



**Corporate  
Social  
Responsibility  
Communication  
2022.**

A POSITIVE AND PROACTIVE CULTURE OF SUSTAINABILITY



## To our employees, shareholders, customers, suppliers, and partners.

During this challenging time, with your involvement and commitment, we continued to run our business while living our values. As we all know the past 3 years were difficult as the world went through an unprecedented sanitary and economic crisis. In 2022, some restrictions due to COVID-19 still occurred - particularly in China. In addition, the Ukrainian conflict favored energy costs and raw material shortages continued.

I remain pleased with our results, given the environment while preserving and continuing to nurture our unique culture, which is our essence.

2022 marks our 5th year supporting the Ten Principles of the Global Compact in the areas of Human Rights, Labour, Environment and Fight against corruption.

I want to recognize the committees setting targets and milestones for the coming years. The health and safety of our employees and taking actions to reduce our carbon footprint are top priority. Topics such as data privacy are becoming increasing important.

Taking care of our people, our communities, and our planet is the foundation of L&L Products. Collectively we are all doing our part to take care of our tomorrow. When I look at our organization and our people, I am proud, very confident, and enthusiastic about the future we are all building together for our Company. I want to thank our talented employees across the globe for all for the incredible work they have done to prepare our organization for the future.

All this could not have been possible without the support of our Shareholders. We are very thankful for their support and belief that we are driving our business to the right place as we continue to make L&L Products a **'A Good Place for All Who Touch It'** around the world for the years to come.

As we strive for continuous improvement we welcome and encourage ideas to drive this effort.

Sincerely,



**Christophe Carré**  
Chief Executive Officer



## Leadership Team.

### John Ligon

Executive Chairman  
L&L Products  
Romeo, Michigan, USA  
**JOINED L&L IN 1984**



### Christophe Carré

Chief Executive Officer  
L&L Products  
Altorf, France  
**JOINED L&L IN 1998**



### Steve Ryan

Global Chief Financial Officer  
L&L Products  
Romeo, Michigan, USA  
**JOINED L&L IN 2016**



### Mike Czaplicki

Chief Technology Officer  
L&L Products  
Romeo, Michigan, USA  
**JOINED L&L IN 1993**



### Tom Kleino

President  
L&L Products Americas  
Romeo, Michigan, USA  
**JOINED L&L IN 1991**



### Nitin Mehta

President  
L&L Products APAC & India  
Singapore  
**JOINED L&L IN 2011**



### John Blancaneaux

President  
L&L Products EMEA  
Altorf, France  
**JOINED L&L IN 1997**



### Tony Buchan

VP of Strategic Marketing  
& Corporate Development  
Leicester, UK  
**JOINED L&L IN 2012**



**A Good Place  
for All Who  
Touch It**

**Who We Are.**





## Who We Are.

**L&L Products is a family-owned company founded in a suburb of Detroit, Michigan, USA in 1958.**

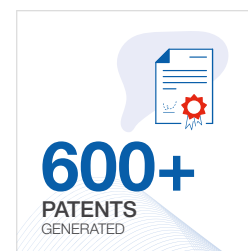
Expansion in other regions started in 1996 to support our traditional automotive customers globally.

Since then, we have opened several plants, developed new products, and began expanding to new markets.

We strive to maintain a corporate culture based on humility, respect for one another, and a hunger to achieve long-term growth.

For nearly 65 years, L&L Products has collaborated with customers to provide tailored solutions for challenges in sealing, acoustics, bonding, vibration management, reinforcement, thermal management, and manufacturing optimization.

**Making products lighter, stronger, and quieter.**



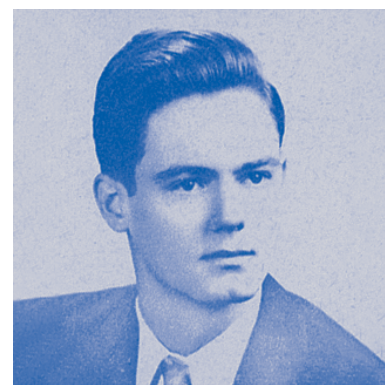
### Corporate Purpose



To be a good place for all who touch it, where quality of work, products, and relationships are a priority.

**Bob and I both have great love for our people. They're the folks who show up every morning and make things happen... and make the business work.**

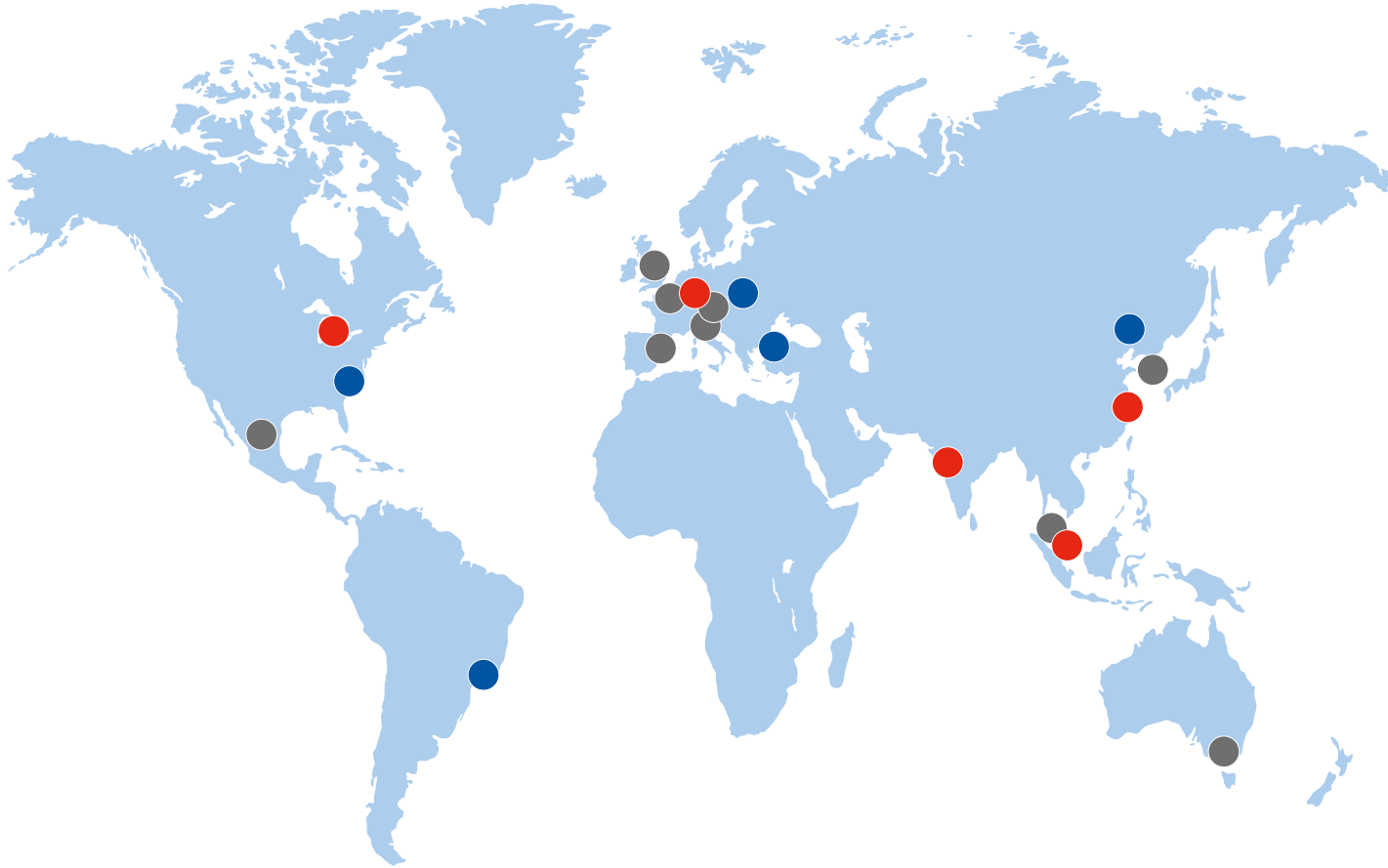
**GENE LANE**  
FOUNDER



**You did it, you made it happen. The best thing we've got is you. Our people, our extended family.**

**BOB LIGON**  
FOUNDER

## Local Presence.



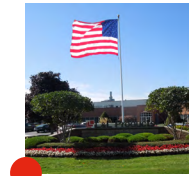
● L&L Office, Production & R&D Facilities ● L&L Office & Production Facility ● L&L Office

**Americas**  
Founded  
**1958**

**EMEA**  
Founded  
**1996**

**APAC**  
Founded  
**1997**

**India**  
Founded  
**2010**



**USA**  
Romeo, MI



**USA**  
W. Columbia, SC



**BRAZIL**  
Indaiatuba



**FRANCE**  
Altorf



**GERMANY**  
Munich



**CZECH  
REPUBLIC**  
Rudna



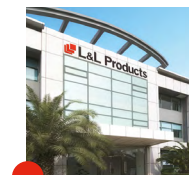
**TURKEY**  
Bursa



**INDIA**  
Pune



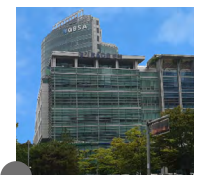
**SINGAPORE**  
Singapore



**CHINA**  
Shanghai



**CHINA**  
Shenyang



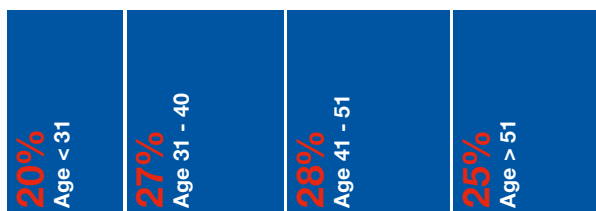
**SOUTH KOREA**  
Gyeonggi-do

# Corporate Social Responsibility.

We strive to make the world a better place for everyone.

## ORGANIZATIONAL FRAMEWORK

Our Shareholders have set the guiding expectations for the company. The L&L Products' Executive Team (LLET) oversees the business and guides employees to work ethically and with integrity to achieve the expectations given by the Shareholders. Our model provides long-term success while caring for employees, partners, stakeholders, and the environment.



## HUMAN RIGHTS AND LABOR

"Corporate Social Responsibility is essential in business today. We continue to recognize the importance and improve each day. It is a primary focus for our company. I'm very proud of our organization's improvement efforts each year." Jay Krawczyk

In 2022 we executed training on a harassment free workplace and performed employee satisfaction surveys with results showing our employees have the ability to voice concerns freely.

7

Number of Accidents in 2022 with Lost Days  
(Down from 18 in 2021)



## SAFETY

Health and safety for our employees, contractors, and visitors is essential to our operations. We created a global team with quarterly reviews to establish best practices and road map exchanges. Two global initiatives, Behavior Based Safety (BBS) and Lockout/Tagout (LOTO) helped to reduce our frequency of accidents by half from 2021. 90% of our employees are covered by ISO 45001 with Brazil expecting certification in 2023/2024. Furthermore, we organized Safety week and participated in external competitions to raise awareness around safety.



10%  
Women in Executive Positions  
30%  
Women in Total Workforce



## 10 Principles of the United Nations Global Compact.

**PRINCIPLE 1** Businesses should support & respect the protection of internationally proclaimed human rights.

**PRINCIPLE 2** Businesses should be certain they are **not complicit in human rights abuses**.

**PRINCIPLE 3** Businesses should uphold the **freedom of association**, and the effective recognition of the right to collective bargaining.

**PRINCIPLE 4** Businesses should uphold the **elimination of all forms of forced and compulsory labour**.

**PRINCIPLE 5** Businesses should uphold the effective **abolition of child labour**.

**PRINCIPLE 6** Businesses should uphold the **elimination of discrimination** in respect of employment and occupation.

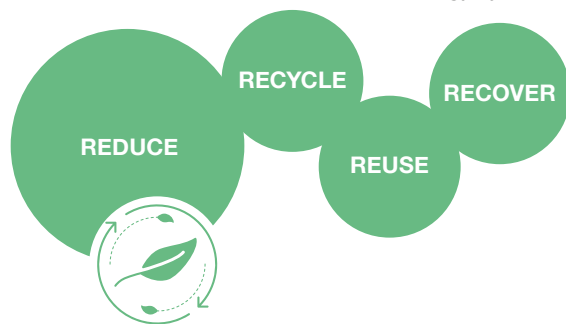


## ENVIRONMENT

We began the calculation of our first global carbon footprint according to the Greenhouse Gas (GHG) protocol standards. Results are due Q1 2023. Additionally, we formed our first global Life Cycle Assessment (LCA) team. We continue our Zero Waste program and are taking actions in all departments of the organization to reach our target of Zero Waste. Our efforts include optimizing direct and indirect supplies, encouraging eco-design of our products and packaging, improving our manufacturing processes, better sorting our waste, increasing the recoverable part of our waste. Seven out of our eight plants are ISO14001 certified.

We instituted a global energy team to reduce CO2 emissions, established an energy counting system, and began investigation into ISO 50001 certification for energy management. Results include:

- Reduce weekend energy usage
- Install low consumption light systems
- Plan to increase the use of renewable energy by 15%



## BUSINESS ETHICS

### Compliance

In 2022, we reviewed the Gift & Invitation Policy that applies to all L&L employees worldwide – and created a training. We plan to release e-learning in early 2023 with a quiz. This year again, no concerns have been reported through our Speak Up Line showing trust of the employees to raise concerns internally through HR or Legal departments or their management.

### Information Security / Confidentiality

We have put together the first global e-learning using the newly implemented Oracle Human Capital Management (HCM) tool to reach all L&L employees.

Confidentiality is an important aspect of our business:

- We are trusted with information from our customers several years before the release of a new car
- We are trusted with information from our suppliers
- L&L develops chemical formulas and technologies, and we want to ensure that we keep our competitive advantage and can file patents when we decide so
- We manage our employees' personal data which, in many L&L Products countries are protected under specific laws such as General Data Protection Regulation (GDPR)

## PROCUREMENT

Our commitment to our partner relationships impact CSR practices over the supply chain. We actively encourage and support our suppliers in their own sustainability journey and strive to work with suppliers who are mindful of their impact on the environment.



**PRINCIPLE 7** Businesses should support a **precautionary approach to environmental challenges.**

**PRINCIPLE 8** Businesses should undertake initiatives to **promote greater environmental responsibility.**

**PRINCIPLE 9** Businesses should encourage the development and diffusion of **environmentally friendly technologies.**

**PRINCIPLE 10** Businesses should **work against corruption** in all its forms, including extortion and bribery.



In 2018, we joined the United Nations Global Compact, the world's largest sustainability initiative with more than 10,000 companies that endorse the Ten Principles.



## Living Our Values.

### Walks for Awareness

L&L Products is Living Our Values in **France** by having several L&L Products participate in *La Strasbourgeoise* to support breast cancer awareness. Employees dressed in pink decided to run or walk to encourage people on the importance of organized screening and dialog on breast cancer. L&L **South Carolina** also participated in an autism awareness walk late last year.



### Bunny Baskets for a Cause

L&L Products is Living Our Values in **Romeo** by organizing an Easter Basket raffle where nearly \$10,000 of the funds raised benefit *Adopt-A-Family*. *Adopt-A-Family* helps children, seniors, and veterans by providing food, toys, clothing, and other essential items. The team also organized other fundraising activities such as Penny Wars, Football Rivalry events, and raised money through water and popcorn donations throughout the year. The total donated by L&L employees came in at just over \$16,000!



### L&L Foundations

The Foundations provide scholarships to L&L Products employee family members in support of post-secondary education. The **L&L Educational Foundation** also supports local school districts with STEM grant opportunities.



In 2022, the **L&L Educational Foundation** awarded 115 US scholarships and the **L&L Products Foundation** awarded 39 scholarships outside of the US. Additionally in 2022, STEM grants were awarded to 12 school districts where our employees live in the US. STEM curriculum supports critical thinking and teamwork through hands on activities in the areas of Science, Technology, Engineering, and Mathematics.



## Core Values.

That L&L upholds and lives by every day



Honesty & Respect

We are honest with all people in our organization and all people we come in contact with from outside the organization. We are reliable to our word. We are respectful of others. We work to build trusting relationships.



Creativity, Innovation & Entrepreneurial Spirit

By sharing information, seeking input and collaborating together, we create an exceptional entrepreneurial environment where people put ideas to work.



Consistency & Fairness

We make every effort to be fair with people and consistent in application of our policies.



Success Defined in our own Terms

Always underlying our business decisions is the understanding that growth without corresponding profit is not healthy.



## Commitment for a Cause

L&L Products is Living Our Values in **China** during the COVID-19 lockdowns in 2022. During this time, a dedicated team stayed onsite at our production facility to ensure that we delivered products for our customers. This commitment was a huge sacrifice being away from their families and loved ones during this extended period. In addition, L&L China had several colleagues volunteering to distribute food and medical supplies to the community. We thank our team for their outstanding service!



## Solar Energy

L&L Products is Living Our Values in **India** by installing a 1.12 MW of Solar Power that will generate around 14 lac units of greener energy to power the facility. This plant will offset 916 Tons of CO<sub>2</sub> in 1 year, equivalent to CO<sub>2</sub> absorbed by 680 trees over its lifetime! L&L Products India is the first location to implement solar power.



Vischal Manchandra (L),  
Head - Finance &  
Administration,  
L&L Products  
India



Authority,  
Responsibility &  
Obligation to Listen

We align authority with responsibility. Where decision authority ultimately resides depends on who has responsibility to achieve results. We expect decisions and actions to be consistent with our overall strategy and in concert with our values.



Pride in Belonging

We acknowledge the uniqueness of each person and the value that each brings to our organization. We recognize individual and team efforts made toward answering our challenges and achieving our objectives. We take time to celebrate our successes.



Importance of  
our Partner  
Relationships

We recognize the vital importance of our outside partner relationships, which include our customers, suppliers, advisors, alliance partners, and other stakeholders. It is in our long-term best interest that our partners are successful, just as it is in their interests that our Company remains strong.

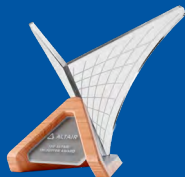


Good Citizen in  
our Communities

We respect our environment and encourage efforts to make the communities in which we operate better places for all who live in them.



# Global Recognition.



## ALTAIR ENLIGHTEN AWARD

In partnership with BASF, Flex-N-Gate, and Toyota, L&L Products, for the second consecutive year, has won the Altair Enlighten Award in the Module Lightweighting category for the composite seatback design using L&L CCS on the 2022 Toyota Tundra. In addition, L&L Products, with Stellantis and BASF, was also recognized as finalists for the 2022 Jeep Wagoneer Composite Engine Stabilizer Bracket (CESB).

## DETROIT FREE PRESS TOP WORKPLACES AWARD

Detroit Free Press Top Workplaces have awarded L&L Products North America a Top Workplaces 2022 honor. L&L was selected based on an employee survey administered by Energage LLC. The anonymous survey measures 15 culture drivers that are critical to the success of any organization: including alignment, execution, and connection, to name a few.

## SPE INNOVATION AWARD

The automotive division of the Society of Plastics Engineers (SPE) hosted the 51st annual Automotive Innovation Awards Gala, the oldest and largest recognition event in the automotive and plastics industries. The team members from L&L Products, BASF, Flex-N-Gate, and Toyota received the SPE Automotive Innovation Award for the composite seatback design using L&L CCS on the 2022 Toyota Tundra. L&L was also a finalist for the 2022 Jeep Wagoneer Composite Engine Stabilizer Bracket (CESB) in collaboration with Stellantis and BASF.

## SAA INNOVATIONS IN LIGHTWEIGHTING AWARD

We are pleased to share that the composite seat structure on the 2022 Toyota Tundra using L&L CCS won first place in the Innovations in Lightweighting category from the Society of Automotive Analysts (SAA). The announcement was at the Mobility Innovations Summit in November.

## ECOVADIS GOLD ACHIEVEMENT

L&L Products earned its second GOLD medal award from EcoVadis in 2022. This award recognizes L&L's ongoing commitment to sustainability in the areas of environment, human rights & labor, ethics, and sustainable purchasing.

## GM SUPPLIER OF THE YEAR AWARD

L&L Products was named a GM Supplier of the Year during the company's 30th annual Supplier of the Year awards. Recipients of the Supplier of the Year award include 134 suppliers representing 16 countries. This year's event was special not only because it's the 30th anniversary of the program, but because it allowed GM to recognize suppliers for persevering through one of the most challenging years the industry has ever faced. Congratulations on L&L's second consecutive year win!

## LABEL ALSACE EXCELLENCE

In 2022, team in France celebrated the Alsace Excellence Award from ADIRA. The Alsace Excellence label aims to promote the excellence of Alsatian companies. Being awarded this recognition means that L&L performs as one of the best companies in Alsace, is economically efficient, and operates as an ethical and responsible company. Congratulations to the team for achieving this great honor for the region!

## NCQC AWARD

We are pleased to share that L&L Products India participated for the first time in NCQC (National Conference Quality Circle Forum of India) and won the "Distinguish Award". The forum provides opportunities for experts and practitioners of QCC and other allied concepts to exchange viewpoints and search for new avenues to improve process management, value addition and cost reduction. About 2,048 case study presentations were given by 497 participating organizations across the country. The India Quality Circle Forum is an excellent platform for presenting the best work done by various quality practicing organizations.

## JBM GROUP BEST SUPPLIER QUALITY AWARD

We are proud to share that L&L Products India has received the Best Supplier Quality Award 2022 from our valued customer JBM Group, Chennai. We won the award amongst all the JBM suppliers. We were the only supplier with zero Parts Per Million (PPM) and zero quality issues for the supplies made from January through December 2022.

