



SUSTAINABILITY REPORT 2025

CAUTIONARY STATEMENT

This Sustainability Report contains forward-looking statements within the meaning of Section 27A of the Securities Act of 1933, as amended and Section 21E of the Securities Exchange Act of 1934, as amended. In some cases, you can identify these forward-looking statements by the use of words such as “believe,” “expect,” “potential,” “continue,” “may,” “will,” “should,” “aim,” “goal,” “could,” “seeks,” “strive,” “trend,” “plan,” “anticipate” or the negative version of these words or other comparable words. We base these forward-looking statements on management’s current expectations relating to our operations and business plans. These statements include, but are not limited to, statements related to our ambitions, goals, targets, plans, commitments and objectives, as well as statements about how we run our business; expectations regarding our continued progress in the areas of sustainability, corporate governance, product innovation, health and safety and community stewardship; and our plans to reduce our environmental footprint, including our commitment and efforts to decrease greenhouse gas emissions, reduce energy consumption, reduce waste and improve safety.

Actual results or outcomes may differ from those expressed in such statements. Forward-looking statements are subject to various risks and uncertainties, including, among others, U.S. policies, actions or legislation, economic, political and other risks associated with international operations, availability of raw materials or other manufacturing inputs at favorable prices in sufficient quantities, or

at a given time, changes in our relationships with, or the financial condition, performance, purchasing power or inventory levels of, of key channel partners, dependence on the continued operation of our manufacturing facilities, supply chains, distribution systems and information technology systems, our ability to forecast demand or meet significant increases in demand and market acceptance of new product introductions and innovations. Additional factors that could cause the Company’s results to differ materially from those described in the forward-looking statements can be found under the section entitled “Risk Factors” of the Company’s Annual Report on Form 10-K for the fiscal year **ended December 31, 2025**, filed with the Securities and Exchange Commission (“SEC”), as such factors may be further updated from time to time in the Company’s filings with the SEC, which are accessible on the SEC’s website at www.sec.gov. These factors should not be construed as exhaustive and should be read in conjunction with the other cautionary statements that are included in the Company’s filings with the SEC. The Company undertakes no obligation to publicly update or review any forward-looking statement, whether as a result of new information, future developments or otherwise, except as required by law.

All references to “materiality” or “materiality assessment” are within the context of sustainability. These references are not to be used within the context of, or as a substitute for, financial materiality in Gates financial reporting and SEC filings.

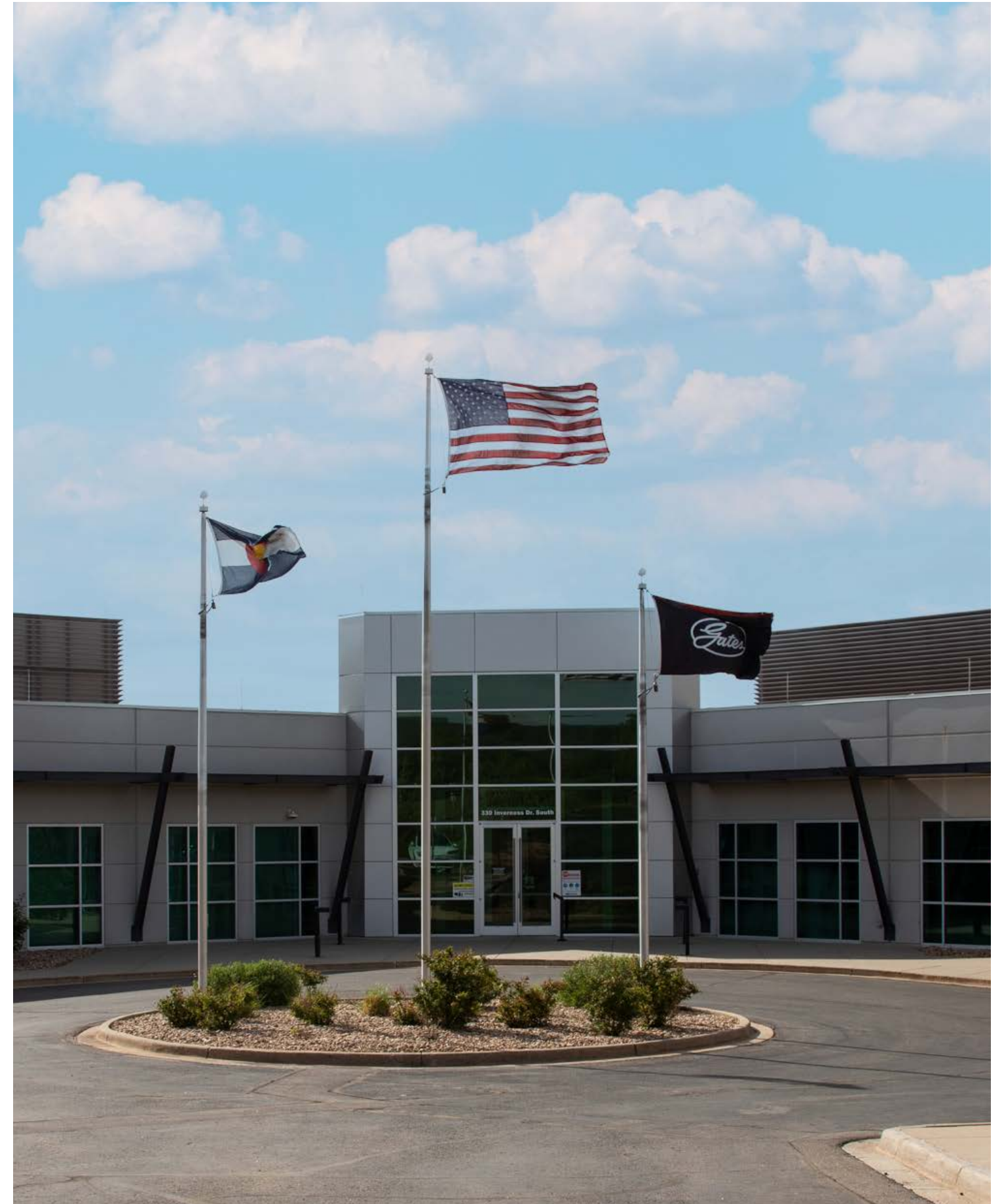


TABLE OF CONTENTS

INTRODUCTION

LETTER FROM THE CEO	4
OVERVIEW	5
HIGHLIGHTS	6
GEOGRAPHY	7
METHODOLOGY	8
SUSTAINABILITY STRATEGY	9
OUR PRIORITIES	10

GOVERNANCE

CORPORATE GOVERNANCE	12
ESG AND THE BOARD	13
CODE OF BUSINESS CONDUCT AND ETHICS	14
REGULATORY COMPLIANCE	16
CYBERSECURITY AND IT RISK MANAGEMENT	18
DATA GOVERNANCE	19

TECHNOLOGY

GATES ECO-INNOVATION SYSTEM	20
FLEET AND TRANSPORTATION	22
PERSONAL MOBILITY	23
DATA CENTER COOLING	24
CUSTOMER APPLICATIONS	25
CUSTOMER SUCCESS	26

ENVIRONMENT

OUR PRIORITIES	28
WORKFORCE HEALTH AND SAFETY	29
RESOURCE EFFICIENCY AND DEMAND REDUCTION	30
RENEWABLE PROCUREMENT PROGRAM	32
GREEN IT INITIATIVE	35
SUSTAINABLE PACKAGING INITIATIVE	35
HSE AWARDS	37

STEWARDSHIP

OUR WORKFORCE	39
POLICIES AND STANDARDS OF CARE	40
WORKFORCE WELL-BEING	40
TALENT DEVELOPMENT	41
WORKFORCE AND COMMUNITY ENGAGEMENT	41
GATES INDUSTRIAL CORPORATION FOUNDATION	44
RECOGNITION PROGRAMS	48
AWARDS	50

APPENDIX

ANNUAL PERFORMANCE INDICATORS	52
UN SDGs TABLE	53
GRI CONTENT INDEX	55
TCFD INDEX	56
INDEPENDENT ASSURANCE REPORT	59



LETTER FROM THE CEO

In 2025, the Gates team delivered meaningful progress toward achieving our sustainability goals and creating value for our customers. We continued to apply our materials science and process capabilities to improve both our environmental footprint and product performance. Specifically, we continued to work on removing legacy chemicals from high-volume product lines, redesigned manufacturing processes that reduced energy and water intensity, secured 67 new patents to support our expanding product portfolio, and strengthened safety performance, achieving a 25% reduction in Total Recordable Incident Rate and a 33% decrease in severe injuries.

As we closed out our first generation of sustainability goals, the results reflect real progress and the strong foundation we have built. We exceeded our target for reduction in operational GHG emissions against our 2019 baseline while continuing to reduce energy demand. Our efforts to improve energy efficiency, optimize operations, and reduce environmental impact have strengthened our capabilities and helped shape our next generation of targets.

As we move through the back half of the decade, we have established new goals to reduce total energy demand by 27% and total GHG emissions by 42% from a 2024 baseline, with internal targets for Scope 1 and Scope 2 emissions, developed consistent with Science Based Targets initiative guidance. These targets provide a clear framework to guide our priorities and measure progress over time.

I want to extend my appreciation to the global Gates team. Their discipline, focus, and commitment to continuous improvement are key to our sustainability efforts. As we look ahead, our focus is clear: continue to improve how we operate, advance the sustainability goals outlined in this report, and deliver solutions that make a measurable difference for our customers while being good stewards of the environment.



IVO JUREK
Chief Executive Officer





OVERVIEW

Gates Industrial Corporation is a global manufacturer of innovative, highly engineered power transmission and fluid power solutions. We serve customers across industries, bringing innovation and quality to every product we make. Our reputation is built on over a century of experience. In 1911, Charles Gates Sr. acquired the Colorado Tire and Leather Company in Denver, Colorado. A few years later, Gates invented the V-belt, which revolutionized industrial power transmission. Since then, Gates has innovated numerous fluid power and power transmission products for original equipment manufacturers (OEMs) and aftermarket channels, impacting virtually every industry across the globe.

Our products are used in applications across numerous end markets, including automotive

aftermarket, automotive, diversified industrial, industrial off-highway, industrial on-highway, energy resources and personal mobility. We sell our products globally under the Gates brand, which is recognized by distributors, equipment manufacturers, installers and end users as a premium brand for quality and technological innovation.

Our portfolio represents one of the broadest ranges of power transmission and fluid power products within the diversified markets we serve and we maintain long-standing relationships with our customers throughout the world.

Through continuous investment in research and development, Gates product solutions meet or exceed industry standards, including the demanding

expectations of customers regarding performance, cost and impact in regions around the world. We engineer and design products that help solve today's challenges and anticipate those of tomorrow.

Whether manufacturing original equipment or products for the aftermarket, we aim to enable our customers to meet their goals more **EFFICIENTLY, PROFITABLY AND SUSTAINABLY for their future success.**



2025 HIGHLIGHTS

LISTED ON THE NEW YORK STOCK
EXCHANGE (NYSE)

120+ Locations
~700+ Engineers

100,000+
Distributor Locations

130+ Countries in which
Gates products
are sold
30 Countries
≈ 13,000 Employees

\$3.4B Sales
2,000 More than
patent applications

December 31, 2025 or for Gates fiscal year 2025, as applicable

GATES PRODUCT LINES



Industrial
On-Highway



Hydraulic Tubing



Engine Hose



Industrial
Hose & Couplings



High Pressure
Oilfield Hose

Gates TPU Belts



V-Belts



Micro-V Belts



Automotive
Accessories



Automotive
Replacement Kits



Automotive
Synchronous Belts



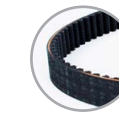
Sprockets, Sheaves
and Bushings



Water Pumps

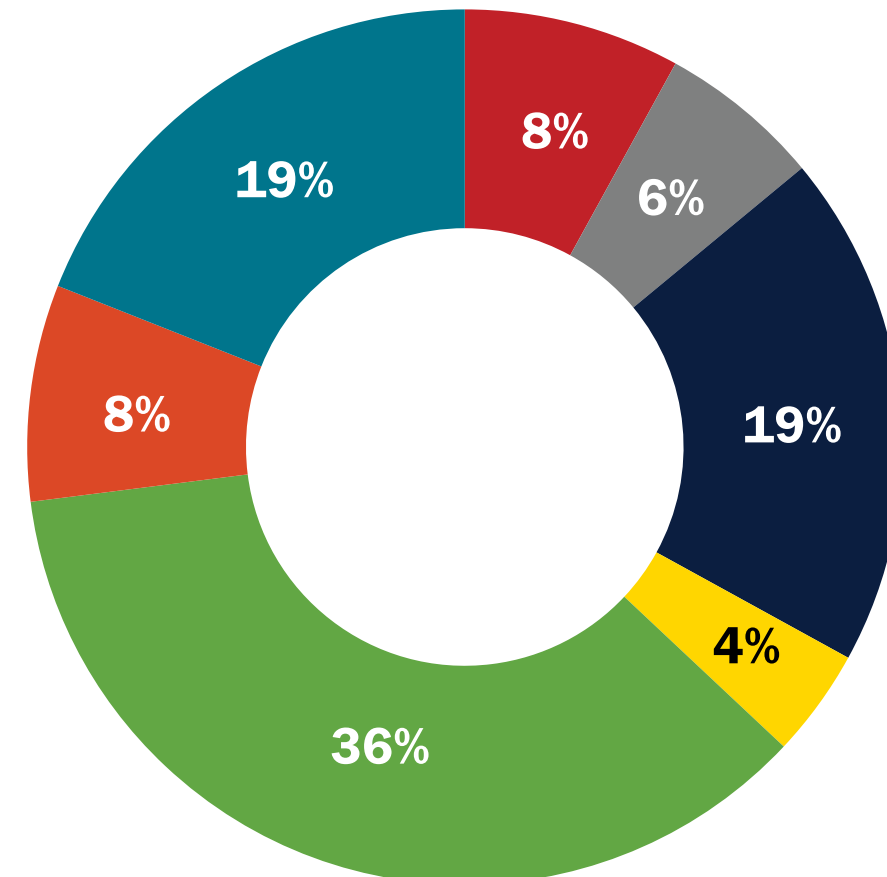


Tensioners & Idlers



Industrial
Synchronous Belts

GATES END MARKETS



Industrial
On-Highway

Automotive
Aftermarket

Energy &
Resources

Automotive
OEM

Diversified
Industrial

Industrial
Off-Highway

Personal
Mobility

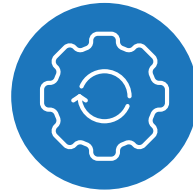
GEOGRAPHY



INNOVATION CENTER



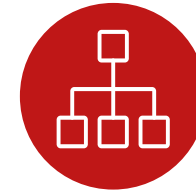
ENGINEERING



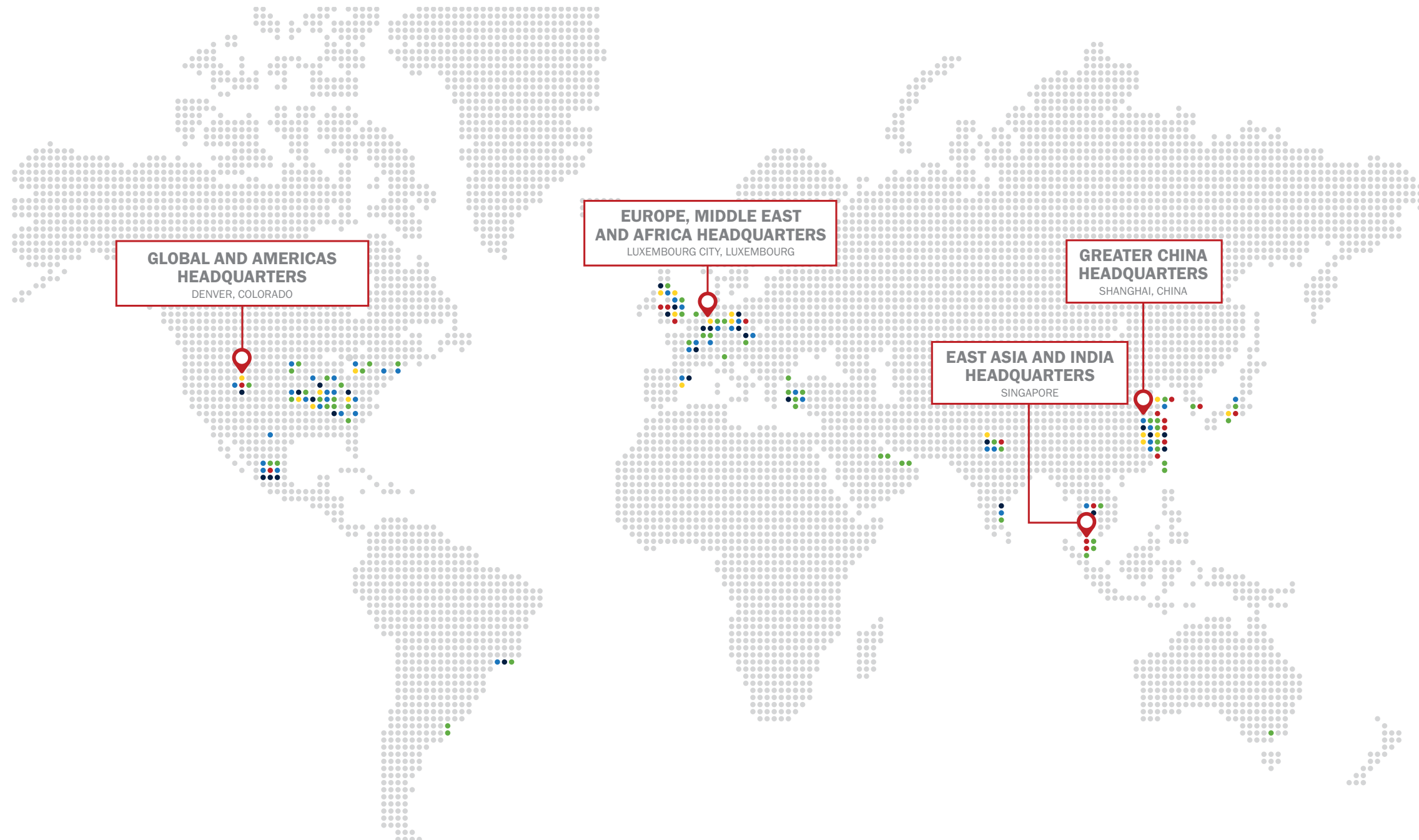
MANUFACTURING



SALES



ADMINISTRATIVE



2025 REVENUE BY REGION

46%

North America

28%

Europe, Middle East & Africa

11%

East Asia & India

10%

Greater China

5%

South America

METHODOLOGY

This report addresses Gates business for the 2025 calendar year and encompasses all of Gates headquarters, operations and facilities. This is the eighth report of our environmental, social, governance (ESG) and sustainability programs. All information has been presented at the global company level unless otherwise noted. Any restatements of information from previous reporting periods are noted in this report. Unless otherwise noted, all data presented in this report are as of December 31, 2025.

Scope 1 & Scope 2 greenhouse gas (GHG) emissions, waste and water withdrawal metrics reported here have achieved reasonable assurance and select safety metrics have achieved limited assurance.

In this report we disclose the results of our 2019-2025 goal period as well as new targets for the period 2024-2030. For the 2019-2025 target period, Gates utilized 2019 as its baseline year. For the 2024-2030 goal period, Gates is utilizing 2024 as its baseline year.

Unless otherwise noted, disclosed reductions in emissions are based on metered site data and equipment specifications and use Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report (AR6) emission factors.

Energy consumption and emissions are inclusive of all energy sources and chemicals consumed by sites under Gates operational control. Fuel sources include natural gas, petroleum, biomass, grid-purchased electricity, purchased steam and hot water, and solar photovoltaic (PV)-generated electricity. Renewable energy consumption includes onsite PV-generated electricity, purchased bundled Renewable Energy Certificates (RECs) and on-site biomass. Emissions also include refrigerants.

In prior years, Gates GHG emissions were calculated using only the location-based method, which reflects the average emissions intensity of the local grids in which Gates operates. Beginning in 2024, Gates introduced market-based emissions accounting alongside its location-based reporting in alignment with the Greenhouse Gas Protocol (GHGP). Market-

based figures reflect the electricity procurement decisions that market actors have contractually secured, including RECs. Historical data in this report (2019-2023) uses location-based factors only. Scope 2 data is calculated using both location-based and market-based methods in the Appendix, while references to Scope 2 emissions in the report narrative for the 2024 and 2025 reporting years refer to the market-based method unless otherwise noted.

We produced this disclosure in alignment with the standards and guidelines published by the International Financial Reporting Standards (IFRS) Foundation and its Sustainability Accounting Standards Board (SASB).



SUSTAINABLE DEVELOPMENT GOALS

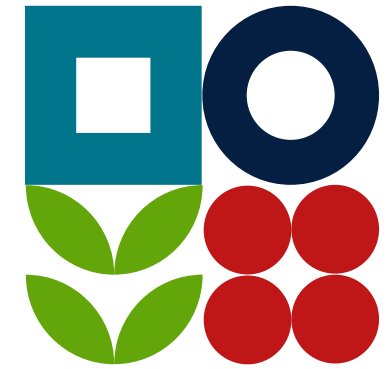
Our reporting is also informed by the Global Reporting Initiative (GRI) and UN Sustainable Development Goals (SDGs). We embrace opportunities to contribute to broader global sustainability and societal goals and have identified eleven primary SDGs which our work supports.



SUSTAINABILITY STRATEGY

Gates organizes our sustainability strategy into four pillars: **G – T – E – S**. This is the Gates ticker symbol on the NYSE, and as such, represents our company to our investors. It also captures the interconnectedness of Environment, Social and Governance considerations within our business, together with Technology. At our core, Gates is a materials science company driven by innovation.

We are committed to an approach that leverages environmental and social considerations to advance technological innovations that improve our products and the experience of our end users. **GATES** captures the way that this approach is embedded within the DNA of our organization. We are a company built on values, a great place to work and a brand our people can be proud of.



GOVERNANCE

CONDUCT BUSINESS WITH INTEGRITY AND MAINTAIN ETHICAL AND COMPREHENSIVE CORPORATE OVERSIGHT

We serve a diverse community of stakeholders across the globe including shareholders, customers, suppliers, distributors and industry partners. Going forward, we will continue to engage with our stakeholders to enhance our reporting process, advance our strategy and improve the enterprise value we create.



TECHNOLOGY

INNOVATE PRODUCTS AND PROCESSES THAT PUSH THE BOUNDARIES OF WHAT'S POSSIBLE

We embrace opportunities to contribute to broader global sustainability goals through the materials used in our products, the functionality we intentionally engineer into them and the markets for which we design them.



ENVIRONMENT

CONTINUOUSLY IMPROVE THE ENVIRONMENTAL SUSTAINABILITY, HEALTH AND SAFETY OF OUR OPERATIONS

We are working to reduce our footprint and are committed to investing in strategies that reduce energy and water use, and which further our use of renewable power.



STEWARDSHIP

EMPOWER AND ENHANCE THE EXPERIENCE OF OUR TEAM MEMBERS AND COMMUNITIES

Our Company's excellence is a direct result of our workforce. We believe in caring for our team members' physical and mental health and creating an inclusive workplace that both celebrates and learns from the diversity of their backgrounds, experiences and cultures.

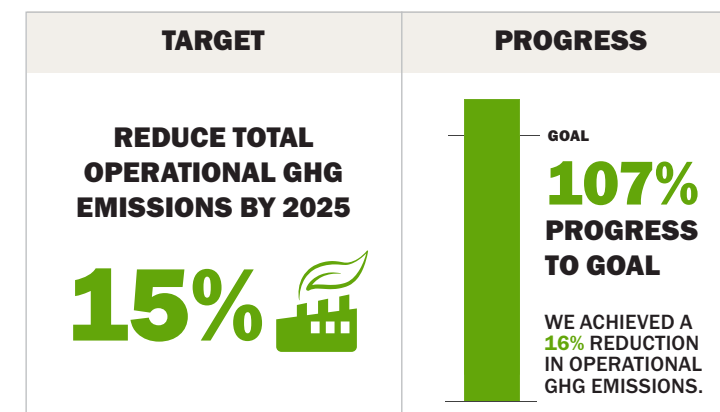
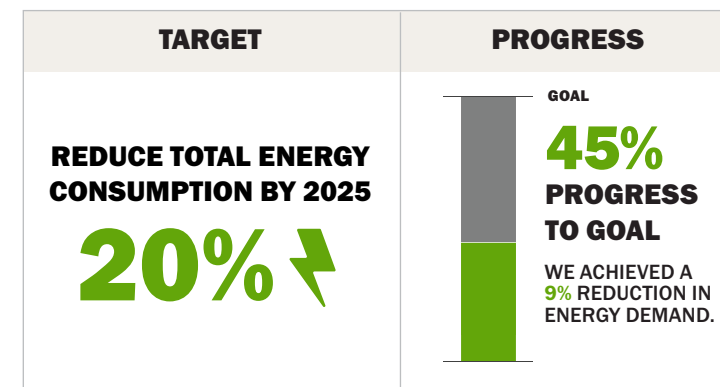
OUR PRIORITIES

FIRST GENERATION GOALS

Gates leverages sustainability into our products and operations to drive core business outcomes. We are committed to integrating the GTES perspective across functions and regions to identify those areas where related impacts, risks and opportunities can inform decision-making and strengthen our results. This report highlights our commitments and goals, as well as the many initiatives in which we have already invested that advance positive environmental and social impacts.

For the past five years, Gates has been tracking and reporting progress against a set of energy and emissions targets using a 2019 baseline. The period for these targets ended in 2025.

2019-2025 PUBLIC TARGETS



LOOKING FORWARD

This report describes the resources, systems, and technologies that have supported our sustainability ambitions over the past five years. Since these targets were initially established, Gates has completed a Climate-Related Financial Disclosure (CFD) and assessed risks through climate change scenario analysis. During this time, the global operating environment has also evolved, and Gates is working within constraints and regulatory expectations that differ from those present in 2019. Our implementation strategies have evolved over time as we have been able to act on valuable insights and lessons learned.

These experiences have informed the development of our next set of targets, as well as the policies and actions designed to support their successful execution.

GOAL ARCHITECTURE CONSIDERED:

- Consistent with Science Based Targets initiative (SBTi) guidance, Gates evaluated our projected emissions through 2050 from a 2024 baseline year, and backcasted the reductions required by 2030 to stay on a net zero trajectory
- We intentionally set independent targets for Scope 1 and Scope 2 emissions to provide greater clarity, accountability, and execution focus
- We prioritized demand reduction and energy efficiency efforts, with renewable purchasing programs considered to further reduce emissions

NEXT GENERATION GOALS

Throughout the target-setting process, Gates considered the feasibility of implementation, the implications for managing risks, and the targets' contribution to long-term value creation and resilience.

2024-2030 PUBLIC TARGETS

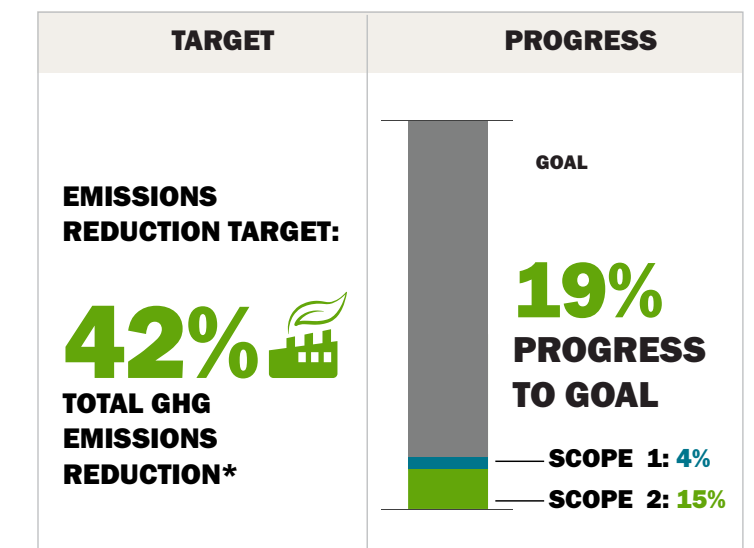
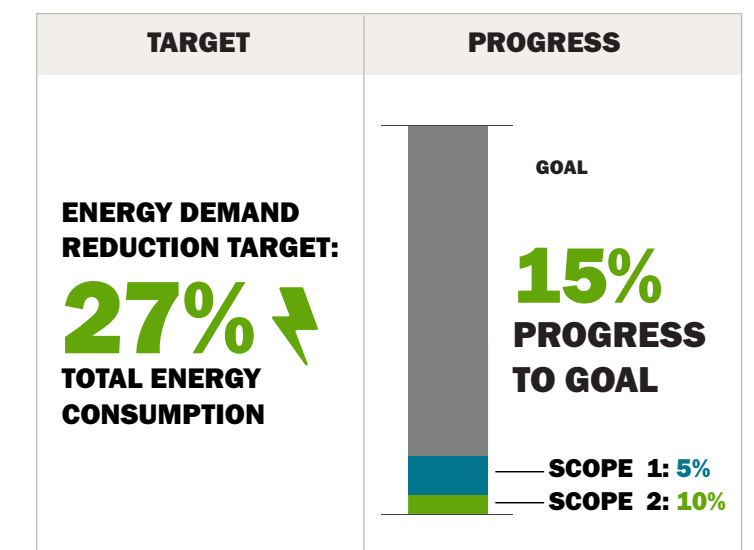
- **Energy Demand Reduction Target: 27% from baseline**
- **Emissions Reduction Target: 42% from baseline***

To track towards our GHG emissions reduction target, we measure and monitor our Scope 1 and 2 emissions and have set internal reduction goals for each Scope.



*Calculated using market-based emissions factors

2024-2030 PROGRESS



ENGAGING WITH STAKEHOLDERS

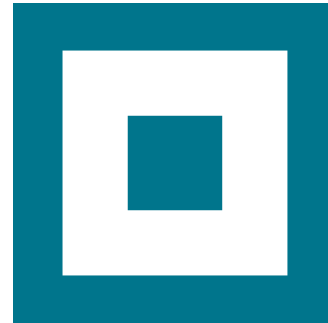
Gates serves diverse stakeholders, including investors, customers, suppliers, distributors, industry partners, and our own team members. We use a combination of benchmarking, discussions, and surveys annually to collect feedback to understand our stakeholders' priorities and goals. These stakeholder engagements help us identify new opportunities and emerging risks and inform our program development.

**We believe
sustainability drives
value for all of our
stakeholders.**



MATERIALITY

In 2021, Gates assessed corporate and operational priorities by short- and long-term strategic importance. This assessment identified the following material topics:



**Environmental Policy and
Management Systems**

**Corporate Governance
and Business Ethics**

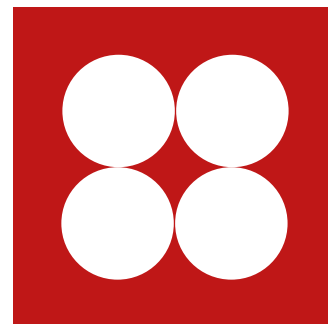


**Product Stewardship,
Manufacturing Efficiency
and Materials Science**



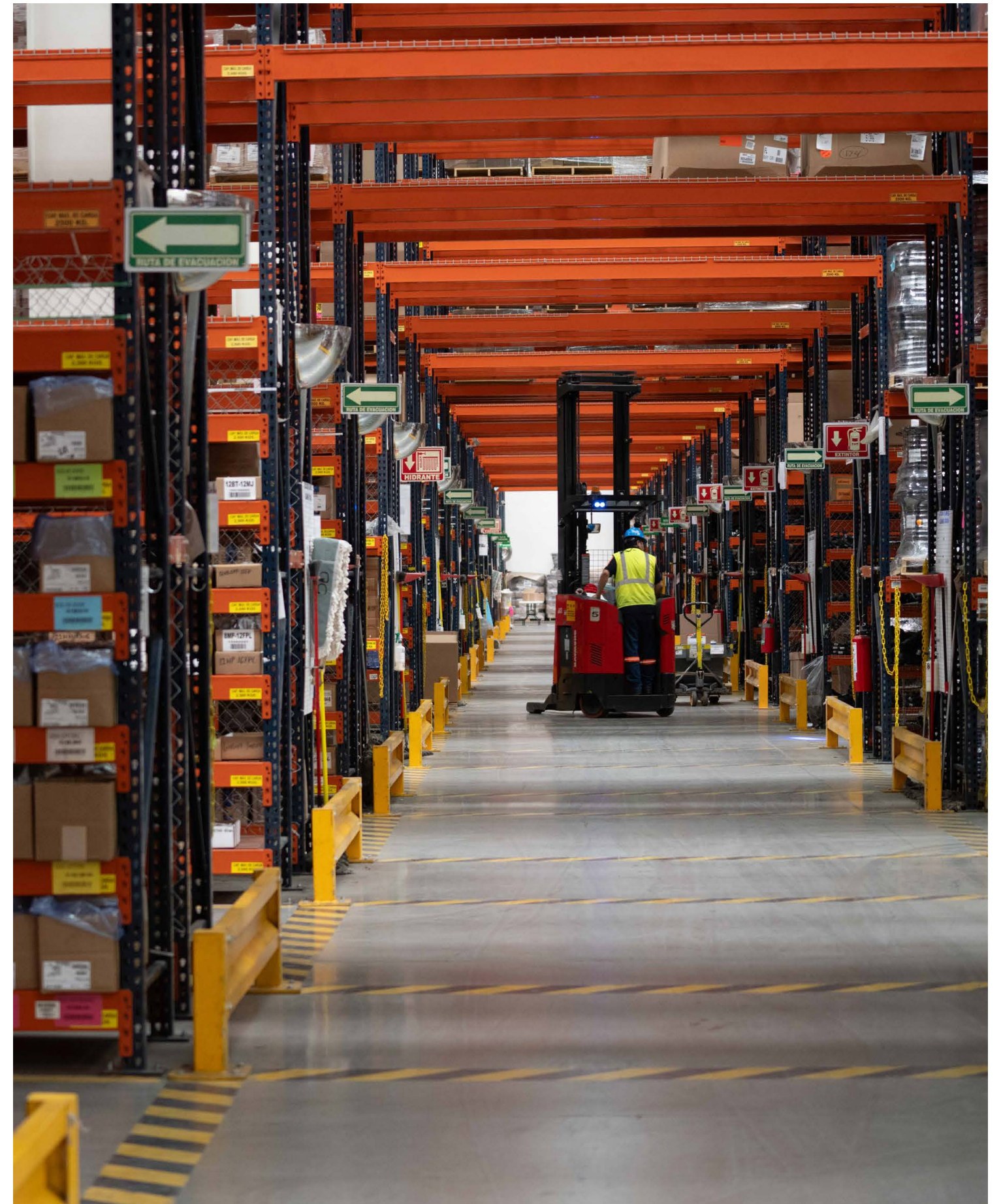
**Greenhouse Gases
and Air Emissions**

**Energy Efficiency and
Clean Energy Utilization**



**Workforce Health
and Safety**

**Human Capital
Management**





GOVERNANCE

Corporate Governance

ESG and the Board

Code of Business Conduct and Ethics

Regulatory Compliance

Cybersecurity and IT Risk Management

Data Governance



CORPORATE GOVERNANCE

An integrity-first approach guides every level of decision-making at Gates. Our Board of Directors (Board) helps ensure our well-tested business model can continue to drive success into the future.

Our Board is currently made up of eight directors, seven of whom are independent, and two of whom are women.

88%

Independent Directors

25%

Women Directors

13%

Racially or Ethnically Diverse Directors

100%

Independent Committees

DIRECTOR KEY COMPETENCIES

The following table presents the skills and experience of our director nominees in areas that are of importance to the Company:

Technology/Manufacturing/Distribution



50%



Global Operations



38%



Risk/Crisis Management



88%



Strategy/M&A



63%



Other Public Company Boards



63%



Governance/Corporate Responsibility



25%



Past or Present CEO



38%



Past or Present CFO



38%



CURRENT BOARD OF DIRECTORS



Neil P. Simpkins

Chair of the Board

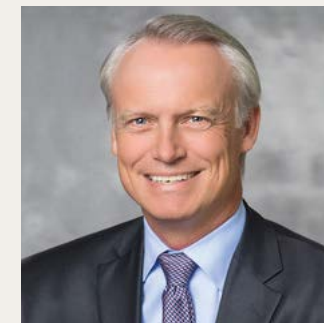


Ivo Jurek

Chief Executive Officer



Joseph S. Cantie



Fredrik Eliasson



James W. Ireland III



Stephanie K. Mains



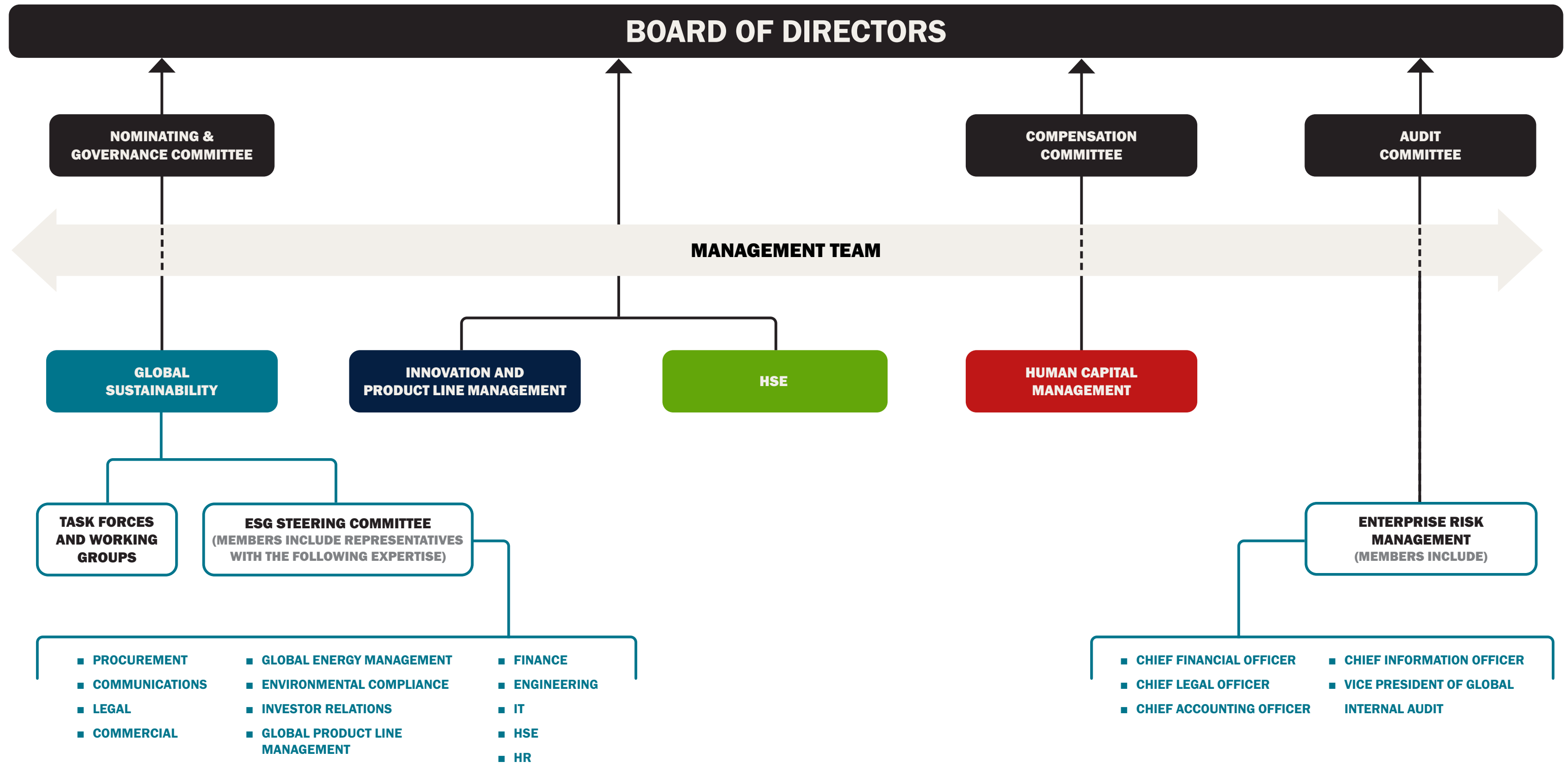
Wilson S. Neely



Molly P. Zhang

ESG AND THE BOARD

With the assistance of its three Committees, our Board is responsible for overseeing ESG strategies, practices, and policies, including those related to human capital management and the Company's reporting on such matters. Each Committee is governed by a written charter addressing its purpose and responsibilities.



NOMINATING AND GOVERNANCE COMMITTEE

The Nominating and Governance Committee is responsible for reviewing and monitoring the development and implementation of Gates sustainability strategies and goals. During 2025, the Nominating and Governance Committee monitored policies and developments concerning global ESG and climate-related laws and regulations, including the evolving disclosure landscape in Gates operating regions through quarterly updates.



AUDIT COMMITTEE

The Audit Committee provides assistance to the Board through oversight of the accounting and financial reporting processes; compliance with legal and regulatory requirements applicable to accounting and financial reporting processes and disclosures; risk management practices; and the Company's network security and data privacy programs. The Audit Committee also oversees the Company's Code of Business Conduct and Ethics and other certain material policies, including the Company's Whistleblower Policy, and reviews reports and investigations of potential violations under these policies.

COMPENSATION COMMITTEE

The Compensation Committee provides assistance to the Board through oversight and monitoring of the Company's human capital management policies and strategies including talent management; significant organizational design planning; employee demographics; employee engagement and communication programs; and executive and employee incentive compensation plans.

SUSTAINABILITY

The Sustainability Steering Committee typically convenes quarterly, chaired by our Director of Sustainability, to drive alignment and coordination with these strategies across our global organization.



REVIEWING

Developments in corporate governance practices and developing and recommending a set of corporate governance guidelines



MONITORING

The development and implementation of the strategies and goals the Company may establish with respect to ESG and sustainability matters



EVALUATING

Facilitating evaluations for the Board of Directors and its Committees



OVERSEEING

Programs and risks associated with board organization, membership and structure; corporate governance; and ESG and sustainability programs, as the Committee deems appropriate or as instructed by the Board or its Audit Committee



ASSESSING

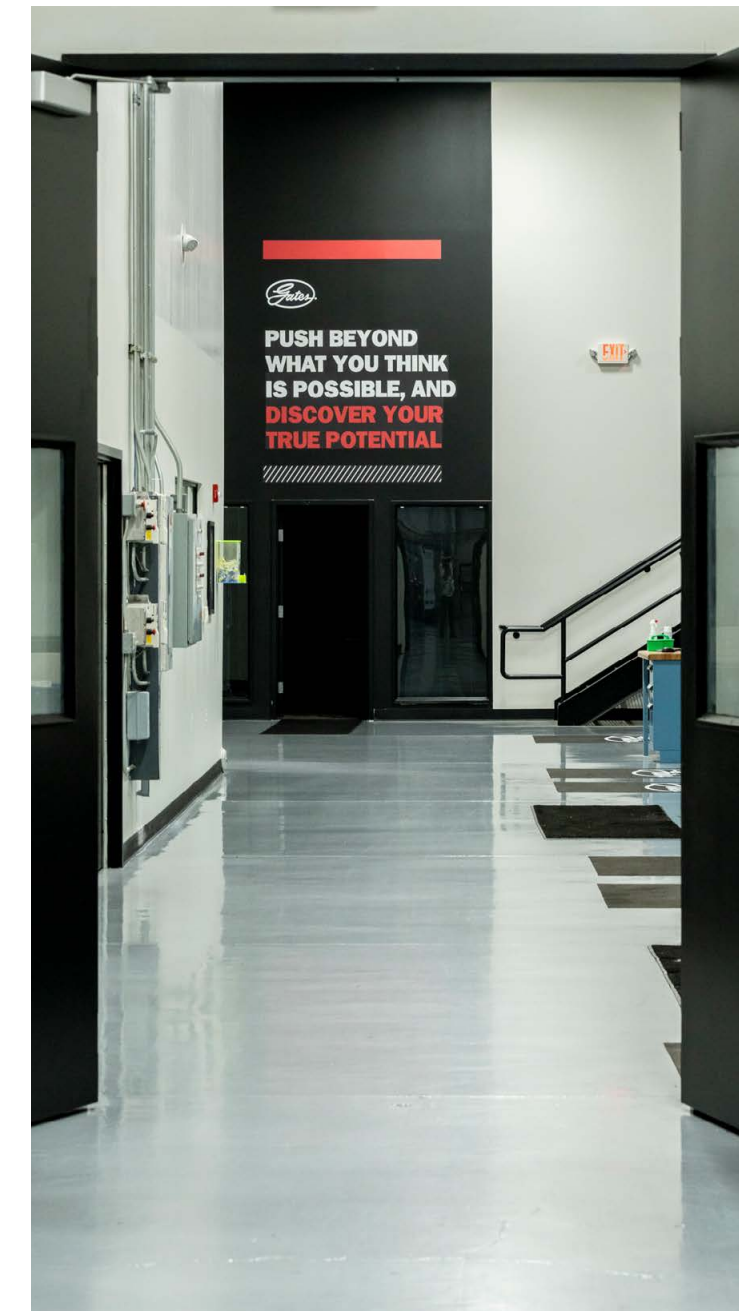
The qualifications of potential director candidates and recommending to the Board those candidates to be nominated for election to the Board, considering all relevant factors

RISK MANAGEMENT

The Enterprise Risk Management program (ERM) is directed by the Gates Enterprise Risk Committee, and includes risk assessments to identify key enterprise risks, maintaining a risk register to monitor mitigation actions in response to key risks, ongoing dialogue and collaboration among management to identify emerging risks, quarterly review of mitigation actions and periodic reports to the Audit Committee and the Board. Certain sustainability-related risks are considered in the Gates ERM program. In 2025, Gates analyzed and updated our risk register, with consideration of climate-related risks.

CYBERSECURITY

Our Board takes cybersecurity risks seriously. Our Chief Information Officer annually reports to our Board on our cybersecurity programs and strategies and reports at least quarterly to our Audit Committee on cybersecurity risks and mitigation activities.



CODE OF BUSINESS CONDUCT AND ETHICS

Compliance and ethics are deeply embedded in our business strategy. Gates team members are expected to follow both the spirit and letter of our Code of Business Conduct and Ethics (Code). The Code defines our approach to doing business the right way and provides resources to address compliance and ethics concerns.



Bribery and anti-corruption



Compliance with the law



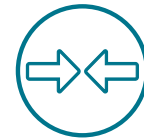
Other applicable business ethics principles



Antitrust regulations



Human rights



Conflicts of interest



Reporting and anti-retaliation

Creating a high-integrity culture requires a consistent emphasis on ethical and lawful decision-making as a minimum condition for business success. To support our compliance commitment, our Legal Compliance Team maintains corporate policies, oversees internal investigations, trains on compliance matters, conducts third-party due diligence and supports Gates adherence to export controls and sanctions. Gates continuously monitors compliance regulations and enforcement actions to build upon our existing programs.

It is vital for all work to be conducted in alignment with our core values and with consideration for compliance with our Code. To strengthen this alignment in 2025, we continued our outreach initiatives to increase awareness of our Code, focusing on the importance of conducting business with integrity. These included: revising our regular online compliance training offers to better align with peer organizations, live quarterly compliance

trainings for company leaders, in-depth Code and investigations trainings for our HR team in Poland and the entire APAC region and targeted site-specific trainings on topics including discrimination and conflicts of interest.

The Ethics and Compliance Hotline remains an important safe space for team members and third parties to report activities that they believe are not in alignment with our core values, policies and regulations. All incidents are taken seriously, investigated and remediated according to our standard protocols.

98%+

Global team members completed the 2025 Code Compliance Training



SUPPLIER CODE OF CONDUCT AND DUE DILIGENCE

Our supply chain is integral to advancing our mission and our ability to deliver products that are safe, innovative and meet our customers' requirements. Gates is committed to high standards of product quality and business integrity in its dealings with suppliers.

We require that working conditions within the Gates supply chain be safe, workers be treated with respect and dignity, and manufacturing processes be environmentally responsible. Our Supplier Code of Conduct, Human Rights Policy and Modern Slavery Act Statement provide another layer of assurance that all of our co-manufacturers and independent suppliers are committed to ethical business practices meeting our expectations. Our standard purchasing agreements require suppliers to comply with applicable laws and our Supplier Code of Conduct.

Our commitment to doing business with integrity extends to how Gates sources raw materials. Our suppliers are required to sign contracts that commit to adhere to our standard environmental, labor and human rights practices, and we perform on-site assessments and due diligence prior to qualification.



Our relevant suppliers are required to provide their ISO and IATF certificates through the Compliance section of our Supplier Portal. We track EU EMAS, ISO 14001, ISO 45001, ISO 50001, ISO 26000 and EPA Energy Star or equivalent certifications.

As of year-end 2025, over 40% of Gates global commodities suppliers have a statement or policy on environmental management or environmental sustainability, with a formal ESG program and defined metrics.

We also declare, with appropriate authorities, information related to raw materials and ingredients that are regulated under the Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH), the Restriction of Certain Hazardous Substances (RoHS) and the Toxic Substances Control Act (TSCA).

HUMAN RIGHTS

Gates is committed to upholding the human rights of all people and to treating each individual with dignity and respect. Gates believes in the principles of equality and non-discrimination and strives to use its influence and business relationships throughout its value chain to promote equal opportunity and the maintenance of fundamental human rights. The Gates Human Rights Policy and Modern Slavery Act Statement are guided by the United Nations Guiding Principles on Business and Human Rights, the International Bill of Human Rights and the International Labor Organization's Declaration on Fundamental Principles and Rights at Work.

Gates prohibits the purchase of goods or services from any supplier found to engage in human rights violations, including human trafficking or the use of slave labor.

REGULATORY COMPLIANCE

As regulatory and policy agendas on ESG and climate continue to evolve globally, Gates is working to ensure we have robust data collection, governance and reporting processes in place. In 2025, Gates continued to scale reporting to a number of new mandatory reporting requirements focused on climate risk, carbon and ESG considerations across our own operations and our value chains in North America, the EU and the UK.

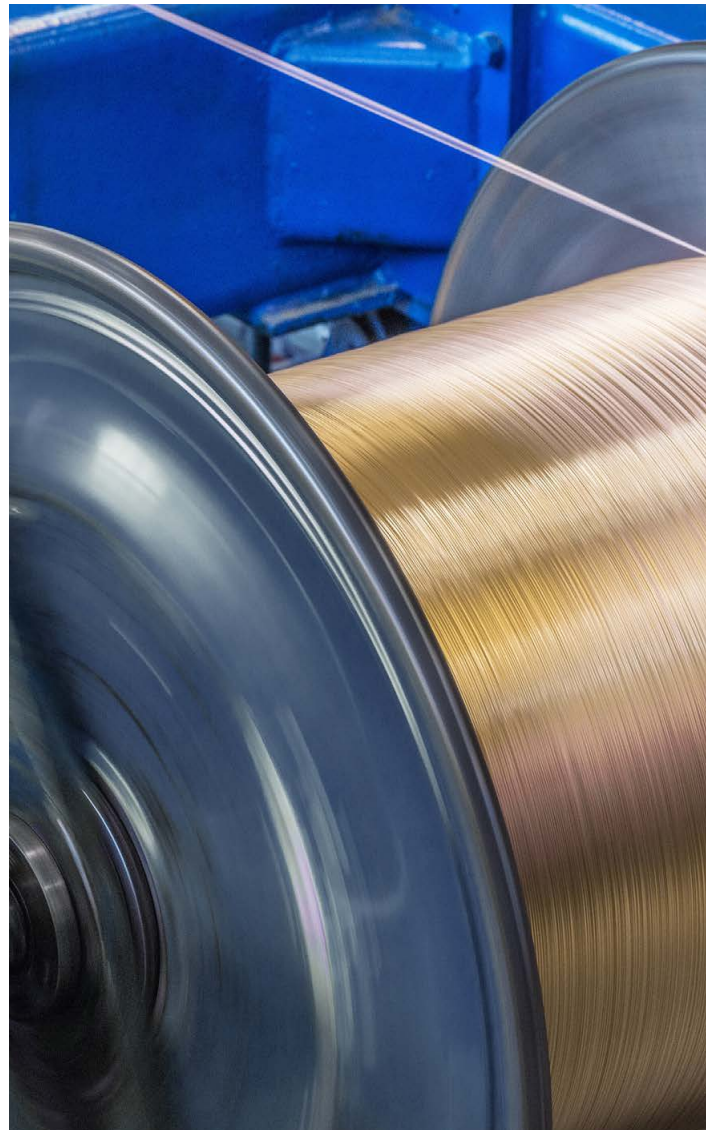
We are committed to providing reliable, transparent and replicable disclosures for each governing authority, while remaining focused on policies, actions and targets (PATs) that support our core business objectives.

CARBON BORDER ADJUSTMENT MECHANISM (CBAM)

Gates is fully compliant with the requirements related to commodities covered by CBAM. We also actively support our downstream customers in meeting their obligations.

CONFLICT MINERALS

Gates does not knowingly purchase materials or metals regulated by the EU Conflict Minerals Regulation and Dodd-Frank Act. Our policy on conflict minerals requires us to conduct supplier due diligence, risk assessment exposure and compliance reporting. We survey suppliers annually on their purchase of regulated metals and require all relevant suppliers to complete the Responsible Minerals Initiative (RMI) Conflict Minerals Reporting Template (CMRT) and Extended Minerals Reporting Template (EMRT). We post our CMRT and EMRT on our website and provide it to customers on request.



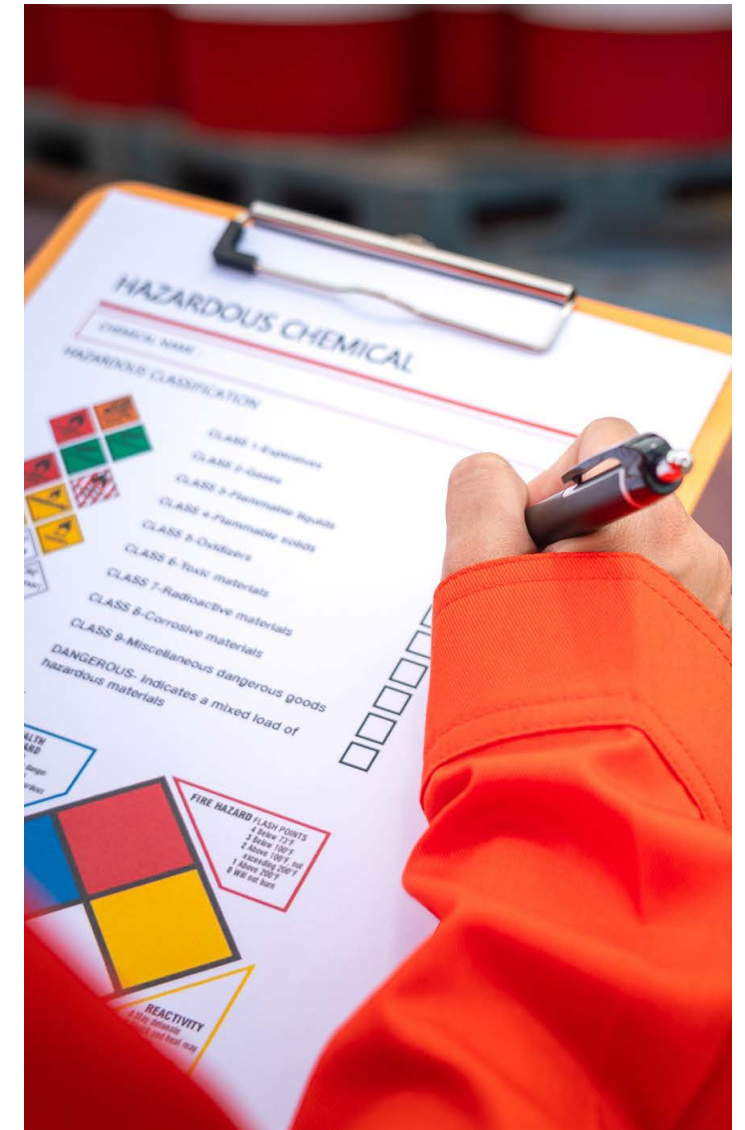
PER- AND POLYFLUOROALKYL SUBSTANCES (PFAS)

Regulatory agencies in Canada and the United States are introducing mandatory reporting on “intentionally added PFAS.” In 2025, we submitted our PFAS report for the Canadian entities in accordance with the requirements published in the Canada Gazette, Part I on July 27, 2024, pursuant to Paragraph 71(1)(b) of the Canadian Environmental Protection Act, 1999 (CEPA). We will continue to track the development of PFAS reporting requirements in the US and the EU while eliminating its use where possible.



CLIMATE-RELATED FINANCIAL DISCLOSURE (CFD)

Gates published our updated CFD in alignment with the Task Force on Climate-related Financial Disclosures (TCFD) framework in our 2025 UK annual report. This disclosure is based on the climate-focused risk assessment we conducted in early 2024 to further understand climate risks affecting our Company’s industry and footprint. Results of the analysis are considered within our broader ERM framework, which is designed to identify and monitor mitigation actions related to our most important enterprise risks.



CYBERSECURITY AND IT RISK MANAGEMENT

Gates is committed to protecting our employees, customers and suppliers against cyber threats. Utilizing the International Organization for Standardization (ISO) framework as a key component of our approach to risk management, we are focused on cybersecurity risk across the entire Company and take proactive steps to strengthen our cybersecurity program. Along with our comprehensive process designed to ensure the technology environment is operating and maintained in accordance with best practices, our approach to identifying, assessing and managing cybersecurity risks includes:



A variety of defenses, including automatic blocking of potential cybersecurity threats



System scanning tools and cybersecurity threat intelligence reports to assist our monitoring efforts



Mandatory internal educational programs for employees



Annual third-party testing, the results of which are discussed with the Audit Committee



A 24-hour cybersecurity team to continuously monitor our technology systems and emerging threat types and to respond to identified vulnerabilities



We believe increasing cybersecurity awareness through our organization is important. Our team members take part in mandatory internal educational programs to ensure continual awareness of new and emerging threats, including phishing simulations. This includes required courses at the time of hire as well as microlearning courses throughout the year. In addition, we have adopted various information technology policies applicable to our employees and contractors to support this mission.

DATA GOVERNANCE

Gates maintains data management and control processes to support the accuracy, completeness, and consistency of ESG reporting. Existing data quality management includes internal controls, ISO-certified management systems, and third-party assurance, and the company has publicly reported ESG information since 2019.

In 2025, Gates implemented additional data quality controls to further strengthen reporting processes. These enhancements introduced a defined

review cadence to support timely identification and resolution of data issues while underlying records remain recent and traceable. A data quality dashboard was also deployed to improve site-level accountability and increase visibility into data completeness and performance.

These actions support the continued development of Gates ESG reporting controls and contribute to improved consistency and reliability of disclosed information over time.





TECHNOLOGY

Gates Eco-Innovation System

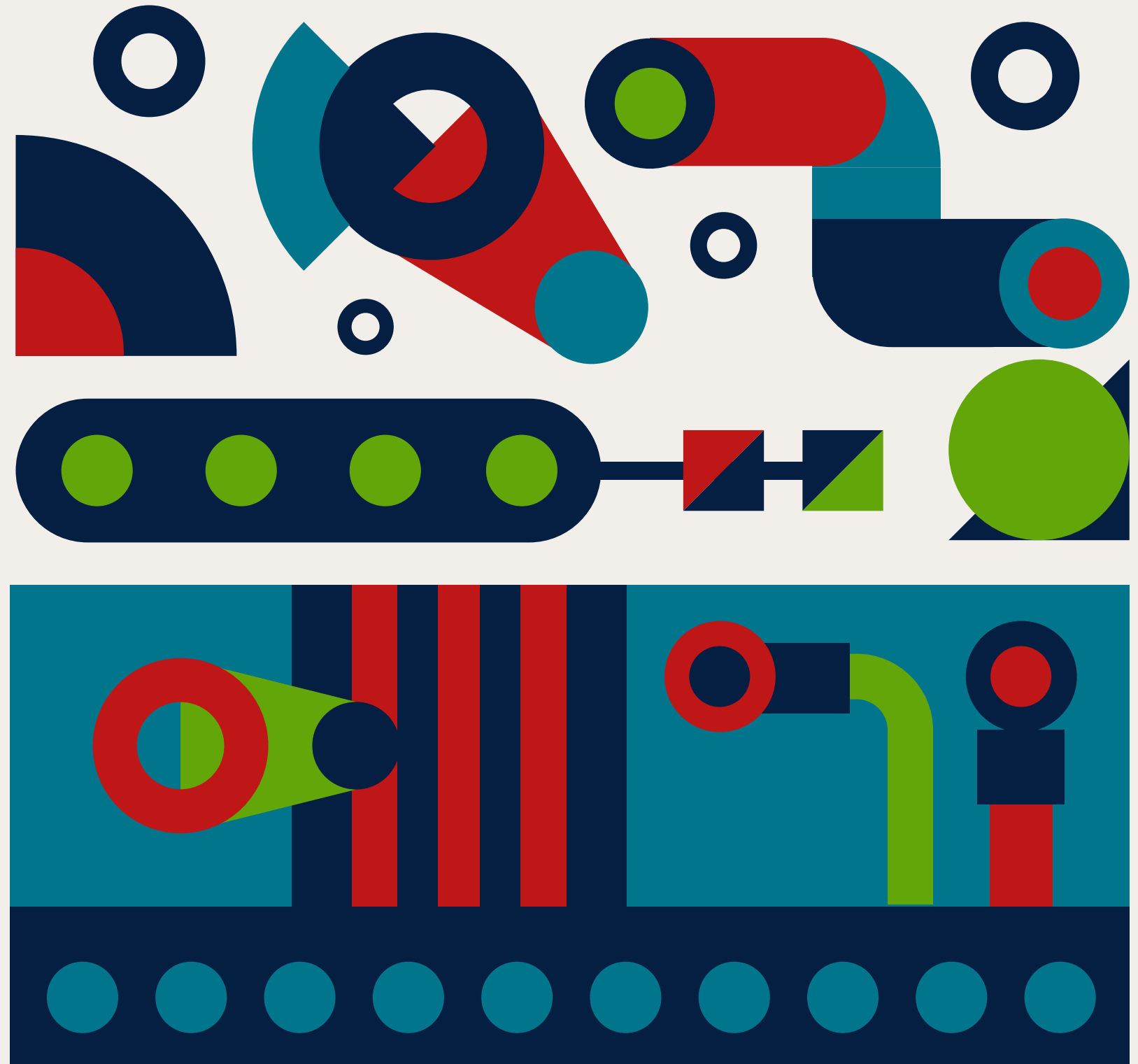
Fleet and Transportation

Personal Mobility

Data Center Cooling

Customer Applications

Customer Success



Gates continues to advance its strategy of innovating longer-lasting products, in-region-for-region manufacturing and optimizing our product portfolio to not just meet existing needs, but anticipate the emerging needs of our global customers. To remain at the forefront of innovation, we pursue new technologies with purpose-building reliability, cost-effectiveness and environmental performance into everything we do.

Solving tough challenges across mission-critical automotive and industrial applications is what we are built for. Our offerings enable growth in fleet and transportation, personal mobility and data center cooling, all supported by customer success initiatives designed to resolve challenges with speed and precision. Trusted by customers and distribution partners worldwide, we are proud to be recognized for our quality and reliability.

Our market position demonstrates that customers continue to believe in both our legacy and in the capabilities of our vitality products.*

**GATES IS THE #1 GLOBAL
SUPPLIER OF POWER
TRANSMISSION PRODUCTS****

**TOP THREE PROVIDER OF
HYDRAULIC AND INDUSTRIAL
HOSE PRODUCTS****



*Vitality refers to new product introductions over the past five years

**Based on management estimates of Total Addressable Market position

GATES ECO-INNOVATION™ SYSTEM

This model articulates our goal of leveraging sustainability to deliver enhanced value to our customers across the globe.

THE ECO-INNOVATION SYSTEM AT GATES IS BUILT ON THREE PILLARS:

Materials Science

Driving enhanced product sustainability while ensuring continuity of supply

Product Engineering

Positioning for market trends while capitalizing on process and materials improvement

Process Engineering

Increasing operational efficiency and controls while enhancing asset utilization

THE GATES
ECO-INNOVATION SYSTEM
IS A HOLISTIC APPROACH

Each stage from manufacturing, transportation, customer use and end-of-life disposition is an opportunity for Gates to create value for our business and our customers.

The product profiles in this chapter demonstrate how Eco-Innovation shapes our thinking from Engineering and Innovation Centers through end-use applications,

producing premium quality products that exceed customer expectations in a range of applications and demanding operating environments. These leading-edge innovations reinforce Gates role in supporting technologically advanced end markets, accelerating the shift to electrification and using our deep technical heritage to deliver breakthroughs that advance resource efficiency.

INNOVATION CENTERS

Gates houses dedicated engineering and technical teams located around the world. Our Engineering and Innovation Center teams work on materials research, product design and testing while our engineering teams focus on processes that reduce

waste, improve yield, and produce the most resource efficient products. Each site has a specialty, ranging from hydraulic, industrial and thermal management hoses and fittings to belts, tensioners, and pulleys.



FLEET AND TRANSPORTATION

Gates focus on solving customer challenges across fleet and transportation applications is centered on advancing materials science to improve efficiencies, designing processes that deliver best-in-class durability and performance and providing Original Equipment (OE)-exact solutions tailored to the demands of each operation.



MATERIALS SCIENCE

Gates proprietary ethylene propylene diene monomer (EPDM) rubber compounds are engineered to deliver quality performance from the atomic level. **Gates EPDM formulation tolerates prolonged high-temperature exposure while significantly improving resistance to ozone, oils and coolants compared with conventional EPDM***. The improved compound design enables more consistent extrusion, which lowers material waste and energy usage during production. As part of this transition, we eliminated chloroprene (CR) from one of our high-volume industrial synchronous belt families, contributing to a 22% reduction in CR purchases from 2022-2025.*



PROCESS ENGINEERING

As we transition away from CR formulations, the team defines the exact processing conditions that enable the new material to mix, flow and cure consistently on the production line, ensuring that these material advancements translate into high-volume production.



PRODUCT ENGINEERING

Gates combines our innovative materials science with engineering optimization of the belt geometry, rib profiles and tensile cord construction to deliver durability and stability under the demanding duty cycles typical of commercial vehicles. For the CoolRunner belt, an OE-exact solution for long-haul refrigerated transport, Gates designs improve system efficiency by running with lower friction, reduced slippage and better durability which ensures the refrigeration compressor and auxiliary drive components operate with less mechanical loss. **Combined with smooth and consistent power transfer, this helps refrigerated fleets maintain temperatures, using less energy and reducing load spikes on the system.**



*Based on Gates internal testing and engineering analysis

PERSONAL MOBILITY

Gates engineers advanced power transmission systems using next-generation technology and integrated manufacturing processes to support the expanding demand across electrified personal and micromobility markets for quiet, durable and energy-efficient solutions.



MATERIALS SCIENCE

Gates next-generation ethylene-elastomer (EE) belt technology supports the shift away from traditional chain drives by offering a strong, reliable alternative that meets the performance demands of modern electric mobility. **EE compounds are designed to deliver high performance levels but in a more economical material that helps expand access and adoption.** When combined with carbon tensile cords, EE belts provide stable power transmission without the lubrication, corrosion and contamination issues that chains create.



PROCESS ENGINEERING

To ensure these EE-based belt systems perform reliably in demanding personal mobility applications, Gates manufacturing processes are designed to preserve material integrity and maximize durability. **Precise placement of carbon tensile cords and specialized curing create a strong, uniform bond that maintains stability under high torque—reducing the likelihood of failures and the environmental footprint associated with replacements.** Process engineers also develop quality-control systems that ensure every belt meets performance specifications before entering OEM production lines to reduce defects, limit material waste and support longer-lasting products.



PRODUCT ENGINEERING

The Moto X-series Belt Drive systems support growing demand for sustainable fleet electrification by enabling cleaner, longer-lasting electric motorcycle platforms. Gates designed these to be fully integrated power transmission systems, offering precision-engineered sprockets and optimized belt-sprocket interfaces together with our belts, helping reduce reliance on chain systems that generate more waste across their lifecycle. By tailoring belt and sprocket architecture to the torque characteristics and packaging constraints of electric drive units, **Gates enables OEMs and conversion specialists to deploy lightweight, compact drivetrains that improve vehicle efficiency and performance.**

DATA CENTER COOLING

In 2025, Gates released a product that uses cutting-edge materials, eliminates the need for natural gas and optimizes thermal management for data center hyperscalers and developers. **Hundreds of billions of dollars are being invested in this rapidly evolving industry, with spending expected to rise 23% in 2026.**¹ As demand for high-density computing accelerates, data centers are under pressure to adopt cooling technologies that strengthen reliability while reducing energy intensity.

¹ Commercial Builders Are Losing Their Appetite to Build Anything but Data Centers," The Wall Street Journal, January 19, 2026



MATERIALS SCIENCE

Gates Data Master Eco™ hose is designed for liquid cooling in data center applications. Liquid cooling is rapidly emerging as a critical solution, but its performance hinges on the stability of the hose itself.² As heat densities rise, the materials used in hoses, fittings and fluid pathways become central to preventing contamination, permeation, leakage or premature failure. In developing the Gates Data Master Eco, Gates engineers tailored the compounds used to these specific operating environment requirements.

Data Master Eco design innovations include:

- Halogen-free engineering meeting IEC, EN and J EDEC/ECA global standards
- A UL94V-0 flame-resistant cover



PROCESS ENGINEERING

These material-science breakthroughs also create manufacturing benefits by eliminating process steps traditionally required for vulcanized rubber products and removing the need for natural gas, **which we estimate reduces manufacturing energy consumption by 75% while cutting water use by 50%.** By eliminating both the mandrel and the curing process, this product not only delivers environmental benefit and operational efficiencies, but also reduces the amount of direct labor required to deliver to market.

² Chad Chapman, "The Critical Role of Material Selection in Direct-to-Chip Liquid Cooling," Data Center POST, December 30, 2025

³ Based on Gates analysis of manufacturing traditional formulations compared with Data Master Eco



PRODUCT ENGINEERING

The simplified manufacturing process for the Data Master Eco liquid cooling hose means it has lower embodied carbon and simpler end-of-life pathways compared to rubber hoses on the market. **It also uses less material and is 15% lighter than rubber alternatives.**³ In an industry that is growing rapidly, with unbounded demands for energy, Gates Data Master Eco provides customers with a product that is environmentally safe, has lower embodied energy and uses less energy to run—solving for multiple customer requirements with one elegant solution.³





CUSTOMER APPLICATIONS

CHAIN-TO-BELT (C2B)

Cyclists and bicycle manufacturers are increasingly turning to Gates Chain to Belt (C2B) initiative - replacing traditional chain drives with more efficient belt technology - to enhance both the safety and sustainability of the riding experience.

MATERIALS SCIENCE

The design uses a lightweight belt that requires no lubrication, no re-tensioning and far fewer replacement parts, which minimizes waste and eliminates the need for petroleum-based maintenance products.

PROCESS ENGINEERING

Reductions from production and manufacturing improvements are significant—an independent study found that converting from chain systems to Gates belt drives reduced emissions by a factor of 12 over a ten year period by using fewer materials overall and eliminating recurring maintenance steps.¹

PRODUCT ENGINEERING

C2B also delivers a quieter and smoother ride for cyclists. Belt drives eliminate metal-on-metal contact, reducing noise levels by more than six decibels compared to conventional chains.²

BELT DRIVE CONVERSION KIT

Gates aftermarket belt-drive conversion kit for the Grom 125 Minimoto allows riders and customization builders to simplify systems, reduce maintenance needs and reduce environmental impact.

MATERIALS SCIENCE

The conversion kit applies belt materials that support long service life while operating without oils or degreasers, extending component durability and reducing material waste over time.

PROCESS ENGINEERING

The belt drive system eliminates routine chain maintenance such as cleaning and re-lubrication. Unlike traditional chains that rely on oils and solvents, the belt system runs clean and typically requires only a water rinse, preventing chemical runoff into waterways.

PRODUCT ENGINEERING

This product delivers an upgrade that improves everyday usability while aligning with the customization culture of Grom ownership. Riders experience smoother operation and a simplified system that supports more efficient long-term vehicle care.

DATA MASTER SERIES HOSES

Gates develops tailored liquid cooling solutions for customers that solve real world problems. At Oak Ridge National Laboratory, the Summit supercomputer features IBM servers cooled by Gates Data Master series hoses.

MATERIALS SCIENCE

The Data Master Series uses durable hose materials designed for warm water liquid cooling in high performance computing environments. These materials maintain reliability while delivering water directly to processor cold plates for efficient heat removal.

PROCESS ENGINEERING

The cooling system circulates 70°F water directly through cold plates to remove heat at the source. This approach reduces dependence on traditional chilled water infrastructure and improves overall energy efficiency.

PRODUCT ENGINEERING

Precise system integration with IBM servers ensures stable performance at data center scale and demonstrates how engineered cooling products support high compute density and performance.

¹Based on Product Lifecycle Assessment (PLCA) conducted by Anthesis in 2022 comparing Gates MV belts to other products available on the market at that time)

²According to Global Labs internal testing and engineering analysis.

CUSTOMER SUCCESS

Delivering customer success requires material advancements, process optimization and product positioning, all aligned to result in tangible outcomes that meet customer needs.



MATERIALS SCIENCE

As a materials science company, **Gates advances sustainability through a growing portfolio of patents for innovations that reduce material use, re-engineer material chemistries for higher efficiency, lower embodied energy in manufacturing and enhance the durability of finished products.** This innovation pipeline ensures that Gates intellectual property strengthens environmental performance across materials, processes and product design.

PATENT METRICS

- 2300+ patent assets
- 67 new patents in 2025



PROCESS ENGINEERING

Gates is furthering the 80/20 model with a new structure focused on the following principles:



Segment

Simplify

Resource

Grow

This approach is designed to streamline resource intensive logistics. In 2025, after revamping our **Minimum Order Quantity (MOQ) process to focus on simplification and reduction of shipments, quantity per line increased by 20% and single-item shipments dropped by 15%.*** In addition, we worked with a major customer to convert 5,300 SKUs to Gates-branded products, combining duplicates, reducing changeovers and eliminating separate packaging. These efficiencies directly reduce transportation emissions, packaging waste and handling-related energy use, making our logistics footprint more sustainable.

*Based on management estimates



PRODUCT ENGINEERING

Gates is recognized for the quality and reliability of our products. We are committed to continuous improvement and take pride in delivering results that drive customer satisfaction. As a core element of our design review process, this commitment is not just a philosophy; it defines how we operate.

13%

Reduction in Customer Incident Rate*

6%

Decrease in volume of customer returns*

43%

Improvement in time to resolve customer questions*

13%

Reduction in customer defect rate (PPM)*

*All data based on 2025 calendar year

CUSTOMER EXPERIENCE (CX)

Gates measures customer feedback through the Voice of the Customer program, which directly connects to strategic decision-making. Built around industry-standard customer satisfaction metrics, this program empowers frontline teams to take informed action, while newly implemented Closed-Loop Follow-Up (CLFU) processes provide visibility to management. In 2025, **Gates achieved a 7.6% year-over-year increase in Customer Satisfaction Scores and a 14.3% increase in our Net Promoter Score (NPS), with customers frequently highlighting the speed and clarity of communication.**



ENVIRONMENT

Our Priorities

Workforce Health and Safety

Resource Efficiency and Demand Reduction

Renewable Procurement Program

Green IT Initiative

Sustainable Packaging Initiative

HSE Awards



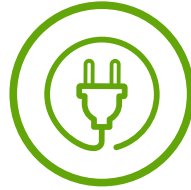
OUR PRIORITIES

We prioritize the protection of human health and environmental integrity, both now and over the long term. Our approach focuses on resource conservation, operational efficiency, and reducing environmental impacts across our activities. We are committed to maintaining a safe environment for our workforce and the communities in which we operate, with a strong focus on preventing harm and continuously improving safety practices.

WE MEASURE OUR SUCCESS AGAINST



IMPROVED SAFETY PERFORMANCE



INCREASED ENERGY EFFICIENCY



REDUCED GHG EMISSIONS



MINIMIZED WASTE



GLOBAL 2025 ACCOMPLISHMENTS COMPARED WITH 2024



IMPROVED SAFETY PERFORMANCE

25%

REDUCTION IN TOTAL
RECORDABLE
INCIDENT RATE

33%

REDUCTION IN
SEVERE INJURIES

11%

DECREASE IN LOST
TIME INCIDENT RATE



INCREASED ENERGY EFFICIENCY

4%

ABSOLUTE REDUCTION
IN ENERGY
CONSUMPTION

**4% SCOPE 1
3% SCOPE 2***

ABSOLUTE REDUCTION
IN ENERGY
CONSUMPTION

+9%

RENEWABLE ENERGY
(INCLUDES ON-SITE
SOLAR AND BIOFUELS)



REDUCED GHG EMISSIONS

8%

ABSOLUTE REDUCTION
IN SCOPE 1 & 2
EMISSIONS*

150

ACTIVE GHG
REDUCTION PROJECTS



MINIMIZED WASTE

9%

HAZARDOUS WASTE
REDUCTION

4%

REDUCTION IN TOTAL
WASTE

3%

INCREASE IN
RECYCLING

100% OF OUR FACILITIES MEET GATES ENVIRONMENTAL MANAGEMENT SYSTEM STANDARDS which are designed to mirror ISO 14001 and ISO 45001, providing Gates alignment across all locations.

IN 2025, 7% OF GATES SITES CARRIED 5+ ISO CERTIFICATIONS

95% 2+ ISO CERTIFICATIONS



93%

OF FACILITIES CARRY ISO
14001 CERTIFICATION



84%

OF FACILITIES CARRY ISO
45001 CERTIFICATION



30%

OF FACILITIES CARRY
50001 CERTIFICATION



33%

OF RELEVANT FACILITIES
CARRY API CERTIFICATION



95%

OF RELEVANT FACILITIES
CARRY IATF CERTIFICATION



77%

OF FACILITIES CARRY ISO
9001 CERTIFICATION

*This and all ensuing mentions of Scope 2 emissions refer to the market-based method following GHGP guidance

WORKFORCE HEALTH AND SAFETY

Gates is committed to working in a world-class safety culture for the protection of our team members, contractors, and the environment. We pursue this goal through hazard elimination, Health, Safety and Environment (HSE) awareness, employee engagement, leadership involvement, and personal accountability.

Our Gates HSE Global Standards and Gates HSE Policy reflect our core commitment to team members and partners. These policies and standards align with ISO standards, and all sites follow them to understand and manage safety risks and compliance obligations.

OUR COMPLIANCE ASSURANCE PROCESS IS COMPOSED OF THREE PARTS:

- An annual self-assessment by each facility
- A corporate assessment every three to five years
- An independent ISO audit in accordance with ISO requirements



GATES HSE GLOBAL STANDARDS ARE BASED ON FIVE PILLARS:



**LEADERSHIP
INVOLVEMENT**



**EMPLOYEE
ENGAGEMENT**



**EMPLOYEE
AWARENESS**



**HAZARD
ELIMINATION**



**PERSONAL
ACCOUNTABILITY**

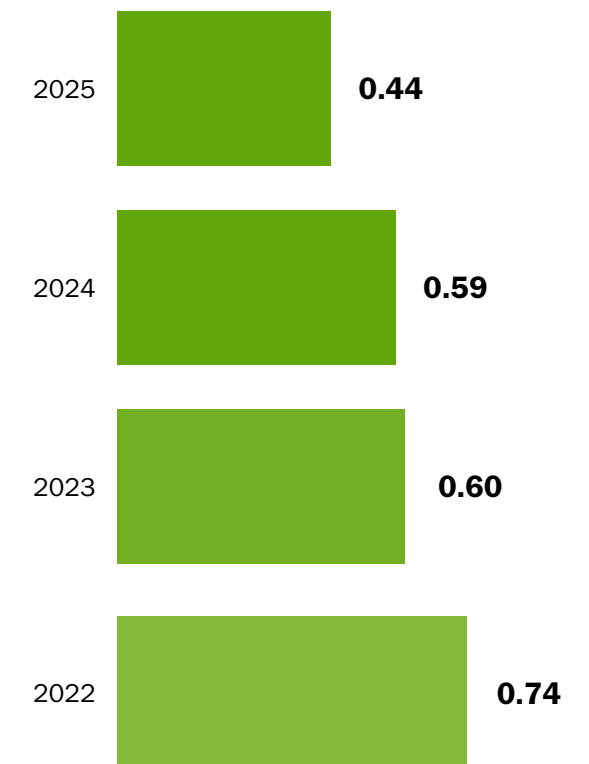
Every site develops an inventory of safety hazards and risks in alignment with ISO standards. To pursue our vision for zero injuries, each site maintains ongoing proactive risk reduction action plans with key and critical-to-safety controls built into our work instructions.

SAFETY IS A MINDSET AT GATES

To protect our people, Gates is committed to a safety culture rooted in control and elimination of safety hazards. All Gates team members play an active role in this process. Together we share a vision for zero injuries, cultivating an incident-free workplace that contributes positively to the lives and well-being of our team members.

Gates uses Occupational Safety and Health Administration (OSHA) standards to define recordable and lost-time incidents and track our progress toward zero incidents, indexed to a rate of 100 employees based on hours worked.

TOTAL RECORDABLE INCIDENT RATE (TRIR) DATA



STRATEGIES USED BY OUR SITES IN 2025 TO CONTINUE DRIVING RECORDABLE INCIDENT RATES DOWN INCLUDED:

In 2025, Gates focused on strengthening the processes, protocols, and monitoring tools used to manage occupational health and safety across operations. Safety management is structured around the Plan-Do-Check-Act framework, supporting systematic risk identification, control implementation, verification, and continuous improvement.



HAZARD IDENTIFICATION AND RISK ASSESSMENT

Safety Kaizen, or continuous improvement, events support task-level hazard identification through structured reviews conducted by cross-functional teams, including manufacturing employees, supervisors, engineers, maintenance, and HSE representatives. These reviews identify safety risks, prioritize corrective actions, and define longer-term risk elimination and reduction opportunities. Existing machine safety and ergonomics workflows support this process.

Findings from safety Kaizen events and other assessments result in the implementation of engineering, administrative, and procedural controls to reduce or eliminate identified risks. Corrective actions and improvement projects are tracked through centralized systems to support follow-through and consistency across sites.



MONITORING, MEASUREMENT AND OVERSIGHT

The HSE KPI Scorecard provides visibility into leading safety indicators, including compliance activities, corrective actions, employee reported issues, and completion of LPA engagements. The scorecard supports site-level and regional oversight and enables consistent monitoring of safety management activities.

Training and Awareness programs support employee and visitor awareness of workplace hazards and safe work practices. Topics include ergonomics, machine safety, electrical safety, fire safety, chemical safety, and personal protective equipment, supporting consistent application of safety requirements across operations.



WORKER PARTICIPATION AND ENGAGEMENT

Layered Process Audits (LPA) engage manufacturing employees, supervisors, and plant leadership in regular discussions focused on site level hazards and the effectiveness of existing controls. LPAs also provide a structured forum for employees to raise safety concerns and improvement ideas, which are tracked through internal issue-management processes. In 2025, Gates conducted 8,000 LPA engagements.



INCIDENT PREVENTION AND CONTINUOUS IMPROVEMENT PROGRAMS

The Rapid Action Improvement List (RAILS) program captures and tracks targeted safety improvement and hazard mitigation initiatives at selected focus sites. In 2025, initiatives managed through RAILS were associated with a 41% reduction in recordable incidents at those sites. The program is being incorporated into routine operational reviews to support ongoing oversight.



RESOURCE EFFICIENCY AND DEMAND REDUCTION

As a cornerstone of Gates sustainability approach, energy demand reduction and resource efficiency support the management of material environmental impacts and dependencies while contributing to operational excellence, cost control, and long-term business resilience.

In 2025, a cross-functional global team—spanning HSE, Energy Management, Environmental Compliance, Sustainability, Quality and Operations—conducted a comprehensive landscape analysis to identify opportunities to reduce absolute energy demand. The objective was to develop an actionable, globally consistent plan that advances Gates next-generation energy and emissions reduction targets.

The analysis revealed several high-impact project categories within our steam systems, where targeted improvements can simultaneously enhance energy and water efficiency while delivering measurable emissions reductions. Many of these initiatives are scalable and replicable across similar facilities worldwide, enabling the deployment of a coordinated program governed by global specifications and consistent performance expectations.

Our strategy is to prioritize investment in our operations, locking in long-term resource efficiencies and strengthening compliance with global energy-management frameworks, while generating sustained performance gains and value across our business.

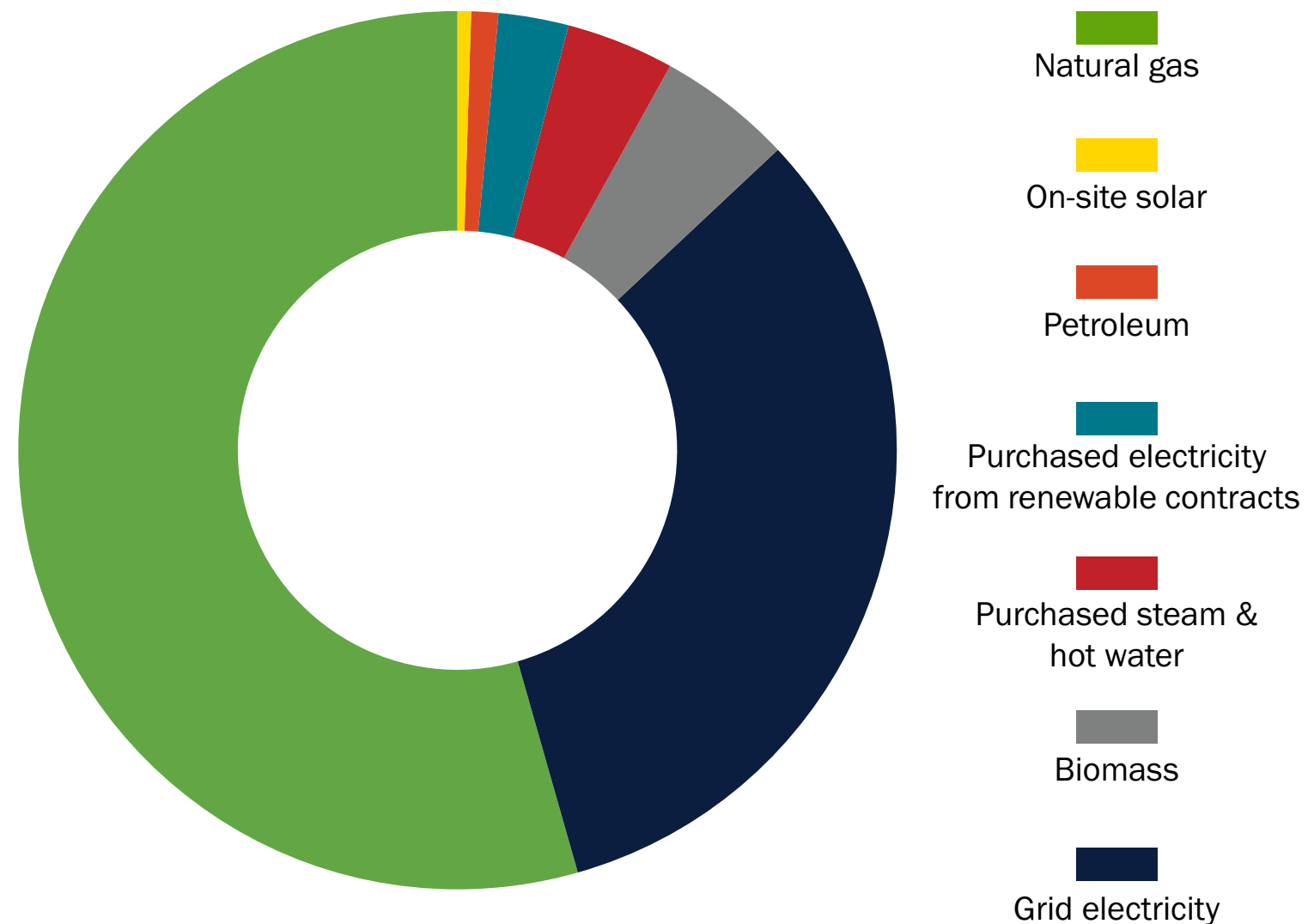


ENERGY

Gates manages energy use across our operations through a combination of centrally defined practices and regionally implemented initiatives designed to reduce energy demand and improve energy utilization. Energy efficiency considerations are incorporated into manufacturing and operational decision-making, with regional teams identifying location-specific opportunities based on local conditions and available partnerships.

Proposed projects are submitted to a centralized tracking system, and facilities report progress through defined, recurring updates, enabling consistent oversight, performance monitoring, and emissions management across regions.

2025 ENERGY SOURCES



WATER STEWARDSHIP AND CONSERVATION

At Gates, water use is closely linked to energy demand due to our steam-based operations. As a result, we prioritize both reduced energy emissions and reduced water consumption through steam recovery, recapture, and reuse. This integrated approach is focused on reducing overall water withdrawal while maintaining operational requirements.

Most Gates facilities source water from municipal or third-party providers, with a limited number of sites using groundwater or well systems. Water sourcing and use are managed at the facility level in accordance with local operating conditions and regulatory requirements.

Gates also manages wastewater through site-specific management plans maintained at each facility. These plans are reviewed annually and supported by audits that document water inputs and all effluent discharges. Audits include gap assessments, process mapping, and environmental impact evaluations to support compliance and consistent wastewater management practices across operations.

WASTE MANAGEMENT

Gates manages waste through a hierarchy that prioritizes source reduction, material efficiency, and internal reuse. Waste prevention is addressed through optimized material use and yield improvements that reduce waste generation before it occurs. Where feasible, manufacturing scrap is recycled back into internal product streams to retain material value and reduce disposal requirements.

The company's waste management program covers more than 60 waste streams, including rubber, wood, paper, metals, plastics, effluent, and organic materials. For each waste stream, Gates tracks treatment pathways such as recycling, composting, coprocessing, energy recovery, and—where no alternative is available—landfill disposal.

2025 ENVIRONMENTAL PROJECT HIGHLIGHTS

These projects showcase how we advance our goals to reduce energy use, emissions, waste, and water across our global operations and around the world, lowering our environmental impact while improving efficiency and performance.

WASTE HIERACHY

Gates prioritizes the waste hierarchy by first reducing demand and preventing waste at the source, then pursuing opportunities across all subsequent levels to minimize overall environmental impact.



*Energy, water, waste, and GHG impacts are calculated using site-level operational data and standard conversion or emission factors, where applicable. Reported values reflect estimated annualized impacts for the reporting period and may be subject to rounding. Percentages represent the proportion of total site level energy use, water withdrawal, waste generation, or emissions, as applicable. Examples illustrate implemented operational changes and do not represent guarantees of future performance.



BRANDON, USA

The site completed a multi-year material substitution project to eliminate lead bar stock and associated coolants. The change reduced hazardous waste generation by more than 1,000 pounds annually.*



PFUNGSTADT, GERMANY

The site installed an extruder that enables polyurethane production off-cuts to be returned to the manufacturing process. 25% of off-cuts are now recycled internally, reducing waste generation by 19 metric tons and lowering total site energy consumption by 12% annually.*



LEGNICA, POLAND

The site upgraded boiler systems and reduced electricity and natural gas consumption, resulting in annual energy savings of 2.5 million kWh, equivalent to 4.85% of total site energy demand, and avoiding 471 tCO₂e.*



NARA, JAPAN

The site improved thermal management within its rubber belt injection molding process, reducing heat loss and cooling requirements. These changes resulted in annual energy savings of 248,818 kWh, equivalent to 2% of site energy demand, and reduced water use by 3,347 m³ per year.*



SILLOAM SPRINGS, USA

The site invested in targeted steam system upgrades to improve heat retention and steam control. These reduced annual energy consumption by 11,215,000 kWh, representing 11% of total site energy demand.*



TOLUCA, MX

The site installed a new boiler to improve combustion efficiency and reduce fuel demand. The upgrade reduced natural gas consumption by 9,000,000 kWh and lowered total site energy demand by 8.8%, resulting in a reduction of 1,818 tCO₂e.*



NEVERS, FRANCE

The site implemented a system to recirculate water used during routine fire suppression sprinkler testing. The change reduced water consumption by 700 m³ annually, equivalent to 6% of total site water withdrawals.*



SUZHOU I, CHINA

The site replaced short-lifecycle gaskets with a longer lasting alternative, reducing material replacement and improving system reliability. This change reduced waste generation by 3.7 metric tons annually, including 0.54 metric tons of gasket material and 3.15 metric tons of avoided scrap. The project also reduced steam use by 3,000 kg and energy consumption by 2,250 kWh.*



SUZHOU II, CHINA

The site implemented a project to recapture and reuse exhaust steam for space heating and domestic hot water applications. The project reduced annual energy consumption by 1,329,216 kWh, or nearly 2.5% of total site energy use, and lowered GHG emissions by ~342 tCO₂e, equivalent to 1.8% of site-level emissions.*

RENEWABLE PROCUREMENT PROGRAM

Gates continued to invest in both on-site solar and renewable electricity procurement through RECs in 2025, working to mitigate location-based and market-based emissions.

ON-SITE SOLAR

In 2025, Gates increased renewable energy use by adding three on-site solar installations in Europe and China, generating an additional 494 MWh and bringing total on-site renewable electricity generation capacity to 1,647 MWh (0.5% of global energy demand). Despite partial-year operation for several projects, the portfolio generated 1,199 MWh of clean electricity in 2025, representing a 435 tCO₂e reduction in location-based emissions (0.2%). These projects represent an investment in clean electricity for the grids in which Gates operates.

RENEWABLE ENERGY CERTIFICATES (RECs)

During the reporting year, renewable energy procurement through RECs mitigated emissions from 2.6% of global energy consumption. These initial projects support a longer-term, strategic approach to renewable energy procurement by building internal expertise and enabling future scale.

2.2%

Reduction in global GHG emissions

7.3%

Of global electricity consumption mitigated by purchase of RECs

4.2%

Reduction in global GHG emissions from purchased electricity

ZERO-WASTE BIOFUELS

During the reporting year, biomass energy accounted for 4.3% of global energy consumption. In the Asia-Pacific region, renewable biomass fuels supplied 14.8% of Gates total energy demand, driven primarily by operations in India, where biomass represented more than 58% of site level energy consumption. Rice husks, an agricultural by-product, served as the primary biomass fuel.

Biomass energy use contributed 5.6% of Gates total global GHG emissions. Ash generated through biomass combustion was transferred to third parties for use in brick manufacturing and agricultural soil enhancement, supporting waste reduction and circular material flows while mitigating environmental impacts associated with fuel use.

GREEN IT INITIATIVE

The Gates IT team is migrating technology from traditional hypervisors to modern container platforms — a transformation that will consolidate workloads, automate scaling, and reduce the energy and carbon footprint of our data centers.



2025 EMISSIONS

This reporting year represents the first year of disclosure against Gates next-generation climate goals. **The goal framework establishes a 2024 baseline and a 2030 target year, with a combined 42% Scope 1 and market-based Scope 2 greenhouse gas emissions reduction target and separately defined strategies for reductions from both sources.**

The transition to a market-based target was an intentional choice, as Gates anchored its early efforts on demand reduction and energy efficiency, pursuing tangible measures like on-site solar and building-level improvements, which have contributed to location-based reductions. With the new generation of goals, Gates has transitioned to the market-based methodology of Scope 2 accounting in order to integrate a renewable energy procurement strategy that allows for emissions mitigation at a greater scale. The associated decarbonization strategy is designed to combine operational efficiency improvements and energy demand reduction with scalable renewable energy procurement mechanisms.

We believe this framework provides a consistent and auditable basis for managing climate-related risks and opportunities and for responding to applicable regulatory requirements, customer expectations, and market conditions over the target period.

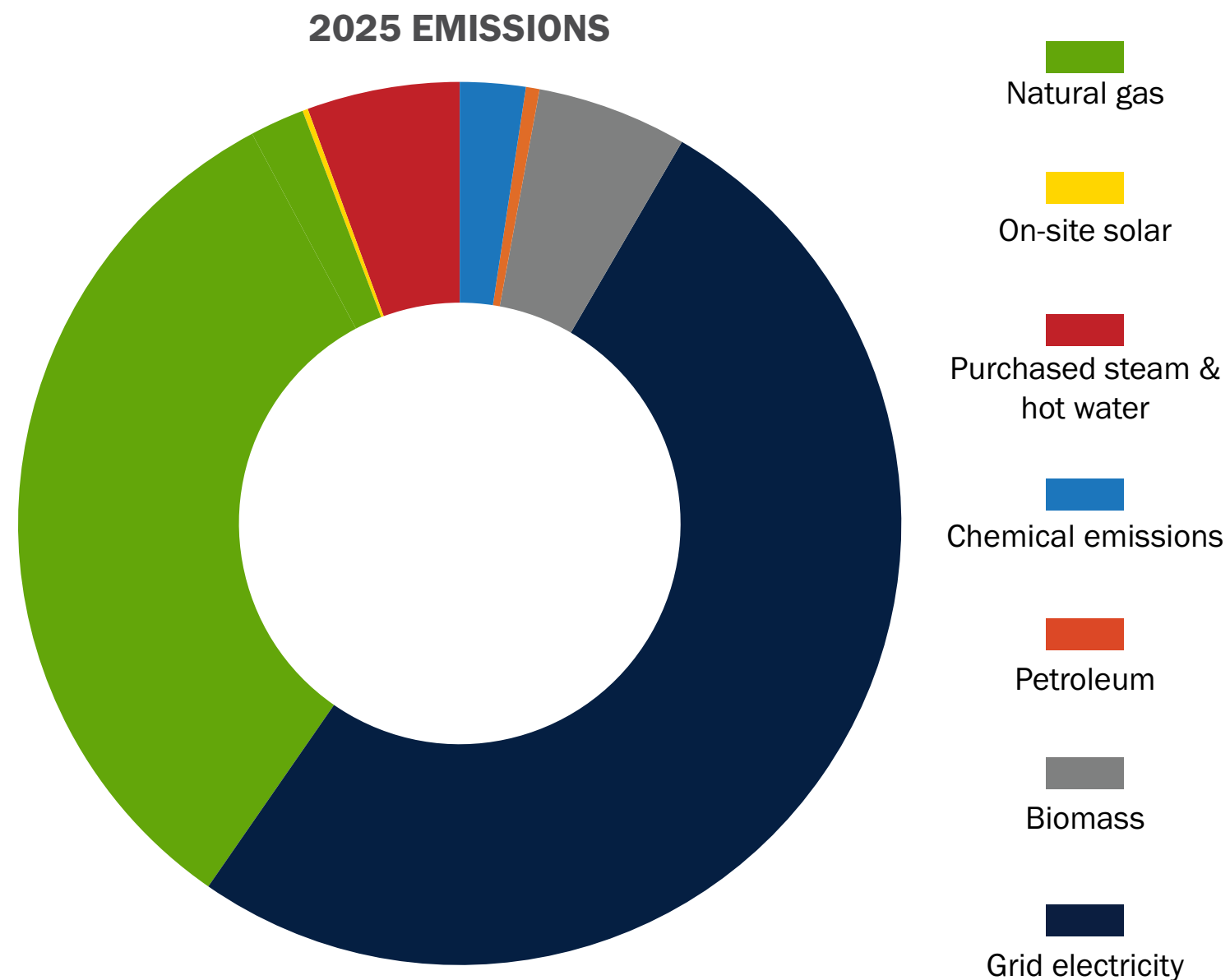
*Calculated using the IPCC, International Energy Agency (IEA), US Environmental Protection Agency (USEPA), and Association of Issuing Bodies (AIB) emissions factors. Residual mix emission factors were used for all available geographies (e.g., the US and Europe) in accordance with the market-based method for Scope 2 calculation from the GHG Protocol.

**Excludes biogenic emissions

***Scope 1 and 2 GHG emissions indexed to net sales

Change from 2024 to 2025*

- **Scope 1 absolute GHG emissions**
4% reduction
- **Scope 2 absolute GHG emissions**
10% reduction
- **Scope 1+2 absolute GHG emissions**
8% reduction**
- **8% reduction of energy intensity*****



MANAGING BIODIVERSITY

Gates implements environmental and resource management initiatives to manage site-level environmental impacts and support responsible facility operations. Actions during the reporting period included restoration of native vegetation and light-pollution reduction measures at the Euskirchen campus, as well as collaboration with local organizations on reforestation activities in Atlacomulco, Mexico. These locally implemented initiatives support consistent facility management practices and biodiversity considerations across Gates global operations.



SUSTAINABLE PACKAGING INITIATIVE

Gates implements a packaging reduction program to manage regulatory and material-efficiency risks associated with packaging use. The program includes collaboration with suppliers across regions to identify, pilot, and apply packaging solutions at scale. Actions focus on reducing overall material use, increasing recycled content, and expanding the share of packaging that is reusable or recyclable, supporting compliance with extended producer responsibility (EPR) requirements and other applicable packaging regulations.



SMARTER MATERIALS, LESS WASTE: CUTTING DOWN ON PLASTIC

To manage single use plastic and packaging-related material risks, Gates implemented packaging improvements across multiple sites during 2025. **Ten facilities transitioned to a thinner stretch-film gauge, eliminating approximately 6.35 metric tons of single-use plastic annually while maintaining business and technical performance requirements.**

In Turkey, product packaging was redesigned through the use of smaller plastic bags and the removal of paper headers, reducing plastic use, eliminating staple fasteners, and decreasing paper and printing requirements. These actions support material efficiency objectives and packaging system improvements across Gates' operations.

RECYCLED PLASTIC CONTENT

In Mexico, one site transitioned to bags containing **50% recycled plastic for individual product packaging, replacing bags previously made from 100% virgin plastic.** The site uses approximately 140 of these bags annually, reducing the virgin plastic content associated with domestic market packaging for these products.*

SPACE OPTIMIZATION: PACKAGING, PALLETS, AND FREIGHT

In 2025, Gates conducted a pilot assessment to evaluate readiness for compliance with the EU Packaging and Packaging Waste Regulation (PPWR) and to identify operational changes required to meet anticipated regulatory standards. **The assessment reviewed packaging efficiency and transportation utilization across a range of products and shipping routes.**

TRANSPORTATION UTILIZATION

Truck utilization was evaluated on selected shipping lanes. On one route, average truck fill rates increased from approximately **64%** to **85%**; on another, from approximately **63%** to **71%**. **This improved utilization reduced annual truckloads by 73 across two sites,** which resulted in the avoidance of approximately 82,500 vehicle miles traveled and an estimated reduction of approximately 133 metric tons of CO₂e emissions.*

PALLET CONFIGURATION

At the Legnica distribution center in Poland, pallet stack heights were increased to improve load efficiency, resulting in an approximately **25% reduction in pallet usage.** Based on internal estimates, this change reduced annual material consumption by **approximately 44,000 tons of wood and 350 kg of plastic and contributed to a reduction of stretch-wrap use at the site.***

PACKAGING OPTIMIZATION

Analysis of several hundred part numbers identified opportunities to reduce empty space and improve box utilization. For selected products, **box density increased by between approximately 50% and 390%, enabling a reduction of up to 40% in boxes used for those products.** These changes also eliminated the need for approximately 135 pallets, reducing associated material use and downstream disposal requirements while maintaining required product protection.*

OVERALL OUTCOMES

These pilot projects demonstrate that improvements in packaging design and transportation utilization can reduce material use, freight activity, and associated emissions while maintaining operational requirements. The findings support the identification of scalable efficiency opportunities and provide an operational basis for advancing compliance planning under PPWR and similar packaging regulations.

HSE AWARDS

All sites are encouraged to participate in our annual HSE Award program by submitting at least one HSE related project. Participation in the program includes technical centers, manufacturing, assembly, and distribution facilities.

Projects are judged by a global team on the five pillars of Gates HSE program:

- Leadership Involvement
- Employee Engagement
- Personal Accountability
- Hazard Elimination
- Safety Awareness

In addition, projects must also demonstrate at least one of Gates core values: accountability, collaboration, tenacity, curiosity, and dedication. Judges further evaluate projects on their creativity, quantitative results, scalability across the company, use of new technologies, and risk reduction.

Sites choose one of the following categories under which to submit:

- Health and Safety Improvement
- Ergonomic Improvement
- Material Use Reduction Project
- Energy Reduction Project
- Waste Reduction Project
- Other

2025 WINNERS



DIAMOND AWARD

Australia Distribution Center
Forklift Employee Interaction Error Proofing

AMERICAS

Brandon, South Dakota
Elimination of leaded steel

Brantford, Ontario
Crane safety

Jacarei, Brazil
Oil use reduction

Versailles, Missouri
Plating dryer and guarding projects

APAC

Nara, Japan
Twin Belt cooling

Suzhou I, China
Vulcanizer gasket innovation

Yantai, China
Assembly automation & GHG reduction

EMEA

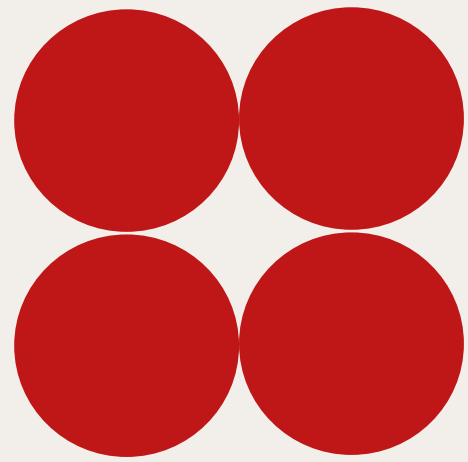
Balsareny, Spain
Jacket applicator automation

Kemalpasa, Turkey
Ergonomic risk reduction

Nevers, France
Reuse of cooling water & cutting risk reduction

St. Neots, UK
Dust collection & on-site solar





STEWARDSHIP

Our Workforce

Policies and Standards of Care

Workforce Well-Being

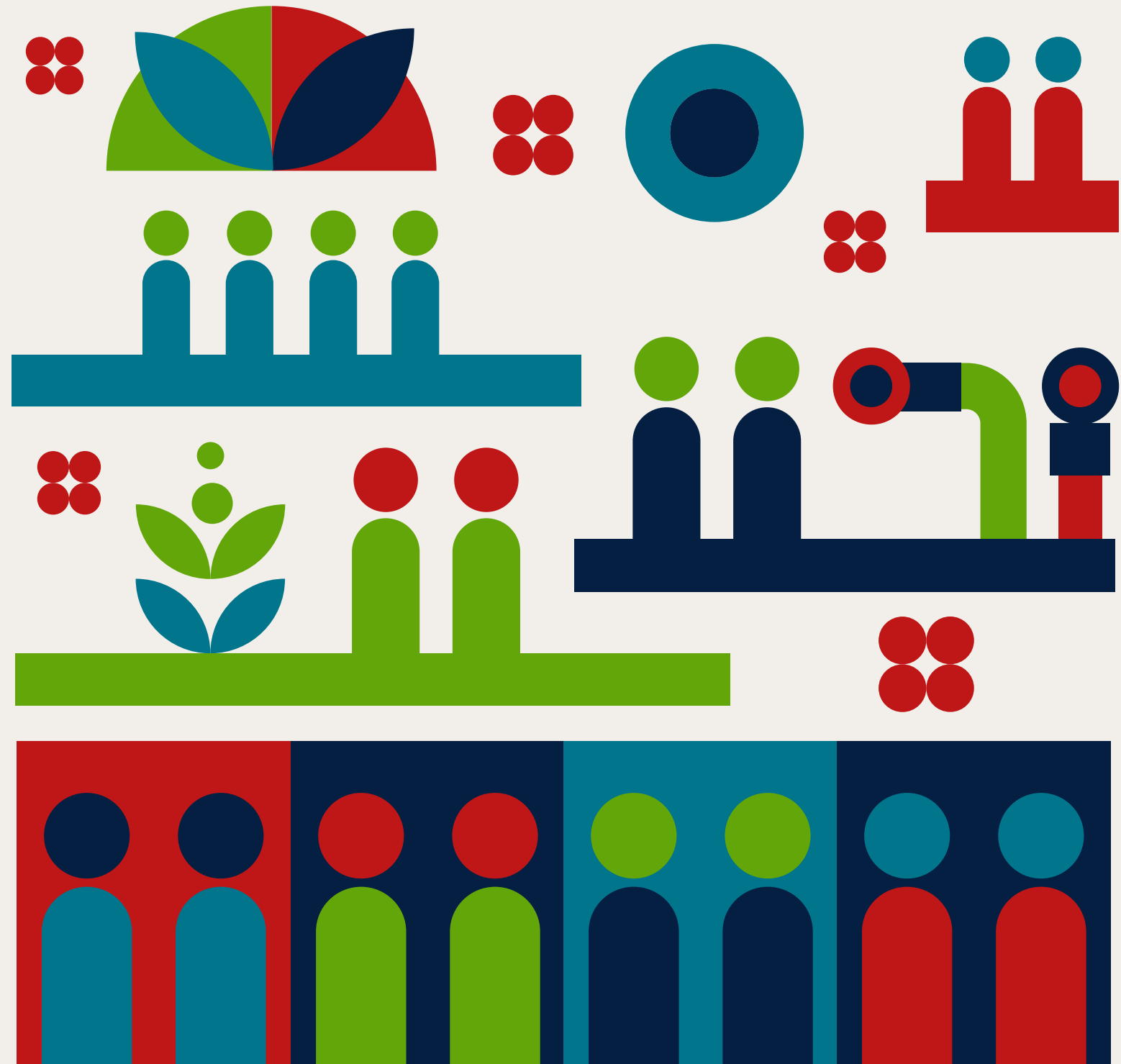
Talent Development

Workforce and Community Engagement

Gates Industrial Corporation Foundation

Recognition Programs

Awards

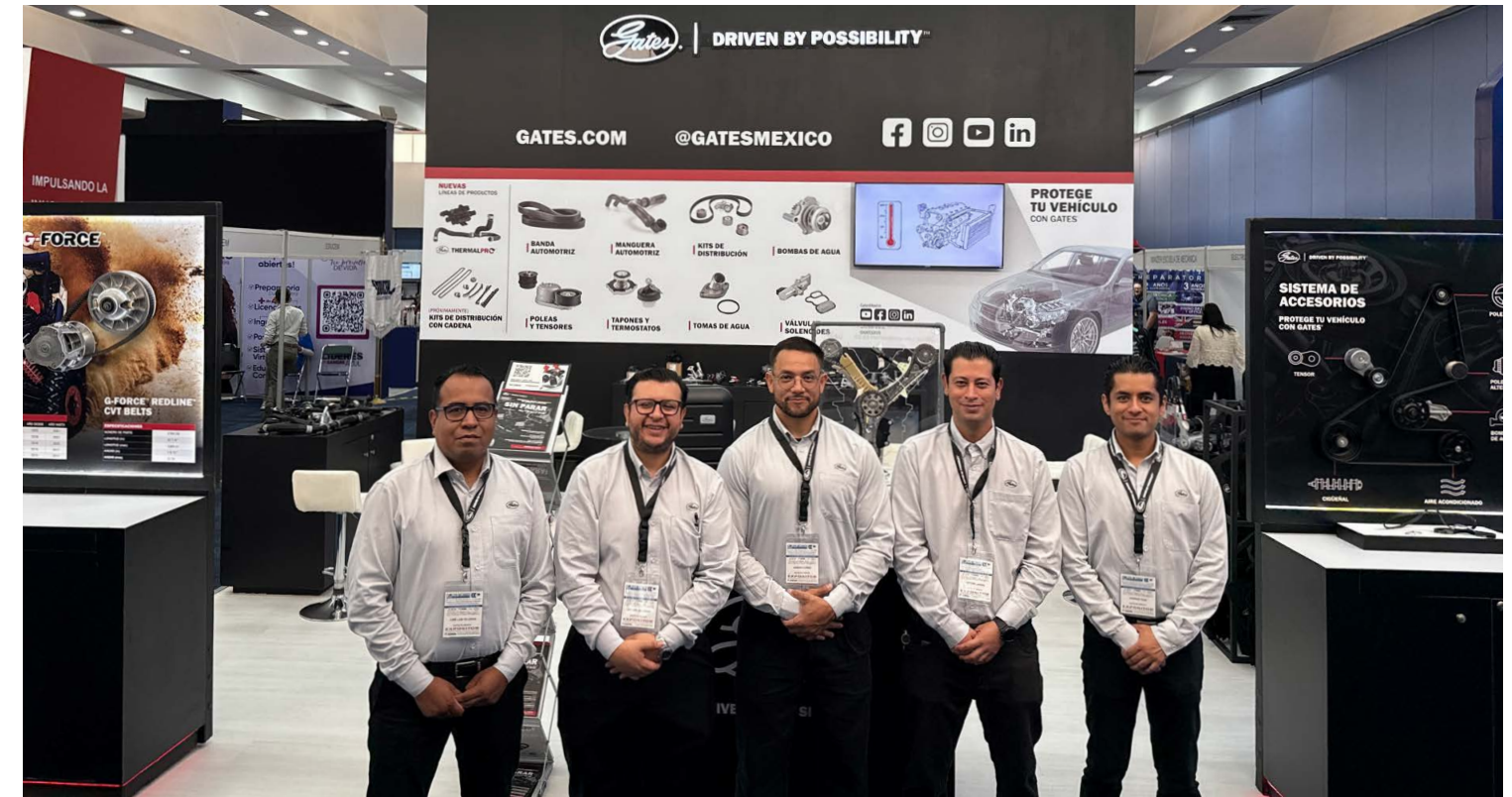


OUR WORKFORCE

At Gates, we believe that an engaged and connected workforce is directly linked to the value we provide to customers and to the communities in which we operate. We champion policies, practices and behaviors that support talent by investing in professional development and personal growth in order to drive retention and innovation.

Highly engaged team members can result in higher productivity, improved health and safety performance, and increased company profitability.

As a global company we strive to recognize and celebrate best practices from each operating region, embracing cultural differences and exploring how we can enhance each regions' contributions to our business. This approach allows colleagues to share their expertise with one another and cross-pollinate ideas that have a positive impact.



POLICIES AND STANDARDS OF CARE

Our team members make Gates extraordinary. Our goal is to create a positive, healthy work environment in which our people come first and everyone thrives.

TEAM MEMBERS TO TAKE A PROACTIVE ROLE

As an Equal Opportunity and Affirmative Action Employer, Gates is committed to ensuring equal employment opportunities for all job applicants and team members. Employment decisions are based on job-related reasons regardless of gender, race, sex, color, religion, age, disability, pregnancy, citizenship, sexual orientation, gender identity, national origin, protected veteran status, marital status or any consideration defined by law. Gates does not discriminate or retaliate against applicants who inquire about, disclose or discuss their compensation or that of other applicants.

Our policies also adhere to applicable labor laws related to the freedom of association and collective bargaining, and the prohibition of all forms of forced or compulsory labor.

In 2025, approximately 65% of our global workforce consisted of production employees. Contractors and temporary workers are a relatively small percentage of our workforce. Some of our employees are members of labor unions. The number of team members in these categories typically varies with demand on our factories and distribution centers, excluding our contingent workforce. Our global workforce was approximately 25% female and 75% male in 2025.

WORKFORCE WELL-BEING

Gates recognizes the importance of helping to build, serve, empower and better the communities in which we live and work. As a global company, Gates benefit offerings are tailored to each regional location. This ensures that we provide our teammates with meaningful benefits that are competitive and attract top talent. **Our approach is structured around the following four key factors:**



Mental and emotional health



Physical wellness



Social support tools



Financial literacy

We invest in our workforce, with a focus on mental and emotional well-being, social support tools, and physical and financial wellness.

In North America, Gates offers a robust variety of wellness services, including counseling, lifestyle coaching and financial coaching. During nationwide observances, such as Mental Health Awareness Month, we share resources that provide additional information about the importance of these events.

We also offer numerous incentives through discounts and partnerships designed to encourage our workforce to invest in their physical health. For the past four years, Gates has partnered with several bicycle brands that integrate our innovative Gates Belt Drive System to offer discounts to Gates employees, encouraging them to be more active. Gates also provides an EcoPass for all Denver-based team members to facilitate the use of mass transit.

TALENT DEVELOPMENT

Gates is committed to unlocking innovation and creativity at every stage of life. We invest in education, training and professional development—both within our workforce and across the communities we serve. Our talent development framework advances leadership and professional capability in three integrated ways:

GAIN EXPERIENCE: Gain hands-on experience and learn from seasoned professionals through targeted training, coaching and mentorship opportunities.

LEARN FROM LEADERS: Partner with leaders to build a personalized career path aligned to individual aspirations, supported by regular performance conversations and career development reviews.

PARTICIPATE IN TRAINING: Develop in-demand leadership and professional skills through formal training programs, real-world projects and cross-functional exposure.



LEARNING

In 2025, Gates continued to strengthen and scale our new hire onboarding experiences and leadership development ecosystem to better support a dynamic, global workforce.

Learning Library: Our on-demand learning library enables continuous development for our 4,300+ connected employees.

Targeted Content: Resources for all levels, including front-line, mid-level, and emerging executives.

Micro-courses: Short, targeted learning sessions designed for rapid skill development in 10 minutes or less.

Format Flexibility: Access to both on-demand, self-paced learning and resources for live, instructor-led virtual sessions.

Key Competencies: Focus areas include mentoring, delegation, decision-making, and inclusion.

Content is available in multiple languages, empowering employees to learn at any time globally.

GALESBURG WORKFORCE DEVELOPMENT

The Galesburg, IL site partnered with a local community college to expand access to training, career exploration and advancement opportunities. In addition to participating in the college's annual job fair, employees took part in a six-week development program funded through a workforce grant. The program was delivered at no cost, enabling employees to earn college credit and a Certificate of Completion, with many continuing on to pursue the Certified Quality Associate credential.

AI TOOLS

Gates expanded our on-the-job learning through smart, AI-enabled technology that captures expert knowledge and converts it into short, searchable video content. These resources are accessible directly on the factory floor, accelerating onboarding, reinforcing standard work, and supporting safer operations. Industry research indicates this type of learning can increase knowledge retention by up to 50%, while helping standardize critical processes and reduce time to proficiency. In 2025, Gates continued to implement this solution across 2 locations in the Americas region, supporting >439 employees. The tool includes closed captioning in more than 100 languages.

TRAINING DOJOS

Training Dojos provide a dedicated, hands-on learning environment where employees can practice core tasks safely and confidently before performing them in live operations. Built around job-specific scenarios, each Dojo reinforces:



Gates company overview



Product and process knowledge



Safety standards



Quality expectations



Maintenance fundamentals

With guided instruction and a practice-first mindset, Training Dojos create a consistent pathway for new and experienced employees to build capability, reinforce standards and grow in their roles. Two sites in North America and all sites in the East Asia & India region have a dedicated Training Dojo.

LEADERSHIP EXPEDITIONS

In 2025, our Global Talent team partnered with certified facilitators across the business to deliver multi-level leadership development programs. Initially launched globally in 2022, these programs are part of a phased, multi-year approach that integrates leadership roundtables, mentoring and 360-degree assessments.

Core learning elements include a blend of virtual, self-paced, instructor-led and project-based experiences.

83%

Retention of program graduates since inception of leadership development programs

LEADERSHIP DEVELOPMENT PROGRAMS LAUNCHED GLOBALLY



As a company founded in Colorado, one of America's iconic outdoor playgrounds, we named our leadership programs after expeditions that challenge participants, foster strong connections and encourage growth through shared experience.



DISCOVER PROGRAM

The Discover Program supports individual contributors who aspire to become leaders at Gates. The program focuses on developing foundational leadership capabilities, including communication, decision-making, effective feedback and listening, and reflection on personal leadership journeys. The five-month experience enables participants to learn from peer cohorts and Gates business leaders. In 2025, Discover had **45** graduates from **11** countries.



EXPLORE PROGRAM

The Explore Program is designed for frontline leaders who play a vital role in cultivating a high-performing and engaging culture at Gates. Participants develop leadership, people management and critical business skills while preparing for future leadership opportunities through an interactive, experiential format across six distinct modules. We graduated **64** leaders in **16** countries during 2025.



ASCEND PROGRAM

The Ascend Program is a 90-day, self-paced journey designed to support first-time Gates people managers as they transition into leadership roles. The program builds essential management skills, competencies and practical tools through flexible online content that is accessible at any time. This program debuted in 2023 and **was evaluated and updated in 2025** to ensure the most relevant content. It re-launched in late fall of 2025.



SOAR PROGRAM

The Soar Program is designed for Gates most senior leaders, including directors, senior directors and vice presidents. The program blends in-person, instructor-led experiences, individualized executive coaching and virtual learning, culminating in a six-month capstone project. We are proud to have graduated **14** leaders from **7** countries during 2025.



CLIMB PROGRAM

The Climb Program supports senior managers and directors through an immersive, five-month development journey. Participants begin with a 360-degree assessment and focus on building capabilities in strategic partnerships, innovation and data-driven decision-making. In 2025, **27** graduates from **7** countries completed this program.

GLOBAL MENTORING PROGRAM

At Gates, we believe people do their best work when they feel both supported and challenged. Our Global Mentoring Program empowers employees to navigate their careers, expand their perspectives and accelerate growth through a 10-month mentoring partnership.

1



COLLABORATIVE ALLIANCE

A mentor-guided, mentee-driven model where mentees take ownership of the relationship and active responsibility for their development.

2

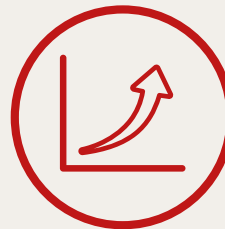


UNLOCK POTENTIAL

A shared opportunity for mentors and mentees to gain new skills, broaden perspectives and unlock individual potential.

IN 2025, WE HAD A 2:1
MENTEE-TO-MENTOR
RATIO FOR PROGRAM
PARTICIPANTS

3



CAREER ACCELERATION

Mentorship provides access to experienced guidance for navigating career challenges, refining skills and building confidence, supporting internal mobility and strengthening diverse leadership pipelines.

4



INCREASED BELONGING

Cross-cultural mentoring relationships foster inclusion, break down silos and strengthen connection across Gates to support a greater sense of belonging.

5



KNOWLEDGE TRANSFER

Mentorship facilitates the exchange of experiences and insights across regions and roles, enriching Gates understanding of its workforce and informing more inclusive talent practices.



ROTATIONAL ENGINEERING PROGRAM

Our rotational engineering program welcomed four college graduates in 2025. We seek candidates with strong leadership potential who can transition into full-time roles upon completing their rotations. This initiative supports our goal of positioning Gates as an Employer of Choice for emerging talent in materials science and process engineering.

WORKFORCE AND COMMUNITY ENGAGEMENT

Gates is dedicated to cultivating talent that supports both our present and future workforce. Through community engagement opportunities, our colleagues expand their careers and build leadership capabilities, while making a meaningful impact.



PARTNERSHIPS AND INITIATIVES

Gates believes in enhancing the vitality and resilience of the communities in which we operate. Local team members identify meaningful community-based ways for our workforce to contribute through volunteerism, sponsorships and partnerships.

We partner with local governments, companies and not-for-profit organizations that serve our communities and residents. In 2025, Gates team members contributed volunteer hours in every region of the globe in where we have operations.

Gates community engagement represents the priorities of our workforce and covers a wide range of initiatives. Common areas of interest across regions and teams highlighted here include environmental initiatives, education partnerships and support for children and families.



ENVIRONMENT

We work to protect the environments that sustain our communities through conservation and responsible stewardship.



FRANCE

Through its partnership with a recycling association, the Nevers site installed on-site collection bins to gather plastic caps from bottles, aerosols, hygiene products and similar materials. Once collected, the caps are recycled and remanufactured to create new equipment, such as wheelchairs, for people with reduced mobility.

CHINA

To celebrate Earth Day, Changzhou hosted an environmental knowledge Q&A session, facilitated a parent-child reading of *Dear Earth* and organized a drive where employees could swap old books for fresh vegetables. In Yantai, team members joined the celebration by harvesting on-site persimmon trees and distributing fruit to employees.

MEXICO

Colleagues at our Cohisa site planted 300 pine and cypress trees in the greater Atlacomulco region as part of a local reforestation initiative. For the past four years, the team has participated in this annual effort, adopting three green spaces near the facility and planting more than 1,700 trees overall.

INDIA

Team members in Chennai and Chandigarh planted over 30 new tree saplings on-site and led plastic pollution prevention training sessions.

CANADA

The Brantford site sponsored the annual fundraising event of a local non-profit organization dedicated to tree planting, river cleanups and environmental education programs.



EDUCATION

We are committed to investing in the next generation of innovation in STEM. Our partnerships begin in elementary school and continue through higher education and post-graduate programs.



USA

A student consulting team from the University of Colorado Boulder's Leeds School of Business worked directly with global procurement and sustainability leaders at Gates HQ to advance our sustainable supply chain program, creating opportunities for our team members to mentor emerging leaders while adding value to our business.

UK

The St. Neots Community Awareness team raised funds for a local school that provides specialized education. At our Dumfries site, colleagues completed their second year as STEM Ambassadors at a primary school. Gates Cramlington facility also continued its partnership with Northumbria University, sponsoring two Master of Science (MSc) group projects this year.

CZECHIA

As part of our partnership with the Karviná Industrial Technical High School, Gates hosted mock interviews at the end of the school year to provide students with practical experience and prepare them for future job opportunities.

MEXICO

Gates Toluca plants hosted an awards program celebrating the academic achievements of employees' children. Students were treated to breakfast, received a diploma and were awarded an educational scholarship to support their continued studies.

CHINA

Introduced in 2024, "Project Z" is a program that strengthens the Gen Z talent pipeline in Suzhou and Changzhou through structured career paths, training and evaluations. Since its launch, seven interns have transitioned to full-time roles and the program welcomed seven additional interns in 2025.





CHILDREN AND FAMILIES

We believe in helping vulnerable children and families meet their basic needs so that they are able to focus on learning, being curious and participating in their communities.

THAILAND

Employees contributed volunteer hours to refurbish and repaint floors at a local school in an initiative sponsored by the Industrial Estate Authority.

POLAND

More than 80 team members participated in a charity run event supporting children under the care of the Everest Foundation. Gates employees in Wrocław and Legnica also organized multiple charity drive events, including donations of school supplies and clothing for children in need.

MISSOURI

Our team in Poplar Bluff packed 300 backpacks filled with essential school supplies, supporting children across the county through sponsorship of a local back-to-school event.

GERMANY

The Euskirchen site strengthened its partnership with a local charitable organization that provides immediate support for children and families in need of financial assistance and essential goods. The team volunteered at the soup kitchen and donated gift baskets during the holiday season.

INDIA

The Faridabad site partnered with a non-governmental organization to donate blankets to vulnerable families. In total, the initiative collected 180 blankets to support those in need during the winter season.





CELEBRATING GLOBAL PERSPECTIVES

Gates celebrates the diversity of thought and experience within our global workforce and believes our programs, policies and practices drive innovation and business success.

As a global company, Gates has a diverse and complex workforce encompassing many ethnicities, identities and religions. Our approach is to empower regional leaders to create inclusive workplaces built on fairness and respect and to honor colleagues' unique experiences and ideas that enrich both the Gates community and the communities in which we operate.

We recognize the power of harnessing global perspectives to drive creative solutions and insights.

Gates operates three Business Resource Groups (BRGs) in the Americas to provide opportunities for colleagues to build connections. As part of our workforce retention strategy, these affinity groups help us maintain a dedicated and engaged team.

BELOW ARE SOME OF THE WAYS OUR GLOBAL WORKFORCE CELEBRATED AND HONORED LOCAL AND INTERNATIONAL TRADITIONS IN 2025



Czechia

20th Anniversary
of Gates Karviná



China

Loong (Dragon)
Boat Festival



Mexico

Día de Muertos
Celebration

GATES OPERATES THREE BUSINESS RESOURCE GROUPS (BRGs) IN THE AMERICAS TO BUILD CONNECTIONS AND MAINTAIN DEDICATED, ENGAGED TEAMS



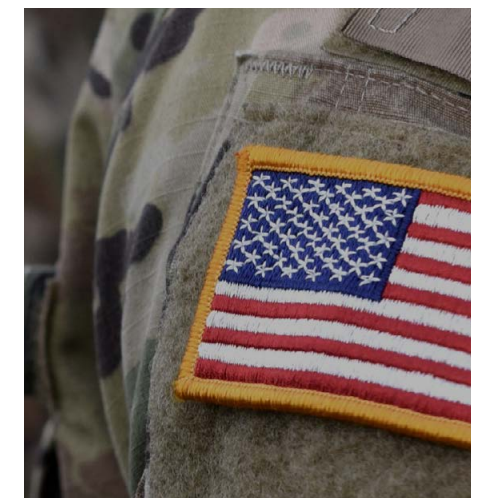
OUT FRONT
LGBTQ+ & ALLIES

Pride Month celebrations
at Denver HQ



PALS
PAN-ASIAN LEADERSHIP

Annual cricket tournament
and Diwali celebration



VETERANS
REMEMBER & HONOR

Letters to Veterans
event at Denver HQ



GATES INDUSTRIAL CORPORATION FOUNDATION

Gates is committed to meaningful community engagement and encourages team members to actively support the causes they are passionate about. Through the Gates Industrial Corporation Foundation, we contribute to a wide range of initiatives, including civic programs, cultural and arts organizations, disaster relief efforts and health and welfare services. We also invest in education through scholarships and related programs.

The Foundation's Matching Gift Program further amplifies employee generosity by matching U.S. donations to eligible 501(c)(3) nonprofit organizations on a dollar-for-dollar basis.

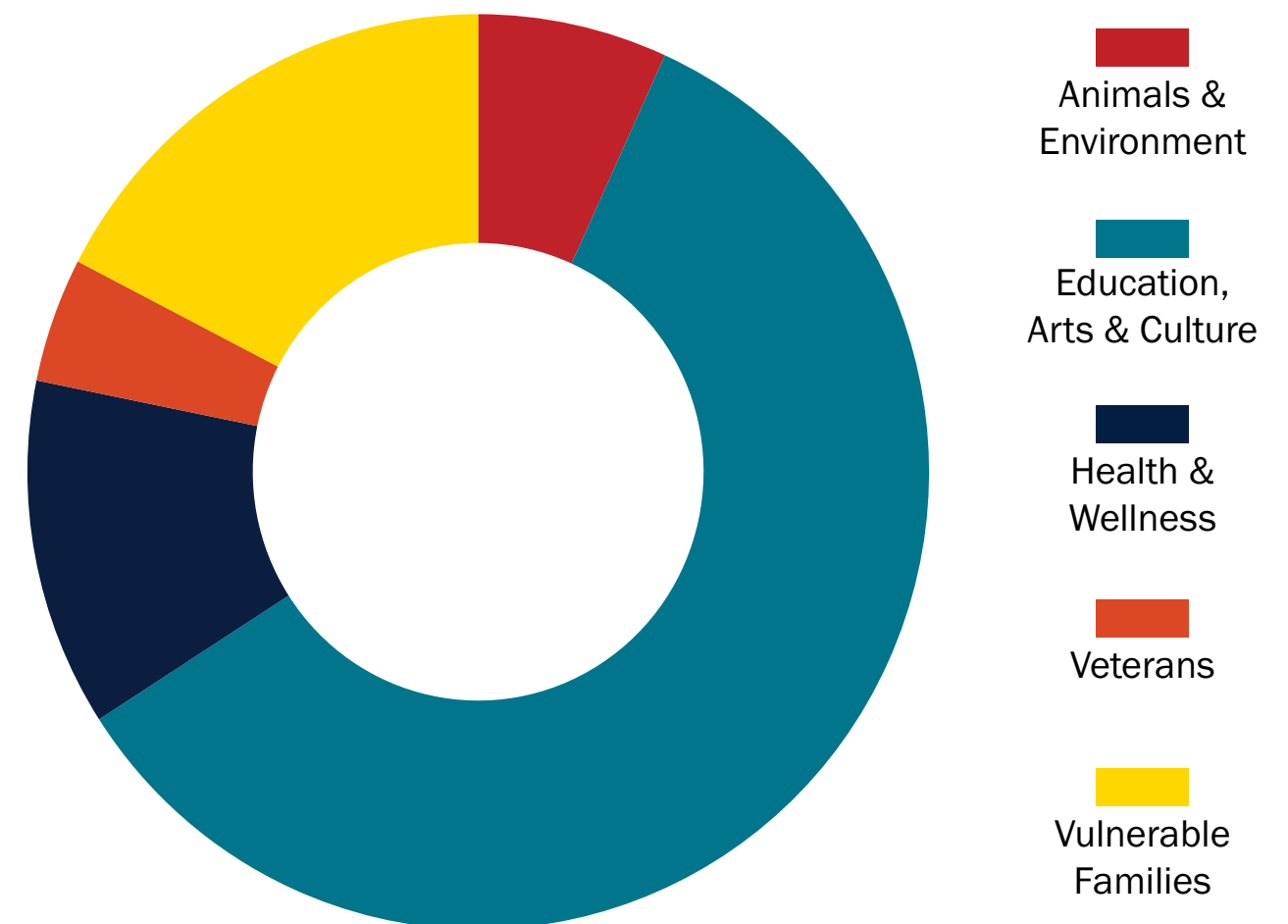
In 2025, the Gates Industrial Corporation Foundation strengthened its commitment to community impact by providing more than \$270,900 in philanthropic support, empowering 108 organizations dedicated to improving lives and strengthening the communities we serve.

These included charities and foundations that support healthcare, mental health and wellness, education, social services, food banks, wildlife conservation, veterans and many other impactful causes.

GATES GIVES BACK

In 2025, Gates contributed \$23,275 to Wish for Wheels as part of our annual Build-o-Rama campaign. This donation supported the purchase of more than 60 belt-drive bicycles, which Gates employees unpacked, assembled and checked for quality before distributing to every second-grade student at Knapp Elementary School in Denver, Colorado.

In addition, the Gates Foundation provided \$143,720 in matching gifts to 89 distinct nonprofit organizations, amplifying the impact of employee donations. Such strong engagement reflects both the commitment of Gates team members to the causes they value and reflects the company's ongoing effort to foster a culture rooted in generosity and meaningful community impact.



INTERNATIONAL RELIEF

The Gates Foundation provides international emergency aid in response to natural disasters and major humanitarian crises around the world through Red Cross International.



**American
Red Cross**

IN 2025,

the Gates Foundation provided financial aid for those affected by the California wildfires through the American Red Cross. Employees were also encouraged to donate, and their donations were matched dollar-for-dollar by the Foundation.

EDUCATION SCHOLARSHIPS

Each year, the Gates Foundation awards up to 10 scholarships through a competitive application process to qualifying dependent children of our full-time team members. Recipients receive \$4,000 annually for four years of undergraduate studies.



For 2025, three new scholarships were awarded to dependent children of colleagues in Rochester Hills, Michigan and Denver, Colorado who will be entering college in 2026. Including ongoing support for previously funded students, **the Foundation contributed a total of \$79,000 in educational grants in 2025.**

With every scholarship awarded, the Gates Foundation also donates to the National Merit Scholarship program. In 2025, an additional \$4,860 was contributed to the National Merit Scholarship Fund.

POWER OF US

In 2025 Gates launched an innovative employee-driven giving initiative called Power of Us. This program empowers employees to volunteer up to four hours of their workday with a nonprofit organization of their choice. The organizing committee also coordinated a series of events, both on-site and off-site, that anyone could sign up for.

The Foundation matched every volunteer hour with a monetary donation, allowing participating nonprofits to benefit both from volunteer support and financial contributions.

In its inaugural year, **44 employees volunteered** more than 76 hours through the Power of Us program, raising **\$1,900** in matching funds.



RECOGNITION PROGRAMS

At Gates, we take pride in the passion and innovation of our teams to improve the teammate experience and strengthen the organization through recognition of achievements.



PRODUCT DATA GOVERNANCE AND PACKAGING (PDG&P) EXCELLENCE AWARDS

The new Product Data Governance & Packaging Excellence Awards honor individuals who have gone above and beyond to drive game changing business impact—whether by delivering the most significant contributions of the year or by exemplifying Gates values as true role models.

PRODUCT LINE MANAGEMENT (PLM) EXCELLENCE AWARDS

The Product Line Management Excellence Awards recognize individuals or teams that have demonstrated Gates values and made significant business impacts in the areas of Strategic Growth Initiative, New Product Introduction and Collaboration.

FIRE BRIGADE AWARD

The Gates Fire Brigade began in 1917 as an initiative to provide emergency services and promote safety within the company and the surrounding community. Over time, the Brigade grew into a workforce volunteer organization reflecting Gates commitment to safety and community involvement. The annual Fire Brigade Chief award recognizes a member who has made the greatest contributions to the organization's mission.

AUSTRALIA L.E.A.D.E.R. AWARDS

Australia L.E.A.D.E.R. Awards recognize employees who demonstrate our core values every day. Peer nominations within Gates Australia recognize colleagues for their contributions to the Warehouse, Office and Customer Service divisions.

CIO AWARDS

The Gates CIO Awards, newly enhanced in 2025, recognize IT individuals and teams that have demonstrated excellence and embody our values. The annual awards are presented to those who have made a significant impact during the year in the following categories:

Digital Transformation
Innovation
Modernization Excellence
Growth
Data & Analytics
Operational Efficiency

HR AWARDS

The HR Excellence Awards, started in 2022, are aimed at recognizing HR team members that make a significant impact to support Gates. Each year, awards are presented to individuals and HR project teams that have completed a project within the calendar year.

Nominations are submitted by team members and fall under the following categories:



Innovation in HR Focused on unique approaches to drive an innovative HR practice, project or program



Collaboration Focused on embracing partnership and collaboration when working with other teams, co-workers and/or the business

GLOBAL MARKETING EXCELLENCE AWARD (GMEA)

The annual Global Marketing Excellence Award recognizes a project team or individual on the global or regional marketing team that has demonstrated Gates values and made a significant impact in the areas of Innovation, Marketing Campaigns and Collaboration.



2025 AWARDS

We recognize the importance of helping to build, serve, empower and better the communities in which we live and work. It is an honor to be a part of Colorado's economic achievements and robust business community.



USA Today America's Climate Leaders 2025



CS050 2025 Award from Foundry

GLOBAL



TIME America's Best Mid-Size Companies 2025



THE STEVIE® AWARDS
The World's Premier Business Award Competitions

Stevie Award for Marketing Campaign of the Year



2025 SEAL Environmental Initiative Award
Chain-to-Belt (C2B)

AMERICAS



México

2025 National Award for Automotive Quality



Chennai, India

WSO Workplace Excellence Award



Confederation of Indian Industry

Chennai, India

Platinum Award from the Confederation of Indian
Industry for Energy Innovation



苏州市人民政府

www.suzhou.gov.cn

Suzhou, China

3A Level Green Factory Award

EMEA



Dumfries, UK

Employer of the Year from Epilepsy Scotland



Partners in your Pride & Prestige

Chandigarh, India

Greentech Workplace Safety Award



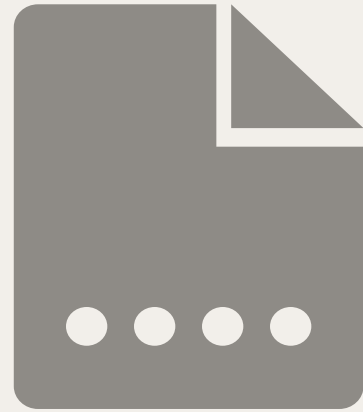
Rayong, Thailand

Green Industry Level 3 'Green Systems' Award



China

2025 Top Employer by 51Job



APPENDIX

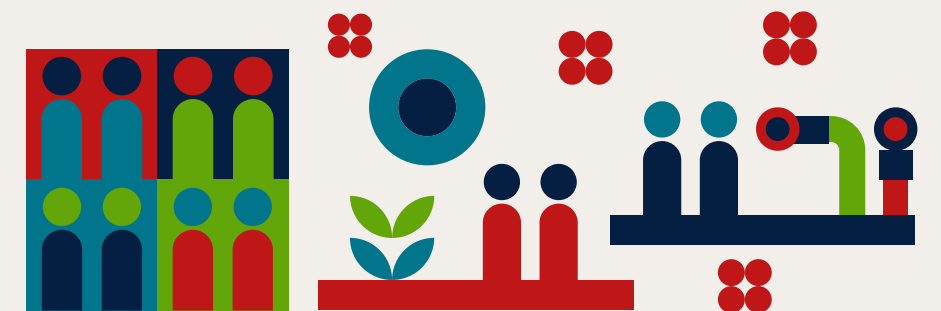
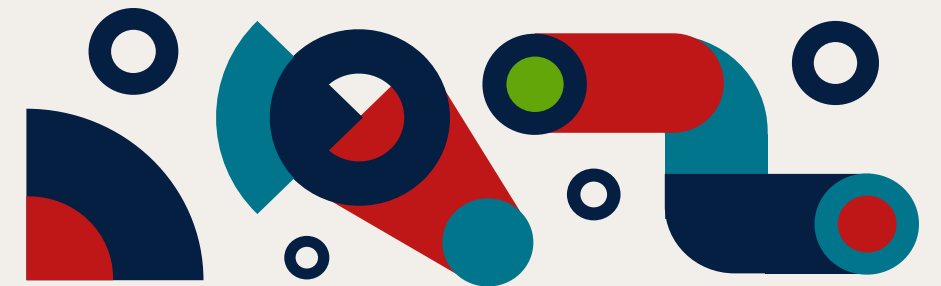
Annual Performance Indicators

UN SDGs Table

GRI Content Index

TCFD Index

Independent Assurance Report



ANNUAL PERFORMANCE INDICATORS

GOVERNANCE										
Performance Indicator		Unit of Measurement	2025	2024 ¹	2023	2022	2021	2020	2019	SASB - IFRS Metric Code ²
Board of Directors	Independence	% of total number Directors	88	89	89	89	89	89	88	
	Diversity (female)	% of total number Directors	25	33	33	33	44	44	38	
	Diversity (minority)	% of total number Directors	13	11	11	11	11	13	13	
Total Spend on Suppliers Sourced In-Region/For-Region ³		% of global supplier spend (US\$)	80	81	82	80	83	82	84	
Fines or Monetary Resolutions Associated with Anti-competitive Regulations		US\$	0	0	0	0	0	0	0	TR-AP-520a.1
Materials Sourcing		Discussion and Analysis	-	-	-	-	-	-	-	RT-IG-440a.1

TECHNOLOGY										
Performance Indicator		Unit of Measurement	2025	2024	2023	2022	2021	2020	2019	SASB - IFRS Metric Code ²
Revenues Associated with Energy Efficiency/Emissions Reductions Products (non-combustion mobility)		% of total net sales	4.7	4.0	4.8	4.8	-	-	-	TR-AP-410a.1
Revenues Associated with Gates Eco-Innovation Products		US\$, millions	163	135.0	171.3	172.2	-	-	-	
Capital Investment in Property, Plant and Equipment		US\$, millions	113.9	98.8	61.2	77.6	77.7	58.2	72.1	
Percentage of Input Materials from Recycled and Remanufactured Content ⁴		% of total volume input materials	-	-	-	-	-	-	-	TR-AP-440b.2
Number of Patents Granted during Calendar Year		number	67	132	193	176	219	135	132	

ENVIRONMENT										
Performance Indicator		Unit of Measurement 2024	2025	2024	2023	2022	2021	2020	2019	SASB - IFRS Metric Code ²
Direct GHG Emissions (Scope 1) ⁵		Thousand metric tons (Mmt) CO ₂ e	101.6^	106.2	123.3	128.9	129.1	112.9	109.7	
Location-Based Indirect GHG Emissions (Scope 2) ⁵		Mmt CO ₂ e	153.6^	166.5	169.7	184.7	202.2	191.6	193.7	
Market-Based Indirect GHG Emissions (Scope 2) ⁵		Mmt CO ₂ e	162.2	181.0	-	-	-	-	-	
Location-Based Total Operational GHG Emissions (Scope 1+2) ⁵		Mmt CO ₂ e	255.2^	272.7	293	313.6	331.3	304.5	303.4	
Market-Based Total Operational GHG Emissions (Scope 1+2) ⁵		Mmt CO ₂ e	263,8	287.2	-	-	-	-	-	
Biogenic Emissions		Mmt CO ₂	16^	15.9	14.2	16.7	18.4	15.7	18.7	
Location-Based Total Operational GHG Emissions Intensity (Scope 1+2)		Mmt CO2e/annual net sales ('000)	0.074	0.080	0.082	0.088	0,.095	0.109	0.098	
Market-Based Total Operational GHG Emissions Intensity (Scope 1+2)		Mmt CO2e/annual net sales ('000)	0.077	0.084						
Total Energy Consumption (Scope 1+2) ⁶		Gigajoules (GJ)	3,029,699	3,155,058	3,380,347	3,577,658	3,633,022	3,216,837	3,340,049	RT-IG-130a.1 TR-AP-130a.1
Total Energy Consumption Intensity		GWh/annual net sales ('000)	0.24	0.26	0.26	0.28	0.29	0.32	0.3	
Percentage Grid Electricity		% of GJ	35.4	35.0	34.3	33.5	32.8	33.3	34.1	RT-IG-130a.1 TR-AP-130a.1
Total Absolute Value of Electricity		Gigajoules (GJ)	1,070,000	1,100,000	1,160,000	1,200,000	1,190,000	1,070,000	1,140,000	
Renewable Energy Generated*		Gigajoules (GJ)	154.828.40	149.565.5	133.082.0	155.054.6	170.398.3	144.224.2	170.796.9	
Percent Renewable Energy Generated		% of GJ	5.1%	4.7%	3.9%	4.3%	4.7%	4.5%	5.1%	RT-IG-130a.1 TR-AP-130a.1
Total Waste Volume ⁷		Thousand metric tons	40^	41	39	39	39	32	33	TR-AP-150a.1
Total Hazardous Waste Volume		Thousand metric tons	1.35^	1.49	1.31	1.24	.75	NR	NR	TR-AP-150a.1
Percent Hazardous Waste		% of total waste volume	3^	4	3	3	2	NR	NR	TR-AP-150a.1
Waste Recycled		% of total waste volume	59.7^	58.1	56.3	48.1	55.9	55.9	53.6	TR-AP-150a.1
Waste to Landfill		Thousand metric tons	9.1^	9	9.4	12.3	9.3	8.2	9.2	

ENVIRONMENT									
PERFORMANCE INDICATOR	UNIT OF MEASUREMENT 2024	2025	2024	2023	2022	2021	2020	2019	SASB - IFRS METRIC CODE ²
Total Water Withdrawals ⁸	Million cubic meters	1.8^	1.8	1.8	1.9	1.9	1.7	1.8	
Total Water Withdrawals Intensity	Million cubic meters/annual net sales ('000)	0.51	0.52	0.49	0.55	0.56	0.58	0.57	
Total Wastewater Recycled ⁹	% of total water withdrawals	-	-	0.2	0.21	0.08	-	-	
Total Water Consumption	Million cubic meters	-	-	0.64	0.70	0.78	0.61	0.68	
Number of Product Recalls Issued	number	0	0	0	0	0	0	0	TR-AP-250a.1
Lost Time Incident Rate (LTIR) ¹⁰	rate	0.24	0.26	0.33	0.33	0.26	0.23	0.25	RT-IG-320a.1
Total Case Incident Rate (TCIR) ¹⁰	rate	0.45	0.59	0.60	0.74	0.60	0.53	0.57	RT-IG-320a.1
Employee Fatalities ¹⁰	rate	0	0	0	0	-	-	-	RT-IG-320a.1
Contractor Fatalities ¹⁰	rate	0	0	0	0	-	-	-	RT-IG-320a.1

STEWARDSHIP									
PERFORMANCE INDICATOR	UNIT OF MEASUREMENT	2025	2024	2023	2022	2021	2020	2019	SASB - IFRS METRIC CODE ²
Total Number Employees	Number of Full Time Employees (FTE)	13,000.00	14,100.00	14,929.00	15,236.00	15,077.00	14,300.00	14,700.00	RT-IG-000.B
Female Employees	% of FTE	25.00	25.00	24.00	25.00	24	24.00	-	
Executive/VP/Director Level Diversity, Gender	% of FTE	21.00	21.00	20.00	19.00	21.00	21.00	-	
Total Corporate Income Taxes Paid	Annual US\$ (millions)	63.10	107.50	110.50	4.88	2.50	2.50	4.51	
CEO Median Pay Ratio	rate	241:1	315:1	368:1	411:1	214:1	214:1	366:1	
Median Employee Compensation	Annual US\$	41.085.00	31,644.00	26,423.00	35,015.00	35,940.00	35,940.00	28,679.00	
Charitable Giving, Gates Industrial Corporation Foundation	Annual US\$	270,990.00	667,600.00	699,965.00	677,725.00	612,677.00	1,084,981.00	621,690.00	

^ 2024 metrics reviewed as part of ERM CVS’ reasonable assurance process for this report.

Explanatory Notes:

* Includes on-site solar and biomass

[^] Selected 2025 metrics reviewed under reasonable assurance engagement conducted by Speeki in accordance with the WBCSD/WRI GHG Protocol (2004, as updated January 2015) for Scope 1 emissions, Scope 2 emissions, and biogenic emissions, and Gates’ internal reporting criteria, with reference to SASB definitions and metrics, where applicable, for other metrics.

Note: RT-IG-410a.1-4 does not apply to Gates business model, thus the topic and its associated metrics have been omitted based on the lack of applicability.

¹ Reporting period - The reporting period used for this information is January 1, 2025, to December 31, 2025.

² Gates refers to the sustainability accounting metrics associated with the Industrial Machinery and Goods (RT-IG) and Auto Parts (TR-AP) sectors, as defined by the International Financial Reporting Standard (IFRS) Foundation and the Sustainability Standards Accounting Board (SASB).

³ Categorized as direct spend

⁴ Certain metals used in Gates parts and products are derived from recycled content (e.g., steel and aluminium) as are some of the fibers we use. However, Gates does not account for recycled input materials or remanufactured content, or the revenues attributable to said content.

⁵ Boundary summary - All manufacturing facilities Gates owns or operationally controls were included, except as noted in the exclusions below.

Data Methodology - Gates adheres to the World Resources Institute/World Business Council for Sustainable Development Greenhouse Gas Protocol: A corporate accounting and reporting standard, revised edition (WRI/WBCSD GHG Protocol), to calculate GHG emission Invoices and measurements were collected for relevant energy and emission sources material to each site which may include electricity, natural gas, steam, hot water, diesel fuel, liquid petroleum gas, gasoline, light fuel oil, wood biomass and rice husk. Monthly data is captured in a dedicated software platform and external third-party invoice collection service and is checked for accuracy and timeliness per Gates internal standards. Where actual data was not available, estimates were used. For example, in cases where data is not available for a full 12-month period, available data is used to extrapolate and estimate the values for missing data.

Emission factors: Scope 1 emission factors used are primarily from the Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report (AR6). Residual emission factors for biomass combustion are sourced from the U.S. EPA's Greenhouse Gas Emissions Factors Hub and include emissions from methane (CH4) and nitrous oxide (N2O). Location based scope 2 emissions factors for the U.S. are from the US EPA's eGRID Power Profiler tool and non-US sites are primarily from the International Energy Agency (IEA (2022), GHG Emissions from Energy), adjusted where more recent country or region-specific

governmental factors are published. Emissions are converted to carbon dioxide-equivalents (CO2e) using Global Warming Potentials from the United Nations Intergovernmental Panel on Climate Change Sixth Assessment (IPCC AR6) Report.

Materiality threshold - Materiality for Gates is set at 5% of total emissions with all facilities estimated to contribute >1% of total emissions included.

- Beginning with the 2024 reporting year, Gates has introduced market-based Scope 2 emissions alongside its location-based reporting in alignment with the Greenhouse Gas Protocol (GHGP). Market-based figures reflect the electricity procurement decisions that market actors have contractually secured, including renewable energy certificates (RECs) and equivalent contractual instruments where applicable. Historical data in this report for 2019-2023 uses location-based factors only, while market-based figures are applied from 2024 onward.

Exclusions:

- Most commercial and sales offices, whose impacts are anticipated to be below the materiality threshold
- Manufacturing sites that were not operational during the reporting period
- Scope 3 indirect emissions

Explanatory Notes:

⁶ Total energy consumption is the sum of all fuels plus purchased power and steam.

⁷ Gates waste includes hazardous and non-hazardous waste which are grouped and totaled by waste materials that include industrial, metals, rubber process waste, general waste, and paper/cardboard. Waste is also categorized by disposition defined as recycled, composting, landfill, and incineration with and without energy recovery.

⁸Gates sources of water withdrawal reported includes water from municipal supply and ground water sources.

⁹ All wastewater recycling systems previously reported were maintained during this reporting period. However, due to changes in our data management the total amount of recycled water is not available.

¹⁰Selected 2025 metrics reviewed under limited assurance engagement conducted by Speeki in accordance with Gates’ internal reporting criteria, with reference to SASB definitions and metrics.

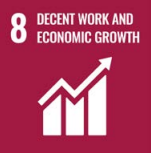
UN SDGS TABLE

GOVERNANCE	
SDG, GATES-ALIGNED TARGETS ¹	
	10.3: Ensure equal opportunity and reduce inequalities of outcome, and promoting appropriate legislation, policies action
	10.4: Adopt policies and progressively achieve greater equality
	17.11: Significantly increase the exports of developing countries

TECHNOLOGY	
SDG, GATES-ALIGNED TARGETS ¹	
	9.2: Promote inclusive and sustainable industrialization and significantly raise industry's share of employment and GDP
	9.4: Upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency
	17.8: Fully operationalize the technology and innovation capacity-building mechanisms and enhance the use of enabling technology

ENVIRONMENT	
SDG, GATES-ALIGNED TARGETS ¹	
	3.9: Substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination
	6.3: Improve water quality by reducing pollution, eliminating dumping and minimizing the release of hazardous chemicals and materials and substantially increasing recycling and safe reuse
	6.4: Substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater
	7.2: Increase substantially the share of renewable energy global energy mix
	7.3: Double the global rate of improvement in energy efficiency
	7.b: Expand infrastructure and upgrade technology for supplying modern sustainable energy services

ENVIRONMENT	
SDG, GATES-ALIGNED TARGETS ¹	
	12.2: Achieve sustainable management and efficiency use of natural resources
	12.4: Achieve the environmentally sound management of chemicals and all wastes throughout their lifecycles
	13.2: Integrate climate change measures into national policies, strategies and planning

STEWARDSHIP	
SDG, GATES-ALIGNED TARGETS ¹	
	3.8: Achieve universal health coverage and access to quality essential health care services
	4.4: Substantially increase the number of youth and adults who have relevant skills for employment
	5.1: End all forms of discrimination against all women and girls
	5.2: Eliminate all forms of violence against all women and girls, including trafficking and other types of exploitation
	5.5: Ensure women 's full and effective participation and equal opportunities for leadership at all levels of decision-making
	8.2: Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors
	8.8: Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment

¹ The United Nations Sustainable Development Goals (SDGs) is an aspirational framework enabling national governments, civil society and businesses to identify outcomes and opportunities for collective action, by 2030. This list of SDGs and targets are the most directly aligned to Gates' core business and impacts.

GRI CONTENT INDEX

GRI STANDARDS, 2021 UNIVERSAL STANDARD

GRI 2: GENERAL DISCLOSURES 2021

1. ORGANIZATIONAL DETAILS				
DISCLOSURE NUMBER	DISCLOSURE TITLE	REPORT PAGE NUMBER	EXTERNAL REFERENCE	COMMENTS
2-1	Name of the Organization	Cover	gates.com/us/en/about-us.html	
2-1	Ownership and legal form		investors.gates.com/financials/annual-reports/default.aspx	
2-1	Location of headquarters	7	gates.com/us/en/about-us/company-overview.html	
2-1	Location of operations	7	gates.com/us/en/customer-support/locations.html	
2-2	Boundary for inclusion	8		
2-2	Audited consolidated financial statements or financial information filed on public record		investors.gates.com/financials/annual-reports/default.aspx	
2-3	Specify the reporting period	8	investors.gates.com/financials/annual-reports/default.aspx	
2-3	Explanation of approach used for consolidating the financial information		investors.gates.com/financials/annual-reports/default.aspx	
2-3	Whether financial reporting period aligns with sustainability reporting			Yes. Sustainability reporting aligns with the period of financial reporting for fiscal year 2025, unless otherwise noted.
2-3	Date of sustainability report	Cover	investors.gates.com/financials/annual-reports/default.aspx	
2-3	Point of contact at company		investors.gates.com/investor-resources/investor-contacts/default.aspx	
2-4	Restatement of prior period results	8		We continue to improve our data collection efforts and methodologies. Scope 1 emission factors used are primarily from the Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report (AR6). In 2025, we completed a methodolical update, which we applied to prior year data. Accordingly, some numbers reflected above are different than those that were previously reported. These figures were subject to third party assurance and included in our 2025 assurance statement from Speeki.
2-5	Describe Company policy and practice for seeking external assurance	Report Appendix: Assurance Statement		
2-5	Whether Company's sustainability report is externally assured	Report Appendix: Assurance Statement		Gates achieves external reasonable assurance for its Scope 1 and Scope 2 (location-based) GHG emissions inventory and water withdrawals data, and limited assurance for select waste and safety metrics. Gates does not obtain assurance for its entire sustainability report.

2. ACTIVITIES AND WORKERS

DISCLOSURE NUMBER	DISCLOSURE TITLE	REPORT PAGE NUMBER	EXTERNAL REFERENCE	COMMENTS
2-6	Sector(s) business operates in	6	gates.com/us/en/industries.html	
2-6	Describe its value chain	6		
2-6	Other relevant business relationships	Does not apply		
2-7	Total number of employees	6	gates.com/us/en/about-us/company-overview.html	
2-7	Total number of employees, by type, gender and location	Report Appendix: Annual Preformance Indicators	investors.gates.com/financials/annual-reports/default.aspx	
2-7	Methodologies and assumptions used to quantify employees		https://investors.gates.com/sec-filings/default.aspx	Gates employee data is calculated based on data from our HR system of record for the population of employees as of December 31, 2024. Gates discloses human capital information in our Annual Report on Form 10-K filed with the U.S. Securities and Exchange Commission.
2-7	Describe any fluctuation in the number of employees during the reporting period			Gates discloses the number of full-time employees as of the final day of the reporting period
2-8	Total number of workers who are not employees			Gates has elected not to disclose this metric
2-8	Methodologies and assumptions used to quantify non-employees			Gates has elected not to disclose this metric

3. GOVERNANCE

DISCLOSURE NUMBER	DISCLOSURE TITLE	REPORT PAGE NUMBER	EXTERNAL REFERENCE	COMMENTS
2-9	Governance structure, including committees of highest governance body	14-15	https://investors.gates.com/governance/governance-documents/default.aspx	
2-9	List the committees of highest governance bodies	14-15	https://investors.gates.com/governance/governance-documents/default.aspx	
2-9	Describe the composition of the highest governance bodies	13-15	https://investors.gates.com/governance/governance-documents/default.aspx	
2-10	Describe the nomination and election processes for the highest governance bodies		https://investors.gates.com/governance/governance-documents/default.aspx	
2-10	Describe the criteria for nominating and selecting highest governance bodies		https://investors.gates.com/governance/governance-documents/default.aspx	
2-11	Chair of the highest governance body	13	https://investors.gates.com/governance/governance-documents/default.aspx	
2-12	Role of the highest governance body in overseeing the management of impacts	14-15	https://investors.gates.com/governance/governance-documents/default.aspx	
2-13	Delegation of responsibility for managing impacts	13-15	https://investors.gates.com/governance/governance-documents/default.aspx	
2-14	Role of the highest governance body in sustainability reporting	14-15	https://investors.gates.com/governance/governance-documents/default.aspx	

3. GOVERNANCE				
DISCLOSURE NUMBER	DISCLOSURE TITLE	REPORT PAGE NUMBER	EXTERNAL REFERENCE	COMMENTS
2-15	Describe the processes for the highest governance body to ensure that conflicts of interest are prevented and mitigated		https://investors.gates.com/governance/governance-documents/default.aspx	
2-15	Report whether conflicts of interest are disclosed to stakeholders		https://investors.gates.com/governance/governance-documents/default.aspx	
2-16	Describe whether and how critical concerns are communicated to the highest governance body		https://investors.gates.com/governance/governance-documents/default.aspx	
2-16	Total number and the nature of critical concerns that were communicated to the highest governance body during the reporting period		https://investors.gates.com/governance/governance-documents/default.aspx	
2-17	Describe the collective knowledge, skills and experience of the highest governance bodies		https://investors.gates.com/governance/governance-documents/default.aspx	
2-18	Describe the processes for evaluating the performance of the highest governance body		https://investors.gates.com/governance/governance-documents/default.aspx	
2-18	Describe independence of evaluations and any actions taken in response to the evaluations		https://investors.gates.com/governance/governance-documents/default.aspx	
2-19	Describe the remuneration policies for members of the highest governance body and senior executives		https://investors.gates.com/governance/governance-documents/default.aspx	
2-20	Describe the process for designing remuneration policies		https://investors.gates.com/governance/governance-documents/default.aspx	
2-21	Report on the annual total compensation ratio	<u>Report Appendix: Annual Preformance Indicators</u>	investors.gates.com/sec-filings/default.aspx see <u>Proxy Filings</u>	
4. STRATEGY, POLICIES, AND PRACTICES				
DISCLOSURE NUMBER	DISCLOSURE TITLE	REPORT PAGE NUMBER	EXTERNAL REFERENCE	COMMENTS
2-22	Statement on sustainable development strategy	<u>9</u>	https://www.gates.com/us/en/knowledge-center/resource-library/policies-and-statements.html	
2-23	Describe Company's policy commitments for responsible business conduct, including human rights	<u>16-17</u>	https://www.gates.com/us/en/knowledge-center/resource-library/policies-and-statements.html	
2-23	Provide links to policy commitments, if publicly available			

TCFD INDEX

TCFD CORE ELEMENT	RECOMMENDED DISCLOSURE (ABBREVIATED)	REPORTING LOCATION	
GOVERNANCE	Degree of board oversight	2025 Sustainability Report - ESG Governance pp. 14-15	
		2025 UK Annual Report, Non-Financial and Sustainability Information Statement pp. 13, 22	
		2025 Proxy Statement – Corporate Governance	
	Management’s role	2025 Sustainability Report - ESG Governance	
		2025 Proxy Statement – Corporate Governance	
STRATEGY	Climate-related risks and opportunities	2025 UK Annual Report, Non-Financial and Sustainability Information Statement pp. 13, 23-27	
	Impacts of risks and opportunities	2025 Sustainability Report – Governance, SASB Index	
		2025 UK Annual Report, Non-Financial and Sustainability Information Statement pp. 15-27	
	Resilience of the organization’s strategy	2025 UK Annual Report, Non-Financial and Sustainability Information Statement pp. 27	
	RISK MANAGEMENT	Climate risk identification process	2025 UK Annual Report, Non-Financial and Sustainability Information Statement pp. 23-27
		Climate risk-management process	2025 UK Annual Report, Non-Financial and Sustainability Information Statement pp. 23
Integration with other risk-management processes		2025 Sustainability Report - Governance	
		2025 UK Annual Report, Non-Financial and Sustainability Information Statement pp. 23	
METRICS & TARGETS		Climate-related metrics	2025 Sustainability Report – Environment, Assurance Statement
			2025 UK Annual Report, Non-Financial and Sustainability Information Statement pp. 27-28
	GHG emissions	2025 Sustainability Report – Overview, Environment, SASB Index	
		2025 UK Annual Report, Non-Financial and Sustainability Information Statement pp. 27-28	
	Management of climate-related targets and metrics	2025 Sustainability Report – Environment, Assurance Statement	
		2025 UK Annual Report, Non-Financial and Sustainability Information Statement pp. 27-28	



INDEPENDENT COMBINED LIMITED AND REASONABLE ASSURANCE STATEMENT

GATES CORPORATION

Speeki Europe SAS (Speeki) was engaged by Gates Corporation (Gates) to provide a combination of limited and reasonable assurance in relation to selected sustainability information set out below presented in the Gates 2025 Sustainability Report (the Report).

I. OUR CONCLUSIONS	
REASONABLE ASSURANCE OPINION	Based on the procedures performed and evidence obtained, we conclude that the following consolidated 2025 environmental metrics: • Scope 1 GHG emissions • Scope 2 GHG emissions • Biogenic emissions • Water withdrawn • Total Waste Volume • Total Hazardous Waste Volume • Waste Recycled % of total waste volume • Waste to Landfill are, in all material respects, prepared in accordance with the defined reporting criteria.
LIMITED ASSURANCE CONCLUSION	Based on the activities performed, nothing has come to our attention to indicate that the following selected 2025 health and safety metrics: • Lost Time Incident Rate (LTIR) • Total Case Incident Rate (TCIR) • Employee Fatality Rate • Contractor Fatality Rate are not prepared, in all material respects, in accordance with the reporting criteria.
REPORTING PERIOD	January 1st to December 31st, 2025
REPORTING CRITERIA	WBCSD/WRI GHG Protocol (2004, as updated January 2015) for the following disclosures: • Scope 1 GHG emissions • Scope 2 GHG emissions • Biogenic emissions Gates’ internal reporting criteria with reference to SASB definitions and metrics, where applicable, for the following disclosures: • Water withdrawn • Total Waste Volume • Total Hazardous Waste Volume • Waste Recycled % of total waste volume • Waste to Landfill • Lost Time Incident Rate (LTIR) • Total Case Incident Rate (TCIR) • Employee Fatality Rate • Contractor Fatality Rate.
EXCLUSIONS	Our assurance engagement does not extend to data prior to the period covered, forward-looking statements, and additional information disclosed in the Gates 2025 Sustainability Report.

II. BASIS FOR REASONABLE ASSURANCE OPINION AND LIMITED ASSURANCE CONCLUSION	
ASSURANCE STANDARD	The terms of reference as the basis for this assurance engagement are the requirement of ISSA 5000 (General Requirements for Sustainability Assurance Engagements) and Speeki’s own verification programme requirements.
ASSURANCE LEVEL & INHERENT LIMITATIONS	We performed a combination of reasonable and limited assurance for the scope as identified above. We believe that the evidence we obtained is sufficient and appropriate to provide a basis for our engagement conclusions. Assurance does not provide absolute certainty; it is based on sampling and professional judgment. The procedures in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than for a reasonable assurance engagement.
ENGAGEMENT RESPONSIBILITIES	As stated in the Assurance Engagement Letter and confirmed by Gates in the Management Representation Letter, responsibilities during this engagement were the following. Gates Management responsibilities: • Ensuring the disclosures and metrics are prepared in accordance with the reporting criteria. • Designing, implementing and maintaining a system of internal control that enables the preparation of sustainability information in accordance with the applicable criteria that is free from material misstatement, whether due to fraud or error. • Providing the Speeki team with access to personnel, documentation, systems, records, and evidence. are not prepared, in all material respects, in accordance with the reporting criteria. Speeki Responsibilities: • Plan and perform the assurance engagement to obtain a combination of limited and reasonable assurance, as applicable, about whether the sustainability information is free from material misstatement, whether due to fraud or error, and to issue a limited assurance conclusion and reasonable assurance opinion for the defined scope. • Identify misstatements arising from fraud or error that are considered material if individually or in the aggregate, could reasonably be expected to influence the decisions of intended users taken on the basis of the sustainability information. • Perform risk assessment procedures, and as appropriate, design and perform adequate procedures responsive to the assessed risk for limited and reasonable assurance. • Conduct the assurance engagement with independence, objectivity, and professional judgement and skepticism. • Document all evidence gathered and conclusions drawn.
INDEPENDENCE & ETHICS	Speeki confirms its independence from Gates and provides no consultancy related services in any respect. Speeki Europe SAS is an independent certification and verification body. Accordingly, we maintain a quality management system in line with ISO/IEC 17021-1:2015, at least as demanding as ISQM-1 and ISQM-2 (2022) (International Standard on Quality Management). Speeki abides by a Code of Conduct and is therefore committed to professional ethics and standards for integrity, confidentiality, impartiality, competence and due care, dictated by ISSA 5000 requirements and the IESBA Code of Ethics (www.speeki.com/ouraccreditations).

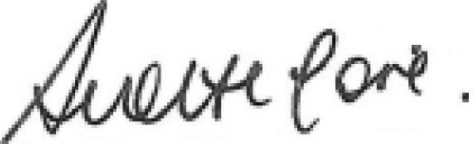
III. SUMMARY OF THE WORK PERFORMED

Taking into consideration the level of assurance and assessment procedures on the risk of material misstatement, we performed a range of procedures that included, but not restricted to, the following:

RISK ASSESSMENT PROCEDURES	• Review and validation of audit objectives, scope and appropriateness of reporting criteria • Identification of key risk areas across GHG, energy, water, waste and health & safety metrics • Understanding of applicable processes, policies, procedures, systems, data governance model, roles and responsibilities • Selection of sites for visit and verification methods based on risk and materiality
DOCUMENT REVIEW	• Review of supporting documentation including: policy and processes, utility invoices (electricity, gas, water), waste manifests and supplier invoices, internal tracking logs and site-level data • Consistency assessment between source documents and reported system data
DATA TESTING & RECALCULATION	• Sample-based testing of reported data against source documentation • Recalculation of selected metrics (e.g. energy consumption, emissions, waste volumes, LTIR and TCIR) • Review unit conversions and system-calculated values
SITE VISITS, INTERVIEWS & PROCESS WALKTHROUGHS	• Conducted on-site and remote site visits • Review of internal audits and internal control processes • Conducted interviews with corporate and site personnel • Process walk-through for data collection, consolidation and reporting
ANALYTICAL REVIEW & CONSOLIDATION	• Cross-site comparison and trend analysis • Identification of inconsistencies, anomalies and data gaps • Overall evaluation of data quality and reporting practices at group level • Overall procedures covered multiple sites and regions to support group-level conclusions

The nature, timing and extent of procedures were determined based on professional judgement, materiality, and risk considerations.

FOR AND ON BEHALF OF SPEEKI EUROPE SAS (FRANCE)



Scott Lane
President and Engagement Principal



Speeki Europe SAS
9 rue des Colannes, 75002 Paris, France
Registered office: 4-6 place de la Bourse, 75002 Paris, France
Independent Certification & Verification Body
www.speeki.com



