

Sustainability Report 2022

KOSTAL



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Message from the Board

Dear Reader,

Although KOSTAL is presenting its first sustainability report this year based on the GRI standards and the European Sustainability Reporting Draft Standards, our family-owned company has always felt committed to the principle of sustainable business over its 111-year history.

In the future, we want to document and communicate this commitment regularly and transparently via a sustainability report.

Sustainable action has been a vital part of KOSTAL's corporate strategy, organic growth and diversification since the company was founded in 1912 and is thus an essential factor in our corporate development and success, too.

The responsible and economical use of resources has made an important contribution to both the competitiveness of the KOSTAL Group and its sustainability.

It is certainly also a visible sign of our sustainability and continuity that KOSTAL is family-run, in the fourth generation, and that many employee families work at KOSTAL in several generations.

Our customers also feel connected to our company because they can trust that we focus on the economical and energy-efficient use of resources in the development and production of all our products. The same applies to our long-standing supplier relationships.

With the founding of KOSTAL Industrie Elektrik in 1995 and the entry into the photovoltaic market, KOSTAL has strategically expanded its focus on sustainable and renewable energy sources.

As a leading supplier of power electronics as well as contact systems for hybrid and electric vehicles (such as charge controllers, or high-voltage connectors), solar inverters and frequency converters, KOSTAL plays a key role in the transition to electromobility, renewable energy generation and energy conservation.

In all its strategic decisions, KOSTAL is focused on the long term. Sustainable action is a daily aspiration for us. This is clearly reflected in our corporate value: "We shape the future today."

We know that only sustainable action in the environmental, social and governance areas can serve as a solid basis for establishing and maintaining trusting relationships with our customers, employees, suppliers, and other stakeholders.

This is the only way we can sustainably shape the future.



Chairman of the Management Board

Andreas Kostal



Member of the Management Board

Dr. Gregor Mark Schmeken



Member of the Management Board

Kai Knickmann



founded and family
owned since
1912



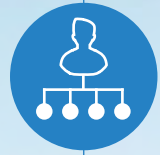
45/55
female/male ratio



3.3
billion EUR turnover
in 2022



30%
renewable
electricity share



4 business
divisions



More than
300,000 t
of CO₂eq avoided with
KOSTAL solar inverters



19,184
employees worldwide



72%
waste diversion rate



9%+
share of
R&D investment



68,878
tons of CO₂eq emission
(SC1,2)



53 in **20**
locations countries



53%
recycling rate

KOSTAL



About KOSTAL Group

The automotive industry carries an unprecedented impact on our society and life. The industry is responsible for transporting people and goods and generates significant research, development, innovation and know-how. We are proud to be not only one player, but an important driving force of the mobility transition.

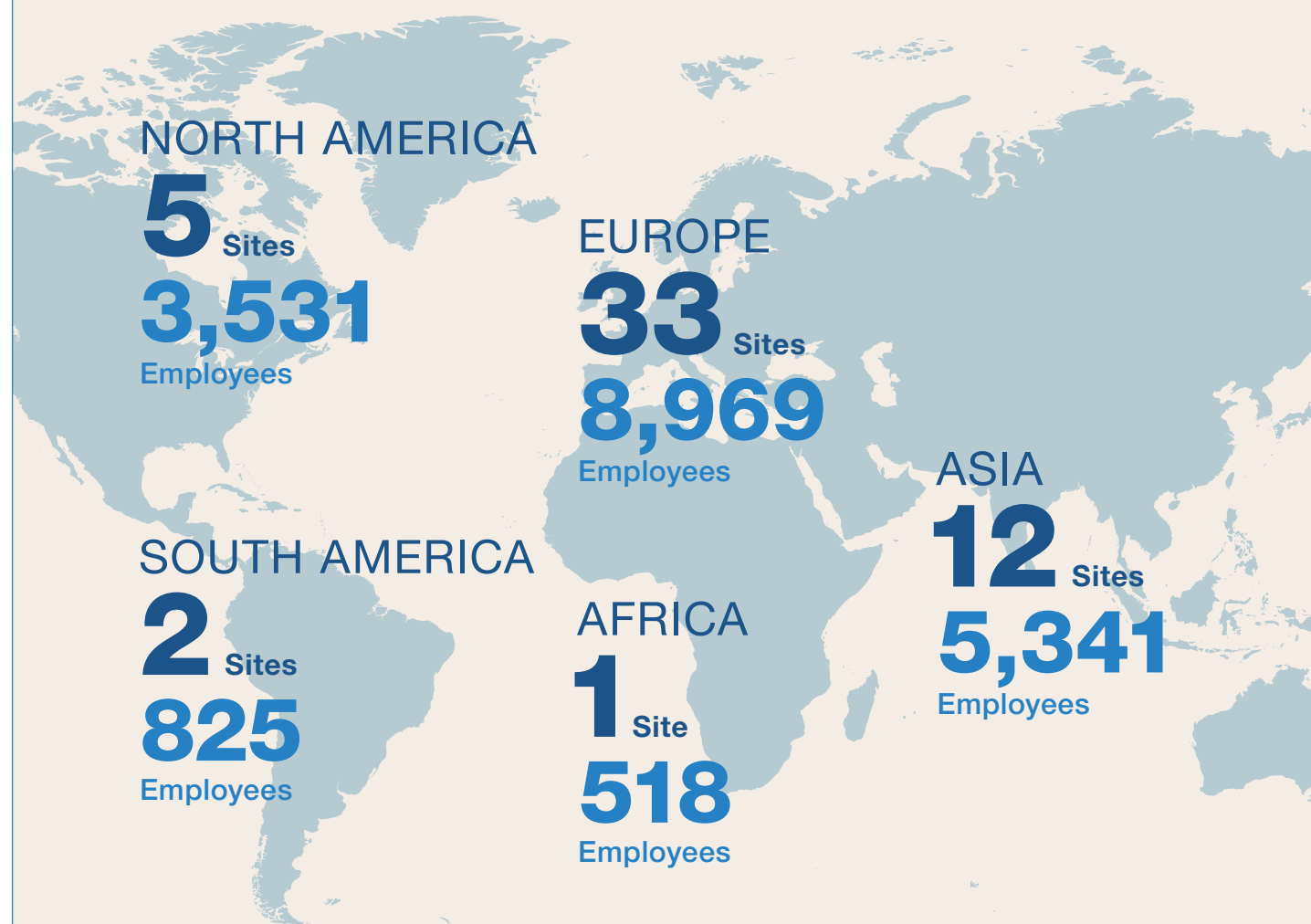
We are KOSTAL Group – a global, independent family-owned company based in Germany – which develops and manufactures technologically-complex electronic and mechatronic products. For KOSTAL, being a family-owned company for more than 100 years has a special meaning:

Namely, the handling of our company affairs and employees is based on common values, maintaining strong ties and a sense of loyalty between the company, the KOSTAL family, and the employees, and adopting a long-term, sustainable approach to all our activities.

We employ approximately 19,000 people at 53 locations in 20 countries, offering flexible, knowledgeable, and customer-focused services. KOSTAL takes customer proximity literally.

For us, being a family-owned company means knowing where we come from, what we can do, what we want and what we have in common.

Company overview



Family-run for four generations

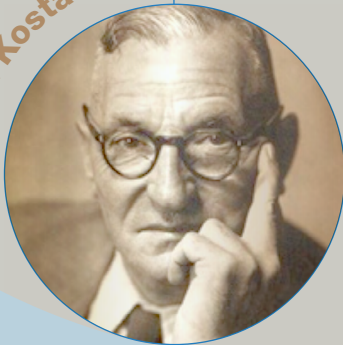
1912 “ELECTRIFICATION”

First Generation Sustainability and sparing use of resources are second nature to us.



We do what is necessary.

Leopold Kostal



Kurt Kostal



We form a bond, and the bond is binding.



“MOTORIZATION” **1935**

Sustainable ideas unite mankind and nature – all is one.

Second Generation

1972 “GLOBALIZATION”

Third Generation We are an environmentally-sound organization taking sustainable and effective actions.



We do things with feeling.

Helmut Kostal



Andreas Kostal



We shape the future today.



“ENERGY EFFICIENCY”

Our over 100-year history is proof that we, as a family business, can act sustainably and on a long-term basis.

2008

Fourth Generation

One family business – four business divisions

KOSTAL Automobil Elektrik

ENERGY & EMPATHY

Energizing Mobility & Embedding People: two product and innovation cornerstones – one global team! With KOSTAL know-how in our mechatronic products, KOSTAL Automobil Elektrik creates efficient solutions for electromobility and for driving concepts of the future.

KOSTAL Connectors

ALWAYS A GOOD CONNECTION

Since its founding in 1993, the focus of the KOSTAL Kontakt Systeme GmbH has been on the development and production of plug connectors, particularly for the automotive industry. With fully-fledged system expertise, a wide performance spectrum, compact dimensions and low weights, many different variants and low system costs, KOSTAL Connectors always provide a reliable connection.

KOSTAL Industrie Elektrik

SMART CONNECTIONS

KOSTAL Industrie Elektrik offers innovative solutions in four product fields: solar inverters, frequency inverters, charging solutions, and electronics for different customer applications. In this division, development expertise is smartly combined with the KOSTAL Group's know-how.

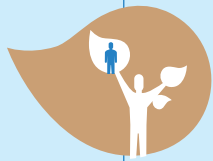
SOMA Test Technology

TO BE PRECISE

The core product fields of SOMA GmbH are monitoring, automation, and dosing. As a system supplier, SOMA provides monitoring and automation systems in addition to components and systems for lubricant handling and dosing.



Our values



We have our feet on the ground.



We are decent.



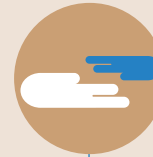
We make it easy.



We do things with feeling.



We do what is necessary.



We form a bond, and the bond is binding.



We encourage people to achieve what we expect.



We are moved by what we do and aim to move others.



What we do, we do with conviction.



We shape the future today.

Our business divisions drive our activities while keeping our cornerstone values always in mind. These business divisions generate different impacts but are led and coordinated centrally. Therefore, our sustainability efforts and strategies are deployed identically in all business streams. Our sustainability governance structure is there to ensure the alignment between divisions, allocation of focus, and resources.

Sustainability governance

We have laid the foundations of our sustainability management system by establishing the governance structure to drive our sustainability strategy across the KOSTAL Group. In 2021, we conducted a materiality assessment, and we are using its results to focus our activities on topics that matter the most. Our strategic priorities remain aligned to this materiality assessment, and we continue to make progress toward our ESG goals.

Acting responsibly has always been a principle for us. In recent years, facing pandemic and natural disasters with even-worsening consequences, sustainability has become the central concern for consumers, politicians, researchers, investors and the general public.

We sense the growing expectation on all organizations to integrate sustainability into strategic decisions and their everyday business dealings.

Sustainability cannot be only a philanthropic activity. It must be a more structured business approach creating long-term value by taking into consideration how our organization operates in the ecological, social, and economic scenes.

As a member of the UN Global Compact, we are committed to integrating sustainability principles into our strategy, culture, and day-to-day operations of our company.

Our goal is to create a sustainability framework to understand our impact, oversee our sustainability activities at the highest level of decision making, set meaningful mid- and long-term sustainability goals and ambitions, and focus our actions on issues that really matter.

With this goal in mind, we created a central sustainability unit in 2022 with the task of leading ESG activities in our organization, coordinating our internal and external sustainability communication, including the **KOSTAL Sustainability Report**. This unit also assesses external sustainability requirements and prompts the development of suitable implementation concepts by the Group's specialist departments, business areas, and regions.

Our ambition was to establish a governance structure and processes to drive the sustainability strategy across the organization, manage goal-setting and reporting processes, and ensure overall accountability.

The **Sustainability Steering Committee** is the highest-level body to lead sustainability strategy and oversight. The committee members consist of the senior members of the board, including our CEO, elevating this important topic up to the owner level. It reviews plans and progress twice a year, to align on ambitions and resources.



United Nations
Global Compact

SUSTAINABILITY STEERING COMMITTEE

GROUP SUSTAINABILITY OFFICE

GROUP SUSTAINABILITY BOARD

DIVISIONAL SUSTAINABILITY BOARD

SITE SUSTAINABILITY TEAM

Group Sustainability Office is the central coordinator for our sustainability strategy, giving the rhythm from planning through communication to implementation. The Group Sustainability Office is the primary point of contact for all sustainability-related matters for external and internal stakeholders. Within the company it defines the introduction and implementation of sustainability metrics and KPIs. It also monitors progress on sustainability strategy, report out to leadership.

In our external relations, the office manages sustainability-related disclosure processes such as CDP, Eco-Vadis, annual ESG reporting and other customer-specific data requests. It also engages with customers on sustainability requirements, future needs, and goals to be addressed with new manufacturing or supply chain approaches.

The **Group Sustainability Board** with its operational focus keeps the implementation of the sustainability commitments in scope with its monthly alignment review. This level oversees all business divisions and ensures that values and principles are aligned on KOSTAL level.

Divisional Sustainability Board establishes and implements divisional sustainability roadmaps to meet Group sustainability targets. And the last level of implementation is at our sites, where Site Sustainability Teams follow up on local projects and investments monthly.

With this approach, we ensure alignment from the highest level to the site teams, integrating sustainability into our everyday operations.



Materiality and stakeholder engagement

The basic building block of our sustainability strategy is the materiality assessment, which concludes and highlights the essential topics relevant for KOSTAL.

The analysis included three steps:

- identification of relevant topics,
- determination of the materiality matrix,
- development connectivity tables for the most important topics, which underline our ambitions, goals and ESG strategies.

To ensure proper coordination of this process KOSTAL involved an external organization as strategic consultant.



Identification of relevant topics

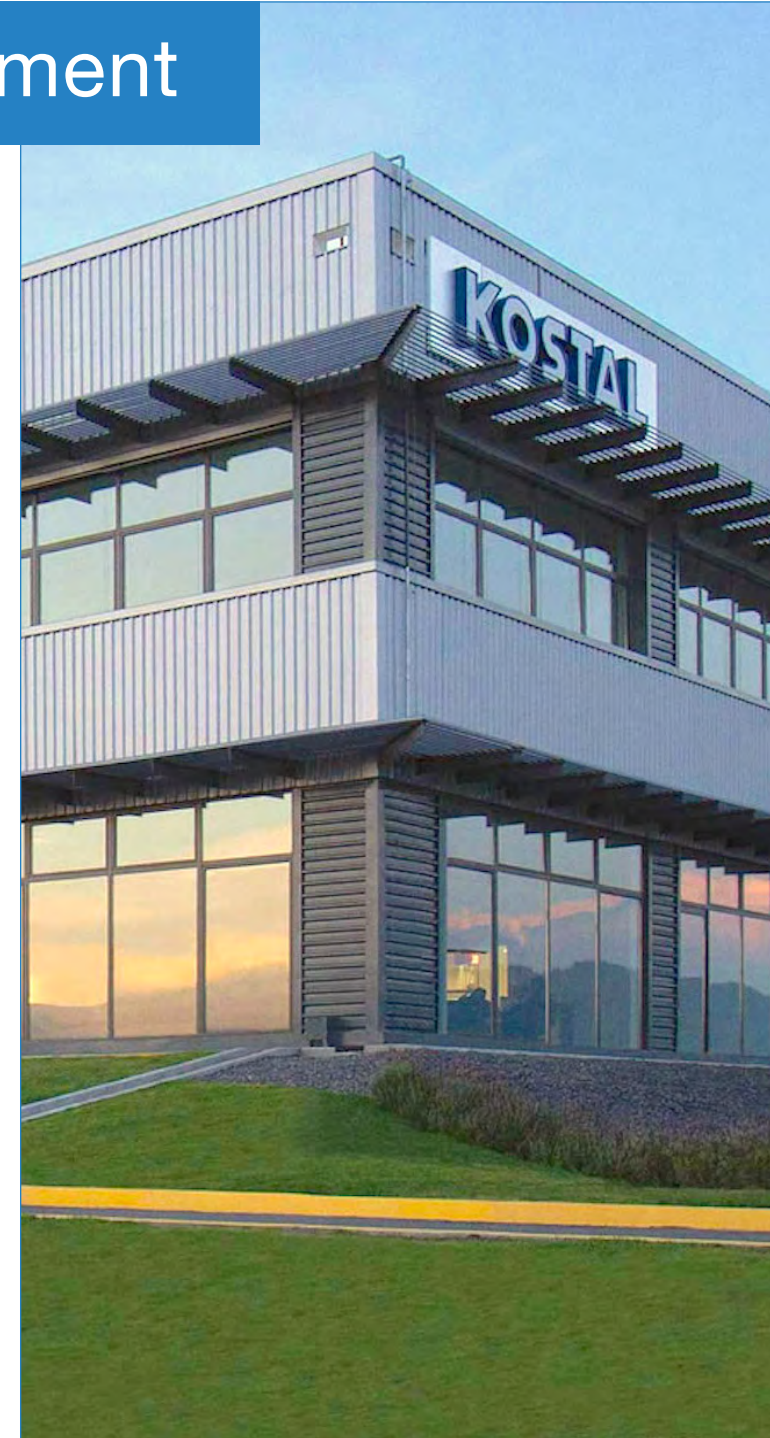
First, a long list of topics was put together based on international standards (GRI), questionnaires (CDP) and benchmarking competitors. Then, this was filtered by our board for KOSTAL's specific business model and strategic ambitions to end up with a more concise list of topics that form the basis of internal and external stakeholder interviews.

Developing the most important topics

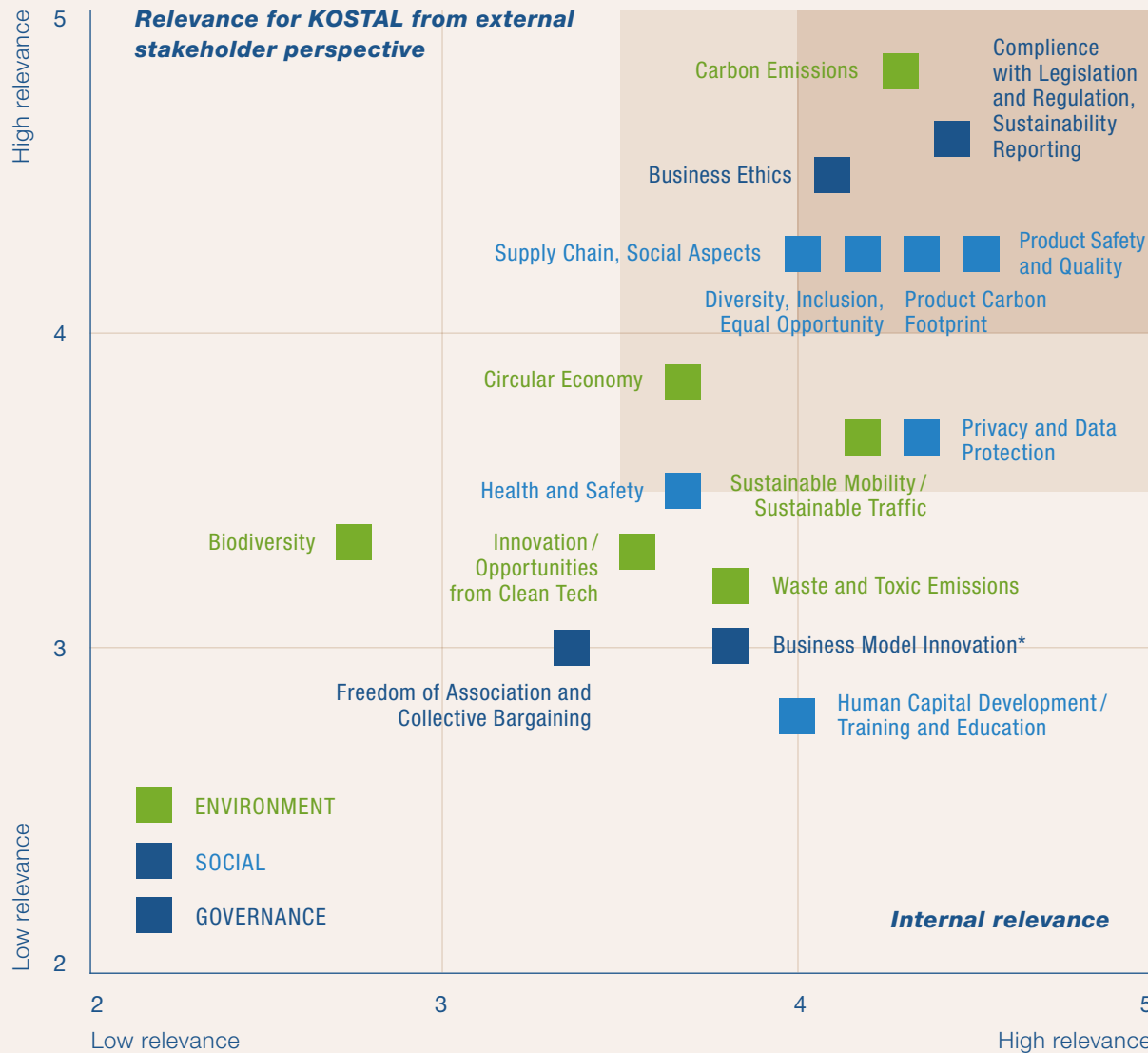
Based on the materiality assessment, we determined the following six topics to be the most important:

- carbon emissions (including product carbon footprint),
- compliance with legislation and regulation,
- product safety and quality,
- business ethics,
- sustainable supply chain, and
- diversity, inclusion and equal opportunity.

During a workshop conducted by the Sustainability Board, the six key topics were finalized and for four of them, we started outlining the overall approach to develop the ambitions, goals, and measures to be taken.



Determination of the materiality matrix



Based on desk research, we involved our external stakeholders, business partners, suppliers, major customers, financial institutions, associations, political stakeholders, and society at large. These stakeholders were not weighted when accounting for their opinions of ESG topics. The materiality matrix on the left shows the ESG topics from the more concise list arranged based on relevancy according to external stakeholders along the y-axis and internal stakeholders along the x-axis. In the future, our aim is to conduct additional internal and external stakeholder interviews to validate the key topics and to weight the stakeholders according to their relevance to KOSTAL.



Sustainability strategy

Aligned with the results of our materiality assessment, we have defined our ESG strategy and strategic priorities. The execution of the sustainability strategy and the strategic actions support the fulfilment of our mid-term and long-term sustainability goals.

Sustainability is our HERITAGE.

Being a family-owned company, KOSTAL has a long tradition of acting responsibly. This includes a genuine concern for the interests of our customers, the unity of our employees, and the quality of our products.

Sustainability is our BUSINESS.

Being a leading supplier of automotive battery chargers, solar inverters, and frequency converters, KOSTAL plays a key role in the transition to electromobility, to renewable energy generation, and supports organizations to improve energy efficiency.

Sustainability is our STRATEGY.

Being a member of the UN Global Compact, we are committed to making its principles part of our strategy, culture, and day-to-day operation of our company.



We focus on establishing the conditions for success, by creating an atmosphere where these values are supported, demonstrated, and practised. Strategy must be integrated into an operating and supporting system. Our way is to establish pillars which strongly holds our commitment. First, we coordinate our activities via **governance**, where decision makers oversee the commitments and our progress. We have comprehensive **data collection** to support decisions. Our people make our commitments real. This is why **engagement** is critical. Our ambitions are expressed in **targets and actions** which clearly define our direction. In this operating environment we have set strategic directions for environmental, social and governance areas.

Our strategic directions answer our material issues.

Our **environmental strategic direction** focuses on three critical areas, where we can make the biggest impact:

- **Decarbonisation:** We are constantly focusing on operating our business in an environmentally responsible manner by making efforts to reduce our CO₂eq footprint.
- **Resource efficiency:** At KOSTAL we define a clear path to achieve resource-efficient production processes on all manufacturing locations of KOSTAL.
- **Sustainability in product design:** Developing sustainable products by using innovative materials, manufacturing processes, and optimizing the use of resources.

Our **social commitment** puts people in the focus in all aspects. The way we take care of them and the way we treat them be it establishing outstanding, safe and inclusive working environment:

- **Health and safety:** Protecting the health and safety of our employees and visitors on our premises is a priority for KOSTAL. It is our clear target to rigorously avoid accidents by implementing adequate organizational conditions, psychologically and physically safe working environments, and transparent reporting.
- **Diversity and inclusion:** Promoting diversity among all KOSTAL associates and with respect to various dimensions such as gender, age, nationality, experience, identity, religion, and disabilities to ensure equal opportunities for all.
- **Human rights and labor:** KOSTAL commits to taking responsibility for human rights and working conditions within our operation and supply chain.

Governance is about creating and maintaining transparency. This is the way we conduct business every day.

- **Corporate governance:** We define the right governance structure to drive our sustainability strategy across the organization, manage goal-setting and reporting processes, and to ensure overall accountability.
- **Business ethics and compliance:** The foundational document, Code of Conduct, sets the standard for how we operate and provides the ethical framework for our organization. We are establishing a robust compliance and business ethics program.
- **Communication and reporting:** We maintain transparency regarding the implementation and progress of our sustainability activities. We establish effective communication to engage employees in day-to-day sustainability efforts to transform corporate sustainability goals to reality.

Sustainable supply chain is a critical material issue, and at the same time an overarching area, which has impact on environmental, social and governance topics as well. This is why we integrate it into each of our strategic directions.








You will see our supply chain efforts highlighted in our environmental, social and governance chapters.



Focus areas



Sustainability ambitions by 2030

- 
90% renewable electricity at all KOSTAL factories
- 
100% ISO 14001 and ISO 45001 compliant factories
- 
100% of target suppliers report ESG data
- 
100% of target suppliers use renewable electricity
- 
90% waste diversion rate in production
- 
40% GHG emission reduction on the value chain
- 
25% energy consumption reduction in production

FINAL COMMITMENT

CARBON NEUTRAL
BY **2045**

Compliance

Our over 100-year history and success is built on a very important principle: we abide by the law and act with integrity. As a family-run business, we know how to preserve, develop, and pass on a legacy for future generations.

Sustainable business practices that protect the environment and resources, and put people first, are key to preserving our legacy – perhaps even more so today than in the past.

Our compliance commitment defines how we think and act at KOSTAL. These values guide us in everything we do and form the foundation on which all other guidelines are based. Acting ethically, and with integrity, enables KOSTAL to continue to build and maintain its excellent reputation in the industry, to attract and retain outstanding colleagues and to meet the high expectations placed on us by our customers, suppliers, partners, and society.

Our compliance and integrity commitments are built on three key elements:

- Leading by example
- Commitment to human rights
- Transparency and reporting

Leading by example

Our managers must prevent violations against legal provisions and our values in their areas of responsibility and monitor this regularly. They shall ensure that their employees are aware of this, that the rules are observed and that violations are subject to disciplinary action, irrespective of the employees' hierarchical position in the company. Our leaders act as role models for our employees, inform them about the Code of Conduct regulations and conduct regular related discussions. Together with the Legal and Compliance Department, our leaders are always available as points of contact. They are in regular dialogue with employees about compliance.

Commitment to human rights

KOSTAL is committed to human rights in everything we do. This has been in our corporate DNA for more than a century. Hence, every right conveyed to an individual by the applicable laws, regulations and international treaties or conventions will be complied with by KOSTAL – no matter what. This is reflected in the KOSTAL Compliance Management System as set out in the KOSTAL Code of Conduct for employees and the KOSTAL Code of Conduct for Suppliers and Business Partners as well as the KOSTAL Compliance Policies that apply globally.

Transparency and reporting

Every KOSTAL employee is required to report suspected or actual violations of the provisions of this Code of Conduct, KOSTAL guidelines or applicable laws through appropriate channels, whether through supervisors, the Legal and Compliance Department or the KOSTAL compliance hotline operated for us by a professional external company.



Any information is treated in strict confidentiality. Any form of disadvantage or discrimination against KOSTAL employees who have made a report in good faith and not in an abusive manner are excluded and will not be tolerated, even if the report later proves to be unfounded.

Every question or concern submitted to the KOSTAL Compliance Hotline is triaged and routed to the appropriate team for handling, investigation and response. Any serious and significant violations are immediately reported to the Compliance Steering Committee.

Our ESG compliance strategy focuses on the following key elements:

- Global rollout of KOSTAL Compliance Program. Provide regular training for employees on business ethics and compliance.
- Implement a robust cyber security program to protect and preserve the confidentiality, integrity, and availability of all information we manage.
- Establish a comprehensive ESG risk assessment process to identify and address ESG-related issues for regulatory, business, technology, or reputational risk and opportunities.
- Implement an ESG internal audit process to ensure independent, objective assurance of ESG data and to verify the compliance of the organization with ESG-related internal and external requirements.
- Define and implement process for identification a process, evaluation of ESG-related legal and other requirements to ensure compliance with all actual and future ESG-related regulatory and other requirements.

Compliance in numbers



1,000
employees educated
via Zoom training



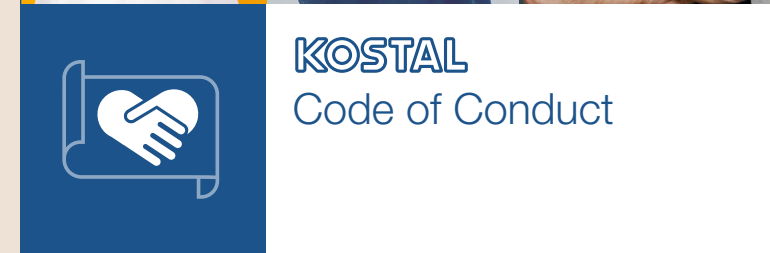
1,900
employees trained
via KOSTAL
learning system



10 reported
compliance
concerns in 2022



0 verified
compliance
concerns in 2022



Understanding our supply chain impact

For over 100 years, KOSTAL has been sustainably successful globally as a family-owned company. Our success is also based on our suppliers and business partners who are an integral part of our activities and contribute significantly to our achievements.

More than
1,500
direct suppliers



More than
7,500
indirect suppliers



We are committed to continuing this successful cooperation in order to secure and preserve a sustainable world for future generations.

It is particularly important for us to ensure that our suppliers are also aware of their environmental and social responsibility, face up to it, and work together with us on the sustainability of our joint economic activities. To create a viable future, we continuously drive the sustainability of products and solutions by placing economic success, social responsibility and environmental protection at the heart of our activities, enabling our customers to meet the current and future needs of society.

Accordingly, in addition to process-related, economic and technical criteria, our procurement activities also focus on social and ecological aspects, such as human rights, working conditions, prevention of corruption, legal compliance and environmental protection.

We expect our suppliers to comply with the applicable national laws, and our KOSTAL Code of Conduct for suppliers and business partners, in their activities and to observe the internationally-recognised environmental, social and compliance standards.

Our values are transmitted into our supplier development strategies and relations. We prepared our supplier Code of Conduct which translates our ambition to our business partners. Our responsibility does not stop at our gates. We want to show the way and provide support to our supplier partners.





Environment

Environmental sustainability

We recognize the scale and urgency of climate change and its severe consequences for our planet, society and the quality of human life.

With our global manufacturing footprint, substantial supplier base, and with millions of customers using our products, we have an important impact on the environment.

At KOSTAL, we are committed to operating our business in an environmentally-responsible manner. We act with care when we design and manufacture our products, use natural resources and energy, and when we manage our waste emission and air pollution, and when we select our suppliers.

To achieve our commitments, we:

- Operate our business in **compliance with all applicable laws** and regulations.
- Define clear targets of **environmental impact reduction** for ourselves and our suppliers.
- Implement processes to **assess our environmental impacts** across our value chain and define strategies and initiatives to achieve our targets.

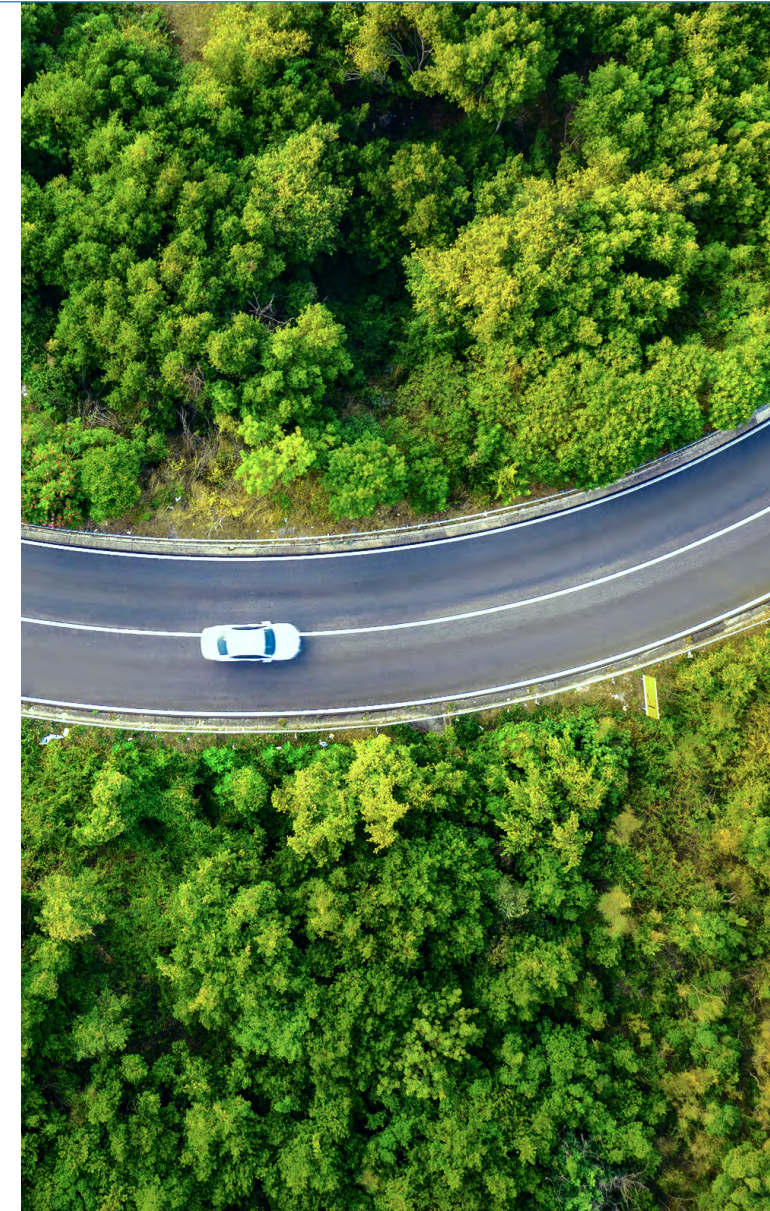
- Integrate **environmental aspects in our supplier risk assessment** and supplier qualification strategies.
- Implement internationally-recognized **environmental management systems** and independently certify our manufacturing operations.

Our environmental strategy, aligned with the results of the materiality assessment, is focused on decarbonization, resource efficiency and sustainability in product design.

We have identified Key Performance Indicators (KPIs), which enable us to manage our performance and disclose metrics. These metrics include the measurement of our energy consumption, CO₂eq emissions, water usage, total waste generation and waste disposal performance.

To enhance transparency and accountability, in 2023 we will continue working to establish clear sustainability metrics reporting and data collection processes within our organization. This will enable our sustainability-related governance teams to regularly review our ESG performance, and to progress in the execution of the sustainability strategy.

Our automotive division regularly reports its sustainability performance to the Carbon Disclosure Project (CDP) each year. From 2023, we will establish Group level sustainability related disclosure processes in CDP and EcoVadis, and we will publish an annual ESG report to provide a comprehensive overview to our stakeholders regarding our ESG performance and actions covering all business divisions of our company.



Our environmental targets

Sustainability ambitions by 2030

100%
of target suppliers
report ESG data



90%
waste diversion rate
in production



25%
energy consumption
reduction in production



90%
renewable electricity
at all KOSTAL factories



100%
ISO 14001 and ISO 45001
compliant factories



100%
of target suppliers use
renewable electricity



40%
GHG emission reduction
in value chain

Final commitment

**CARBON
NEUTRAL
BY
2045**



Decarbonization

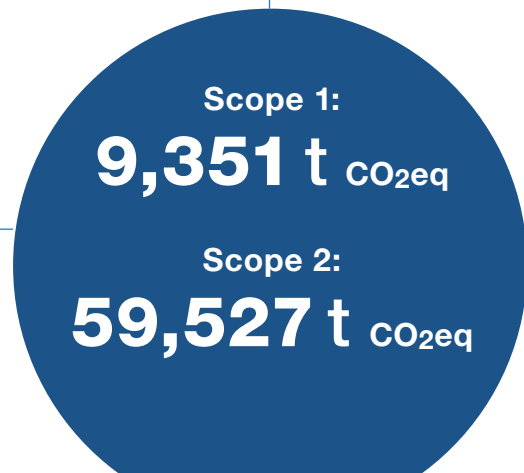
We are constantly focusing on operating our business in an environmentally-responsible manner, with focus on reducing our carbon footprint.

Establishing a clear baseline and understanding our carbon footprint composition are essential to identify measurable and challenging milestones in our sustainability journey. Therefore, in 2022 we worked with an external consultant, to have KOSTAL Group's Scope 1 and Scope 2 GHG emissions calculated, in line with the requirements of the Greenhouse Gas Emission protocol.

We have defined clear targets to our organization:

- reducing our carbon emission by **40% by 2030**, and
- achieve **carbon neutrality** in the entire value chain by 2045.

These commitments drive our action regarding decarbonization.



Moving along our journey to sustainable manufacturing, we recognize that energy consumption, especially the electricity consumption of our manufacturing locations, leads to most of our Scope 1 and Scope 2 greenhouse gas emissions. Keeping this in mind, we focus our efforts on renewable energy generation, and sourcing which also reduce our risk exposure of depending on fossil-based energy and fosters resilience throughout our operations.

30%
renewable
electricity share
in 2022



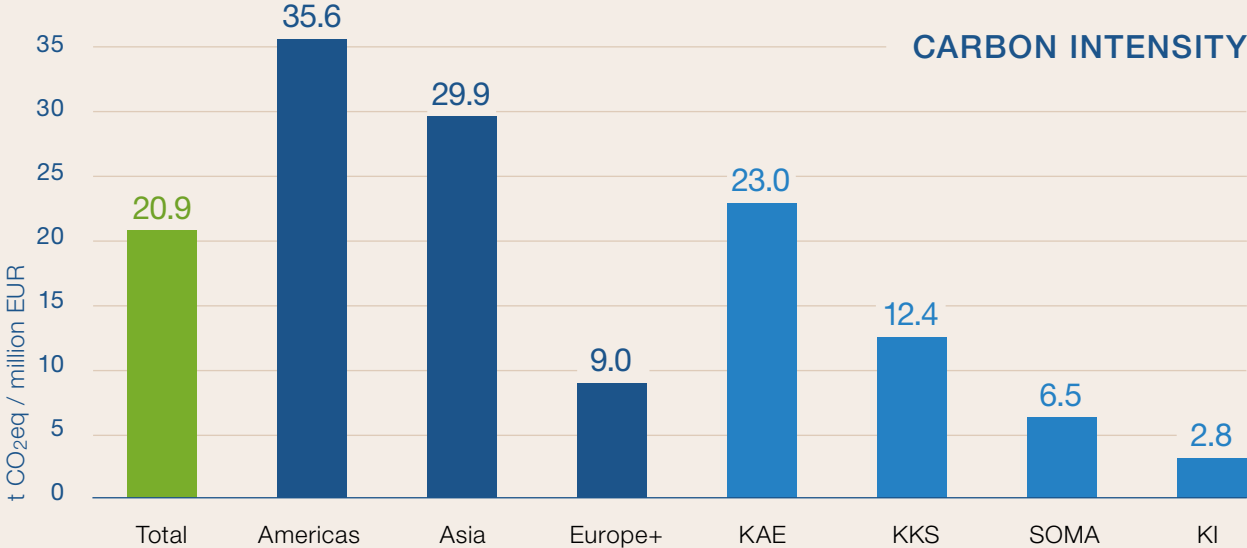
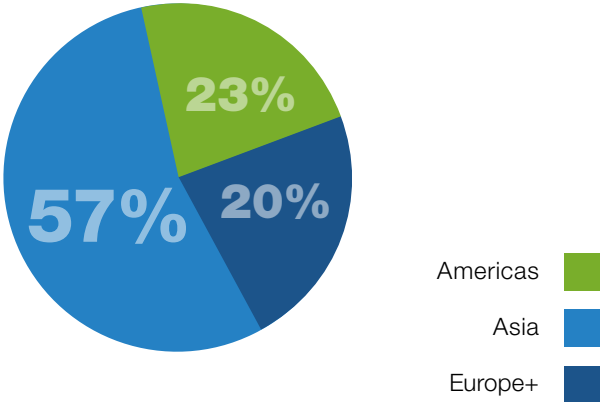
In 2023, we are working toward:

- Developing and implementing a renewable energy plan/roadmap to achieve **90% renewable electricity by 2030**.
- Evaluating **onsite power generation** possibilities on all our manufacturing locations globally and reviewing financial feasibility of these projects.
- Investigating opportunities of **Renewable Electricity Sourcing** within the geographic market boundaries where our sites operate.
- **Eliminating onsite usage of fossil fuel**, by analyzing onsite fossil fuel use at our sites, and defining substitution strategies.

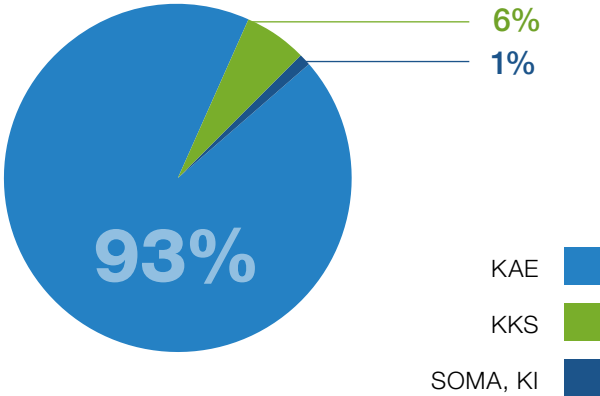
2022 GHG EMISSION, CO₂eq

	Group	KAE	KKS	SOMA	KI
Scope 1	9,351	8,043	813	77	417
Scope 2	59,527	56,239	3,265	-	23
Scope 1+2	68,878	64,283	4,078	77	440

EMISSIONS BY REGION (t CO₂eq)



EMISSIONS BY DIVISION (t CO₂eq)



CARBON INTENSITY, t CO₂EQ

	Group	KAE	KKS	SOMA	KI
Total (t CO ₂ eq)	68,878	64,283	4,078	77	440
Intensity (t CO ₂ eq / million EUR)	20.9	23.0	12.4	6.5	2.8

FROM AMBITION TO ACTION

Hagen site significantly reduces fossil fuel usage

At the KOSTAL manufacturing site in Hagen, 12 heat pumps with a total heating capacity of 624 kW have been installed to provide the heating of the production hall. As a result of the project, the heating oil consumption of the site was reduced by 30% and more than 100 t of CO₂eq emission been eliminated.



FROM AMBITION TO ACTION

Our new office in Budapest

In 2022, KOSTAL Group established its global business service center in Budapest. The office reflects the company's core values: people-oriented, collaborative and sustainable, and provides a suitable working environment for efficient work. Sustainability principles like resource efficiency and circularity were an integral parts of the office design. Thanks to these efforts, 71% of the glass walls and 27% of the office desks are reused, and significant water and energy consumption reduction was achieved. Furthermore, in 2023 KOSTAL Group together with the owner of the office building, plans to install a solar system, which will supply 50% of the KOSTAL office's annual electricity consumption with renewable electricity.



Partnering with our suppliers on our sustainability ambitions

In 2023, we are moving forward by understanding our impact more, and carrying out a project to calculate our Scope 3 emissions across the 15 GHG Protocol categories to develop and submit a science-based target to SBTi by 2025.

This will enable us to collaborate with key suppliers that have the highest environmental impact and carbon emissions within our supply chain.

We regularly engage in discussions with our suppliers and actively share our ESG targets and ambitions with them to ensure that they report KOSTAL specific GHG emission and ESG performance and to engage our target suppliers in using green electricity for products they deliver for KOSTAL. In line with the requirements of the German Supply Chain Act, which recently came into force, in 2023, we are establishing a supply chain ESG risk assessment process, involving active data monitoring, supplier ESG questionnaires, and supplier development.

Our aim is that **by 2030, 100% of our target suppliers use renewable electricity in production for KOSTAL** and reporting their ESG performance in our supply chain sustainability platform.

When it comes to environmental strategies in our global supply chain our goal is to make sure our suppliers follow responsible, sustainable, and careful use of our environment and natural resources.

Our supply chain focus areas concerning our environment are the following:

- Use of natural resources and emissions**
 We expect our suppliers to use water and other natural resources responsibly. We urge measures to improve water quality and to reuse or recycle water. In order to avoid greenhouse gas emission and improve air quality, the emissions of air pollutants and the energy consumption are to be monitored, controlled and kept at the lowest possible level, and furthermore eliminated as far as possible. Priority is given to the use of renewable energies in our supply chain.
- Waste disposal**
 The waste generation of the manufacturing process of our suppliers is reduced to a minimum. Where technically and financially feasible, we encourage our suppliers to use secondary raw materials and materials that are easy to be reused or recycled at the end of the product life cycle. The waste generated in their manufacturing processes have to be recycled or disposed of properly, in line with the legislative requirements.
- Hazardous substances**
 The use of chemical substances that may pose a risk to people or the environment is to be avoided wherever possible. Suppliers shall ensure safe handling, storage and use of hazardous substances at all times by implementing appropriate management systems.

FROM AMBITION TO ACTION

Supplier Sustainability App

In 2022, the Global Supply Chain Quality team of KOSTAL Group developed and implemented a mobile application called “Sustainability App”. This application is installed on the mobile devices of the KOSTAL supplier auditors and contains several questions related to environmental protection, safety, and compliance. The tool provides a user-friendly and systematic approach to evaluate the compliance of our supplier with the sustainability-related core requirements of the company and to evaluate their onsite practices related to environment, health and safety.



Our position on carbon offsetting

Carbon offsets, which allow companies to compensate for their own carbon emissions with eliminated or avoided emissions from other activities or dedicated carbon offset projects, are under rapid technical and regulatory development.

Several companies have already been actively using carbon offsetting to achieve their carbon emission reduction targets.

At KOSTAL, we view carbon offsetting as a “last resort” in achieving climate neutrality, therefore, we focus our activities on reducing the emissions we can mitigate, either directly or indirectly.

We address our carbon emissions following a strategic approach. First, we work on making our processes and technologies more efficient, so they use less energy. Followingly, we work on satisfying our energy needs from renewable sources.



Resource efficiency

Resource efficiency for us means using the limited resources of our nature in a responsible manner while minimizing our impact on the environment.

At KOSTAL, we define a clear path to achieve resource efficient production processes at all our manufacturing locations.

Using the resources wisely enables us to create more value at higher efficiency levels.

As part of our sustainability and operational efficiency efforts, we are focused on our energy use, water consumption and waste generation.

Energy consumption

While implementing our operational efficiency improvements, we are focused on optimizing the usage of energy, which may result in savings in overall energy costs.

However, as we continue to see growth in production volume and sales, and we are increasing our global presence, over the medium-term we anticipate that our total energy consumption may increase.

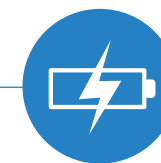
Keeping this in mind, we are committed to measuring more energy efficient and measuring the energy consumption relative to our revenue. Implementing the “energy intensity” metric will enable us to monitor our energy efficiency improvement over the time.

To drive energy efficiency within KOSTAL, we developed interim energy consumption reductions and aim to **reduce our energy uptake relative to our revenue with 25% by 2030**. This would mean we reduce our energy intensity by 4% year on year by 2030.

Our strategic actions to improve our energy efficiency:

- **Improving efficiency of systems** by identifying and implementing energy consumption reduction opportunities.
- **Implementing energy consumption monitoring** and building automation systems at our manufacturing sites.
- Identifying and implementing **energy efficiency requirements and performance criteria for production technology** or machinery and buildings.
- Benefiting from synergies by **sharing and implementing energy efficiency best business practices** within the organization.

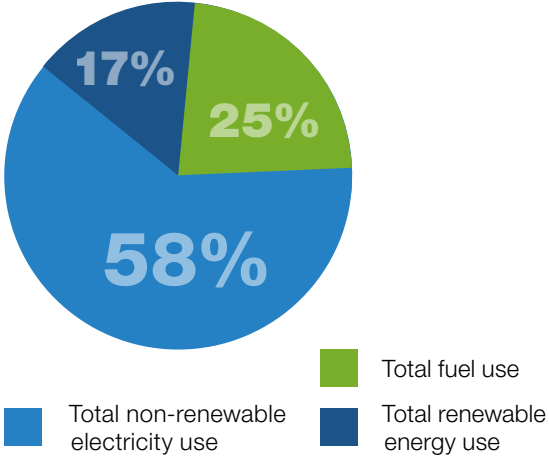
To ensure that we take a systematic approach to energy management, all global manufacturing locations should establish facility-specific energy management programs and metrics.



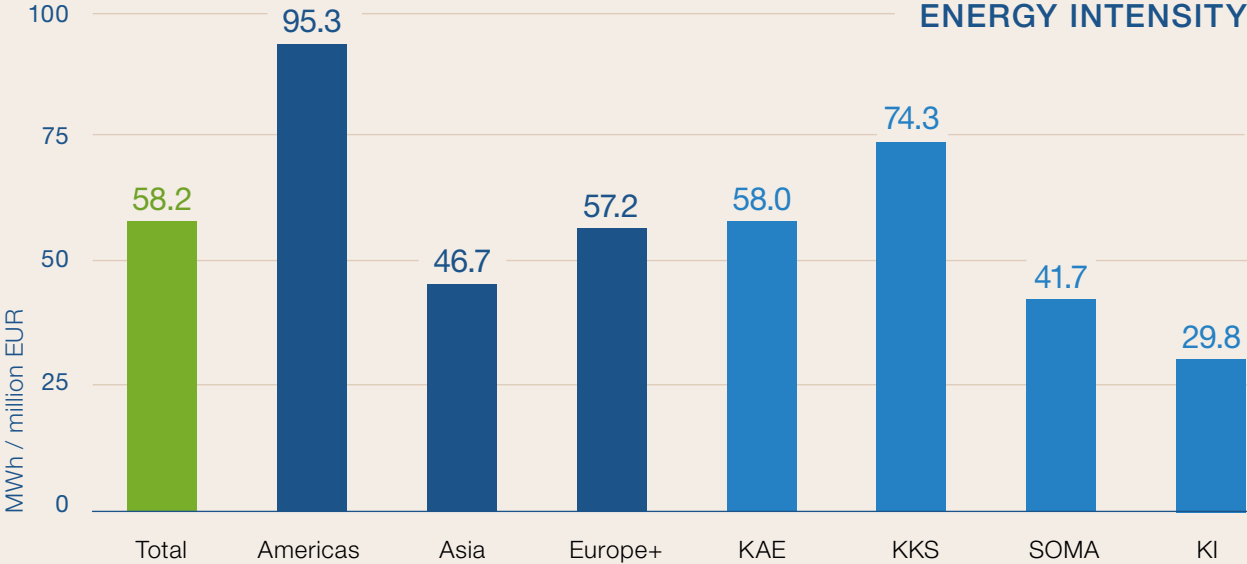
25%
energy consumption
reduction in production
by 2030



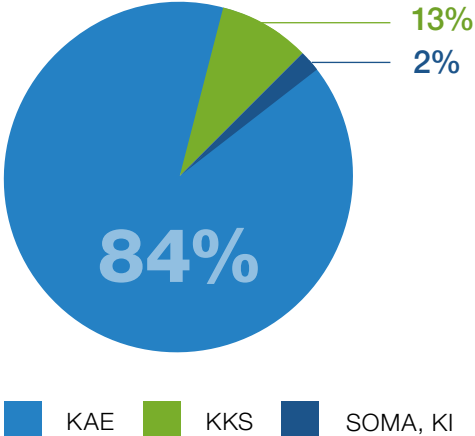
TOTAL ENERGY BY SOURCE



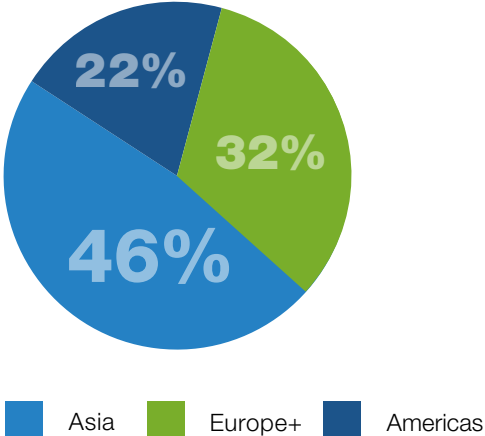
ENERGY INTENSITY



ENERGY BY DIVISION



ENERGY BY REGION



2022 ENERGY CONSUMPTION, MWh					
	Group	KAE	KKS	SOMA	KI
Total fuel energy	31,675	26,925	2,770	367	1,612
Total non-renewable electricity	112,696	104,454	8,190	0	52
Total renewable electricity	47,801	31,056	13,560	133	3,052

FROM AMBITION TO ACTION

Energy consumption reduction in Acámbaro

KOSTAL's manufacturing location in Acámbaro took a comprehensive approach to improve the resource efficiency of the facility. Several projects were identified and implemented by the site teams.

- Optimization of the plasma machine, in order to reduce electricity consumption, resulted in 1.2 KWh energy savings per day.
- Traditional light sources have been replaced at the perimeter of the site with energy-efficient LED lamps which decreased the energy consumption of the perimeter lighting by 87%.
- Aluminum panels were installed inside the SMT manufacturing lines, which reduced the cooling time inside the oven by 30% and reduced the startup time of the oven by one hour.
- The injection mold tools have been optimized which resulted in 10% scrap reduction.
- Electric thermo-regulators were replaced with energy-efficient devices resulting in 60 W/h of energy saving on each machine.
- Traditional hydraulic injection molding machines were replaced with electric machines to eliminate hydraulic oil consumption of 100 l/machine per year.



Waste generation

When it comes to waste management, our primary goal is simple: we focus on eliminating waste generation from our operations.

In the meantime, knowing that it is impossible to entirely avoid the production of waste, we are working on closing the loop. While designing our products and optimizing our manufacturing processes we are seeking for materials that can be reused or efficiently recycled and we utilize manufacturing processes which limit the the amount of waste generated.

At our locations where waste is generated, we always comply with the site-specific legal, social, and environmental regulations to dispose waste responsibly. To understand our progress in minimizing waste, we defined waste-related performance indicators and regularly review the amount of waste generated, as well as the amount of waste that is diverted from landfill for reuse and recycling.

Our goal is to **reduce our waste intensity by 4% year by year**, and to **achieve 90% waste diversion rate on all our manufacturing sites globally by 2030**.

90%
waste diversion rate
in production by 2030



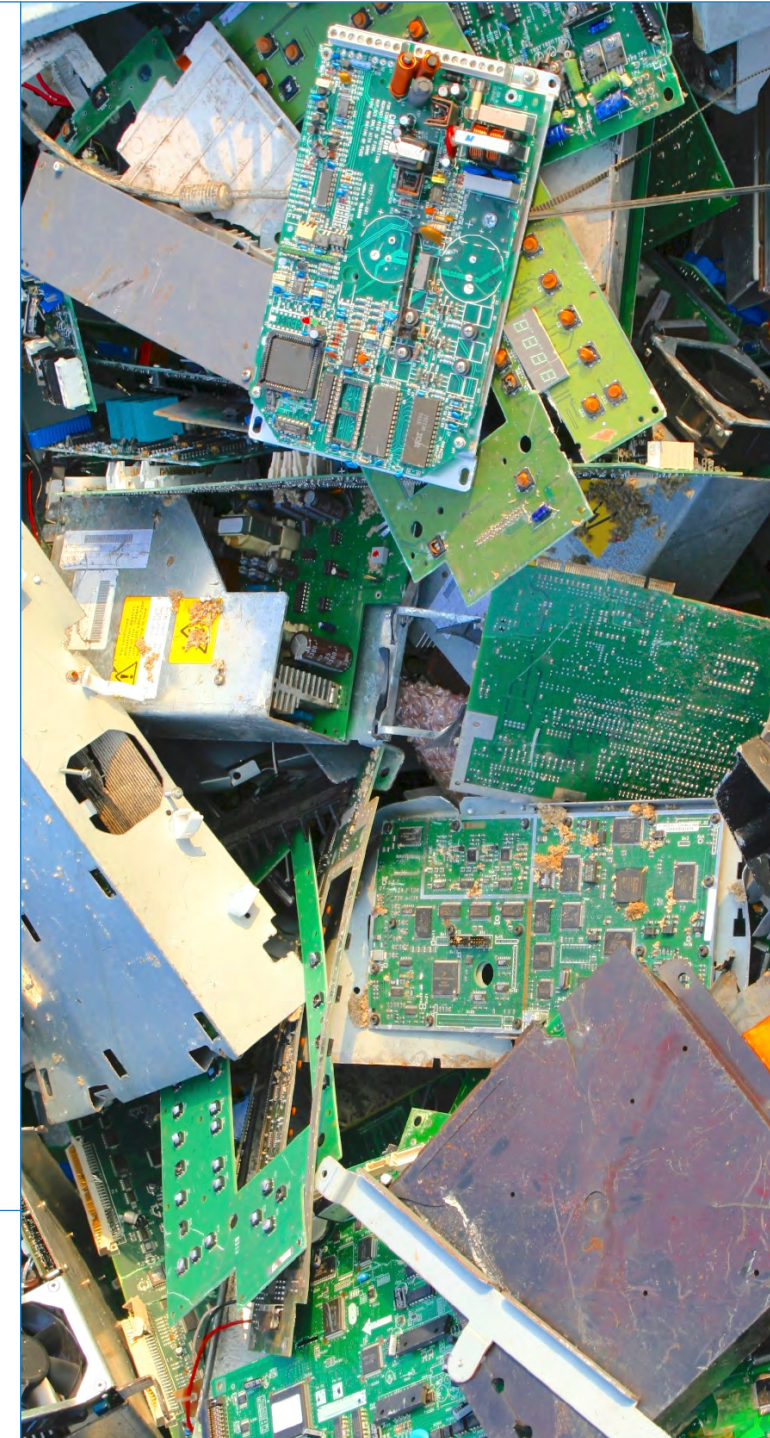
To achieve these ambitions:

- manufacturing sites **review their processes that generate the highest volume of waste to identify opportunities for reduction**, and
- we review our packaging requirements for incoming materials, focus on sustainability aspect of packaging materials and following the hierarchy of: **Reduce – Reuse – Recycle**.

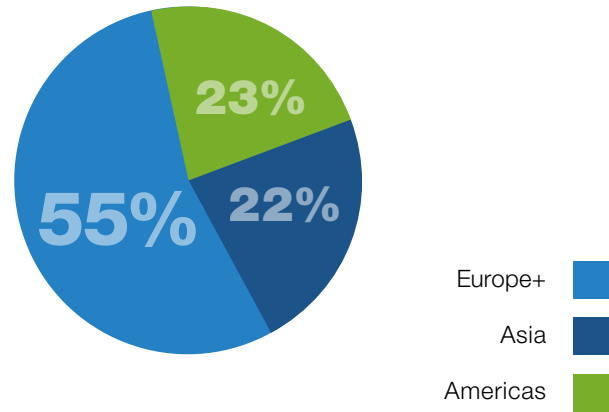
The use of hazardous materials in production and operations is subject to strict legal and industry regulations. Under the umbrella of our ISO 14001 Environmental Management System, we perform regular audits of our chemical management processes to verify our compliance with the external and internal requirements.

Reducing the amount of chemical substances used by our manufacturing sites not just mitigates the impact of those materials but also supports our ambition to reduce the amount of hazardous waste generated.

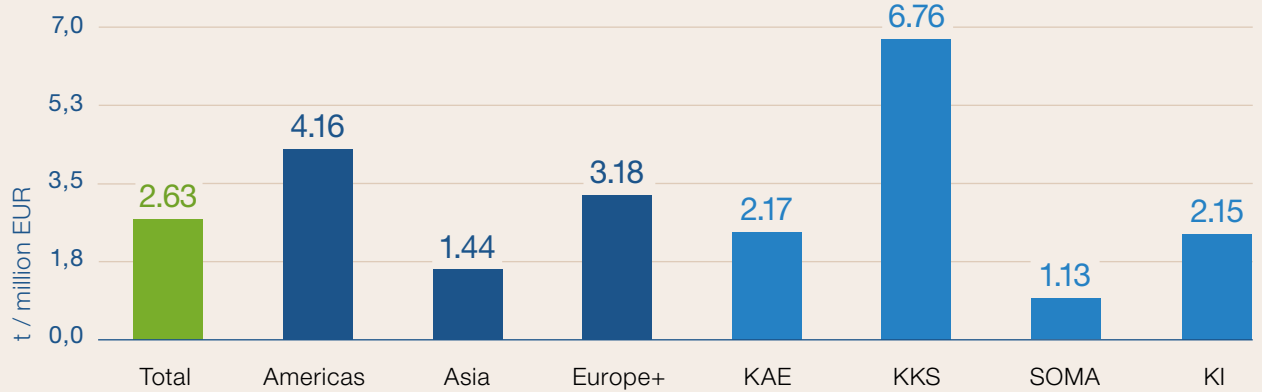
KOSTAL manufacturing locations are actively working on reducing the amount of hazardous substances used, by regularly analyzing these materials and looking for less harmful alternatives.



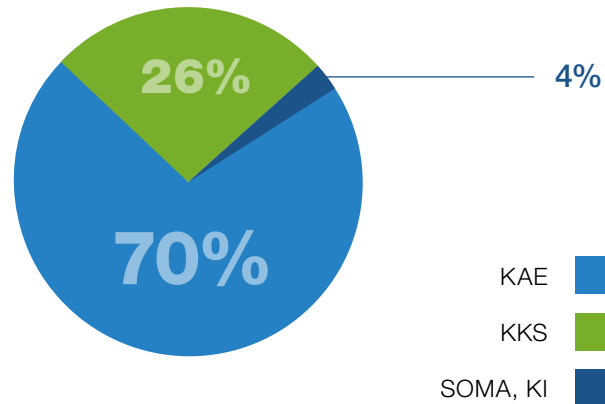
WASTE BY REGION



WASTE INTENSITY



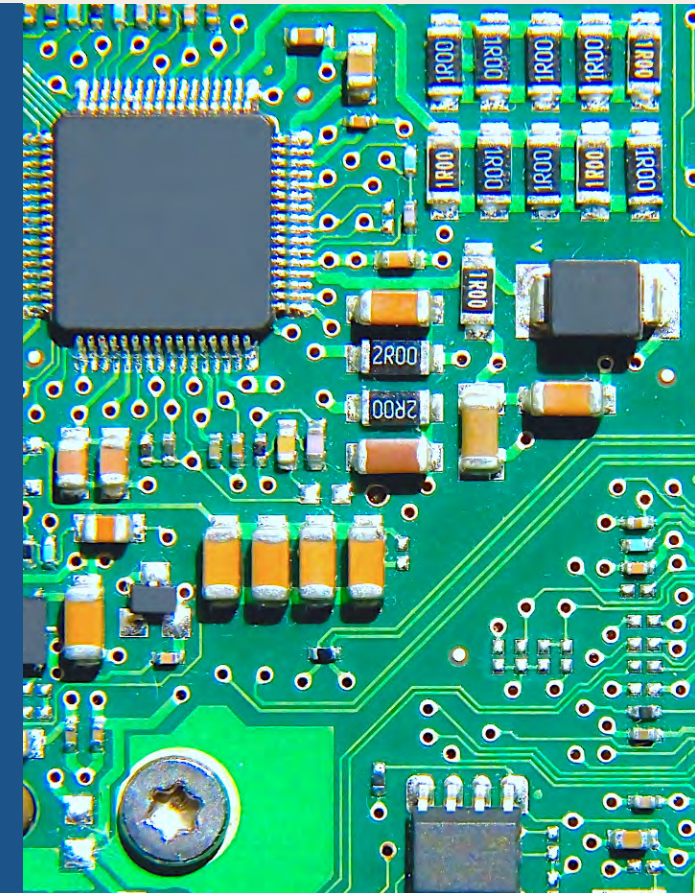
WASTE BY DIVISION



FROM AMBITION TO ACTION:

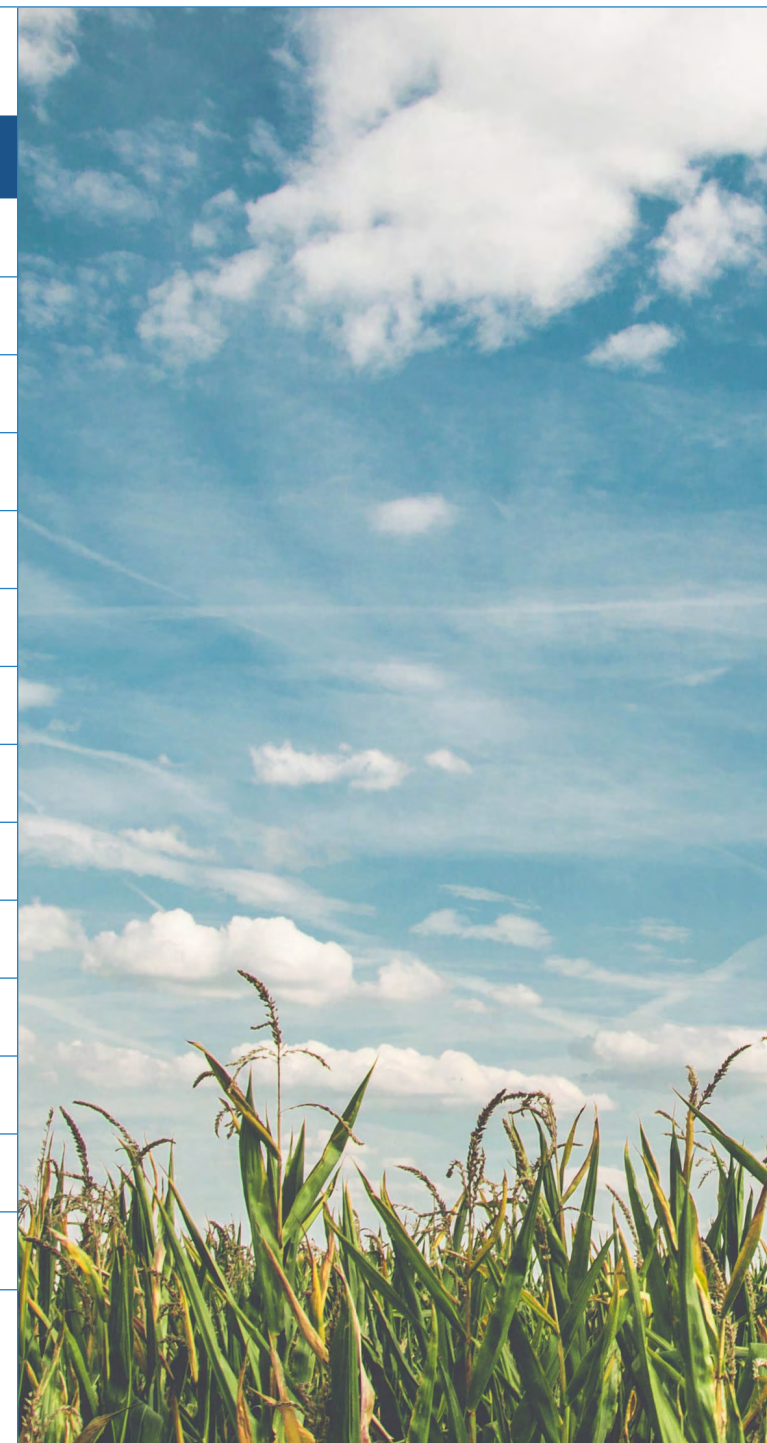
Solder dross recovery in Brazil

During the soldering process, the solder cannot be separated from the dross and the operators must remove larger amounts of solder, making the process intense in this specific material use. The team in Brazil was elaborating an idea on how to get back the soldering material from the solder dross mix. The team has developed a machine that heats the solder-dross mix up to 350 Celsius and melts the mixed materials. When the solder dross is heated and mixed, the metal is separated from the powder via the decanting process. During the process, the recovered solder can be added in a 50-50 ratio resulting in 50% less material use in this specific case.



TOTAL WASTE GENERATED 2022, TONS

	Group	KAE	KKS	SOMA	KI
Non-Hazardous Composting	78	77	0	-	1
Non-Hazardous Reuse	1,347	1,347	-	-	-
Non-Hazardous Recycling	4,414	2,117	1,998	10	289
Non-Hazardous Incineration – with energy recovery	1,213	1,071	106	4	33
Non-Hazardous Incineration – without energy recovery	122	88	34	-	-
Non-Hazardous Landfill	928	875	53	-	-
Total Non-Hazardous	8,102	5,575	2,191	14	322
Hazardous Reuse	-	-	-	-	-
Hazardous Recycling	169	118	37	-	14
Hazardous Incineration – with energy recovery	259	256	-	-	3
Hazardous Incineration – without energy recovery	21	19	2	-	-
Hazardous Landfill	40	40	-	-	-
Hazardous Other Method	77	77	-	-	-
Total Hazardous	566	510	39	-	17



Water consumption

Access to water has been recognized by the United Nations as a human right. Water scarcity is an increasing problem on every continent, with poorer communities being the most severely affected. Climate change is making water scarcity worse. The impacts of a changing climate are making water sourcing more unpredictable.

To manage this essential resource, joint efforts are needed by all businesses to build resilience against climate change and to serve a growing population.

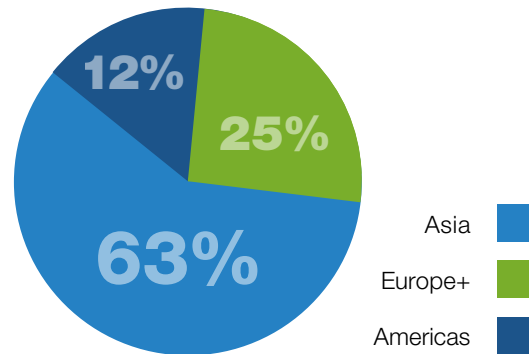
The manufacturing operations of KOSTAL do not require a significant amount of water input. We draw water from municipal sources at most of our facilities and discharge wastewater to public treatment systems.

We are committed to use water responsibly by reviewing water scarcity at each of our facilities. We regularly review the water consumption of our locations and implement water reduction activities especially on facilities which are located at high-risk areas.

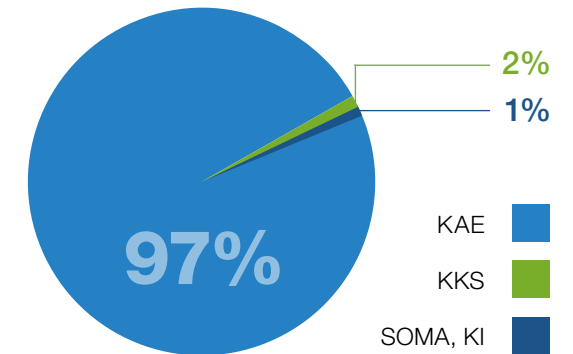
Our strategic actions to improve our energy efficiency:

- **Measure water consumption** of key site activities.
- Analyze water consumption results, and benchmark results within KOSTAL facilities and with industry benchmarks to **identify opportunities for reduction**.
- Improve current water consumption **focusing on sites located on water scarce areas**.

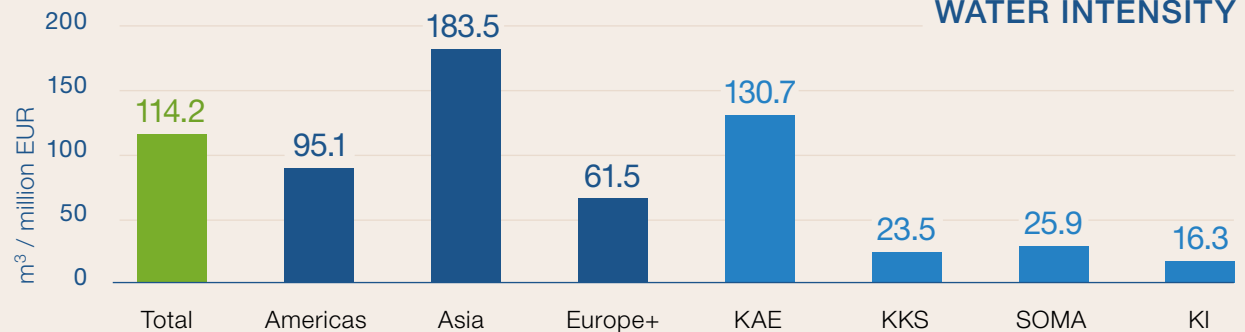
WATER WITHDRAWAL BY REGION (m³)



WATER WITHDRAWAL BY DIVISION (m³)



WATER INTENSITY



TOTAL WATER CONSUMPTION, M³

	Group	KAE	KKS	SOMA	KI
Total water consumption	376,704	366,057	7,769	311	2,568

Sustainable product design

KOSTAL Group supports the global ambition to cope with climate change. Climate change is one of the biggest challenges of our times. It is already happening, therefore to mitigate its serious impact to human life, we must reduce or prevent the emissions linked to human activities.

In order to successfully meet the ambitious targets set out in the Paris Agreement, greenhouse gas emissions from transportation and from electricity generation must be significantly reduced. Our research and development activities and innovations have been providing a solid foundation to the sustainable growth of KOSTAL Group. Innovation is a tradition with us – we are constantly renewing and improving our products, our technologies and our processes.

With innovations in the field of electric vehicle charging technology, solar inverters, and frequency converters, KOSTAL Group and its business divisions support the global society to decarbonize transportation, electricity generation and to improve energy efficiency.

Electric Vehicle On-Board Charger



KOSTAL is a leading supplier of automotive battery chargers. KOSTAL chargers have been installed as standard in major vehicle platforms and are now in their fourth generation.

The ability to charge an electric vehicle anywhere – using a socket, wallbox or charging station, – is crucial to the success of electric mobility. The On-Board Charger converts alternating current (AC) into the direct current (DC) required by the vehicle's battery. The flexible design takes into account the different grid connection conditions in relevant markets worldwide (for example single- or multi-phase grids). The development of efficient, dynamic converter algorithms and EMC compatible design are core competencies of KOSTAL.

INVEOR frequency inverter – the building block for sustainability

For energy transition, it is not only regenerative generation that is crucial, but also the most efficient and economical use of energy used. Our INVEOR frequency inverters serve as the fundamental building block here, because they ensure that industrial electric drives are controlled more efficiently worldwide and consume less energy.

An uncontrolled engine always runs at 100% operating point even if 50% would be sufficient. By using our INVEOR, it is possible to realize this savings potential and thus significantly reduce energy consumption. The KOSTAL frequency inverters can control all drives with maximum efficiency, regardless the manufacturer or engine technology. Thanks to its universal adaptation concept, the INVEOR can be easily integrated not only into new systems but also into existing systems and immediately contribute to noticeable energy savings.



PLENTICORE plus hybrid inverter with storage



Generating and storing solar energy independently of electricity suppliers and in an environmentally-friendly way – this is how we respond to the requirements of our customers.

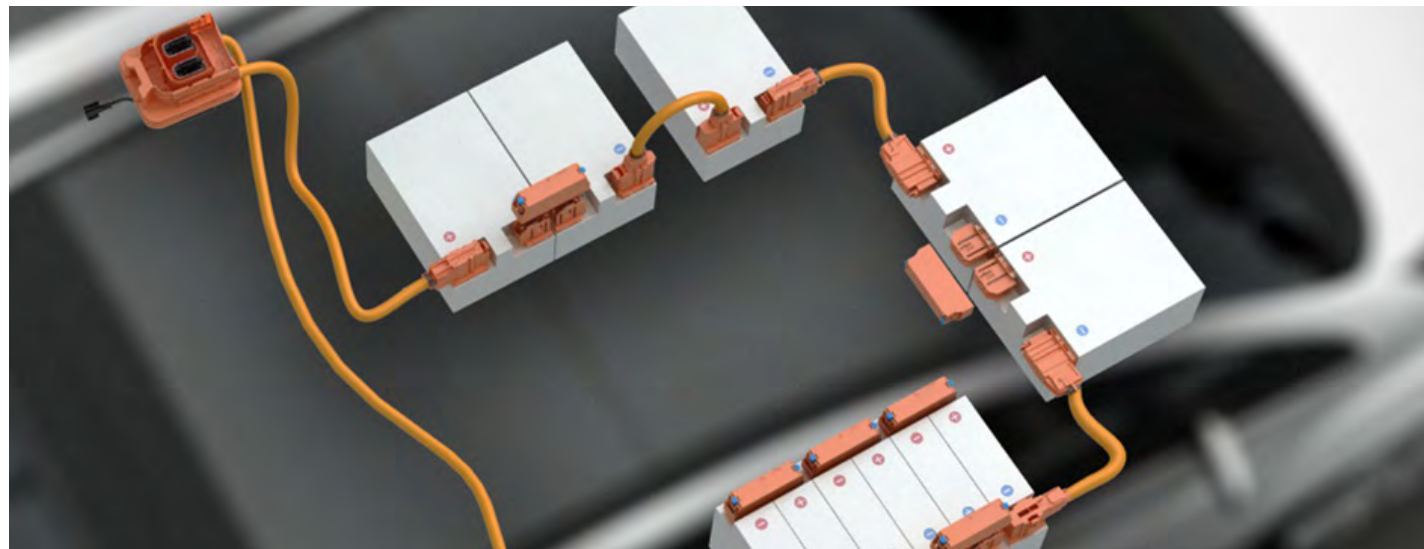
With the hybrid inverter PLENTICORE plus, self-generated solar power can be used directly. If there is a surplus of solar energy, it can be temporarily stored in a connected battery storage system and used at a later point in time. With the PLENTICORE plus, customers can produce and use their own electricity around the clock. In combination with an appropriate storage device, the generated electricity can be stored with almost no loss or used directly for e-mobility with a connected KOSTAL Wallbox ENECTOR.



High voltage connector module

KOSTAL provides safe, simple and modular high voltage connectors for electrical vehicle batteries.

There are special requirements on safety for HV applications but flexibility in terms of space utilization and the ease of installation when connecting storage modules has been largely neglected in the past. This is different for the KOSTAL HV battery module connectors. For this product line, two connection versions have been developed, which provide space utilization for battery modules of electrical vehicles. The KOSTAL battery module connectors for HV applications are also extremely easy to install without assembly removal tools.



Our approach to sustainable products

We closely cooperate with our customers to fully understand and align with their sustainability strategies and goals, and we monitor environmental legislation and regulations at regional and global levels that may impact our products.

Our proactive approach means we are already identifying sustainable alternatives for raw materials and for materials, that do not meet upcoming or proposed regulations. We have performed cradle to gate carbon footprint analysis for one of our key products in 2022. Based on the results of the assessment, we have been focusing on plastic raw materials used in our injection molding processes, as this material is one of the key drivers of the carbon footprint of our products.

Bio-based and recycled raw material alternatives have been identified on the market and tested in our processes to offer these materials for our customers replacing the virgin plastic material. As a result of these efforts, the share of the bio-based and recycled plastic materials from our annual plastic raw material demand has been increased to 8.6% by 2021.

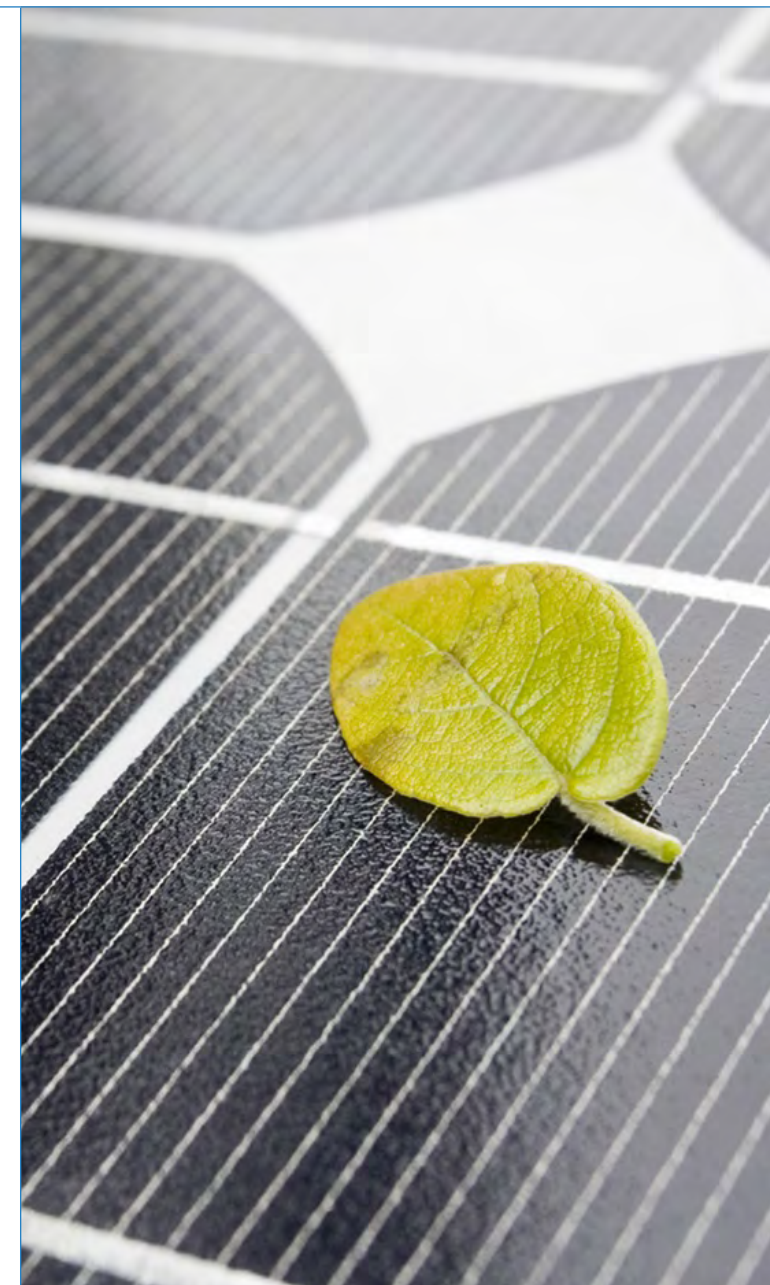
High-level sustainability related requirements are integrated into the Manual for Technology Development and Qualification. This manual establishes a general approach to the development of new technologies and ensures that the sustainability impact of new projects, programs or technologies are understood at the planning phase.

To develop sustainable products by using innovative materials, manufacturing processes and optimizing the use of resources we will work toward

- Establishing full lifecycle carbon footprint calculation for main product groups in all business divisions.
- Implementing a process for the detailed analysis of the sustainability impact of all new projects and programs at the planning phase – design for sustainability.

Focusing on

- product carbon footprint
 - sustainable materials
 - recycled content
 - reduced complexity
 - reparability, recyclability
- Establishing a multi-year target roadmap for CO₂eq reduction and a roadmap in products by design. Defining sustainable packaging standard for consumer products.





Working
at KOSTAL

Working at KOSTAL

A company's most important asset is its employees; therefore, our people are our top priority. However, our actions are not only limited to our own colleagues. We act with care related to our suppliers and customers and the communities in which we live and work. We will continue to work on protecting the human rights, health and safety of our colleagues and of the people working in our supply chain.

At KOSTAL, the personal dignity of each individual is protected and respected. Discrimination on the basis of age, gender identity, race, color, nationality, social origin, sexual orientation, disability, religious or political conviction or other legally protected characteristics is not tolerated, nor any form of physical or psychological harassment or violence. Diversity and equal treatment form a matter of course at KOSTAL.

We value the unique perspective and the individual contributions of each employee within KOSTAL. We strive to co-create a culture that enhance equal engagement and inclusion with respect in our workplace.

At KOSTAL, we represent over 19,000 people in 20 countries with unique cultures across the globe

and our organization is naturally diverse in many dimensions including age, religion, gender, ableness, ethnicity and nationality. Our recognition and celebration of these differences contribute to innovation and creativity in our work, as well as a sense of belonging in our communities.

Our values put a special focus on how we treat people, and we strive to create a workplace where every employee can be themselves and is empowered to do their best work.

We expect performance, passion and a high level of commitment, but KOSTAL employees are always part of a big family in which values like fairness, integrity and being down-to-earth are very important.



We aim to provide our employees with support for all dimensions of their lives, including financial security, health, and work-life balance. These practices vary in the different regions in alignment with the local needs:

- **Flexible working hours:** KOSTAL offers a variety of working-hour models, including flexitime. This makes it easier for our employees to balance their work and personal life.
- **Social benefits:** KOSTAL takes social responsibility for our employees with various models of retirement benefits and in partnership with respected insurance companies.
- **Fair compensation:** Good performance is rewarded at KOSTAL. Our compensation models create a balance between company targets and personal goals. KOSTAL respects and complies with the nationally applicable labor laws related to wages and working hours without exception.
- **Attractive extras:** In addition to traditional employee benefits, KOSTAL offers a whole range of other benefits, discounts and experiences such as use of local gyms at discounted rates, company health management program, cafeterias etc.

Our social sustainability practices vary in different markets in alignment with the local market needs, the development of our business and the size of our organization in the given location. As KOSTAL becomes a truly global organization, we see the need for aligning these different practices.

To build our social sustainability strategy, we will study the existing actions, strategy, and infrastructure for social aspects at KOSTAL, and perform a gap analysis comparing our existing practices with international standards and requirements. Our ambition is to combine our best practices and create a human-focused social sustainability strategy, and execute its components systematically across all KOSTAL locations.

Our people-focused strategies include but are not limited to:

- employee development
- diversity and inclusion
- human rights
- employee engagement

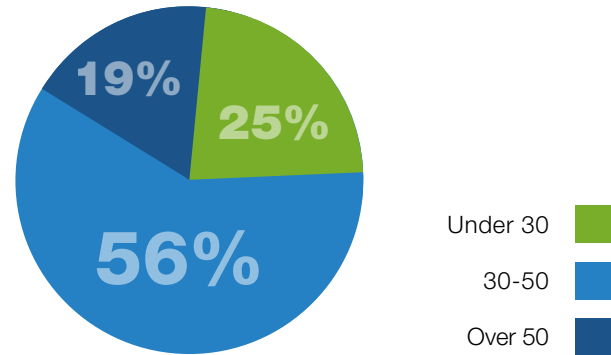
To support our strategic ambitions:

- We implement a centralized platform to collect key ESG metrics related to our workforce called DATACUBE.
- We establish employee resource groups to foster a diverse, inclusive environment which is aligned with the organization's possessive ESG goals.
- We integrate our social related aspects such as diversity, equity, inclusion, human rights, employee development etc, into the internal audit process to verify the compliance of the organization with internal and external requirements.

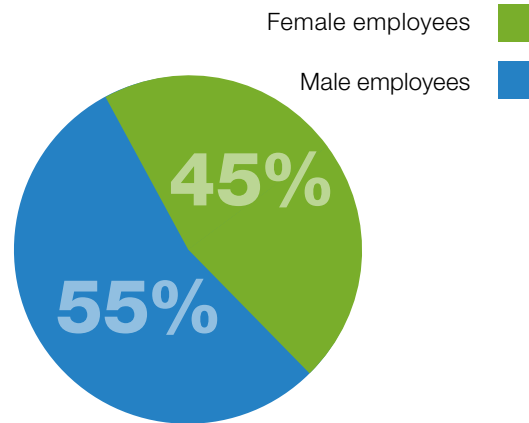
As defined in our Code of Conduct, all KOSTAL employees have a right to freedom of association and to have their interests represented by their elected representatives. We seek to advocate for our employees' best interests and have great success working with them directly around the globe. We also support the right to form and join trade unions or other worker organizations.



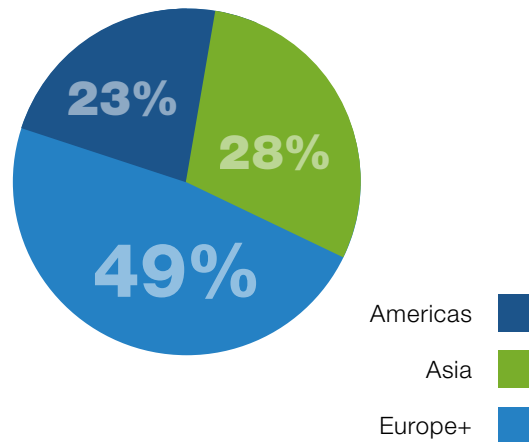
AGE GROUPS OF EMPLOYEES AT KOSTAL GROUP



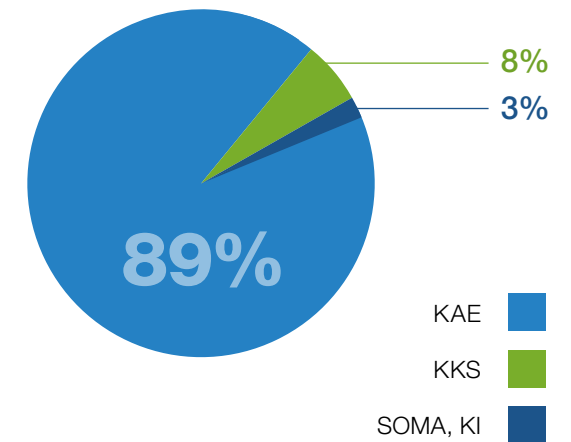
GENDER SPLIT AT KOSTAL GROUP



TOTAL EMPLOYEES BY REGIONS



TOTAL EMPLOYEES IN THE BUSINESS DIVISIONS



Employee development

Our ultimate driver is our pipeline of innovation. Innovation can only come from a community of talented people, who are appreciated, engaged, fairly treated, and continuously developed. This makes us strong and encourages everyone to make their best for the success of our company. We consistently pursue a target of perfection in everything we do, and our talented people and the culture of teamwork make this ambitious challenge happen.

Our annual goal setting and performance appraisal practices provide employees with an opportunity to manage their development and career progression. Our leaders also support the growth of their team members through ongoing feedback. To help our colleagues to further develop their soft and technical skills, we offer tailor-made development opportunities such as our management assessment center. This important component of our human resources strategy is designed to fill our management positions with our own employees.

Our strategy for employee development is to incorporate learning into the flow of work, and we seek to make learning accessible and convenient for employees to engage and ensure that their experience is impactful. Our managers and team leaders are empowered to collaborate with their employees to support their develop-

ment and training opportunities. In addition to job-specific training, we also provide people with skill training, including topics such as strategic thinking, problem solving and effective communication.

In 2020, KOSTAL Group launched its learning and development platform called KTLS – KOSTAL Talent and Learning Suite. By using KTLS Learning, employees have the opportunity to find all training courses recently offered by KOSTAL in one platform. With the help of a personalized learning experience, the most suitable training courses are suggested to our colleagues. Employees can register for training dates, book for events or view all eLearning courses directly on the platform.

Our Executive Leadership Initiative (ELI) is our way to develop our top talent. In this talent development system, we integrate individual career planning, to develop our people, and succession planning, to ensure smooth business for the company.

FROM AMBITION TO ACTION

ELI

ELI stands for Executive Leadership Initiative. It started focusing on senior leaders and is now growing into employee development at KOSTAL. It consists of two streams running parallel: ELI Talents and ELI Goals.

ELI Talents is the annual feedback and development process, which accompanies employees in their personal and professional growth. It provides the framework for a systematic and targeted evaluation and development of leaders and employees within KOSTAL.

ELI Goals is the annual performance process, which breaks down group/company goals to the individual level and focuses on individual goal achievement.

ELI
TALENTS



Feedback on
performance



Talent
identification



Development
phase



Succession
management

PERFORMANCE PROCESS (ELI GOALS)

Health and safety

One injury is one too many. We protect the health of our team members, therefore, we invest in safe manufacturing technologies to eliminate risk from our workplaces. We implement health and safety standards to make our workplaces as safe as possible.

We work in different environments from production shop floor through research centers to offices. The exposure is different in these varying workplaces, but the goal is the same: to prevent injuries. No one should get hurt and all of us must go home at the end of the day safely.

As stated in KOSTAL Groups' Code of Conduct, safety and health protection form an essential part of our responsibility and activities and we always act in accordance with the applicable standards and regulations.

To ensure that health and safety risks are adequately addressed on site level, health and safety organizations are established to lead and coordinate the key activities related to health and safety management.

We also established safety committees comprising members of management, employee representatives if applicable, and the location's HSE representative. The task of these committees is to manage and monitor occupational health and safety issues and to establish measures for continuous improvement.

We ensure that potential health and safety hazards are evaluated and eliminated when planning new processes or facilities, or when upgrading existing ones. On all KOSTAL locations, to identify and reduce safety hazards, regular health and safety risk assessments are performed in line with the relevant legal requirements. The purpose of these risk assessments are to identify, evaluate, and prioritize all potential physical, chemical, biological or other health hazards during the activities on KOSTAL locations. For health and safety hazards identified by our teams and classified as unacceptable, appropriate risk reduction measures are implemented.

The RACE program has been established in 2021 at KOSTAL, to bring production capabilities and supply chain to a higher level of excellence, by a lean transformation of global production plants. "Zero accident" is one of the key principles of the RACE program. KOSTAL adopted Layered Process Audit (LPA), a methodology from lean manufacturing, to validate standards and processes by different level of audits and observations. Safety requirements are integrated into the aspects of the layered process audits, to ensure that unsafe conditions and safety hazards are identified and corrected before they could cause an injury. We foster a "find it, fix it" approach during the LPA audits to ensure opportunities are addressed as quickly as possible.

We have the vision, keeping people in mind in all our processes. To translate our human-focused approach into action, we need to put constant attention on improving our technical infrastructure, organizational processes, and our engagement with people.

Our actions related to health and safety of our colleagues focus on the following critical elements:



- Enhance ownership for health and safety related activities within the KOSTAL organization.
- Improve internal reporting capabilities related to health and safety metrics by implement standardized definition and methodology for reporting occupational accidents and illnesses within KOSTAL Group.
- Establish occupational health and safety management system within our organization in line with the requirements of ISO 45001 standard. Defining companywide key policies, processes and standards for occupational health and safety.
- Define ISO 45001 certification roadmap to achieve that 100% of KOSTAL's manufacturing sites are ISO 45001 certified.
- Incorporate the evaluation of compliance with internal and external health and safety requirements into the internal audit process.

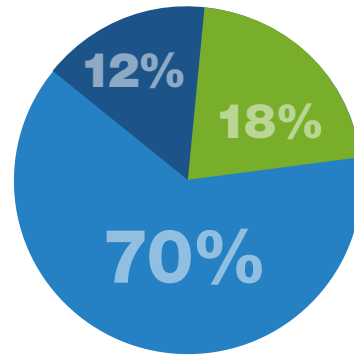
FROM AMBITION TO ACTION

KOSTAL Changchun ISO 45001 certification

KOSTAL manufacturing location in Changchun, China has successfully established its health and safety management system in line with the requirements of the ISO 45001 standard. This achievement supports the global ambition of KOSTAL Group having all manufacturing sites' health and safety management system certified according to the requirements ISO 45001 standard.

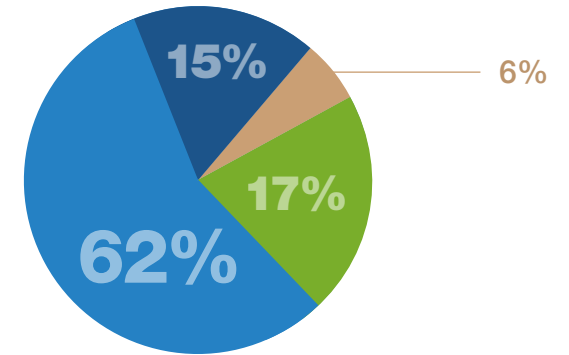


WORK-RELATED INJURIES BY REGION



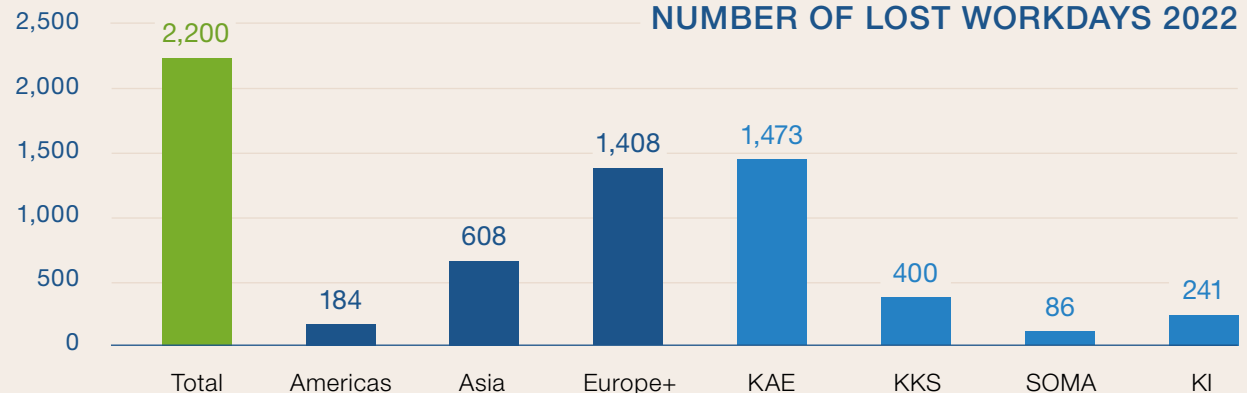
- Europe+ ■
- Asia ■
- Americas ■

WORK-RELATED INJURIES BY TYPE



- Number of work-related injuries ■
- Number of cases of work-related ill health ■
- Number of work-related injuries - temporary agency employees ■
- Number of cases of work-related ill health - temporary agency employees ■

NUMBER OF LOST WORKDAYS 2022



Employee and community engagement

We strive to have a positive impact on the communities in which we operate. We are committed to establishing programs to engage employees in our day-to-day sustainability efforts to transform corporate KOSTAL Groups' sustainability ambitions to reality. Our global presence allows us to support communities around the world, and we strongly encourage our employees to engage in community outreach and charitable giving activities.

At KOSTAL Group, we believe in transparent and bilateral communication, therefore we provide several communication channels for employees to engage with leadership. These locations or regional specific communication practices might include town halls, all-hands meetings or company newsletters. KOSTAL employees are encouraged to share feedback on how we are doing as a company, discuss employee engagement and identify areas for improvement.

At several KOSTAL locations we use employee opinion surveys, to understand our employees' opinions and thoughts, and to provide our management with feedback. Our ambition is to extend this survey to the entire KOSTAL Group and run the survey every second year.

Employees at our many global locations get involved on their local level by donating time and resources to the communities in which they live, and work.



FROM AMBITION TO ACTION

Children Day in China

KOSTAL Asia HQ in Shanghai opened the gates in August 2022 for the children of our employees. With this initiative we could deepen the understanding of the work the parents are doing at our facility, and also give an entertaining introduction to children to what KOSTAL is about. From company history to our culture, children learned many new things. The assembly competition was the highlight of the day, as well as the production floor visit.



FROM AMBITION TO ACTION

Community relations Ohrid cleaning day

In May 2022, KOSTAL employees together with the Municipality of Ohrid and Public Company for communal hygiene, organized an action to clean the from "Biljanini Izvori" to the beaches "Gorica" and "Sveti Stefan". More than 100 KOSTAL MACEDONIA employees participated in this initiative. The purpose of the action was to raise environmental awareness and responsibility towards our nature and to plant one tree for every 10 kg of collected waste.

FROM AMBITION TO ACTION

KOSTAL is one of Germany’s best employers

In April 2022, the weekly magazine “Stern” presented the results of the survey “Germany’s 650 Best Employers” survey. More than 50,000 employees were asked whether they would recommend their employer to others. The survey was conducted by the independent market research institute Statista. The respondents rated their own company as well as other companies in the industry. The questionnaire covered 50 topics and, as a decisive point, the question of whether the company would be recommended to others. The survey period was June 24 to August 9, 2021. KOSTAL was ranked 9th in the “Automotive and Suppliers” sector and 12th in the “Electronics and Electrical Engineering” sector.



FROM AMBITION TO ACTION

Detroit Free Press named KOSTAL of America the Top Workplace in Michigan in 2021

KOSTAL of America (KOA) was nominated to participate in the 2021 Detroit Free Press Top Workplaces competition. Hundreds of companies from around the state participated in an employee engagement survey administered by Energage, an employee research and culture technology firm.



KOSTAL was recognized as a **Top Employer** in some markets, for example in the US or Germany.

Challenging and encouraging long-term collaboration is the defining feature of our company. The large number of employees who celebrate long service anniversaries and our very low turnover rate speak volumes about the quality of the working environment at KOSTAL. Many of our employees started their careers as trainees in our company and now hold management positions in Germany and abroad. We celebrate good performance and long-lasting commitment to our company. The **Long Service Award** system established in our company system our longest serving employees.

Work life balance. As a family-owned company now in the hands of the fourth generation of the family, we know how important it is to combine work, family, and leisure. We offer our employees numerous ways of harmonizing work with their personal lives. At the same time, we expect performance, passion, and a high level of commitment. Our employees are always part of a big family in which values like fairness, integrity and being down-to-earth are very important.

These range from company parties and anniversary celebrations to team-building activities, such as participating in company sports clubs (including a group of keen cyclists). Regular international football tournaments help to build our team spirit while encouraging global networking. There are also informal gatherings (known as a “Stammtisch”) for different groups to enable people to make friends within the KOSTAL family.

FROM AMBITION TO ACTION

Cravinhos Brazil tree planting

The primary objective of planting trees is to improve the livelihood of the local communities and to re-establish natural environment. The positive climate impact is also part of this initiative, although, in this case, restoration of natural environment was the driving force. Our KOSTAL affiliate in Brazil was cooperating with the local municipality, and the city hall provided the planting space and supported our ESG goals and commitment to local society.

Our enthusiastic team of 60 employees planted 200 native tree seedlings in the park of Cravinhos on September 14, 2022. This initiative confirmed the importance of environmental preservation and the environmental attitudes that we must have in our work routine.



About this report

KOSTAL does its best to carry out its activities with keeping sustainability in mind. We understand our impacts and manage our business to take care of the environment and the communities around, and to generate positive benefits to the society. This is the very first sustainability report of KOSTAL Group, which is for our stakeholders – employees, customers, suppliers, authorities, NGOs and anyone interested from the general public. We want to provide a transparent and credible view on who we are and what we do.

Period covered by the report.

The focus of this report is the calendar year 2022 (January 1, 2022, – December 31, 2022).

Reporting cycle

KOSTAL intends to publish its Sustainability Report annually.

Boundary of the report

The scope of this report is KOSTAL global operations covering all manufacturing and engineering locations as well as sales offices worldwide.

GRI compliance

The Sustainability Report was prepared based on the GRI Standards (GRI-referenced). The disclosures referenced by this material are presented in each subchapter and in the “ESG data” chapter.

External assurance

No third-party verification was performed.

Contact

We value your feedback on our report. If you have any comments or suggestions about our Sustainability Report, please contact KOSTAL at

sustainability@kostal.com



Performance indicator – ENVIRONMENT	Unit	Group	Americas	Asia	Europe+	KAE	KKS	SOMA	KI
ENERGY									
Total energy consumption	MWh	192,173	42,885	60,659	88,628	162,436	24,520	501	4,717
Non-renewable energy consumption	MWh	144,372	42,373	60,659	41,340	131,380	10,960	367	1,665
Non-renewable energy consumption	%	75%	99%	100%	47%	81%	45%	73%	35%
Renewable energy	MWh	47,801	513	–	47,288	31,056	13,560	133	3,052
Renewable energy	%	25%	1%	0%	53%	19%	55%	27%	65%
Total electricity consumption	MWh	160,498	39,280	56,701	64,517	135,510	21,750	133	3,105
Renewable electricity	MWh	47,801	513	–	47,288	31,056	13,560	133	3,052
Renewable electricity	%	30%	1%	0%	73%	23%	62%	100%	98%
CLIMATE IMPACT									
Total scope 1, and 2 emission	t CO₂eq	68,878	16,033	38,820	14,025	64,283	4,078	77	440
Scope 1 emission	t CO ₂ eq	9,351	1,333	2,741	5,277	8,043	813	77	417
Scope 2 emission	t CO ₂ eq	59,527	14,700	36,079	8,749	56,239	3,265	–	23
GHG intensity	t/million EUR revenue	20.87	35.63	29.86	9.05	22.96	12.36	6.46	2.79
WATER									
Total water withdrawal	m³	376,704	42,816	238,566	95,322	366,057	7,769	311	2,568
Total water recycled or reused	m ³	18,492	12,324	6,168	–	18,492	–	–	0

Performance indicator – ENVIRONMENT	Unit	Group	Americas	Asia	Europe+	KAE	KKS	SOMA	KI
WASTE									
Non-hazardous waste - total	t	8,102	1,772	1,548	4,782	5,575	2,191	14	322
Non-hazardous waste – composting	t	78	60	6	11	77	0	–	1
Non-hazardous waste – reuse	t	1,347	–	1,347	–	1,347	–	–	0
Non-hazardous waste – recycling	t	4,414	1,067	107	3,240	2,117	1,998	10	289
Non-hazardous waste – incineration (with heath recovery)	t	1,213	11	–	1,202	1,071	106	4	33
Non-hazardous waste – incineration (without heath recovery)	t	122	–	88	34	88	34	–	0
Non-hazardous waste – landfill	t	928	633	–	295	875	53	–	0
Non-hazardous waste – other disposal	t	–	–	–	–	–	–	–	0
Landfill rate	%	11%	36%	0%	7%	16%	2%	0%	0%
Hazardous waste – total	t	566	102	319	145	510	39	0	17
Hazardous waste – reuse	t	–	–	–	–	–	–	–	0
Hazardous waste – recycle	t	169	31	87	51	118	37	–	14
Hazardous waste – incineration (with heath recovery)	t	259	44	172	43	256	–	–	3
Hazardous waste – incineration (without heath recovery)	t	21	0	–	21	19	2	–	0
Hazardous waste – landfill	t	40	25	–	15	40	–	–	0
Hazardous waste – deepwell injection	t	–	–	–	–	–	–	–	0
Non-hazardous waste – other disposal	t	77	1	60	15	77	–	–	0
Landfill rate	%	7%	24%	0%	11%	8%	0%	0%	0%

Performance indicator – SOCIAL	Unit	Group	Americas	Asia	Europe+	KAE	KKS	SOMA	KI
EMPLOYEES									
Total employees by regions	No	19,184	4,356	5,341	9,487				
Total employees in the business divisions	No	19,184				17,033	1,512	83	556
Gender split – female employees	%	45%	58%	46%	39%	48%	28%	12%	28%
Gender split – male employees	%	55%	42%	54%	61%	52%	72%	88%	72%
Age group of employees – under 30	%	25%	31%	35%	17%	26%	14%	14%	15%
Age group of employees – 30-50	%	56%	53%	64%	53%	56%	53%	47%	52%
Age group of employees – over 50	%	19%	15%	2%	30%	17%	33%	39%	33%
HEALTH AND SAFETY									
LTC lost time cases	No	84	10	15	59	56	24	2	2
LTI lost time incidence rate	rate	0.44	0.23	0.28	0.62	0.33	1.59	2.41	0.36
Number of lost workdays	No	2,200	184	608	1,408	1,473	400	86	241
Work related ill health cases	No	39	4	22	13	35	4	0	0
Work related fatalities	No	0	0	0	0	0	0	0	0
ISO 45001 certified sites	No	3	0	0	3	1	2	0	0
ISO 45001 certified sites	%	9%	0%	0%	18%	4%	40%	0%	0%

* Footnote 1: at China sites we are unable to determine the gender of temporary workers as they are outsourced personnel with high turnover rates.

* Footnote 2: in 2022 the scope of HR data included factories and offices above 30 employees.

STATEMENT OF USE	Leopold KOSTAL GmbH & Co. has reported the information cited in this GRI content index for the period 01.01.2022 – 31.12.2022 with reference to the GRI Standards.		
GRI 1 used 2021	GRI 1: Foundation 2021		
GRI STANDARD	DISCLOSURE	LOCATION	PAGE
GRI 2: General Disclosures 2021	2-1 Organizational details	3.1. Company overview	7
	2-2 Entities included in the organization's sustainability reporting	6.6. Reported entities	58
	2-3 Reporting period, frequency and contact point	6.1. About this report	47
	2-4 Restatements of information	First report, no restatement	NA
	2-5 External assurance	6.1. About this report	47
	2-6 Activities, value chain and other business relationships	3.1. Company overview	7
	2-7 Employees	5.2. Employee relations	39
	2-8 Workers who are not employees	5.2. Employee relations	39
	2-9 Governance structure and composition	3.2. Sustainability governance	10
	2-10 Nomination and selection of the highest governance body	3.2. Sustainability governance	10
	2-11 Chair of the highest governance body	3.2. Sustainability governance	10
	2-12 Role of the highest governance body in overseeing the management of impacts	3.2. Sustainability governance	10
	2-13 Delegation of responsibility for managing impacts	3.2. Sustainability governance	10
	2-14 Role of the highest governance body in sustainability reporting	3.2. Sustainability governance	10
	2-22 Statement on sustainable development strategy	3.4. Sustainability strategy	14
	2-23 Policy commitments	3.4. Sustainability strategy	14
	2-27 Compliance with laws and regulations	3.5. Compliance	17
2-29 Approach to stakeholder engagement	3.3. Materiality and stakeholder engagement	12	
GRI 3: Material Topics 2021	3-1 Process to determine material topics	3.3. Materiality and stakeholder engagement	12
	3-2 List of material topics	3.3. Materiality and stakeholder engagement	12
	3-3 Management of material topics	3.3. Materiality and stakeholder engagement	12

GRI STANDARD	DISCLOSURE	LOCATION	PAGE
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	3.5. Compliance	17
	205-2 Communication and training about anti-corruption policies and procedures	3.5. Compliance	17
	205-3 Confirmed incidents of corruption and actions taken	3.5. Compliance	17
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	3.5. Compliance	17
GRI 301: Materials 2016	301-2 Recycled input materials used	4.2. Resource efficiency	28
	301-3 Reclaimed products and their packaging materials	4.2. Resource efficiency	28
GRI 302: Energy 2016	302-1 Energy consumption within the organization	4.2. Resource efficiency	31
	302-2 Energy consumption outside of the organization	4.2. Resource efficiency	31
	302-3 Energy intensity	4.2. Resource efficiency	31
	302-4 Reduction of energy consumption	4.2. Resource efficiency	31
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	4.4. Water	35
	303-2 Management of water discharge-related impacts	4.4. Water	35
	303-3 Water withdrawal	4.4. Water	35
	303-4 Water discharge	4.4. Water	35
	303-5 Water consumption	4.4. Water	35
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	4.1. Decarbonization	23
	305-2 Energy indirect (Scope 2) GHG emissions	4.1. Decarbonization	23
	305-4 GHG emissions intensity	4.1. Decarbonization	23
	305-5 Reduction of GHG emissions	4.1. Decarbonization	21
	305-6 Emissions of ozone-depleting substances (ODS)	4.1. Decarbonization	23
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	4.1. Decarbonization	22
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	4.5. Waste	30
	306-2 Management of significant waste-related impacts	4.5. Waste	30
	306-3 Waste generated	4.5. Waste	31
	306-4 Waste diverted from disposal	4.5. Waste	32
	306-5 Waste directed to disposal	4.5. Waste	32

GRI STANDARD	DISCLOSURE	LOCATION	PAGE
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	5.2. Employee relations	NA
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	5.2. Employee relations	NA
	401-3 Parental leave	5.2. Employee relations	38
GRI 403: Occupational Health and Safety 2016	403-1 Occupational health and safety management system	5.3. Health and safety	42
	403-2 Hazard identification, risk assessment, and incident investigation	5.3. Health and safety	42
	403-3 Occupational health services	5.3. Health and safety	42
	403-4 Worker participation, consultation, and communication on occupational health and safety	5.3. Health and safety	42
	403-5 Worker training on occupational health and safety	5.3. Health and safety	42
	403-6 Promotion of worker health	5.3. Health and safety	42
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	5.3. Health and safety	42
	403-8 Workers covered by an occupational health and safety management system	5.3. Health and safety	43
	403-9 Work-related injuries	5.3. Health and safety	43
	403-10 Work-related ill health	5.3. Health and safety	43
GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	Working at Kostal	41
	404-3 Percentage of employees receiving regular performance and career development reviews	Working at Kostal	41
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Working at Kostal	NA
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Working at Kostal	25
	414-2 Negative social impacts in the supply chain and actions taken	Working at Kostal	25
GRI 415: Public Policy 2016	415-1 Political contributions	Working at Kostal	NA
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Working at Kostal	34
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Working at Kostal	34
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	4.6. Sustainable product design	34

ESRS 2 GENERAL DISCLOSURE		LOCATION	PAGE
Basis for preparation			
BP-1	General basis for preparation of the sustainability statements	3.4. Sustainability strategy	3
Governance			
GOV-1	The role of the administrative, management and supervisory bodies	3.2. Sustainability governance	9
GOV-2	Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies	3.2. Sustainability governance	9
GOV-3	Statement on sustainability due diligence	3.2. Sustainability governance	9
Strategy			
SBM-1	Market position, strategy, business model(s), and value chain	3.1. Company overview	6
SBM-2	Interests and views of stakeholders	3.3. Materiality and stakeholder engagement	6
SBM-3	Material impacts, risks and opportunities, and their interaction with strategy and business model(s)	3.3. Materiality and stakeholder engagement	11
Impact, risk and opportunity management			
IRO-1	Description of the processes to identify and assess material impacts, risks and opportunities	3.3. Materiality and stakeholder engagement	11
IRO-2	Disclosure Requirements in ESRS covered by the undertaking's sustainability statements	3.3. Materiality and stakeholder engagement	11
DC-A	Actions and resources in relation to material sustainability matters	3.4. Sustainability strategy	11
Metrics and targets			
DC-M	305-2 Energy indirect (Scope 2) GHG emissions	Appendices	22
DC-T	305-4 GHG emissions intensity	Appendices	23

ESRS E1	CLIMATE CHANGE	LOCATION	PAGE
E1-1	Transition plan for climate change mitigation	4.1. Decarbonization	22
SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model(s)	3.3. Materiality and stakeholder engagement	12
IRO-1	Description of the processes to identify and assess material climate-related impacts, risks and opportunities	3.3. Materiality and stakeholder engagement	12
E1-2	Policies related to climate change mitigation and adaptation	4.1. Decarbonization	22
E1-3	Actions and resources in relation to climate change policies	4.1. Decarbonization	22
E1-4	Targets related to climate change mitigation and adaptation	4.1. Decarbonization	22
E1-5	Energy consumption and mix	4.1. Decarbonization	23
E1-6	Gross Scopes 1, 2, and 3 and Total GHG emissions	4.1. Decarbonization	23
E1-7	GHG removals and GHG mitigation projects financed through carbon credits	4.1. Decarbonization	26
ESRS E2	Pollution		
ESRS E3	Water and Marine Resources		
E3-1	Policies related to water and marine resources	4.4. Water consumption	33
E3-2	Actions and resources related to water and marine resources	4.4. Water consumption	21
E3-3	Targets related to water and marine resources	4.4. Water consumption	21
E3-4	Water consumption	4.4. Water consumption	33
ESRS E4	Biodiversity and Ecosystems		
ESRS E5	Resource Use and Circular Economy		
E5-1	Policies related to resource use and circular economy	4.2. Resource efficiency	30
E5-2	Actions and resources related to resource use and circular economy	4.2. Resource efficiency	30
E5-3	Targets related to resource use and circular economy	4.2. Resource efficiency	21
E5-4	Resource inflows	4.2. Resource efficiency	NA
E5-5	Resource outflows	4.2. Resource efficiency	NA
E5-6	Potential financial effects from resource use and circular economy-related impacts, risks and opportunities	4.2. Resource efficiency	NA

ESRS S		LOCATION	PAGE
ESRS S1 Own Workforce			
SBM-2	Interests and views of stakeholders	3.3. Materiality and stakeholder engagement	12
SBM-3	Material impacts, risks and opportunities, and their interaction with strategy and business model(s)	3.4. Sustainability strategy	13
S1-1	Policies related to own workforce	5.2. Employee relations	38
S1-2	Processes for engaging with own workers and workers' representatives about impacts	5.2. Employee relations	38
S1-3	Processes to remediate negative impacts and channels for own workers to raise concerns	5.2. Employee relations	38
S1-4	Taking action on material impacts on own workforce, and approaches to mitigating material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions	5.2. Employee relations	38
S1-11	Social protection	5.2. Employee relations	38
S1-13	Training and skills development indicators	5.2. Employee relations	41
S1-14	Health and safety indicators	5.3. Health and safety	43
S1-15	Work-life balance indicators	5.3. Health and safety	NA
S1-17	Incidents, complaints and severe human rights impacts and incidents	5.3. Health and safety	41
ESRS S2 Workers in the value chain			
S2-1	Policies related to value chain workers	3.5. Understanding our supply chain impact	25
S2-2	Processes for engaging with value chain workers about impacts	3.5. Understanding our supply chain impact	25
S2-3	Processes to remediate negative impacts and channels for value chain workers to raise concerns	3.5. Understanding our supply chain impact	25
S2-4	Taking action on material impacts on value chain workers, and approaches to mitigating material risks and pursuing material opportunities related to value chain workers, and effectiveness of those actions	3.5. Understanding our supply chain impact	25
ESRS S3 Affected communities			

ESRS S		LOCATION	PAGE
ESRS S4 Consumers and end-users			
S4-1	Policies related to consumers and end-users	4.6. Sustainable product design	34
S4-2	Processes for engaging with consumers and end-users about impacts	4.6. Sustainable product design	34
S4-3	Processes to remediate negative impacts and channels for consumers and end-users to raise concerns	4.6. Sustainable product design	34
S4-4	Taking action on material impacts on consumers and end-users, and approaches to mitigating material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions	4.6. Sustainable product design	34

ESRS G		LOCATION	PAGE
ESRS G1 Business Conduct			
GOV-1	The role of the administrative, supervisory and management bodies	3.2. Sustainability governance	9
IRO-1	Description of the processes to identify and assess material impacts, risks and opportunities	3.3. Materiality and stakeholder engagement	11
G1-1	Corporate culture and business conduct policies	3.5. Compliance	8
G1-2	Management of relationships with suppliers	3.5. Understanding our supply chain impact	34
G1-3	Prevention and detection of corruption or bribery	3.5. Compliance	16
G1-4	Confirmed incidents of corruption or bribery	3.5. Compliance	0

List of reported companies

Automobil Elektrik – Brazil

Sales, Research and Development
KOSTAL Eletromecânica Ltda.
São Bernardo do Campo – SP, Brazil

Automobil Elektrik – Brazil

Sales, Research and Development, Production
KOSTAL Eletromecânica Ltda.
Cravinhos – SP, Brazil

Automobil Elektrik – Brazil

Sales, Research and Development, Production
KOSTAL Eletromecânica Ltda.
Cravinhos – SP, Brazil

Automobil Elektrik – Bulgaria

Research and Development
KOSTAL SofiaSoft Bulgaria EOOD
Sofia, Bulgaria

Automobil Elektrik – Bulgaria

Production, Research and Development
KOSTAL Bulgaria Automotive EOOD
Pazardzhik, Bulgaria

Automobil Elektrik – China

Sales, Research and Development, Production
KOSTAL (Shanghai) Management Co., Ltd.
Shanghai, China

Automobil Elektrik – China

Production
Shanghai KOSTAL–Huayang Automotive Electric Co., Ltd.
Shanghai, China

Automobil Elektrik – China

Production
KOSTAL (Shanghai) Mechatronic Co., Ltd.
Shanghai, China

Automobil Elektrik – China

Production
KOSTAL (Changchun) Automotive Electric Co., Ltd.
Changchun, China

Automobil Elektrik – China

Production
KOSTAL (Guiyang) Mechatronic Co., Ltd.
Guizhou, China

Automobil Elektrik – China

Production
KOSTAL (Bao Ding) Mechatronic Co., Ltd.
Baoding, Hebei Province, China

Automobil Elektrik – China

Production
KOSTAL (Shanghai) Intelligent Equipment Co., Ltd.
Shanghai, China

Automobil Elektrik – Germany

Head office, Sales, Production, Research and Development
KOSTAL Automobil Elektrik GmbH & Co. KG
Lüdenscheid, Germany

Automobil Elektrik – Germany

Research and Development
KOSTAL Automobil Elektrik GmbH & Co. KG
Dortmund, Germany

Automobil Elektrik – Germany

Production
KOSTAL Automobil Elektrik GmbH & Co. KG
Halver, Germany

Automobil Elektrik – Germany

Production
KOSTAL Automobil Elektrik GmbH & Co. KG
Meinerzhagen, Germany

Automobil Elektrik – Germany

Sales
KOSTAL Automobil Elektrik GmbH & Co. KG
Munich, Germany

Automobil Elektrik – Germany

Sales
KOSTAL Automobil Elektrik GmbH & Co. KG
Sindelfingen, Germany

Automobil Elektrik – Germany

Head office, Sales
Research and Development, Production
KOSTAL Automobil Elektrik GmbH & Co. KG
Lüdenscheid, Germany

Automobil Elektrik – Germany

Sales
KOSTAL Automobil Elektrik GmbH & Co. KG
Ingolstadt, Germany

Automobil Elektrik – Germany

Sales
KOSTAL Automobil Elektrik GmbH & Co. KG
Wolfsburg, Germany

Automobil Elektrik – United Kingdom

Sales, Research and Development
KOSTAL UK Ltd.
Sheffield, United Kingdom

Automobil Elektrik – France

Sales
KOSTAL France
Guyancourt, France

Automobil Elektrik – India

Sales, Research and Development, Production
KOSTAL India Private Limited
Tamil Nadu, India

Automobil Elektrik – Ireland

Production
KOSTAL Ireland GmbH
Mountmahon, Ireland

Automobil Elektrik – Ireland

Production
KOSTAL Ireland GmbH
Mallow, Co. Cork, Ireland

Automobil Elektrik – Italy

Sales
KOSTAL Italia s. r. l.
Turin, Italy

Automobil Elektrik – Japan

Sales
KOSTAL Japan Co., Ltd.
Hiroshima, Japan

Automobil Elektrik – Japan

Sales, Research and Development
KOSTAL Japan Co., Ltd.
Kawasaki City, Japan

Automobil Elektrik – Korea

Sales, Research and Development
KOSTAL Korea Ltd.
Seoul, Korea

Automobil Elektrik – North Macedonia

Production
KOSTAL MAKEDONIJA DOOEL Ohrid
Ohrid, North Macedonia

Automobil Elektrik – Mexico

Production
KOSTAL Mexicana S. A. de C. V.
Acambaro, Mexico

Automobil Elektrik – Mexico

Production, Research and Development
KOSTAL Mexicana, S.A. de C.V.
Querétaro, Mexico

Automobil Elektrik – Mexico

Production
KOSTAL Mexicana S. A. de C. V.
Queretaro, Mexico

Automobil Elektrik – Morocco

Production
KOSTAL Maroc, SARL. AU Zone
Tanger, Morocco

Automobil Elektrik – Sweden

Research and Development, Sales
KOSTAL Sweden AB
Gothenburg, Sweden

Automobil Elektrik – Spain

Production, Research and Development
KOSTAL Eléctrica, S. A.
Barcelona, Spain

Automobil Elektrik – Czech Republic

Engineering
KOSTAL Engineering CR, spol. s r.o.
Prague, Czech Republic

Automobil Elektrik – Ukraine

Engineering, Production
KOSTAL Ukraina TOV
Boryspil, Ukraine

Automobil Elektrik – Ukraine

Research and Development
KOSTAL Ukraina TOV
Kyiv, Ukraine

Automobil Elektrik – Ukraine

Production
KOSTAL Ukraina TOV
Pereyaslav-Khmelnytsky, Ukraine

Automobil Elektrik – USA

Sales, Research and Development
KOSTAL of America, Inc.
Troy, MI, USA

Connectors – Germany

Head office, Sales,
Research and Development, Production
KOSTAL Kontakt Systeme GmbH
Lüdenscheid, Germany

Connectors – China

Sales, Research and Development
KOSTAL (Shanghai) Kontakt Systeme Manufacturing Co., Ltd
Shanghai, China

Connectors – Germany

Research and Development, Production
KOSTAL Kontakt Systeme GmbH
Dresden-Merbitz, Germany

Connectors – Czech Republic

Sales, Research and Development, Production
KOSTAL Kontakt Systeme GmbH
Jince, Czech Republic

Connectors – USA

Sales, Production, Research and Development
KOSTAL Kontakt Systeme, Inc.
Rochester Hills, Michigan, USA

Industrie Elektrik – Germany

Head office, Sales,
Research and Development, Production
KOSTAL Industrie Elektrik GmbH
Hagen, Germany

Solar Electric – Germany

Sales & Service
KOSTAL Solar Electric GmbH
Freiburg i. Br., Germany

Solar Electric – France

Sales & Service
KOSTAL Solar Electric France SARL
Guyancourt, France

Solar Electric – Italy

Sales & Service
KOSTAL Solar Electric Italia Srl
Rivoli (TO), Italy

Solar Electric – Spain

Sales & Service
KOSTAL Solar Electric Iberica S.L.
Paterna, Spain

Solar Electric – Greece

Sales & Service
KOSTAL SOLAR ELECTRIC HELLAS E.Π.E.
Thessaloniki, Greece

SOMA Test Technology – Germany

Sales, Research and Development, Production
SOMA GmbH