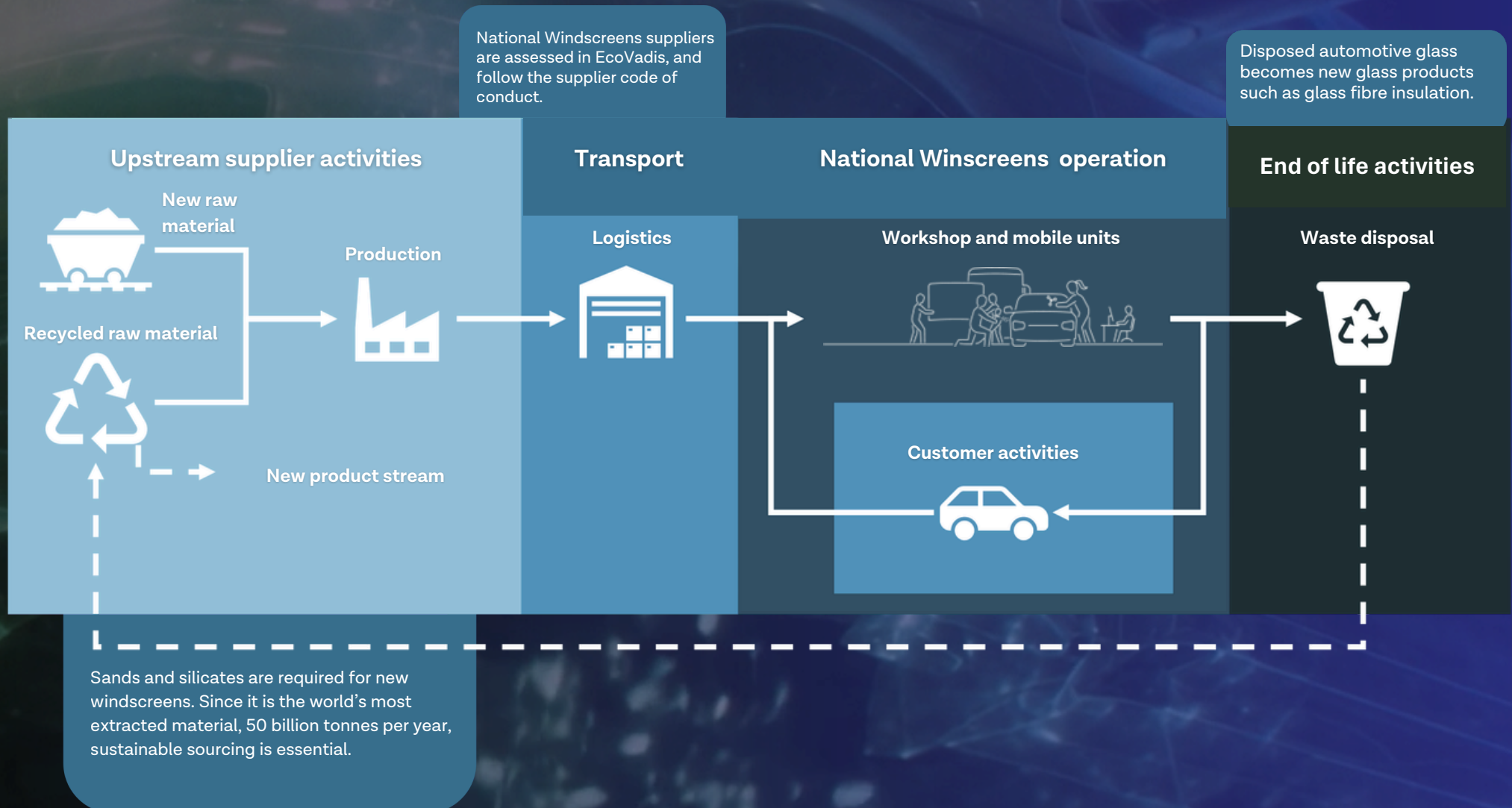
Sustainability in each step of a windscreen repair or replacement



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

Value Chain

Responsible actions throughout the value chain is essential for minimising environmental impact. National Windscreens relies on suppliers to produce and deliver glass and materials in a sustainable manner, as well as responsibly disposing of used products, ensuring that materials are repurposed where possible. The image below shows National Windscreens value chain and highlights important actions and milestones.



Sustainability commitment to 2030

National Windscreens vision is to be the most sustainable company in the industry, with a strong connection between business strategy, brand value and sustainability management. To achieve this we're focusing on four different areas, all with targets to be reached by 2030.

	FOCUS AREA 1 Climate	FOCUS AREA 2 Circular offering	FOCUS AREA 3 Empowering people	FOCUS AREA 4 Business ethics
Vision	Providing services with a minimum impact on the environment.	Responsible resource use of external services and internal operations.	To attract, develop and retain employees of today and tomorrow.	Responsible business based on fair play and high ethical standards.
Targets	- Reduce GHG emissions by 42% in operations (Scope 1 & 2), and 52% in the value chain (Scope 3) from 2022 to 2030¹. - Achieving Net Zero to 2050 by SBTi's standard.	- Continuously increase repair rate of windscreens to conserve resources and reduce waste. - Ensure that 100% of replaced windscreens are sent to recycling.	- Continuously have a strong Employee Net Promoter Score (eNPS). - Increase reporting of First Aid Injuries (FAI) year by year. - Increase number of female technicians with over 25% from 2023 to 2030.	- Strive to continuously reach full coverage of Code of Conduct training, retaken at least every third year. - Achieve EcoVadis Gold Rating by 2028.
Strategic initiatives	- Green fleet transition - Renewable energy commitment - Dedicated CO₂e reduction investments - Innovative digital solutions	- Repair instead of replace - Lead in waste management	- Enhance employee experience - Elevate safety awareness - Focus on diversity and inclusion	- Ethical excellence - Integrate sustainable governance
Responsible supply chain				
Vision	To lead in sustainable procurement and supply chain practices, ensuring ethical and sustainable operations.			
Targets	50% of suppliers to be rated in EcoVadis by 2030 - All contracted suppliers shall commit to comply with the supplier code of conduct			

1. According to verified SBTi targets, incl. reduce Scope 3 GHG emissions from Purchased Goods and Services; Fuel and energy related activities; Upstream transport & distribution; Waste generated in operations and Downstream transport with 51.6% per MSEK (77.5k GBP) value added by 2030 from a 2022 base year.



2025 HIGHLIGHTS

- Net Zero commitment for 2050
- Further introduction of EV DC fast charging infrastructure for fleet and customers
- Further introduction of fully electric operational vehicles and company cars
- Continued with fitting centre LED lighting upgrades
- Accelerated the Green Fleet transition
- Trial of new repair-kit technology enabling a more efficient process
- 24/7 omnichannel booking options
- Parts identification system identifies correct replacement glass with 99.8% accuracy

2026 UPCOMING

- Continued expansion of the fitting centre network, bringing us closer to our customers
- Continued expansion of EV charging infrastructure
- Engagement in “Responsible Sands and Silicates”
- Reduction of gas dependency. Trialing new-generation electric boilers for heating and hot water.
- Further rollout of latest repair technology
- ISO 14001 environmental management system accreditation

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

Measure

National Windscreens has measured and calculated greenhouse gas emissions in accordance with the GHG Protocol Corporate Standard, covering the entire value chain.

Reduce

National Windscreens has aligned both Near-Term and Net-Zero targets with the Science Based Targets initiative (SBTi) and the Paris Agreement. The commitment is to reduce CO₂e emissions from Scope 1 & 2 by 42% and emissions for Scope 3 by 52% by 2030 compared to base year 2022, and to achieve Net Zero across the value chain by 2050.¹

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

Invest

Achieving net zero requires significant investments in new technology, improved energy solutions, and new products. National Windscreens is included in the Cary group Internal Carbon Pricing fund (ICP). The ICP fund assigns cost to emissions to incentivise and finance decarbonisation.

Internal Carbon Pricing

In 2024, the Cary group internal carbon pricing (ICP) fund was launched, requiring National Windscreens as a subsidiary of Cary group to contribute into the fund for our emissions. The fund is used to finance climate-reducing investments. This provides National Windscreens with significant opportunities to initiate projects, test new solutions, and invest in new technologies, while also serving as a lever to reduce emissions.

This acts as an accelerator for sustainability initiatives; Green Fleet Transition and Renewable Energy Commitment. National Windscreens is transitioning to a greener fleet, with a target of at least 70% electric or low-emission vehicles and sourcing 100% renewable electricity by 2030. As an example, we are working to introduce solar-generated electricity at fitting centres and exploring the possibility of connecting this to fast chargers, enabling fossil fuel-free charging of the vehicle fleet.

Sustainable Digitalisation

Investment in digitalisation has enabled us to reduce our carbon footprint. AI systems identify whether the customer reported damage is repairable without them visiting a fitting centre. Invoicing and payments are now completed digitally, reducing the use of paper. Our part identification system reduces the number of trips to customers homes or fitting centres and technician/stock management route planning has reduced fuel usage.

1. The SBTi targets are fully disclosed on page 14, further information can be found in the Cary group sustainability report
<https://carygroup.com/sustainability/>

EcoVadis Assessment

National Windscreens as a subsidiary of Cary group is rated one of the top 35% of companies undertaking the EcoVadis assessment.

EcoVadis, a leading provider of sustainability ratings, helping businesses manage ESG risk and improve sustainability practices. In 2023, Cary group including National Windscreens made the strategic decision to start assessing ourselves with EcoVadis.

We are pleased to announce we have achieved a bronze medal in the EcoVadis Sustainability rating, scoring above the industry average in all four categories; Environment, Labour & Human Rights, Ethics, and Sustainable Procurement.

This achievement reflects our commitment to sustainability, even as we recognise areas for improvement. We are also proudly rated as a 'Leader in Carbon Management', meaning we have best-in-class decarbonisation commitments, actions and reporting capabilities, which aligns with our climate vision to provide services without negatively impacting the environment.



Measure & reduce CO₂e emissions

National Windscreens active and through climate strategy is based on two pillars: measuring and reducing greenhouse gas (GHG) emissions. We are committed to understanding our carbon footprint, setting meaningful reduction targets, and implementing initiatives that support our transition to a lower-carbon business.

National Windscreens total GHG emissions, calculated in accordance with the GHG Protocol Corporate Standard, were 18,469 tonnes CO₂e in 2025, compared with a 2022 baseline of 24,223 tonnes CO₂e. This reduction reflects the progress we have made in improving operational efficiency and reducing our environmental impact across the business.

National Windscreens GHG emissions in tonnes CO ₂ e	2022 Total (Base Year)	2024 Total	2025 Total
Direct GHG emissions (Scope 1)	4,666	3,606	3,138
Indirect GHG emissions from energy (Scope 2 market-based)	542	165	131
Other indirect GHG emissions (Scope 3)	19,015	17,888	15,200
TOTAL	24,222	21,659	18,469

SCOPE 1

Includes emissions from company vehicles and direct energy. Reductions due to introduction of electric vehicles, fuel efficiencies and focused fleet reduction where possible without reducing business operations.

SCOPE 2

Includes emissions from purchased electricity. Reductions have been achieved through greater use of renewable electricity purchased through Renewable Energy Guarantees of Origin (REGO) schemes.

SCOPE 3

Includes indirect emissions through the value chain. Reductions due to improved upstream 3rd party emissions that better reflect the UK glass distribution.

REDUCE - carbon emissions

National Windscreens has committed to reduce CO₂e emissions from Scope 1 & 2 by 42%, verified by the Science Based Target initiative (SBTi) 1.5°C scenario. Scope 3 emissions should be reduced in relation to gross profit by 52% by 2030, compared to base year 2022. The Greenhouse Gas protocol's categories included in Scope 3 target are purchased goods and services; fuel and energy related activities; upstream transportation and distribution; waste generated in operations.

Internal Carbon Pricing (ICP) is set based on emissions to incentivise carbon reduction, manage climate related business risk and finance decarbonisation actions to reduce our own emissions. The price for our Scope 3 emissions follows the climate compensation, with ICP integrated into our yearly business planning and budget process. National Windscreens can apply for funding from Cary Group for initiatives that either directly reduce emissions (e.g. installing solar panels/LED lights), or indirectly reduce emissions (e.g. installing EV chargers) or innovative solutions that pilot new methods for potential reduction of CO₂e (e.g. new glass repair technology or energy management systems).

National Windscreens has prioritised three reduction areas based on biggest emissions and actions have been defined for: renewable energy, sustainable transportation and sustainable supply chain.

The business is focused on:

- Increasing the share of purchased renewable electricity.
- Transitioning to a fossil fuel free vehicle fleet.
- Reducing the climate impact of our value chain, by actively engaging with our suppliers.



National Windscreens SBTi goal: Reduce Scope 1 & 2 emissions by 42% between 2022 and 2030.

New Bolsover Distribution Centre

Charles Pugh Glass and National Windscreens, part of the Cary group in the UK, have officially opened a new state-of-the-art Distribution Centre in Bolsover, marking a major investment designed to enhance customer service, support future growth, and deliver a greater product portfolio across the UK.

The glass distribution facility was designed from a new build, housing over **200,000** pieces of glass, stacked 12 metres high in the bespoke **134,000 sq. ft** facility. This increased storage capacity, allows for windscreens to be stored up to seven units high, strengthening service levels through optimised order picking, faster replenishment, and greater product availability.

Customer Benefits:

- **Improved Availability:** Over 200,000 windscreens now accessible.
- **Faster Delivery:** Automated replenishment and optimised transport routes ensure quicker turnaround.
- **Greater Range:** Expanded portfolio ready for immediate branch or trade counter dispatch.
- **Industry-Leading Safety:** AI pedestrian detection, segregated walkways, and advanced handling systems ensure top-tier safety for staff and visitors.

Sustainable by Design

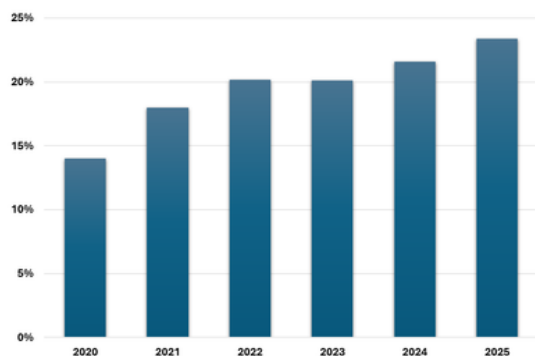
Environmental responsibility is built into the facility, which boasts solar panels, air-source heat exchange for climate control, and 14 EV charging points. This reflects the group's ongoing commitment to reducing its carbon footprint while delivering excellence in service.



Circular Offering



NATIONAL WINDSCREEN REPAIR RATE 2020-2025



Repair Rate is the number of repairs completed as a percentage of the total number of windscreen replacements undertaken each year.

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

Increasing circularity

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

Apart from the AI-based damage assessment which helps customers assess whether a repair could be successfully completed, National Windscreens has expanded the focus on innovation by trialling new repair tools. Through a joint project between the company and Ryds Bilglas (Sweden), an advanced repair kit has enabled more efficient repairs.

Resource use awareness

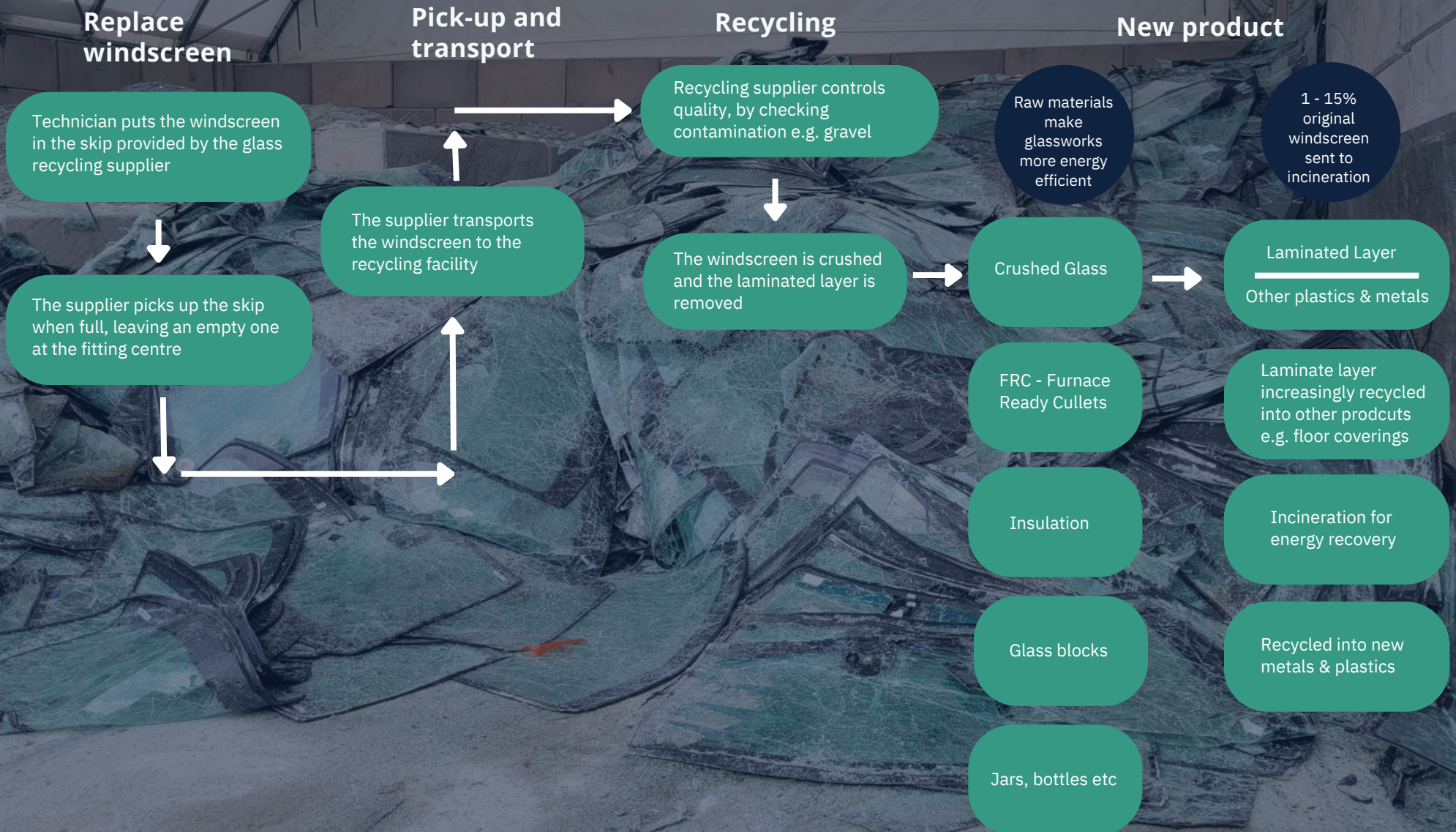
Recycling windscreens is a key priority for National Windscreens. All replaced windscreens are sent to recycling facilities and becomes new glass products. For more information on the recycle journey of a broken windscreen to final use, please see page 17.

All waste streams are managed by accredited recycling suppliers and National Windscreens monitors all waste generated.

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

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

Process of recycling a car, commercial or specialist vehicle windscreen





2025 HIGHLIGHTS

- Female technician summit
- Yearly Health and Safety campaign
- Continued rollout of CaryLEAD leadership training programme
- Continued rollout of Learning Management System and implementation of Learning Council
- Established Human rights policy

2026 UPCOMING

- Culture e-learning rollout
- Talent leadership program rollout
- Continue development of the Learning Management System, including the rollout of additional modules
- Implementation and rollout of a new compliance platform that will include accident/near-miss reporting, compliance checks, audit functions and asset management

To attract, retain and develop the employees of today and tomorrow is the foundation of National Windscreens strategy to empowering people. During 2025, National Windscreens continued the rollout of the newly launched leadership profile and training program, while focus remained on workplace safety.

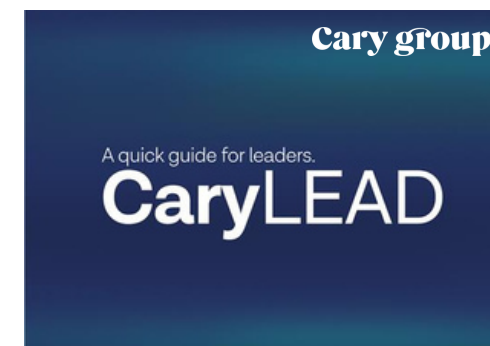
Health & Safety

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

Leadership profile

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

Accurate reporting of accidents and incidents is critical to ensuring a strong and effective Health & Safety environment. One of National Windscreens's Health & Safety objectives for 2025 was to increase the reporting of First Aid Injuries (FAI) by 25% compared to the previous year.



Health & Safety

To ensure a high standard when it comes to the health and safety across the company, we have established a Health & Safety committee which includes representatives from across the business. The committee allows our staff to have input into how we go about meeting laws and regulations, as well as allowing review of our risk management processes. By gathering staff from all parts of the business together, we capture a great source of knowledge, which means we are able to drive further development and ensure valuable and sustainable improvements.



To ensure a high level of health and safety awareness, we work with a risk matrix based on five identified high-risk areas: driving, working at height, manual handling, working with tools, materials and chemicals. For each area, we identify hazards and risks and develop preventative measures.

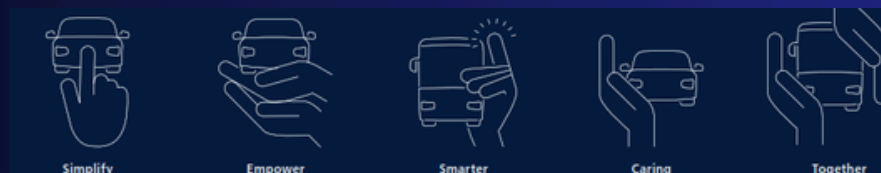
Equality, diversity and inclusion

We're committed to promoting equal opportunities in employment and creating a workplace culture in which diversity and inclusion is valued and everyone is treated with dignity and respect. Our approach to equality, diversity and inclusion is guided by legislative requirements and developed in consultation with employees.



We have various procedures in place, including managing alleged discrimination, bullying and harassment. We're also focused on attracting more women as employees and managers within the business. National Windscreens strives to offer correct and fair equal pay to attract, retain and motivate employees, free from any kind of discrimination. Salaries can differ between regions but should always be based on the employee's position and performance.

Cary group annual employee survey measures National Windscreen employee engagement and satisfaction through EEI (Employee Engagement Index), ESI (Employee Satisfaction Index) and loyalty through eNPS (employee Net Promote Score) and voluntary turnover rate. The results from these help the business understand areas perceived as strong and areas requiring improvements. National Windscreens results for 2025 are included in the Cary group results and can be seen on page 35.





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

Commitment to the UN Global Compact

In 2025, National Windscreens as a subsidiary of Cary group joined the United Nations Global Compact, the world's largest corporate sustainability initiative.

Strengthened governance

Sustainability is a central part of National Windscreens strategy. With continued focus in executive management meetings, to ensure that the business is continuously self-assesses follow-ups, monitoring, and decisions made, based on the improve control matrix to ensure strong governance.

Policy

National Windscreens general sustainability work is governed by the company's Environmental Policy. In addition, the Board has adopted a number of policies:

- Finance policies (Anti-Bribery, Conflict of Interest, Anti-Money Laundering)
- Information security policy
- IT policy
- Code of Conduct
- HR policies (modern slavery, EDi)

Whistleblowing

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

WE SUPPORT



2025 HIGHLIGHTS

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

2026 UPCOMING

- Continued rollout of information security and data protection e-learning for all employees
- Strengthen the integration of the UN global compact principles into the business

UN Sustainable Development Goals

National Windscreens contributes to the UN Sustainable Development Goals (SDGs). Summarised below are the defined goals that are most relevant to the business and to which we make an active contribution:

Focus area	SDG	Priorities	National Windscreens contribution	Focus area	SDG	Priorities	National Windscreens contribution
Climate		Sustainable customer offering	We have high-quality services and develop smart solutions to make it easier for customers to take good care of their vehicles. With digital tools such as automatic damage assessment, digital signatures, and online payment, we make sure the business offering is as sustainable as possible.	Climate		Sustainable supply chain	Not taking responsibility for the supply chain, would result in various kinds of risks, such as labour conditions, environmental hazards, or reputational risks.
Climate		Reduce CO2 Emissions	National Windscreen commits via SBTi to reduce their scope 1 & 2 GHG emissions 42% by 2030 from a 2022 base year, in line with a 1.5°C scenario. For Scope 3 National Windscreens commits to reduce GHG emissions from Purchased goods and services; Fuel and energy related activities; Upstream transportation and distribution; Waste generated in operations categories with 51.6% per million SEK (77.5k GBP) value added by 2030 from a 2022 base year.	Our people		Attractive employer	We need to attract new employees and retain and motivate our existing people, to ensure we can continue to deliver the highest levels of service to our customers. We measure and follow up our Employee Satisfaction Index, Employee Net Promoter Score, Employee Engagement Index and Employee Turnover. We measure and follow up work-related injuries.
Climate		Increase repair rate	Replacing a windscreen produces direct emissions of around 44 kg CO ₂ e to ensure that we always repair when possible, our technicians follow clear guidelines regarding when a windscreen can and cannot be repaired and the repair rate is closely monitored.	Our people		Gender equality	We want to have diversified working groups and an open work environment and we are working to attract more women to become employees and managers.
Climate		Circularity	100 percent of the replaced windscreens is sent to recycling from our fitting centres, but approximately 90 percent of the material can be reused. Approximately 20 percent of the glass purchased by Cary group comes from recycled material.	Governance		Good compliance	We ensure good compliance in National Windscreens by regular audits and by maintaining all policy documents to meet regulation.

Sustainability risks

Risks and risk management

National Windscreens has identified an number of sustainability risks in the business.

ENVIROMENTAL IMPACT

National Windscreens operates in an industry reliant on resource-intensive goods such as glass and chemicals, whose manufacture generates greenhouse gas emissions.

Without action to reduce its climate impact, there is a risk of accelerating climate change and facing business consequences, including loss of B2B contracts, supplier partnerships, and reputational damage.

The business is actively improving its repair rates, aiming to source all electricity from renewable sources and transition to a fossil fuel-free fleet. Climate change could also have operational impacts, with extreme weather events like high temperatures, flooding, and storms potentially forcing temporary slowdowns.

Glass production depends on finite raw materials - primarily sand (73%), soda ash (13%), limestone (9%), and dolomite (4%) extracted from quarries that can impact local and regional biodiversity.

SUSTAINABLE SUPPLY CHAIN

National Windscreens relies on its suppliers to deliver services and uphold its sustainability commitments, recognising that vehicle glass manufacturing is energy-intensive and dependent on natural gas, oil, sand, and silicates.

To reduce environmental impact, the business prioritises circularity with a policy to repair windscreens whenever possible, as repairs consume fewer materials and less energy than replacements. Technicians follow guidelines to determine repair viability, and when replacement is necessary, waste operators specialising in windscreen recycling feed materials back into the glass value chain.

The operation also depends on the use of chemicals to perform services, which can pose risks to soil, air, water, biodiversity, and human health; therefore, procedures are in place to ensure correct handling, and hazardous chemicals are reduced and phased out where possible. National Windscreens also assesses that the highest risk of human rights violations exists at supplier level. We maintain ongoing dialogue and conducting annual supplier assessments covering human rights, labour, and anti-corruption to identify risks, follow up, and take action where needed.

HEALTH AND SAFETY

Inadequate health and safety in the workplace can result in work-related injuries, illness, long-term ill-health, or, in the worst-case scenario, loss of life, along with reputational damage and fines for compliance failures.

At National Windscreens, risks are proactively identified and analysed, and where necessary, measures are implemented in line with a predefined process.

Our risk management approach is supported by robust HR policies and strict adherence to health and safety regulations, ensuring the wellbeing of our colleagues and the continued compliance of our operations.

EQUALITY AND DIVERSITY

Failing to provide equal opportunities or exposing employees to discrimination or segregation, whether within National Windscreens or in the supply chain, carries significant risks, including damage to the brand and reputation.

National Windscreens works to promote equality and diversity in line with legislation, in cooperation with employees and trade unions where applicable, and applies equal rights, obligations, and opportunities for all colleagues regardless of sex, age, sexual orientation, disability, ethnicity, religion, or belief.

This commitment is embedded in the company's HR policy, which supports the business in ensuring fair and equal treatment for everyone.

Sustainability statement

1. General information

1.1 Basis for preparation and accounting policies

This appendix is designed to provide a detailed overview of National Windscreens sustainability data and reporting, its structure is inspired by the disclosure requirements of the ESRS. It covers reporting principles, materiality analysis, emissions by GHG Corporate Standard category. National Windscreens as a subsidiary of Cary group will be subject to legislative changes and report in full compliance with the CSRD and ESRS standards for the financial year 2027 and onwards.

1.1.1 General basis for preparation

The sustainability report is for the period 01/01/2025 - 31/12/2025. It refers to National Windscreens (Replacements) Limited (Company number: 01612587), J Huggins & Son Limited (Company number: 1339652), Cary UK (Company number: 2098007). Western AG Limited (Company number NI675080).

NW (York) Limited (Company number 05151478), Autoscreens Direct Limited (Company number 03937754) and Masterglass Windscreens Limited (Company number 03937754) were not include in the scope of the 2025 carbon accounting due to acquisition being completed part way through the year. National Windscreens reports with reference to Global Reporting Initiative (GRI) standards. The standard GRI Universal Standards 2021 is referred to non-exhaustively, together with the selected GRI Topical Standards.

1.1.2 Specific circumstances

Greenhouse gas (GHG) emissions are reported in accordance with Greenhouse gas protocol corporate standard and aligns with ISO 14021:2017 Environmental labels and declarations - Self-declared environmental claims to be climate neutral through climate compensation. In National Windscreens reporting there are estimation in Scope 3 GHG emissions such as Upstream and Downstream transportation, employee commuting and franchises.

1.2 Business model and strategy

1.2.1 Strategy, business model and value chain

National Windscreens main revenue streams comes from the repair, replacement and calibration of associated ADAS functions. The business strategy, business model and value chain are

described throughout this report and in the annual report for 2025. The section “Carbon emissions of a windscreen” gives an overview of the business model and value chain for vehicle glass operations. The sustainability strategy and the value chain is illustrated on page 9 and 10.

1.2.2 Materiality analysis

In 2022, National Windscreens carried out a materiality analysis relating to the sustainability work, in which the most important sustainability areas were identified. Prior to the materiality analysis, the five most important stakeholder groups were identified. Stakeholder dialogues were then conducted and form the basis for our sustainability work and strategy. Through the materiality analysis, we have set our four focus areas; Climate, Circular Offering, Empowering People and Business Ethics. In 2025, the dialogue continues with our stakeholders, who have confirmed that currently identified areas of sustainability remain valid.



Ambitions

Secure customer satisfaction through high-quality services
Being an attractive employer
Sustainable offerings

Four focus areas

Climate

Sustainable transport
Renewable energy

Circular Offering

Circular use of resources
Waste management

Empowering People

Secure workplaces
Equality and diversity

Business Ethics

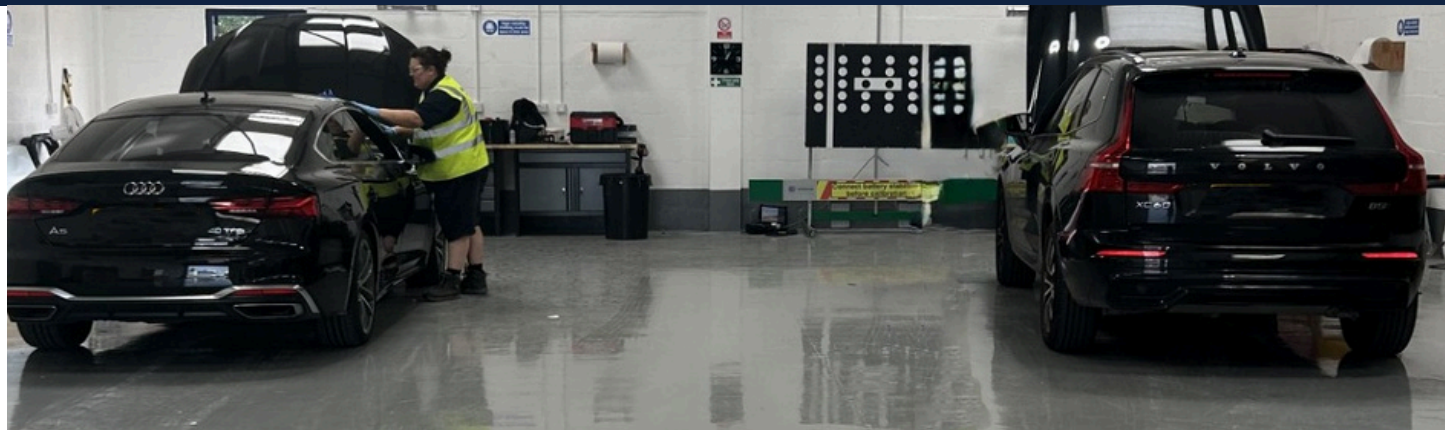
Sustainable supply chain
Anti-corruption

Stakeholders' essential issues

- Anti-corruption
- Equality and diversity
- Handling of customers and employee data
- Reduced GHG emissions from operations
- Reduced GHG emissions from supply chain
- Energy consumption
- Responsible use of chemicals
- Emissions from use of chemicals
- Emissions to soil and water

1.2.3 Interests and views of stakeholders

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



Stakeholder engagement assessment

Stakeholder	Representing	Engagement topics	Purpose for engaging	Channels
Executive management team	National Windscreens executive management team	Sustainability reporting, strategy and agenda, sustainable ways of working	Ensure a sustainable strategy and business model over all	Management meetings and discussions
Shareholders/Board members	The largest Members, who are represented on the board of National Windscreens	Sustainability reporting, strategy and agenda, sustainable ways of working	Ensure a sustainability is integrated across functions.	Board meetings
Employees	National Windscreens employees	Company Values, Employee experience (eNPS, employee satisfaction and engagement), Sustainability reporting, strategy and agenda, local initiatives	Employee branding, retention and engagement (in local activities Improvement activities, active and ambitious agenda, fair employer).	Intranet, employee dialogues, appraisal process, employee survey, training, eNPS.
B2B	Business-to-business customers, represented by the largest corporate customers, insurers, fleets and brokers	Net Promoter Score, EcoVadis scorecard, Climate and nature impact, circularity, health and safety, diversity and supply chain engagement	Ensuring that services and business model meets the expectations of the market	Customers' supplier assessment, individual meetings with larger corporate customers, interviews, Net Promoter Score surveys
B2C	National Windscreens end customers, with daily contact with in our fitting centres	Net Promoter Score, User Experience, Trustpilot	Ensuring that services and business model meets the expectations of the market	Daily interactions at fitting and contact centres, Net Promoter Score Surveys
Suppliers	National Windscreens suppliers and sub-contractors, both local and global who provides products and services.	Supplier's ESG work, National Windscreens sustainability agenda and long-term target, supplier rating	Ensuring that supplier's ways of working are aligned with National Windscreens sustainability strategy	Tendering processes, compliance assessment, ongoing dialogues

2.Environmental information

2.1 Climate change

National Windscreens aspires to lead the industry in implementing climate measures, clear and ambitious targets have been set to reduce its climate footprint. Continuous work is ongoing to integrate sustainability into every step of the repair and replacement of vehicle glass.

2.1.1 Transition plan for climate change mitigation

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

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

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

2.1.2 Policies related to climate change

Management of climate change mitigation and energy at National Windscreens is defined in the Cary group Code of Conduct, Sustainability Policy, and other Cary group policies and instructions

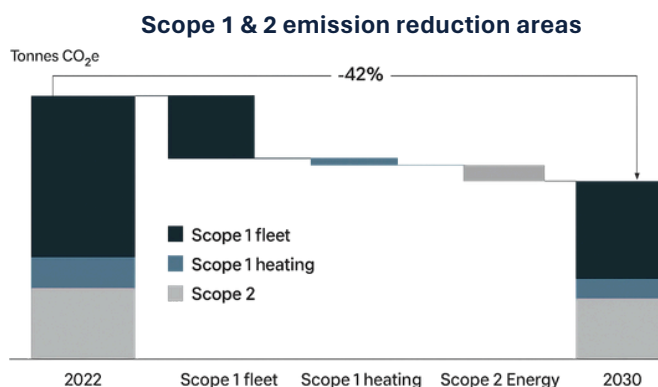
- The Code of Conduct sets out a precautionary approach to environmental challenges, including actively seeking solutions to improve energy efficiency and to promote products and services that reduce the company's carbon footprint. It also outlines the main principles for business travel.

- The Supplier Code of Conduct extends these commitments to partners, requiring them to reduce environmental impacts, particularly greenhouse gas emissions, from their operations and supply chains.
- The Sustainability Policy provides detailed guidance on how National Windscreens as a subsidiary of Cary group works to minimise its climate impact, including measures for climate change mitigation and energy efficiency. To further strengthen sustainability management, the business has implemented impact recalculation and onboarding procedures for non-financial reporting, clarifying when acquired companies are required to begin reporting their greenhouse gas emissions.

2.1.3 Actions and resources in relation to climate change policies

National Windscreens reduction strategy and sustainability commitment are built around three key areas: renewable energy, sustainable transportation, and a sustainable supply chain with a particular focus on purchased glass. Reduction actions are implemented and monitored as part of strategic initiatives, with defined targets for each area.

Within its own operations (Scope 1 and 2), the business continues to increase the share of renewable electricity to transition to fossil fuel free vehicles. National Windscreens current SBTi target for Scope 1 and 2 is to reduce it by 42% from 2022 to 2030. That is illustrated in the following roadmap, disaggregated by category.



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

2.1.3.1 Green fleet transition

National Windscreens operates through fitting centres and mobile service units. At a limited number of fitting centres National Windscreens offers customers electric courtesy cars while waiting for their vehicle windscreen to be repaired or replaced. As a part of National Windscreens ambitious climate reduction strategy, a green fleet strategy has been set for 2030.

No new Internal Combustion Engine (ICE) company cars will be acquired after 2024, as per the company-wide policy. Moving forward, only fully fossil fuel free vehicles, such as electric cars (EVs), will be purchased. Until 2026, exceptions can be granted for hybrids in specific situations, like rural areas that lack adequate infrastructure.

National Windscreens is steadily raising the proportion of electric vehicles in its fleet, which was under 1% in 2021.

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

In 2025, National Windscreens operated a fleet of 10 electric vans, a result of a successful pilot program in 2024. The charging infrastructure was also enhanced, with the installation of AC units and faster DC chargers through internal carbon pricing initiatives, allowing for daytime charging with minimal disruption to operations. Looking ahead to 2026, additional electric vehicle deployment and charging infrastructure investments are planned as part of the green fleet strategy, which will be partially financed by the carbon pricing fund.

2.1.3.2 Renewable energy

Transitioning to renewable energy is key to reducing the operational emissions (Scope 1 and 2). National Windscreens explores different options to increase the use of renewable energy, including procuring renewable energy through Renewable Energy Guarantees of Origin (REGO). Another focus is replacing natural gas appliances (e.g., boilers) with heat pumps and other efficient solutions. To reduce energy consumption in fitting centres there is ongoing work to transition to efficient heating options, controlling ventilation, and upgrading lighting to LED.

In terms of renewable electricity, National Windscreens currently has signed renewable energy agreements with electricity suppliers. There is also continuous work ongoing to implement solar panels and sign supplier green rates contracts. National Windscreens has solar panels installed on facilities within the business, including the Bolsover head office site (shown opposite).

2.1.3.3 Sustainable supply chain

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

National Windscreens actively engages with its supply chain and always repairs vehicle glass instead of replacing it when possible. If replacement is needed, waste operators who specialise in recycling windscreens collect the glass to feed the material back to the glass value chain.

2.1.3.4 Other climate reduction actions

National Windscreens is committed to actively reducing greenhouse gas emissions and mitigating climate change across its operations, not only within its fleet and renewable energy. In 2025, projects were funded by the internal carbon pricing to implement energy-efficient technologies and resource-saving solutions to directly and indirectly lower CO₂e emissions:

- Advanced Glass Repair Technology – National Windscreens has evaluated new windscreen repair kits designed for multiple repairs while achieving optimal optical clarity. This innovation aims to enhance repair efficiency and improve repair ratios.

2.1.4 Targets related to climate change mitigation and adaptation

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

- Scope 1 & 2 - National Windscreens commits to reduce absolute scope 1 and 2 emissions 42% by 2030 from a 2022 base year.¹
- Scope 3 - National Windscreens also commits to reduce scope 3 GHG emissions from purchased goods and services, fuel and energy related activities, upstream transportation and distribution, and waste generated in operations 51.6% per million SEK (77.5k GBP) value added within the same timeframe.

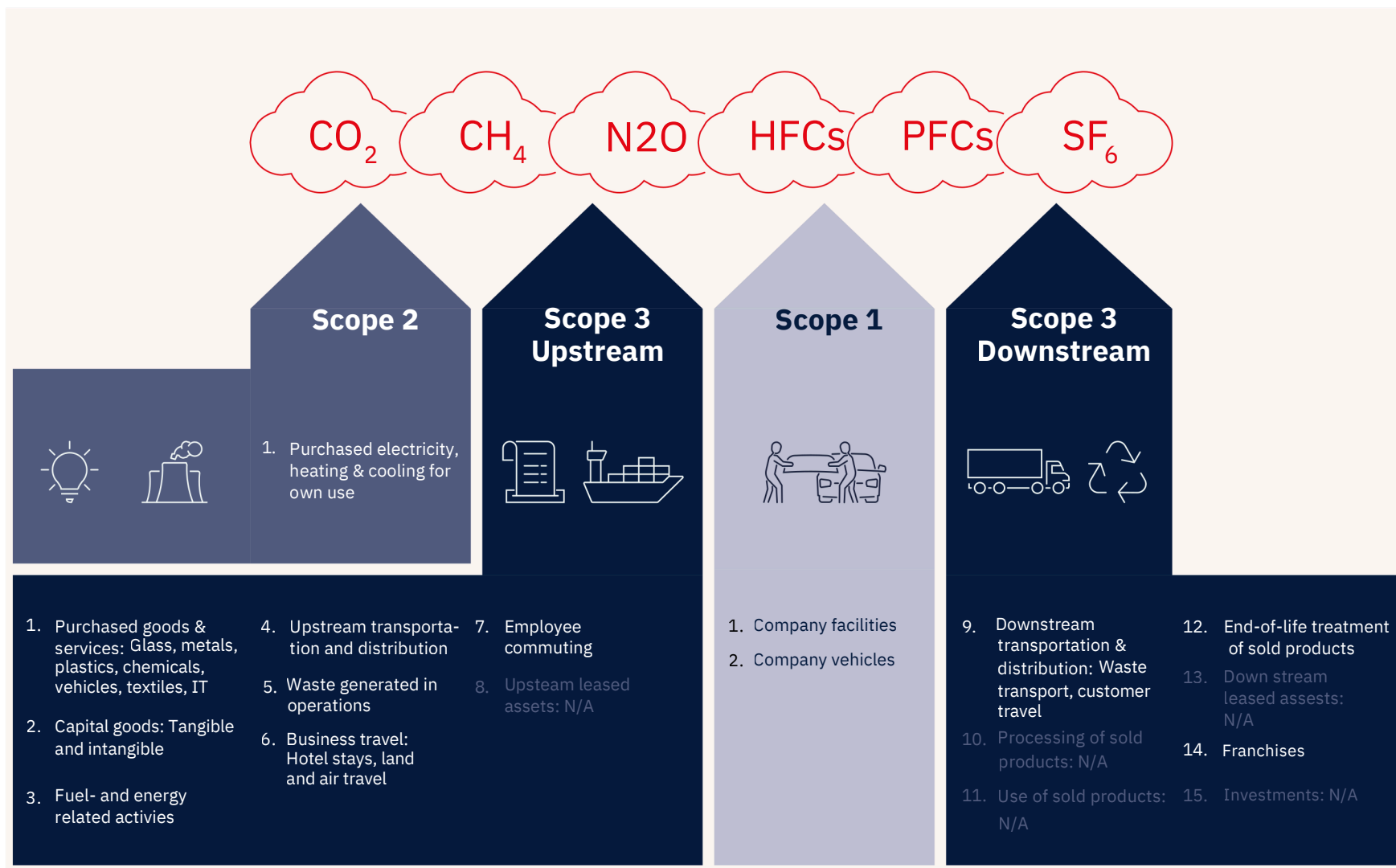
The emissions reduction targets have been verified by the Science Based Targets initiative as being in line with the Paris Agreement's aim of limiting global warming to 1.5 degrees Celsius above pre-industrial levels. In 2025, National Windscreens as a subsidiary of Cary group also committed to SBTi's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



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

Inclusions and Exclusions

The calculated GHG measures encompass the business operations of National Windscreens that are involved in the production and sale of company activities. Below is a simplified illustration of the GHG corporate standard categories that are included and excluded.



National Windscreens GHG emissions

	Base year (2022)	2024	2025
Gross Scope 1 GHG emissions (tCO ₂ eq)	4666	3 606	3 138
Percentage of Scope 1 GHG emissions from regulated emission trading schemes (%)	0	0	0
Gross location-based Scope 2 GHG emissions (tCO ₂ eq)	443	254	174
Gross market-based Scope 2 GHG emissions (tCO ₂ eq)	542	165	131
Total Gross indirect (Scope 3) GHG emissions (tCO ₂ eq)	19 014	17 888	15 200
1. Purchased goods and services	14 372	14 513	11 661
2. Capital goods	1 021	480	572
3. Fuel and energy-related Activities (not included in Scope 1 or Scope 2)	122	949	809
4. Upstream transportation and distribution	1183	434	408
5. Waste generated in operations	438	91	75
6. Business traveling	33	39	44
7. Employee commuting	954	1024	966
8. Upstream leased assets	N/A	N/A	N/A
9. Downstream transportation	441	810	644
10. Processing of sold products	N/A	N/A	N/A
11. Use of sold products	N/A	N/A	N/A
12. End-of-life treatment of sold products	*	*	*
13. Downstream leased assets	N/A	N/A	N/A
14. Franchises	0	0	0
15. Investments	N/A	N/A	N/A
Total GHG emissions (location-based) (tCO ₂ eq)	24 123	21 748	18 512
Total GHG emissions (market-based) (tCO ₂ eq)	24 222	21 659	18 469

2.1.6 Greenhouse gas emissions

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

Scope 1 - Including company vehicles, emissions stem from the stationary combustion of natural gas, propane and burning oil, and the consumption of fossil fuels within the vehicle fleet.

Scope 2 - Including purchased electricity, district heating and cooling is not used in National Windscreens operating business.

Scope 3 - Including all relevant Scope 3 categories, as described in the following sections. Purchased glass and chemicals, such as the polyurethane adhesive used in directly glazed glass installation. Purchased glass, is the main driver, as this is directly correlated to the number of replacements completed.

2.1.6.1 Data coverage and methodology

National Windscreens as a subsidiary of Cary group calculates emissions in accordance with the GHG protocol corporate standard, including the categories Scope 1, 2 and 3. The calculation results are expressed in the metric carbon dioxide equivalents (CO₂eq) which includes carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), sulphur hexafluoride (SF₆) and nitrogen trifluoride (NF₃). The GHG calculated measures include the National Windscreens business operations that are engaged in the production and sales of the company's services and products, as well as the administrative functions. Activity data is based on information from invoices, suppliers, and internal National Windscreens statistics. Data is collected through an external system, Position Green. There is an established process for collecting and reporting sustainability data to ensure that all subsidiaries of Cary group collect data following a standardised method. The process describes the reporting requirements, organisation and timeline.

*Category 12. End-of-life treatment of sold products included in category 5. Waste generated in operations.

National Windscreens uses the Cary group's standard process for gathering and reporting sustainability data, ensuring consistent data across the group. The process outlines reporting requirements, organisational responsibilities, timelines, and procedures. Reporting commonly applies to the period January 1st through to December 31st, 2025, drawing on internal records and supplier inputs; any deviations are formally documented.

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

2.1.6.2 Detailed methodology related to Scope 1 and 2

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

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

2.1.6.3 Detailed methodology related to Scope 3

Category 1 - Purchased goods and services - This category includes emissions from upstream (cradle-to-gate) purchased goods and services. National Windscreens has assessed emissions related to purchased glass, spare parts, chemicals, work clothes, and IT hardware. Emissions are based on the hybrid method, and for clothing the emissions are assumed by the weight for garments based on LCA (Life Cycle Analysis)-Sweden-Clothing-Industry.

Emission factors used are primary data supplier-specific for glass, for other purchased goods and services are secondary industry averages used (Defra, Ecoinvent, EPD or LCA from Apple, Foxway, Swappie).

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

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

Category 4 - Upstream transportation & distribution - Emissions from third-party transportation and distribution of purchased goods. Emissions are based on secondary data based on extrapolation of supplier data from some of the Nordic entities. Emission factors used are based on kg CO₂e/kg purchased from Nordic glass suppliers.

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

Category 6 - Business travel - This category includes emissions from business travel and hotel nights. Emissions from business travel are based on a spend-based method and emission factors used are secondary industry average from Exiobase 3.9. Hotel nights are calculated with the hybrid method and based on the secondary industry average from Defra and Hotel Footprint Tool or where the number of nights are missing for hotel stays, the spend data is used.

Category 7 - Employee commuting - Scope 1 and 2 emissions of employees and transportation providers that occur during the use of vehicles (e.g., from energy use). The majority of the emissions are estimated on 60% of FTE's taking their car, 20% taking the bus train, and 20% taking a bike or walk. Emission factors are secondary industry

average from Defra. AIB, Naturvårdsverket, NTMCalc.Advanced 4.0, NTM.

Category 9 - Downstream transportation and distribution - Including data for customer travel. Emissions are estimated based on an average roundtrip from a customer survey for 20 customers per 5 fitting centres. Emission factors are secondary industry average.

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

Category 14 - Franchises - Scope 1, 2 and operational waste in Scope 3 estimated emissions from franchises. The estimations are based on number of fitting centre, square meters or net sales for franchises compared to franchisers. (This is not applicable for National Windscreens)

2.1.6.4 Inclusions and exclusions

The GHG calculated measures include the National Windscreens business operations that is engaged with the production and sales of the company's operations. The GHG protocol corporate standard categories which are included and excluded are illustrated on page 28 with a simplified illustration. The following processes have been excluded primary in the Scope 3 category 1. Purchased Goods and services: Paper and printed materials, estimated 0,018% of CO₂e; Water use estimated 0,008% of CO₂e; Packaging estimated 0,229% of total CO₂e for National Windscreens. The excluded categories are assessed to be less than 1% of the total carbon footprint for National Windscreens.

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

2.1.6.5 Changes in calculated GHG emissions 2020-2025

National Windscreens GHG emissions in line with GHG protocol corporate standard in 2025 was 18,469 tonnes CO₂e, which is a decrease of 14.88% compared to 2024 and a 23.75% reduction compared to the 2022 SBTi Base year.

Emission sources/activities not included

Paper and printed materials	Estimation for National Windscreens were made with Net Sales comparison and shows that National Windscreens uses approximately 2.6 tonnes of paper and printed materials, which may correspond to 3.4 tonnes of CO ₂ e or 0.018 % of the total carbon footprint for National Windscreens.
Water use	The use of water is limited in automotive glass services. The use in National Windscreens has been estimated from 3 service units, and the water use per square meter has been used as a proxy. It's estimated 7,498.4 m ³ water during 2025, which corresponds to 1.4 tonnes CO ₂ e or 0.008% of the total carbon footprint for National Windscreens.
Packaging for car glass	The major packaging category in National Windscreens is packaging for glass. Data has not been collected, but has been assumed to be 42.3 tonnes, which corresponds to 35.29 tonnes of CO ₂ e or 0.229% of the total carbon footprint for National Windscreens.

2.1.7 Internal Carbon Pricing

Internal carbon pricing (ICP) is a tool where an internal price is set on emissions and as a subsidiary of Cary group, National Windscreens uses ICP to incentivise carbon reduction, manage climate related business risk and finance decarbonisation actions. The capital previously spent on climate compensation¹ for Scope 1-3 Green House Gas (GHG) emissions is now used for activities to reduce National Windscreens own emissions, e.g. investment in charging infrastructure and other decarbonisation initiatives to reach the 2030 SBTi verified targets.

The price for the Scope 1-3 GHG emissions follows the previous climate compensation price, and the ICP process is now an integrated part of the yearly business planning and budget process where a subsidiary of Cary group can apply for funding of an initiative that either directly reduce emissions, (e.g. installing solar panels), indirectly reduce emissions, (e.g. EV chargers) or innovative solutions that pilot new methods for potential reduction of CO₂e (e.g. new technology). Thanks to the ICP-funding National Windscreens has several carbon reduction projects implemented in 2025 and planned for in 2026, including for example piloting of a new repair technology, new EV charging infrastructure and LED lighting upgrades.

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

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



2.1.8.1 Physical and transition risk assessment

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

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

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

2.2 Pollution

Chemicals play a crucial role in the automotive glass repair and replacement process, enabling the delivery of the products and services that customers expect. However, any leakage of these chemicals into the environment could adversely affect soil, air, water, biodiversity, and human health. To mitigate these risks, protocols are established for the

1. Details of previous climate compensation process are included in previous years sustainability reports available here: <https://www.nationalwindscreens.co.uk/sustainability>

proper handling of chemicals and the gradual elimination of hazardous substances. So far, there have been no reported releases of hazardous chemicals into the air, soil, or water.

2.2.1 Policies related to pollution

National Windscreens operates in accordance with Cary group Codes of Conduct and Sustainability policy these guide the management of pollution, including substances of concern.

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

2.2.2 Actions and resources related to pollution

National Windscreens operation is dependent on the use of chemicals to offer the products and services that customers demand. There are procedures to ensure the proper handling of chemicals and the phasing out of hazardous chemicals, in line with the REACH Directive. When procuring chemicals the less hazardous option is chosen when it exists. National Windscreens vehicle fleet is a contributor to air pollution by using Internal Combustion Engine (ICE) fuelled by petrol and diesel. The mitigating action is to transition to a fossil fuel free fleet, see 2.1.3.1 Green fleet transition.

2.2.3 Targets related to pollution

National Windscreens has not set any time-bounded targets relating to pollution of air and substances of concern, except the Science Based Targets connected to air pollution, see 2.1.4. Targets related to climate change mitigation and adaptation. Work continues to phase out and minimise the use of hazardous chemicals as far as practicable, in line with the REACH Directive, as described above.

2.2.4 Air Pollution

During the manufacturing and transportation processes of glass, adhesives, and various components, a range of particles are released into the atmosphere. Glass suppliers have reported emissions of sulphur dioxide, nitrogen, and other particulates. Additionally, the vehicle fleet contributes to particle emissions, though no measurements have been conducted for the National Windscreens fleet, aside from the recorded CO₂e greenhouse gas emissions.

Relation	Chronic	Acute
Water	Water stress (43% of assets at high risk): may lead to increased operating costs and reputational risks linked to water scarcity.	Flood (17% high risk assets): significant property damage risk, operational disruption, higher insurance premiums.
Temperature	Changing air temperature (33% high / 67% medium risk assets): higher cooling needs, increased CO ₂ e emissions, and potential misalignment with net-zero targets.	Extreme heat (27% high risk assets): impacts on employee health, asset ageing, reduced productivity, increased energy costs.
Solid Mass	Drought and Subsidence (medium risks): potential long-term structural impacts and business continuity issues.	Landslide (7% high risk assets): structural damage, restricted access to sites, potential injuries.
Wind		Storm (4% high risk assets): asset damage from extreme winds and flooding, operational interruptions.

2.2.5 Substances of concern

In fitting centre workshops, some substances of concern are part of the products used when repairing or replacing windscreens. The substances of concern are part of primers and adhesives, and are mainly classified as Skin sensitisation, Category 1, Respiratory sensitisation, Category 1, Hazardous to the aquatic environment, chronic (long-term) hazard - Category 2 and 3.

A few substances of concern classified as Carcinogenicity, Category 2, specific target organ toxicity, single exposure, Category 2 remains to be phased out.

Some of these substances are so called VOCs, which require careful handling in line with regulations. All Cary group subsidiaries are responsible for managing their inventory of the substances of concern and handling them properly. National Windscreens preventive actions for both environment and health and safety are described in above chapter 2.2.2 Actions and resources related to pollution.

2.3 Resource use and circular economy

National Windscreens as a subsidiary of Cary group integrates efficient resource management and circular economy principles across all operations, guided by the Cary group Code of Conduct and Sustainability Policy.

The company prioritises repairs over replacements to conserve materials and lower emissions. Waste reduction efforts include sourcing recycled-content materials. Continuous innovation, supplier collaboration, and employee engagement drive improvements in recycling, waste handling, and material efficiency, supporting National Windscreens 2030 commitment to deliver a circular offering and minimise reliance on finite resources.

2.3.1 Policies related to resource use and circular economy

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

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

Carbon emissions of a windscreen

Replacing a windscreen involves four stages that make up the total carbon footprint per windscreen: manufacture, delivery to the fitting centre, installation on the vehicle, and transport of the broken glass to waste facilities.

Manufacturing

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

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

Based on their calculations, the carbon footprint from transportation is estimated to be 3 kg CO₂e per windscreen. Based on calculations performed by the largest suppliers of glass, the carbon footprint of manufacturing a windscreen are around 38.5 kg CO₂e/windscreen (1,2 m²).

Transport

The manufactured windscreens are transported from the manufacturing plants to distribution centres, they are then ordered and delivered Just In Time (JIT) to fitting centres the day before they are used. This transportation is carried out by glass suppliers and in some cases their local logistics suppliers. Based on their calculations, the carbon footprint from transportation is estimated to be 3 kg CO₂e/windscreen (1,2 m²).

Fitting

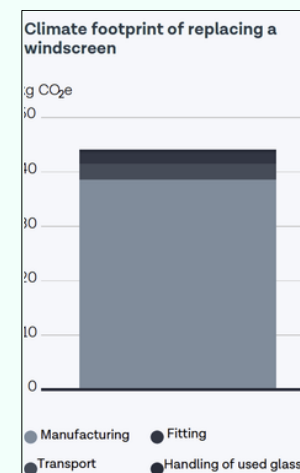
The main material used for replacing a windscreen is urethane adhesive. During a replacement, mainly two kinds of tools are used: cutting tools and an adhesive extrusion gun, both of which can be battery powered. A windscreen replacement takes around two hours and includes cutting out the broken glass, cleaning the windscreen aperture, applying adhesive and fitting the new windscreen. On many modern cars following installation ADAS functions such as lane keep assistance autonomous emergency break and adaptive cruise control will require calibration.

National Windscreens strive for all fitting centres to run solely on green electricity originating from carbon-free power sources such as wind and hydro. The average carbon footprint of fitting a windscreen is around 2kg CO₂e per replacement (1,2 m²).

Handling of used glass

When the windscreen replacement is complete, 100 percent of the broken glass is transported for recycling. Currently, around 90 percent of the materials from the broken glass can be recycled, mostly becoming new glass products such as bottles, jars and insulation products for the construction industry. Work with recycling suppliers continues to recycle the remaining 10% of other materials.

Based on calculations, the average carbon footprint of transporting the windscreen to recycling is around 0.6 kg CO₂e per replacement.



3.Social information

3.1 Own workforce

National Windscreens focuses on attracting, developing, and retaining its current and future employees. This section outlines the related policies and essential metrics associated with these efforts.

3.1.1. Policies related to own workforce

National Windscreens HR Policies and Human Rights Policies are the foundation of how the workforce is managed. The managing director is responsible for ensuring the organisation is compliant with the policies.

National Windscreens operates in accordance with the Cary group Code of Conduct this applies to all associates (employees, consultants, and temporary workers), and sets clear expectations regarding legal, ethical, and social standards at work and:

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

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

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

The Human Rights Policy commits to upholding internationally recognised labour and human rights across all operations and within the value chain. It applies to all employees, contractors, and stakeholders. Key commitments relating to the workforce includes compliance with laws and global standards, diversity, equality, and inclusion, fundamental labour rights, freedom of expression and

association, privacy and data protection, attention to vulnerable groups, safe and healthy workplaces. The policy also commits to transparent reporting on human rights impacts and continuous education of employees, suppliers, and partners to strengthen awareness and prevention.

3.1.2. Targets related to own workforce

National Windscreens vision is to attract, develop and retain employees of today and tomorrow, including the following targets:

1. Continuously have a strong Employee Net Promoter Score (eNPS) (over +20).
2. Raise annual reporting of First Aid Injuries (FAI) by 25% to strengthen safety transparency.
3. Increase number of female technicians by over 80% from 2023 to 2026.

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

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

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

3.1.3. Health and Safety

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

Over the past three years, National Windscreens has focused on enhancing data collection within Health and Safety to gain insights into risk patterns and effective safety measures. The most frequent incidents involve injuries from machinery, tools or materials, followed by those related to manual handling.

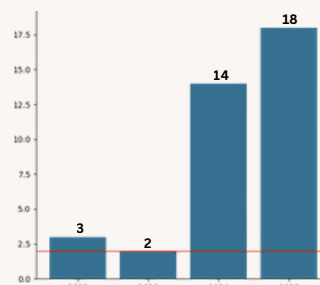
Accurate reporting of accidents and incidents is critical to ensuring a strong and effective Health & Safety environment.

Autumn 2024 marked the launch of the businesses annual Health & Safety Week, a well-established initiative in large organisations. This initiative continued in 2025, aiming to raise awareness about preventing injuries and illnesses, offering common activities across the business while empowering the organisation to tailor and add initiatives. This year's campaign promoted the message that 'even small changes can make a big difference', meaning that small changes in how work tasks are performed can significantly reduce risk.



Sustainability statement

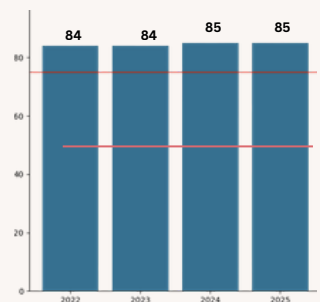
Cary group Employee Net Promoter Score, eNPS*



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

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

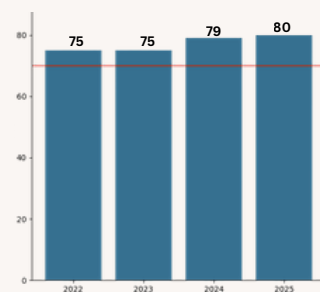
Cary group Employee Engagement Index, EEI*



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

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

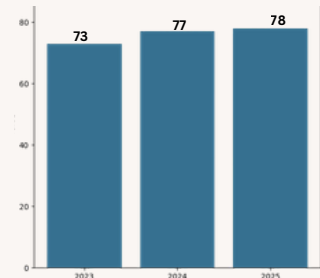
Cary group Employee Satisfaction Index, ESI*



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

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

Cary group Equality, Diversity and Inclusion Index, EDI*



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

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

3.1.4. Employee engagement

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

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

Training and skills development - National Windscreens operates in an industry where advanced technology is a natural part of everyday life and will be even more so in the future. This means that it is essential that its employees have a high level of competence if the company is to deliver high-quality services. A standardised group training program for new technicians has been developed based on group best practice and well-established learning principles. The program includes the Cary group 'Standardised Working Methods', training roles, training material and assessments, as well as digital elements. During 2024, implementation of a digital training system started, aiming to support learning and development across the business. The business has implemented the system thus far, which enables harmonised, standardised and high-quality onboarding and training, supporting local practical training.

Follow up - The HR policy outlines the requirements that the business must fulfill. The organisation adherence to the policy is reviewed to ensure that the organisation maintains a high standard, enabling it to attract and retain employees.

• Survey results show all Cary group subsidiaries including National Windscreens

To follow the progress and to ensure that National Windscreens is perceived as an attractive company to work for, the business measures the employees' engagement and satisfaction through EEI (Employee Engagement Index) and ESI (Employee Satisfaction Index), and the employee loyalty through the eNPS (employee Net Promoter Score). Equality, diversity and inclusion (EDI) are measured through the EDI Index. These KPIs are all measured in the company's annual employee survey.

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

3.1.5 Equality and diversity

National Windscreens aims to attract and maintain diversified working groups. One of the main priorities of the equality, diversity and inclusion work is to attract more female employees. The company has set a target to increase the number of female technicians by more than 80% by the end of 2026 compared to 2023 levels.

National Windscreens has a continuous focus on increasing the number of female employees through various initiatives, such as focused recruitment of trainee technicians, strong management commitment, and targeted campaigns to attract women. National Windscreens supports female technicians through membership in the Cary group female technician network and participation in the yearly summit, where staff discuss changes to make the workplace more inclusive and welcoming.

The Equality, Diversity and Inclusion index was established in the annual employee survey in 2023, tracking progress and enabling better understanding of the current situation and opportunities for improvement.

3.2 Value chain including workers

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

3.2.1 Policies related to value chain including workers

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

3.2.2 Processes and actions for a responsible supply chain

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

3.2.2.1 Supplier engagement

National Windscreens uses the online supplier assessment platform EcoVadis to rate the most material suppliers with self-assessment questionnaires which cover environment, ethics, labour and human rights as well as sustainable procurement. One of the main purposes is to identify and mitigate potential and actual risks in the supply chain. The majority of suppliers are screened for risks via the tool which helps to identify suppliers with higher risk potential.

The risk screening in 2025 showed a low-risk supply chain. Out of all the screened suppliers only 0.1% are deemed as high risk, and an improvement area seen in a large number of suppliers is sustainable procurement. The suppliers with a higher risk and the most material suppliers are being asked to complete sustainability rating process. Corrective actions are requested from all rated suppliers below the status committed and direct material suppliers with a rating below bronze level. The preferred approach for suppliers with lower scores is to encourage improvement through ongoing dialogue and support, rather than terminating relationships.

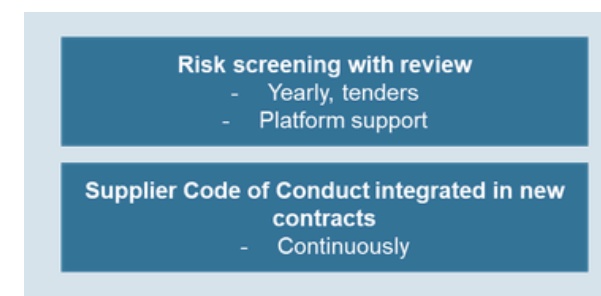
The critical direct material suppliers with the biggest impact are followed up continuously throughout the year. Onsite audits are performed when visiting the manufacturing sites, including health and safety, working conditions and diversity. The onsite audits are assessed by National Windscreens and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

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

National Windscreens assess that the greatest risk of violating human rights is in the supply chain. In order to mitigate the risk of suppliers violating human rights and anti-corruption all contracted suppliers should comply with the Modern Slavery Statement, and Supplier Code of Conduct and National Windscreens purchasers shall follow the procurement policy. In the agreements with the contracted suppliers on business level includes the supplier Code of Conduct which includes both environmental and social aspects. The target is full supplier sign-up to the Code of Conduct.

In the industry where National Windscreens operates, the risk of corruption is generally low as the companies are regulated by agreements with insurance companies. If any workers in the value chain experience or see any misconduct they are able to report it via an external 3rd party operated whistleblowing system, WhistleB, on the Cary group website, see 4.1.3 Grievance mechanism and whistleblowing. The Procurement team have undertaken training in sustainable procurement. In 2026, National Windscreens purchasers will undertake an e-learning course in Sustainable procurement as part of the ambition to procure sustainability.

Supplier base



Critical and targeted suppliers



3.2.2.2 Sustainable supply chain

National Windscreens includes sustainability in all supply chain planning and optimisation. In our 2024 supply chain network review, CO₂e emissions were assessed alongside cost and resource efficiency to reduce environmental impact. Other measures, such as cross-docking and using in-house stillages instead of cardboard packaging, have reduced packaging waste and simplified distribution.

3.2.3 Targets related to the value chain, including workers

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

1. 50% of supplier base have completed a sustainability rating (Spend based)
2. All contracted suppliers shall commit to comply with the supplier Code of Conduct.

In 2025, 77% of the entire Cary group supplier base were screened for risks in the platform, including many of National Windscreens key suppliers. 56 % of Cary group suppliers, based on spend, were assessed in EcoVadis including all direct material suppliers, compared to 30% in 2024 this also includes National Windscreens most material suppliers.

3.3 End users and customer satisfaction

The Net Promoter Score (NPS) is a measure of customer loyalty and customer satisfaction. The result is obtained by asking end customers how likely, on a scale of 0–10, they are to recommend the company's products or services to others.

Net Promoter
Score

79.8



4. Governance information

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

4.1 Corporate culture and business conduct policies

It is essential for National Windscreens to ensure that the products and services provided to customers are produced, managed, and delivered sustainably across the entire value chain.

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

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

A training course on the Code of Conduct suitable for all employees has been rolled-out. This training is compulsory for all new employees and should reoccur at least every third year. As an addition the extended management team has received training in Anti-corruption.

4.1.1 Management of relationships with suppliers

Having strong partnership with National Windscreens suppliers is key for the performance and business, which is described further in 3.2 Value Chain including workers.

4.1.2 Corruption and bribery

Cary group maintains a zero-tolerance stance towards corruption and bribery in all its forms. Acting with integrity is essential to preserving stakeholder trust and ensuring that business is conducted fairly and transparently.

National Windscreens' ethical standards are communicated through its Code of Conduct and Supplier Code of Conduct, which apply to all employees, partners, and suppliers. Awareness and vigilance are reinforced through regular training in the Code of Conduct, a confidential whistleblowing channel, and thorough due diligence on business partners.

By combining clear policies, proactive risk management, and a culture of accountability, National Windscreens works actively to prevent unethical practices and safeguard the integrity of its operations.

By combining clear policies and proactive risk management, we recorded no cases of corruption or bribery in 2025 within National Windscreens own operations or the own workforce, and therefore no convictions or fines has been imposed and no actions to address breaches has been necessary.

4.1.3 Grievance mechanism and whistleblowing

In 2020, a Whistleblowing policy and an external third party operated system (WhistleB) were introduced to encourage employees to report suspected wrongdoing in the workplace. The whistleblowing system is publicly available on the Cary group website, and therefore external stakeholders such as workers in the value chain are able to report on misconduct.

The whistleblowing system is compulsory for all Cary group subsidiaries including National Windscreens. All reports are handled and investigated appropriately by the Whistleblowing Committee, in cooperation with relevant stakeholders depending on the nature of the case. It is important that employees feel that their concerns are taken seriously, are investigated appropriately and that their confidentiality is respected. Employees must feel confident to raise issues without fear of reprisal. National Windscreens must conduct its business with honesty and integrity, and expect all employees to maintain high standards.

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

4.1.4 Information security and data protection

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

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

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



Further information relating to the following areas can be found in the Cary group 2025 sustainability report: <https://carygroup.com/sustainability/>

- Cary group strategy
- Double materiality assessment
- Cary group policy
- Energy consumption and mix
- Characteristics of Cary group's employees
- Responsible supply chain metrics
- PWC limited review
- Disclosure requirements

The Board of Directors hereby give their assurance that the consolidated sustainability report has been prepared in accordance with member guiding principles and gives a true and fair view overview of National Windscreens work within sustainability.

31st July, 2026



Joakim Rasiwala
Member of the Board

Peter Watters
Member of the Board

James Reynolds
Member of the Board

Stuart Boon
Member of the Board

James Webb
TLT Solicitors & Legal
Advisor to the Board

The Sustainability report was presented on 31st July, 2026